



Jean-Claude Juncker,
President of the European Commission

Mission Letter

Brussels, 12 July 2017

Günther Oettinger

Member of the Commission in charge of Budget and Human Resources

Dear Günther,

You are an experienced Member of the European Commission which I have the honour to preside. We took office at a particularly challenging time for the European Union. With this Commission, we have an exceptional opportunity, but also an obligation, to make a fresh start, to address the difficult geo-political situation, to strengthen economic recovery and to build a Europe that delivers jobs and growth for its citizens.

I want the Commission to be a strong and political team. And I want you, with your political skills and experience, to continue to fully play your part in this team.

We will have a lot to do in the years to come and we will have to show a united and clear sense of purpose at all times. In the Political Guidelines for the new European Commission that I presented to the European Parliament on 15 July 2014, I set out a new Agenda for Jobs, Growth, Fairness and Democratic Change, focused on ten priorities. I had discussed and developed this Agenda in detail in meetings with all the political groups in the European Parliament. The Political Guidelines are, therefore, somewhat akin to a political contract that I concluded with the European Parliament to mark the beginning of a new mandate and to prioritise the work of the Commission. Today, in the light of the Bratislava road map and the Rome declaration, these Guidelines are more relevant than ever. I will be looking for your support, creativity and action to help deliver concrete results.

Following your excellent work as Commissioner for the Digital Economy and Society in the first part of our mandate, I would like you now to be the **Member of the Commission in charge of Budget and Human Resources**. In this Mission Letter, I set out what I expect from you as a Member of the Commission as well as specific goals you will be responsible for.

A new way of working

Delivering the priorities of the Political Guidelines requires a reform of the way the Commission has operated up until now. This is why I introduced a number of important reforms in the working methods of the Commission when I took office in 2014. Reform means change. I want us all to show that we are open to change and ready to adapt to it.

I want the Commission as a whole to be more than the sum of its parts. I therefore want us to work together as a strong team, cooperating across portfolios to produce integrated, well-grounded and well-explained initiatives that lead to clear results. I want us to overcome silo mentalities by working jointly on those areas where we can really make a difference. We cannot and should not do everything: I want the European Commission to be bigger and more ambitious on big things, and smaller and more modest on small things. I also want us to focus our energy and efforts on ensuring effective implementation and follow-up on the ground. I count on you to continue playing your part in this new collaborative way of working.

To facilitate this, I decided in 2014 to organise the Commission differently from its predecessors. I have entrusted a number of well-defined priority projects to the Vice-Presidents and ask them to steer and coordinate work across the Commission in the key areas of the Political Guidelines. This allows for a better focus and a much stronger cooperation amongst Members of the College, with several Commissioners working closely together as a team, led by the Vice-Presidents, in compositions that may change according to need and as new projects develop over time.

To empower them to deliver on their priority projects, the Vice-Presidents act on my behalf and help exercise my rights and prerogatives in their area of responsibility. In particular, the Vice-Presidents are in charge of:

- Steering and coordinating work in their area of responsibility. This involves bringing together several Commissioners and different parts of the Commission to shape coherent policies and deliver results.
- Assessing how and whether proposed new initiatives fit with the focus of the Political Guidelines. As a general rule, I will not include a new initiative in the Commission Work Programme or place it on the agenda of the College unless this is recommended to me by one of the Vice-Presidents on the basis of sound arguments and a clear narrative that is coherent with the priority projects of the Political Guidelines.
- Managing and organising the representation of the Commission in their area of responsibility in the European Parliament, the Council, national Parliaments and other institutional settings as well as at international level.
- Promoting a proactive and coordinated approach to the follow-up, implementation, and communication of our priority policies across the Union and internationally.

Respect for the principles of subsidiarity, proportionality and better regulation is at the core of the work of the Commission. We concentrate our efforts on those areas where only joint action at European level can deliver the desired results. When we act, we always look for the most efficient and least burdensome approach. Beyond these areas, we should leave action to the Member States where they are more legitimate and better equipped to give effective policy responses at national, regional or local level.

I therefore pay particular attention to the opinion of the First Vice-President, in charge of Better Regulation, Interinstitutional Relations, the Rule of Law and the Charter of Fundamental Rights, before including any new initiative in the Commission Work Programme or putting it on the agenda of the College. This Vice-President is also entrusted with the regular monitoring of procedures linked to the preparation of delegated and implementing acts to ensure full political ownership.

I also pay particular attention to your opinion as the Member of the Commission in charge of Budget and Human Resources as regards the impact of our activities on the financial resources and staff of the European Commission. We have the privilege of being supported by an excellent, highly motivated European civil service and a professionally well-run administration, but its resources are limited and have to be used to best effect. This is also why I want resources to be allocated to our priorities and to make sure that every action we take delivers maximum performance and value added. I also want all Commissioners to ensure sound financial management of the programmes under their responsibility, always protecting the EU budget from fraud.

Under my supervision, Vice-Presidents, but also you as Member of the Commission in charge of Budget and Human Resources, are supported by the Secretariat-General in their tasks. Vice-Presidents primarily rely on close cooperation with the relevant Commissioners and the services that report to them. In addition, Vice-Presidents are able to draw on any service in the Commission whose work is relevant for their area of responsibility, in consultation with the relevant Commissioner.

With regard to the Union's external action, I have launched a pragmatic partnership with the High Representative of the Union for Foreign Affairs and Security Policy, who, according to the Treaties, is one of the Vice-Presidents of the Commission. The High Representative and I have agreed at the beginning of the mandate that she will play her role as a Commission Vice-President to the full. She notably steers and coordinates the work of all Commissioners with regard to external relations through a Commissioners' Group on External Action to develop a joint approach. This Group meets at least once a month in varying thematic and/or geographic formats, according to the needs identified by the High Representative/Vice-President or by me. The High Representative/Vice-President regularly reports back to me and the whole College about geopolitical developments. To liaise more effectively with the other Members of the College, we agreed that she has her Headquarters in the Berlaymont, and that the Commission puts a Cabinet of an appropriate size at her disposal, about half of which will be Commission officials. We also agreed that, whenever she sees the necessity to do so, she will ask the Commissioner for European Neighbourhood Policy and Enlargement Negotiations and other Commissioners to deputise in areas related to Commission competence.

Working together in this new way across the Commission helps ensure that the final decisions we take as a College are well-prepared and focused on what is important and that we are all equipped to explain and defend them. We need to show a team spirit to make the system work. Our success depends on each and every one of you: on the team leadership of the Vice-Presidents and on the readiness of Commissioners to be strong team players. I would ask you all to work together to ensure that this new system works well.

The Budget and Human Resources portfolio

You will be the Member of the Commission in charge of Budget and Human Resources. You will, in particular, be responsible for managing the EU budget, for negotiating the annual budget, for negotiating the Commission's Multiannual Financial Framework mid-term proposal, for the financial programming and implementation, for the discharge of the budget, for steering the preparation of the future Multiannual Financial Framework beyond 2020 and for presenting the execution of the budget to the European Parliament, the Council and the European Court of Auditors.

You will help the Commission to demonstrate the value added of the EU budget and contribute to a stronger performance culture in relation to the EU budget, including by enhancing performance-based budgeting across the Commission.

You will also be responsible for making sure that the allocation of resources corresponds to the delivery of our priorities.

During our mandate, on the basis of the work already started by the Commission since 2014, I would like you to focus on the following:

- Leading the preparation of a proposal for the future Multiannual Financial Framework beyond 2020, including on own resources. This should be an occasion for us to address systemic shortcomings of the EU budget to match our financial resources with the challenges of the coming years, notably in the fields of jobs, growth and investment, internal and external security, defence and managing migration. I would like that you lead, in close liaison with me, a project team on the future of the Multiannual Financial Framework beyond 2020, involving all Commissioners. I would also like you to examine the role the EU budget could play in our efforts to deepen our Economic and Monetary Union, in close cooperation with the Vice-President for the Euro and Social Dialogue, also in charge of Financial Stability, Financial Services and Capital Markets Union, and the Commissioner for Economic and Financial Affairs, Customs and Taxation. And I would like to ask you to explore the role of the EU budget with regard to our new European defence policy, in close cooperation with the High Representative of the Union for Foreign Policy and Security/Vice-President of the Commission, the Vice-President for Jobs, Growth, Investment and Competitiveness, the Commissioner for Internal Market, Industry, Entrepreneurship and SMEs and the Commissioner for Research, Science and Innovation.
- Helping to reinforce the effectiveness and efficiency of control strategies, guiding the Commission's input into the budget discharge procedure and managing relevant relations with the other institutions, including the European Court of Auditors.
- Strengthening investigation of fraud against the EU budget, corruption and serious misconduct within the European institutions, by supporting the work of the European Anti-Fraud Office (OLAF), whose investigative independence must be preserved.
- Coordinating the personnel and administrative policy of the Commission, maintaining high standards in recruitment, improving staff mobility and their skills and ensuring a secure working environment. In the context of the ongoing staff reduction and pressures on our administrative budget, it is key to develop a corporate talent management policy, further rationalising our ways of working and matching the allocation of human resources with our priorities. By the end of our mandate, I would like us to achieve 40% of female senior and middle management in the Commission. I will also ask you to pay particular attention to gender equality in the recruitment process and throughout the career path. Now, two years and a half into the mandate, we stand at 33%, which is an improvement compared to the 30% from where we started, but still far from good enough. I therefore would like to ask you to redouble efforts to achieve our common target of 40%, and to promote gender equality at all levels of the recruitment process.

- Developing a diversity strategy for the personnel and administrative policy of the Commission, taking into account the excellency and high motivation of the European civil service and administration, to reflect the diversity of our society in terms of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.
- Working closely with the Vice-President for the Digital Single Market and the Commissioner for the Digital Economy and Society to make the European Commission more open and effective through a better use of digital technologies and eGovernment solutions at all levels, including by promoting cyber security preparedness, providing staff with the right IT tools, platforms and services enabling users to work in secure, collaborative ways.
- In the last two years, you have been instrumental in shaping and designing the Digital Single Market strategy. Given the importance I attach to the Digital Single Market as a key priority of this Commission, I would like that you support the Vice-President for the Digital Single Market and the Commissioner for the Digital Economy and Society in the implementation of this agenda, notably from a budgetary perspective by stronger focussing our European resources on the developing and upgrading of digital infrastructures.
- Working closely with the Commissioner for the Digital Economy and Society to continue to promote a sustainable business model for Euronews, including by further developing its public service remit, by helping to identify new partners and by making better use of digital transmission technologies, in full respect of the editorial independence of Euronews.
- Leading the establishment of the European Solidarity Corps with the objective to see the first 100,000 young Europeans taking part by 2020. For this purpose, you will lead, in close liaison with me, the existing project team.

To help you to fulfil these responsibilities, the following Directorates-General will report to you: the Directorate-General for the Budget (BUDG), the Directorate-General for Translation (DGT), the Directorate-General for Human Resources and Security (HR) and the Directorate-General for Interpretation (SCIC). You will also be responsible for the European Anti-Fraud Office (OLAF), while respecting its investigative independence, in line with its specific status, as well as for the office for the administration and payment of individual entitlements (PMO), the office for infrastructure and logistics in Brussels (OIB), the office for infrastructure and logistics in Luxembourg (OIL), the European Personnel Selection Office (EPSO) and the European School of Administration (EUSA).

Our principles: ethics and transparency

We must abide by the highest possible professional and ethical standards at all times. I want the European Commission to lead the way as a modern, efficient and transparent public administration, open to all input that helps us deliver work of a consistently high quality, in full independence and impartiality. Our conduct must be unimpeachable. I expect all of us to honour both the word and the spirit of the Code of Conduct for Commissioners. And I would like you, as Member of the Commission in charge of Budget and Human Resources, to lead by example in this respect.

You will have seen that the Political Guidelines include a new commitment to transparency. Transparency should be a priority for the new Commission and I expect all of us to continue to make public, on our respective web pages, all the contacts and meetings we hold with professional organisations or self-employed individuals on any matter relating to EU policy-making and implementation. It is very important to be transparent where specific interests related to the Commission's work on legislative initiatives or financial matters are discussed with such organisations or individuals.

Working in partnership for Europe

The Commission's partnership with the other EU institutions and the Member States, as defined in the Treaties, is fundamental. The Union only succeeds when everyone is pulling in the same direction: this is why we should work to forge a common understanding between the institutions about what we want to achieve and how we will go about it.

The Commission's relationship with the European Parliament is the source of our democratic legitimacy. This must, therefore, be a political and not a technocratic partnership. I expect all Commissioners to invest in this relationship and to make themselves available for and to take an active part in plenary sessions, committee meetings and trilogue negotiations.

Effective policy-making also requires a deep understanding of every one of the Member States, of their common challenges and of their diversity. While fulfilling your obligation to participate in Commission meetings and engage with the European institutions, I want you all to be politically active in the Member States and in dialogues with citizens, by presenting and communicating our common agenda, listening to ideas and engaging with stakeholders. In this context, I want all Commissioners to commit to a new partnership with national Parliaments: they deserve particular attention and I want, under the coordination of the First Vice-President, in charge of Better Regulation, Interinstitutional Relations, the Rule of Law and the Charter of Fundamental Rights, important proposals or initiatives to be presented and explained in national Parliaments by Members of the Commission. This should also allow us to deepen the country-specific knowledge within our institution and to build mutual understanding and effective channels of communication between the national and the European level.

The European Union is in one of the most testing periods in its history. As I said in my Mission Letters at the beginning of the mandate, the effects of the economic and financial crisis are still causing great hardship in many parts of Europe. We live in a Union with a 29th state of unemployed people, many of them young people who feel side-lined. Until this situation has changed, this 29th state must be our number one concern. In addition, we have to cope with the refugee crisis and with the increased threat of terrorism. In the context of the negotiations with the United Kingdom on the basis of Article 50 of the Treaty on the European Union, and in line with paragraph 27 of the Guidelines of the European Council adopted on 29 April 2017, while the United Kingdom is still a member, all ongoing EU business must continue to proceed as smoothly as possible at 28. The European Council has expressed its commitment to continue to drive forward with ambition the priorities the Union has set itself. Negotiations with the United Kingdom will be

kept separate from ongoing Union business, and shall not interfere with its progress. This is why I need all Commissioners to be very determined and very responsible in carrying out our work as Members of this Commission, in full independence and without seeking or taking instructions from any Government or other institution, body, office or entity and with only the promotion of the general interest of the Union in mind.

I am looking forward to continuing working with you on the new start that our European Union needs now.

A handwritten signature in blue ink, consisting of a stylized 'J' followed by a long horizontal line that curves slightly upwards at the end.

Jean-Claude JUNCKER