**Online Appendix**

**A. Information on the Interview Data Collection**

The face-to-face interviews on which this article is based stem from the project ‘The European Commission: Where now? Where next?’ and were conducted in summer/autumn 2018. In total the team conducted 181 interviews that were a mix of non-random, 44 who self-selected for interview by a response in the survey; and those who were randomly selected from the staff lists of HR in the Commission these include 12 Commissioners, 38 members of Cabinet, 77 senior managers, and 44 middle managers. The interviews were structured, following a template of closed and open questions which was designed for each main staff grouping and pre-tested with experts (see below under B.). The interviews were transcribed and coded in Nvivo, a coding frame was agreed, there were 4 coders, one coded all non-management staff and the focus groups, one coded all senior managers, one coded all middle managers, one coded all cabinet and a senior member of the team double coded a sample of each.

Of the 38 interviews with members of Cabinet: 7 were with members of the President’s Cabinet, 5 members of Cabinet, 7 Deputy Heads of Cabinet, 19 Chef de Cabinet. The team conducted an interview with either a Commissioner or chef, deputy chef or member of cabinet in all 28 political level offices.

**B. Information on the Interview Templates**

There were five separate templates for interviews with members of the President’s Cabinet, chef de Cabinet and members of the Vice President’s Cabinet and other Cabinet. Where a deputy head of cabinet was interviewed, the chef de cabinet template was followed. See the face-to-face interview templates below:

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**THE EUROPEAN COMMISSION: WHERE NOW? WHERE NEXT?’**

**Interview template for members of the President’s cabinet**

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| **PART I. THE POLITICAL COMMISSION** |
| Our first question is: what does the political Commission mean to you?  ANSWER (open) |
| Here are the responses from the survey on what elements of the political Commission staff would like to retain **[Hand over form 1]**. Would this also be your ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Do you see any dangers in the theory or practice of a political Commission, for example, in what it implies for the Commission’s neutrality or the status of its technical expertise?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Does a ‘political Commission’ imply that partisan affiliation or party membership has an enhanced importance under the current Commission?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| How, if at all, has the political Commission affected inter-institutional relations?  ANSWER (open) |
| What is your evaluation of the unified Spokespersons Service?  ANSWER (open) |
| **PART II. THE NEW METHODS** |
| Here are the survey results on what has most impressed staff about the new methods. **[Hand over form 2]**. Would this also be your ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Turning now to the new working methods, is it any longer possible for a Commissioner or a service to originate a policy proposal that does not feature among the Commission President’s ten policy priorities?  ANSWER (open) |
| Here is an attempted description of the responsibilities of the President’s cabinet and of the role of a presidential adviser in the political Commission. **[Hand over form PCab]**  Could you let us know your view and add any responsibilities that we have omitted? |
| What mechanisms are used to coordinate work within the President’s cabinet?  ANSWER (open) |
| In which project teams are you involved?  ANSWER (open) |
| What do you consider to be most important factor in getting them established and in determining how well they work: formal factors such as the mission letters and the definition of policy aims, or the personalities of those involved -- the VP, Commissioners and cabinets, and senior management of the services?  ANSWER: formal factors/personalities  INTERVIEW TEAM: please note any remarks |
| How would you compare the project teams in terms of their operation and effectiveness?  ANSWER (open) |
| Working relations between the President’s cabinet and other cabinets are important. How harmonious are those relations in your area of responsibility?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Working relations between a cabinet and the services for which the cabinet is responsible is an important one. How harmonious are those relations in the case of your cabinet?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| IF TIME PERMITS ONLY: More broadly, do the services understand the work of the *cabinets* and the role that they (i.e. the cabinets) play?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| It is often said that the *cabinet*s interfere too much in the work in the services. What is your view?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| To what extent have the new working methods strengthened the Secretariat General?  ANSWER: To a very large degree ☐ Largely ☐ to a degree ☐ They have not ☐ Not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| More broadly, to what extent do you think that the new working methods have become embedded in the Commission’s culture?  ANSWER: To a very large degree ☐ Largely ☐ to a degree ☐ They have not ☐ Not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Would you like the next Commission to retain the new working methods?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| **PART III. THE FUTURE** |
| In the final part of the interview, we’d like to ask you about your views on the future |
| In your view, would it be possible for the political Commission to survive without the *Spitzenkandidaten* process?  ANSWER:YES/NO  INTERVIEW TEAM: please note any remarks |
| In your view, does the *Spitzenkandidaten* process enhance the EU’s democratic credentials?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |

**Thank you very much indeed for your time and for your most informative answers.**

**THE EUROPEAN COMMISSION: WHERE NOW? WHERE NEXT?’**

**Interview template for Chefs de Cabinet (Vice Presidents)**

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| **PART I. THE POLITICAL COMMISSION** |
| Our first question is what does the political Commission mean to you?  ANSWER (open) |
| Here are the survey responses on what the political Commission means to staff **[Hand over form 1]**. Are you surprised by these results?  ANSWER: Very surprised ☐ Surprised ☐ Not really surprised ☐ Not surprised ☐ Not at all surprised ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| And here are the responses on what elements staff would like to retain **[Hand over form 2]**. Would this be your ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| What is the role of a Vice President in the political Commission, and how easy is it?  ANSWER: very easy ☐ How easy: easy ☐ How easy: not easy ☐ How easy: not easy at all ☐  INTERVIEW TEAM: please note any remarks |
| Here is a list of the role of the cabinets. **[Hand over form CVP1]**  Please let us know if the list is correct and insert additional responsibilities that we have omitted |
| How, if at all, has the political Commission changed the role of the *cabinets*?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Do you see any dangers in the theory or practice of a political Commission, for example, in what it implies for the Commission’s neutrality or the status of its technical expertise?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Does a ‘political Commission’ imply that partisan affiliation or party membership has an enhanced importance under the current Commission?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| How, if at all, has the political Commission affected inter-institutional relations?  ANSWER (open) |
| What is your evaluation of the unified Spokespersons Service?  ANSWER (open) |
| **PART II. THE NEW METHODS** |
| Turning now to the new working methods, is it any longer possible for a Commissioner or a service to originate a policy proposal that does not feature among the Commission President’s ten policy priorities?  ANSWER: YES/NO/DEPENDS  INTERVIEW TEAM: please note any remarks |
| Here are the survey results on what has most impressed staff about the new methods. **[Hand over form 3]**. Would your ranking be similar?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| In which project teams are you involved?  ANSWER (open) |
| What do you consider to be most important factor in getting them established and in determining how well they work: formal factors such as the mission letters and the definition of policy aims, or the personalities of those involved -- the VP, Commissioners and cabinets, and senior management of the services?  ANSWER: formal factors/personalities  INTERVIEW TEAM: please note any remarks |
| How would you compare the project teams in terms of their operation and effectiveness?  ANSWER (open) |
| How would you describe the relationship between your cabinet and the Secretariat General?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| How harmonious are the relations between your *cabinet* and the *cabinets* with which you work closest?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| [Ask only for VPs who have services]. How would you describe the relationship between your cabinet and the services for which you are responsible?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| To what extent have the new methods of working changed the role of the cabinets? We’re thinking here about the weekly *jour fixe* and the strategic *jour fixe*  Answer: To a very large degree ☐ Largely ☐ to a degree ☐ They have not ☐ Not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| More broadly, do the services understand the work of the *cabinets* and the role that they (i.e. the cabinets) play?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| It is often said that the *cabinet*s interfere too much in the work in the services. What is your view?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| To what extent have the new working methods strengthened the Secretariat General?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐  Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| More broadly, to what extent do you think that the new working methods have become embedded in the Commission’s culture?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐  Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Would you like the next Commission to retain the new working methods?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| **PART III. THE FUTURE** |
| In the final part of the interview, we’d like to ask you about your views on the future |
| In your view, would it be possible for the political Commission to survive without the *Spitzenkandidaten* process?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| In your view, does the *Spitzenkandidaten* process enhance the EU’s democratic credentials?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |

**Thank you very much indeed for your time and for your most informative answers.**

**THE EUROPEAN COMMISSION: WHERE NOW? WHERE NEXT?’**

**Interview template for members of *cabinet* of Commission Vice Presidents**

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| **PART I: PERSPECTIVES FROM THE CABINETS** |
| We should like to begin by asking you about the functions and responsibilities of cabinets. Could you tell us how closely this list of roles describes the role of your cabinet? **[Hand over form CVP1]**  If there are other roles missing from the above list, please let us know what they are |
| Here is a list of responsibilities of typical cabinet members. Could you tell us how much time you spend on each? **[Hand over form** **CVP2]**  Please add any important roles or functions that have been omitted |
| [Ask only in cases where VP is responsible for a service]. The working relationship between cabinet and the services for which the cabinet is responsible is an important one. How harmonious is that relationship in the case of your cabinet?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| In your experience do the services understand the work of the cabinets and the role that they (i.e. the cabinets) play?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| It is often said that the cabinets interfere too much in the work in the services. What is your view?  ANSWER (open) |
| **PART II: THE POLITICAL COMMISSION** |
| In the survey we asked respondents to give us their views on what best reflects the meaning of a ‘political Commission’. **[Hand over form 1]** Would this be your ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| To what extent has a focus on ‘the big things’ resulted in the Commission neglecting action in important areas?  ANSWER: A great deal ☐ A considerable amount ☐ Not much ☐ Not at all ☐  Did not answer/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Is it any longer possible for a Commissioner or a service to originate a policy proposal that does not feature among the Commission President’s ten policy priorities?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| **[**Here are the survey responses in response to the question ‘which of the following developments have been positive and should be retained?’. **Hand over form 2]** Again, would you agree with the ranking?  ANSWER: YES/NO  [INTERVIEW TEAM: please note any justification of response] |
| Elsewhere in the survey, respondents expressed the view that the Commission is political, but should be moretechnocratic. What is your view?  ANSWER: Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐  INTERVIEW TEAM: please note any remarks |
| Does a ‘political Commission’ imply that partisan affiliation or party membership has an enhanced importance under the current Commission?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| What is your evaluation of the unified Spokespersons Service?  ANSWER: (Open) |
| **PART III. THE NEW WORKING METHODS** |
| In the survey, we asked respondents about the new working methods. Here are their responses **[Hand over form 3]**. Would you agree with the ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| We wondered what is your view of the four elements **[Hand over form 3a]?**  Could you please enter your evaluation? |
| Which project teams is your service part of? What do you consider to be most important in getting them established and in determining how well they work: formal factors such as the mission letters and the definition of policy aims, or the personalities of those involved -- the VP, Commissioners and cabinets, and senior management of the services?  ANSWER: formal factors/personalities  INTERVIEW TEAM: please note any remarks |
| Thinking of the consequences of the new working methods, what has been the impact on the role of the *cabinet*?  ANSWER (open) |
| And how have the new working methods affected the working relationship between your cabinet and the DGs for which you are responsible? We’re thinking here also of the weekly jour fixe and the strategic jour fixe.  ANSWER (open) |
| To what extent have the new working methods strengthened the Secretariat General?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| And how important have IT tools been in ensuring consultation of interested services and compliance with the Commission President’s policy priorities?  ANSWER: Very important ☐ Important ☐ Not important ☐ Not at all important ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| To what extent do you think that the new working methods have become embedded in the Commission’s culture?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐  Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Would you like the new methods to continue under the new Commission?  ANSWER:YES/NO  INTERVIEW TEAM: please note any remarks |
| **PART IV. THE FUTURE** |
| In the final part of the interview, we’d like to ask you about your views on the future |
| In your view, would it be possible for the political Commission to survive without the Spitzenkandidaten process?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| In your view, does the Spitzenkandidaten process enhance the EU’s democratic credentials?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |

**Thank you very much indeed for your time and for your most informative answers.**

**THE EUROPEAN COMMISSION: WHERE NOW? WHERE NEXT?’**

**Interview template for chefs and deputy chefs de cabinet**

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| **PART I. THE POLITICAL COMMISSION** |
| Our first question is what does the political Commission mean to you?  ANSWER (open) |
| Here are the survey responses on what the political Commission means to staff **[Hand over form 1]**. Are you surprised by these results?  ANSWER: Very surprised ☐ Surprised ☐ Not really surprised ☐ Not surprised ☐ Not at all surprised ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| And here are the responses on what elements staff would like to retain **[Hand over form 2]**. Would this be your ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Here is a list of the role of the cabinets. **[Hand over form Cab1]**  Please let us know if the list is correct and please insert additional responsibilities that we have omitted |
| How, if at all, has the political Commission changed the role of the *cabinets*?  ANSWER: To a very large degree ☐ Largely ☐ To a degree ☐ They have not ☐ They have not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| How, if at all, has the political Commission changed the relationship between the *cabinets* and the services?  ANSWER: To a very large degree ☐ Largely ☐ To a degree ☐ They have not ☐ They have not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| The working relationship between cabinet and the services for which the cabinet is responsible is an important one. How harmonious is that relationship in the case of your cabinet?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Do you see any dangers in the theory or practice of a political Commission, for example, in what it implies for the Commission’s neutrality or the status of its technical expertise?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Does a ‘political Commission’ imply that partisan affiliation or party membership has an enhanced importance under the current Commission?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| How, if at all, has the political Commission affected inter-institutional relations?  ANSWER (open) |
| What is your evaluation of the unified Spokespersons Service?  ANSWER (open) |
| **PART II. THE NEW METHODS** |
| Turning now to the new working methods, is it any longer possible for a Commissioner or a service to originate a policy proposal that does not feature among the Commission President’s ten policy priorities?  ANSWER: YES/NO/DEPENDS  INTERVIEW TEAM: please note any remarks |
| Here are the survey results on what has most impressed staff about the new methods. **[Hand over form 3]**. Would your ranking be similar?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| In which project teams are you involved?  ANSWER (open) |
| What do you consider to be most important factor in getting them established and in determining how well they work: formal factors such as the mission letters and the definition of policy aims, or the personalities of those involved -- the VP, Commissioners and cabinets, and senior management of the services?  ANSWER: formal factors/personalities  INTERVIEW TEAM: please note any remarks |
| How would you compare the project teams in terms of their operation and effectiveness?  ANSWER (open) |
| How harmonious are the relations between your cabinet and the cabinets, with which you work closest?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| To what extent have the new methods of working changed the role of the cabinets? We’re thinking here about the weekly jure fixe and the strategic jour fixe  ANSWER: To a very large degree ☐ Largely ☐ to a degree ☐ They have not ☐ Not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| How harmonious are the relations between your service and the services with which you work closest?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| More broadly, do the services understand the work of the *cabinets* and the role that they (i.e. the cabinets) play?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| It is often said that the *cabinet*s interfere too much in the work in the services. What is your view?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| To what extent have the new working methods strengthened the Secretariat General?  ANSWER: To a very large degree ☐ Largely ☐ to a degree ☐ They have not ☐ Not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| More broadly, to what extent do you think that the new working methods have become embedded in the Commission’s culture?  ANSWER: To a very large degree ☐ Largely ☐ to a degree ☐ They have not ☐ Not at all ☐ Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Would you like the next Commission to retain the new working methods?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| **PART III. THE FUTURE** |
| In the final part of the interview, we’d like to ask you about your views on the future |
| In your view, would it be possible for the political Commission to survive without the *Spitzenkandidaten* process?  ANSWER:YES/NO  INTERVIEW TEAM: please note any remarks |
| In your view, does the *Spitzenkandidaten* process enhance the EU’s democratic credentials?  YES/NO  INTERVIEW TEAM: please note any remarks |

**Thank you very much indeed for your time and for your most informative answers.**

**THE EUROPEAN COMMISSION: WHERE NOW? WHERE NEXT?’**

**Interview template for members of *cabinet***

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| We should like to begin by asking you about the functions and responsibilities of cabinets. Could you tell us how closely this list of roles describes the role of your cabinet? **[Hand over form Cab1]**  If there are other roles missing from the above list, please let us know what they are |
| Here is a list of responsibilities of typical cabinet members. Could you tell us how much time you spend on each? **[Hand over form** **Cab2]**  Please add any important roles or functions that have been omitted |
| The working relationship between cabinet and the services for which the cabinet is responsible is an important one. How harmonious is that relationship in the case of your cabinet?  ANSWER: Very harmonious ☐ Harmonious ☐ Not harmonious ☐ Not at all harmonious ☐ Don’t know/prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| In your experience do the services understand the work of the cabinets and the role that they (i.e. the cabinets) play?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| It is often said that the cabinets interfere too much in the work in the services. What is your view?  ANSWER (open) |
| **PART II: THE POLITICAL COMMISSION** |
| In the survey we asked respondents to give us their views on what best reflects the meaning of a ‘political Commission’. **[Hand over form 1]** Would this be your ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| To what extent has a focus on ‘the big things’ resulted in the Commission neglecting action in important areas?  ANSWER: A great deal ☐ A considerable amount ☐ Not much ☐ Not at all ☐  Did not answer/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Is it any longer possible for a Commissioner or a service to originate a policy proposal that does not feature among the Commission President’s ten policy priorities?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Here are the survey responses in response to the question ‘which of the following developments have been positive and should be retained?’. **[Hand over form 2]** Again, would you agree with the ranking?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Elsewhere in the survey, respondents expressed the view that the Commission is political, but should be moretechnocratic. What is your view?  ANSWER: Strongly agree ☐ Agree ☐ Disagree ☐ Strongly disagree ☐  INTERVIEW TEAM: please note any remarks |
| Does a ‘political Commission’ imply that partisan affiliation or party membership has an enhanced importance under the current Commission?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| What is your evaluation of the unified Spokespersons Service?  ANSWER: (Open) |
| **PART III. THE NEW WORKING METHODS** |
| In the survey, we asked respondents about the new working methods. Here are their responses **[Hand over form 3]**. We wondered what is your view of the four elements **[Hand over form 3a]?** Could you please enter your evaluation?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| Which project teams is your service part of? What do you consider to be most important in getting them established and in determining how well they work: formal factors such as the mission letters and the definition of policy aims, or the personalities of those involved -- the VP, Commissioners and cabinets, and senior management of the services?  ANSWER: formal factors/personalities  INTERVIEW TEAM: please note any remarks |
| Thinking of the consequences of the new working methods, what has been the impact on the role of the *cabinet*?  ANSWER (open) |
| And how have the new working methods affected the working relationship between your cabinet and the DGs for which you are responsible? We’re thinking here also of the weekly jour fixe and the strategic jour fixe.  ANSWER (open) |
| To what extent have the new working methods strengthened the Secretariat General?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐  Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| And how important have IT tools been in ensuring consultation of interested services and compliance with the Commission President’s policy priorities?  ANSWER: Very important ☐ Important ☐ Not important ☐ Not at all important ☐  Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| To what extent do you think that the new working methods have become embedded in the Commission’s culture?  ANSWER: To a very large degree ☐ Largely ☐ They have not ☐ They have not at all ☐  Do not know/Prefer not to say ☐  INTERVIEW TEAM: please note any remarks |
| Would you like the new methods to continue under the new Commission?  ANSWER:YES/NO  INTERVIEW TEAM: please note any remarks |
| **PART IV. THE FUTURE** |
| In the final part of the interview, we’d like to ask you about your views on the future |
| In your view, would it be possible for the political Commission to survive without the Spitzenkandidaten process?  ANSWER: YES/NO  INTERVIEW TEAM: please note any remarks |
| In your view, does the Spitzenkandidaten process enhance the EU’s democratic credentials?  ANSWER: YES/NO INTERVIEW TEAM: please note any remarks |

**Thank you very much indeed for your time and for your most informative answers.**

**FORM 1**

**UNDERSTANDING THE POLITICAL COMMISSION. PROVISIONAL SURVEY RESULTS**

In presenting his guidelines to the European Parliament in July 2014, the Commission President-elect described the incoming Commission as a ‘political Commission’. Which of the following, in your view, best reflects the meaning of a ‘political Commission’?

**FORM 2**

**IMPACT OF THE NEW WORKING METHODS. PROVISIONAL SURVEY RESULTS**

In your view, to what extent have the new working methods, including Vice Presidents leading project teams, contributed to**:**

**FORM 3**

**IMPACT OF THE NEW WORKING METHODS. PROVISIONAL SURVEY RESULTS**

In your view, to what extent have the new working methods, including Vice Presidents leading project teams, contributed to**:**

**FORM 3a. THE NEW WORKING METHODS.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **In your view, to what extent have the new working methods, including entrusting responsibility to Vice Presidents to lead project teams, contributed to:** | **Strongly agree** | **Agree** | **Neither agree nor disagree** | **Disagree** | **Strongly disagree** | **Don’t know/prefer not to say** |
| * 1. Ownership of Commission policy by the College as a whole |  |  |  |  |  |  |
| * 1. The ability of the Commission to speak with a single voice |  |  |  |  |  |  |
| * 1. Policy proposals that are carefully thought through by the relevant services |  |  |  |  |  |  |
| * 1. Better cooperation between services |  |  |  |  |  |  |

**FORM PCab**

**THE RESPONSIBILITIES OF THE PRESIDENT’S CABINET AND YOUR ROLE AS AN ADVISER IN THE POLITICAL COMMISSIONER**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **THE RESPONSIBILITIES OF THE PRESIDENT’S CABINET** | Extremely important | Important | Well enough | Not important | Not at all important | Don't know |
| 1. To ensure that the President’s policy priorities are effectively enacted by the College and the services |  |  |  |  |  |  |
| 2. To provide political and policy advice to the President |  |  |  |  |  |  |
| 3. To oversee the work of the VPs and their cabinets |  |  |  |  |  |  |
| 4. To oversee the work of other members of the Commission and their cabinets |  |  |  |  |  |  |
| 5. To arbitrate in the case of differences between VPs |  |  |  |  |  |  |
| 6. To arbitrate in the case of differences between Commissioners |  |  |  |  |  |  |
| 7. To represent the Commission President outside the institution |  |  |  |  |  |  |
| Other responsibilities: |  |  |  |  |  |  |
| **YOUR ROLE AS A PRESIDENTIAL ADVISER** | Several times a day or daily | Two or three times a week | Weekly | Monthly | Rarely | Never |
| Advising the Commission President in my areas of responsibility |  |  |  |  |  |  |
| Liaising with the cabinets of the Vice Presidents leading the project teams in my areas of responsibility |  |  |  |  |  |  |
| Liaising with the cabinets of the Commissioners in my areas of responsibility |  |  |  |  |  |  |
| Liaising directly with the presidential services |  |  |  |  |  |  |
| Liaising directly with services in my areas of responsibility |  |  |  |  |  |  |
| Liaising with other EU institutions |  |  |  |  |  |  |
| Liaising with national capitals |  |  |  |  |  |  |
| Responding to queries from the Secretariat General |  |  |  |  |  |  |
| Responding to queries from VPs or their cabinets |  |  |  |  |  |  |
| Responding to queries from other members of the Commission or their cabinets |  |  |  |  |  |  |
| Receiving or consulting stakeholders or their representatives |  |  |  |  |  |  |
| Accompanying the Commission President to meetings with national leaders |  |  |  |  |  |  |
| Accompanying the Commission President to meetings with leaders of EU institutions |  |  |  |  |  |  |

**FORM CVP1**

**THE ROLE OF VICE PRESIDENTS’ CABINETS**

Could you tell us how closely the following describe the role of your cabinet?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly | Well enough | Not at all strongly | Don't know |
| Liaising with the President’s *cabinet* about policy aims in the areas for which the Vice President is responsible |  |  |  |  |
| Scheduling meetings of the project team |  |  |  |  |
| Working with the cabinets of Commissioners in the project team that we lead |  |  |  |  |
| Working with the Secretariat General |  |  |  |  |
| Working with the services for which we are responsible (where applicable) |  |  |  |  |
| Ensuring that the interests of nationals from the Vice President's home state are appropriately safeguarded in appointments and promotions |  |  |  |  |
| Managing the political dimensions of dossiers falling within the Vice President's areas of responsibility |  |  |  |  |
| Providing support for the Vice President's portfolio responsibilities |  |  |  |  |
| Providing support for the Vice President's role as a member of the College |  |  |  |  |
| Providing a link to the Vice President's home state |  |  |  |  |
| Representing the Vice President to other EU institutions and to the member states |  |  |  |  |
| Representing the Vice President to the world outside Brussels |  |  |  |  |

**FORM CVP2**

**Role of member of a Vice President’s *cabinet***

Here is a list of responsibilities of typical cabinet members. Could you tell us how much time you spend on each?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | A daily task | Routine, but not daily | Occasionally | Not at all |
| Liaising with the President’s *cabinet* |  |  |  |  |
| Working with the cabinets of Commissioners in the project teams led by the VP |  |  |  |  |
| Liaising with the Secretariat General |  |  |  |  |
| Liaising with my colleagues within the cabinet |  |  |  |  |
| Monitoring policy developments in the services in my areas of responsibility |  |  |  |  |
| Preparing texts for the hebdo, chef de cabinet meetings and meetings of special chefs |  |  |  |  |
| Taking responsibility for the political dimension of dossiers |  |  |  |  |
|  |  |  |  |  |
| Please add any important roles or functions that have been omitted |  |  |  |  |
| 1. |  |  |  |  |
| 2 |  |  |  |  |
| 3. |  |  |  |  |

**FORM Cab1**

**THE ROLE OF THE CABINETS**

Could you tell us how closely the following describe the role of your cabinet?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly | Well enough | Not at all strongly | Don't know |
| Liaising with the President’s *cabinet* |  |  |  |  |
| Working with the cabinets of the Vice Presidents leading the project teams in which we are involved |  |  |  |  |
| Assisting the Commissioner in overseeing the Directorates-General for which he or she is responsible |  |  |  |  |
| Ensuring that the interests of nationals from the Commissioner's home state are appropriately safeguarded in appointments and promotions |  |  |  |  |
| Managing the political dimensions of dossiers falling within the Commissioner's areas of responsibility |  |  |  |  |
| Providing a link to the Commissioner's home state |  |  |  |  |
| Providing support for the Commissioner's portfolio responsibilities |  |  |  |  |
| Providing support for the Commissioner's role as a member of the College |  |  |  |  |
| Representing the Commissioner to other EU institutions and to the member states |  |  |  |  |
| Representing the Commissioner to the world outside Brussels |  |  |  |  |

**FORM Cab2**

**Role of cabinet member**

Here is a list of responsibilities of typical cabinet members. Could you tell us how much time you spend on each?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | A daily task | Routine, but not daily | Occasionally | Not at all |
| Liaising with the President’s *cabinet* |  |  |  |  |
| Working with the cabinets of the Vice Presidents leading the project teams in which we are involved |  |  |  |  |
| Liaising with my colleagues within the cabinet |  |  |  |  |
| Liaising with my counterparts in other cabinets |  |  |  |  |
| Liaising with officials in the services |  |  |  |  |
| Monitoring policy developments in the services in my areas of responsibility |  |  |  |  |
| Preparing texts for the hebdo, chef de cabinet meetings and meetings of special chefs |  |  |  |  |
| Taking responsibility for the political dimension of dossiers |  |  |  |  |
|  |  |  |  |  |
| Please add any important roles or functions that have been omitted |  |  |  |  |
| 1. |  |  |  |  |
| 2 |  |  |  |  |
| 3. |  |  |  |  |

**C. Information on the Survey Data Collection**

Three online surveys were conducted – 2008, 2014 and 2018.

The ‘The European Commission in Question’ (EUCIQ), survey was circulated in 2008. The total population was drawn from the policy-related administrative (AD) staff in Brussels and Luxembourg in September 2008, which numbered 14,730. The target sample was designed to include all senior AD staff with managerial responsibilities (n=1,766) and a random sample of non-management AD staff across 31 Directorates General (DGs) (n=2,855). The random sample was proportionate to gender, age/length of service and member state, and disproportionate to the older member states (EU15) and newer accession states (EU12) in the ratio of 3:1, to ensure an adequate representation of the newer members who joined in 2004 and 2007. The sample was weighted to reflect the population distributions. This ensured that the sample for analysis was representative of seniority, gender, age/length of service, nationality, EU15 / EU12 proportions, and DG (31 policy-related).

The ‘European Commission: Facing the Future’ (ECFTF) survey was circulated in Spring 2014, it was addressed to every member of staff in Brussels, Luxembourg, Joint Research Centre sites, Delegations, Representations and the Grange in Ireland including non-policy AD officials, temporary agents, contract agents and seconded national experts (n=31,100). The number of responses totaled 5,631, representing a response rate of 18%. The data were weighted to reflect the Commission staff population in 2014, including gender, EU15/EU13 (Croatia had joined since 2008) and category of official.

The third survey, carried out as part of ‘The European Commission: Where now? Where next?’ in 2018. A link to the online survey was emailed to all Commission staff and the survey was open during May-June 2018. The survey was completed by 6,539 respondents, representing a response rate of 15.4 per cent. The achieved sample was benchmarked against the Commission population. The resulting weighted sample is representative of the 2018 Commission workforce by staff category, location, EU15 or EU13, gender and cohort.