

**PRACTICAL ARRANGEMENTS
GOVERNING WORKING RELATIONS
BETWEEN
COMMISSIONER THYSSEN, HER CABINET AND EUROSTAT**

Member of the Commission: Commissioner for Employment, Social Affairs, Skills and Labour Mobility - Ms Marianne Thyssen

DG/service: Director General – Eurostat – Ms Mariana Kotzeva

1. PRINCIPLES OF CO-OPERATION AND RESPECTIVE ROLES

1.1. General Principles

The relations between the Commissioner, her Cabinet and Eurostat shall be based on loyalty, trust and transparency.

The Commissioner determines the general policy line within the Commission's overall policy framework and assumes full political responsibility.

The Director General is answerable to the Commissioner for the proper implementation of the policy guidelines and for the management of the Directorate General in line with the distribution of powers as defined by the Staff Regulations, the Financial Regulation, the Rules of Procedure, the working methods of the Commission 2014-2019 (C(2014)9004) and the rules laid down in the Manual of Operating Procedures of the Commission, the European Statistics Code of Practice and Regulation 223/2009 on European statistics (as amended) and the Commission Decision (2012/504/EU) on Eurostat.

The Director General has the sole responsibility for deciding on statistical methods, standards and procedures, and on statistical releases in accordance with the legislation in force.

The Director General timely informs the Commissioner and the Cabinet of all issues of possible political sensitivity. In particular, the Commissioner and her Cabinet are kept informed of contacts of possible political sensitivity with the Council, European Parliament, European Central Bank, Parliaments and Governments of Member States and Governments of third countries, as well as international organisations.

1.2. Mission statement

The mission statement of Eurostat is: "to provide high-quality statistics for Europe".

1.3. Points of contact for relations between the Cabinet and the services of the DG

Thyssen cabinet

Commissioner – Ms Marianne Thyssen

Head of Cabinet – Ms Inge Bernaerts

Deputy Head of Cabinet – Ms Ruth Paserman

Eurostat

Director General of DG ESTAT – Ms Mariana Kotzeva

Assistant to the Director General of DG ESTAT – Mr Veijo Ritola (back-up Mr Szymon Bielecki)

Director of Resources – Mr Laurs Nørlund (for staff issues, 1.3.2019 on Mr Luc Briol, acting)

1.4. Persons authorised to represent the Member of the Commission and Eurostat:

Thyssen cabinet

Head of Cabinet

Deputy Head of Cabinet

Member of Cabinet competent for the file in accordance with the allocation of responsibilities approved by the Commissioner.

Eurostat

Director General

Deputy Director General

Director or Head of Unit responsible for the file in accordance with the allocation of responsibilities approved by the Director General.

1.5. Requests from the Commissioner and the Cabinet

Requests from the Commissioner and the Cabinet, and the DG replies will be channelled through the central **contact points**:

- for political issues and internal control issues: Director General and Head of Cabinet.
- for routine management matters: Assistant to the Director General and the member of Cabinet responsible for the file or her/his back-up.
- For staff issues: Director General, Director of Resources and Head of Cabinet.

The Directorate General makes sure that the written information that it transmits on its own initiative to the Cabinet correctly and completely reflects the Directorate General's position. The Director General ensures appropriate delegation within the DG to ensure timely transmissions and quality control at the appropriate level.

1.6. Relations with Cabinets of other Commissioners

The Cabinet of Ms Thyssen will be informed of all relevant contacts with other Cabinets including those of the Vice-Presidents.

1.7. Meetings between the Directorate General and the Commissioner and her Cabinet

1.7.1. Monthly "Jour fixe" meeting

"Jour fixe" meetings between the Directorate-General and the Commissioner are organised once a month. In addition to the Director-General and the Deputy Director General, a Director, a Head of Unit and – where appropriate – relevant staff dealing with the specific topic discussed, will be participating. The objective of these meetings is for the Commissioner to inform the DG about her political priorities and strategy, to discuss main on-going files, prepare the Commissioner's participation to meetings, events, missions and analyse the political and institutional situation. The Director General will inform the Commissioner about statistical initiatives and discuss information needs related to the design, monitoring and implementation of EU policies. When the Director General is absent, he will be replaced by the Deputy Director General.

Preparation: The DG will propose an agenda two weeks ahead of the "jour fixe" meeting and submit the agenda via the DG Assistant to the Deputy Head of Cabinet for comments. For each agenda point, the DG will prepare a note to the Commissioner, signed by the Director-General (or in her absence by the Deputy Director-General on her behalf), which will serve as a basis for discussion at the jour fixe meeting. Notes will summarize the issue at stake, indicate its political significance and outline possible courses of action with the pros and cons of each option (see outline of the notes for the jour fixe meetings in Annex 1). Underlying documents, such as draft legal texts, will be annexed to the notes. The notes will be submitted to the Deputy Head of Cabinet (cc the Cabinet Assistant) via e-mail 8 working days in advance of the meeting at the latest.

Minutes: A draft report of the substantial issues discussed and operational conclusions of the meeting will be drafted by the ADG attending the JF and will be sent by e-mail to the Head of Cabinet and Deputy Head of Cabinet within 1 week. The Cabinet will provide its comments or agreement within 1 week. The minutes will be circulated immediately after their agreement via ARES to the Head of Cabinet and Deputy Head of Cabinet and Archives. For the avoidance of doubt, no tacit Cabinet agreement shall be assumed.

1.7.2. Strategic Jour Fixe meeting with Vice-Presidents

Once a year a strategy meeting will be organised between the Commissioner, the DG and DDG of Eurostat and Vice-President Dombrovskis on the basis of an agenda agreed with the VP on strategic political and interinstitutional questions. SG and the President's Cabinet shall be invited to these strategy meetings.

The Cabinet is informed about the outcomes/conclusions of the DG's management meetings via the minutes. The DM minutes will be circulated immediately after their agreement to the Head of Cabinet and Deputy Head of Cabinet and Archives via ARES.

1.7.3. Dedicated meetings on the planning and strategic programming cycle, resource management and internal-control standards

The Commissioner and the Director General meet twice a year in order to discuss the planning and strategic programming cycle, resource management, management related risks and measures taken to reduce them and compliance with internal control standards. The Head of Cabinet and the Member of Cabinet, as well as the Director of Resources, shall participate in the meeting.

Every year, one of those meetings serves to discuss the draft annual activity report (AAR). To that effect the Director General submits the draft AAR at the latest 10 working days before the meeting, together with a draft action plan for the purpose of remedying the weaknesses identified in the draft report.

The agenda for the meetings is agreed by the Member of Cabinet and the Assistant. The Assistant prepares draft minutes within 2 working days and sends them to the Member of Cabinet for comments. The final minutes shall be signed by the Commissioner and the Director General.

1.7.4. Ad hoc meetings

In addition, ad hoc meetings on single issues and bilateral meetings between the Commissioner and the Director-General may be organised on request by each of them.

Where DG staff or Cabinet Members see a need for ad hoc exchanges (in principle at Director or Head of Unit level), the Director-General and her Assistant will be kept informed of such meetings.

The Assistant to the Director General and the member of Cabinet responsible for statistics shall meet regularly to discuss ongoing issues. When needed the DG and the Director of Resources (Eurostat) can meet the Head of Cabinet on staff issues.

When appropriate, video conference facilities should be used for meetings with Eurostat.

1.7.5. Annual meeting with Eurostat staff

The Commissioner will hold at least one annual meeting with the staff of the Directorate General.

1.7.6. Other meetings

In addition, all the important external events organised by the DG in which the Commissioner will have to take part may be preceded by one or more preparatory meetings at the request of Cabinet. The organisation of these preparatory meetings will take place at least three working days beforehand.

When meetings with external visitors to the Commissioner have been prepared by the DG, the DG will be invited to be represented in the meeting, via the assistant upon approval of the DG. The DG representative shall prepare short minutes within two working days following the

meeting unless specified otherwise. The Cabinet will provide its comments or agreement within 2 working days. The minutes will be circulated immediately after their agreement. For the avoidance of doubt, no tacit Cabinet agreement shall be assumed. In case Eurostat is not present in the meeting the Cabinet will provide Eurostat feedback, when relevant, within a week.

2. IMPLEMENTATION OF POLICY

2.1. General principles

The Director General provides the Commissioner in a timely manner with the necessary information, enabling her to understand fully and assess the causes for new initiatives with political implications and the expected results.

Eurostat will at key stages in the lifecycle of projects with political implications prepare policy notes to the Commissioner, informing her on the state of play and proposing strategic options for next steps.

2.2. Interservice consultations

Eurostat "*chef de file*"

In order to obtain prior agreement of the Commissioner for launching Interservice Consultations (ISC), the DG sends the documents to be submitted to interservice consultation via ARES to the Head of Cabinet, with copy to the responsible Member of Cabinet. The documents shall be accompanied by a brief explanation of the content, cause for action and objective(s) of the initiative. The Cabinet will be in copy of each ISC launched. Where appropriate, the dossier will previously have been discussed for policy steer at *jour fixe* meetings and Eurostat ensures in such cases that the documents reflect the policy steer of the Commissioner. Where the documents deviate from that steer, Eurostat shall pro-actively indicate the differences and the reasons thereof.

The Cabinet will endeavour to give feedback via ARES within maximum 10 working days. It will also forward the documents to the Cabinet(s) of the responsible Vice-President(s) to secure his/their agreement.

Upon receipt of agreement via ARES from the Cabinet, Eurostat uploads the documents in Decide Consultation and the responsible Cabinet member, without delay, formalises the Commissioner's agreement in Decide Consultation. Where this is not done immediately, Eurostat shall remind the responsible Cabinet member about his/her outstanding approval.

Eurostat informs the Cabinet on the outcome of the interservice consultation. Where substantial issues emerge during interservice consultation, Eurostat seeks to address them at the adequate level. If this requires deviating from policy guidance of the Commissioner, Eurostat secures prior agreement of the Cabinet.

Eurostat "*associée*"

The responsible member of Cabinet will be in copy of each answer which the DG provides to an interservice consultation from another Directorate-General. When the latter covers important or sensitive subjects, the DG will examine the matter with the relevant Cabinet member before finalising its reply.

Where the DG chooses to reply "avis négatif" to an interservice consultation of another Directorate General, it will first secure the agreement of the cabinet.

2.3. Approval by the Commission (Written and oral procedures) via the Decide Decision application

Before requesting the launching of an adoption procedure the DG will ensure that the initiative is prepared as far upstream as possible with no open issues remaining at Directorate General level unless there is an agreement with the contact point and/or the Head of the Cabinet or the responsible Cabinet member.

The DG will ensure appropriate information to the Commissioner before launching a procedure for adoption by the College in Decide Decision. For that purpose, a file with the final text following the ISC and an explanatory note will be provided, via ARES, to the deputy Head of the Cabinet, with copy to the responsible member of cabinet. The Commissioner will endeavour to give her agreement in Decide Decision within 5 working days, subject to the approval by the responsible Vice-President(s).

The DG provides assistance to the Cabinet up until adoption by College (e.g. preparation of and attendance at Hebdo and special chefs meetings).

2.4. Parliamentary questions (ref: "BASIL" procedure)

Written and Oral Questions (DG Chef de file): the DG prepares a draft reply which is submitted for Cabinet approval via Basil (following the rules in force).

2.5. Infringement procedures

Before launching any new infringement case or any new step in an ongoing infringement case, the DG requests the Commissioner's agreement. In view thereof, the DG shall inform the Cabinet in a timely manner of its proposals. For each case, the DG shall provide the responsible Cabinet member with a case note which summarises the facts, legal issue(s) at stake and the contacts which have taken place with the member state concerned. The note should also indicate briefly whether the case is politically sensitive and whether it raises novel issues and/or represents a new approach. The notes shall be submitted to the responsible Cabinet member at least 5 working days before her agreement to the monthly list is due. The Cabinet shall respond within the deadline in order to enable the DG to submit the proposals on time to the Secretariat General. The agreement can be requested and given by e-mail.

In addition the Commissioner's agreement is required for the opening a new file in EU Pilot (THEMIS/EU Pilot).

The DG's contribution to the "Annual report on monitoring the application of EU law" will be approved by the Cabinet before transmission to the Secretariat General.

3. RELATIONS WITH THE OTHER INSTITUTIONS

3.1. General principles

According to Regulation (EC) No 223/2009 on European Statistics (as amended), the statistical authority of the European Union is Eurostat. In this context, Eurostat shall coordinate the statistical activities of the institutions and bodies of the European Union, in particular with a view to ensuring data quality and minimising reporting burden. The Commission Decision (2012/504/EU) on Eurostat further clarifies Eurostat's role in coordinating the development and production of other statistics. To that end, Eurostat may invite any institution or body of the EU to consult or cooperate with it for the purpose of developing methods and systems for statistical purposes in their respective field of competence.

Any of those EU institutions or bodies which propose to produce statistics shall consult Eurostat and take into account any recommendation that it may take to this effect.

The Cabinet is informed of such requests, when relevant, and there is a continuous exchange of information on inter-institutional relations.

If a Eurostat official is invited to appear before a national Parliament committee, prior approval from the Cabinet should be requested (this does not apply to the annual dialogue of the DG of Eurostat with the relevant EP Committee).

3.2. Preparation of the GRI meetings

The DG prepares and requires the agreement of the cabinet on the fiches "GRI" before they are sent to the GRI secretariat. The cabinet ensures the agreement of the relevant Vice President(s).

The DG's representative participating in the pre-GRI meeting will report the same day, orally or in writing, to the Deputy Head of the Cabinet and/or her substitute on the discussions and decisions (in particular the A, B or C points).

In case there are files on which the DG considers it should be discussed at the level of the GRI, it should inform the Cabinet in due time before the pre-GRI and get its agreement before the pre-GRI meeting in so far the documents are made available. The Cabinet should also inform the DG in due time before the pre-GRI of its intention to keep a point open after the pre-GRI. In case the documents are circulated later and are under the scrutiny reserve procedure, both the DG and the Cabinet should liaise if it is considered that the document needs to be amended, in so far it concerns the DG policy area.

3.3. The General Report on the Activities of the European Union

The DG's contribution to "The General Report on the Activities of the European Union" will be approved by the Cabinet before the transmission to the Secretariat General.

3.4. Commission "legislative work programme" and "Decide Planning"

Any new initiative or legislative proposals to be included in the Commission legislative work programme or in the "Decide Planning" will be approved by the Cabinet before the transmission to the Secretariat General where necessary. The Roadmaps will also be approved by the cabinet before transmission to the Secretariat General.

3.5. European Economic and Social Committee, Committee of the Regions, ombudsman and replies to petitions

The DG prepares a follow-up to the opinions of EESC and CoR (*suite à donner aux avis du CESE et du Comité des Régions*) and prepares replies to the ombudsman and to petitions. The DG asks the approval of the Cabinet, which will ensure the agreement of the responsible Vice-President, before the transmission to the Secretariat General.

4. EVENTS, SPEECHES, BRIEFINGS AND CORRESPONDENCE

4.1. Events

Participation at high-level events will be co-ordinated between the Commissioner, Cabinet and DG. The Commissioner and DG/DDG of Eurostat shall debrief each other on important events, either in writing or orally at the end of the jour fixe meetings.

4.2. Briefings and speeches

The Commissioner's speeches are prepared by a dedicated team consisting of a main speechwriter and a limited number of other speechwriters. The main speechwriter shall liaise with the other Eurostat official responsible for speechwriting to familiarise him/her with the Commissioner's specific needs and wishes concerning her speeches.

Briefing requests are sent to the DG as early as possible, notably the preliminary planning of the Commissioner's agenda items which will require Eurostat input. The general principle is that the DG will have 10 working days to deliver and that the material shall be delivered to the cabinet at the latest five working days before the day of the event. For meetings at short notice these delays shall be shortened proportionally for the two.

The Cabinet requests briefings and speeches through BASIS, and Eurostat transmits the material through BASIS,

Eurostat ensures proper managerial oversight and quality control of the briefings and will, in particular, pay attention that the information provided is up-to-date, that the length of the briefing is appropriate - taking into account that the Commissioner must be able to prepare for meetings efficiently, that speaking points are targeted to the audience, that various parts and chapters of a briefing package are consistent and not repetitive, that different briefings on the same topic are consistent.

Requests shall be as specific as possible in identifying particular questions to be answered and the length of the document, etc. The request shall also indicate whether presence from the DG for a meeting is required.

In the case of briefings requiring the involvement of several services (horizontal issues), Deputy Head of Cabinet simultaneously informs the respective Cabinets of the services concerned. The Assistants in the services involved agree how to distribute the work.

The Cabinet gives feedback on the quality and usefulness of the briefings provided, and uploads in BASIS the final briefing material provided to the Commissioner.

The Cabinet will provide the DG with the final version of the speech as altered by the Cabinet and provide feedback as appropriate.

Briefings and speeches should be prepared in English, unless specified otherwise.

In the case of briefings prepared for VPs on request of the SG, the DG informs the cabinet, prepares the text and requires the agreement of the responsible member of the Cabinet, two working days before the briefing is sent to the SG.

The briefing shall follow the format and content defined in Annex 2.

4.3. Commissioner's correspondence

Any correspondence received by the Cabinet should in principle be answered at an appropriate level within 15 working days. For correspondence from MEPs, the objective should be to reply within 10 working days.

Where the DG's expertise is required for the reply, the Member of Cabinet sends a request to the DG for a draft reply via Ares. The request may be for a:

1. draft for signature by the Commissioner;
2. draft for signature by the Member of Cabinet;
3. direct reply by the DG at the appropriate level;
4. follow-up (CAB will give further explanation/specific guidance on each case);
5. for information (no reply needed).

The letters are to be produced by the DG according to the template provided in Annex 3.

The draft answer for signature of Commissioner or Cabinet will be sent to the Cabinet for approval and follow-up at the latest three days before the deadline for answering the correspondence. If its draft reply is likely to be delayed, the DG will inform the Cabinet so that the Cabinet member/Assistant concerned can send a holding reply in time.

The DG and the Cabinet inform each other via ARES of signed correspondence for information.

Correspondence concerning infringements and complaints will be registered by the DG in the CHAP system and handled by the DG.

The DG provides the reply in the language of the correspondence received. If the draft reply is in a language different from English, Dutch, French or German, the DG will provide a summary of the content in English.

Letters addressed to a Minister will be signed by the Commissioner and accompanied by a note from the Head of Cabinet addressing the Head of Delegation or Head of Permanent Representation.

4.4. Coordination of events, speeches, briefings and other communication issues

Unit DG01, directly attached to the Director General, will serve as the main contact point for the Cabinet and the Communication Adviser and will ensure the coordination of events, speeches, briefings and other communication issues related to Eurostat.

5. RESOURCE MANAGEMENT AND THE HANDLING OF SENSITIVE INFORMATION

5.1. General principles

Section 5 of Annex 4 of C(2014)9004: "working arrangements of the European Commission 2014-2019" applies". Notably on HR matters the Cabinet will answer within five working days.

The Director General is responsible for the smooth running of Eurostat in accordance with the rules and standards laid down by the College, including but not limited to the rules on ethics and professional integrity, and on security.

Neither the Commissioner, nor the Cabinet, will involve themselves in the direct management of Eurostat, which is the exclusive responsibility of the Director-General.

The Director General will inform the Commissioner through the regular management cycle and related meetings (cfr section 1.7.3. above), as well as on an ad hoc basis if there is a major problem in the management of financial or human resources or if an issue arises that may engage the Commissioner's political responsibility.

The Commissioner is informed of any substantial change concerning the organisation of Eurostat or concerning Eurostat financial systems and checking procedures. The Director General shall supply to the Head of Cabinet and the Member of Cabinet a copy of relevant documents relating to the financial and human resources management of Eurostat, such as Court of Auditor reports, reports/recommendations issued by the Internal Audit Service and related action plans, reports on staff satisfaction surveys, etc.

5.2 Management.

Section 5 of Annex 4 of C(2014)9004: "Working methods of the European Commission 2014-2019" of 11 November 2014, updated on 20 September 2017, applies.

5.3. Budget

With regard to the management of the administrative appropriations for which the Cabinet has a specific budget, the DG and the Cabinet are kept entirely separate, particularly where mission and representation costs are concerned.

5.4. Handling of sensitive information

The Director General immediately forwards to the Commissioner any sensitive information which may engage her political responsibility or that of the College. Such notification is carried out by means of the formal referral procedure foreseen in the Commission working methods.

6. WORKING ARRANGEMENTS LAID DOWN BY MUTUAL AGREEMENT BETWEEN THE CABINETS AND SERVICES

6.1. Statistical releases

Eurostat produces and disseminates European statistics, respecting professional independence and in an objective, professional and transparent manner in which all users are treated equitably, in line with the EU legal framework (notably the Commission Decision (2012/504/EU) on Eurostat) and principle 6 (impartiality and objectivity) of the European Statistics Code of Practice.

Eurostat publishes two kinds of news releases, euro-indicators and other news releases, as well as daily statistical news items. The member of Cabinet responsible for Eurostat and the Communication Adviser receive each Friday for information the final calendar for disseminating euro-indicator and other news releases and statistical news items for the following week.

The preparation and validation of all Eurostat statistical releases are the responsibility of Eurostat. The Director-General has the sole responsibility for deciding on the content and timing of statistical releases produced by Eurostat. In order to ensure compliance with the Code of Practice, news releases are only transmitted, under embargo and for information, to the member of Cabinet responsible for Eurostat and the Communication Adviser the working day before their dissemination to the press.

For two euro-indicator news releases identified as market-sensitive, the monthly flash estimate of inflation and the quarterly flash estimate of GDP, the transmission to the member of Cabinet responsible for Eurostat and the Communication Adviser will take place the morning of their release using encrypted email.

In the planning process of broad thematic flagship publications, Eurostat will seek Commissioner's advice on the suitable themes, which would reflect the strategic priorities of the Commission.

Eurostat will inform the member of Cabinet responsible for Eurostat and the Communication Adviser of all significant contacts with the media, in particular planned interviews and press conferences.

Unit B4 "Dissemination and user support" will provide specialised support services, including statistical and methodological assistance, to the Cabinet and the Communication Adviser in the context of dissemination of statistical releases.

Date:

21 Jan, 2019

Approved by:



Member of the Commission



Director General

Annexes:

- Annex 1: Practical Modalities for the Organisation of the jour fixe
- Annex 2: Templates for presentation of the briefing material
- Annex 3: Letter template

ANNEX 1 – PRACTICAL MODALITIES FOR THE ORGANISATION OF THE JOUR FIXE MEETINGS

1. Organisation of the Jour Fixe meetings:

- The agenda will have A points without discussion and B points for discussion,
- Agendas are drafted by the DG and proposed to the Deputy Head of Cabinet for validation; the final agenda is confirmed by the Deputy Head of Cabinet two days before the meeting, taking into account the strategy notes received;
- Each agenda point is prepared by a written strategy note from the DG, signed by the Director General and addressed to the Head of Cabinet, with copy to the competent Cabinet member. The notes should be circulated, together with the supporting documents where appropriate, at the latest five working days before the day of the meeting;
- The strategy notes should contain options, pros and cons of each option and a clear indication of which option(s) is recommended;
- The notes should be kept in clear and non-technical language and any abbreviations should be first fully spelled out;
- Where the notes are longer than 5 pages, a summary box should be included on the first page indicating clearly on which points the Commissioner is expected to react;
- Where relevant, draft legal or policy texts should be annexed to the note;
- Minutes of the meeting will be drafted by the DG and submitted for approval to the Cabinet. The minutes should summarize the substantive points discussed and reflect the operational conclusions.
- An indicative calendar will be provided and items for draft agendas of the following three planned meetings.

2. Template for the agenda of the Jour Fixe meetings

JOUR FIXE BETWEEN COMMISSIONER THYSSEN AND THE DG
Date, Time, Venue

AGENDA

| | SUBJECT | SUPPORTING DOCUMENTS | DG ESTAT PARTICIPANTS |
|---|---------------------------|-----------------------------|------------------------------|
| | A POINTS | | |
| 1 | POINT 1 | | |
| 2 | POINT 2 | | |
| | B POINTS | | |
| 3 | POINT 3 | | |
| 4 | POINT4 | | |
| 5 | POINT 5 | | |
| 6 | ANY OTHER BUSINESS | | |
| | | | |

2. Template for the briefing of the Jour Fixe

0. Cover page

Contains: text "Note to Commissioner Thyssen", subject title, date of the jour fixe, main contact person with phone number

1. Introduction.

This section contains the history of the file and aims at contextualising the issue for the Commissioner

2. Problem identification

Explains the problem and the state of play eg. vis à vis other DGs/institutions/Member States, including political positions. This section identifies the specific issue to which to draw the attention of the Commissioner.

3. Options for decision

This section highlights the various options the Commissioner could choose, It identifies clearly the pros and cons of various options. It indicates the preferred option by the DG and why.

4. Communication

This section highlights if there are any communication issues to address and proposes an appropriate strategy.

Annexes (eg legal text)

Overall cover page + maximum 4 pages, all the rest in annexes

ANNEX 2 – TEMPLATES FOR PRESENTATION OF THE BRIEFING MATERIAL

Briefing file for Commissioner Thyssen Speech for [event] /Bilateral meeting with [...] Date, time and venue

Scene-setter [1/2 page]

- The meeting has been requested by [...] with the aim to [...]. [If applicable: You have met ... before in ...]
- The position of the interlocutor, when known.

Either:

Main topics on the agenda:

(1) [...]

(2) [...]

- In addition you may want:
 - (1) [to congratulate for ...]
 - (2) [to draw the attention to ...]

Or:

Speech

Annexes

1. [Agenda topic 1 as indicated in scene setter]

Speaking points [maximum 1 page – Arial font 14, 1,5 line spacing]

- [I am planning to...; I have taken note of...; I am concerned about...; I have been impressed by...]
- [2 à 3 concrete questions, e.g. what are your views on...? what do you think of...? Would you be ready to support...?]

Background [maximum 1 page]

[the background should provide the Commissioner enough information to react to her interlocutors statements/questions.]

Main authors:

2. [Agenda topic 2 as indicated in scene setter]

Speaking points [maximum 1 page – Arial font 14, 1,5 line spacing]

- [I am planning to...; I have taken note of...; I am concerned about...; I have been impressed by...]
- [2 à 3 concrete questions, e.g. what are your views on...? what do you think of...? Would you be ready to support...?]

Background [maximum 1 page]

[the background should provide the Commissioner enough information to react to her interlocutors statements/questions.]

Main authors:

[Optional point 1 as indicated in scene setter]

Speaking points [maximum 1/2 page – Arial font 14, 1,5 line spacing]

- [I am planning to...; I have taken note of...; I am concerned about...; I have been impressed by...]
- [2 à 3 concrete questions, e.g. what are your views on...? what do you think of...? Would you be ready to support...?]

Background [maximum 1/2 page]

[the background should provide the Commissioner enough information to react to her interlocutors statements/questions.]

Main authors:

SPEECH

Arial font 16, 1.5 line spacing

Commissioner speaks 90 words per minute

Annexes:

- **CV of interlocutor, including a picture.**

[For politicians, always indicate their political party; for Ministers/local politicians please indicate the political composition of the ruling government/local authority.]

- **Up-to-date country fiche**
- **For Ministers:** state of play of most sensitive infringement cases. When we are about to take a next step in an infringement procedure, the Commissioner should inform the Minister thereof.

ANNEX 3 – LETTER TEMPLATE

Brussels,
Ref.Ares(2015)

Dear ...,

Thank you very much for your letter of ... (date)... concerning ... (topic)...

When writing letters please use font: Times New Roman 12, Line spacing 1.

When writing addresses please use the Inter-institutional style guide's advice (<http://publications.europa.eu/code/en/en-000100.htm>).

Draft letters always on a blank page since they will be printed on Commissioner's letterhead in Cabinet.

I look forward to ...

Yours sincerely,

Mr ...

...

London
SW1P 3AT
UNITED KINGDOM

E-mail: name.surname@xy.com