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Director



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ANNUAL ACTIVITY REPORT
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European Personnel Selection Office
and
European Administrative School
2010

EPSO

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1. POLICY ACHIEVEMENTS IN 2010

2010 was a landmark year for EPSO. In 2008 EPSO's Management Board had unanimously approved a series of 23 concrete recommendations for the changes in the nature and format of selection procedures, giving EPSO a clear mandate to implement them by early 2010.

I think it is fair to say that EPSO has successfully risen to the challenge.

On 16 March 2010 it launched the first competition for Administrators under the modernised and streamlined selection procedure. The launch was a tangible sign of EPSO's success in delivering a high-profile, inter-institutional project in partnership with the Institutions and other key external stakeholders, and including a strategy for attracting the right talent and for positioning the European public service as an attractive career choice.

In an increasingly competitive jobs market, the European institutions have to be able to attract a diverse range of top quality applications and the better, faster and stronger new selection procedure is designed to provide them with the right people at the right time, while remaining true to the principles of fair and open competition.

Introducing improved planning and faster and more targeted recruitment, the new system establishes annual competitions for the most common job profiles, thus allowing candidates to plan their applications more effectively and helping strategic human resource planning by the EU Institutions. It is faster and more efficient, involving fewer steps than the previous set-up. And it is stronger, shifting the emphasis from knowledge to competency-based assessment, which is proven to be one of the best predictors of future job performance.

Although the attractive offer of an EU career meant that EPSO received more than 51.000 applications for the AD generalist cycle launched mid-March, results were still delivered on target approximately 9 months after the deadline for applications – down from a minimum of 2 years for competitions of this size in the past. This success was mirrored by the specialist competitions, completed in just 6 months compared to 15-16 months under the old system.

In order to make the selection procedure available to top European talent based around the world the testing network was expanded to accommodate up to 100,000 candidates in 10 weeks. Over 37.000 candidates sat the first stage computer-based reasoning tests in centres in Europe and across several continents; representing a 94% increase in candidates handled within a 58% shorter period compared to the largest previous procedure delivered since the introduction of Computer Based Testing (CBT).

992 candidates were invited to the second stage – an Assessment Centre in Brussels where, through exercises such as group negotiations and structured interviews, expert Selection Boards were able to assess their abilities in a range of competencies.

Overall, for the competitions completed under the new procedures there is a significant improvement in terms of selecting the target number of high quality candidates: 95% of published targets compared to 61% reported in 2009 under the old system.

The building blocks underpinning these spectacular achievements were contained in the 23 recommendations set out in the EPSO Development Programme (EDP) - now close to full implementation.

Alongside its external focus aimed at understanding better and being able to provide a better service to our key partners, the EU Institutions, the EDP has an internal focus aimed at strengthening organisational effectiveness and improving our capacity to deliver.

In 2010 EPSO completed the implementation of a series of operational improvements at all levels of the organisation, including for example, the introduction of a new on-line application system for candidates, better provision for candidates having special needs, improvements for candidates' management of their own personal account, an improved public web site and a simplified "notice of open competition" – available in 23 languages.

These and other changes have led to significant improvements in both the quality and speed of service offered to internal and external customers, and are contributing strongly to a change of the public image and perception of EPSO as the front office for those seeking a job in the Institutions. In the context of his Annual Report, the Ombudsman quoted EPSO among the "*star cases exemplifying best practice*". He underlined EPSO's openness to finding rapid and fair solutions to problems, its culture of service and a genuine will to seek improvements.

And there is more to EPSO than the EDP: in 2010 in addition to implementing the EPSO Development Programme, EPSO placed 2460 candidates on 119 different reserve lists, achieving a record 80 % of its published targets as it worked intensively to complete selections launched under the old procedures.

With wide support, both within the Institutions and beyond – including Member States – the EDP delivers quality and value for money, and offers a model for wider improvements to HR processes more generally.

1.1. Level of policy area

Successfully meeting the challenge to bring about EPSO's high-profile, inter-institutional project, whose cornerstone was the on-schedule launch of the first annual cycle of competitions in March 2010, required further significant work to strengthen organisational effectiveness and improve our capacity to deliver, as well as concentration on the external focus aimed at understanding better and being able to provide a better service to our key partners, the EU Institutions. Tremendous progress in the implementation of the EDP's 23 recommendations for action was achieved and most of the building blocks of the new competition model are now in place.

Following a series of constructive discussions with the Institutions about their strategic human resources requirements, the adjustments to the organisation of the competition cycles made in 2009, in particular the inversion of the AD and ADL cycles proved to be provident. There were over 51 000 applicants for this first AD new-wave competition and from 2011 EPSO's Management Board decided that applications from final year undergraduates for the AD cycle would be permitted.

As 2010 drew to a close, the state-of-play of the implementation of the three pillars of the EDP was as follows:

1.1.1. Planning and needs

There has been full implementation of a strategic HR planning exercise in order for EPSO to provide the Institutions with the right people at the right time, thereby progressively aligning supply and demand within the constraints imposed by the financial perspectives and enabling the Institutions to address the situation presented by the foreseen significant staff turnover over the next ten years. The following main improvements in this area were reconfirmed:

- Successful implementation of the second strategic planning exercise was completed; In terms of laureate needs for the 2011 annual cycles, the Management Board agreed at its meeting of 13th July 2010 to aim for a total of 1.171 laureates (336 ADL; 323 AD and 512 AST) for the 2011 reserve lists, as well as the specialists, which brings the total to +/- 1.531, i.e. in line with the Financial Perspectives.
- Successful launch beginning in March 2010 of the first annual competition cycle for the three main function groups/profiles of staff needed (AD, AST and linguists), complemented by individual competitions for specialist profiles. The new competition cycle by profile now takes 5-9 months.

1.1.2. Testing and professionalism

New selection methods were put in place, driven by the need to increase efficiency and robustness to improve the quality and reliability of the selection process as well as its ability to predict accurately who will be the best performers on the job. The key principle is the shift from knowledge to competency-based assessment and the following measures have been implemented:

- Establishment of in-house assessment centres in Brussels (with the aid of the appointed external expert) for the annual AD and linguists competitions, and preparing the opening of an Assessment Centre in Luxembourg in 2011;
- Screening of applications based on the admission criteria, including a detailed on-line application process in EN, FR and DE, and requiring implementation of a "talent screener" sifting tool;
- A new, more user friendly 5 page (plus annexes) standard text of the Notice of competition and handbook for candidates in 23 languages;
- Reinforcement of the candidate self-assessment facility, which enables potential applicants to judge their suitability before applying;
- Implementation of a more rounded and job relevant pre-selection stage, i.e. widening the scope of cognitive testing, introducing situational judgment and abstract reasoning tests, professional competency and language testing where appropriate, and removing EU knowledge testing at this phase;
- Introduction of a new competency framework common to all Institutions on the basis of which the competency-based and job-relevant exercises have now been put in place which are used in the assessment of all candidates;
- An intense effort at Selection Board professionalization. Following publication of a call for expressions of interest, 17 serving officials were seconded to EPSO to act as permanent board members, and were accredited in competency-based assessment, with the aim of providing greater exploitation of expertise in HR and psychology. This deployment of permanent Selection Boards for running exercises assessed against a competency framework is proving to be more efficient and more stakeholder-friendly than the previous model of separate selection boards for each competition. It allows for greater quality-control and the accumulation of in-house expertise on assessment procedures. The permanent availability of Selection Board members is enabling competitions to be run to a strict timetable and to deliver reserve lists on a continuous and timely basis;
- Creation of an Assessment Centre management tool, allowing Selection Board members to input their comments and scores electronically, in real time and in a secure environment;
- Introduction of a "competency passport", enabling hiring services in the Institutions to gain a rounded view of each candidate's performance as a key element in the recruitment process;
- Successful introduction of 23 language testing for the linguistic cycle.

1.1.3. Diversity and attractiveness

EPSO continued implementation of a series of measures aimed at promoting diversity within the Institutions' workforce - notably enabling the Institutions to meet their statutory requirement to recruit highly able officials on the broadest possible geographical basis - and improving the EU's employer image. These include improving the service to candidates with special needs, preparing the use of a portal for a more pro-active handling of reserve lists and, in order to improve the EU employer image, adopting a targeted external communication strategy to exploit EPSO's role in attracting the best and brightest young graduates throughout the EU including the use of social media (establishment of a web 2.0 presence: Facebook and Twitter, successful pages for 'EU Careers' and 'Raconteurs' scheme where EU officials aged 25-30 blog and discuss their actual jobs and living in Brussels). The strategy focuses on a clear and attractive employee value proposition (EVP), setting out the Institutions' strongest selling points as potential employers and developing a solid visual identity for 'EU Careers'; it defines specific countries of focus (those Member States most under-represented within the EU Institutions) and creates and markets our employer brand. Targeting of under-presented countries has come through several initiatives:

- country desk officers' in the communication Unit with responsibility for liaison with those countries' governments and representations
- student EU Careers Ambassadors on campus around the focus countries
- a more targeted media & events approach with a higher media spend in those countries and 70% of events attended taking place in 'focus' countries.

During 2010 EPSO has updated and added to its 23 languages website, set up in 2009. This has included the new 'EU Careers' brand which was developed for use across the institutions and by member state governments. It also includes new, clearer guidance and manuals for applicants, making the new selection procedures easier to navigate and thus more attractive. EPSO also fully updated the content and delivery method for its FAQs- a useful information source for those interested in EU Careers and those who have already started an application. In December 2010 a full usability of the EU Careers website started to enable further improvements to be made in 2011.

Throughout 2010 EPSO continued to build extensively on the increasingly positive co-operation with the Member States in the context of its Network of Experts in the field of personnel selection. The main focus for 2010 involved exchanges of current practice on best methods of marketing; employer branding; use of social media; diversity, Computer Based Testing methods and content; the concept of Assessment Centres as a testing forum; addressing issues of common concern, primarily feedback to and preparation of candidates and assisting laureates on reserve lists.

Thanks to these measures making an attractive offer of an EU career, EPSO received more than 51,000 applications in the first new competition to select generalist graduate 'Administrators'. Candidate participation was higher with a testing to applications ratio 29% higher than the historical benchmark and there was a lower centrality of Brussels and Luxemburg (10% lower) than the historical benchmark.

As recommended in the efficiency and effectiveness audit completed in 2009 undertaken by the European Court of Auditors¹, a benchmarking exercise on cost per hire - the purpose of which is to create a reliable set of indicators to compare and monitor cost-effectiveness of selection procedures across the EU and other international public sector bodies - has been prepared for launch in early 2011; EPSO also successfully completed a first stakeholder opinion survey to give line managers and HR professionals within the Institutions the opportunity to express their opinion on the quality of reserve lists, time to hire and the eRL recruitment tool. In addition, on the basis of EPSO's analysis, the Management Board adopted proposals concerning the default selection of specialist staff at a higher level than entry level and the running of the AD general competition in two streams, covering AD7 as well as AD5.

From an internal viewpoint, EPSO's organisational effectiveness and ability to delivery was further strengthened in 2010 by means of a reorganisation: within the dynamic environment generated by the overall process of change underway, EPSO's structure was to be aligned to the new, fundamentally different selection processes and methods. Related activities and processes were grouped together into coherent operational entities in line with the new operating framework, thereby avoiding inefficient fragmentation.

A continual focus on service delivery and optimisation has been underlying all EPSO's activities throughout 2010, with EPSO as a learning organisation which aims to provide a positive and forward looking example of inter-institutional co-operation in the administrative field, establishing itself as the partner of choice for the EU Institutions as a provider of a professional HR selection service. The detailed results of the strategic objectives set out in EPSO's 2010 Annual Management Plan can be found in the operational sections below.

¹ Special Report n° 9/2009 (pursuant to Article 248(4), second subparagraph, EC) "The efficiency and effectiveness of the personnel selection activities carried out by the European Personnel Selection Office".

Finally, the European Administrative School, which is administratively attached to EPSO, constitutes an important area of work. The school's Annual Activity Report, which forms part of EPSO's overall report for 2010, is attached.

1.2. European Personnel Selection Office (operational activities)

1.2.1. Providing Institutions with highly qualified staff according to their requests by organising open competitions and selection procedures in an inter-institutional context

The priorities for EPSO under this specific objective were as follows:

- to complete on-going open competitions and meet the targets set in terms of number of laureates to be produced;
- to launch and organise new open competitions by annual cycles according to the new procedures foreseen in the EPSO Development Programme (launch of the first AD-cycle in March 2010; launch of the first ADL-cycle in July 2010), the AST cycle in December, and several waves of specialist competitions during the year;
- to organise other selection procedures for non-permanent staff (both temporary agents and contract staff);

According to its founding decisions, EPSO is responsible for the selection of highly qualified staff on behalf of the Institutions (the recruitment of staff remaining the responsibility of each Institution concerned). On the basis of the expected outputs, this specific objective aims at enabling EPSO's stakeholders (founding Institutions) to recruit staff members to meet their operational needs both in terms of quality and quantity.

In order to duly take into account the quality aspects of the selection process, EPSO took several measures, including final timetables for competitions as well as the nomination of 17 permanent Selection Board members who were fully trained and accredited in competency-based assessment. They are able to select candidates with the range of skills that they will need to make the most of the wide opportunities offered by an EU career. However, in order to achieve the desired results, measured by the result indicators detailed in the table below, EPSO will continue to depend partly on external factors over which it has limited or no control, in particular the timely availability of the non-permanent Selection Board members and a sufficient number of qualified markers, who must be proposed by the Institution, as well as a sufficient number of external candidates for each open competition.

With a view to becoming a privileged partner of the Institutions, a stakeholder relations unit has been set up to build up closer contacts with the Institutions, mainly when it comes to expressing their needs (analysis of profiles, designing selection criteria, etc). In that framework, bilateral meetings with each Institution have been organised and will be held regularly outside the Working Group forum. A methodology for the preparation of the notices of competitions has also been set up and will progressively be applied as new requests for competitions are coming. Another objective of the unit is to take ownership of competitions cycles (cycle managers) and ensure a smooth running of competitions (cycles) and effective transmission of data during the process.

This Unit also continued to deal successfully with legal cases, requests for access to documents, Ombudsman complaints and Article 90 complaints in line with the set procedures and to provide legal assistance to the Selection Boards with a view of further improving the consistency of motivation of decisions adversely affecting candidates. It also continued its constructive cooperation with the Ombudsman's services in improving the transparency of its procedures. In the case of the ruling *Pachtitis/Commission (F-35/08)* concerning the role of the Selection Boards and the administration (EPSO) to validate the content of admission tests, besides lodging an appeal against this ruling, EPSO reacted quickly in adapting the planning of the ongoing and future open competitions accordingly.

At the pre-selection stage of open competitions, 2010 saw the implementation of a reinforced computer based testing with additional new tests, as well as a progressive shift from the current

linguistic regime (pre-selection tests are taken in the second language only, to be chosen between EN/FR/DE) to a multilingual regime in 23 languages, in order to allow candidates to sit most of the computer-based tests in their main language. In this context, the second wave of translation of the existing item bank in 20 new languages was completed in December 2010.

In the context of the reinforced pre-selection stage, the new abstract reasoning and Situational Judgement tests (SJT) were launched successfully for the first time in the AD cycle published in March 2010. Both tests performed very well and fully met expected results, not only from a technical delivery point of view, but also content- and performance-wise. Given these results, abstract reasoning has been successfully used on a constant basis after the first AD cycle in all other competitions organised in 2010 (whether upfront or at the assessment centre stage for specialists' competitions). Based on the results of the SJT in the first AD cycle – where this test was delivered on a non-eliminatory basis for pre-testing and monitoring performance purposes – the EPSO Management Board also decided to run this test on an eliminatory basis as from the second AD cycle in 2011.

In the first Linguistic cycle published in summer 2010, the tests at the pre-selection stage were delivered successfully for the first time in 23 languages (with up to 469 possible language combinations between all verbal tests), thereby allowing candidates to sit these tests in their main language. The smooth delivery was free from technical issues and also confirmed the high quality of translated items given the very low number of questions which had to be neutralised afterwards by the Selection Boards.

From the delivery point of view, EPSO tested more candidates on computer in 2010 than in any other year since CBT was introduced in 2005. Following the successful introduction of the new combined faster Registration/Booking/Testing process (overlap between these three stages) beginning of 2010, the booking and testing rates (respectively the number of candidates who have booked a test compared to the number of applicants, and the number of candidates who actually took the test compared to the number of candidates who have booked) were also significantly higher than in previous years. The whole pre-selection stage has also been substantially streamlined. More specifically as far as the first AD cycle was concerned, this resulted in a 94% increase of candidates handled within a 58% shorter period of time compared to the largest previous events delivered since the introduction of CBT.

A dedicated test centre to accommodate computer based tests was set up within EPSO premises and has been delivering in-house CBT testing at the Assessment centre stage in the framework of specialists' competitions.

From the content point of view, besides the new abstract reasoning and situational judgement tests, the item bank for computer based tests continued to be developed in 2010 with additional test items being translated into 23 languages (Verbal and Numerical reasoning), but also with new professional tests in the field such as Accuracy, Prioritising and Organising (to be used in the first AST cycle). Permanent Selection Board members were familiarised with the new types of tests by means of training sessions. Following the newly internalised psychometric expertise in EPSO, new tools have been established for close monitoring of the items performance and optimal calibration of the tests by using the Item Response Theory (Rasch model). A Psychometric Action Plan has also been designed to further improve the reliability and professionalism of computer based testing.

The call for tender for linguistic professional skills tests was republished in 2010 following a first unfruitful procurement process. These new tests should be ready for delivery in 2012.

Another achievement in 2010 was the introduction of new simplified rules on EPSO contributions to candidates' expenses. They started being used as of March 2010.

1.2.2. Selection procedures for permanent staff

Thanks to the measures taken, the total number of successful laureates in 2010 was higher than that in 2009. As opposed to 1783 in 2009, 2460 successful candidates were placed on 119 different reserve lists in 2010, representing 80% of the cumulative target figure specified in the Notices of Competition, which is a significant improvement in comparison to 2009. Most competitions – which

were still organised under the 'old' system – were able to be completed in the first half of 2010. On 31.12.2010, 3992 people were on the reserve lists. During the second half of 2010, the first Assessment Centres were organised for administrators at AD5 (AD-cycle, launched in March 2010), and for specialists (5 Specialist cycles - launched in April 2010- in fields like competition law, industrial economy and info security). The final Specialists competition was completed in just 6 months.

In parallel, the first Linguistic cycle (for translators and interpreters) was launched in July, with the associated Assessment Centres scheduled from January 2011. Similarly, test development was also initiated for the first AST-cycle published in December 2010 and for the second wave of Specialist competitions at both AD and AST level. The Assessment Centre phase for all these competitions is expected to be run between March and July 2011.

Under the old system, for around 35 competitions (i.e. 50% of the total), a high percentage of the targeted number of laureates (between 90 and 100%) was achieved. However, in certain fields, it proved to be extremely difficult for EPSO to satisfy the needs expressed by the Institutions. As in the past, this was the case for many competitions for interpreters and lawyer-linguists. Although further investigation into the precise reasons for each shortfall is still required, one of the main reasons is the limited number of candidates on the labour market with the right profile, as well as the level of difficulty – and sometimes appropriateness – of the written and practical tests.

With regard to the implementation of the EDP, the in-house Assessment Centres (AC) were established with the aid of an appointed external contractor, and were functional for the first annual AD-cycle launched in March 2010, as well as for five Specialist cycles launched in April 2010. The first AC opened on 15th September 2010, gradually reaching full operational capacity by mid-October 2010. The successful implementation of the new scheme resulted in the publication of the first Reserve lists already during the fourth quarter of the year.

The external contractor Hudson has delivered in 2010 the process and management tool required to run the Assessment Centres within EPSO's premises. They have also delivered the content of Case Studies set for candidates, to the requirements specified by our Selection Boards, and structured the oral tests to ensure that candidates general competencies are measured properly. The introduction of the new Assessment Centre method required indeed a new series of exercises to be developed for testing both general and technical competencies. A total of 28 basic exercises – Case studies, oral presentations and group exercises – and 270 variations were developed and completed for the AD5 cycle, the five Specialist fields and the Linguistic cycles. All in all, 36 source persons from the different Institutions contributed to AC test development.

It needs to be stressed that training played a major role in the successful shift from knowledge-based testing to the new format. A total of 52 training sessions were organised in the course of the year, focusing on the AC method and the use of the online assessment tool. Depending on the profile of the participants, these training courses varied from 2-hour information sessions, to 5-day residential courses destined towards the permanent Selection Board members. A considerable number of internal and external staff members were trained in a very short period of time, between mid-June and late September, including several 3-day courses for non-permanent Selection Board members, as well as the 1-day courses for the markers.

At the technical level, a number of major IT system enhancements were also required to support the new style of competitions that EPSO launched on 16 March 2010. A new suite of tools and applications known collectively as "TALENT" were implemented on the latest Oracle and cold fusion architecture and deployed on schedule in support of the new structure of competitions. TALENT has been based on the functionalities of the previous NAC system, but extended and enhanced these to support the "Assessment Centres" for candidates of competitions that are now housed in EPSO's building.

1.2.3. Selection procedures for non-permanent staff

In 2010, the Commission requested a call for expression of interest for contract agents in a number of different profiles: Nursery nurses and Educators (function group II), Secretary (function group II), Financial assistants (function group II) and Finance officers (function group III). The call was published in May 2010 and completed in August 2010. It should be highlighted that except for the Nursery

nurses and Educators (for which an additional paper test was organised in October 2010), the candidates were only partially tested given the on-going change by the Commission of the implementing rules for contract agents at the time. Therefore, the 7512 successful candidates in the profiles for secretary and finance were inserted into EPSO's database for possible recruitment of limited duration only.

SPECIFIC OBJECTIVE: To provide Institutions with highly qualified staff according to their requests by organising open competitions and selection procedures in an inter-institutional context		
Result indicator	Latest known result	Target (mid-term)
Administrators, Assistants, Linguists, Specialists		
Sufficient number of suitably qualified candidates meeting the targets set out in the Notices of competition within the foreseen deadline	In 2010, 46351 candidates have been tested across all competitions with CBT upfront. 111 candidates have been tested on CBT at the assessment centre stage within specialists' competitions. The total booking rate (vs. Number of applications) was 82,61% and the total testing rate (vs. Number of bookings) was 87,92%.	Achievement of published targets /sufficient number of candidates invited to the next stage of open competitions.
Contract Agents		
Extent to which the required number of tested candidates per profile as requested by Institutions have been achieved	<p>Target met - tested candidates available before summer (CAST 2010)</p> <p>FGII Nusery Nurse : 270 tested / 141 successful / number of posts available : 75 / success ratio : 52,22%</p> <p>FGII Educator : 420 tested / 330 successful / number of posts available : 65 / success ratio : 78,57 %</p> <p>FGII Secretary : 4410 tested / 3708 successful / number of posts available : 500 / success ratio : 84,08 %</p> <p>FGII Financial assistant : 1237 tested / 1077 successful / number of posts available : 300 / success ratio : 87,06 %</p> <p>FGIII Finance Officer : 3223 tested / 2727 successful / number of posts available : 150 / success ratio : 84,61 %</p>	Tested candidates available by the end of the year

Result indicator	Latest known result	Target (mid-term)
Planning and needs		
Extent to which Institutions are able to plan their needs and to submit their recruitment requests on a 3 year rolling basis	Completion of the 2 nd strategic planning exercise and adoption of target figures for 2011 by the EPSO Management Board	Successful completion of the 3rd strategic planning exercise to be launched in 2011
Testing and professionalism		
Reduction of the large volume of ineligible candidates via self-certified admission, screening of applications and self-assessment	Samples questions for VR, NR, AR and SJT for self-assessment have been put on line in 2010. The works in order to deliver compulsory self-assessment as of 2011 are on-going.	Steady improvement in the number of candidates to eliminate
Extent to which new professional skills tests foreseen under the EDP for linguists are ready for delivery in the second annual cycle	Initial target not met: call for tender published in autumn 2009 was not successful (no suitable bidders). Procurement process was relaunched in 2010 and is still on-going. As a fallback solution applied in 2010 and to be applied in 2011, EPSO agreed with the Institutions that three different verbal reasoning tests would be delivered at the CBT stage in order to assess linguistic proficiency in the different languages concerned."	Updated Contract signed by summer 2011 and new professional tests for interpreters and translators ready for roll out in 2012.
Diversity and attractiveness		
Result indicator	Latest known result	Target (mid-term)
Level of completion of guidelines to ensure optimal accommodation of special needs candidates	Target met. Guidelines in force and applied in competitions.	Guidelines fully applied in the first annual cycle
Availability of a sufficient pool of suitable candidates for all competitions	New modernised selection procedure and communication techniques have been much more successful in finding the target number of candidates. Under the old system the procedures, on average, found 60% of the target number for the reserve lists. Under the new procedure the average is over 95%.	Steady improvement in the number of suitable candidates, especially professionals/specialists.

Main policy outputs in 2010

New reinforced pre-selection phase in place and fully operational, including combined registration/booking/testing and delivery of new tests (abstract reasoning, SJT and verbal and numerical reasoning in 23 languages).

Main expenditure related outputs

Available lists for CAST 2010 exercise

1.2.4. Contribute to the identification of officials eligible for a first promotion after recruitment (Art. 45§2 and Art. 7§2d Annex III of the Staff Regulations) and contract staff in function group IV eligible for a contract of indefinite duration (Art 85.3 of CEOS) by ensuring a harmonised and consistent evaluation of their linguistic abilities

The implementing rules of Art. 45§2 entered into force for all Institutions in January 2007.

During 2010, EPSO assessed staff's third language skills through the following means:

- The evaluation of diplomas or certificates submitted by staff

Applicants had the possibility to submit a diploma/certificate in the EU official language of their choice in accordance with Art.45§2. Consequently, 23 joint evaluation committees were set up (1 committee per language / 2 members each) to provide linguistic expertise. This meant that where EPSO staff did not have sufficient knowledge of the language in which the diploma/certificate was drawn up, EPSO could call upon the expertise of these colleagues, drawn from across the Institutions, to assist the Assessment Committee in their evaluation. However, with the increases in in-house expertise over the past 3 years, not one single meeting had to be convened in 2010 for this purpose. Where EPSO was unable to evaluate the level of diplomas, committee members were generally contacted by mail ("written procedure"), which eliminated the need for travel, thereby saving not only time but also reducing mission expenses.

All of the diplomas/certificates submitted by colleagues eligible for promotion in 2010 were evaluated in due time, in accordance with the various deadlines set by the Institutions.

In total, 598 evaluation decisions related to Art.45 (2) were taken by EPSO and the Assessment Committee by the end of 2010.

- The organisation of tests

For people without such diplomas, four sessions of language testing were organised in 2010, in February, June, September and November. These covered 17 of the 23 official languages, since there was no need to organise tests for BG, ET, GA, LT, MT and RO.

All staff eligible for promotion in 2010 who had submitted an individual request for language testing, or for whom the Institutions had submitted global lists, were given the opportunity to take a test in due time, in keeping with the various deadlines set by the Institutions.

In total, 325 language tests were organised by EPSO through various external contractors.

- The accreditation of decentralised training and testing

Within the framework for implementing Art 45§2, one of the roles of the Assessment Committee is to establish consistent levels for language courses and subsequent tests organised in Brussels, Luxemburg and all other decentralised places of employment.

For all Services/Agencies accredited so far, a total of 116 evaluation decisions were taken by EPSO and the Assessment Committee during 2010.

SPECIFIC OBJECTIVE: Contribute to the identification of officials eligible for a first promotion after recruitment (Art. 45§2 and Art. 7§2d Annex III of the Staff Regulations) and contract staff in function group IV eligible for a contract of indefinite duration (Art 85.3 of CEOS) by ensuring a harmonised and consistent evaluation of their linguistic abilities		
Result indicator	Situation at year end	Target (mid-term)
Timely delivery of assessments (<u>language tests</u>) to meet promotion exercise deadlines	<u>All</u> staff eligible for promotion in 2010 having submitted an individual request for language testing or for whom the Institutions have submitted global lists have been given the opportunity to take a test in due time according to the various deadlines set by the Institutions	100% satisfaction of priority requests received for testing third language capabilities according to deadlines set by the Institutions
Timely delivery of assessments (<u>evaluation of diplomas</u>) to all staff concerned	<u>All</u> the diplomas/certificates submitted by colleagues eligible for promotion in 2010 have been evaluated in due time according to the various deadlines set by the Institutions.	100% evaluation of files submitted within the deadline
Main policy outputs (delivered in year)		
Delivery of assessments of linguistic ability to satisfy the requirements of Article 45§ 2 of the Staff Regulations+ Art 85.3 of CEOS		

1.2.5. Contribute to the selection process of AST officials who may be appointed to a post in function group AD by ensuring that the requirements of Art. 45a (1)(c) of the Staff Regulations are met in a harmonised and consistent manner

Responsibility and tasks in this respect are divided between the Office and EAS, with the Office ensuring in particular those relating to determination of the contents of the examinations (Annex III, Article 7§2 (c) of the Staff Regulations) and management of the examination process.

In 2010 the certification exercise was completed successfully, and results were published and communicated to the Institutions and to the candidates in December. 213 officials sat between one and four exams. 67% of them passed (higher success rate by 8 percentage points compared to 2009). Detailed results of the exercise may be found in the EAS report.

Following a procurement process launched in 2010, a new framework contract for the delivery of certification exams was signed in September 2010.

Activity EPSO/EAS		
SPECIFIC OBJECTIVE: Contribute to the selection process of AST officials who may be appointed to a post in a function group AD by ensuring that the requirements of Art. 45a(1)(c) of the Staff Regulations are met in a harmonised and consistent manner		
Result Indicators	Situation at year end	Target (mid-term)
Percentage of delivery of certification examination meets requirements in terms of accuracy and timeliness	Target met. Proof-read and quality checked test materials were delivered on time for the certification exercise. 213 candidates (139 new candidates and 74 resitters) were tested; 143 candidates passed the test, which amounts to a success rate of 67%, which is higher than last year by +/- 8 percentage points. The lists of certified officials were published on time.	100% timely and accurate delivery of lists of certified officials according to deadlines set by Institutions
Level of satisfaction of examining board with delivery of examination material	The examining board produced its final report on 22nd December 2010 confirming its satisfaction. The report also contains some suggestions for further potential improvements.	100% satisfaction of examining board with tests provided by EPSO
	The procurement process launched in 2010 was successful and a new framework contract for the delivery of certification exams was signed in September 2010. Given the financial threshold, the framework contract was signed for three years.	Framework contract available for the next four years before summer 2010.
Main policy outputs in 2010		
Delivery of examinations in order to enable the examining board to establish reserve lists of certified officials		

1.2.6. To assist the institutions in the recruitment process by developing and enhancing the functionalities of e-RL and managing reserve lists to enable their efficient exploitation by Institutions.

Although the recruitment of staff remains the sole responsibility of the Institutions, EPSO provides support to the process of identifying and recruiting successful candidates. In 2010, the e-RL search tool for the exploitation of reserve lists continued to be used by the Institutions to access the database of successful candidates in the selection processes, including for contract staff. Further improvements of the IT tool were pursued and competency passports were made available to recruiters.

SPECIFIC OBJECTIVE: To assist the institutions in the recruitment process by developing and enhancing the functionalities of e-RL and managing reserve lists to enable their efficient exploitation by Institutions

Result indicator	Latest known result	Target (mid-term)
Extent to which laureates of all competitions are informed of their status in eRL database in a timely manner	Because of other operational priorities and availability of resources this objective could not be met.	Implementation second quarter 2011
Provision of competency passports, CVs and other documents to the Institutions.	Competency passports and CVs are presently made available to recruiters separately, via eRL.	Target met
Main policy outputs		
Implemented recommendations of Data Protection Officer on necessity to inform laureates in e-RL or CAST database on their ongoing status.		

2. MANAGEMENT AND INTERNAL CONTROL SYSTEMS

2.1. Inherent nature and characteristics of EPSO's risk and control environment

2.1.1. EPSO in 2010

The principal remit of EPSO is to deliver a staff selection service to high professional standards on behalf of the EU institutions. EPSO aims to provide the Institutions in a timely manner with highly qualified staff according to their requests so as to enable them to meet the challenges they face. EPSO also delivers a range of HR-related services to further support the Institutions in their work.

EPSO has responsibility for administrative credits only. These are committed under its sole responsibility, except for transactions made on behalf of EPSO by, PMO, OIB; OIL; DG HR and DIGIT according to Internal Rules (and based on Service Level Agreements (SLA) in the case of OIB and DIGIT). The SLA with DIGIT is accompanied by a cross-delegation between Authorising Officers by Delegation. The amount sub-delegated is calculated in function of the number of staff for which IT equipment and services must be provided.

The transactions covered by the administrative arrangements outlined above concern for example personnel expenses, infrastructure and utilities, buildings management. In 2010 these represented an amount of 18 Mio€. The beneficiaries are for the most part suppliers of goods or services, linked to the Commission by contracts (rental agreements, contracts for buildings maintenance, building security contracts, framework contracts for office furniture and supplies, etc.).

The SLA signed in July, 2008 with DG HR for the provision of routine administrative support services to EPSO in the area of human resources and financial management of a number of its budget headings, principally those which do not concern EPSO's core business expenditure remained in force throughout 2010. The SLA is accompanied by a cross-delegation between Authorising Officers by Delegation. The cross-delegation agreed with the Director General of DG HR covers administrative credits with the exception of the appropriations for training and IT, for which only the credit operations are delegated.

The Director of EPSO remains responsible for the overall internal control system and the design, implementation and monitoring of the internal control measures applied in EPSO.

EPSO has chosen to operate using a partially decentralised financial circuit for its operational expenditure. According to this model, the finance team of the Resources and administrative support unit carries out financial initiation and verification ex-ante; other units are responsible for operational initiation and verification as well as the function of authorising officer by sub-delegation for operational expenditure. DG HR applies the fully decentralised model for the expenditure managed on behalf of EPSO in the framework of the SLA of 1 July 2008.

EPSO is an inter-institutional Office. The rules regarding its organisation and operation state that the Management Board is its highest decision-making body. Noting that the Commission is currently represented in the Management Board by the Director General of DG HR and that Vice-President Sefcovic (for the reference period of this report) and DG HR are responsible for matters related to personnel policy in the Commission, EPSO wishes to highlight the importance of an efficient and profitable information flow. However, due to the fact that this information flow has functioned effectively during 2010, and taking into account that major strategic policy decisions are taken by the EPSO Management Board, no regular strategic meetings were necessary between the Vice-President responsible for Administration and the Director of EPSO.

2.1.2. Major events of the reporting year having an impact on reputation

EPSO has no events of this kind to report for 2010.

2.2. The functioning and effectiveness of the implementation of the Internal Control Standards for Effective Management

2.2.1. Reporting on compliance with the requirements

EPSO opted to carry out a voluntary report on compliance through the "ICMTool" for the iCAT 2010 exercise of EPSO. Self-assessment questionnaires were completed by Heads of Units, Deputy Head of Unit, Advisors and the European Administrative School. Overall answers and statistics concerning this exercise show a general raw percentage of 73.80% of "positive assessment", a 15.50% of "positive assessment but changes are needed" and a general effectiveness weighted percentage of 91.85%.

The replies "My assessment is positive but changes are needed" concerns mainly ICS 3, question 5 (Does management have sufficient and relevant information about priorities and staff workloads as well as required and available skills?), ICS 7, question 18 (Is the operational structure of your Service working properly or are there operational issues or problems that negatively impact on Service performance or control environment?), ICS 8, questions 23 (Are the main processes and procedures used for the implementation and control of the Service's activities documented in a user-friendly fashion?), 24 (Are they readily accessible?) and 25 (Are they kept up to date?) and ICS 12, question 43 (is the information provided in the Service's management scoreboards pertinent and useful for the management of these activities?).

These results are mostly related to internal information issues. The implementation of the EPSO Development Programme with its radical overhaul of selection procedures and the manner in which these are managed required process manuals and guides to be reviewed and adapted to keep pace with developments. Some of this work has been done and some is still in progress.

2.2.2. Reporting on effectiveness of the implementation of the Internal Control Standards for Effective Management

Two Internal Control Standards for effective management (8 and 12) were identified in EPSO's MP 2010:

- ICS 8 Processes and procedures: The radical overhaul of EPSO's working methods under the EPSO Development Programme in 2010
- ICS 11 Information and communication: As part of EPSO Development Programme, new procedures and processes have been set with the launch of the first cycle of annual competitions.

Furthermore, given the reform of the selection procedures in the context of the EDP I decided to opt again this year for a full scale risk assessment of all EPSO's activities at the preparation stage of the 2011 Management Plan. Risks were identified at the level of units and discussed in a management meeting. Measures taken in the context of the internal strand of the EPSO Development Programme which resulted in the strengthening of EPSO's organisational effectiveness had a direct effect on the level of risk, resulting in a greatly decreased number of critical risks. The two identified risks respectively relate to legality and regularity/external environment and external partners/people and organisation. However, it appears that although the identified risks may impact more than one DG, they are directly linked to our own objectives and for this reason there is no need to flag these risks as cross-cutting following the dedicated process. In the meantime, we are already taking the necessary steps to address these risks with appropriate partners. Examination of those risks considered not critical revealed a further favourable evolution as a result of the progressive implementation of the EPSO Development Programme.

The SLA concluded with DG HR includes assistance in a number of areas of financial control and procurement designed to strengthen the financial management in EPSO. Of particular value in this respect are the function of ex-post control and financial reporting, and the outsourcing of EPSO's accounting function. The report on internal control measures in the area of finance and procurement issued under the terms of the SLA did not bring to light any significant issues.

Regular and systematic ex-post controls on a sampling basis at the level of the Director were also carried out in 2010 and no significant anomalies were noted.

2.2.3. *Conclusion*

Taking into account the above information it can be concluded that the internal control system of EPSO is functioning well and that the management systems in place are reliable and working as intended.

Having carefully considered the nature and reason for any shortfalls in the management and control systems outlined in this and the preceding section, weighed against the corrective measures underway or envisaged to deal with them, taking account of the materiality criteria set out in section 3 below as well as the reports from AOSD, I believe that the impact on reasonable assurance is not sufficiently material to warrant a reservation and that the resources assigned to the activities described in this report have been used for their intended purpose, in accordance with the principles of sound financial management and that the control procedures put in place nonetheless ensure the legality and regularity of the underlying transactions.

The areas needing further improvements in terms of effectiveness are addressed in the EPSO 2011 AMP, which reflects a determination to concentrate on the following Internal Control Standard for Effective Management:

ICS 8 Processes and procedures: As the EPSO Development Programme is being implemented, new procedures and processes have been and continue to be set in train with the organisation and operation of the first cycle of annual competitions. These procedures and processes are being documented in a user-friendly fashion and the most vulnerable parts identified and mitigating controls implemented. In the context of EPSO's continuous feedback and improvement loop, the respective roles and responsibilities in the control chain will need to be further clarified to all involved and information about the control activities and results continue to be adequately and effectively shared between all parties involved.

Despite the control architecture in place and the steps taken to mitigate risks to the extent possible, the following elements may still affect selection procedures, in particular until full implementation of the 22 recommendations contained in the EDP:

- CBT put into question if candidates' legal complaints are upheld. (Existing pending Court cases on access to CBT questions by candidates (Pachtitis II) or risk of new Court cases on any of the underlying fundamental principles of CBT.
- Delay in the designation of or non availability of non permanent selection board members, markers and source persons as EPSO is dependent on their services. Also non availability of permanent selection board members due to financial constraints must be taken in consideration.

3. BUILDING BLOCKS TOWARDS THE DECLARATION OF ASSURANCE

3.1. Building blocks towards reasonable assurance

3.1.1. Assessment by management

As provided in the Service Level Agreement, EPSO relies on assurance provided by the Resource Director of DG HR, who is providing support services in the area of financial management, as well as on results of reviews of internal control system and of transactions undertaken by the AOD of EPSO. EPSO also relies on the assurance provided by DIGIT in relation to IT support and the financial resources for IT.

Input indicators	Human resources dedicated to ex-ante and ex-post controls: due to the small size of EPSO, no posts were assigned exclusively to the ex-post audit function. The SLA signed with DG HR provides for ex-post control to be carried out on EPSO budget lines and transactions with the exception of IT expenditure. All sub-delegated authorising officers carry out ex-ante verification in the financial circuit and ex-post operational verification ("passed for payment"), also in the financial circuit.
Output indicators	Roughly 50% of EPSO's budget is outsourced for payment by PMO, OIB, OIL, DG HR and DIGIT, so that 50% of EPSO's overall budget expenditure is checked directly by EPSO during ex-ante control. The remainder is checked ex-post.
Result	<p>DG HR proceeded with ex-post control on commitments (56,48% of the total amount of commitments), payments (27,45% of the total amount of payments) and recovery orders (31,63% of the total amount of recovery orders) in 2010. Taking into account the risk environment, the rates of control for commitments and payments are very satisfactory.</p> <p>6 files were submitted to GAMA (covering procurement by EPSO), of which 1 was examined in detail following selection in the sampling procedure.</p> <p>1 control override was recorded in 2010. See point 3.1.6 below.</p>
Impact	The results of the European Court of Auditors' study were received (see below). There were no findings which would have a material impact on the reasonable assurance.

3.1.2. Results from audits during the reporting year

The supervision and monitoring of the internal control systems were described in the preceding section.

There was no audit on EPSO carried out in 2010.

3.1.3. Follow-up of action plans in reply to audit work performed in previous years and previous year's reservations

- There were no reservations in the 2009 Annual Activity Report.
- Follow up to IAS report on the follow-up audit of the Limited Review audit of 2006 (see below)

IAC, IAS, ECA recommendations and their follow-up	<p>The implementation of the issues for consideration by the IAS is mostly completed and a report on its state of play is provided for in the tracking database of IAS and the Cabinet of the VP in charge of administration is regularly informed. At the end of 2010 only 1 of the 13 recommendations is still open. This concerns the review of the Agreement of the Secretaries General of the Institutions on the common principles for a shared selection and recruitment policy and the principles for managing reserve lists. EPSO will propose that its Management Board reconsider the question of review following implementation of the EDP in 2010.</p> <p>In July 2009, the Court of Auditors completed and transmitted to EPSO and to the President of the Management Board the Special report on "the efficiency and effectiveness of the personnel selection activities carried out by the European Selection Office". The audit concluded that EPSO had successfully managed the increase in the number of competitions needed for the enlargement of the European Union and issued the following main recommendations:;</p> <ul style="list-style-type: none">• EPSO should be provided with sufficiently timely and reliable information on the Institutions' staffing needs based on a common approach to assessing such needs.• The Institutions should second to EPSO a sufficient number of officials on a full-time basis and encourage their staff to act as qualified assessors.• EPSO should strive to improve its communication strategy in coordination with the Institutions; exercise better quality control over competition notices; ensure an appropriate number of suitable candidates at all stages of the selection• process, for example through adapting the specific language requirements; and take steps to improve
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	<p>geographical balance.</p> <ul style="list-style-type: none"> • EPSO should improve its management information. In particular, it should monitor the full cost of placing a laureate on the reserve list, and quantify the additional costs and assess the future benefits resulting from the EDP so as to facilitate decision-making by the Budgetary Authority. <p>EPSO accepted the recommendations of the Court almost in their entirety and many have already been implemented in the framework of the EDP. Additional work has been done in areas where the measures planned in the EDP did not completely respond to the Court's recommendations, notably in the area of cost per hire as well as communication and attractiveness.</p> <p>In this context, a benchmarking exercise on cost per hire - the purpose of which is to create a reliable set of indicators to compare and monitor cost-effectiveness of selection procedures across the EU and other international public sector bodies - has been prepared for launch in early 2011; EPSO also successfully completed a first stakeholder opinion survey to give line managers and HR professionals within the Institutions the opportunity to express their opinion on the quality of reserve lists, time to hire and the eRL recruitment tool.</p>
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3.1.4. Assurance received from other Authorising Officers in cases of cross-subdelegation

EPSO's SLA with DIGIT, which is accompanied by a crossed sub-delegation between Authorising Officers by Delegation, authorises the Director General of DIGIT to manage credits placed at his disposal by EPSO to cover expenditure relating to provision of informatics infrastructure, informatics support to users and telecommunications. The report received from DIGIT on the use of the resources concerned by this sub-delegation in 2010 indicates that no problem with their management was encountered, that the resources were used for their intended purpose, and that the control procedures put in place ensure the legality and regularity of the underlying transactions.

EPSO's SLA with DG HR, which is accompanied by a crossed sub-delegation between Authorising Officers by Delegation, authorises the Director General of DG HR to manage DG Administrative credits with the exception of appropriations for IT and training, for which only credit appropriations are delegated. The report received from DG HR on the use of the resources concerned by this sub-delegation in 2009 also indicates that no problem with their management was encountered, that the resources were used for their intended purpose, and that the control procedures put in place ensure the legality and regularity of the underlying transactions.

3.1.5. Evaluations

In 2010 EPSO ensured the follow-up of the ex-post and ex-ante evaluations that took place in 2009 with the aim of improving EPSO's organisational effectiveness, its capacity to deliver and provide a better service to its key partners.

Concerning the job analysis and competency framework, the conclusions were fully implemented (job analysis) and operational in all competitions (competency framework).

As for the ex ante evaluation on gender balance in verbal and numerical reasoning, the results of the analysis conducted in 2009 in order to achieve a new marking methodology (sifting-in method as described in the EPSO Development Programme) did not meet expectations and it was therefore decided not to introduce the sifting-in methodology as an appropriate tool to ensure gender balance. Alternative options are being evaluated on an on-going basis and gender balance is part of the Psychometric Action Plan established by EPSO in 2010.

Regarding the/Items performance and difficulty level (verbal and numerical reasoning), the target was met 100 %. The item performance analysis based on the Rasch model was performed on basis of the 3 million responses available in September 2009. Since then the Rasch model has been applied systematically for further analysing every competitions' results. Each test item has its psychometric profile on that basis in the item bank.

3.1.6. Control overrides

In 2010 I received reports from sub-delegated authorising officers and other officials under my responsibility noting one action which did not strictly conform to prevailing best practice. This action concerns one instance of human error (cancellation of an invoice in the absence of credits to pay it – cancelled at the end of the previous year- and creation of an ad hoc commitment) which arose in the context of the heavy end of the year workload. Although it is clearly preferable to avoid such incidents, having examined the circumstances, I considered on balance that this did not represent a material risk to the underlying legality and regularity of the transactions overall.

An additional human error (signature by AOS of reimbursements to candidates without sub-delegation) resulted from the transfer of responsibilities and of sub-delegations in the framework of EPSO's last re-organisation in July 2010. The necessary measures have been taken to avoid similar situations in the future, raising the AOS consciousness of their responsibilities and revising and reinforcing all the permissions for accesses in ABAC.

There were no instances in which I was obliged to issue a reasoned instruction in writing in the circumstances described in Article 66(2) of the Financial Regulation.

3.1.7. Completeness and reliability of the information reported in the building blocks

In the light of the above-mentioned, I can conclude that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

3.2. Reservations

EPSO has sufficient assurance that a reservation on the declaration is not seen as necessary.

4. DECLARATION OF ASSURANCE



European Personnel Selection Office

Director



I, the undersigned, Nicholas David BEARFIELD, Director of EPSO

In my capacity as authorising officer by delegation

Declare that the information contained in this report gives a true and fair view¹.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, the work of the internal audit capability, the observations of the Internal Audit Service² and the lessons learnt from the reports of the Court of Auditors² for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Brussels, 31 March 2011

Signed

N. D. BEARFIELD

¹ True and fair in this context means a reliable, complete and correct view on the state of affairs in the service.

² Delete if not applicable.



European administrative school
director

Brussels, 2011

ANNUAL ACTIVITY REPORT
of
European Administrative School

2011

1. POLICY ACHIEVEMENTS

1.1 A year of review for the future

The European Administrative School (EAS) was five years old in 2010. Our management plan identified the year as an important one in shaping the School's development in the medium term. The reason for this was that the Management Board had committed itself to a further review of the School's mission and tasks, and that there were a number of possible areas where we might extend our activities. That is not to suggest that our training offer had remained static during the first five years of our existence. On the contrary, we had considerably extended it in a pragmatic way, with the Board's consent, so as to open up new training opportunities for staff and to achieve further synergies between our offer and that of the institutions' own training departments.

In the event, the Board had not entirely completed its review by the year end but its basic position was that the School's general skills-based training programmes should be opened up to all staff for reasons of both economies of scale and pedagogical consistency. It also agreed in principle, subject to further examination of the resource issues involved, that we should provide additional training opportunities for new staff in a number of areas concerning the way in which the institutions function and also to reinforce understanding of the distinctive history, traditions, values and mission of the European Civil Service of which they are members. Final decisions about this area of development should be taken by the middle of 2011.

1.2 Our objectives and core business

At the same time as this examination of our future, we carried on with the business of providing our existing range of training and development programmes that are detailed in the rest of this report. In doing so, we believe that we achieved the goals set out in our management plan, which read as follows:

"The EAS is committed to providing high quality training and learning opportunities that meet the needs of all EU institutions and their staff in order to

- contribute to the efficiency and effectiveness of the work of the institutions*
- help preserve and diffuse the values that underpin the development of the EU and the work of the European Civil Service*
- contribute to cooperation among the institutions themselves and between them and national administrations through the exchange of ideas and good practice in diverse cultural environments"*

The reason for our confidence in having achieved these objectives is based on the continuing high level of participant satisfaction, which at 93,7% was slightly more than in 2009, and the extent to which individual institutions and departments continue to ask us to deliver tailor-made training programmes. In terms of the longer-term impact of our training programmes, the results as regards our certification training programme were very encouraging with an average of 67% of past participants who have been appointed as administrators saying that

they frequently used the skills they acquired during it. We intend to run some pilot projects during 2011 to try to extend our work in the area of impact evaluation.

In purely quantitative terms, we increased the number of our inter-institutional courses from 250 to 311 (up 24%)². We delivered 17,487 participant days training to 5,106 participants, increases of 5% and 15.6% respectively compared to 2009. When one considers that our 2009 participant figures already showed an increase of 29% over 2008 and that our training budget increased by only 2% last year, we are proud of the levels of efficiency we have achieved in the use of our resources.

1.3 Our external activities

In addition to our inter-institutional programmes, we delivered four highly successful sessions of the Erasmus for Public Administration pilot project and during the year full financial management responsibility for this programme was delegated to us. We ran two more editions of "Managers for Europe" for staff of national administrations and the institutions and having completed the pilot phase of this experimental programme are reviewing how best to continue it. Finally, we pursued our work as an active member of the network of Directors of Institutes and Schools of Public Administration (DISPA) which increasingly looks upon the School as its informal coordinator.

1.4 Co-operation with the institutions' training departments

As always, we worked in close cooperation with the training departments of the Institutions particularly in relation to tendering procedures and during the design phase of new training programmes. The EAS inter-institutional working party met on five occasions during the year and held a final away day in February to conclude its discussions about the School's future development. The value of this collective approach was evident in the consensual way in which proposals were subsequently presented to the Management Board. Indeed, we firmly believe that the field of training is a very good example of effective inter-institutional cooperation with a clear demarcation of responsibilities between the School and the institutions' training departments and a distinct lack of competition for "territorial advantage".

In this context we also continued our policy of constantly seeking synergies with the institutions in respect of the training on offer and further progress was made in this area, particularly with the Council and the Commission. As a result, a number of courses have been dropped from their internal offer allowing the corresponding resources to be redeployed to other priorities.

1.5 Two words of warning

Although the overall assessment of 2010 is very positive, two words of warning are required.

The first concerns the last-minute drop out rate from our courses. In last year's report, we mentioned that the average drop out rate of just over 14% meant we had "lost" the equivalent of 58 training courses. In 2010, the situation improved somewhat with the drop out rate

² All figures quoted in this section are exclusive of tailor-made training. If they were added, the number of participant days would rise to 18,124 and participants to 5,308

falling to 12% but this is still the equivalent of over 50 courses, despite our unstinting efforts to find last-minute replacements wherever possible. In stark financial terms this means that around 200 000 EUR were wasted. It is true that 100% participation cannot be achieved. It is true that this phenomenon afflicts all the institutions' training courses. But it is clear that further discipline is required of both participants and management to cut this unnecessary waste.

The second concerns the School's capacity. We have now reached the limit of what we can do with our current human resources, indeed we are already stretched. We believe that the expansion we have been able to achieve with very modest increases in resources, both human and financial, demonstrates our efficiency but there are limits beyond which it is not possible to go without compromising on quality. Linked to this is a certain difficulty in reading the future as regards training and development. Certainly we shall have to be even more innovative and flexible in terms of delivery, even if a course-based approach will maintain pride of place because that is where our added value in bringing people from different institutions together is at its highest. Training and development will not be exempt from the increasingly challenging resource environment we live in, and that is right. But it must not be considered as a soft target when the axe is wielded – that would be short-sighted in the extreme, undoing the considerable progress achieved over the past decade, and over time having a negative impact on the quality of European civil servants and the institutions for which they work.

1.6 Summary of our achievements

Overall, we believe that during 2010 we:

- continued to help staff develop skills that make them more efficient in their daily jobs, especially at key stages of their careers
- made a valuable contribution to promoting cooperation among staff of the different Institutions
- remained a respected partner in the eyes of schools of public administration and more generally national administrations in the EU.
- raised awareness among staff of the distinct culture and traditions of the European Civil Service, the values that underpin it and the heritage that they must help to preserve.

We intend to continue in the same vein.

1.1. Achievements by ABB Activities (operational activities)

More detailed statistics about each of the following training programmes can be found in the tables at the end of this section.

MANAGEMENT TRAINING

2010 saw the second year during which our full range of management training programmes was offered. Their aim is to provide staff with appropriate training as they pass through the various stages of their development as a manager, irrespective of the institution for which they work. The inter-institutional character of our courses is particularly important at this level because it enables participants to exchange experience and good practice and to create professionally useful networks against a background of a common set of values and behaviours that underpin the way in which the European Civil Service works.

In April, following agreement with the Commission that they would eliminate three courses from their programme, we modified our own basic course for team leaders by putting in place a programme specifically for assistant-grade staff and another for administrators. In order to meet the surge in demand that resulted from these changes, we increased the number of courses on offer from 19 in 2009 to 43 in 2010.

Once again, the Leadership Club events for senior managers are worthy of special mention. The number of different senior managers that have attended these events now stands at 142. The three highlights of the year were probably an extremely thought-provoking presentation from Luc De Brabandere, a high-profile Belgian personality in the field of innovation and creative thinking; a passionate overview of environmental and climate issues from the Co-founder and President of the International Polar Station at the South Pole; and an awayday to the "Maison Monnet" in Houjarray during which the principal guest speaker was Paul Collowald, previously Director-General of the European Parliament and journalist who knew both Robert Schuman and Jean Monnet personally.

STAFF TRAINING AND DEVELOPMENT

SPECIFIC OBJECTIVE N°1: To provide staff who exercise or who may exercise management responsibilities with a range of tools and techniques designed to help them achieve greater effectiveness, thereby contributing to improving the overall performance of the institution for which they work

Result Indicators	Situation at the end of 2010	Target (mid-term)
Participant satisfaction	95%	Average of 90%
Perceived relevance	99%	90%
Non-Commission participation rate	38%	30%

Main policy outputs (delivered in 2010)

- 11 3-day courses for non-management staff who lead teams
- 25 3-day courses for non-management staff (AD level) who lead teams
- 7 3-day courses for non-management staff (AST level) who lead teams
- 15 3-day courses for newly-appointed Heads of Unit
- 8 5 or 6-day courses for Heads of Unit with 1-5 years experience
- 7 4-day courses for Heads of Unit with more than 5 years experience
- 5 1-day workshops for Heads of Unit
- 8 5-day courses for female staff with management potential
- 12 5-day courses for staff (male and female) with management potential
- 6 editions of the Leadership Club

Main expenditure-related outputs

Training: € 990,000
Logistics: € 275,000

TRAINING FOR RECENTLY RECRUITED STAFF

There was a 50% increase in the number of modules offered in the "skills basket", a flexible programme designed particularly with recently-recruited staff in mind to provide them with the basic range of skills they need to perform effectively. A number of synergies were achieved as Council dropped its courses where their themes were similar to ours – the Commission is doing the same in 2011. Indeed, many of the participants sent by institutions fall outside the original target population, since the skills covered remain valuable throughout a staff member's entire career. It was this trend that saw the Management Board give its agreement in principle in its review of the School's activities to recognise the usefulness of this development for the future.

Another area of intense activity in relation to training for newly-recruited staff was the design work for an entirely new course to replace “Key Skills for New Staff” with effect from 1 January 2011. More details of this will be provided in the 2011 activity report but it should be noted that there is a deliberate shift in emphasis away from skills (which are covered in our “skills basket” modules) towards helping new staff understand the reality of working for the European Civil Service and encouraging them to explore, and find solutions to, some of the challenges they will face. One new pedagogical feature is that the first day of the three-day programme is co-facilitated by a member of the team of internal trainers that the EAS has put together, with nearly all the institutions towards the end of 2010.

STAFF TRAINING AND DEVELOPMENT		
<i>SPECIFIC OBJECTIVE N°2: To offer new staff the opportunity to acquire or extend a number of basic skills and information they will need to adapt to their new environment and to reach a high level of performance as quickly as possible</i>		
Result Indicators	Situation at the end of 2010	Target (mid-term)
Participant satisfaction	95%	90%
Perceived relevance	96%	80%
Non-Commission participation rate	25%	30%
<i>Main policy outputs (delivered in 2010)</i>		
<ul style="list-style-type: none"> • 34 4-day "Key skills for new staff" courses • 1 3- day pilot course of "Working for Europe" • 15 seminars on the history of European integration • 132 2 or 3-day courses to develop various general skills • .6 "Discover Brussels" lunchtime conferences • 12 sessions explaining staff's social security entitlements • 2 "Brussels Masterclass" programmes • 4 2-week Erasmus For Public Administration for young national civil servants 		
<i>Main expenditure-related outputs</i>		
<i>Training: € 1 125 000</i> <i>Logistics: € 232 000</i>		

CERTIFICATION TRAINING AND EXAMINATIONS

The fifth certification exercise was completed on schedule in early December 2010. The pass rate was 64,5%, an increase of just over 3,5%.

In addition to monitoring the extent to which successful candidates use the skills they have acquired during certification training after appointment as administrators (see introduction), we also ask to what extent the training facilitated their transition from the category of assistant to that of administrator. Responses are encouragingly high with 74% of respondents

saying the training had helped in this respect. Appointment rates of successful candidates are still very satisfactory. By the end of 2010, two-thirds of successful candidates from the first four exercises had become administrators. That figure rises to just over 80% from the first exercise which illustrates the extent to which institutions are getting a return on their investment.

As always, a number of small changes were made to the training programme as a result of participant feedback.

CERTIFICATION TRAINING AND EXAMINATIONS		
<i>SPECIFIC OBJECTIVE: To equip staff selected for the certification programme with the skills they will need to become effective administrators and to design fair examinations that give institutions a guarantee of the quality of successful candidates.</i>		
<i>Result Indicators</i>	<i>Situation at end 2010</i>	<i>Target (mid-term)</i>
- N° of days course-based Certification training	28	28
- attendance rates	38.5 days of absence	Maximum of 30 days absence
- candidate satisfaction	98,64 %	95%
- percentage passing exams	64,49 %	65%
- percentage of successful candidates appointed within one year/two years	80% of successful candidates from 2005/6 (the first exercise); 71% of successful candidates from 2006/7; 62% of successful candidates from 2007/8 44% of successful candidates 2008/09 (for all four exercises, including candidates who successfully re-sat in the following years)	50% / 85%
- N° of refresher courses for re-sitting candidates	13	At least 4
- Candidate satisfaction – refresher training	96.5 % completely or well satisfied with refresher training in 2010	85%
- Percentage passing exams – re-sitting candidates	72,00 % (candidates from 2005/6, 2006/7, 2007/8 and 2008/09)	50%
<i>Main policy outputs (delivered in 2010)</i>		
28 days of course-based training, plus 10 days of individual work (projects), for 138 candidates		
13 refresher courses of 2 days length each		
4 examination papers for Certification examinations		
<i>Main expenditure-related outputs (delivered in 2010)</i>		
Certification training programme: € 844.000 Logistics: € 259.000		
Refresher training : € 50.000		
Examination design: €69.000 Logistics for examinations : € 13.000 (EAS budget)		

TAILOR-MADE COURSES

In this area the EAS has continued to respond positively to all requests from the Institutions and EU agencies to provide specific courses tailored to the needs of staff in these bodies. During 2010 we organised 17 such courses.³

TAILOR-MADE COURSES		
<i>SPECIFIC OBJECTIVE n°5: To respond positively to any specific requests for assistance or tailor-made training programmes made by any of the institutions or EU agencies and bodies</i>		
<i>Result Indicators</i>	<i>Situation at end 2010</i>	<i>Target (mid-term)</i>
- % of requests satisfied	100%	90%
<i>Main policy outputs (delivered in 2010)</i>		
<ul style="list-style-type: none"> 1 9-day course for non-management staff who lead teams in the Court of Auditors 4 3-day courses for non-management staff who lead teams for EU agencies (EACEA and REA) 1 5-day course for staff with management potential for Commission service (ELARG) 3 1-day management events for Commission service (INFSO) 1 1-day management event for the Committee of the Regions 1 1-day management event for the European Parliament 1 1-day seminar for a Directorate of the European Economic and Social Committee 1 4-day course for senior managers for EU Agency (FRONTEX) 1 1-day management event for Commission service (INFSO) 1 ½-day course on EU History for Commission service (SG) 1 2-day course on EU History for the European Parliament 1 ½-day course on EU History for Eurostat 		

³ The School is obliged by its founding decisions to charge for tailor-made courses delivered for a single Institution or department within an Institution, or for an EU agency or other body. In reality, the School merely recovers its costs, the vast majority of which are composed of the fees paid to outside trainers.

EXTERNAL ACTIVITIES

We continued our activities in two main areas, the organisation of the Erasmus for Public Administration pilot project and our work with the DISPA network.

Erasmus for Public Administration

The final four sessions of the pilot project phase of this programme were run during 2010. As reported last year, we took over full organisational responsibility for this programme during 2009 and in 2010, the Commission's DG HR sub-delegated authorising officer powers so that the financial and operational responsibility could be located in the School. During the year, we prepared, with the assistance of DG HR, a financing decision for the first year of the preparatory action phase of this initiative in 2011, which the College approved in September.

Participant satisfaction rates continue to be extremely high as can be seen from the statistics below. Furthermore a number of member states have waiting lists of candidates wanting to attend this programme. It has also been increasingly used by member states with upcoming Presidencies as part of the preparation of staff who will be actively involved in these. We have allocated extra places to such countries given the programme's clear positive and immediate impact in these circumstances.

In order to complete the evaluation of the impact of the pilot project⁴, we sent a survey at the end of the year to past participants in order to assess to what extent the benefits of the programme continue over time. We also sent a stakeholder survey to the member states Permanent Representations as it is they who are responsible for coordinating the process for selecting candidates for the programme.

STAFF TRAINING AND DEVELOPMENT		
<i>SPECIFIC OBJECTIVE N°6: To help young national civil servants dealing with EU affairs, and through them their administrations, to learn more about the EU decision-making processes and the way the institutions function.</i>		
Result Indicators	Situation at the end of 2010	Target (mid-term)
Participant satisfaction	99.5%	90%
Perceived relevance	97%	80%
Non-Commission participation rate	NA	NA
<i>Main policy outputs (delivered in 2010)</i>		
<ul style="list-style-type: none"> • 4 2 week Erasmus For Public Administration for young national civil servants 		
<i>Main expenditure-related outputs</i>		
<i>Organisation: € 770 000</i>		

⁴ An interim evaluation report was prepared in July 2010

Cooperation with the Institutes and Schools of Public administration in the EU

As already mentioned we continued our active role in this network and once again were invited to the meetings of the "DISPA" troika that prepares the agenda of the six-monthly meeting of the network. We make regular presentations at such meetings. We were also invited to speak at a number of events during the year, the most important of which was the ceremony to celebrate the 20th anniversary of the Polish School of Public Administration (KSAP) in May.

We organised the final two sessions of our "Managers for Europe" initiative for national and European civil servants. We are now reviewing how best to pursue this, in particular how we can ensure greater homogeneity among participants and how to identify themes that are of genuine interest to all participants irrespective of their country of origin.

STAFF TRAINING AND DEVELOPMENT		
<i>SPECIFIC OBJECTIVE N°7: To contribute to efforts to provide joint training opportunities to officials of the institutions and national administrations</i>		
Result Indicators	Situation at the end of 2010	Target (mid-term)
Participant satisfaction	90%	80%
Perceived relevance	92.5%	80%
Non-Commission participation rate	NA	NA
<i>Main policy outputs (delivered in 2010)</i>		
<ul style="list-style-type: none">• <i>2 3-day training programmes "Managers for Europe"</i>		
<i>Main expenditure-related outputs</i>		
<i>Organisation: €32,500</i>		

2. MANAGEMENT AND INTERNAL CONTROL SYSTEMS

2.1. Introduction to the EAS

In terms of governance, the School continues to report regularly to its management board, ensuring that it is informed and consulted on all key issues relating to its activities. Indeed, it is the board that formally approves the annual management plan and activity report. The work of the board is prepared by the EAS inter-institutional working party (IWP) which is composed of representatives of the School and the heads of the institutions' training departments. This allows for permanent dialogue between the School and its principal stakeholders. In 2010 the IWP held five regular meetings and an awayday. Finally, 2010 was the first year of the operation of dedicated contact points, whereby a specific member of the School's staff is nominated to liaise directly with each institution. This system has made a promising start although some institutions could make more use of their contact points in the future.

By virtue of the School's administrative attachment to EPSO, the latter continued to provide assistance throughout 2010 in the areas of IT, logistics and general administration, as well as for the management of the certification examinations. EPSO also plays a role in the financial circuits for the use of the School's appropriations. Thus the School prepares its own budget requests, jointly manages its procurement procedures and contracts with DG HR (in line with the SLA signed in 2008), monitors its spending, and issues its own recovery orders. The School's staff continues to assure correct implementation of financial procedures and the smooth running and best use of its budget. Quarterly financial reporting by the School's two authorising officers by sub-delegation and ex-post controls carried out by DG HR continue to maintain a reduced overall risk in the area of financial management.

Because of the School's inter-institutional character, its relationship with the Cabinet responsible for its affairs is rather different from that of a normal DG. It is the Secretaries-General of the institutions that take the strategic decisions about the running and organisation of the School, and the EPSO/EAS management board that oversees its general functioning. The School therefore serves several masters. However, the fact that the Commission's representative on the management board is the Director-General for Human Resources and Security who is under the responsibility of the same Cabinet as the School, is designed to ensure consistency of action. Accordingly, the arrangements for meetings with the responsible Commissioner are the same as those for EPSO. The Director of the School has regular meetings with the member of Cabinet in charge of its affairs and meetings with the Vice-President as required.

2.2. The functioning of the entire internal control system

2.2.1. Compliance with the requirements of the control standards

As the School depends on EPSO and other services (such as DG DIGIT and DG HR) for much of the day-to-day implementation of the ICS, our ability to

influence directly a number of the standards is limited. However, the School maintains its own register of assessment of the standards.

Staff are aware of the need to address risks where these are within our control and to act on a pro-active basis to foresee risks and take appropriate action to avoid them or to minimise them where possible.

The School continues to regularly take account of the risks involved in its activities and addresses them in its regular team meetings as and when appropriate. In 2011, a risk assessment task force will be set up to conduct a thorough analysis and ensure a more systematic approach.

The annual review of the ICS has identified that further work is necessary to comply fully with the following standards: 2, 3, 6, 7, 8, 12 and 15.

2.2.2. Effectiveness of implementation of the prioritised control standards

The School previously prioritised control standards 11 and 14. Standard 11 is a standard which will continue to require regular attention, even if in general there are no particular issues in the School. Towards the end of 2010 the School adopted the ARES documentation registration system set up by the Commission. The introduction of this system has generally gone smoothly, but further work will be needed to adapt its document management to implement this new system (ICS 11). Standard 14 (evaluation) has been addressed in 2010 with a further rationalisation of the training evaluations carried out by the School and a review of evaluation launched following the establishment of a working sub-group on this issue. This standard will be kept under review in subsequent years as it goes to the core of the activities of the School and since ensuring quality training is in part the *raison d'être* of the School's existence. It is also the principal area that was identified as requiring further attention in the internal audit report (see below).

2.2.3. Conclusion

The School considers that in general its internal control system functions satisfactorily

3. BUILDING BLOCKS TOWARDS THE DECLARATION OF ASSURANCE (AND POSSIBLE RESERVATIONS TO IT)

3.1. Building blocks towards reasonable assurance of the AOD for the legality and regularity of underlying transactions for the activities assigned to him

3.1.1. Building block 1: Assessment by management

This is covered in the EPSO activity report.

3.1.2. Building block 2: Results from independent audits during the reporting year

An audit of a selection of operational and financial circuits in the EAS was carried out by the internal audit capacity of DG HR during the period June - November.

In general, the audit demonstrated that there are no fundamental problems of procedure, legality or regularity of either financial transactions or procurement procedures. Of the 3 recommendations made, none are considered 'critical'

The EAS has drawn up an action plan to implement those recommendations under its control.

3.1.3. Building block 3: Follow-up of previous years' reservations and action plans for audits from previous years

Not applicable.

3.1.4. Building block 4: Assurance received from other Authorising Officers in cases of cross sub-delegation

The EAS has no cases of cross sub-delegation to report

3.1.5. Completeness and reliability of the information reported in the building blocks

This is covered in the EPSO activity report.

3.2. Reservations

As a result of the abovementioned review, no reservations are entered in this report for the EAS.

3.3. Overall conclusion on the combined impact of the reservations on the declaration as a whole

Not applicable

4. DECLARATION OF ASSURANCE

See EPSO.

ANNEX

COURSE PARTICIPATION STATISTICS

Make Your Team Work - statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses		11
in EN	63.6%	7
in FR	36.4%	4
Total number actual participants		121
in EN	67.8%	82
in FR	32.2%	39
Percentage of courses by site		
Brussels	64%	7
Luxembourg	36%	4
Percentage of participants by site		
Brussels	68%	82
Luxembourg	32%	39
Average number of participants		
Both sites	11.0	
Brussels	11.7	
Luxembourg	9.8	
Participation rate		
Both sites	88.3%	
Brussels	84.5%	
Luxembourg	97.5%	

RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)								
	Registered total	Present				Absences total	Drop-out rate	
		total	male	female				
All institutions	137	121	63	52%	58	48%	16	11.68%
EP	4	4	2	50%	2	50%	0	0.00%
Council	13	13	4	31%	9	69%	0	0.00%
Commission	113	97	54	56%	43	44%	16	14.16%
CdJ	1	1	1	100%	0	0%	0	0.00%
CoA	1	1	0	0%	1	100%	0	0.00%
EESC	1	1	1	100%	0	0%	0	0.00%
CoR	1	1	0	0%	1	100%	0	0.00%
EO	0	0	0	0%	0	0%	0	0.00%
OTHER	3	3	1	33%	2	67%	0	0.00%

Essential Management Skills - Statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses		25
in EN	68.0%	17
in FR	32.0%	8
Total number actual participants		329
in EN	68.1%	224
in FR	43.2%	142
Percentage of courses by site		
Brussels	88%	22
Luxembourg	12%	3
Percentage of participants by site		
Brussels	89%	292
Luxembourg	11%	37
Average number of participants		
Both sites	13.2	
Brussels	13.3	
Luxembourg	12.3	
Participation rate		
Both sites	83.5%	
Brussels	82.5%	
Luxembourg	94.9%	

RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)							
	Registered total	Present				Absences total	
		total	male	female			
All institutions	394	329	185	56%	144	44%	65
EP	21	20	8	40%	12	60%	1
Council	17	17	10	59%	7	41%	0
Commission	296	241	135	56%	106	44%	55
CdJ	3	3	2	67%	1	33%	0
CoA	0	0	0	0%	0	0%	0
EESC	12	11	7	64%	4	36%	1
CoR	6	3	2	67%	1	33%	3
EO	0	0	0	0%	0	0%	0
OTHER	39	34	21	62%	13	38%	5

Lead Your Team - Statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses		7
in EN	57.1%	4
in FR	42.9%	3
Total number actual participants		72
in EN	62.5%	45
in FR	37.5%	27
Percentage of courses by site		
Brussels	86%	6
Luxembourg	14%	1
Percentage of participants by site		
Brussels	92%	66
Luxembourg	8%	6
Average number of participants		
Both sites	10.3	
Brussels	11.0	
Luxembourg	6.0	
Participation rate		
Both sites	76.6%	
Brussels	81.5%	
Luxembourg	46.2%	

RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)								
	Registered total	Present				Absences total	Drop-out rate	
		total	male	female				
All institutions	94	72	28	39%	44	61%	22	23.40%
EP	2	2	1	50%	1	50%	0	0.00%
Council	6	6	4	67%	2	33%	0	0.00%
Commission	80	60	22	37%	38	63%	20	25.00%
CdJ	0	0	0	0%	0	0%	0	0.00%
CoA	0	0	0	0%	0	0%	0	0.00%
EESC	0	0	0	0%	0	0%	0	0.00%
CoR	0	0	0	0%	0	0%	0	0.00%
EO	0	0	0	0%	0	0%	0	0.00%
OTHER	6	4	1	25%	3	75%	2	33.33%

Succeed as a new HoU - statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses		15
in EN	73.3%	11
in FR	26.7%	4
Total number actual participants		148
in EN	75.7%	112
in FR	24.3%	36
Percentage of courses by site		
Brussels	80%	12
Luxembourg	20%	3
Percentage of participants by site		
Brussels	83%	123
Luxembourg	17%	25
Average number of participants		
Both sites	9.9	
Brussels	10.3	
Luxembourg	8.3	
Participation rate		
Both sites	87.6%	
Brussels	91.8%	
Luxembourg	92.6%	

RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)							
	Registered total	Present			Absences total		
		total	male	female			
All institutions	169	148	84	57%	64	43%	21
EP	18	15	10	67%	5	33%	3
Council	18	18	14	78%	4	22%	0
Commission	98	80	44	55%	36	45%	18
CdJ	5	5	2	40%	3	60%	0
CoA	5	5	2	40%	3	60%	0
EESC	6	6	3	50%	3	50%	0
CoR	0	0	0	0%	0	0%	0
EO	0	0	0	0%	0	0%	0
OTHER	19	19	9	47%	10	53%	0

Effective HoU - statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses		8
Total number actual participants		57
Percentage of courses by site		
Brussels	88%	7
Luxembourg	13%	1
Percentage of participants by site		
Brussels	88%	50
Luxembourg	12%	7
Average number of participants		
Both sites	7.1	
Brussels	7.1	
Luxembourg	7.0	
Participation rate		
Both sites	82.6%	
Brussels	80.6%	
Luxembourg	100.0%	

DROP-OUT RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)								
	Registered total	Present			Absence total	Drop-out rate		
		total	male	female				
All institutions	69	57	40	70%	17	30%	12	17.39%
EP	4	3	1	33%	2	67%	1	25.00%
Council	7	5	5	100%	0	0%	2	28.57%
Commission	41	32	22	69%	10	31%	9	21.95%
CdJ	0	0	0	0%	0	0%	0	0.00%
CoA	1	1	1	100%	0	0%	0	0.00%
EESC	2	2	1	50%	1	50%	0	0.00%
CoR	1	1	1	100%	0	0%	0	0.00%
EO	1	1	1	100%	0	0%	0	0.00%
OTHER	12	12	8	67%	4	33%	0	0.00%

Alumni Workshops - statistics BXL & LUX 2010

GENERAL COURSE STATISTICS		
Total number of courses		5
Total number actual participants		85
Percentage of courses by site		
Brussels	80%	4
Luxembourg	20%	1
Percentage of participants by site		
Brussels	62%	53
Luxembourg	38%	32
Average number of participants		
Both sites	17.0	
Brussels	13.3	
Luxembourg	32.0	
Participation rate		
Both sites	79.4%	
Brussels	82.8%	
Luxembourg	74.4%	

DROP-OUT RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)								
	Registered total	Present			Absence total	Drop-out rate		
		total	male	female				
All institutions	107	85	53	62%	32	38%	22	20.56%
EP	4	4	0	0%	4	100%	0	0.00%
Council	1	1	1	100%	0	0%	0	0.00%
Commission	85	65	45	69%	20	31%	20	23.53%
CdJ	7	7	2	29%	5	71%	0	0.00%
CoA	0	2	1	50%	1	50%	-2	0.00%
EESC	2	0	0	0%	0	0%	2	100.00%
CoR	0	0	0	0%	0	0%	0	0.00%
EO	0	0	0	0%	0	0%	0	0.00%
OTHER	8	6	4	67%	2	33%	2	25.00%

Experienced HoU - Statistics BXL & LUX 2010

GENERAL COURSE STATISTICS		
Total number of courses		7
Total number actual participants		73
Percentage of courses by site		
Brussels	86%	6
Luxembourg	14%	1
Percentage of participants by site		
Brussels	89%	65
Luxembourg	11%	8
Average number of participants		
Both sites	10.4	
Brussels	10.8	
Luxembourg	8.0	
Participation rate		
Both sites	86.9%	
Brussels	91.5%	
Luxembourg	61.5%	

DROP-OUT RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)								
	Registered total	total	Present			Absence total	Drop-out rate	
			male	female				
All institutions	84	73	62	85%	11	15%	11	13.10%
EP	4	4	4	100%	0	0%	0	0.00%
Council	0	0	0	0%	0	0%	0	0.00%
Commission	73	64	56	88%	8	13%	9	12.33%
CdJ	0	0	0	0%	0	0%	0	0.00%
CoA	1	0	0	0%	0	0%	1	100.00%
EESC	1	1	0	0%	1	100%	0	0.00%
CoR	0	0	0	0%	0	0%	0	0.00%
EO	0	0	0	0%	0	0%	0	0.00%
OTHER	5	4	2	50%	2	50%	1	20.00%

So you want to be a HoU - statistics BXL & LUX 2010

GENERAL COURSE STATISTICS		
Total number of courses		12
Total number actual participants		137
Percentage of courses by site		
Brussels	83%	10
Luxembourg	17%	2
Percentage of participants by site		
Brussels	85%	117
Luxembourg	15%	20
Average number of participants		
Both sites	11.4	
Brussels	11.7	
Luxembourg	10.0	
Participation rate		
Both sites	85.1%	
Brussels	83.0%	
Luxembourg	100.0%	

DROP-OUT RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)								
	Registered total	total	Present			Absence total	Drop-out rate	
			male	female				
All institutions	161	137	55	40%	82	60%	24	14.91%
EP	11	10	7	70%	3	30%	1	9.09%
Council	0	13	11	85%	2	15%	-13	0.00%
Commission	137	102	31	30%	71	70%	35	25.55%
CdJ	1	1	0	0%	1	100%	0	0.00%
CoA	7	7	5	71%	2	29%	0	0.00%
EESC	0	0	0	0%	0	0%	0	0.00%
CoR	4	4	1	25%	3	75%	0	0.00%
EO	0	0	0	0%	0	0%	0	0.00%
OTHER	1	0	0	0%	0	0%	1	100.00%

Key Skills - statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses		35
in EN	68.6%	24
in FR	31.4%	11
Total number actual participants		1158
in EN	73.1%	847
in FR	26.9%	311
Percentage of courses by site		
Brussels	77%	27
Luxembourg	23%	8
Percentage of participants by site		
Brussels	87%	955
Luxembourg	19%	203
Average number of participants		
Both sites	33.1	
Brussels	35.4	
Luxembourg	25.4	
Participation rate		
Both sites	94.1%	
Brussels	94.3%	
Luxembourg	93.5%	

RATE BY INSTITUTION (actual participation compared to registrations for carried out courses)				
	Registered total	Present total	Absences total	Drop-out rate
	All institutions	1230	1158	72
EP	58	53	5	8.62%
Council	138	134	4	2.90%
Commission	939	886	53	5.64%
CdJ	28	26	2	7.14%
CoA	39	34	5	12.82%
EESC	14	12	2	14.29%
CoR	9	8	0	0.00%
EO	0	0	0	0.00%
OTHER	5	5	0	0.00%

SBNS - statistics Bxl & Lux 2010

GENERAL COURSE STATISTICS		
Total number of courses	132	
Total number actual participants	1599	
Percentage of courses by site		
<i>Brussels</i>	861%	1136
<i>Luxembourg</i>	351%	463
Percentage of participants by site		
<i>Brussels</i>	48%	764
<i>Luxembourg</i>	18%	291
Average number of participants		
<i>Both sites</i>	12.1	
<i>Brussels</i>	0.7	
<i>Luxembourg</i>	0.6	
Participation Rate		
<i>Both sites</i>	90%	
<i>Brussels</i>	89%	
<i>Luxembourg</i>	88%	

RATE BY INSTITUTION				
<i>(actual participation compared to registrations for carried out courses)</i>				
	<i>registered total</i>	<i>actual total</i>	<i>absences total</i>	<i>drop-out rate</i>
All institutions	1767	1599	168	9.51%
<i>EP</i>	14	14	0	0.00%
<i>Council</i>	263	238	25	9.51%
<i>Commission</i>	1201	1099	102	8.49%
<i>CdJ</i>	7	7	0	0.00%
<i>CoA</i>	155	123	32	20.65%
<i>EESC</i>	20	16	4	20.00%
<i>CoR</i>	66	63	3	4.55%
<i>EO</i>	0	0	0	0.00%
<i>Other</i>	41	39	2	4.88%

EAS Training Courses - Participation Levels 2010

Management Training

P1- Make your team work

Total number of courses		11
Total number actual participants		121
Maximum number of participants per course		16
Total maximum number of participants for all courses		176
Average number of participants	Both sites	11.00
	Brussels	11.70
	Luxembourg	9.80
Number of course places unoccupied		55

P2 - Succeed as a new HoU

Total number of courses		15
Total number actual participants		148
Maximum number of participants per course		12
Total maximum number of participants for all courses		180
Average number of participants	Both sites	9.90
	Brussels	10.30
	Luxembourg	8.30
Number of course places unoccupied		32

P3 - Effective head of unit

Total number of courses		8
Total number actual participants		57
Maximum number of participants per course		16
Total maximum number of participants for all courses		128
Average number of participants	Both sites	7.10
	Brussels	7.10
	Luxembourg	7.00
Number of course places unoccupied		71

P3 - Alumni Workshop

Total number of courses		5
Total number actual participants		85
Maximum number of participants per course		40
Total maximum number of participants for all courses		200
Average number of participants	Both sites	17.00
	Brussels	13.00
	Luxembourg	32.00
Number of course places unoccupied		115

P4 - Experienced Head of Unit

Total number of courses		7
Total number actual participants		73
Maximum number of participants per course		12
Total maximum number of participants for all courses		84
Average number of participants	Both sites	10.40
	Brussels	10.80
	Luxembourg	8.00
Number of course places unoccupied		11

P5 - So you want to be a head of unit? (women only)

Total number of courses		6
Total number actual participants		70
Maximum number of participants per course		16
Total maximum number of participants for all courses		96
Average number of participants	Both sites	11.60
	Brussels	11.60

P1 Essential management skills

Total number of courses		25
Total number actual participants		329
Maximum number of participants per course		16
Total maximum number of participants for all courses		400
Average number of participants	Both sites	13.16
	Brussels	13.27
	Luxembourg	12.33
Number of course places unoccupied		71

P1 Lead Your Team

Total number of courses		7
Total number actual participants		72
Maximum number of participants per course		16
Total maximum number of participants for all courses		112
Average number of participants	Both sites	10.30
	Brussels	11.00
	Luxembourg	6.00
Number of course places unoccupied		40

Leadership Club

Total number of courses		7
Total number actual participants		150
Maximum number of participants per course		N/A
Total maximum number of participants for all courses		N/A
Average number of participants	Both sites	21.41
	Brussels	23.50
	Luxembourg	9.00
Number of course places unoccupied		NA

EAS Training Courses - Participation Levels 2010

Training for Newcomers

KSNS

Total number of courses		35
Total number actual participants		1158
Maximum number of participants per course		40
Total maximum number of participants for all courses		1400
Average number of participants	Both sites	33.10
	Brussels	35.40
	Luxembourg	25.40
Number of course places unoccupied		242

Masterclass

Total number of courses		5
Total number actual participants		151
Maximum number of participants per course		30
Total maximum number of participants for all courses		150
Average number of participants	Both sites	30.20
	Brussels	30.20
	Luxembourg	0.00
Number of course places unoccupied		0

SBNS

Total number of courses		132
Total number actual participants		1599
Maximum number of participants per course		15
Total maximum number of participants for all courses		1980
Average number of participants	Both sites	13.38
	Brussels	14.86
	Luxembourg	10.87
Number of course places unoccupied		381

Erasmus

Total number of courses		4
Total number actual participants		226
Maximum number of participants per course		60
Total maximum number of participants for all courses		240
Average number of participants	Both sites	56.50
	Brussels	N/A
	Luxembourg	N/A
Number of course places unoccupied		14

History of european integration

Total number of courses		15
Total number actual participants		392
Maximum number of participants per course		40
Total maximum number of participants for all courses		600
Average number of participants	Both sites	26.10
	Brussels	23.20
	Luxembourg	32.00
Number of course places unoccupied		208

PMO

Total number of courses		12
Total number actual participants		321
Maximum number of participants per course		40
Total maximum number of participants for all courses		480
Average number of participants	Both sites	26.80
	Brussels	25.50
	Luxembourg	29.30
Number of course places unoccupied		159

Discover Brussels - BXL

Total number of courses		6
Total number actual participants		156
Maximum number of participants per course		40
Total maximum number of participants for all courses		240
Average number of participants	Both sites	N/A
	Brussels	26.00
	Luxembourg	N/A
Number of course places unoccupied		84