



European Personnel Selection Office

The Director

Brussels, 13 December 2011  
EPSO D(2011)

**MANAGEMENT PLANS**

**of**

**European Personnel Selection Office**

**and**

**European School of Administration**

**2012**



## **European Personnel Selection Office (EPSO)**

<b>1. Mission Statement .....</b>	<b>1</b>
<b>2. This year's challenges.....</b>	<b>1</b>
<b>3. European Personnel Selection Office (operational activities) .....</b>	<b>3</b>

## **European School of Administration (ESA)**

<b>PART 1. Mission Statement .....</b>	<b>1</b>
<b>PART 2. This year's challenges.....</b>	<b>1</b>
<b>PART 3. General objectives by policy area .....</b>	<b>2</b>
<b>PART 4. Specific objectives for operational activities .....</b>	<b>2</b>





European Personnel Selection Office

Brussels,  
EPSO D(2011)

## **MANAGEMENT PLAN**

**European Personnel Selection Office**

**2012**



## **1. Mission Statement**

*EPSO's core mission is to provide a professional staff selection service on behalf of the European Union Institutions.*

The principal remit of EPSO is to deliver a staff selection service to the highest professional standards on behalf of the EU Institutions. EPSO and its staff are committed to meeting both the needs of the Institutions and the expectations of candidates by attracting and selecting talented individuals from across the EU by means of effective and fair selection procedures. EPSO aims to provide the Institutions in a timely manner with highly qualified staff, in keeping with their requests, so that they may meet the challenges they face. EPSO also delivers a range of HR-related services to further support the Institutions in their work.

## **2. This year's challenges**

The period 2008-11 has been characterised by organisational transformation and a fundamental overhaul of the Institutions' selection processes, as EPSO designed and implemented a far-reaching development programme (EDP). The successful implementation of this programme was achieved in 2011. As a result, EPSO has not only addressed the key findings of the most recent report of the Court of Auditors, but also secured a host of major operational improvements which have led to the successful introduction of modern, high quality selection procedures. Not only has the candidate experience been transformed, but the Institutions are now able to attract and select some of Europe's top talent, and to do so reliably, efficiently and effectively through professional, competency-based and modern open competitions, which remain true to the principles which have underpinned the selection process for many decades. This transformation is increasingly gaining recognition throughout the public sector at both national and international levels.

While EPSO is justifiably proud of what has been achieved, we need to remain focused firmly on the challenges of the future. 2012 therefore represents an important year of transition from the implementation of the EDP towards bedding in the changed processes and procedures and ensuring that we capitalise on recent improvements by maintaining a steady programme of continuous improvement.

Moreover, against a backdrop of financial austerity and the growing pressure to reduce the cost of the European public service, thanks to our ability to select competent candidates to serve 27 Member States and more than 500 million European citizens across the Continent, EPSO intends to focus on efforts to further increase the efficiency and effectiveness of its activities, recognising the need to provide both high quality and value for money to its stakeholders, the Institutions, as well as the European taxpayer.

In addition, the forthcoming accession of Croatia, coupled with significant staff turnover over the coming years, further raises the stakes for EPSO. We will be under even more pressure to attract the best: multi-lingual generalists and specialists; and we are increasingly competing for these high performers on a global scale with other private and public sector employers. The key to ensuring that the EU Institutions are able to win the "war for talent", - in 2012 and beyond - is therefore to guarantee that our overall delivery is among the best in the world.

This belief is reflected in EPSO's new vision for the period 2012-13 and after:

- To continue to reduce the duration of competitions, on average by one month per year;
- To continue to demonstrate and consolidate the benefits of the EPSO Development Programme for our stakeholders;
- For EPSO to be recognised by our stakeholders, candidates and other comparable organisations as providing a high-quality staff selection service and the best international public sector selection/recruitment organisation in the world;
- To make EPSO a place of choice for staff who want to develop and further their career in HR within the Institutions and who seek to work in a stimulating, challenging and enjoyable environment.

In the past five years, selection methods in the Institutions have evolved radically: IT innovations, computer-based tests - and possibly internet-based tests - reduce testing deadlines exponentially compared to the paper and pencil tests which are now - with a few exceptions - a thing of the past. Competency-based testing by professional selection boards ensures delivery of high-quality laureates and enhances the professional image of the Institutions.

But we can, and must, do more. Our organisation depends on the satisfaction of our stakeholders, internal and external, and candidates on the job-market today have high expectations of their future employer. For 2012, EPSO has therefore set itself three main strategic goals:

- To capitalise on our improvements and achievements
- To better serve our stakeholders and candidates
- To attract and select the right quality and number of candidates for each profile

Behind these broad-ranging strategic goals are a number of specific organisational goals for 2012:

- Engage with candidates
- Adapt and improve selection methods
- Improve the recruitment process
- Streamline our processes
- Improve organisational effectiveness
- Diversify and support new business

Actions to be carried out in 2012 have been defined to ensure delivery of each of these objectives and are described in later sections of this Management plan. All have a common thread: further improvement, both in terms of what we do and how we do it.

All improvement is built on our key processes. Having unfrozen processes which had been rigid for many years – some dating back to before EPSO's creation in 2002 – taken them apart and re-built them, we are now at a point where we should take stock of the improvements, adjust these where there is still room and need to do so and then enter a period of consolidation.

But, in 2012, before consolidating and re-freezing our way of working, we will take another critical look, not only at our own internal administrative and technical processes, but also at how we can work closely with the Institutions to streamline and reduce the cost of recruitment, given that – in the eyes of candidates – there is little distinction between the processes of selection and recruitment.

This critical examination, which will enable us to achieve our organisational goals, will be underpinned by three key priorities for 2012:

- Completion of a business process re-engineering/improvement exercise
- Starting to implement a new IT strategy
- Bringing about significant improvement to the recruitment process

This ambitious programme of work for 2012 shows our continued commitment to delivering modern, efficient systems which enable us to select the staff to tackle the issues of today and build the Europe of tomorrow.

EPSO's vision is audacious and the road towards achieving it presents many challenges; but the context in which we will work towards realising that vision is probably EPSO's biggest challenge yet.

Finally, the European Administrative School, which is administratively attached to EPSO, constitutes an important area of work. The school's Annual Management Plan, which forms part of EPSO's overall plan for 2012, is attached.

### **3. European Personnel Selection Office (operational activities)**

The European Personnel Selection Office (EPSO) has two ABB activities: the Office itself and the European School of Administration (ESA).

Under the activity of the Office, the following four specific objectives have been identified:

- Providing Institutions with highly qualified staff according to their requests by organising open competitions and selection procedures in an inter-institutional context;
- 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;
- 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) are met in a harmonised and consistent manner;
- To assist the Institutions in the recruitment process by developing and enhancing the functionalities of e-RL and CAST database and managing reserve lists to enable their efficient exploitation by Institutions.

The specific objectives of the ESA are set out in its Annual Management Plan.





**European School of Administration**  
**Director**

Brussels,  
ESA D(2011)

## **MANAGEMENT PLAN**

**European School of Administration**

**2012**



## **PART 1    Mission Statement**

The School's mission statement reads as follows:

"The mission of the European School of Administration is to provide 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."

In fulfilling this mission it works in partnership with the training departments of all the institutions to ensure a coherent approach that is responsive to their expectations and needs and to achieve maximum synergies with their own activities in this field.

## **PART 2    This year's challenges**

The School will face two major challenges in 2012:

- ensuring it continues to deliver enough high-quality training programmes to meet the needs of its stakeholders and customers, despite a 10% reduction in its operational appropriations
- rolling out during the course of the year its "next generation" of management training and development programmes for staff at various management levels across the institutions.

In addition, it will continue to offer a range of programmes for newly-recruited staff; its basic training courses covering the key skills all staff need to perform effectively; and, last but not least, the seventh edition of the certification training programme and the accompanying examinations.

The current state of the 2012 budget procedure means that we shall be able to organise at least a further two sessions of the "Erasmus for Public Administration" programmes for young civil servants in the member states and possibly two additional ones.

The expiry of the current contracts for delivering management training programmes has given us an excellent opportunity to review with all our stakeholders what the "next generation" of products should look like and how we can collectively ensure that they will meet real needs over a four-year period during which the pace of organisational change and learning methodologies can only increase. Thanks to the extensive consultation process that we put in place with our training partners in the institutions, we believe that the quality and relevance of this "next generation" will be higher than ever.

The underlying theme is that the School will continue to be a centre of excellence that is responsive to the needs of its stakeholders and customers. We are confident that we will successfully meet this challenge.

### **PART 3    General objectives by policy area**

This is not applicable given the nature of the School's work.

### **PART 4    Specific objectives for operational activities**

#### **4.1.    *Management training***

As mentioned above, 2012 will see the progressive roll-out of a largely new range of management and development programmes following the signature of new contracts in July this year. Piloting will take place during the period from December to April and it is hoped that by the end of June all the new programmes will be in place.

Our basic philosophy remains unchanged: to provide staff at key moments of their development as managers with the skills and behaviours they will need in order to become effective, results-oriented managers who carry out their jobs in line with the principles and values that underpin the European Civil Service. We hope to introduce a number of new pedagogical tools and methods of delivery, without forsaking our basic policy of "classroom-based" training. This has particular value in an inter-institutional context in terms of bringing people together to exchange experiences and ideas, to promote better mutual understanding and cooperation and to stimulate the establishment of valuable professional networks. However, the general approach will be for shorter more focussed courses that are better suited to our participants' needs.

All the institutions and over half of the EU agencies participated in the call for tenders and are now in the process of signing their own contracts with the various training suppliers. This means that they will be able to organise, where necessary, training activities that cater for their specific needs and complement our own inter-institutional offer.

Because design work is still underway at the time of writing this report, the details that follow of expected outputs are provisional.

**European School of Administration**  
2012 Management Plan

<b>STAFF TRAINING AND DEVELOPMENT</b>		
<b>SPECIFIC OBJECTIVE N°1: to provide a range of learning and development opportunities that contribute to an improvement in the performance of staff who exercise or who may exercise management responsibilities thereby helping them and their institution achieve greater effectiveness</b>		
<i>Result Indicators</i>	<i>Latest known result<sup>1</sup></i>	<i>Target (mid-term)</i>
Participant satisfaction	94.43%	85% <sup>2</sup>
Perceived relevance	96.00 %	85% <sup>2</sup>
Non-Commission participation rate	28% %	30%
<i>Main policy outputs</i>		
<ul style="list-style-type: none"> <li>• 16 3-day courses for non-management staff (AST and AD) who lead teams</li> <li>• 30 3-day basic management courses for ADs who are not Heads of Unit</li> <li>• 10 3-day personal development courses for staff about the issues involved in being a Head of Unit ( 3 for women only and 7 mixed)</li> <li>• 12 4-day courses for newly-appointed Heads of Unit</li> <li>• 6 “Effective Head of Unit” courses to ensure continuity until new programmes are available</li> <li>• 8 1-day thematic workshops for Heads of Unit</li> <li>• 4 3-day advanced management courses for experienced Heads of Unit</li> <li>• 6 editions of the Leadership Club</li> </ul>		
<i>Main expenditure-related outputs</i>		
<i>Cost: €1,360,000</i>		

#### **4.2. Training for new staff**

The new initial training programme introduced in January 2011 has been a success and next year we shall be looking to extend the number of internal trainers that co-facilitate the first day of the course.

The one-day seminar entitled "The history and stories behind European integration" continues to be highly successful and their number will accordingly be increased once again next year.

The "Discover Brussels" and "Brussels Masterclass" initiatives have been stabilised following the successful completion of a tendering procedure. They make an important contribution to helping staff better understand and integrate the society in which they live and work.

<sup>1</sup> All figures that appear in the "latest known result" column reflect the situation at the end of October 2011.

<sup>2</sup> The target is lower than for 2011 because all the programmes will be new. Our intention is to raise it to 90% in 2013.

**European School of Administration**  
2012 Management Plan

<b>STAFF TRAINING AND DEVELOPMENT</b>		
<b>SPECIFIC OBJECTIVE N°2: To help new staff understand the realities, values and specific challenges of working in the multicultural and multilingual environment of the EU institutions and contribute to their speedy integration</b>		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
Participant satisfaction	96.50 %	90%
Perceived relevance	94.75 %	90%
Non-Commission participation rate	19.00 % <sup>3</sup>	30%
<i>Main policy outputs</i>		
<ul style="list-style-type: none"> <li>• 30 3-day "Working for the EU: realities and challenges" courses</li> <li>• 17 1-day seminars on the history of European integration</li> <li>• 6 lunchtime "Discover Brussels" conferences</li> <li>• 11 1-day sessions explaining staff's social security entitlements</li> <li>• 2 MasterClasses</li> </ul>		
<i>Main expenditure-related outputs</i>		
Cost: 389.000 €		

### **4.3 The "skills basket"**

Originally conceived as a series of basic training modules for recently-recruited staff, these courses have proved so popular that they have been opened up to all staff, irrespective of the length of time they have been working in the institutions. To mark this change, the series will be renamed "Key Skills". During 2011 the numbers of participants rose considerably as institutions completed the process of phasing out any similar courses they may have offered enabling them to redeploy resources to their own more specific training needs. Despite the reduction in the School's budget, we are confident that we can continue to meet demand unless there is an unexpected surge in this.

The current contracts for the delivery of these modules will expire at the end of 2012. Accordingly, work has already begun on a new call for tenders and the tendering process will take place during the first half of 2012. In line with our usual practice, the training departments of all the institutions will be closely involved in this so as to ensure that their needs will continue to be met.

A further half-day course will be added on an experimental basis to help people improve their communication skills in meetings with interpretation.

<sup>3</sup> The percentage includes all courses for new staff except the "Discover Brussels" lunchtime conferences.

**European School of Administration**  
2012 Management Plan

<b>STAFF TRAINING AND DEVELOPMENT</b>		
<b>SPECIFIC OBJECTIVE N°3: To help staff acquire or extend the key range of skills they need to be effective in their jobs</b>		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
Participant satisfaction	95.5 %	90%
Perceived relevance	98.1 %	90%
Non-Commission participation rate	24.00 %	30%
<i>Main policy outputs</i>		
<i>1 or 2-day courses as follows:</i>		
<ul style="list-style-type: none"> <li>• 20 <i>Analysing and Solving Problems</i></li> <li>• 24 <i>Day-to-Day Negotiation</i></li> <li>• 20 <i>Writing With Impact</i></li> <li>• 24 <i>Oral Communication</i></li> <li>• 29 <i>Personal Effectiveness</i></li> <li>• 14 <i>Productive Meetings</i></li> <li>• 13 <i>Effective Searching on the Web</i></li> <li>• 11 <i>Working in Teams</i></li> <li>• 4 <i>Communicating in the Tower of Babel</i></li> </ul>		
<i>Main expenditure-related outputs</i>		
<i>Cost: 745.000€</i>		

#### **4.4. Certification training and examinations**

2012 will mark the seventh Certification exercise.<sup>4</sup>

A number of changes to the training programme are currently under discussion, mainly designed to further reinforce the link between its content and the examinations that candidates subsequently have to sit. There will be no change to the range of skills and behaviours covered by the programme, and tested during the examination phase, which were re-validated by all the institutions at the end of 2009.

Places will be made available to staff of the European External Action Service for the first time (in 2011 they were selected through the Commission's procedure).

The skills-based character of the training programme and examinations continues to attract wide outside interest, particularly in those countries whose traditional approach to training and testing their civil servants has been largely academic and/or knowledge based.

Refresher courses will continue to be offered to candidates who failed one or more of the previous year's examinations.

<sup>4</sup> This procedure was introduced by article 45a of the 2004 staff regulations. Each year institutions select a number of staff in the assistant function group whom they consider possess the potential to become administrators. Selected candidates must then follow a training programme organised by the School and pass a series of examinations in order to be "certified" and therefore eligible to apply for administrator posts.

**European School of Administration**  
2012 Management Plan

<b>STAFF TRAINING AND DEVELOPMENT</b>		
<b>SPECIFIC OBJECTIVE N°4:</b> a) To enable assistant grade staff selected for the certification procedure to become effective administrators by providing them with the wide range of skills they will need and b) to guarantee the quality of candidates who pass the examinations by ensuring that these are sufficiently demanding.		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
Candidates' evaluation of the training programme	98.53% satisfaction (2010/11 exercise)	95%
Number of successful candidates	64.49% (2009/10 exercise)	60% <sup>5</sup>
Rate of appointment of successful candidates	67.67% (relating to first 4 exercises)  61.19% (relating to first 5 exercises)	30%/50%/70% one/two/three years after end of procedure <sup>6</sup>
Perceived relevance (Learning transfer)	65 % <sup>7</sup>	70%
<i>Main policy outputs</i>		
<ul style="list-style-type: none"> <li>• 28 days classroom-based training for the 2011/2012 exercise plus individual study</li> <li>• Approximately 15 refresher courses for previous year's candidates who have failed one or more examinations</li> </ul>		
<i>Main expenditure-related outputs</i>		
Cost: 1.050.000 €		

#### 4.5. *Specific requests for assistance or tailor-made training programmes*

The School's founding decisions encourage it to respond positively to any requests for advice and assistance or for tailor-made training activities that individual institutions, departments within institutions or EU agencies may make to it, provided this does not compromise its core business. A number of institutions are regular customers of the School in this respect.

In addition, the School now has service-level agreements with 35 agencies who send a number of staff to the School's courses and occasionally request tailor-made programmes. All such activities are supplied against payment, to enable the School to recover its costs.

At the time of writing, 19 tailor-made programmes have been provided or are being finalised by the School in 2011. Demand is expected to remain at the same level in 2012, although institutions and agencies that have signed contracts for the delivery of management training

<sup>5</sup> This target is only partly under the control of the School, which plays no part in the selection of candidates.

<sup>6</sup> Whilst candidates' "credibility" is influenced by the School through the qualities of the training programme and the exams, the actual appointment process is entirely in the hands of the institutions.

<sup>7</sup> This percentage reflects the percentage of Certification candidates who are now ADs that said in their new function they "frequently" used the skills learned during the Certification training programme.

**European School of Administration**  
2012 Management Plan

---

will no longer need to use the School as an intermediary. They may well come to us for advice however, at least in the initial stages of a training operation.

<b>STAFF TRAINING AND DEVELOPMENT</b>		
<b>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</b>		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
Number of requests satisfied	19	1
Stakeholder satisfaction	3 repeat requests for identical programmes	3
<i>Main policy outputs</i>		
<i>Depends on demand. – see text above</i>		
<i>Main expenditure-related outputs</i>		
<i>All such activities are supplied on a payback basis.</i>		

**4.6. Programmes bringing together staff of the institutions and national administrations**

The programme known as "**Erasmus for public administration**" (EPA) that was introduced at the initiative of the European Parliament during the 2008 Budget procedure continued to be highly successful throughout 2011. The aim is to stimulate networking, the exchange of experience and to enable participants to better understand the way the institutions work in practice.

In the light of the current state of play of the 2012 Budget procedure, the School will be able to organise at least 2 editions of the programme next year and possibly 4 as in the past. We intend to reduce the cost of each session by € 50.000 by cutting out the daily allowance currently paid to participants.

The School will continue to play an active role in the **DISPA network** where it is regarded as the informal coordinating body to ensure continuity in the activities of the network. It will intensify its efforts to ensure the DISPA wiki which it manages becomes an effective communication tool for members of the network.

**European School of Administration**  
2012 Management Plan

---

<b>STAFF TRAINING AND DEVELOPMENT</b>		
<b>SPECIFIC OBJECTIVE N°6: To contribute to efforts to reinforce links between officials of the institutions and national administrations (EPA)</b>		
<i>Result Indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
Number of participants	259	260
Participant satisfaction	100%	95%
Perceived relevance	95.83%	90 %
<i>Main policy outputs</i>		
<ul style="list-style-type: none"> <li>• 4 2-week Erasmus traineeships</li> </ul>		
<i>Main expenditure-related output:</i>		
<i>Estimated cost: € 600.000</i>		

\* \* \* \* \*