

# MANAGEMENT PLAN

## 2012



**DG HR**

European Commission  
Human Resources and Security

## **PART 1    Mission Statement**

*"To promote excellence in the practice of human resource management and in ensuring internal security for the European Commission."*

Our values and belief statements consist of:

- A commitment to honest, fair and ethical practice
- A commitment to providing quality services to our staff, management and stakeholders
- Provision of an environment that encourages innovation and recognition of accomplishments
- Leadership in the promotion and development of Human Resource Professionals

In pursuing its mission, DG HR:

- sets the HR framework within which an effective and efficient use of the resources, to optimise the contribution to the Commission's strategy, can take place;
- efficiently and effectively delivers HR services from recruitment to retirement and beyond (covering the whole employment cycle), to the Commission through the HR core processes;
- supports the HR service delivery by professionalizing the HR function and automating processes;
- makes sure that quality services are provided to the Institution and their staff in a timely and efficient manner;
- provides health promotion and education measures for active staff ;
- ensures the safety, security and protection of staff, property, activities and information at all places of employment;
- ensures full respect of the staff regulations;
- ensures open and efficient dialogue with staff representatives in order to guarantee adequate working conditions;
- collaborates with and coordinates for the other Institutions a number of areas linked to the Staff Regulations;
- communicates on a timely basis on policies, actions and initiatives of relevance with Commission staff;
- provides local HR shared services to several Commission Services;
- talks to and coordinates with other external stakeholders.

## **PART 2     The challenges ahead**

DG HR has been able to build upon its effective structure and a commitment to provide professional, effective and efficient HR and security services to our clients and stakeholders and at the same time to face the specific challenges of this year 2011.

Important projects were the revision of the "method" for the annual adjustment of the salaries and pensions and the proposition for a review of the Staff Regulations – both with the objective to keep the balance between keeping the European administrative function an attractive work place for highly qualified staff and to provide substantive efforts of cost cutting in the current economic crisis. After a process of negotiations, consultation and coordination of the opinions of all stakeholders, the propositions have been adopted by the Commission.

The outcome of the ongoing negotiations on the Staff Regulations review will be decisive for the priorities for DG HR and Security in 2012. We will continue with our efforts and make progress in a number of priority projects, notably:

- Continue the **negotiations** and – if applicable – **prepare the implementation of the Staff Regulations review**, which will have an impact on a high number of HR policies, core processes, General Implementing Provisions and IT systems. **HR policies** supporting the Commission's political strategy in a time of resources constraints through a better management of talents, performance and careers of our staff will need to be developed.
- **Support the implementation of an efficient allocation of resources** throughout the Commission in view of the planned reduction of jobs by 5% till 2018. Providing relevant HR forward planning and reporting tools, implementing a job-taxation- and monitoring system as well as continuing our efforts in the Business Process Reengineering will be priorities. In this same context, the Delivery model for HR services will be reviewed and adapted to a changed context.
- Ensure **management of smooth relationships with the European External Action Service**. Existing Service Level Agreements (SLAs) will be adapted and implemented and providing effective and efficient HR and security services to Commission staff in Delegations will be a priority.
- Ensure an effective protection of Commission's interests, notably via an increased focus on **security of information systems** and Cyber Defence.

In addition to the above priority areas, we will continue to focus energy and time on the ongoing delivery and development of our core support services. Our customer orientation will also be key to our delivery of HR shared services to entities for which we act as the local HR Units in the DGs. We will work hard to provide good working conditions in the Commission; we will promote the health and security of our staff and ensure the stability of the regulatory framework.

As ever, I trust and count on the talents, commitment and enthusiasm of all staff in our DG. And, as such, I look forward to another successful year.

**Irene SOUKA**  
Director-General of DG HR

## **PART 3     Specific Objectives for Operational Activities**

### **ABB Activities "Personnel Policy and Management" and "Security"**

The ABB Activities "Personnel Policy and Management" and "Security" form the core business of DG HR. Underneath these headings, the management in DG HR identified five key areas for which specific objectives have been defined:

- I.    Allocate Commission staff efficiently
- II.   Recruit and develop staff in the Commission
- III.   Provide safe, secure and attractive working conditions for staff
- IV.   Ensure stability of the regulatory framework and effective implementation of the staff regulations
- V.    Add value to the HR offer

These objectives will be reached by continuous professional management of HR core processes on the one hand and a number of projects to be managed by DG HR on the other hand. Activities and indicators for the specific objectives in this Management Plan have therefore been split between 'regular activities' and 'projects'.

Since Mid 2011, the Task Force Greece is administratively attached to the DG HR. The Management Plan 2012 of the Task Force Greece is therefore attached as an annex to this DG HR Management Plan 2012.

#### **I.    ALLOCATE COMMISSION STAFF EFFICIENTLY**

Faced with increased pressure on its resources, the Commission has made a commitment not to ask for new posts during the period 2007-2013. The proposition in the context of the Staff Regulations review to reduce staff by 5% between 2013 and 2017 adds to the necessity for an optimal allocation of staff and the redeployment of posts to priority activities.

DG HR's role in management of staff allocation will be crucial in the upcoming year and will cover areas such as taxation and re-allocation scheme for human resources, forward planning as well as related HR planning and reporting tools, Job Screening and Business Process Reengineering (BPR).

As regards its own processes, DG HR will proceed with the BPR project started in 2011 and review the HR service delivery model (including the interaction between central and local processes) with a view to improving efficiency whilst maintaining a high level of quality and service orientation. Experiences gained through the scheme of 'Shared Services', where DG HR provides local human resources and financial management services to other DGs and Services, will be used.

Finally, DG HR will continue to attach great importance on the further development of HRM Information Systems (IS) that constitute the backbone of improved processes.

### **Specific Objective I.1:**

<b>Contribute to optimal allocation of the Commission's human resources in the context of the Staff Regulations review including staff savings, taxation system and externalisation process to executive agencies</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Number of Units and Directorates by DG below minimum staffing benchmarks	2009: 3.7% small Units, 5% small Directorates 2010: 2.7% small Units, 7.5% small Directorates 2011: 2.7% small Units, 9.3% small Directorates	Small units < 2% of all units; small directorates < 3% of all units
Customer satisfaction with management of Commission and DG Organisation Charts/ organisation design and development support	<i>New – method to be defined</i>	75% of RRH/RES DIR population of re-organised DGs is "quite satisfied" or better
Customer satisfaction with/ quality of management of Commission Establishment Plan	<i>New – method to be defined</i>	75% of RRH/RES DIR population is "quite satisfied" or better
<i>For specific projects</i>		
Involvement of DGs in the operations of their executive agencies via secondment of DG staff to executive agencies	Number of functions filled by seconded officials: 27.25% (end 2010)	Increased number of posts with (management) responsibility
<i>Main outputs for 2012 and beyond</i>		
<i>Regular activities</i>		
Assure professional management of processes for HR Forward Planning and Organisational Efficiency, incl. - Monitor and support organisational efficiency (incl. yearly Commission Job Screening exercise and specific screenings) - Manage Commission and DG Organisation Charts (incl. organisation design and development support and adjustments needed in function of staff reductions/re-allocation decisions.) - Manage Commission staffing policies and establishment Plan (incl. contribution to the annual allocation of Human Resources and optimal allocation of posts)		
<i>Specific projects</i>		
1. Contribute to the College decision on a taxation- and re-allocation scheme for human resources and its implementation.		
2. Develop an "accounting system for posts", incl. forecasting and monthly monitoring on development of all staff types in all DGs (with special focus on development of number of external staff and new function groups linked to Staff Regulations review)		
3. Develop a set of tools for selected DGs to identify areas of suboptimal allocation of resources (Screening, take into account existing efficiency reserves) and to support decision making for potential re-allocation of posts (e.g. staff re-deployment, BPR methodology )		

4. Adopt and implement the revised policy on organisation charts and offer guidance on their application.
5. Revise the "Policy for replacing absent staff" (including interim staff) in the wider context of closer monitoring of the use of contract agents and of changes to the Staff Regulations

**Specific Objective I.2:**

<b>In co-operation with the DGs rationalise the <u>delivery model</u> for HR core services in order to increase efficiency, reduce overheads and provide a better service, while ensuring that legal obligations are fully respected</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u>For specific projects</u>		
HR Delivery model: Share of HR staff of total COM staff	2011: 5,2 %	Further decrease share of total HR staff of total COM staff
<u>For regular activities</u>		
Satisfaction of agencies with Services and management of 'helpdesk' function	<i>New - method to be defined</i>	
<i>Main outputs for 2012 and beyond</i>		
<u>Specific projects</u>		
1. Develop an effective and efficient delivery model for HR core services, which creates synergies and economies of scale, incl. - Continue the BPR project for HR processes (processes of medical service)		
2. Carry out a detailed screening sub-analysis of HR staff in all DGs (break-down into processes & sub-processes) to better identify rationalisation proposals and potential delivery models		
3. Implement the streamlined recruitment process following results of the BPR project (incl. workflow- and IT related aspects) and realize staff savings		
5. Amend, implement, monitor and evaluate Service level agreements with EEAS, agencies other institutions and Services (in all areas of DG HR's responsibility)		
<u>Regular activities</u>		
Exchange of information and reliable statistics on best practices with other international organisations, member states and third countries (special focus: salaries/ pensions/ careers, HR delivery models, HR Process delivery, etc.)		
Manage and continuously improve the process of management of support to EEAS, agencies and other institutions, incl. possible extension of Services supported by DG HR shared services		

**Specific Objective I.3:**

<b>HRM Information Systems (HRMIS) in place which enable the delivery of effective, efficient and state of the art HR services in the Commission</b>
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<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u><i>For regular activities</i></u>		
Core HR processes are supported by fully integrated Information Systems	20 out of 23 Sysper2 modules are operating satisfactorily – figures to come	All main career processes fully Sysper2-supported by end 2012
Level of satisfaction of Sysper2 users	2011: 71%	2014: 85%
Number of Institutions using Commission's HRMIS	9	15
<u><i>For specific projects</i></u>		
Level of satisfaction with services of HR Reporting	<i>New – method to be defined</i>	
<i>Main outputs for 2012 and beyond</i>		
<u><i>Regular activities</i></u>		
Assure professional management of HRM IS Governance, HRM Information Systems (IS) and HRM Reporting Systems (RS), incl. - Manage user services (for IS and RS) - Contribute to EC wide HRMIS rationalisation exercise		
<u><i>Specific projects</i></u>		
1. Implement the Staff Regulations review in Sysper2		
2. Deliver IT plan as foreseen in 'IT Master Plan'		
3. Revamp of SYSPER 2 module supporting Senior-and Middle Management processes		
4. Enhance functionalities of a simulation engine to support predictive analysis		
5. Make available relevant, user-friendly standard reporting tools at Commission level to HR practitioners and managers (see as well HR rationalisation project)		
6. Based on customer needs assessment, complement metrics in place at Commission level (e.g. HR Scorecards, HR Report and HR Practitioners report)		

## II. RECRUIT AND DEVELOP STAFF IN THE COMMISSION

Our staff is our most important asset and has always been the cornerstone of the Commission's success. DG HR's fundamental role, as a horizontal service, is to ensure the necessary conditions for this success: to have the right person, with the right competencies, in the right place, at the right time.

The proposed changes to the Staff Regulations clearly shift the focus to an effective talent, performance and career management. Although facing times of reduction of staff and austerity, DG HR will continue to recruit highly-talented staff in a targeted way. At the same time, priority will lie upon the best management of existing staff and development of competencies and attractive career paths for each staff group.

Under the umbrella of an overarching talent, performance and career management policy, we will focus on the improvement of selected policies, including performance management, staff mobility, staff training and the policy framework for management, with the aim of retaining and developing motivated and high-performing staff in the Commission.

### **Specific Objective II.1:**

<b>Ensure by 2012 that the recruitment targets, conditions, functions and career paths of each group of staff are clearly established, well-known and understood</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
% of recruitments per AD entry grade	2011: AD5: 79.6%	60% AD5 / 40% AD7 by 2012
% of women on AD posts	42,2% in November 2011	≥ 43% in 2014
% of TA on total permanent staff	3.9%	Stay below 3%
% of staff dismissed after negative probation periods	For 2011: <1%	<1 %
Average "exploitation rate" of the Commission quotas in the reserve lists	AD5/177/10 – 92% (10 months after publication of RL) AST1/111/10 – 55% (3 months after RL)	Reach at least 90% on average after one year for reserve lists of generalist competitions published from 2010 onwards
Average duration between reception of recruitment request by DG HR and recruitment	<i>New – measurement starting in 2012</i>	< 1 month
% of new contracts finalised within the requested timeline	2011: > 90%	> 90%
Customer satisfaction with management of recruitment services from DG HR	<i>New - method to be defined</i>	% satisfaction with speed, lengths of procedure, customer orientated services

Average yearly vacancy rate of senior and middle management functions (without request for publication)	2011: Senior Management: 12,5% Middle Management: 7%	< 10% for senior management functions < 5% for middle management functions
<i>Main outputs for 2012 and beyond</i>		
<u>Regular activities</u>		
Manage and continuously improve the Selection and Recruitment Processes, incl.		
- Simplify procedures (e.g. responsibilities and controls of HR and EPSO in the recruitment process, renewal of interim staff , Seconded National Experts)		B2, A1
- Assure gender-balanced recruitments for management and non-management staff, in line with the quantitative targets set by the 2010/2014 Equal Opportunities Strategy		B2, B5, A2
- Report to the Council on the use of contract agents		
<u>Specific projects</u>		
1. Implement the Staff Regulations changes, incl. definition of qualitative and quantitative recruitment needs based on reform-related changes (e.g. AST SC career, 5% reduction target)		
2. Progressively elaborate and implement a career- and training path for officials		
3. Align the probationary period workflow and report with the new evaluation system		
4. Prepare the accession of Croatia:		
a) Prepare communication on recruitment targets to the Commission		
b) Contribute to the drafting of the regulation of Council and Parliament, prepare middle management competitions for publication, identify senior management functions for external publication		
5. Prepare and implement the Decision on the legal and administrative framework for the management of Commission staff in Delegations (EUDEL and COMDEL decisions).		

### **Specific Objective II.2:**

<b>Further clarify and develop policies for career management by 2012 including staff mobility, training, appraisal &amp; promotion for management and non-management staff</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u>For regular activities- Performance Management</u>		
Customer satisfaction with overall performance appraisal and promotion exercise managed by DG HR	16 % are very satisfied or satisfied with the career policy (mobility, appraisal and promotion)	Overall increase of 5% by 2012

Number of evaluation reports not finished at the end of the appraisal exercise	2010: Officials/TAs 0,4% (85 reports) 2011: Officials: 0.25% (56 reports), TA: 7.9% (111 reports), CA: 57 reports	≤1%
Number of appeals against the appraisal report and/or the promotion/ reclassification	2010: Officials/TAs: 3400 2011: Officials/TAs: 3400, CA: 281	Reduce number of appeals
Completion rate for senior management appraisal exercise	2010 exercise: 90% 2011 exercise: 90%	≥ 90% in 2012
<i>For regular activities- Career</i>		
Level of satisfaction with SCOP	2008: 93% 2010: 88% 2011: 94%	Keep ≥ 90%
Gender equality targets met for senior management positions	24,1% in Nov 2011 (against indicative target at 23,9% for 2011)	≥ 25,88% (expected target for 2013)
Corporate and DG gender equality targets met for middle management positions	27,1% in Nov 2011 (against indicative target at 26,1% for 2011)	≥ 29,1% (expected target for 2013)
<i>For regular activities- Competence Development</i>		
Number of class-room based training days attended	General courses 2011: 35.422 participant training days; language courses: 60.611 days	Decrease by 5%
Evaluation of training courses by participants / staff	General courses 2011: 85% of participants satisfied; language courses: 86% satisfaction	Maintain the level of satisfaction to > 80% in both domains
Absenteeism in training courses	General training 2011 : 8.76% absent; language training: 27.47% absent	5% for general training and 15% for language training
<i>Main outputs for 2012 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the process 'Performance Management', incl. successful implementation of the new appraisal and promotion system		
Manage and continuously improve the process 'Career', incl. - Prepare, negotiate, adopt and implement new rules on certification (Nov 2012) - Establish a pro-active monitoring and management of Middle Management and Senior Management vacancies		

Manage and continuously improve the process 'Competence development ', incl. a Senior Management development programme
<i>Specific projects</i>
1. Finalise, discuss with stakeholders and adopt at Commission level a talent, career and performance management concept, incl. - Implement activities linked to the Staff Regulations review (e.g. planning and execution of internal competitions for AD staff, development of a policy for staff "55+") - Develop and implement comprehensive internal and external mobility policies for Commission staff - Prepare, negotiate, adopt and implement new rules on management of underperformance
2. Deliver medium-term competency needs analyses as input for mobility, training and recruitment processes
3. Prepare, negotiate, and adopt new appraisal & reclassification system for contract agents
4. Adopt and implement a comprehensive policy and multi-annual strategy 2012-2020 on staff training
5. Prepare, negotiate, adopt and implement new policy on senior management (SM) (incl. revised SM appraisal system, review of SM career management and development
6. Prepare, negotiate, adopt and implement new policies on middle management (MM), on Adviser function and other non-management careers
7. Establish the mid-term report on the implementation of the Equal opportunities strategy for women and men at the European Commission (adoption date: December 2012)

### III. PROVIDE SAFE, SECURE AND ATTRACTIVE WORKING CONDITIONS FOR STAFF

A safe, secure and fulfilling working environment is key to the successful motivation, development and performance of staff. As this area concerns the conditions and environment in which staff operates, it covers a wide range of well-established HR and security services; however, also new tasks arise such as threats through cyber attacks which require to have effective protection and response mechanisms in place.

Our ambition in this area for the coming years will be to maintain and further increase the quality of services whilst offering an effective protection against the new threats in a period of scarce resources.

#### **Specific Objective III.1:**

<b>Develop, implement and raise awareness on the security policy in the Commission and carry out the indicated actions for the protection of staff, information and assets in accordance with this policy</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Staff satisfaction with the general information to staff on security issues	% staff being "satisfied" or "very satisfied" 2004: 22%, 2005: 32% 2006: 49%, 2008: 60%, 2010: 61%	Target 2012: $\geq$ 61%
Staff satisfaction with the information to staff on handling of classified information	2004: 19%, 2005: 24% 2006: 37%, 2008: 41%, 2010: 46%	$\geq$ 46%
Number of security training courses and briefings organised	2007: 127 2009: 176 2010: 167 2011: 144	150 (based on forecast of demands)
Awareness of staff about security issues and satisfaction with trainings	<i>New – method to be defined</i>	
Efficient and timely delivery of the training-retraining programme for EPI ("équipier de première intervention") and ECI ("chef d'équipe première intervention")	2011: First training of 175 new EPI and 17 new ECI, Re-training of 1831 EPI and 112 ECI	Maintain level
Reduce the number of safety incidents (and related reports transmitted to the Joint Committee on Health and Safety at Work)	90 reports in 2009 70 reports in 2010 44 reports up to November 2011	Overall reduction of reports (indicator for reduction of safety incidents)

To improve the quality of the customer service offered by the Duty Office.	84,8 % of satisfied customers (source : HR 2010 survey )	More than 85%
Number of travel advisories produced for staff on mission (including Commissioners) and delivered in time	2010: 140 2011: 120	150 (based on forecast of demands)
Number of dedicated security briefings for the staff more exposed to espionage threat delivered in time	2009: 69 2010: 96 2011: 129	150 (current maximal level )
Customer satisfaction with travel advisories and security briefings	<i>New – method to be defined</i>	
<i>Main outputs for 2012 and beyond</i>		
<u>Regular activities</u>		
Manage and continuously improve the processes of 'management of security', incl. - Install and maintain physical security measures to protect Commission sites - Perform audits at OIB, OIL and PO (crèches, fire prevention, asbestos inventory)		
<u>Specific projects</u>		
1. Implement an information campaign regarding health and safety at work		
2. Adopt a new legal base for "security structure and delivery" and launch the implementation, incl. new "rules of procedure" for security investigations		
3. Adopt remaining standards and guidelines on security of information systems and develop a new Cyber Defence Strategy		
4. "Projet de sécurisation globale (PSG)" rolled out in priority buildings		
5. Develop specific arrangements between DG ECHO and DG HR for dealing with hostage taken and kidnapping situations		
6. Revise the policies for use of ICT and of internet and downloads (DS, IDOC, B1		

### **Specific Objective III.2:**

<b>Foster attractive, flexible and respectful working conditions and environment where staff feel safe, healthy and are able to deliver results</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u>For regular activities- Medical Services</u>		
Level of satisfaction with the client orientation of the Commission's Medical Service	Level of staff "satisfied" or "very satisfied" 2008: 62% 2010: 57%	Increase level, $\geq 70\%$
<u>For regular activities – EMAS and working conditions</u>		
Number of EMAS registered services and buildings	Registered buildings in BXL and LUX (42 in 2011)	8 buildings in BXL and 2 in LUX in 2012
Use of teleworking arrangements	1.500	$\geq 3.000$ by 2014

Level of satisfaction with flexible working arrangements	% of staff "satisfied" and "very satisfied": 2009: from 67% to 89% depending on regime/tool	≥ 70%
<i>Main outputs for 2012 and beyond</i>		
<u><i>Regular activities- Medical Services</i></u>		
Manage and continuously improve the processes linked to the management of the Medical Services, incl.		
<ul style="list-style-type: none"> <li>- Continue the digitalisation of medical files</li> <li>- Assure the New SerMed2 IT application is in full operation</li> <li>- Publish new medical certificate in all languages in 2012</li> <li>- Develop and implement obligatory training for all Heads of Unit on '5 Steps to Save a Life'</li> </ul>		
<u><i>Regular activities- working conditions and EMAS</i></u>		
Manage and continuously improve the processes linked to Management of Personal Files and Working Conditions		
Support DGs in implementing Equal Opportunities considerations, incl. assessment of maturity level		
<u><i>Specific projects – Medical Services</i></u>		
1. Establish and launch the implementation of a policy on management of absences in 2012 (incl. policy for reinsertion)		
2. Establish and launch the implementation of policy on life-style related risks		
<u><i>Specific projects – European Schools</i></u>		
3. Assure the opening of the 4 <sup>th</sup> European School in Laeken and the 2 <sup>nd</sup> school in Luxembourg-Mamer in Sept 2012		
4. Contribute to the establishment of an agreement on cost sharing issue for European Schools among Member States		
<u><i>Specific projects – working conditions and EMAS</i></u>		
5. In co-operation with OIB and OIL, fundamental decisions taken on the location of the Commission in Brussels (PUL plus additional site and close follow up of the progress for JM 2 building in LUX)		
6. Implementation of the EMAS policy in the Commission, in particular EMAS registration for all Commission's services and buildings		
7. Call for proposals regarding internal EMAS auditor for the entire Commission		
8. Preparatory work for the conduct of an Equal Opportunities event in 2013		

#### **IV. ENSURE SUSTAINABILITY OF THE REGULATORY FRAMEWORK AND EFFECTIVE IMPLEMENTATION OF THE STAFF REGULATIONS**

In line with its accountability as a public organisation in the general interest, DG HR has to ensure that the management of financial and legal issues enables long-term efficiency, stability and trust and is recognised as abiding by the highest standards.

For the financial systems, i.e. the remuneration, pension and insurance schemes, we need not only to fulfil our recurrent obligations in terms of adjustments of parameters and variables of the systems, but also to prepare and secure the future of such systems, starting with the revision of the method for the annual adjustment of salaries and pensions.

As regards the sustainability of our regulatory framework, DG HR's role as a guardian will remain the dominant pre-occupation in the coming years. Specific challenges in the year 2012 will be linked to the proposed Staff Regulations review, where the negotiations and – if applicable – implementation – needs to be accompanied by clear guidance to assure compliance and effective implementation of the changes.

In the context of an increasing number of decentralised bodies, DG HR needs to demonstrate strict vigilance in ensuring compliance with the Staff Regulations. Sustainability also means that we must ensure that Commission staff meets the highest ethical standards, via the use of clear, simple and well communicated rules.

##### **Specific Objective IV.1:**

<b>Monitor the remuneration, pension and insurance systems in the European Institutions while negotiating and supporting the implementation of the Staff Regulations review</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Annual salary and pension adjustment adopted in December 2012	December 2011	Proposal presented in November 2012
<i>Main Outputs for 2012 and beyond</i>		
<i>Regular activities</i>		
Regular monitoring and reporting on JSIS and unemployment scheme		
<i>Specific projects</i>		
1. Constructive dialogue held with the Council and EP on the reform package		
2. Deliver proposal for adjustment of salaries, pensions and the pension contribution rate 2012		

## **Specific Objective IV.2:**

<b>Ensure a coherent implementation of and effective compliance with the rules laid down in the Staff Regulations for the Commission and other EU decentralised bodies</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Number of legal consultations (advise) regarding the SR and % of replies within 5 days	2011: 450 requests 90%	≥ 90%
Satisfaction with legal advice provided	<i>Satisfaction survey to be defined in 2012</i>	Maintain high level
Number of replies to Art.90 complaints within the 4-month deadline	2011: 683 - 99,8% (1 decision out of deadline) until 9/12/2011	Maintain high level
Number of replies to Art.24 requests for assistance within the 4-month deadline	2011: 40 - 100%	Maintain high level
Number of decisions of the Appointing Authority annulled by the Court	Appeals in 2010 : 5 out of 44 cases judged by the Court until 9/12/2011	Maintain low level
% of replies to Ombudsman's complaints within the deadline given by the Ombudsman	2011: 56 (1 out of deadline) = 98,2 %	≥ 90%
Number of replies given in agencies 'help desk'	2011: 950	Increase
<i>Main outputs for 2012 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the process of 'Provision of legal advice'		
Manage and continuously improve the process of 'Managing appeals and monitor cases'		
<i>Specific projects</i>		
1. Contribute to the new policy framework for Regulatory Agencies (inter-institutional approach)		
2. Assess the need and prepare a proposal for revision of the agreement on resources to be put at the disposal of the representative trade unions and staff associations and for resources to be allocated to the Staff Committee of the European Commission		

**Specific Objective IV.3:**

<b>Promote a high level of ethical integrity by all staff in the interests of the Commission and implement the ethics framework including the clarification of rules and guidance</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Number of cases handled (closed)	85	Maintain consistent throughput
Timelines relating to inquiries and disciplinary proceedings	<i>New – figures to come</i>	Maintain current level (-30% as compared to 2006-2008)
Awareness/ knowledge of staff about discipline policy and rules	Dissemination of IDOC AAR presentations, articles and trainings	Maintain number of presentations, articles and trainings provided in 2011
Awareness of staff about ethics related policies: Number of visits on the updated website dedicated to Ethics	<i>New – figures to come</i>	<i>To be defined</i>
<i>Main outputs for 2012 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the process linked to 'Manage Ethics'		
Manage and continuously improve the process of 'Investigation and Discipline'		
<i>Specific projects</i>		
1. Update the IDOC Manual of procedures		
2. Update and implement the whistleblower policy		
3. Provide a guidance note on discipline policy		
4. Adoption and implementation of guidelines on gifts and hospitality (incl. awareness raising activities)		
5. Adoption of guidelines on outside activities		
6. Development of a policy paper on new global ethics approach and		
7. Develop and implement a communication strategy on ethics		
8. Further development of sub-modules in ETHICS module in Sysper 2		

## V. ADD VALUE TO THE HR OFFER

In support of our commitment to be a service partner, advisor and consultant to our customers and stakeholders, DG HR's work in this area focuses on the delivery of effective and efficient HR services. These services should not only provide "value for money" but should also be perceived by managers and staff as proactive, responsive, professional, practical and useful in their everyday work and longer-term career.

With this in mind, we need to move closer to our customers and stakeholders, in order to better understand their wants and needs. We must assure that our processes are customer oriented and lean, we must provide better planning tools and offer more-tailored solutions to specific problems.

### **Specific Objective V.1:**

<b>Further develop the capability to apply forward planning to strategic HR decisions, meeting the requirements of the Commission's services</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For specific projects</i>		
Number of received DG-specific HR plans	New	15
% of completed e-CVs in Sysper2 (key fields)	New	> than 60%
<i>Main Outputs for 2011 and beyond</i>		
<i>Specific projects</i>		
1. Launch revised Job Information System (JIS)/Electronic CV System (e-CV) and complement it through a search tool		
2. Develop and support implementation of DGs' annual HR Plans in selected DGs		
3. Launch DG-specific "permanent files" (incl. metrics on organisation, establishment plan, competencies and other pertinent analyses from all relevant parts of DG HR)		

### **Specific Objective V.2:**

<b>Further develop DG HR's service culture by managing processes and delivering services which are simple in their design, easily accessible and respond to our customers' needs</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Satisfaction level with the learning events inside the HR Professionalization Programme	<i>New – Syslog figures to come</i>	> 60% 'satisfied' or 'very satisfied'
% of DG HR managers and	<i>New – measurement to be</i>	90% of all managers

DG HR staff having followed the HR overview course or Emery course and at least one master class event	<i>defined</i>	50% of all AD staff 30% of all AST staff
<u>For Specific projects</u>		
Satisfaction level with the services provided by DG HR	Staff "satisfied" or "very satisfied" 2010: 37%	5% increase by 2012
<i>Main Outputs for 2011 and beyond</i>		
<u>Regular activities</u>		
Manage and continuously improve the process of 'Managing the HR Professionalization Programme'		
<u>Specific projects</u>		
1. Develop and support the implementation of a scheme for systematic improvement of customer orientation across all services provided by DG HR, incl. a) establish regular evaluation of customer satisfaction for all HR core processes b) implement an approach to stronger engage in a dialogue with DG HR customers		

### **Specific Objective V.3:**

<b>Further develop internal communication services for the Commission in order to enhance staff understanding of both the Commission's main priorities and activities as well as internal personnel and organisational matters</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u>Regular activities</u>		
Extent to which staff feels informed via corporate internal communication	2008: 67% 2010: 64%	≥ 75%
Levels of staff satisfaction with Internal Information and Communication at central level:	2008: 69% 2010: 64%	≥ 75% ≥ 75%
My Intracomm	69%	80%
HR and Administration	69%	80%
Comm en Direct/Plus	43%	75%
Management Matters	41%	75%
% of DG HR staff who know/understand the DG HR Management Plan, including DG mission, vision and values	<i>New – method to be developed</i>	90%
<i>Main Outputs for 2012 and beyond</i>		
<u>Regular activities</u>		

<p>Manage and continuously improve the process of 'Internal Communication', incl.</p> <ul style="list-style-type: none"> <li>- communication planning of all HR policy areas</li> <li>- technical management of My IntraComm, incl. migration to My IntraComm of 8 further corporate/ DGs sites and 4 local DG sites</li> </ul>
Assure implementation of actions defined by the Communication Task Force
<i>Specific projects</i>
1. Update, review, amend in line with professional good practice the DG HR sites on Europa, HR & Administration site and website of our Director General
2. SLA in place for service support provided by DIGIT
3. Commission en Direct revamped, as a result of 2010 survey
4. Management Matters journal and site revamped
5. Communication Plan in place and implemented in support of staff regulations review
6. Social Media tools a key part of DG HR communication policy, incl. development of My IntraComm as a social intranet, using Sharepoint 2010
8. Strategy for internal communication and staff involvement created and implemented, led by DG HR

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

### **VI. Activity "Policy Strategy and Coordination for DG Human Resources and Security"**

This ABB Activity – a horizontal activity for all Commission services – gives the necessary impulse to the policy definition, preparation and implementation in order to achieve the overall mission of our DG within the time-scales laid down. We promote the development of a strategic planning culture within the DG so that the allocation of our resources matches the priority setting and the actions effectively contribute to the objectives set.

In addition, this Activity comprises the active promotion of our main policies through supportive means of information, communication, awareness raising and dialogue with decision-makers and other key stakeholders.

#### **Specific Objective VI.1:**

<b>Modernise DG HR's steering, planning and internal communication processes in order to ensure an effective way of working together and engage the staff of our DG</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Timely and correct implementation of the planning cycle	AAR 2010 MP 2010 DG work programme	Positive assessment from DG HR management as well as SG and BUDG
Level of integration of MP with annual work plans at Directorate		100% of Directorate plans are based on the management plan by 2011 and managed through eSP
<i>Main Policy Outputs for 2011 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the process of 'Strategic Planning and Monitoring', incl. setting up of an internal monitoring dashboard		
Assure efficient use of the DG's human resources ensured through transparent resource planning and priority setting		

## VII.Activity "Local HR and Administrative Support for DG HR and for Other Commission Departments"

The ABB Activity "Administrative support" covers the actions necessary for the functioning of the DG as such. This activity promotes and maintains sound and efficient management of human and financial resources within the DG, and ensures that resources are allocated to achieve the policy objectives of the DG. It also covers the internal control mechanism established for the DG, the document management and the internal audit.

DG HR – through the scheme of shared services – also provides support in the area of local Human Resources ("RRH role") and financial management to the College (Cabinets), the European Personnel Selection Office (EPSO), the Internal Audit Service of the Commission (IAS), the Task Force Greece (TFGR) and the Support Group for Portugal (SGPT). Negotiations are ongoing to extend these shared services to other Commission services.

### **Specific Objective VII.1:**

<b>Ensure a sound financial management, monitoring and reporting system in DG HR and for other Commission Departments under the scheme of shared services, run the internal control and risk management system effectively and ensure an efficient internal audit system</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (annual)</i>
<i><u>For regular activities in DG HR</u></i>		
% of contributions to the budgetary procedure delivered on time	100 % in 2011	100%
% of budget execution in commitments	98.8% of C1 on 30/11/2011	> 98% on C1
% of budget execution in payments on committed appropriations	85.1% of C1 on 30/11/2011 91.6% on RAL in 2011	> 80% on C1 >95% on RAL
% of payments within contractual delay	72% on 30/11/2011	> 90%
Invoice registration time	14,4 days on 30/11/2011	≤ 5 days
% of internal control measures implemented	96% on 31.12.2011	100%
Number of critical risks of the Management Plan that effectively materialised	1 in 2011	0
Number of critical / very important audit recommendations overdue by more than 6 months	6 on 31/12/2011	<3

Number of registered exception reports, except missions with no financial impact	on 30/11/2011	< 10
Number of negative opinions given by the GAMA on DG HR procedures	0 on 30/11/2011	0
Coverage of ex-post controls (in €)	7,8% on 30/11/2011 5,8% on 30/11/2011 19,3% on 30/11/2011	10-15% of commitments 3-5% of payments 10-15 % of recovery orders
% of total expenditure with unacceptable result during ex post controls	0,1% on 30/11/2011 on commitments 0,4% on 30/11/2011 on payments 2,0% on 30/11/2011 on recoveries	< 2% for any type of transaction
Total of a posteriori commitments as % of total expenditure	0 in 2011	0
N° of ex posts controls on files and results obtained on these controls (for non-financial transactions)	> 20 in 2011	20 files
<i>Main Outputs for 2011 and beyond</i>		
<u>Regular activities</u>		
Manage and continuously improve the processes 'Budget and Finance' for DG HR and Security and other Commission Services		
Manage and continuously improve the process 'Internal Control and Risk Management'		
Manage and continuously improve the process 'Evaluations', incl. integration of targeted customer satisfaction surveys for HR core processes		

### **Specific Objective VII.2:**

<b>Recruit, welcome, train, assess and assist staff of DG HR and of other Commission Departments under the scheme of shared services to develop their full potential and enhance the effective and efficient operation throughout the year 2011 and beyond</b>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities in DG HR</i>		
Women in AD non-management functions	41,5% in Oct 2011	+/- 50%
Women in Management Positions	30% in 2011	31% by the end of 2014
Permanent staff leaving the DG before two years in the DG	1,2% of permanent staff in 2011	< 1%
Completion of job descriptions and objectives	November 2011: +/-90% for JDs	≥ 90%

Completion of e-CVs	36% (waiting for launch of new module)	≥ 90%
Timely completion of appraisal reports	100%	≥ 95%
Share of staff appealing against appraisal reports	2009: 14,2% (COM: 18,1%) 2010: 22 % (COM: 17 %) 2011: 11,3 % (COM: 11,7 %)	Achieve level below Commission average
<i>For regular activities in Shared Services</i>		
Staff satisfaction with the local HR services provided to Cabinets, EPSO, IAS, Task Force Greece (TFGR) and Support Group Portugal (SGPT)	2010 staff opinion survey: Cabinets: 58 % EPSO: 65 % IAS: 51 % TFGR + SGPT - new	> 65% satisfaction rate
# actions implemented of the action plan for HR service improvement for the Cabinets	2011: 40%	75% of actions implemented by 31/12/2012
<i>Main Outputs for 2011 and beyond</i>		
<i>Regular activities</i>		
<p>Manage and continuously improve the process of 'HR management' for DG HR and other Services, incl.</p> <ul style="list-style-type: none"> <li>- Appraisal and promotion exercise in the Cabinets managed smoothly</li> <li>- Management and implementation of the Service Level Agreement with EPSO and IAS</li> <li>- Establishment and recruitments or attachments of personnel for the Task Force for Greece and the Support Group for Portugal</li> <li>- Monitor and assist implementation of HR policy in Luxembourg.</li> <li>- Monitor respect of Luxembourg site agreement (Polfer – Kinnock) incl. quarterly reporting to the Luxembourg authorities</li> </ul>		
Manage and continuously improve the processes for 'logistics' for DG HR and other Services		
Manage and continuously improve the 'document management' processes and system for DG HR and other Services, incl. monitoring of the functioning of ARES		
<i>Specific Projects</i>		
1. Adopt HR strategy for DG HR and establish underlying database on DG HR staff		
2. Establish and adopt staff reduction and internal re-deployment concept based on HR delivery model for DG HR		
3. Revise recruitment policy/procedures in DG HR and align with staff reduction and internal re-deployment concept		
4. Align learning activities of DG HR staff with the priority areas of DG HR and the identified competency gaps		
5. Extend services by improving availability of a single point of access for HR and administrative issues for Cabinet staff and Management		
6. Review the Luxembourg site agreement with Luxembourg authorities in light of 5% staff reduction and 5% taxation.		
7. Drive the implementation of the collective agreement for private law staff at the child minding centre in Luxembourg in close collaboration with OIL and Dir D after completion of the cases before the Luxembourg labour court		

