**Learning and development**

**Vision**

With full respect to the particularities of the role of the EEAS in the area of EU foreign and defence policy, our organization is driven by the ambition to be at the forefront among its institutional peers; diplomatic services within and outside of the EU.

To succeed, EEAS will need to draw on the competency, capacity and skills of its personnel in HQ and in EU Delegations. Therefore, it is bound to enable its staff at all levels to develop, proactively and systematically, their talents by gathering a relevant mix of competencies, skills and experiences and by applying those in appropriate parts of the EEAS. An internal learning and development system guided by the necessities of the service, merit and personal interest, in support of the organisation's goals and with respect to European values, is a condition "sine qua non" for the EEAS to deliver on its key role among the European institutions.

The service should develop and maintain a capacity to provide an effective and trusted advice - when sought after or when deemed in the interest of the institution and the individual. The EEAS and the person concerned ought to aim jointly at developing, on an individual basis, an appropriate target mix of competencies, skills and experiences and to develop an individual road map in this regard.

The EEAS should have tools to support individuals in making good career choices and to enable their effective pursuance by ensuring availability of relevant trainings, by creating space for an effective learning process and by reviewing progress with possible incentives linked to success in the implementation of the plan. Depending on the role of the individual, priority should be given to advancing professional expertise, building the capacity to work abroad, especially non-EU languages and where appropriate to develop management and leadership skills.

To ensure coherence of the implementation of the learning and development policy across the EEAS and to secure its recognition as an indispensable tool, the EEAS needs to develop a capacity to assist teams (and their leadership) in taking good learning and development decisions related to the team as a whole, and also of its individual members, with the overall EEAS policy goals in mind.

Colleagues advancing successfully along their professional paths would be encouraged to transmit these proactive and pro-growth attitudes to their less experienced colleagues, and in this way contribute to building the organisation's culture in the learning and development area. EEAS learning and development policy, which is responsive to changes in all areas and capable of adapting rapidly and effectively, but at the same time maintaining its typical character of European, inclusive, professional, ambitious, proactive and individual driven, will be a trademark of the well-functioning EEAS.

**Recommendations**

* Clear career targets to be established for each staff member based on which a personalised training plan can be created. Launch a call for interested staff, in all grades, to be trained as career guidance counsellors.
* There is a significant number of courses offered by the Institutions but sometimes it is difficult for a staff member to identify the career specific courses. Therefore clear training paths should be created aiming to provide the staff member with a competence for specific career option.

Mentoring should be provided to all new recruits by more experienced colleagues. Launch a call for interested staff in all grades.

* Before posting to a Delegation, staff members should follow a targeted pre-posting training which would aim to provide: understanding of the EEAS structures, policies, instruments and systems; give sense of the functioning of the EEAS HQ; ensure comprehension for roles and relations between the EU Delegation and the HQ; and to prepare for the specifics of the job in the EU DEL. This training should be related to their future tasks but include also familiarising them with the general procedures and IT applications. EEAS officials should be posted in the HQ for two years prior to serving in a Delegation and have a possibility to undergo a specialized training focused on strengthening their diplomatic skills prior to the posting.
* In connection with pre-posting training, newcomers should be put in contact with experienced colleagues for mentoring and sharing their experiences and country/culture related information. Launch a call for interested staff in all grades. In particular tap on the experience of political advisors in the EEAS HQ to guide and mentor for the benefit of the organization (consider the possibility of including this type of task in their job description).
* Build a training network, comprising the EEAS, EU MS and other relevant EU institutions that will provide common training open to all staff on specific issues of policy, management or administration, thus promoting EU cohesion and providing additional training opportunities for EEAS staff.