HR IN 2017

GENERAL REPORT ON THE ACTIVITIES OF HUMAN RESOURCES AND SECURITY

PERFORMANCE THROUGH PEOPLE
HR in 2017

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**Organisational Development**

Organisational performance, resource allocation and structures ................................................................. 10
Organisational development projects and knowledge management ................................................................. 18
Report and evaluation ........................................................................................................................................ 24
HR management information systems ............................................................................................................. 25
Internal communication ..................................................................................................................................... 26
HR professionalisation and customer orientation ............................................................................................... 30

**Talent Management**

Talent Management Strategy ............................................................................................................................. 32
Managerial excellence .......................................................................................................................................... 32
Selection, recruitment ........................................................................................................................................ 34
Performance management .................................................................................................................................. 38
Development of staff competencies ................................................................................................................... 39
Career management and mobility ....................................................................................................................... 42
Diversity and inclusion ......................................................................................................................................... 46

**Fit@work**

Fit@work strategy and action plan ....................................................................................................................... 50
Physical health .................................................................................................................................................... 51
Promoting physical activities ............................................................................................................................. 53
Mental health ..................................................................................................................................................... 55
Work-life balance ................................................................................................................................................ 57
Working environment ......................................................................................................................................... 59
Social integration ................................................................................................................................................ 61
# TABLE OF CONTENT

## Security

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal security policy</td>
<td>68</td>
</tr>
<tr>
<td>Crisis management and communication</td>
<td>70</td>
</tr>
<tr>
<td>Raising awareness</td>
<td>70</td>
</tr>
<tr>
<td>Protecting Staff</td>
<td>69</td>
</tr>
<tr>
<td>Protecting assets</td>
<td>73</td>
</tr>
<tr>
<td>Protecting information</td>
<td>74</td>
</tr>
</tbody>
</table>

## Legal Affairs

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better HR regulations</td>
<td>78</td>
</tr>
<tr>
<td>Professional ethics</td>
<td>78</td>
</tr>
<tr>
<td>Disciplinary affairs</td>
<td>79</td>
</tr>
<tr>
<td>EU civil service law</td>
<td>81</td>
</tr>
<tr>
<td>Appeals and case monitoring</td>
<td>84</td>
</tr>
<tr>
<td>Salaries and pensions</td>
<td>85</td>
</tr>
</tbody>
</table>

## Partnerships

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMC Directorate</td>
<td>92</td>
</tr>
<tr>
<td>Increasing the attractiveness of the Luxembourg site</td>
<td>94</td>
</tr>
<tr>
<td>Follow-up of the UK Referendum</td>
<td>95</td>
</tr>
<tr>
<td>Social dialogue</td>
<td>95</td>
</tr>
<tr>
<td>Agencies</td>
<td>97</td>
</tr>
<tr>
<td>European schools</td>
<td>99</td>
</tr>
<tr>
<td>International affairs</td>
<td>103</td>
</tr>
</tbody>
</table>

## Annexes

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex I: Staff</td>
<td>105</td>
</tr>
<tr>
<td>Annex II: Trade unions and staff associations</td>
<td>106</td>
</tr>
<tr>
<td>Annex III: Case law</td>
<td>109</td>
</tr>
<tr>
<td>Annex IV: Career management</td>
<td>111</td>
</tr>
<tr>
<td>Annex V: Acronyms</td>
<td>114</td>
</tr>
<tr>
<td>Annex VI: Management team of DG Human Resources and Security</td>
<td>116</td>
</tr>
</tbody>
</table>
2017 marked the 60th anniversary of the Treaties of Rome and is an occasion for all the EU staff to be proud of their work, which contributes to one of the most successful projects of peace, reconciliation and prosperity. 2017 has also been my first year as Commissioner in charge of Budget and Human Resources. I inherited a motivated team in the Directorate-General for Human Resources and Security, and a policy agenda that was already well defined. I had many interactions with our staff not only in Brussels and Luxembourg but also in Ispra and across the EU, having visited many DGs. I could also meet the staff representatives several times and was pleased by the very positive and constructive dialogue we have established. 2017 was also a year of transition for this Commission, one where we deliver on a set of past commitments, and where we prepare the future.

First, in 2017, we worked on improving the structures in our organisation and on making them more efficient. A new Communication on organisation charts was adopted, that will allow the institution to become more agile and several DGs rationalised their organisation structures. We introduced some innovative pilots for internal mobility and worked on new general implementing provisions for contract agents, who are essential members of our organisation and are entitled to a motivating career like all the others. We have had to deal with difficult questions in 2017 from our British staff about their employment future. The choice of their government to leave the EU is not their responsibility. I am committed to maintaining a frank and open dialogue with our British colleagues and, in parallel, making sure that all critical points are addressed in the ongoing Brexit negotiations.

An important project, which should hopefully be concluded in the course of 2018 has to do with the HR Modernisation. The aim is to standardise, improve and expand the HR services provided to all DGs, and to do it at a lower cost, thanks to a more centralised and more efficient organisation. It is a real challenge but one that will bring ultimate benefits for all. Eight Account Management Centre units (AMC) and 43 HR Business Correspondent teams have provided streamlined HR services to colleagues across the Commission. New services in terms of career guidance are being rolled out. Consultations have been on-going with the clients of these AMCs and customer satisfaction is increasing rapidly.

2017 was also a year of transition, I would hope towards a more positive future. The Commission has launched in 2017 an important reflection on the future of the EU. The EU institutions are part of this too. Now that the Commission has successfully delivered on the 5% staff reduction target, we should be able to look with confidence and determination at the next challenges, and who we want to be as an organisation.

When I met the Parliament to take the position of Commissioner in charge of Human Resources, I made a commitment for more diversity and inclusion in the Commission. We have made good progress towards the 40% target of female representation in our management by 2019, and now stand at an encouraging 37%. Several times, I have also expressed my worry that the Commission is losing its appeal for young people in some Member States. To succeed with our new challenges, we need the most talented people from all over Europe. I want to put an ambitious equal opportunities policy in practice and increase the Commission’s competitive edge in the market for talents at the same time. We have during the year intensified our analysis on how to make the Commission an even more attractive employer, able to recruit and retain the best and the most diverse and inclusive workforce. We need to become a more agile organisation that fosters mobility, learning and development. And we need to prepare for significant replacements of staff in the coming years due to retirements.

Big challenges are ahead of us, in particular the upcoming negotiations of the next Multiannual Financial Framework. I am confident that, thanks to its great staff, the Commission will be able to deliver.

Günther H. Oettinger
Commissioner Budget & Human Resources
Executive Summary

2017 was an eventful year for DG HR. It saw a tangible progress towards the target of at least 40% of women in management, the implementation of the new HR delivery model and a series of initiatives to further support organisational development, talent management and health and well-being, while continuing to ensure a secure working environment and improving collaboration with HR partners and stakeholders. At the same time, the Commission delivered the last reduction instalment on the 5% staff reduction target for 2013-2017.

MANAGING TALENT AND DEVELOPING THE ORGANISATION

On 1 January 2018, there were 37% women in management, of which 36% in senior management and 38% in middle management, which brings the Commission closer to its ambitious target of 40% women in management by 2019.

The new HR service delivery model and simplification of HR processes particularly helped to redeploy staff to policy priority areas that were also reinforced with a complementary allocation of posts.

The percentage of jobs in horizontal process now stands at 44%, one point less than the previous year. DG HR continued developing a more coordinated approach to organisational development and supporting knowledge management initiatives to foster collaborative cultural change.

DG HR continued focusing on managerial excellence through mobility and development programmes. The revision of the rules for contract staff and tools to foster mobility also provided staff members with better career management opportunities. In addition, the Commission adopted a communication on diversity and inclusion, together with a Diversity Charter.

In 2017, the Commission reached the 5% staff cut for the 2013-2017 period.
Executive Summary

ENSURING A SAFE, HEALTHY AND SUSTAINABLE WORKING ENVIRONMENT

DG HR launched in 2017 the Health & Wellbeing fit@work Strategy and Action Plan 2017-2020 to improve mental and physical health, well-being and social integration, while reducing the Commission’s environmental impact.

Primary focus on setting the groundwork for a more integrated approach to psychosocial risks and promoting more involvement with local communities through volunteering.

Having adopted a comprehensive new legal framework for security and launched a new action plan on enhanced security measures in 2015, the Commission in 2017 further developed security rules and procedures, as well as reinforced internal communication in order to strengthen employees’ security culture.

PROMOTING A COLLABORATIVE AND ETHICAL ORGANISATION

In 2017, the revision of the Commission Decision on outside activities and assignments continued with the aim to clarify obligations and simplify the authorisation procedures. The adoption of the new decision, together with its FAQs package, is expected for early 2018.

With the creation of the Account Management Centre (AMC) Directorate, new working methods in DG HR and with HR professionals in other DGs were developed, as well as an extensive review of HR processes. Initiatives were taken to increase the attractiveness of the Luxembourg site.

DG HR continued to support the implementation of decisions in agencies and to provide direct support to agencies and joint undertakings.

It also continued to provide expertise, advice, training and security inspections to the European schools and kept an active role in the European Public Administrations Network (EUPAN). Nine exchange programmes with partner organisations like the United Nations and the World Bank were organised, and DG HR helped assess public administration reforms in enlargement countries.

Irene Souka
Director-General Human Resources and Security
DG HR works to strengthen long-term organisational performance through fit-for-purpose structures, planning and better allocation of human resources to align with Commission’s priorities. DG HR also designs and supports modernisation projects and strengthen internal communication to improve staff engagement.

**ORGANISATIONAL PERFORMANCE, RESOURCE ALLOCATION AND STRUCTURES**

Offer strategic partnership for all DGs and services in the fields of organisational development and allocation of resources, and provide guidance and advice through evidence-based insights based on quantitative and qualitative data.

**ORGANISATIONAL STRUCTURES**

Major political challenges and continuous pressure on resources call for an increasingly agile organisation, able to adapt swiftly to new and diverse challenges. DG HR’s ability to provide guidance to other DGs in improving their organisational performance has therefore been further strengthened this year. This involves working closely with each DG to help identify and develop the structures and processes of working together that will help it attain its objectives.

A new Communication on organisation charts of Commission DGs and services was adopted in 2017, replacing the previous guidance of 2007. It applies to all DGs, services, offices and executive agencies. The main focus has shifted away from compliance with benchmarks and rules towards consultancy, advice and guidance.

It recommends an inclusive approach and an increased focus on communication with staff ahead of any major restructuring.

These new rules will allow the Commission to adapt more quickly to new challenges, and to align its limited resources to shifting political and organisational priorities. They will also simplify procedures.
The Communication is complemented by implementing guidelines. In line with these, communication programmes took place in the Directorates-General for Communication (COMM) and for Migration and Home Affairs (HOME). Staff in the Directorates-General for International Cooperation and Development (DEVCO), Interpretation (SCIC) and Taxation and Customs (TAXUD) were consulted upfront on reorganisation plans and kept informed at every step.

Staff members who were more directly impacted by the reorganisation were notified of the changes that would affect them. This made it possible to gather their opinions, comments and suggestions on how to improve structures and working methods.

"These changes change the emphasis from compliance to consultancy, advice & guidance – with inclusiveness and on increased focus on communication as guiding principles."

M. Will – Director for Organisational Development
Several reorganisations in 2017 helped to align the Commission’s organisational structures with its political priorities and improved the efficiency and effectiveness of the services.

For example:

- In the context of the HR modernisation pilot conducted under the Synergies and Efficiencies exercise, all Commission DGs and services modified their organisational structures to include an HR Business Correspondent function. The HR Business Correspondent is responsible for strategic HR tasks, while the operational human resources functions were transferred to the eight Account Management Centre (AMC) units created within DG HR. In total 18 DGs suppressed their former local HR unit in this context. Along the same lines, the shared resources directorates of DGs ENV/CLIMA and HOME/JUST with six units in total were suppressed in 2017. The Shared Resource Directorate of DGs MOVE/ENER was reduced from six units to three.

- Several DGs rationalised their organisational structures to help them work more effectively. DG REGIO completed its major restructuring that had started in 2016, resulting in the suppression of one directorate and six units. This allowed resources to be redeployed from management and secretarial functions to operational tasks. DG SCIC suppressed two of its interpretation departments, and the underlying units were attached to other departments. DG RTD suppressed four units in the area of administrative and financial management. The Legal Service (SJ) created three units in its Quality of Legislation (LEG) directorate from former sectors to manage tasks and people more efficiently.

- At the same time, some services enlarged their structures in line with the increased political priorities assigned to them. In particular, the structure of the Task Force in charge of preparing and conducting the negotiations with the United Kingdom under Article 50 of the Treaty on European Union was modified and now has a Directorate and five formal units. To cope with the continuous increase in the support provided to the Member States, the Structural Reform Support Service (SRSS) was reorganised to include eight formal units instead of informal clusters. Within the Secretariat-General, a temporary Brexit Preparedness Group was created at unit level to ensure the coordination of all measures related to preparedness, including contingency planning, across all policy areas within the Commission.
ORGANISATIONAL PERFORMANCE

In line with the priorities set in the Commission work programme and the strategic plans for 2016-2020, each department draws up an annual management plan with primary objectives in its policy areas. For HR management, the main objective is that resources be deployed effectively to support priorities and core business. Departments should have competent and engaged workforce, effective and gender-balanced management teams and supportive and healthy working conditions that allow staff to perform to their full potential.

The progress in achieving this objective is measured against three key indicators:

1. percentage of female representation in middle management, which increased from 31% in 2014 to 38% in 2017, moving closer to the overall Commission target of at least 40% by 2019;
2. percentage of staff who feel that the Commission cares about their well-being, which remained stable at 35% in 2016 compared to 2014;
3. staff engagement index, which is currently at 64%, in line with other public service benchmarks.

Detailed information on the progress regarding these indicators can be found in the departments’ annual activity reports, which present the results achieved based on measures proposed in the management plans.

HR MANAGEMENT PRIORITIES FOR DGs

In the context of the Commission’s internal reallocation of resources, the set of organisational fitness indicators developed in 2016 was updated and fine-tuned.
These indicators are aimed at better understanding the organisational enablers and barriers that impact on the delivery of the priorities and core business tasks. The indicators take into account the following aspects of the organisation:

- how effectively Commission departments have been using their allocation of human resources;
- proxy indicator of departments’ workload measured by the non-recoverable overtime for staff at administrator level;
- composite indicator of administrative support, including secretarial jobs, as a proportion of the total workforce. This indicator makes it possible to check the potential for moving service staff to front-line activities;
- the degree of compliance with the benchmarks on average entity size for organisational structures set in the new Communication on organisation charts of Commission DGs and services;
- relevant results of the last staff survey to capture, in particular, how staff perceive organisational efficiency.
- Since 2017, a new indicator for corporate efforts to better demonstrate the efforts of the departments that benefit the whole organisation and that go beyond their individual mandate.

**RESOURCE ALLOCATION**

In 2017 the Commission achieved the 5% staff reduction target for the 2013-2017 period. The last reduction instalment was implemented on 1 January 2017. In total, 1 254 establishment plan posts have been cut. This means no further posts need to be cut, although a limited number of vacant posts need to be returned under previous Commission commitments.

**STAFF REDUCTION TARGET**

![Reduction by 1254 establishment plan posts]

1 Delegation of tasks to executive agencies, EFSI-related compensations, phasing-in of resources in the GNSS Agency.
The new approach to the allocation of resources in the Commission adopted on 4 April 2016 made the allocation process more transparent, evidence-based and better linked to political priorities. This new approach has been continued and improved this year, taking into account factors such as political priorities and legal obligations, organisational fitness\(^2\) and the corporate efforts made. As a result, it clusters DGs in three priority groups: high, medium and moderate priority.

Following this approach, in May 2017 the Commission decided to redeploy between its services a total of 181 posts to priority tasks such as managing the migration crisis; new initiatives such as the External Investment Plan; the creation of the European Solidarity Corps; the Defence Action Plan; capacity building for security and development; and posts to deal with immediate needs arising from preparing the Article 50 negotiations with the UK.

Another redeployment decision was adopted in December 2017. It concerned further 144 posts with a strong focus on ensuring preparedness for the consequences of the withdrawal of the United Kingdom from the EU.

Creating a stronger link between resources and political priorities was possible notably thanks to redeploying posts from translation and HR, as well as restructuring some services and applying a redeployment tax of maximum 0.5% to services with medium and moderate priority.

**ADDITIONAL POSTS TO PRIORITY TASKS**

- MIGRATION CRISIS
- EXTERNAL INVESTMENT PLAN
- EUROPEAN SOLIDARITY CORP
- DEFENCE ACTION PLAN
- CAPACITY BUILDING FOR SECURITY & DEVELOPMENT
- NEGOTIATIONS WITH UK

The allocation decisions adopted in 2017 have also helped implement further synergies and efficiencies in the Commission, especially in the HR modernisation and logistics strands, and have enabled departments to redeploy human resources to their priority tasks.

In 2017, the Commission continued to delegate certain implementation tasks to executive agencies and to one decentralised agency (the European Global Navigation Satellite Systems Agency). This translated into a reduction of 63 posts and other personnel in Commission departments.

\(^2\) Further information on fitness indicators is provided in the previous section on Organisational Performance.
HR SCREENING

The Commission screens all its jobs annually to monitor the progress in reducing of administrative overlap and to stimulate the move towards a higher proportion of operational jobs. To ensure comparative data over time, the same methodology has been applied for several consecutive years. All Commission jobs are categorised into three main groups:

- **operational**: directly serve EU citizens and mainly concern policy, law-making, programme management and implementation
- **neutral**: involve activities such as financial transactions, audits on EU expenditure and linguistic support.
- **administrative support and coordination**: can be found predominantly in logistics, human resources, IT, document management and communication. These jobs ensure the proper and smooth day-to-day functioning of the Commission.

In 2017, 53.7% of all jobs on the Commission premises were accounted as operational jobs, which is a slight increase of 0.3% compared to 2016. When excluding trainees and service providers, we note a full 1% increase (from 54.6% to 55.6%) which indicates that our statutory staff are increasingly redeployed to these roles.

JOBS BY SCREENING CATEGORY

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<th>2010</th>
<th>2012</th>
<th>2016</th>
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<tr>
<td>All staff</td>
<td>50.9%</td>
<td>51.8%</td>
<td>52.1%</td>
</tr>
<tr>
<td>Without service providers and trainees</td>
<td>19.6%</td>
<td>20.6%</td>
<td>20.5%</td>
</tr>
<tr>
<td>All staff</td>
<td>29.5%</td>
<td>27.5%</td>
<td>27.4%</td>
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</table>

Source: Commission’s job screening exercises, based on Sysper data; snapshots reference dates: January 2010, 2012 and 2016 and June 2017; due to rounding effects to one decimal, totals may not always appear to add up.
HR PORTFOLIO MANAGEMENT

Setting up local HR Business Correspondents and creating the Account Management Centre as part of the HR modernisation made it necessary to establish a comparable contact point on strategic issues in DG HR. A portfolio management approach was therefore launched in 2016 and further developed and implemented in 2017. Each portfolio manager is liaising with a group of DGs and cooperates closely with them to ensure the strategic HR issues are appropriately reflected in their business decisions such as allocation of resources, reorganisations, workforce planning and internal communication.

The key purpose of the portfolio management approach is to:

- boost overall consistency and alignment through strategic knowledge sharing and help for managers;
- systematise the use of structural knowledge to increase the impact of intelligence about the DGs;
- provide high quality support and advice on HR policies, in particular to the local HR Business Correspondents.

EU DELEGATIONS NETWORK

The allocation of Commission resources to Delegations has to accommodate their changing role on the international stage. The number of ‘mixed posts’ in the network, simultaneously serving several DGs outside the external relations family, currently stands at 30.

In 2017, the Commission was particularly active in contributing to initiatives on career development in the EU’s external relations area. For example, it made it easier for staff to move from the Commission to the European External Action Service (EEAS) and introduced a number of talent management initiatives to train staff in external relations. Middle managers in the Commission were encouraged to move jobs through a call for expressions of interest for positions as Heads of Delegation worldwide. Significant steps were also taken to pave the way for increasing Commission-EEAS rotation in the future. Additional measures to improve work-life balance and promote staff engagement in EU delegations were endorsed in the Committee for management of Commission resources in delegations (COMDEL) and the Steering Committee for Delegations (EUDEL) in 2017. These measures included allowing staff working in EU Delegations to telework, initially as a pilot exercise in four Delegations in the first half of 2018. Teleworking could be gradually rolled out across the network after the pilot results have been assessed.

Further rationalisation efforts were pursued with initiatives such as the kick-start of the COMDEL Decision review at the end of 2017, to be completed in 2018. DG HR, together with the EEAS and DG DEVCO, worked towards a long-awaited and ambitious initiative to modernise the employment conditions of local agents in EU Delegations. This should lead to the adoption of three joint decisions.
ORGANISATIONAL DEVELOPMENT PROJECTS AND KNOWLEDGE MANAGEMENT

Strengthen sustainable organisational development by designing and supporting modernisation projects and change initiatives for effective and efficient Commission-wide collaboration.

The Organisational Development Directorate is looking back on an eventful year, in which it continued to manage the implementation of the new HR delivery model and adjusted also its own daily business to the new model. Progress was also made in other major change processes in the fields of domain leadership and knowledge management. Commission en Direct went digital and is now the prime source of internal news for many colleagues. Negotiations on the roll-out of Sysper, the Commission’s main human resources management IT application, to other institutions and (executive) agencies were concluded. Routine processes like resource allocation, HR reporting or the staff survey were carried out and further improved in 2017.

ORGANISATIONAL DEVELOPMENT

Work continued to develop the organisational development function within DG HR. This new function and its value for the Commission have to be specifically defined. The priority lies on developing a more coordinated and comprehensive approach to issues and projects related to organisational development across the Commission.

In 2017, several concrete projects and initiatives aimed at strengthening various aspects of organisational development in DGs already received support from DG HR. Moreover, the organisational development team organised a pilot story-telling session where colleagues from DIGIT and NEAR shared their experiences with two organisational change initiatives led by their respective Directors-General. Other major projects concerned the domain leader function as part of the Commission’s drive for synergies and efficiencies, implementation of the Commission’s Knowledge Management Strategy, the reflection on the Workplace of the Future as well as the work of the inter-service group for public administration, and other organisational development initiatives in several DGs.

SYNERGIES AND EFFICIENCIES REVIEW

In the context of the Synergies and Efficiencies Review, five domains and their domain leaders, namely human resources management (DG HR), information and communication technologies (DG DIGIT), external and internal communication (DG COMM, DG HR), logistics (DG OIB), events and meeting room management (DG SCIC) are progressively being modernised to ensure services are provided in a more professional, efficient and straightforward way.

Financial management (DG BUDG), logistics in Luxembourg (DG OIL) and publication services (DG OP) prepared to join the above list as domain leaders in their respective fields.
The final allocation of HR resources for 2018 provided the opportunity to take stock of the progress achieved in the individual domains in 2017. Savings have materialised notably in the HR and logistics domains, but the other domains have also advanced well in identifying their community and defining action points for outreach, professionalisation and functional reporting.

MODERNISATION FOR A MORE PROFESSIONAL, EFFICIENT & SIMPLIFIED PROVISION OF SERVICES

A series of outreach and engagement activities led by DG HR have helped to progress towards the objective of a more aligned vision on domain leadership and have helped develop solid and well-functioning communities, since these are the horizontal strands of work in this area.

A high-level Domain Leadership seminar with senior representatives of domain leaders and central services (SG, BUDG, HR) was organised by DG HR in June 2017. The seminar demonstrated a common understanding of the domain leadership concept, its challenges, possible enablers and next steps. The meeting conclusions fed into the draft mutual expectations paper, further defining domain leaders’ responsibilities, methodologies and partnerships. The paper is expected to be finalised in early 2018. DG HR also developed a detailed framework for a dedicated domain leadership capacity in each of the domains.

The Communication on Synergies and Efficiencies stipulates that each domain leader contributes to the appraisal of the local domain managers. DG HR has issued guidance documents and an assessment framework to ensure a consistent approach. As an example, DG HR as domain leader contributes to the annual appraisal of the HR Business Correspondents.

DG HR, in cooperation with the Office for Infrastructure and Logistics in Brussels (OIB) and the Directorate-General for Informatics (DIGIT), organised a ‘People Logistics Workshop’ in June 2017 to clarify the roles of all those involved in recent reorganisations in these DGs and to analyse the links between the newly created processes.
**HR MODERNISATION**

As a domain leader for human resources management in the context of the Synergies and Efficiencies Review, DG HR has changed its service delivery model to achieve a more consistent and efficient application of HR policies, while maintaining a balance between centralisation and business proximity.

The HR modernisation has undergone a pre-pilot phase in 2016 with a few DGs and is currently in the second wave of the pilot prior to the full roll-out of the model planned for mid-2018. The second wave of the pilot, which was officially launched on 16 February 2017, set up and staffed all eight AMC units with around 450 staff altogether.

All Commission services joined this second wave pilot and are currently served by their corresponding AMC unit. The creation of the AMC units made it possible to introduce a number of technical standardisations, such as harmonising around 550 job descriptions, and halving and harmonising functional mailboxes.

From the outset of the pilot, the top priority of the HR modernisation project was to guarantee the business continuity of HR services for all Commission staff. Despite the scale of the change process, the DGs confirmed that this continuity was successfully ensured. Several HR processes have already been streamlined and harmonised benefiting from the adoption of common HR workflows, thus allowing a more uniform implementation of HR rules and procedures. It is also worth mentioning that career guidance and coaching services—which are significantly more professional and accessible than was on offer in some DGs up until February 2017—now attract more staff members.

Emphasis was also placed on improving coordination and cooperation between AMC units and the other HR actors to ensure the efficient delivery of HR services. Thematic HR networks were set up for AMC. The networks also contributed to a comprehensive review of all HR processes in May–July 2017. This review helped identify good practices and ensure their uniform use across the different AMC units, as well as identify a number of issues and inefficient practices. There remains considerable room for improvement in the area of harmonisation and simplification, despite the impressive progress made.

In addition to this ongoing review, feedback on the HR processes and services was collected from numerous sources (HR community, Commission staff, managers and senior managers). It helped identify possible changes to the model, which—after their implementation in the course of 2018—should lead to more efficient HR processes.

Another priority for the project is to improve the service offer by developing new HR services notably in head-hunting, HR analytics, career guidance, selection and recruitment, and staff performance management.
The project has also helped achieve some **efficiency gains**. The HR ratio (HR staff\(^3\) to Commission staff) decreased to 1:34 from 1:29 following the creation of the AMC Directorate. 135 jobs in HR (corresponding to 10% of the total HR community) have been cut in less than 3 years. The final target is 1:40, and any further adjustments and simplifications introduced by the model are expected to help make progress towards this target. Improving and further automating HR tools and workflows will be a major contributor to this aim and corresponds to a legitimate expectation from HR clients to receive a better and modern service. The **mutual expectations paper**\(^4\) establishes the roles and responsibilities of all HR actors, thus improving accountability and reducing the duplication of work. The document will continue to be updated as the model is adjusted.

The **HR Business Correspondent (HR BC) teams** have been complete since June 2017. HR BC teams have received support predominantly via the HR BC network, which was established to assist them in developing their strategic HR skills, to inform them of the latest developments in HR policies, and to ensure that functional reporting lines are in place. Nevertheless, further efforts are needed to allow HR BC teams to fully perform their strategic role. The development of regular HR reporting packages and a more strictly delimited responsibilities among HR actors should lighten the HR BC team’s workload and help them in their role.

More work is also needed to render the processes and workflows fully efficient. Of significance is the need for better communication within HR and with its clients. Outstanding challenges aside, the HR modernisation project has made significant strides in 2017 towards the harmonisation and standardisation of HR practices, which has led to a fairer and more consistent application of HR rules among all DGs.

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\(^3\) All HR-related jobs, excluding inter-institutional services and unique functions like medical or paymaster services.

\(^4\) Further information is provided in the previous section on the Synergies and Efficiencies Review.
**STAFF MATTERS PORTAL**

The new Staff Matters Portal will be the single knowledge base for all HR-related processes and a platform for requesting and managing user support. It has three main access points:

1. **The Staff Matters site** on My Intracomm. The site was launched in September 2017. A new taxonomy, information architecture, and ‘look and feel’ were proposed based on extensive usability studies. Data mining scripts were launched to improve the quality of the content, and work has been done on making the search function more efficient.

2. **A front office** linked with the Staff Matters site where HR-related questions from staff or professionals are submitted via a question/answer system. This is coupled with a rule engine to route questions from users to the back office and to the correct group of handlers.

3. **A back office** where questions arrive and are handled by the appropriate group(s). A question might need to be transferred to another team or split into multiple sub-tasks. A single back-office environment will be rolled out to allow for shared questions to be resolved jointly.

A pilot was launched in 2017 to test and develop the Portal. In 2018, the Portal will be gradually extended to more HR processes.

**KNOWLEDGE MANAGEMENT**

DG HR is one of the central players involved in the design and implementation of the knowledge management policies in the Commission and is part of the core group running the Information Management Team.

In 2017, the focus was on preparing the Knowledge Management Network to play a more active role, and creating the **Knowledge Worker Manifesto**, a document drafted by staff and containing the 10 principles that guide knowledge workers in the Commission. Other HR initiatives in 2017 concerned knowledge management and collaborative cultural change, such as the HR modernisation project and the Workplace of the Future.

DG HR also designed a training course for staff on collaborative tools that will be deployed in early 2018. It is leading Commission-wide work on talent-search capabilities, is part of the working group on artificial intelligence organised by DIGIT and a key partner in setting up a one-stop shop for collaboration.

Internally, DG HR is experimenting with new and more collaborative ways of working, thanks to the increasing use of Connected, and other initiatives such as job shadowing and project teams.
Last but not least, the DG has designed a staff survey to investigate the status of collaboration across the Commission. The results will feed into the new corporate communication strategy on collaboration. The findings of a new qualitative HR report on collaboration will help define the actions needed in 2018.

**SERVICE-LEVEL AGREEMENTS**

DG HR provides other Commission DGs and other EU institutions, agencies and bodies with a growing number of HR services, including security, medical and training services and HR IT services (see the section below on Sysper). To date, about 100 HR service-level agreements have been signed with external clients covering a variety of HR services.

In order to align the way DG HR provides services with the conditions laid down in the new Commission ‘Guidance on the provisions of external services to EU institutions, agencies and bodies’, adopted in March 2017, DG HR has assessed the costs associated with the services it provides and prepared a revised set of service-level agreements and a service catalogue. The new framework aims to achieve greater transparency, harmonisation and simplification of budgetary procedures through modernised and cost-efficient HR services, while ensuring budgetary neutrality across the EU institutions.

To this end, the Internal Audit Service (IAS) audited the current DG HR service delivery and compliance of the newly established approach, which also included survey results from DG HR’s biggest clients. At the end of 2017, DG HR was finalising negotiations with its 70 client institutions with a view to start implementing the new generation of service-level agreements in 2018.
REPORT AND EVALUATION

Strengthen sustained organisational performance through reporting and evaluation to increase the effectiveness of HR policies in achieving the Commission’s objectives.

REPORTING AND ANALYTICS

In 2017 a single HR Business Intelligence team was set up in DG HR to improve the quality of HR reporting services.

The HR modernisation involved developing a new catalogue of reporting solutions and products, for example an overview table of people and jobs per DG and several reports on time management and working conditions. To enhance synergies and efficiencies, the monthly delivery of standard reports to AMC units and HR BC team was automated. A user-community was created and is now collaborating closely through Connected and various workshops.

Work to introduce more modern and user-friendly tools started in 2017. The new ‘HR Analytics-Persons & Jobs’ application makes it possible to analyse HR data from various angles and at different levels of detail. The tool compares a given entity with Commission average values, identifies trends and answers ad-hoc questions more rapidly. The prototype of an interactive HR dashboard was developed in 2017 and will be rolled out in 2018.

A new project of refactoring will further improve the quality, reliability, consistency and security of HR data. Along with the extension of Sysper to other EU institutions, the reporting services were further extended to European External Action Service (EEAS) and analysis started for on-boarding the Ombudsman and the Single Resolution Board (SRB).

HR DATA LAB

In 2017, DG HR set up the HR Data Lab project, an ambitious initiative to deliver complex human resources insights by applying advanced data mining and data visualisation methods to diverse data sources. This initiative adds to the existing HR reporting and analytics services by incorporating the latest data analysis and visualisation techniques and provides new insight into the data available to the HR community.
The HR Data Lab contributed to the selected range of topics, including the Workplace of the Future project, workforce planning and headhunting/talent management. In-depth analysis of working patterns and methods such as teleworking, part-time and staff missions enabled DG HR to advise professional communities on the changes needed to convert their workplace into a modern and efficient working environment.

Workforce projections help the Commission develop a workforce with the qualifications to perform the tasks expected of the Commission. DG HR produced workforce projections, incorporating for the first time job profiles obtained through a deep text analysis of the job descriptions. These projections were used in 2017 to plan future recruitment competitions and determine the room for manoeuvre in allocating budgetary and human resources.

Efficient talent management is a priority for the Commission and DG HR. The HR Data Lab contributed by delivering a working prototype that uses the most advanced full-text search engine on the most updated information from job descriptions. In several cases, the prototype not only helped HR services to identify ideal candidates for available vacancies, but also helped identify and cluster professional communities.

**HR MANAGEMENT INFORMATION SYSTEMS**

*Strengthen sustained organisational performance through HR management information systems. The HR management information system (HRMIS) strategy was designed to invest in innovative projects and to improve the productivity of IT at lower costs.*

In 2017, 38 new projects were launched to improve the performance of Sysper and other IT systems, and reporting services. New IT projects were prepared for implementation in 2018 and 2019 with a more limited budget for development than in previous years. The projects focus on specific HR processes, in particular on:

- **HR modernisation** — Support for the AMC units and HR Business Correspondents continued through aligning the workflow of various HR processes with Sysper and developing the Staff Matters Portal.

- **Organisational development** — A project to create a new tool to manage reorganisations and resource reallocations in Sysper delivered a first technical milestone, the org chart viewer. This makes it possible to generate and customise visual representations of official organisation charts directly from Sysper. The analysis and the prototyping for the ATLAS project to match resources with priorities was also started. The replacement of Commission en Direct internal magazine with a daily news feed on My Intracomm was completed.
• Talent management strategy — To support staff mobility, a new vacancy publication alert system was launched, which allows any staff member to be better informed about new job opportunities. Workflows and new paperless mechanisms for HR processes were established, including an e-workflow for the ad-interim procedure and an electronic timesheet for registering and invoicing the work provided by interim staff.

• Health and well-being — The recommendations for improvement and simplifications made by the auditors in 2014 and by the summer working groups in 2016 have gradually been implemented.

• Legal affairs — The functionality of the application for appeals and case monitoring was updated and other technical improvements were also put in place. The ethics module was made more user-friendly.

Several other cross-cutting projects were implemented in 2017, including in the field of security, mobile applications (OnTheGo) and applications for updating the basic entitlements.

DG HR has signed at the end of 2017 51 new service-level agreements for the provision of external HR services with EU Institutions, Agencies and bodies.

**INTERNAL COMMUNICATION**

*Help everyone working at the Commission to understand the organisation’s mission and strategy and, as such, help to build and maintain staff engagement*

**DOMAIN LEADERSHIP**

DG HR further developed its role as domain leader for internal communication in the Commission. Together with DG COMM, the domain leader for external communication, DG HR has established the high-level Corporate Communication Steering Committee, and runs monthly meetings of the Communication Network, bringing together managers in both internal and external communication.

This has led to greater consistency and efficiency in both domains. The introduction in 2017 of a two-way evaluation process between the central domain leaders and local domain managers has also led to better governance.
PROFESSIONALISATION OF THE COMMUNICATION COMMUNITY

As domain leader in internal communication, DG HR worked with DG COMM to develop a professionalisation programme for the members of the communication function. They established a competency framework for the communication domain and assessed functional maturity and skills needs. Based on this work, the catalogue of communication training courses was revised and new informal learning opportunities and a resource centre were launched. These actions were endorsed by the Corporate Communication Steering Committee in October 2017.

INTERNAL COMMUNICATION DAY AND AWARDS 2017

DG HR organised the seventh edition of the annual Internal Communication Day and Awards, celebrating the best internal communication achievements and helping to spread good practice. Participants also had the opportunity to hear from world-renowned speakers on the latest trends in internal communication.

STAFF SATISFACTION SURVEY

DG HR supported Commission services with their follow-up action to the staff survey results of 2016. Most services drew up specific action plans to address the main issues identified in the survey with their staff. DG HR provided support to services with organising activities in areas such as staff wellbeing, staff engagement, organisational development and internal communication. These plans are now in the implementation phase and their effect will be evaluated in the next Staff Survey, which will be launched in October 2018.

COMMISSION EN DIRECT

Following a decision to end the print version of Commission en direct, the last edition of the monthly magazine – a souvenir edition with a foreword by President Juncker – appeared in March 2017.
This brought to a close 50 years of internal print publications in the Commission. Its replacement, a daily online news service on a redesigned corporate homepage, was launched the very next month. The impact was immediate. Traffic on the homepage increased by 100%, and has remained at that high level. Staff feedback has been universally positive. Commission en direct online articles receive around 5-8 000 page views every day. The most read article of 2017 was the report on September’s State of the Union address.

**MY INTRACOMM**

In 2017, My Intracomm completed the upgrade of all corporate and local sites into a new ‘look and feel’ and navigation system. This improved coherence and access to content, and created a responsive display to allow navigation via various devices and browsers.

The integration of Commission en direct and the launch of the new Staff Matters Portal were further supported by introducing a new content model, including a dedicated taxonomy, which dramatically improved search results on these sites.

These improvements helped local site owners avoid duplication of corporate content and ensure that obsolete content is removed from corporate sites. A major milestone in 2017 was that My Intracomm switched its analytics platform to a new open-source tool. This allows corporate and local site owners to visualise traffic on their sites in real-time, and helps them analyse the user population. Commenting and ‘liking’ features were also further developed, both at central and local levels, in order to improve the social dimension of the Commission intranet and support two-way communication. The total page views for the My Intracomm platform in 2017 was approximately 28 million.

**VIDEO**

The use of video as an effective communication tool continues to grow. In 2017, around 80 videos were published on My Intracomm. These included videos related to Commission policy priorities, organisational and HR issues, and videos highlighting the work and contribution of Commission staff.

A new series of ‘People Behind Priorities’ videos was launched in June 2017, highlighting the work of colleagues from different DGs working together on Commission priorities. Seven episodes of the series were filmed, edited and published in 2017 on Commission en Direct, featuring colleagues from nearly 20 different services. 14 videos were produced by other DGs, meaning that nearly every service of the Commission had its work portrayed in at least one video this year. DG HR also regularly filmed and edited videos on HR-related matters which were published on My Intracomm.
CAMPAIGNS

There were three major internal communication campaigns in 2017. To mark the 60th anniversary of the signature of the Treaties of Rome, DG HR organised a series of events. More than 2000 colleagues from different DGs participated in the 'human 60' photo. A lunchtime conference on the history and the future of the Union gathered colleagues from different generations.

Staff were also invited to share their EU Stories and the two colleagues whose stories were most liked by everybody received a special award from Commissioner Oettinger at the Internal Communication Awards ceremony.

Following the 60th anniversary celebrations, and leading up to the 2017 State of the Union address, all staff were encouraged to contribute and comment on the White Paper on the Future of Europe.

This engaging exercise was carried out in each DG and service and resulted in a significant amount of ideas and comments which were then forwarded to the President’s Cabinet. Consultancy support was also provided for the follow-up action plans drawn following the results of the 2016 staff opinion survey.

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5 Further information is provided in the previous section on the staff satisfaction survey
**HR PROFESSIONALISATION AND CUSTOMER ORIENTATION**

*Build a foundation of essential HR knowledge, develop competencies of HR colleagues and align our standards with those of the profession.*

In 2017, the HR Professionalisation team helped many HR colleagues improve their capacity to deliver efficient and effective solutions. The team did this by offering classroom training modules on ‘HR essentials’ (the HR roles and processes), change management and customer orientation.

The team organised 29 ‘HR pills’ (short 30-minute sessions of condensed HR knowledge) on a variety of topics such as diversity and inclusion, cognitive bias, HR service delivery, effective teamwork and middle management mobility. HR colleagues who attended external HR conferences and learning events shared insights and knowledge in dedicated lunch-time talks. The feedback session on people analytics attracted more than 30 participants.

The number of subscribers of the HR Development News Flash, a bi-weekly newsletter, is growing constantly and has reached nearly 800 subscribers. The new HR Professionalisation space on the Connected platform also attracts a growing number of visitors.

The HR Professionalisation team also provided consultancy, participates in selection panels and organised an induction programme for AMC staff (20 sessions with 642 participants).
Our ability to deliver on Commission priorities and core business depends above all on the competencies and dedication of our staff. DG HR intends to ensure the best possible match between staff competencies and service needs in order to have the right person, in the right job at the right time.

TALENT MANAGEMENT STRATEGY

The Commission’s Talent management strategy is structured around five pillars:

1. promoting managerial excellence,
2. better aligning recruitment and performance,
3. fostering staff development,
4. strengthening the collaborative corporate culture,
5. clarifying career expectations.

It draws on two cross-cutting policies: staff mobility and diversity and inclusion.

MANAGERIAL EXCELLENCE

Support managers in selecting staff, contributing to staff’s development, motivation and engagement on a daily basis to achieve expected results. Ensure managers not only have good knowledge of their subject areas but are also be outstanding people managers.

The Commission’s new Talent Management Strategy puts a special focus on managerial excellence, acknowledging the essential role that managers play in delivering on the political priorities through their teams. Managers need to combine a very good knowledge of their subject areas with outstanding skills in managing work and people.
Their mobility around the organisation is intended to better equipped them to handle complex, multidimensional and Commission-wide challenges. In addition, the Commission is striving for a diverse management population, notably in terms of gender balance, and has put in place a range of measures to move towards that objective.

The new middle management policy feeds into several HR measures, including selection, performance management and learning and development.

In line with the greater emphasis on managerial excellence and achieving effective management:

- assessment centres are being organised for all candidates shortlisted in middle management selection procedures;
- candidates at grade AD8 with two years in the grade are eligible for head of unit positions;
- the new skills expected of middle managers will be included in the selection criteria for middle managers and training programmes for this group.

TOOLKIT FOR MANAGERIAL EXCELLENCE

- ASSESSMENT CENTRES FOR SELECTION PROCEDURES
- SPECIAL EMPHASIS ON MANAGERIAL PERFORMANCE IN APPRAISAL EXERCISE
- TARGETED LEARNING & DEVELOPMENT OFFER FOR MANAGERS
- 360° FEEDBACK PILOT EXERCISE

From the 2017 appraisal exercise onwards, in addition to looking at general performance, reporting officers were invited to put a special emphasis on managerial performance. That applied to all staff with managerial responsibilities, irrespective of their specific role.

Moreover, middle managers’ appraisal reports contain a conclusion on whether their managerial performance has been satisfactory. The general implementing provisions were amended accordingly.
DG HR also reviewed the competency framework for middle managers to align it with the 2016 Middle Management Decision. Targeted learning and development opportunities were developed for middle managers to allow them identifying appropriate training or coaching sessions and help them improve their managerial skills. First-time managers appointed since 16 September 2017 are offered a dedicated development programme to help them settle in their new managerial functions during their probation period.

The redesigned Senior Management Development Programme had 17 participants in 2017. The large majority of them were newly appointed Directors who have been in the job for 8 to 10 months. Participants in the programme receive continuous feedback from HR experts and benefit from a tailor-made programme of personal development and individual coaching.

Following a successful pre-pilot, the corporate 360° feedback pilot for senior managers was further expanded in 2017, with two additional waves including a total of 45 senior managers in 16 different Directorates-General.

It provides senior managers with an all-round view of their leadership capabilities, and allows them to compare their self-image with the portrait that comes out of the observations of their managers, peers and members of staff. When running at full steam, the 360° feedback programme will cover around 100 senior managers every year.

**SELECTION, RECRUITMENT**

*Ensure the best possible match between Commission’s needs and staff competencies. Recruit talented staff with the highest standards of ability, efficiency and integrity to continue building a diverse workforce.*

To achieve this objective, the European Personnel Selection Office (EPSO) regularly organises competitions for officials and selection procedures for temporary and contract staff at the request of the Commission and other EU institutions.

The names of successful candidates to competitions (laureates) are published on a reserve list. Directorates-General may then select the most suitable candidates for their vacancies, after considering internal candidates.
OFFICIALS AND TEMPORARY STAFF

In 2017, around 550 vacant posts were filled with newly recruited officials or temporary staff, meaning there were slightly fewer recruitments than in 2016. While the number of officials recruited fell by 25% compared with 2016, 40% more temporary staff were engaged in 2017 than in 2016 to fill AD specialist profiles requiring specific expertise and to respond to a shortage of AST/SC laureates in the secretarial field.

About 60% of the newly recruited officials belong to the AD function group (228 recruits), of which around 65% were appointed at grade AD5 and the remainder mostly at AD7. In the AST function group, 53 officials were recruited (65% in grade AST3). In the AST/SC function group, 56 officials were recruited (60% in grade SC1, the remainder in grade SC2).

OFFICIALS RECRUITED 2017

In addition to the new recruits, 102 officials were transferred from other EU institutions to fill vacant posts in the Commission, of which 65% in the AD function group.

Though most senior management vacancies are filled by internal candidates, the Commission regularly publishes a number of senior management jobs externally.

In 2017, it did so for four jobs – one at Director-General level and three at Director level. In addition, two external candidates were appointed at Director level following selection procedures launched in 2016.
OPEN COMPETITIONS AND MANAGEMENT OF RESERVE LISTS

In 2017 the Commission started implementing the newly adopted language regimes for linguistic, generalist and specialist competitions.

For generalist AD5 competitions, a new procedure was applied for the first time in March 2017. It allows the candidates to choose from amongst the five languages most frequently declared by candidates for the assessment centre phase of the competition. The same linguistic requirements applied for the AST/SC competition for secretaries launched in November 2017.

For the specialist competitions, the language regime is based on the specific needs of the service requesting the competition (the choice is driven by the interest of the service). Reserve lists for specialised roles were published for AD officials in the fields of information and communication technologies, anti-fraud investigators, audit, nuclear energy experts and translators.

Other AST reserve lists were finalised in the fields of linguistic assistance and audio-visual technics.

In 2017, three specialist competitions were launched:

- AD7 financial economics and macroeconomics (ECFIN, ESTAT, FISMA, COMP, JRC);
- AD6 and AST3 buildings specialists (OIB, OIL);
- AD6 and AST3 communication specialists (COMM).

Other major specialists competitions are in preparation and should be launched in early 2018, confirming the trend within the Commission to recruit more people with specialist profiles.

DG HR also improved the monitoring of competitions by analysing variables such as nationality, age, gender and the profiles of laureates.

In parallel, EPSO implemented a number of initiatives to improve its general outreach, developed campaigns and implemented actions to increase the pool of candidates for EU jobs.
These included a revamped and more interactive website in all EU languages, more visibility on social media; steps to further develop a network of students ambassadors; online career events and seminars for eight EU Member States with fewer than average numbers of candidates; and ongoing work to review the institution’s image as an employer.

At the request of Commissioner Oettinger, DG HR and EPSO organised a roundtable with external and internal experts to discuss the attractiveness of the Commission as an employer. The main conclusions will be integrated in ad hoc Communication expected for adoption by summer 2018.

**CONTRACT STAFF AND OTHER PERSONS**

The Commission recruited over 1 300 contract staff in 2017. Almost 90 % of the contract staff were recruited for a fixed period (AC 3b) and the remainder were recruited with the possibility to obtain an indefinite duration contract (AC 3a).

The majority of contract staff (774) were recruited in function groups I, II and III and 534 were recruited in function group IV.

**New General Implementing Provisions for contract staff** were adopted in October 2017 by Commission Decision C(2017)6760. They provide for:

- a simplified and quicker selection procedure using a permanent database of contract staff;
- new career opportunities for the most talented contract staff;
- greater mobility of contract staff within the Commission and executive agencies;
- recognition of specific positions in the EU delegations.

Commissioner Oettinger supports the development of better career option for contract agents. Roberto Carlini (foreground right) Head of unit HRB.1, hosted a packed session at the corporate Career Day.
In January 2017, a new permanent selection tool for contract staff was launched.

This allows recruiting institutions and agencies to search the pool of applications and shortlist a certain number of candidates who, based on the information in their applications, best match the job requirements in question.

Only shortlisted candidates will be invited to sit a series of multiple-choice tests in an accredited test centre. This open-ended call for expression of interest was originally launched with 17 different generalists’ functions in function groups II, III and IV. More than 55 000 applications were received in 2017, and EPSO tested nearly 3 000 candidates in five different testing sessions.

In October, an additional profile in function group I for manual and administrative support workers was added. The Commission continues to work with EPSO to further add the possibility of recruiting profiles that are requested less frequently in function groups II, III and IV.

**PERFORMANCE MANAGEMENT**

*Ensure the best possible match between staff competencies and the Commission’s needs. Continue appraising staff and promoting staff after an objective comparison of merits and enhance performance management.*

During the appraisal exercise, direct line managers assessed the performance of around 25 000 officials, temporary staff and contract staff. From the 2018 appraisal exercise onwards, contract staff will be subject to an annual appraisal report from the third year of their engagement as a contract agent.

The promotion exercise for officials and the reclassification exercise for contract staff with a contract of indefinite duration was then launched. Each DG proposed certain staff members for promotion or reclassification after senior managers had assessed the merits of job holders within the same grade on the basis of the relevant criteria (appraisal reports, language skills and responsibilities).

Following consultations with staff representatives, lists of officials proposed for promotion or reclassification were published at DG level, and sent to Commission committees together with the appeals. The rate of appeals against the decision not to propose for promotion or reclassification increased slightly for officials (6.7%) and for contract staff (16%). The committees submitted recommendations to the relevant appointing authority after carrying out a final comparison of merits.
Several judgments of the appeal chamber of the General Court in 2017 confirmed the Silvan versus Commission case, which upheld in 2015 the validity of the Commission’s appraisal and promotion system. It judges that the measures put in place by the Commission (such as training and guidelines for assessors, common assessment standards, participation in each DG of various people at different levels of responsibility) ensure an objective comparison of merits between all officials eligible for promotion.

The annual appraisal of senior managers enable them to identify further development needs. The round of appraisals for the 2016 reporting year, involving slightly more than 300 senior managers, started in June 2017. At the end of 2017, a vast majority of the reports had been finalised, with the remainder expected early 2018. In addition, the Commission concluded 53 contracts for special advisers to Commissioners.

DEVELOPMENT OF STAFF COMPETENCIES

Ensure the best possible match between staff competencies and the Commission’s needs. Offer staff a wide range of learning and development possibilities that will help them to build their competencies to achieve their goals effectively.

The Commission’s talent management strategy aims to ensure the best possible match between staff skills, staff ambitions and the Commission’s needs so that ‘the right person is in the right place at the right time’.

The Commission’s learning and development strategy is a major strand of its talent management. It paves the way for further diversifying learning pathways to help staff learn at and through work, from experience, exchanges with colleagues, knowledge-sharing and through training courses. It also focuses on developing managers, since they are key enablers for learning and performance in the organisation.

DIFFERENT PROVIDERS – ONE AIM

Corporate learning and development units (in DG HR, BUDG and SG) and the European School of Administration (EUSA) offer learning opportunities to staff in all EU institutions and agencies.

Further information is provided in the Annex III on case law.
The services they provide cover:

- **Competencies** relevant for all staff (analysis and problem-solving, communication, delivering quality and results, learning and development, prioritising and organising, resilience, working with others and leadership), specific professional skills, financial and budgetary management, decision-making and internal procedures, career management and management training.

- **IT skills for end-users and IT specialists**, to help staff keep up with the ever-changing tools and applications they need to know.

- **Language skills**: language courses in 28 languages are offered at various levels. Although new more flexible learning methods such as eLearning and blended learning are growing in popularity, classroom-based learning remains most common for languages. There are around 8 850 staff participated in classes in Brussels (7 050 from the Commission; 1 800 from other EU institutions, bodies and agencies) and around 2 325 participants in Luxembourg (930 from the Commission; 1 395 from other EU institutions, bodies and agencies). A total of 11 175 people were trained in 2017 for both sites with a success rate of 93%.

- **Certification**: in 2017, 72 AST officials qualified to apply for AD posts during their next mobility (46 from the 2017 exercise as well as 26 ‘re-sitters’ from previous exercises).

- **Senior management**: Two new programmes for newly appointed Directors were launched in 2017, involving 43 participants. Pilots of stand-alone sessions from the programmes, as well as ‘EU in the Making’, a new series of lunchtime seminars for managers featuring high-level internal practitioners, were also launched.

- **Women in management**: a raft of new programmes aims to prepare women for a management career, in support of the institutions’ policy to promote more women in management.

The Commission’s 2017 annual budget allocation for general staff training amounts to almost €14.7 million, €5.8 million of this was managed by the DGs themselves so that they could organise events relating to their policy areas and specific learning activities or organisational development activities for their managers and teams. The share in the total budget dedicated to IT training was €1.9 million and the language training budget was €2.3 million. The EUSA had a budget of €2.9 million for management, certification and newcomers’ training in all institutions.

**LEARNING IN DIFFERENT WAYS**

Learning paths or guides for the most common types of job in the Commission provide staff with a structured framework on how to make the best use of all available learning opportunities to address learning needs. The first guide in this series, the Learning & Development Guide for Managers was published in September 2017.

Under the EU Fellowship Programme, seven high-level Commission officials, one from EEAS and two from the European Parliament, were sent as fellows to top world universities for a semester or a year, to represent the EU and for their own development working on research projects of EU interest.
The Member States Information Programme gave 264 Commission staff a better understanding of the economy and politics of one of 15 Member States, China and Norway and enabled them to strengthen links with their national counterparts.

The EUSA organised three sessions of Erasmus for Public Administration, a two-week training programme in Brussels, Luxembourg and Strasbourg. This enabled 126 young civil servants from 27 Member States to improve their knowledge of the institutions and establish mutually useful contacts.

The Commission’s internal consultants and coaches supported teams across the Commission in working together more effectively, as well as large stakeholder and strategy setting events in many DGs, particularly for the HR modernisation process.

More than 250 colleagues participated in capacity-building sessions for participatory practices. The central coaching service launched the first internal coaching network in the Commission was launched to further define professional and ethical coaching standards in the institution. It also provided coaching to support the middle management rotation exercise. A learning path for accrediting internal coaches has been established as well as one for managers to become peer coaches (more than 50 have already been trained).

There have been regular sessions of lunchtime events on issues of general interest for colleagues (almost one per week) including a series on EU issues (future of Europe, trade agenda, MFF, etc.) delivered by senior managers and one on local issues in Member States to build up country knowledge.

The migration of the central learning portal towards the EU Learn platform is well under way and will be completed in 2018. Curated resources for 29 subjects and for 28 languages are already available at any time and in various formats, including books, videos, tips and tricks, quizzes, e-learning and blended learning courses.

The online offer is increasingly aligned with the two physical Learning Centres in Brussels and Luxembourg that house a wide variety of learning support tools (books, audiobooks, DVDs, CDs). 2017 was the first year of EU Learn as the only inter-institutional learning management system. More EU institutions and agencies adopted EU Learn, resulting in more than 53 000 active users.

A mobile-friendly and intuitive interface was launched in October 2017, allowing participants to access their learning content from any device at any time. Services have piloted new types of learning formats and EU Learn features to cater for the emerging learning needs of managers and staff.
**CAREER MANAGEMENT AND MOBILITY**

*Ensure the best possible match between staff competencies and Commission’s needs. Offer clear career perspectives for staff and making mobility a central element of its strategy to help staff develop in their career through successive jobs.*

The Commission helps its staff to progress within the institution throughout their careers. During the course of their time at the Commission, officials will typically hold a number of different posts, of a varying nature and with varying levels of responsibility. Effective management of the rich internal talent pool is particularly important at a time of budgetary constraints.

**INTERNAL MOBILITY**

Changing job gives officials an opportunity to keep on learning and developing their careers, and enables the institution to remain agile and to adapt to changing operational and political priorities. Every year, thousands of Commission officials change jobs, whether within or between services. In 2017, DG HR organised two consultation rounds with stakeholders about the career issues of officials (non-management): focus groups for staff in each category, and career management discussions with all services.

The main request of staff and services during these consultations concerned the opportunities to change job, and they called in particular for a stronger support framework. As part of the roll-out of the Talent Management Strategy, the second corporate Career day took place on 9 November 2017 for colleagues from the Commission and executive agencies in Brussels and Luxembourg. More than 1 700 staff participated in this event, which included panels, training courses and stands presenting work and job opportunities in Directorate-Generals and executive agencies.

In 2017, DG HR reviewed the organisation of the Commission’s Central Career Guidance Service and the guidance it offers. A central service plays the pivot role of coordination and guidance, while a Career Guidance Officers network was re-established at the level of the AMC units. 40 new career guidance officers working in the AMC units, executive agencies or other EU institutions were presented their certificates in 2017 after completing the mandatory professional training. Official accreditations to use an IT tool on work related behaviours were given to 10 career officers.

**Job shadowing** was promoted for its benefits of facilitating exchanges and interactions and for being an excellent means of acquiring a better knowledge of a specific field. Apart from being a good networking tool and a silo breaker, it can also lead to mobility.

A workshop for HR business correspondents about the new corporate guidelines on job shadowing and a job shadowing toolkit helped to explain the process to all staff interested.
DG HR created an additional search functionality for staff looking for new career opportunities. This is a vacancy alert tool which enables officials to receive an automatic notification each time a vacancy is published which matches their criteria.

The last two grades of non-management AD (AD13-14) and AST (AST10-11) careers can be achieved by appointment to Senior Expert or Senior Assistant roles, which are associated with a higher level of responsibility and require expertise.

DG HR has reviewed all job descriptions and vacancy notices, and since 2014:

- 435 AD officials were transferred to Senior Expert posts with promotion from AD12 to AD13
- 264 AST officials were transferred to Senior Assistant posts with promotion from AST9 to AST10

The certification procedure remains a valuable HR tool in encouraging talented AST officials to progress in their careers. The 13th annual certification procedure was launched in October 2017. A pre-selection process is used to identify the best potential candidates, who are then invited to an interview with a central panel.

In line with the talent management strategy and similar to 2016, the number of candidates selected to take part in the certification training for the certification and exams was set at 60. Since 2005, over 780 qualified AST officials have been appointed to AD jobs under this procedure.

Work on several other actions started in 2017 will continue in 2018. In particular, DG HR organised steered mobility exercises, with the launch of a pilot in Luxembourg for ASTs, to be followed by other calls. It also held a structured discussion on career evolution after 4 years in the same position and investigated on headhunting as a complementary tool to traditional applications.

**INTERNAL MOBILITY FOR MANAGERS**

The Commission invites its senior officials to take stock of their professional development at certain points in their career. They are usually expected to hold a given post for 2 to 5 years. In line with this mobility policy, 23 senior officials moved jobs in 2017, 10 to another Directorate-General.

In 2017, the Commission published 32 senior management vacancies that were open to Commission staff and, in some cases, staff from other institutions and outside applicants. The selection procedure for senior managers involves the recruiting DG, Commissioners and their cabinets, DG HR and the Consultative Committee on Appointments.
The Commission appointed 42 senior managers (1 to a Deputy Director-General function and 41 to a Director or Principal Adviser function). 43% of these appointments were women. These appointments allowed this Commission to continue its progress towards the objective of having female officials in 40% of all management functions by the end of its mandate (currently 37%).

The Commission also continued its commitment to fill the number of senior management functions reserved for Croatian nationals.

The second organised mobility exercise for middle managers took place in 2017 and led to the transfer of 27 heads of unit to another DG. Almost 56% of the participants consider the final result of the 2017 exercise as satisfactory. In parallel to this exercise, 20 transfers have been agreed.

DG HR also launched a pilot scheme for the voluntary mobility of middle managers. This pilot aimed primarily at increasing the flow of information between middle managers interested in broadening their career paths, and DGs wishing to attract new talent. It concerns middle managers with 4 years’ seniority in the post.

Middle managers with at least 2 years seniority in the post can also be considered with the support of their DG. Middle managers who want to move can make such interest known on a dedicated IT platform indicating DGs and areas of activities of interest. 50 middle managers expressed their interest in 2017.

Lastly, the Commission issued a call for expressions of interest to middle managers who are exploring the possibility of being seconded in the European External Action Service to occupy a Head (or a Deputy Head) of a EU Delegation. Based on the applications received, the Commission transmitted a shortlist of 19 qualified candidates to its counterpart.

EXTERNAL MOBILITY

Temporary postings of Commission officials to organisations outside the institution are of benefit both to the Commission and to the host organisations, and also contribute to the professional development of officials.

A small number of Commission officials are currently seconded to Member States’ civil services and to international organisations. These secondments enable the Commission to build the networks it needs, promote the exchange of knowledge and information and increase mutual understanding of the legislative frameworks, procedures and the policies of the Commission and of the Member States. Ultimately this brings the EU administration closer to the citizens.

The Commission has long experience of hosting seconded national experts (SNEs) from the Member States. Around 850 SNEs provide the Commission with expertise and help consolidate relations with the

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7 Further information is provided in the previous section on Croatian nationals
Member States. There are also benefits for national governments. Staff who have worked as SNEs take home in-depth knowledge of the EU institutions and policies.

**TERMINATION OF SERVICE**

In 2017, about 600 Commission officials retired, which is quite similar to 2015 but represents a 15% decrease compared to 2016. In parallel, more than 50 officials lodged a request to carry on working beyond the normal retirement age, about one third less than in 2016.

The majority of these requests were justified in the interest of the service and were approved by the relevant authority in DG HR. In addition, around 90 officials left the Commission to join another EU institution, which is again about one third less than in 2016. This decrease in transfers out and steep increase of inward transfers from other EU institutions produced after several years a new positive net balance of transfers in 2017.
DIVERSITY AND INCLUSION

Enhance the diversity of the workforce, notably of women in management positions and staff with disabilities, and promote a flexible and inclusive working environment within the Talent Management Strategy.

The Diversity and Inclusion Strategy

The Commission continued its efforts to improve its attractiveness as an employer that values diversity and inclusion. A Communication on diversity and inclusion for Commission staff was adopted on 19 July 2017, together with a Diversity Charter. The Communication sets out a number of cross-cutting actions for all staff and management. The measures focus on raising awareness of the need to prevent discrimination and mitigate unconscious bias, and of the organisational value of diversity and inclusion.

Top-up actions have also been set for specific groups:

- The Commission remains committed to achieving the ambitious target of 40% women in management by 2019. On 1 January 2018, there were 37% women in management, of which 36% in senior management and 38% in middle management;

- The Commission is further committed to live up to the standards of the United Nations Convention on the rights of persons with disabilities, and is engaged in a stock-taking exercise as a basis for more concrete actions where warranted;

- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) staff must feel comfortable and confident about themselves in their work environment;

- Ageing staff must feel included and valued for their experience;

- Flexible and results-based working is a key element in attracting and retaining talented staff. The Commission has extended part-time and teleworking possibilities and will be monitoring their use by its staff;

- An Action Plan is in preparation which will lay down more in detail the measures to be taken under the Communication, and input from stakeholders will be sought
"We will reach a 40% share of women in management, well before the end of the mandate"

Irene Souka - Director-General Human Resources & Security
**GEOGRAPHICAL BALANCE**

EU Institutions recruit staff on the broadest possible geographical basis from among nationals of member States of the Union. Under Article 27 of the Staff Regulations, if an institution observes a significant imbalance between nationalities among its staff, it may adopt measures to address this.

These measures must be justified and must never result in the use of recruitment criteria other than those based on merit.

In 2017, the Commission examined the level of representation of all nationalities within the Institutions to whom the Staff Regulations apply. The Commission should issue a report to the European Parliament and the Council on this topic in the beginning of 2018.

**CROATIAN NATIONALS**

The Commission does not apply quotas or recruitment policies based on nationality, except on transition periods when it has to recruit staff from new Member States. For Croatia, the five-year transition period started on 1 July 2013 and will end on 30 June 2018.

By the end, the Commission should have recruited 249 Croatian officials (149 ADs and 100 ASTs).

On 1 December 2016, 84% of the final target had been attained, with 179 officials and 31 temporary staff. These figures include 5 middle managers, and 1 senior manager.

On 22 November, the College adopted a decision which assigned a target of one recruitment of a Croatian national to a middle management function to 6 DGs (in DGs ENV, GROW, ESTAT, SCIC, JRC, and RTD) to be met by June 2018.

In addition, the Commission published two Director functions in DGs EMPL and JUST reserved for Croatian nationals; one more senior management function (a Principal Adviser function in DG EAC) will be published early 2018.
Keep staff physically and mentally fit and healthy at work, in ways that respect and accommodate the needs of individual members of staff as far as possible, enabling them to thrive throughout their careers.

FIT@WORK STRATEGY AND ACTION PLAN

The health & wellbeing fit@work Strategy and Action Plan were launched in 2017 under the governance of the Health & Wellbeing Steering Committee.

The health part encompasses both physical and mental health on the one hand, and physical activities on the other. The objective is to raise awareness, develop resilience and improve the mental and physical health of Commission staff. It also covers initiatives to encourage prevention and help staff make better-informed choices about their lifestyles, and measures to reduce illness-related absenteeism.

The wellbeing part aims to promote a safe and pleasant work environment, decent working conditions, better work-life balance, and social integration. This also includes guidelines for managers to address positively people management situations that appear as challenging, as well as target support for staff’s families. Volunteering is also being promoted through team building and corporate events in order to bring staff closer to society.

The fit@work strategy is promoted across all Commission sites. Presentations are being given to senior management in different DGs in order to raise awareness, especially in terms of their role and how they can endorse measures taken under it.

In 2017 the focus was on developing and implementing actions from the Action Plan 2017-2020, while also continuing to give greater visibility to the existing wide range of health and well-being measures. The primary focus was on setting the groundwork on the prevention of psychosocial risks, encouraging healthier commuting and work-life balance.
Several health and wellbeing campaigns were conducted in 2017. The ‘Health Day’ became ‘Health Week’. 10 health events took place with Medical Service doctors, psychologists, social workers, nurses and a physical activity adviser. They spent a full day with staff in a DG answering their questions, offering one-to-one mini consultations and giving presentations on health issues (physical and mental health). A portfolio of activities and services with 36 different initiatives was finalised as well as a survey before the event to assess staff health needs. The events attracted considerable interest from DGs, services and agencies and satisfaction was rated at 87%. In addition, there were six lunchtime conferences focusing on prevention in the field of cancer, diabetes and cardio-metabolic risks. The importance of psycho-oncology and how to manage a medical emergency was also presented. The 2017 annual vaccination campaign against flu reached a total of 3 992 staff in Brussels.

**PHYSICAL HEALTH**

*Promote health and prevent disease. Support staff in healthy lifestyle choices. Provide simple, practical tools to improve resilience in physical health. Encourage staff to view physical health as a mainstream concern, taking an open and proactive attitude based on prevention.*

**MEDICAL EXAMINATIONS**

The Medical Service is present in Brussels, Luxembourg and Ispra. Services are also provided to DG JRC sites in Seville, Geel, Petten and Karlsruhe, to agencies and other institutions and international bodies.

In 2017, the Medical Services carried out the following numbers of periodic medical examinations: 7 417 in Brussels, 1 975 in Luxembourg and 2 113 in Ispra. They represent an important preventive and diagnostic tool, helping identify problems early, when the solutions for treatment and cure has a better chance of a positive outcome. They also offer staff the opportunity to discuss healthy lifestyle choices.

A particular focus was put on targeting risk groups and specific health risk profiles. This proactive strategy will be further developed in 2018 with invitations to mandatory periodic medical examination addressed to staff members occupying a post exposed to specific risks.

Besides, the Medical Services conducted pre-recruitment medical examinations as follows: 1 822 in Brussels, 250 in Luxembourg and 189 in Ispra – as well as the other JRC sites.

In addition, works will start in 2018 to refurbish and enlarge the Ispra radiotoxicology laboratory. Works should be completed by the first semester 2019. This will enable to increase the number and type of analysis for JRC staff based in Ispra, whilst ensuring a safer working environment for technicians. A project to centralise medical surveillance for all JRC sites was started and should be finalised by the end 2018. A service-level agreement with JRC is also being discussed and should be concluded by the first semester 2018.
ERGONOMICS

Special focus was given to ergonomics in the medical service in Luxembourg in the context of the prevention of musculo-skeletal disorders (MSD) that may affect hands, wrists, elbows, the neck and shoulders.

Efforts to protect workers from these disorders should focus mainly on avoiding repetitive patterns of work through job design, which may include mechanisation, job rotation, job enlargement and enrichment or teamwork. If it is not possible to eliminate the repetitive patterns of work, prevention strategies involving workplace layout, tool and equipment design and work practices should be considered. This is the aim of the systematic visits to workstations.

In 2017, 140 ergonomic interventions were held, including 49 ergonomics consultations and 91 workstation visits.

PHYSICAL HEALTH

MEDICAL EXAMINATION
7417 in BRUSSELS
1975 in LUXEMBOURG
2113 in ISPRA

ERGONOMIC INTERVENTIONS
49 ERGONOMICS CONSULTATIONS
91 WORKSTATION VISIT

MEDICAL CONTROLS
3086 at the EC PREMISES
407 at STAFF’s HOMES
20 in OTHER COUNTRIES

MEDICAL CONTROL

The medical control sector operates on the three medical service sites in Brussels, Luxembourg and Ispra under the supervision of the DG HR Medical Advisor. Its primary task is to process sick leave certificates which amounted to 61 411 in 2017.

In 2017, 4 113 convocations for medical controls were issued, 407 medical checks took place at colleagues’ homes and 20 in other countries than the place of employment. These controls help ensure that the duration of the sick leave corresponds to the pathology and they offer assistance in co-operation with the other sectors of the Medical Service and HR professionals.
A total of 1,074 requests to spend sick leave outside the place of employment (art. 60 of the staff regulation) were processed. In addition, the service handled requests for special leaves: 602 for medical appointments and treatments away from the place of employment, as well as 1,675 special leaves and 308 family leaves linked to health issues of family members.

The Medical Control sector is also revising the Commission decision of 2004 on implementing provisions on absences as a result of sickness or accident. This revision should introduce a standard medical certificate to be used on a voluntary basis, which might provide the medical control sector with more information on diagnosis and pathology, helping avoid unnecessary control visits and focus on more targeted examinations.

The medical advisor and the control sector have been involved in various meetings and steering committees. In 2017, the medical advisor participated in a consulting role in 5 meetings on the underperformance procedure. The medical advisor and the control sector are part of the steering committees for psychosocial risks and the fit@work strategy.

They also participated in meetings on sick leave management with the AMC Directorate, offices, agencies and control doctors in other institutions.

**PROMOTING PHYSICAL ACTIVITIES**

*Encourage staff to incorporate physical activities conducive to good health, such as walking, cycling or taking the stairs, into their daily lives. Promote Commission sports clubs encourage staff to take part in sport.*

The benefits of regular physical activity were promoted through several initiatives in 2017. This included Vélomai - the first edition of an EC bike-to-work corporate challenge.

A total of 1,652 staff participated (58% men and 42% women) and various events were also organised around the challenge, such as safe cycling sessions and lunch-time conferences.

Since April 2017, the Medical Service has also organised bi-weekly walks in parks with an average participation of seven staff members per session.

Other initiatives included conferences on the health benefits of cycling, a video and promotion posters.
An event was also organised to evaluate the physical condition of Commission staff and raise awareness of illness prevention at work. Various tests were conducted to assess a person’s physical condition with the participation of a medical team, as well as teachers and pupils from the Ferrer School. Around 150 people were tested in Brussels in 2017.

Following the huge success, a second event was organised in close cooperation with the European Economic and Social Committee where 100 participants were tested.

For the second year, it has been possible in 2017 to make individual appointments for body composition measuring at the Medical Service Brussels, and more than 1,600 tests were performed in 2017.

The aim is to include the service as part of the annual medical examinations from 2018 on.

A pilot Physical Activity for Your Health programme was launched in January 2017. It targeted staff over 45 years old in health risk groups (smokers, people with high blood pressure, abnormal cholesterol levels, type-2 diabetes, sedentary lifestyle, or obesity). In total, 17 candidates completed the programme and a final report will be produced to determine the benefits of the programme and whether it should continue.

In addition, Commission staff were encouraged to participate in annual sport events, such as the Schuman Trophy (an inter-DG and inter-institutions football tournament), the Brussels 20 km, the Ekiden relay marathon, the European Week of Sport (which included two sports demonstrations per day and conferences), and the first edition of a walking challenge with 743 participants.
MENTAL HEALTH

Promote health and prevent disease. Help staff make lifestyle choices that promote their health. Provide practical and simple tools to help resilience in mental health. Bring mental health into the mainstream, incorporating an open preventive and proactive attitude.

INTEGRATED APPROACH TO PREVENTING PSYCHO-SOCIAL RISK

An integrated approach to preventing psychosocial risks in the Commission is being finalised. The main elements of this approach will be risk assessment and preventive action.

PREVENTING PSYCHOSOCIAL RISKS

There are three levels of prevention of psychosocial risks:

- primary prevention aims to eliminate risks at their source and focuses on measures at organisational level;
- secondary prevention helps staff to develop awareness and increase their resilience to better face risk situations;
- tertiary prevention is curative and occurs after a problem has been identified.

All three types of preventive actions are already being applied, are producing results and will be further developed. Particular attention will be given to primary prevention with a focus on the normative framework, on corporate services and on the managers; In addition, preliminary analysis identified the need to improve the methodology for collecting and assessing the quality of data on which indicators for psychosocial risks will be based. Efforts will therefore be pursued to collect more reliable and complete data and use them more effectively.
A steering committee was set up in 2016 and brings together on a monthly basis all the different actors involved in psychosocial risk prevention within the Commission. The committee aims to ensure the effective implementation of the following elements:

- dynamic identification of psychosocial risks, based on regular audits;
- drafting of an annual and multi-year prevention plan for psycho-social risks;
- intensification of training in the prevention of psycho-social risks;
- seeking reallocation solutions for urgent cases in cooperation with career guidance colleagues;
- statistical analysis of cases of absence related to psycho-social risks;
- information, communication and metrics (reporting).

The main focus in 2017 has been on a pilot project in DG HOME to prevent and mitigate psychosocial risks, and on developing the integrated approach. 108 managers have been trained in 10 training sessions on the prevention of psychosocial risks organised with external psychologists. This training has been organised since 2013 and the risk assessment component will be further developed in the near future.

**PSYCHOSOCIAL TEAMS**

Psychosocial teams are present in Brussels, Luxembourg, Ispra and Seville. Their activities include individual support, unit-tailored and group interventions, risk assessment, and activities promoting wellbeing at work.

In Brussels the team saw a total of 988 people in 2017. In Luxembourg 1,013 psychosocial interventions were held. In Ispra and Seville, there were 246 appointments with psychiatrists and psychologists and 536 social interventions with employees, family members and pensioners. The vast majority of interventions concerned personal problems and only about 20% were work-related.

To increase staff awareness, 50 presentations were given to staff, management and newcomers’ spouses. The top three subjects were introduction to mindfulness, prevention of stress, and burnout. Two presentations were also given to staff in Ispra and Seville on ‘ageing at work’ and ‘technostress and digital burn-out’. The teams participated in ‘Health Days’ which were organised for the benefit of specific DGs. The Psychosocial Team in Brussels participated in the commemoration of the terrorist attacks in Brussels of 22 March 2016. Regular advice and support to HR professionals and managers was also provided. The main focus was on coping with difficult situations involving disruptive behaviour by members of staff who were unwell. The psychosocial teams also advised DG HR’s newly created team dealing with underperformance.
Non-medical assessments of people after long-term absences were also conducted as part of the Medical Service ‘return to work’ programme, and a pilot ‘welcome back’ self-help group was initiated at the end of 2017. In addition, collaboration was initiated between the Medical Service and the AMC Directorate to better support staff returning to work after a long absence due to illness. The Medical Service contributed to a pilot on risk assessment in specific teams in collaboration with the Service for Prevention and Protection of OIB.

WORK-LIFE BALANCE

Give staff the greatest possible degree of flexibility in their working methods. Provide support to enable staff and their families to enjoy a healthy lifestyle and healthy conditions.

In 2017, the new service delivery model involved communication actions, monitoring and follow-up with DGs and the AMC Directorate to ensure uniform application of the rules and that all staff members are treated equally. A roadshow was brought to all AMC units with the emphasis on flexible working arrangements and procedures. The section on Working Conditions and Leave and Absences on My Intracomm was revamped in order to offer more user-friendly information.

Telework awareness activities (courses for managers and distribution of leaflets for managers and teleworkers) continued to be organised in 2017 to promote results-based management and objective-driven performance. In close collaboration with DG Informatics (DIGIT), DG HR continued to monitor the capacity of the IT infrastructure and hardware to ensure that the Commission’s IT systems could cope with the expected increase in telework. A considerable number of staff are using flexible working arrangements such as part-time work, parental leave and family leave. DG HR has tried to further simplify applications and monitoring as part of the HR modernisation project.
NURSERY AND AFTER-SCHOOL CHILDCARE FACILITIES

The Commission runs nursery, kindergarten and after-school childcare facilities for children aged between 3 months and 12 years in Brussels and Ispra, and for children aged up to 14 years in Luxembourg. Childcare services are financed by both the EU institutions and parents.

In Brussels, the Commission runs five nurseries and kindergartens that together provide about 1,000 places. The results of a call for tender attributed in November 2017 should gradually – in a perspective of 6 years – provide about 1,000 additional places in private nurseries. Confronted with a steady increase in demand, the OIB also increased after-school childcare capacity by 19% in a year and reached about 2,200 places at the start of the 2017-2018 school year. This was made possible thanks to strengthened cooperation with European Schools and the successful completion of a call for tender.

In Luxembourg, the Commission runs an interinstitutional day nursery for 3.5 to 5 year-olds, as well as a study and recreation centre for children aged between 6 and 14. The demand for after-school childcare places continued to increase in 2017: close to 1,900 children were enrolled for the 2017-18 school year in Kirchberg and Mamer. Both sites have reached full capacity.

Although the Office for Infrastructure and Logistics in Luxembourg (OIL) has so far managed to find additional places through yearly agreements with the European School, efforts will be made to find a sustainable solution, especially for the Kirchberg site. Following the last interinstitutional survey of parents carried out in 2016, a number of measures have also been taken to ease access to the website and online enrolment.

In Ispra, the OIB-managed crèche welcomes children from the age of 14 weeks to 4 years, mainly from Ispra-based staff in the Joint Research Centre (JRC). The crèche is made up of six classes, and has a capacity of 80 children. In 2017 there were 37 children in the waiting list amounted to 37, a number that has been stable over the years. OIB also manages two after-school facilities in Ispra with an aggregate capacity of 90 places. In 2017, rationalisation helped to optimise the capacity and reduce the number of children on the waiting list to six. An ongoing project should regroup the ISPRA childcare facilities to a single property of the JRC by 2020.
**WORKING ENVIRONMENT**

Ensure a safe, functional and comfortable workplace. Offer support and well-being services to staff in an environmentally-friendly and cost-effective way.

Mandated by the Synergies and Efficiencies review, a Workplace of the Future project is currently ongoing. Its aim is to explore ideas for the future work environment of the Commission, and present concrete proposals in terms of human resources, IT and office set-up.

**REAL ESTATE IN BRUSSELS**

In Brussels, the Commission and the executive agencies occupy a surface area of around 1 000 000 m², spread over 65 buildings of which 54 are office buildings (approximately 870 000 m²). Other buildings include conference centres, historic archives and nurseries. Two thirds of the total surface area is located in the European district. Beaulieu, Rogier and to a lesser extent Rue de Genève are the other main sites. Buildings owned by the Commission account for two thirds of the total surface area. This includes buildings held by the Commission under long-term leases with an option to purchase.

The Commission needs to continually assess the amount of office space occupied, to ensure that its real estate strategy corresponds to the ongoing development in staff numbers. This strategy takes into account both market conditions and its changing needs, and sets out plans to extend certain current leases, renovate and redevelop certain buildings owned by the Commission, launch new tenders to cover residual needs and rationalise workspace.

In 2017, three buildings (AN88, SC27/29 and B100) were vacated and two leases (B28 and CDMA) were extended. In addition, a tender for a new conference centre was launched, with a view to replace the Conference Centre Albert Borschette (CCAB) in Brussels.

In 2017, the Commission continued to take steps to rationalise the allocation of office space and reduce budgetary expenses. Four buildings (MERO, CSM1, B-28 and M015), housing the Office for the Administration and Payment of Individual Entitlements (PMO), OIB and DIGIT were converted into collaborative working spaces. These conversions always respected the minimum standards specified in the Housing Conditions Manual. Currently, around 4 000 staff are housed in new collaborative working spaces. A satisfaction survey is on-going.
Renovation works continued in accordance with the multiannual preventive maintenance policy, the fit@work programme and the Prevention and Protection at Work Global Plan. This included the CSM1 façade renovation works, a technical upgrade of the data network, and renovating and increasing the number of showers.

The European Interinstitutional Centre in Overijse (CIE) was reopened after a full renovation at the end of 2015. It became fully operational in the first quarter of 2016. It succeeded in attracting most corporate events of the Brussels-based EU institutions. 17 000 attendees visited the centre in 2017, which represents a 45% increase compared to 2016. The target value of 10 000 visits was therefore achieved well in advance.

REAL ESTATE IN LUXEMBOURG

In Luxembourg, there are three clusters of buildings managed by the Commission occupying a surface area of about 165 000 m²: Kirchberg, Gasperich and the central railway station. The latter includes the buildings of Publications Office (OP), which have been managed by OIL since 2014. All buildings are leased (with one having a buy option) with the exception of the European Foyer, which is owned jointly by all EU institutions and managed by the Commission.

Following the 2014 decision to leave the Jean Monnet 1 (JMO1) building on Kirchberg in 2017, OIL completed the move of equipment out of the JMO1 and handed the keys back to the Luxembourgish authorities. New additional premises were loaned in the existing Drosbach building for temporary storage space. The fit-out works and the move in will be carried out in 2018.

In order to regroup the majority of Commission services and staff in one single building, the Commission has launched a major project, the Jean Monnet 2 (JMO2) building, on the Kirchberg site. The new building will replace six existing buildings (Ariane, Laccolith, Hitec and Drosbach in Gasperich, and Bech and T2 on Kirchberg) and will include conference centre facilities and a crisis centre. The Luxembourg authorities offered the plot to build the building; they supervise and pre-finance the project. The building project was approved by the Budgetary Authority in 2013 and the planning phase has been completed. According to the current plan the JMO2 should be delivered in two phases: the first expected in 2023 (around 73 000 m²), the second one in 2024 (around 33 000 m²).
In 2017, OIL took over the building management of the Maison de l’Europe in Luxembourg from DG COMM.

**SOCIAL INTEGRATION**

*Give staff the necessary managerial and organisational support to enable them to make the best possible contribution at work. Make sure staff are well integrated, both professionally and socially, throughout their careers and support their families.*

**BEGINNING AND END OF SERVICE**

The Welcome Office helps newcomers settle in, offering networking events and information days, as well as free legal advice and other services, such as the reading of rental contracts, authentication of signatures and certified true copies.

It also organises family-oriented events and events specifically designed for the spouses and partners of newcomers. It also provides a Welcome Desk and helpline.

Staff retiring can also consult the Commission’s Departure Desk to help them in the administrative procedures connected with retirement. In 2017, of the 461 Brussels-based staff members who were leaving on retirement, 450 of them (98%) were seen by Departure Desk staff.

In Luxembourg, the Departure Desk and Welcome Desk were merged with other HR and PMO services into a Staff Service Desk inaugurated in July 2017. In 2017, 102 staff members who were leaving on retirement were seen by Staff Service Desk staff.
INCLUSION OF PERSONS WITH DISABILITIES

In 2017, a new single entry point dealing with all aspects of disability was launched on My Intracom in the new Staff Matters Portal. A dedicated phone number for disability issues (71233) has also been put in place. A new leaflet on Reasonable accommodation for People with Disabilities was published in November 2017. Finally, a whole-day conference, organised in conjunction with PMO, took place on 12 December 2017 and provided information on support available in the Belgian social security system.

HONOURING COLLEAGUES WITH 20 YEARS OF SERVICE

Awarding a medal for 20 years of European public service is a tradition at the European Commission, which wishes to acknowledge its gratitude to staff for their dedication to the European civil service.

“I received my medal and the fact that the Commission invites you and your partner/friend to a nice ceremony with drinks and some food, together with the President, made it for me a very enjoyable moment, also because our colleagues from DG HR/D1 did everything they could to make this unforgettable for those willing to attend. For me, this was a very nice event.”
In 2017, 842 Commission staff received a medal and took part in the ceremonies organised on this occasion.

**ACTIVE SENIORS AND OUTREACH**

Launched in February 2014, the *active senior initiative* provides a framework for DGs to draw on the expertise of former officials through voluntary activities. By the end of 2017, 285 agreements had been signed between 33 DGs and 152 former officials. DG HR has signed 84 agreements with 39 active seniors, including a team of eight active seniors who ran 14 three-day seminars for officials about to retire. A participatory platform has been set up, allowing people interested in becoming active seniors to have their CV posted. In addition, a dedicated statutory link has been created in order to build a common identity for this specific population.

Regular communication with Commission pensioners is ensured. The dedicated pensioners’ portal continues to provide updated information targeting retired staff and since 2016 pensioners have full access to information on My Intracomm. In order to further facilitate access to Commission applications they may find useful, PMO and HR launched a project of Front Office for pensioners with unique authentication and access to be developed throughout 2018. In addition, four editions of an information bulletin for retired officials were published and more than 1,250 of them participate in the dedicated Yammer group. Two spaces with IT facilities for retired staff in Brussels and Luxembourg continue to enjoy great success.

Systematic cooperation with associations of former officials, specifically the International Association of former EU officials (AIACE), was maintained throughout the year. Training sessions and assistance were proposed for AIACE social volunteers. AIACE’s contributions in the field of defending the interests of pensioners, especially in the context of Brexit, were appreciated and very helpful.

**SOCIAL AND FINANCIAL ASSISTANCE**

A range of complementary social services for active staff and about 16,195 pensioners (including former officials, widows and orphans) continued to be provided in 2017. In Brussels, Luxembourg and Ispra, individual assistance was provided on issues such as:

- health insurance;
- organising home help;
- palliative care in the home;
- organising the move to a retirement home;
- bereavement counselling and social support after the death of a close family member;
- severe psychiatric illness;
- financial problems.
The Commission’s social workers provided intensive support to the next-of-kin of 29 members of staff who died while in service. They also continued to monitor the well-being of orphans and pensioners under guardianship.

Individual financial assistance is available as a last resort if no other source of funding is available. €2.6 million in financial social assistance was granted in 2017 to cover the non-medical costs of caring for dependents with a disability or learning difficulty. The Commission also covered certain expenses incurred through non-medical help in the home for active and retired staff and their families, and through caring for the sick children of active staff (€200 000 in 2017). In a very limited range of situations and for exceptional educational reasons €16 000 school fees for the children of active and retired staff working in all EU institutions were reimbursed in 2017.

Furthermore, an amount of €45 000 was granted to actions for pensioners in difficulty; €18 000 for individual aid to three retired EU officials, the rest of the budget being dedicated to a new prevention programme providing financial guidance to retired officials.

As a prevention tool, speaking groups for future retired EU officials were launched in Brussels in 2017. Since January 2017, more than 70 people have taken part in these groups and shared their experience in monthly meetings.

**ECO-MANAGEMENT AND AUDIT SCHEME (EMAS)**

Under the Eco-Management and Audit Scheme (EMAS), the Commission assesses its potential environmental impacts, sets objectives to manage and mitigate this impact, and draws up action plans to improve its environmental performance.

Each year, the eight main Commission sites in Europe undergo an EMAS internal audit followed by external verification. If successful, the site is then registered by a designated public organisation.

Following the audit in spring 2017, the external verification was successfully conducted in summer 2017. It covered 62 out of 64 buildings in Brussels, 10 out of 17 buildings in Luxembourg, the JRC sites and Grange, i.e. a total usable surface area of around 1 590 000 m², or 93% of the floor space.

The Commission’s environmental performance has improved significantly. In Brussels, where EMAS has been in place longest, the improvement is striking.
The Green@work Pledge was initiated in June 2017. This pledge is a visible declaration of EC staff’s commitment to take tangible action concerning the six main thematic areas of environmental actions over the coming years. Following the ‘Our Ocean Conference’ in Malta in October 2017, EMAS worked in collaboration with other Commission services (particularly OIB) to develop a policy statement with actions that were adopted by the EMAS Steering Committee. As a result the Commission undertook to gradually phase out single use plastics where possible, starting with plastic cups in vending machines and catering. A draft document on green procurement for Commission events was also debated in the EMAS Steering Committee and should be adopted in 2018.

The Commission continues to improve the efficiency of its environmental management system at its sites. IT tools recently developed to manage internal audits and external verification findings were also extended in 2017 to track and report on the status of individual actions to improve environmental performance.

In-house awareness-raising campaigns in 2017 dealt with sustainable infrastructure, alternative means of transport, green purchasing, sustainable food choices and waste reduction. More than 700 people got involved in the sustainable mobility campaign. As part of the campaign, EMAS team launched a ‘keep walking’ challenge in Ispra, organised a lunch-time conference in Luxembourg, and offered guided bike tours and training courses in a ‘mobility village’ at the Berlaymont Esplanade in Brussels. During his visit to the village, Commissioner Oettinger received the prize awarded to the Commission by Pro vélo and the Brussels Region for the VéloMai campaign.

More than 500 people took part in the waste reduction campaign, several zero waste workshops and info-stands, guided-visits and ‘bring your mug’ actions took place in Brussels, Luxembourg and Ispra.

<table>
<thead>
<tr>
<th><strong>2005-2016 for Corporate EC performance in Brussels</strong></th>
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<tbody>
<tr>
<td><strong>Energy consumption for office buildings (KWh/person)</strong></td>
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<tr>
<td><strong>Water consumption (l/person)</strong></td>
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<tr>
<td><strong>CO2 emissions from buildings (kg/person)</strong></td>
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<tr>
<td><strong>Non-hazardous waste (kg/person)</strong></td>
</tr>
<tr>
<td><strong>Office paper consumption (sheets/person/day)</strong></td>
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</tbody>
</table>

* Environmental Statement 2017; **Helped by OIB purchasing electricity from renewables since 2009.
The Commission held an interinstitutional EMAS day ‘Let’s get greener together’, in cooperation with the European Parliament, the Secretariat General of the Council, the European Economic and Social Committee, the Committee of the Regions and the European Central Bank.

The EMAS team continued to provide support outside its traditional remit, contributing to the annual meeting of the agencies’ Greening Network and focusing more on its role as chair of the Interinstitutional Group on Environmental Management (GIME). In 2017, the EMAS team provided the Commission’s formal response to the Court of Auditors’ recommendations on the EU institutions’ practices in calculating, reducing and offsetting their greenhouse gas emissions. The EMAS team coordinated a GIME working group that prepared a guidance document on the subject and that was adopted by the Members.

The Commission participates, together with seven other EU institutions, in the interinstitutional Green Public Procurement Helpdesk, which is coordinated by the European Parliament. The overall uptake and subsequent results of the Helpdesk will be evaluated in early 2018.

SOCIAL RESPONSIBILITY

Following the adoption of the guidelines on staff volunteering in October 2015, the Commission’s staff volunteering initiative, ‘Volunteer for a Change’, was launched in spring 2016. It promotes opportunities for staff to get more involved in their local communities through volunteering.

The priorities in 2017 were to further develop and consolidate the staff volunteering framework, expand the number of staff engaging in volunteering initiatives, and build up more sustainable volunteering initiatives within DGs and at corporate level.

Commissioner Oettinger’s endorsement of the volunteering initiative in the context of the new fit@work strategy 2017-2020 opened the way to the organisation of the first ever EC Volunteering Week in Brussels at the end of November 2017, which was delivered in partnership with HuBu (Human Business). As a result, 500 staff spent half a day volunteering with local small and medium sized NGOs in the Brussels area. The feedback from participating staff and the NGOs was overwhelmingly positive.
The Week also proved very successful in raising awareness of the ‘Volunteer for a Change’ initiative, (70% of survey respondents did not know about the initiative beforehand) and in introducing volunteering opportunities in Brussels (65% reported this was their first volunteering experience in Brussels).

A number of other volunteering projects were organised or sponsored under Volunteer for a Change during the year, including:

- a beach clean-up organised in May 2017 by the Directorate-General for Maritime Affairs and Fisheries (MARE) to promote the Oceans conference and the theme of maritime waste. Over 400 staff and their friends and families took part in the action to clean up litter from Ostend beaches;
- United Music of Brussels which brought together 62 volunteers from 25 DGs in September 2017 to promote wider access to classical music in unusual settings in the city centre;
- external initiatives such as the Serve the City ‘Focus Days’ and Big Volunteering Week, the 72 Stonnen Benevolat and Night Marathon in Luxembourg, as well as various NGO-specific actions.

2017 saw an increase in volunteering team events within the DGs and guidance for such events was further developed. In 2017, at least 20 DGs organised volunteering team events, covering teams of all sizes. In particular, OIB organised an introduction to volunteering for 100 staff in collaboration with Serve the City and Directorate D of the Directorate-General for Regional Policy (REGIO) produced a video highlighting the benefits of their volunteering experience.

The volunteering special leave introduced in spring 2016 has proved less successful, with only 185 staff members taking 142 days’ special leave. The reasons seem to result from difficulties for staff to meet the criteria and find time to join in, and the lack of awareness of this possibility in some DGs.
The series of lunch-time seminars on volunteering themes continued and information sessions and workshops to promote Volunteer for a Change were organised. Sessions on volunteering with the Red Cross, fostering in Belgium, and a presentation of three local NGOs organised together with the Belgian Representation all attracted a full house. Feedback indicated a positive follow-up, with individuals volunteering in response to the events.

There were also developments working with specific groups of staff. Volunteer for a Change now features as a regular item on the Blue Book Trainees’ induction programme, and each Solidarity Committee of trainees will be offered support from the Corporate Responsibility Social (CSR) adviser.

A session on the benefits of keeping active and socially engaged through volunteering was added to the regular ‘preparation for retirement’ seminars in spring 2017, and subsequently extended to include a mini volunteering fair during the lunch break.

The CSR adviser helped colleagues establish the Patricia Rizzo Committee and organise the 22 March commemoration ceremony of Brussels terrorist attacks in the presence of Commissioners Oettinger and Moedas. The adviser also liaised with in-house charitable associations and offered start-up support for the new association for staff with a disability (ASDEC).

Lastly, a considerable effort has been made on communication. A news bulletin for staff volunteering initiatives was introduced in February 2017 and 10 editions were sent out during the year to a mailing list of over 600 staff who expressed an interest in receiving regular information.

The presence of volunteering is also ensured on the Connected collaborative platform and Volunteer for a Change was fully integrated into the fit@work visual, giving a professional look and feel.
Protect people, assets and information and ensure a secure working environment for successful staff motivation, development and performance.

**INTERNAL SECURITY POLICY**

The aim of the Commission’s internal security policy is to ensure that Commission staff, property, activities and information are adequately protected against security threats.

Having adopted a comprehensive new legal framework for security and launched a new action plan on enhanced security measures in 2015, in 2017 the Commission developed further corresponding security rules and procedures and reinforced internal communication.

**CRISIS MANAGEMENT AND COMMUNICATION**

Following the terrorist attacks in Brussels in 2016, the Security Directorate reviewed the internal crisis management structure. The internal chain of command and operational provisions in security-related crisis situations were subsequently revised.

In 2017, work on a new security crisis management manual and the development of a new internal communication tool continued. This new tool will make it possible to send alert messages to Commission staff by posting the message on the computer screen (‘pop-up message’).

Inter-institutional cooperation on security-related issues has also been intensified. This resulted in monthly management coordination meetings, the regular exchange of operational information and testing of the alert state coordination mechanism in the context of a table-top exercise.
RAISING AWARENESS

In 2017, the Security Directorate organised 224 conferences, courses and briefing sessions, which were attended by over 8000 staff, an increase of more than 30% compared to last year.

The most attended was a newly established ‘Intruder’ training course advising staff on what to do during a shooting or terrorist bombing. Around 1 300 staff attended 40 such training courses. More than 80 tailor-made briefings were provided to management and staff in several DGs and services, as part of a broad security awareness campaign aimed at strengthening the internal security culture inside the Commission.

Security awareness was raised among staff and security experts in particular by the 12th Annual Security Symposium in December 2017, bringing together more than 440 participants from inside and outside the Commission; a revamped Security Directorate website; further developing My Intracomm to highlight security alerts and other information for staff; providing specific support to DGs and services on organising security activities and events; and guiding the work of the Local Security Officer and Registry Control Officer networks.

The Security Directorate developed as well a ‘Security Package’ aimed at providing guidance to managers and staff in the Commission Representations in the Member States on security related issues. The package covers a wide range of security matters, ranging from terrorism to cyber-threats and from crime to espionage; it provides recommendations and advice on security procedures, with a view to prevent and respond to a variety of security related incidents or events.

PROTECTING STAFF

In 2017, the Commission’s Duty Office provided 24/7 assistance and dealt with some 30 000 calls from staff facing security or safety issues such as medical emergencies, fire alarms, accidents, power cuts, gas leaks, bomb alerts or staff being stuck in elevators.

It also monitored around 200 demonstrations near Commission buildings in Brussels.

Since the 2016 terrorist attacks in Brussels, the Duty Office is the single entry point for all EU Institutions in communicating with the Belgian crisis centre and police. The security enquiries team dealt with over 1 400 cases in 2017, covering a wide range of security incidents, such as thefts, vandalism or harassment.
The security guard service coordinated the staff responsible for front-line security and access control in over 70 Commission buildings in Brussels. Almost 1 000 security and safety guards provided 1.2 million hours of service.

To further increase the performance of the security guard service, an action plan covering the following three areas was launched:

- Integrating the guards’ supervision in the operational unit, thus ensuring a direct chain of command towards the external service provider, with a monitoring role given to the Local Security Officers in the DGs as part of the quality control and evaluation system;
- Improving communication with the guards company managers and coordinators based on a new ‘partnership model’ with the Commission and revising the performance-related training programme for the guards;
- Preparing an awareness raising campaign in order to make Commission staff better aware of the specific role and work of the guards.

The Security Directorate was involved in more than 600 official in-house visits of VIPs in 2017 (an increase of 20% compared to 2016) and provided security support at more than 130 conferences.

In close cooperation with DG COMM, specific support was provided to better secure the numerous Citizens’ Dialogues organised all over Europe.

In 2017, 900 protection missions were carried out, a further increase of almost 30% compared to 2016. Counter-terrorism activities focused on gathering, analysing, assessing and distributing information on threats to Commission interests emanating from terrorism, extremism, civil unrest and armed conflict.
The main activities were giving security advice to staff on missions to high-risk countries; giving tailored travel advice for events and missions inside and outside the EU; conducting counter-terrorism investigations into potential cases of insider threats, in close collaboration with the Belgian authorities; analysing ‘threatening messages’ or ‘communications of concern’ addressed to College members and incident reports following terrorist attacks in EU Member States; assessing country-specific threats to Commission Representations in EU Members States; and circulating the daily newsletter on security-related news and information.

In 2017, efforts were intensified to raise the institutional awareness of counter-intelligence by giving specialised individual or group briefings to College members, cabinets, management and staff. In addition, tailor-made advice was prepared and given ahead of missions to destinations with an elevated espionage risk. Electronic counter-operations were also carried out in the Commission’s sensitive services, other institutions and agencies.

To strengthen counter-terrorism and counter-intelligence capacity, a security intelligence operational support team was set up to ensure that analysts and investigators have the right information at the right time in the right format. This includes maintaining of a registry for the protection of EU classified information (EUCI) developing internal classified communication and information systems.

**PROTECTING ASSETS**

*IT-based security systems and equipment were maintained, installed and upgraded in order to protect staff, contractors, VIPs and visitors on Commission premises at all times. This amounted to almost 100 executed work orders in 70 buildings in Brussels in 2017.*

Automated access control and related systems were installed in additional Commission buildings as part of the Global Security Programme (GSP). By the end of 2017, 22 buildings were fully GSP-compliant.

In addition to access control systems, the Security Directorate continued to deploy security control equipment (X-ray machines and metal detectors) in compatible Commission buildings, bringing the total number of equipped sites to 17 in Brussels. In Luxembourg, 7 sites have been equipped; the remaining ones will follow in the first half of 2018.

As part of the enhanced security measures action plan, name-specific visitor access passes and electronic on-the-spot ‘e-Pass’ encoding features were introduced in Brussels-based buildings.

These new features of visitor registration management facilitate visitor identification and enhance access controls.
A full-scale communication campaign was launched to explain the functionalities.

**Enhanced security measures for buildings** are being implemented and should be finalised in 2018 and 2019, include the planned construction of a welcome centre on the walkway adjoining the Commission’s Berlaymont building; new security installations at the underground exit from and entrance to the Berlaymont car park; deployment of stationary badge and barcode readers in 17 buildings to provide higher levels of access control thanks to the electronic and real-time verification of all access passes.

For the Jean Monnet 2 building, the Commission’s future Luxembourg headquarters, comprehensive security arrangements with enhanced security measures have been adopted, given the building’s high visibility.

The arrangements envisage the construction of a welcome centre for security controls of people coming from outside the Commission to be carried out before they enter the main area of the building.

**PROTECTING INFORMATION**

**INFORMATION SECURITY**


The Member States reviewed the drafts in the Commission Security Expert Group and the Commission will adopt them shortly.

Decision 2017/46 on the **security of information systems** in the Commission was adopted in January 2017. The Security Directorate contributed to this Decision regarding the use of encryption technology, IT security inspections, access to Commission information from external networks, and outsourcing of communication and information systems.

The Security Directorate also provided Guidelines on Outsourcing and inspected relevant Commission IT systems. It ran several crypto approval procedures for systems used to encrypt information in the Commission.

It contributed to deploying the **new version of the secure email** (SECEM-2), which supports the latest cryptographic protocols and is more user-friendly and less costly to maintain.
It worked with the EEAS on replacing the present RUE system with a new RUE-X architecture, for deployment in 2018.

The Security Authority granted 1,252 security authorisations for access to EUCI and 415 personal security clearance certificates for staff attending classified meetings in 2017.

The Security Directorate also handled 1,812 requests to obtain security clearance through a vetting procedure involving the national security organisations in the relevant Member State. Checks were carried out on 279 personal security clearance certificates issued to non-Commission staff attending classified meetings in the Commission.

In order to improve compliance with the Commission rules on protecting EUCI, the Security Directorate reactivated the Registry Control Officers Network and started a project to establish security operating procedures for each secured area. It provided assistance for the Parallel and Coordinated Exercise (PACE) run together with NATO.

It screened 1,484 staff of contractors working on EU premises in Belgium. The Commission amended its contracts with its major suppliers representing 50% of the external contractors to ensure that the screening process could continue as soon as the relevant new Belgian law is adopted.
**CYBER DEFENCE**

In 2017, the **Cyber Attack Response Team** in the Security Directorate investigated more than 500 incidents affecting the European Commission, including a major incident that had staff working for a few months on analysis and recovery. The **self-service malware analysis systems** (CART Kiosks) are working well. As a result, 15 more of these devices were deployed in 2017, allowing staff to check the security status of their USB sticks in the main Commission buildings in Brussels and Luxembourg. There are now 29 kiosks in total. Around 100 laptops with the same analysis capacity are being produced. The roll-out of 300 other laptops for the EEAS with increased security features for USB keys is in progress.

In 2017, 330 authorisations were granted in 2017 for connections between the Commission network and external networks. The aim of this **security convention procedure** is to provide reasonable assurance that connections to external networks will not weaken the Commission’s data network security in general.

**ADVICE AND INSPECTION**

Commission departments received advice on a wide range of topics, e.g. how to set up secure areas, protect buildings and handle sensitive or classified information. Specific advice was provided to **Commission flagship projects** such as Galileo or projects in the area of defence. The security inspection team carried out **36 inspections** covering EU delegations, headquarters, Commission representations, European civil protection and humanitarian aid operations offices, and agencies.

The inspection programme for European Schools was extended in 2017 to nurseries and after school care centres. Following the inspections, technical advice on how to improve physical safety and security was provided. Tailored armed intruder training courses were given to staff in European schools. A similar training course has been developed for staff in nurseries and after-school care centres.
BETTER HR REGULATIONS

PROFESSIONAL ETHICS

DISCIPLINARY AFFAIRS

EU CIVIL SERVICE LAW

APPEALS & CASE MONITORING

SALARIES & PENSIONS
DG HR works to ensure the respect of the core ethical values and obligations laid down in the Staff Regulations.

**BETTER HR REGULATIONS**

Ensure that HR regulations achieve their objectives at minimum cost and are prepared, implemented and reviewed in an open, transparent manner, informed by the best available evidence and backed up by the comprehensive involvement of stakeholders.

In 2017, the Commission has adopted five decisions and communications:

- three decisions concerning the general implementing provisions on contract staff (Commission decision C(2017)6760), guide to missions (Commission decision C(2017)5323), and public holidays for 2019;
- two communications concerning organisation charts of Commission DGs services, and diversity and inclusion.

In 2017, the CCA continued the cleaning process of existing conclusions by adopting 3 conclusions, while repealing 41 conclusions.

In the framework of social dialogue, 6 draft decisions are currently being discussed, dealing with professional incompetence, inquiries and disciplinary proceedings, outside activities, local staff, the EU unemployment scheme, and the replacement of absent personnel. In addition, 6 further decisions are currently being reviewed by the Commission.

The ongoing review of provisions implementing the Staff Regulations in DG HR contributes to the ‘Clarity 4 vision’ project. Part of the Commission’s better regulation exercise, this project involves simplifying implementing rules to ensure they are in line with the Commission’s HR priorities. The most recently adopted decisions have already undergone a review of their scope and consistency to ensure they are fit for purpose.
PROFESSIONAL ETHICS

Ensure that Commission staff meets the highest standards of professional behaviour and integrity.

In 2017, the Ethics Network of the Commission was established, involving DG HR and the HR Business Correspondents. It held regular meetings throughout the year. Each meeting analysed and debated a different ethical issue in order to ensure a consistent approach. Awareness-raising activities continued: training courses on ethics for newcomers, active and retiring staff, and specific ethics training courses focusing on particular matters were given to services and cabinets on the basis of their "needs. Staff with HR roles and other staff were given constant support and advice. With regard to the ongoing negotiations between the UK and the EU, intense efforts were made to ensure a consistent line.

The third annual report relating to the post-career activities of former senior managers that might entail lobbying or advocacy during 2016 was published on 22 December 2017. In 2017, the process of revising the Commission Decision C(2013)9037 on outside activities and assignments continued, with the aim of clarifying obligations and simplifying the authorisation procedures. The process reached its final stage at the end of 2017 and the new decision, together with its FAQs package, is expected to be adopted in early 2018.
THE EUROPEAN OMBUDSMAN

In 2017, DG HR dealt with 31 requests from the Ombudsman regarding matters covered by the Staff Regulations (such as recruitment procedures, medical/disability-related issues, health insurance), up from 22 in 2016.

The Ombudsman opened an own-initiative inquiry to follow up on the subject of conflicts of interest that may arise when staff leave or join the Commission from or to the private sector (‘revolving doors’).

In that regard and as a first step in the inquiry, an inspection and several meetings took place to get an overview of the Commission’s management of requests under Articles 11, 12b/40 and 16 of the Staff Regulations in 2015 and 2016.

PERSONAL FILES

The policy of harmonising the management of personal files across the different EU bodies continued. The European Economic and Social Committee, the European External Action Service, the Committee of the Regions, the European Data Protection Supervisor and the European Court of Auditors implemented in 2017 the full NDP (Numérisation des Dossiers Personnels) application for automatic transfers of statutory files.

The executive agencies also made progress on NDP implementation (the working phase implementation of NDP is in place and the transfers of files are ongoing). The Court of Justice and the Council confirmed their interest to eventually join the process during presentations this year.

ANTI-HARASSMENT POLICY

Preventive measures are central to the anti-harassment policy. They include regular training for staff and managers as well as awareness-raising actions (lunch-time presentations, distribution of guides on creating a respectful working environment) and updated information on My Intracomm.

Specific advice was regularly given to managers and the HR community across the Commission and assistance offered to other EU bodies. Cooperation with the Mediation Services of the Commission and the Mediator of the EEAS continued in 2017.
A total of 122 cases were dealt with under ‘informal procedure’ that makes use of the network of confidential counsellors, a slight decrease from 143 in 2016. Compared to 6 in 2016, 9 requests for assistance were submitted under the formal procedure in 2017.

Regular monthly supervisions and network meetings ensured continuous training and support for confidential counsellors.

Cooperation with other people working in this domain continued between DG HR and the Mediation Services of the Commission, as well as with the Mediator of the EEAS.

**DISCIPLINARY AFFAIRS**

Ensure by prevention activities and enforcement measures that staff maintain high standards of ethics and integrity in compliance with their statutory obligations.

The Commission’s Investigation and Disciplinary Office (IDOC) has a key role in ethics enforcement. In conducting administrative inquiries and disciplinary procedures, IDOC aims to carry out its tasks in a fair, transparent and timely manner.
63 new cases were registered in IDOC in 2017. 12 cases had their origins in requests that staff members made under Article 24 of the Staff Regulations (requests for assistance).

All new cases coming in to IDOC undergo a preliminary assessment, which can then lead to a case being taken further, or to it being closed with no further action. In 2017:

- 23 cases were closed without follow-up
- 45 administrative inquiries were opened
- 23 pre-disciplinary procedures were opened
- 1 case led to the opening of suspension procedures.

The Appointing Authority opened 15 disciplinary procedures. Of these, 5 were opened without the involvement of the Disciplinary Board, and 10 with the involvement of the Board. In the course of these procedures, 20 hearings were held.

The following disciplinary sanctions were imposed in 2017: 1 written warning, 3 reprimands, and 8 financial penalties. These included deductions from pensions and invalidity allowances. Other measures adopted included 11 non-disciplinary warnings.

IDOC has service-level agreements (SLAs) with the EEAS, the executive agencies, and the EDPS. Under the terms of the SLAs, IDOC provides the EEAS and the agencies with support in administrative inquiries and disciplinary proceedings. Of the 63 new cases opened in 2017, 7 concerned the EEAS, and 5 the executive agencies.

There are no SLAs with the regulatory agencies, but IDOC provides a helpdesk function for these agencies and continues to encourage them to make use of an inter-agency network of investigators and case-handlers.

While being first and foremost a service geared towards enforcing ethical rules, IDOC has developed a large part of its activities in the area of prevention, namely awareness-raising and training initiatives.
IDOC’s outreach activity in 2017 included tailored interactive training and outreach sessions on ethics and disciplinary matters, delivered to targeted audiences in DGs and agencies, often organised in conjunction with the ethics unit in DG HR. Presentations were given to staff members in several DGs, three executive agencies and three cabinets including the President’s cabinet.

Regular presentations were also made to staff preparing to be posted to EU Delegations, including to Heads of Delegation at their annual autumn conference. Specific presentations were also made to newcomers to DG HR and Security. IDOC also provided ethics training for the staff of the newly created Cypriot Tax Department in the context of a technical assistance project managed by the Structural Reform Support Service.

IDOC organised its first conference for staff, on 10 November 2017, under the heading Breaches of Statutory Obligations: Actors and Procedures. The conference was organised in response to the keen interest among staff in ethics and disciplinary issues, and to ensure a common understanding of these concepts. Some 100 colleagues from across the Commission took part, including many HR colleagues.
EU CIVIL SERVICE LAW

Monitor the HR regulatory framework to ensure respect for the obligations enshrined in the EU civil service law which regulates the careers, rights, obligations and working conditions of staff in the EU institutions and agencies.

In 2017, DG HR provided units across the HR family with over 1,400 legal opinions covering all aspects of EU civil service law and how it relates to national legal systems and provided legal support on a number of HR projects. There is also an ongoing effort to ensure compliance with the 2014 Staff Regulations across the Commission. In addition, DG HR helps monitor and revise the Commission Decision on the distribution of appointing authority powers among the services and provides legal advice on its application.

A series of legal texts were adopted or amended, such as decisions on the conditions of employment for contract staff and the guide on missions. The ongoing review of provisions implementing the Staff Regulations contributes to the Commission’s project ‘Clarity 4 vision’.

DG HR also represents the Commission in the Council working party on the Staff Regulations and ensures that the Commission fulfils its reporting obligations in this regards. For example, in 2017 DG HR reported on the rules adopted by the appointing authority of each institution to give effect to the Staff Regulations and on the budgetary implications of the salary update. It also represented the Commission on other committees, such as the ‘Comité de préparation pour les questions statutaires’ and its various working groups.

The data protection coordinating team helps HR staff in their contacts with data protection authorities, in particular the European Data Protection Supervisor (EDPS). The team provides assistance to the HR family, which is involved in more than 240 different types of personal data processing. The culture of compliance established among HR staff when protecting the rights of data subjects was confirmed in 2017 by the EDPS following an inspection of the operation of Sysper.

This culture of compliance and accountability will provide a solid basis for the big task ahead, which will be the implementation in everyday life of new EU data protection legislation, due to enter into force in 2018.

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8 Further information is provided in the previous section on Better HR Regulations
APPEALS AND CASE MONITORING

Maintain a high level of service as regards requests and complaints.

PRE-LITIGATION ACTIVITIES

The number of requests and complaints (532) dealt with in 2017 dropped by 18% compared to 2016, confirming the trend of the last two years.

There were fewer requests and complaints under Article 90, and about half the requests for assistance under Article 24. Of the 448 complaints handled in 2017, 2 did not meet the statutory deadline of four months after registration and 80 were closed as ‘devoid of purpose’ or withdrawn by the complainant.

These figures include files concerning the EEAS, with which DG HR has a service level agreement.

Source: Recart90, DG HR.E

Requests and Complaints 2015-2017

Source: Recart90, DG HR.E
In the context of the HR modernisation project, guidance was provided to the different people working with the new HR delivery model to ensure a good understanding of the case-handling process.

Special attention was given to the importance of timely and good-quality contributions from the various services involved. In addition, a number of meetings took place both with PMO units and the Legal Service to discuss pre-litigation cases raising relevant statutory issues.

There was also a close follow-up of judgments delivered by the European Courts. In this context, a weekly briefing on court cases provides services dealing with HR matters (in the Commission and in the agencies) with an overview of the judicial activity. Overall, complaints in 2017 concerned the same matters as in previous years.

The number of files related to the reimbursement of medical expenses and the transfer of pension rights dropped slightly compared to 2016. Issues related to the Joint Sickness Insurance Scheme (JSIS) remain the main cause for complaint.

As in 2016, they still account for 20% of the files handled. The number of files concerning the promotion exercise remained stable. Finally, complaints contesting PMO decisions establishing individual rights on taking up duty (place of origin and/or recruitment, expatriation and installation allowances) increased significantly.

**Article 90(2) complaints**

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<td>82</td>
<td>118</td>
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<tr>
<td>Promotion</td>
<td>40</td>
<td>33</td>
</tr>
<tr>
<td>Transfer of pension rights</td>
<td>40</td>
<td>25</td>
</tr>
<tr>
<td>Rights on taking up duty</td>
<td>25</td>
<td>51</td>
</tr>
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Source: Recart90, DG HR.E
CASE LAW

The number of cases (30, including 7 actions against EEAS decisions) brought before the General Court in 2017 remained stable. In 2016, 31 cases (including 6 actions against EEAS decisions) were brought before the Court, of which 20 have been judged with 2 Commission decisions and 1 EEAS decision set aside. As to the backlog of pending cases from previous years, statistics are as follows: of the 69 appeals lodged in 2014, 8 are still pending (61 have been judged with 8 Commission decisions and 5 EEAS decisions set aside); 13 out of 77 cases are still pending (64 are closed of which 17 were upheld – 12 Commission decisions, 5 EEAS decisions). Most of the 2014 and 2015 cases refer to matters related to the implementation of the 2014 reform of the Staff Regulations.

SALARIES AND PENSIONS

Ensure that EU staff pay evolves in parallel with the salaries of Member States’ civil servants. Ensure the actuarial balance of the pension scheme.

ANNUAL UPDATE OF SALARIES AND PENSIONS

The current method for updating salaries has been applied in full at the end of each year since 2015. Eurostat calculated the update on the basis of the observed change in the remuneration of civil servants in a sample of 11 Member States and a joint inflation index for Belgium and Luxembourg for the period July 2016 to July 2017. After approval of the report on the budgetary impact of the update by Parliament and the Council, the updated salaries and pensions were paid with the December payslip, with retroactive effect from 1 July 2017.

To ensure a proper level of information and scrutiny in determining the update, DG HR cooperated actively with all stakeholders concerned, staff representatives, relevant DGs and other institutions.

The correction coefficients applied to the remuneration and pensions of colleagues posted outside Brussels and Luxembourg were also subject to yearly adjustment to ensure equal purchasing power irrespective of the place of employment.

PENSION CONTRIBUTIONS

Staff contributions to the pension scheme remained at 9.8% of the basic salary. Eurostat reassesses this contribution every year based on parameters including pensionable age, life expectancy and interest rates.
SETTLEMENT OF INDIVIDUAL RIGHTS

The Office for the Administration and Payment of Individual Entitlements (PMO) determines and manages the entitlements of active and retired Commission staff and other rights holders in the Commission and many other EU institutions and agencies; it ensures that staff are paid accordingly and reimburses their expenses.

PMO has three operational objectives:

- to correctly establish, calculate and pay salaries and pensions;
- to ensure prompt and accurate reimbursement of medical, mission and expert expenses;
- to provide swift, good quality and relevant information and ensure high quality client services.

PMO’s workload is increasing constantly. The main challenge in 2017 remained to maintain efficiency and effectiveness in various processes while focusing on improving service for everyone. It established individual rights of more than 37 000 staff from the Commission, the EEA, the European Court of Auditors and EU agencies and paid more than 43 000 salaries every month; it also reimbursed nearly 2.9 million medical claims, nearly 130 000 missions claims and nearly 60 000 expert files.

A feedback system in PMO Contact was introduced, where ‘smileys’ – green, yellow and red – indicate the level of satisfaction from interaction with the service. Satisfaction remained at a constant of 75%.

The PMO Contact Call Centre and PMO Contact Online answered more than 3 300 phone calls and 8 300 online queries per month on average, which represents an increase of 6% and a decrease of 5% respectively. The average waiting time for callers has increased, while the average time taken to reply to online queries fell from 8 to 7 days. The percentage of queries processed outside the deadline of 15 working days remained stable at 13%.

The positive evolution regarding the processing of inward transfers of pension entitlements continued. Substantial efforts were made to further reduce the backlog created by an avalanche of inward transfer requests in 2010. More than 5 200 files were finalised. If this rate is maintained, it is expected that the backlog should be fully dealt with by 2020.

The situation regarding the reimbursement of medical expenses continues to be positive, building on progress already made in 2016. The average time needed for reimbursement remained at 13 days, within the target of 15 days set in the PMO Strategic Plan for 2017. The number of claims that were handled in less than 30 days also stayed within target at 95%, of which over 80% were reimbursed within 20 days. There is a helpdesk service for active and retired staff organised in Brussels, Ispra and Luxembourg to answer questions about reimbursement of medical expenses.
The Commission continued to monitor and analyse the financial situation of the Unemployment Scheme and the Joint Sickness and Insurance Scheme (JSIS) on the basis of five-year projections, with a view to taking appropriate steps where necessary. In addition, it always looks for value for money in the provision of mission and medical services. Through its calls for expressions of interest, it tries to secure better recognition for JSIS members and reduced hospital rates from medical providers, as well as high quality mission services at the best prices from airlines, hotels and car hire companies.

The average time taken to reimburse Commission officials’ mission expenses was reduced, despite an equivalent number of claims processed. Average reimbursement duration dropped from 8 calendar days in 2016 to 7 in 2017, with more than 95% of claims being processed by the 15-day deadline. The overall processing time for claims from staff in other institutions tends to be longer, depending on how long it takes for the relevant institution to make the final payment. The IT tools for missions (MiPS) continued to be deployed to other institutions and agencies continued with the Court of Auditors and the Community Fisheries Control Agency (CFCA).

The EU laissez-passer Central Service was fully operational in 2017. The three sites in Brussels, Luxemburg and Frankfurt processed applications for the laissez-passer for staff, members and special applicants from 29 institutions and agencies. Brussels remains the main office with 1800 files processed in 2017, while Luxembourg handled 220 files (essentially from the EIB) and Frankfurt (ECB site) about 40 files.

The Brussels office also supervises the applications processed in the other enrolment sites, as well as the exchange of data and the production of the laissez-passer by the external contractor. The central service in Brussels organised 6 missions throughout the year to enrol people in EU delegations on-site (Africa, Asia and the United States) and agencies (EASA). During the last quarter of 2017 the deployment of the recovery & backup solution started for core activities in the laissez-passer Centre in Luxembourg. The set-up will be finalised in the beginning of 2018.

Apart from EU Member States, 128 third countries now recognise the laissez-passer. A further step in the recognition of the laissez-passer as a valid travel document was the registration of the European Union in the International Civil Aviation Organisation’s Public Key Directory in November 2017.

The average time taken to reimburse expenses of experts attending Commission meetings was reduced to an average of 7 days, compared to 8 days in 2016. In November 2017, the PMO became business owner for the AGM tool for preparing and managing meetings, which has been recognised as the standard tool for managing experts and will yield significant efficiency gains for DGs – full roll out in all DGs is expected by the end of 2018.

The Commission continued to invest in communication with active and retired staff on matters relating to pay and benefits. Since January 2017 the PMO contributes to the HR Staff Matters Newsletter, 9 editions of which were sent to active staff in 2017. The PMO also publishes articles in the pensioners’ reviews: VOX (2 editions in 2017) and Info Senior (4 editions in 2017).
Two information sessions concerning the matters managed by the PMO (PMO Info Tours) were organised for staff working in agencies and for EEAS staff working in delegations. It also runs a two-day training session for all agencies.

The relocation of the PMO in Brussels to the MERO building involves new working processes. The new reception areas make it possible for active and retired staff to meet in person.
Partnerships
COLLABORATIVE ORGANISATION

AMC DIRECTORATE

INCREASING THE ATTRACTION OF THE LUXEMBOURG SITE

FOLLOW UP OF THE UK REFERENDUM

SOCIAL DIALOGUE

AGENCIES

EUROPEAN SCHOOLS

INTERNATIONAL AFFAIRS
DG HR intends to improve collaboration with HR partners and stakeholders including by extending HR services to other institutions.

**AMC DIRECTORATE**

*Provide day-to-day HR management for groups of DGs, implementing the priorities of the HR Business Correspondents in those DGs.*

The Commission Synergies and Efficiency Communication adopted in April 2016 paved the way for the creation of the Account Management Centre (AMC) Directorate in DG HR replacing the former local HR units by clustering them into eight AMC units responsible for implementing day-to-day HR activities and the providing HR services to their portfolio of DGs.

The new Directorate was created on 16 February 2017, at the same time as the second wave pilot exercise of the HR modernisation project started, with all Commission services (DGs and offices) on board. The AMC Directorate was staffed with approximately 450 staff members, who initially were put at the disposal of DG HR by their respective DGs of origin. A large proportion of AMC staff came from the former HR units (78% or 352 staff members). The end of the secondment and the formal transfer of AMC staff to DG HR took place as planned, on a voluntary basis, on 1 December 2017 for officials, with 89% of them agreeing to be transferred on that date. For others, their secondment was extended till the end of the pilot phase in mid-2018. Contract staff were transferred on 1 January 2018, the date the budgetary appropriations were transferred to DG HR.

AMC colleagues benefited from numerous training and networking events, which allowed them to settle quickly into their roles and to create a sense of belonging to their new organisational structure.

The AMC induction programme, which ran from March to June 2017, consisted of 20 sessions, to ensure a common and harmonised understanding/application of HR practices and to develop the professional knowledge of AMC staff (in particular staff that does not come from former HR units or staff changing jobs in HR). These sessions were attended by 642 members of staff, with more watching online. The sessions obtained high satisfaction rate from those who attended or watched online.
The AMC units are currently divided in four teams, which provide a number of services to client DGs.

**AMC Team 1 Organisational Development**
- Planning & Organisational support
- HR analytics
- Financial management of HR transactions

**AMC Team 2 Talent Management**
- Selection, recruitment & mobility
- Management selection, recruitment & mobility
- Performance management

**AMC Team 3 Career guidance, Learning & Development**
- Career guidance
- Learning & development
- Management development

**AMC Team 4 Health, Wellbeing & Working Conditions**
- Health & Wellbeing
- Working conditions & Time Management
- Ethics

Team 1 ‘Organisational Development’ is tasked with providing regular and comprehensive HR reports, statistics and analytical information for all HR processes and activities to clients and HR business correspondents. Team 1 also assists and advises DGs in the preparation and update of job descriptions, enters structural changes and job quota allocations and movements/transfers in Sysper, and carries out the financial transactions related to HR matters, including the management of the complete financial circuit for learning and development activities. The transfer of financial management competencies to AMC units from client DGs – an important milestone of the project – was achieved progressively and finally completed in October 2017. This means that the AMC units will manage a learning and development budget of around €5 million on behalf of the other Commission services (corresponding to +/- 2000 transactions).

Team 2 ‘Recruitment, Mobility and Performance’ is responsible for the selection and mobility of officials, including middle managers, temporary and contract staff. It supports the appraisal, certification and promotion exercises of client staff, and offers additional administrative support for seconded national experts, national experts, senior experts and senior assistants.

Team 3 ‘Career guidance, Learning & Development’ provides individual career guidance services, and supports the professional development of Commission staff, including managers. It contributes to the implementation of the talent management strategy and to specific talent management initiatives. It further ensures the implementation of the learning and development strategies and plans of client DGs by supporting the process of learning needs identification, by organising local learning events/activities, and by advertising local learning opportunities and activities.
Team 4 ‘Health & Wellbeing and Working Conditions’ works towards harmonising the implementation of established rules and procedures related to leave, absences, working time and work patterns. It also ensures the implementation of the fit@work programme at client DGs level and contributes to the achievement of Commission and DG objectives related to corporate social responsibility and volunteering. Lastly, it assesses ethics requests regarding the absence of a conflict of interest and compliance with legal rules and procedure, in cooperation with the corporate unit.

The size of the teams varies from unit to unit, but it corresponds to the workload, the amount of HR services provided to the DG cluster and to the specificities of the DGs. Any incoming adjustments to the HR modernisation project will have an impact on the staffing and composition of the AMC units and teams. The final size of the AMC units will be decided on the basis of the final report on the pilot due in mid-2018.

In addition to these tasks, AMC managers and staff have regularly provided feedback on the policy initiatives of their corporate counterparts. Via the networks, AMC staff participated in a comprehensive review of all HR processes during the period May-July 2017.

**INCREASING THE ATTRACTIVENESS OF THE LUXEMBOURG SITE**

The responsibility of DG HR’s Principal Adviser for the coordination of the Luxembourg site includes, beyond the provision of HR services in Luxembourg, the contact with the national authorities and the collaboration with other EU bodies with a presence in Luxembourg.

The main areas of activity in 2017 were:

- **Monitoring of the agreement of 2015 between the Commission and the Luxemburgish Authorities (the Georgieva-Asselborn agreement) and regular contacts with the national Ministry of Foreign and European Affairs.** The agreement specifies three areas of Commission staff’s presence in Luxembourg: digital, financial and judicial; the aim is to reach 12.5% of the total Commission staff working in Luxembourg by 2022.

- **Enhancing cooperation with the universities in Luxembourg and the neighbouring border regions of France, Germany and Belgium, to make the Commission’s Luxembourg site more attractive, in particular in relation to the digital and financial aspects of the Commission’s work.**

- **More lifelong learning opportunities for Commission staff are envisaged, thanks to exchanges with academic researchers (e.g. joint supervision, traineeships), and the possibility of participating in conferences organised by universities and/or getting involved in lectures.**
• Addressing central issues for the attractiveness of the site, such as working towards fairness of treatment regarding medical charging (pending the planned update of hospital flat rates); cooperating with the interinstitutional Committee for Social Activities (CAS) and the Comité du Centre Polyvalent de l’Enfance (CCPE) on their social aid, well-being, social integration and child care activities; working to improve career development, welcome and social integration of staff in Luxembourg; and maintaining and improving the LUXWEB website.

FOLLOW-UP OF THE UK REFERENDUM

DG HR provided legal analysis as well as advice and support relating to staff matters in the Brexit perspective. This was done in close cooperation with other Commission services such as the Task Force for the Preparation and Conduct of the Negotiations with the United Kingdom under Article 50 TEU, the Secretariat-General and the Legal Service.

The Commissioner was constantly briefed on HR matters as the Brexit negotiations evolved, in particular to prepare his meetings with British Commission staff. In the case of the Commission’s Representation in the UK, which should be replaced by an EU Delegation once the UK leaves the EU, DG HR and DG Communication have been working hand in hand for providing the necessary information and career guidance to the staff concerned.

SOCIAL DIALOGUE

Ensure an open and efficient dialogue with staff representatives where priorities in the area of HR policies can be presented and their implementation can be discussed to guarantee appropriate working condition.

Staff members express their opinions, demands and views through three different types of bodies: the trade unions and staff associations, the Staff Committee and the Joint Committees.

TRADE UNIONS AND STAFF ASSOCIATIONS

These bodies receive human and financial resources from the European Commission to enable them to fulfil their roles. The Commission recognises 19 trade unions and staff associations (see annex II). They are consulted about all new rules and decisions or amendments to existing rules and decisions concerning the implementation of the Staff Regulations.

About 50 meetings with trade unions and staff associations, including quarterly meetings with the Commissioner for Budget and Human Resources, were organised.
In accordance with the framework agreement governing the relations between the Commission and the representative trade unions and staff associations, the main issues covered included the new general implementing provisions on the conduct of administrative inquiries and disciplinary procedures; the new joint decisions of the EEAS and the Commission on local staff; the new decision on outside activities, the decision on the procedures for dealing with incompetence; the Commission Delegated Regulation adjusting the contributions for the financing of the special unemployment fund; the implementation of the new mission guide; the situation of contract staff in Luxembourg; and the HR modernisation.

**STAFF COMMITTEE**

The Staff Committee, which is a statutory body, is composed of the Central Staff Committee and eight local sections (local staff committees). Its role is to provide reasoned opinions concerning the implementation of existing rules or decisions relating to the Staff Regulations and to contribute to the smooth running of the Commission by providing a channel for staff to express their opinions.

**JOINT COMMITTEES**

The Joint Committees, where both representatives of the administration and staff representatives work closely together, are consultation bodies provided for by the Staff Regulations and by decisions or general implementing provisions. They cover aspects such as career development, social measures, training, working conditions and health and safety. About 60 of them are currently active.
PERSPECTIVES FOR 2018

On the occasion of the September 2017 quarterly meeting with the trade unions and staff associations, the Commissioner for Budget and Human Resources invited the staff representatives to inform DG HR of their proposals for changes to the modalities of the functioning of social dialogue in the European Commission, by the end of the year. In 2018, the functioning of social dialogue will be overhauled to simplify the procedures and the functioning of the different people involved in social dialogue.

The elections in the three main local sections of the Staff Committee (Ispra-Sevilla, Brussels and outside the EU) will also be held in 2018.

AGENCIES

Enhance harmonised implementation of HR policies across agencies

In 2017, the Commission approved three model decisions to be adopted by agencies to streamline resources: on telework, on learning and development and on temporary occupation of management posts. The internal Commission decision-making process on the model decision on whistleblowing was launched. Discussions have continued on middle management staff and the function of adviser to be applied by the agencies and joint undertakings. Other decisions will be issued in 2018 for different staff rules on some HR matters which are under adoption by the Commission (e.g. external activities, implementing rules on contract staff).

The Commission also issued 11 individual agreements to agencies’ implementing rules which concern subjects other than the implementing rules adopted by the Commission (e.g. delegation of appointing authority powers, selection of the director, conflict of interest).

The Commission was very active in informing agencies and joint undertakings at an early stage of the implementing rules under discussion. To this end, it participated to the Decentralised Agencies and Joint Undertakings Network and made presentations to the agencies’ Heads of Administration and Heads of Human Resources.

The College of Heads of Administration adopted the new structure of the register referred to in Article 110(6) of the Staff Regulations as regards the implementing rules of the agencies, to be registered in the general register.
The Commission also proposed revising founding acts of some existing agencies: the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (EU-LISA), the European Union Agency for Network and Information Society (ENISA) and the three European Supervisory Authorities. This includes a standardisation of HR provisions.

The Commission continued to work extensively on the creation of the new European Public Prosecutor’s Office (EPPO), to be located in Luxembourg. Its regulation was adopted on 12 October 2017. The EPPO will be in charge of investigating, prosecuting and bringing to justice the perpetrators of offences against the EU’s financial interests. It will bring together European and national law-enforcement efforts to counter EU fraud.

The Commission reviewed the staff policy plan for the agencies, using a new planning document known as the Single Programming Document (SPD). The aspects related to HR matters were analysed for each SPD of each agency.

The Commission provided direct support to agencies and joint undertakings via the DG HR helpdesk service, which dealt with 1 000 queries in 2017. According to the satisfaction survey launched in autumn, 86% of agencies are satisfied with the way the helpdesk deals with their questions. Additionally, a specific process of clarifying implementing rules in force in the agencies and joint undertakings was carried out to have a clearer and more accurate view of the staff rules they apply.

The Commission continues to make the executive agencies a more attractive place to work. It reinforced or implemented new measures to enhance career planning, the working environment and staff mobility. The latter was concretely improved by the creation of two new platforms on My Intracom, one for temporary staff (AT2f) and one for contract staff, to reinforce mobility between agencies and Commission services.
EUROPEAN SCHOOLS

Represent the interest of the institutions and their staff members in relation to the system of the European Schools.

In September 2017, around 26,877 children were schooled in 13 European Schools9 located in 6 Member States10. The EU contribution is the largest income of the European Schools’ budget (around 62% amounting to around €190 million in 2017).

In the 10 years since the first accreditation (2007) of national schools, 13 accredited national European Schools in 11 Member States have been set up. With six more national schools in the process of accreditation, the number of accredited European Schools (in total 19) will soon outnumber the 13 traditional European Schools.

Around 6,000 pupils are enrolled in the existing accredited schools, around 780 pupils of which are the children of EU staff pupils and 68 the children of Commission staff, with the rest being children from staff in agencies and other bodies. The European Commission also contributes to the budget of 8 out of 13 accredited national European Schools (EU contribution of around €0.5 million for pupils who are children of Commission staff and a total EU contribution of around €5.5 million) in return for the free-of-charge priority enrolment of the children of EU staff.

INFRASTRUCTURE AND ENROLMENTS

Even though the political decision by the Belgian authorities on the fifth school in Brussels was expected by the end of 2017, there has been a significant delay in the decision-making process that can potentially delay the opening of the school, initially planned for September 2019. In the meantime however, the Berkendael premises are expected to remain available.

The Commission maintained its high-level contacts with the Belgian authorities, insisting on the urgency of setting up the fifth school and on the host country’s obligations to provide adequate premises for the European Schools, as stated in the European Schools’ Convention.

9 The European School in Culham closed in August 2017 because the Joint European Torus (the reason for its existence) is moving to France. This reduces the number of host countries to 6.

10 Belgium, Germany, Italy, Luxembourg, Spain and the Netherlands.
In September 2017 a new Latvian language section was opened in the European School of Brussels I, Berkendael site. Currently there are only two EU Member States without their own language sections: Slovenia and Croatia. The creation of new language sections should in the long-term decrease the number of students without a language section and alleviate the pressure on the Anglophone sections.

The launch of an impact study on the future organisation of the European Schools in Brussels, including the fifth school, was approved during the meeting of the European Schools’ Board of Governors in December 2017.

The enrolment policy guidelines for 2018-2019 for Brussels European Schools was approved by the Board of Governors in December 2017. It introduced several changes, including the creation of satellite classes in Berkendael. This aims to fill Berkendael because its capacity is underused. It should also help reduce pressure on the other four schools in Brussels. The new guidelines also envisage the launch of a pilot project for a transfer market allowing parents to exchange places between different European Schools in Brussels. During the first year of the functioning of the transfer market, it is planned to allow only transfers between identical sections and levels. The obligation for staff established in Brussels on the 31 December 2017 to enrol their children during the first enrolment phase is also a novelty of the new policy which should contribute to a better organisation of the very complex enrolment system in the Brussels European Schools.

Security in the European Schools remained a top priority. The Commission has continued to support the schools’ directors by providing its expertise, advice, training and security inspections. A number of recommendations were submitted to the schools in 2017, following security audits in 2015 and 2016. The additional security budget of 2016 (€3.5 million) was further increased in 2017 by €1 million and another €2 million will be added in 2018. High-level contacts between the Commission and the Belgian authorities took place in summer and autumn, to insist on the necessity to carry out all necessary safety-related works with sufficient sense of urgency a guarantee safe and secure conditions in all European Schools in Brussels.
GOVERNANCE, EDUCATION AND STAFF ISSUES

The rapidly growing number of accredited European Schools in the last 10 years requires an overall assessment of the schools’ governance and participation in financing. The aim of an upcoming reform is to ensure a fair distribution of costs and to assess the certification and auditing processes that grant accreditation. The Commission is involved in a working group that will report for decision to the Board of Governors by spring 2018.

The secondment of national teachers is a pivotal element and the basic pillar of the European Schools’ educational system. The decrease in the secondment of teachers observed during the last years and the consequent increase in the local recruited teachers constitute a real challenge for the sustainability of the overall system. In 2017, as in the previous years the Commission continued to finance the increasing number of local recruited teachers (around 42%) but reminded in all the decision-making forums the urgent need to revise the costing-sharing system and ensure the secondment of high qualified teachers.

The Commission participates in the pedagogical reform working group dealing with the revision of language policy and the eight key competencies to be embedded in the educational framework system of the schools. Decisions are expected in 2018. The syllabuses revised and approved in 2017 take into account the main features of the eight key competences.

A new, more consistent system of evaluation of the locally recruited teachers was initiated in 2017, with the successful development of two evaluation pilots, which will be replicated in the European Schools over the next four years.

A new sub-working group dealing with the United Nations Convention on the Rights of People with Disabilities was set up in 2017. Its work should pave the way for identifying the weaknesses of the policies currently in place and putting concrete measures in place to address the United Nations’ recommendations in the European Schools.

Brexit and UK’s potential repeal of the Convention defining the Statute of the European Schools will constitute an important challenge for the European Schools. This will particularly impact English teaching, the secondment of UK teachers, the role of UK inspectors, future financing of the system, and the recognition of the European Baccalaureate in the UK. Reflections started in 2017 in the context of a dedicated Brexit/European Schools working group that includes the Commission. The financing of seconded UK teachers until 2020/2021 is part of the proposed financial settlement in the Article 50 negotiations. The general legal framework, essential for developing a coherent approach, is also being analysed in depth.
FINANCIAL AND BUDGETARY MANAGEMENT

A new model of financial governance in the European Schools was adopted in September 2017, to enter into force on 1 January 2018, in response to the existing shortcomings highlighted by the audit entities and in particular by the Court of Auditors.

The Commission gave its entire support and provided expertise and advice as a member of the working group leading the financial reforms and by providing training to the main financial actors in the European Schools.

By 1 January 2020, the authorising officer functions will be centralised and the Schools’ Secretary-General will become the single authorising officer, while respecting the autonomy of the schools and granting the adequate delegations to their directors. The accountant’s functions will be centralised in a single accounting officer, gradually until the end of 2020.

The new financial governance is part of an overall revision of the European Schools’ Financial Regulation, including merging implemented rules, envisaging in particular the reinforcement of the accountability and reporting provisions, and a better alignment of the budgetary principles, the accountancy framework and the procurement rules with the EU Financial Regulation.

Accordingly, some modifications of the Regulations of the Seconded Staff of the European Schools were adopted in order to implement the new financial governance (e.g. the function of Central Accounting Officer has been created). The European Schools have also taken a number of measures to promote sound financial management and to combat fraud, such as a stronger internal control system, a proper segregation of duties, mobility of staff with sensitive functions, more consistent risk analysis and better programming and reporting tools.

They are also in the process of adopting an anti-fraud strategy in collaboration with OLAF. The annual accounts of five schools were audited by external independent auditors and all the remaining ones will be audited within three years.

The Commission continued to urge the institutions and entities with administrative and financial autonomy to participate in financing the education costs of their own staff’s children. Agreements in this regard were concluded with the European Union Intellectual Property Office and the European Central Bank. Overall, the contributions paid directly to the schools by institutions and entities amounted to around €12.1 million in 2017 (a steep increase compared to €8.6 million in 2016) and is expected to evolve to €20 million in 2018.
INTERNATIONAL AFFAIRS

Helps other public administrations to modernise and improve efficiency through cooperation and information sharing

EUPAN

DG HR’s cooperation with the public administrations network (EUPAN) focused on the support given to the EUPAN presidencies in preparing and organising working groups and meetings of Directors-General. Based on specific requests from the EUPAN presidencies, the European Commission has taken the opportunity to present its best practices in a number of areas, such as well-being at work with the introduction of the fit@work programme, and the activities of EPSO for employer branding. Topics discussed during the EUPAN meetings included the public sector as a performing organisation, cross-border mobility, the effects of ageing workforce on public administrations, and leadership development.

ENLARGEMENT COUNTRIES

DG HR continued to help DG NEAR to assess reforms in civil service and human resources management in the enlargement countries and convey the main messages for further reforms.

It provided its contribution to the discussions held in the Special Groups on Public Administration Reform, put in place between the Commission and the enlargement countries (Albania, Montenegro, Serbia, Kosovo, Bosnia and Herzegovina). Extensive discussions on the new law on the civil service in Montenegro were held in Brussels in September 2017 in order to ensure that the draft law addresses the outstanding issues in the civil service raised by the European Commission in its dialogue with the country. Discussions continued on the assessment of the civil service reforms in other enlargement countries (e.g. Bosnia Herzegovina).
DG HR focused on the implementation of the administrative cooperation agreements with international organisations. Staff from an increasing number of DGs, participated in nine exchange programmes with partner organisations like the United Nations and the World Bank. An extensive visit of human resources experts from the African Union Commission to Brussels was organised in October 2017. Discussions were held with different services in DG HR, EPSO and the European School of Administration (EUSA) on different topics such as recruitment and selection processes (including those for senior managers), performance management, talent management, career development, human resources information systems, learning and development, EUSA training programmes, and safety and security.
ANNEX I: STAFF

The employment conditions of statutory staff members (officials, temporary staff, contract staff, local staff and special advisers) in the Commission (and the other EU Institutions) are governed by the Staff Regulations of Officials (SR) and Conditions of Employment of Other Servants (CEOS). Next to statutory staff, the Commission also employs non-statutory staff.

The legal basis for the employment contracts with these staff members (staff under national law) is not the SR or CEOS, but national laws and regulations in force at the place of employment. Persons other than statutory or non-statutory staff members can be directly or indirectly related to the Commission through their professional activity.

For example seconded national experts, trainees, service providers and scientific visitors collaborate with the Commission outside the context of an individual employment contract and are not Commission staff.

2017 has seen a relative stabilisation of the Commission’s workforce. The number of officials and temporary staff has slightly decreased compared to the previous years with the implementation of the last reduction instalment on the 5% staff reduction target for 2013-2017.

The number of contract staff has slightly increased at 22%, but they still represent less than one fourth of the Commission’s staff. Following the swap of AST into AD establishment plan posts and staff reduction, the trend of proportionally more administrators (AD) and fewer assistants (AST) continued in 2017.

Staff numbers in the secretaries/clerks function group (AST/SC) strongly increased in the course of 2017 due to more candidates being recruited both among the laureates of EPSO competitions and as temporary staff.
An interactive version of the chart can be browsed on Key Figures 2018. (http://ec.europa.eu/civil_service/docs/hr_key_figures_en.pdf)
There are more female than male Commission staff members. However, women are not equally represented in all function groups: Fewer female staff are on non-management administrator positions than men. This contrasts with twice as many women holding an assistant function compared to men. The female-male gender ratio for management positions is still 1:2, but the gap has continued to narrow in 2017, fostered by the 40% female representation target for middle management and related support programmes. The number of officials, temporary staff and other staff with Croatian nationality – the most recent country to join the European Union – grew further in 2017. Officials in the Commission are ageing. Since 2000 the proportion of officials aged over 45 has been growing and represented 56% of Commission staff in 2017. On the contrary, the majority of contract staff and temporary staff members are younger than 40. On 1 January 2018, the average age of officials and other members of staff was xx and xx years respectively.
## ANNEX II: TRADE UNIONS AND STAFF ASSOCIATIONS

<table>
<thead>
<tr>
<th>Representative OSPs</th>
<th>Recognized OSP components of Representative OSP</th>
<th>Acronyms</th>
</tr>
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<tbody>
<tr>
<td>Alliance</td>
<td>Renouveau &amp; Démocratie</td>
<td>R&amp;D</td>
</tr>
<tr>
<td></td>
<td>Conférence des syndicats européens et syndicat des fonctionnaires européens</td>
<td>Conf. SFE</td>
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<td></td>
<td>Union syndicale Luxembourg</td>
<td>USL</td>
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<td></td>
<td>Solidarité européenne</td>
<td>SE</td>
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<tr>
<td></td>
<td>Association des fonctionnaires indépendants pour la défense de la fonction publique européenne</td>
<td>TAO-AFI</td>
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<tr>
<td>Union syndicale fédérale (USF)</td>
<td>Union syndicale Bruxelles</td>
<td>USB</td>
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<td>Union syndicale fédérale Luxembourg</td>
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<td>Union syndicale Karlsruhe</td>
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<td>Save Europe</td>
<td>Regroupement syndical (RS)</td>
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<td></td>
<td>Union for Unity</td>
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<td>Unité et Solidarité- Hors Union</td>
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<td>Syndicat des Fonctionnaires internationaux et européens</td>
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<td>FFPE</td>
<td>Fédération de la Fonction publique européenne</td>
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<tr>
<td></td>
<td>Action &amp; Défense</td>
<td>A&amp;D</td>
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<td>Generation 2004</td>
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<td>G2004</td>
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Recognized OSPs but not components of a representative OSPs

<table>
<thead>
<tr>
<th>Representation</th>
<th>Acronym</th>
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<tbody>
<tr>
<td>Solidarity Indepandence and democracy</td>
<td>SID</td>
</tr>
<tr>
<td>Ispra - contract agents</td>
<td>ISCA</td>
</tr>
<tr>
<td>Union générale Europa</td>
<td>UGE</td>
</tr>
</tbody>
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Representativeness of OSPs (2017)

<table>
<thead>
<tr>
<th>OSP</th>
<th>Representativeness</th>
</tr>
</thead>
<tbody>
<tr>
<td>USF</td>
<td>21.05%</td>
</tr>
<tr>
<td>RS</td>
<td>14.87%</td>
</tr>
<tr>
<td>Alliance</td>
<td>27.69%</td>
</tr>
<tr>
<td>Plus</td>
<td>7.61%</td>
</tr>
<tr>
<td>FFPE</td>
<td>7.92%</td>
</tr>
<tr>
<td>Génération 2004</td>
<td>20.86%</td>
</tr>
</tbody>
</table>

Recognized OSPs but not components of a representative OSPs

<table>
<thead>
<tr>
<th>Representation</th>
<th>Acronym</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solidarity Indepandence and democracy</td>
<td>SID</td>
</tr>
<tr>
<td>Ispra - contract agents</td>
<td>ISCA</td>
</tr>
<tr>
<td>Union générale Europa</td>
<td>UGE</td>
</tr>
</tbody>
</table>

Representativeness of OSPs (2017)

<table>
<thead>
<tr>
<th>OSP</th>
<th>Representativeness</th>
</tr>
</thead>
<tbody>
<tr>
<td>USF</td>
<td>21.05%</td>
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<td>FFPE</td>
<td>7.92%</td>
</tr>
<tr>
<td>Génération 2004</td>
<td>20.86%</td>
</tr>
</tbody>
</table>
ANNEX III: CASE LAW

Overview of relevant judgments delivered in 2017.

Court of Justice

CASE C-690/15, DE LOBKOWICZ V MINISTÈRE DES FINANCES ET DES COMPTES PUBLICS

Judgment of 10 May 2017

Subject-matter: privileges and immunities of the European Union; national legislation providing for the income of an official to be subject to contributions and social levies for the national scheme

Outcome: following a request for a preliminary ruling from the "Cour administrative d'appel de Douai" (France), the Court ruled that Article 14 of Protocol (No 7) on the privileges and immunities of the European Union and the provisions of the Staff Regulations on the joint social security scheme of the EU institutions must be interpreted as precluding national legislation, which provides that income from real estate received in a Member State by an official of the European Union who has his or her domicile for tax purposes in that Member State is subject to contributions and social levies that are allocated for the funding of the social security scheme of that same Member State. National legislation, which subjects the income of an EU official to contributions and social levies specifically allocated for the funding of the social security schemes of the Member State concerned, therefore infringes the exclusive competence of the European Union under Article 14 of the Protocol and the relevant provisions of the Staff Regulations, in particular those which prescribe mandatory contributions to the funding of a social security scheme by EU officials. In addition, such legislation might interfere with the equal treatment of EU officials and, therefore, discourage employment within an EU institution, since some officials would be required to contribute to a national social security scheme in addition to the joint social security scheme of the EU institutions.

General Court

CASE T-270/16P KERSTENS V COMMISSION (JUDGMENT OF 14 FEBRUARY 2017) –

appeal brought by the appellant against the Civil Service Tribunal (CST) Judgment of 18 March 2016

Subject-matter: disciplinary proceedings; enquiry in the form of an examination of the facts

Outcome: the General Court set aside the CST judgment and ruled that the requirement to conduct an administrative enquiry prior to initiating disciplinary proceedings stems from the general implementing provisions adopted by the Commission concerning the conduct of administrative enquiries and disciplinary proceedings. Consequently, the Commission infringes its obligations under Articles 3(2) and 4(4) of those general implementing provisions when it initiates disciplinary proceedings against an official without having conducted an administrative enquiry inculpating or exculpating him, and when it has drawn conclusions about the official without having given him the opportunity to state his opinion. This infringement justifies the annulment of a decision taken following disciplinary proceedings.
CASE T-698/15P SILVAN V COMMISSION (JUDGMENT OF 1 MARCH 2017) –

appeal brought by the appellant against the CST judgment of 22 September 2015

Subject-matter: promotion exercise; comparison of merits (lack of marks or analytical assessments)
Outcome: the action was dismissed. By its judgement, the General Court confirmed that (i) the appointing authority has the power to undertake a consideration of comparative merits according to the procedure or method which it considers most appropriate.

There is no obligation for the institution to adopt a particular appraisal and promotion system, given the wide margin of discretion which it has to implement the objectives of Article 45 of the Staff Regulations in accordance with its own needs for the organisation and management of its staff; (ii) while it cannot, admittedly, be argued that Article 43 of the Staff Regulations requires the use of an analytical and numerical assessment system, the obligation to conduct a comparison of merits on a basis of equality and using comparable sources of information requires a procedure or method capable of neutralising the subjectivity resulting from assessments made by different assessors and (iii) in order for a comparative consideration for the purposes of promotion to comply with the requirements laid down in Article 45 of the Staff Regulations, it is necessary and sufficient for the institution to circumscribe the heterogeneous nature of the assessments, confining it as far as possible to the risk inherent in any appraisal procedure.

CASE T-585/16, SKAREBY V EEAS

Judgment of 15 September 2017

Subject-matter: freedom of expression; duty of loyalty; refusal of permission to publish an article
Outcome: the action was dismissed. The General Court recalled that according to Article 17a (1) of the Staff Regulations, an official has the right to freedom of expression, with due respect to the “principles of loyalty and impartiality”.

That article specifically sets out, as do Articles 11, 12 and 12b, the duty of loyalty incumbent upon every official. By virtue of that duty, an official must, inter alia, refrain from conduct detrimental to the dignity and respect due to the institution and its authorities. In the present case, certain paragraphs of the article at issue contained denigrating statements, capable of undermining both the image of and the dignity and respect due, as a general rule, to all persons who hold a position in the hierarchy of the institutions and, hence, the institutions themselves. Those statements therefore constituted a breach of the duty of loyalty.
CASE T-649/16, BERNALDO DE QUIRÓS V COMMISSION

Judgment of 19 October 2017)

Subject-matter: reassignment to a post of adviser in the interest of the service

Outcome: the action was dismissed. A transfer or reassignment decision that meets the interest of the service and the rule of the equivalence of posts, according to which an official may be assigned to a post corresponding to his grade in his function group, is not vitiated by a misuse of powers and does not constitute an anticipated disciplinary measure. In the case at hand, the transfer from a head of unit post to an advisor post was decided in the interest of the service because of the applicant’s aptitudes and skills and fully complied with the equivalence of posts.

CASE T-728/16, TUERCK V COMMISSION

Judgment of 5 December 2017

Subject-matter: transfer of pension rights from a national scheme into the EU pension scheme; deduction of an interest at the rate provided for in Article 8 of Annex VIII to the SR

Outcome: the action was upheld. The General Court held that the Commission erred in law by applying to the amount transferred a deduction of 3.1% interest per year for the period between the date of the application for a transfer and the actual date of the transfer. Where the competent national or international scheme has communicated the value of the pension rights on the date of registration of the application, the appointing authority must take into account this amount for the purpose of calculating the years of pensionable service.
## ANNEX IV: CAREER MANAGEMENT

Average number of years spent by officials in the grade before promotion

<table>
<thead>
<tr>
<th>GRADE</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD13</td>
<td>4.6</td>
<td>5.2</td>
<td>5.6</td>
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<tr>
<td>AD12</td>
<td>3.8</td>
<td>4.2</td>
<td>4.2</td>
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<tr>
<td>AD11</td>
<td>3.3</td>
<td>3.3</td>
<td>3.6</td>
</tr>
<tr>
<td>AD10</td>
<td>4.2</td>
<td>4.0</td>
<td>3.8</td>
</tr>
<tr>
<td>AD9</td>
<td>3.2</td>
<td>3.3</td>
<td>3.4</td>
</tr>
<tr>
<td>AD8</td>
<td>2.8</td>
<td>2.7</td>
<td>2.7</td>
</tr>
<tr>
<td>AD7</td>
<td>2.7</td>
<td>2.6</td>
<td>2.7</td>
</tr>
<tr>
<td>AD6</td>
<td>2.7</td>
<td>2.7</td>
<td>2.8</td>
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<tr>
<td>AD5</td>
<td>3.0</td>
<td>2.8</td>
<td>2.8</td>
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<tr>
<td>AST10</td>
<td>4.2</td>
<td>4.3</td>
<td>4.8</td>
</tr>
<tr>
<td>AST8</td>
<td>3.7</td>
<td>3.6</td>
<td>3.5</td>
</tr>
<tr>
<td>AST7</td>
<td>3.9</td>
<td>3.8</td>
<td>3.6</td>
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<tr>
<td>AST6</td>
<td>3.7</td>
<td>3.8</td>
<td>3.8</td>
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<tr>
<td>AST5</td>
<td>3.9</td>
<td>3.9</td>
<td>3.6</td>
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<tr>
<td>AST4</td>
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<td>2.9</td>
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<tr>
<td>AST3</td>
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<td>3.0</td>
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<td>AST2</td>
<td>2.9</td>
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<td>AST1</td>
<td>3.0</td>
<td>3.3</td>
<td>3.7</td>
</tr>
<tr>
<td>AST3/D</td>
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<td>4.0</td>
</tr>
<tr>
<td>AST4/D</td>
<td>10.1</td>
<td>9.7</td>
<td>9.4</td>
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<tr>
<td>SC2</td>
<td></td>
<td></td>
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<tr>
<td>SC1</td>
<td></td>
<td></td>
<td>2.0</td>
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</table>

Source: Sysper and DG HRB. Years spent in the grade as temporary staff are excluded.
Reclassified contract staff

<table>
<thead>
<tr>
<th>FUNCTION GROUP</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>GFI</td>
<td>125</td>
<td>114</td>
<td>101</td>
</tr>
<tr>
<td>GFII</td>
<td>219</td>
<td>155</td>
<td>150</td>
</tr>
<tr>
<td>GFIII</td>
<td>38</td>
<td>39</td>
<td>55</td>
</tr>
<tr>
<td>GFIV</td>
<td>139</td>
<td>143</td>
<td>119</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>521</td>
<td>451</td>
<td>425</td>
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Source: Sysper and DG HR.B

Certification procedure

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population AST5 and +</td>
<td>6 359</td>
<td>5 921</td>
<td>5 829</td>
<td>6 030</td>
</tr>
<tr>
<td>Candidates</td>
<td>568</td>
<td>428</td>
<td>407</td>
<td>386</td>
</tr>
<tr>
<td>Candidates admitted to the certification exercise</td>
<td>513</td>
<td>414</td>
<td>352</td>
<td>362</td>
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<tr>
<td>Candidates admitted to the training programme</td>
<td>50</td>
<td>50</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Newly certified officials</td>
<td>50</td>
<td>43</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Certified officials appointed as administrator</td>
<td>78</td>
<td>50</td>
<td>49</td>
<td>45</td>
</tr>
</tbody>
</table>

Source: Sysper and DG HR.B. Candidates are displayed under the year of selection for the certification procedure. Certified and appointed officials are displayed under the year of appointment.
### ANNEX V: ACRONYMS

**DGs, Services, Offices**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGRI</td>
<td>DG Agriculture and Rural Development</td>
</tr>
<tr>
<td>BUDG</td>
<td>DG Budget</td>
</tr>
<tr>
<td>CLIMA</td>
<td>DG Climate Action</td>
</tr>
<tr>
<td>CNECT</td>
<td>DG Communications Networks, Content and Technology</td>
</tr>
<tr>
<td>COMM</td>
<td>DG Communication</td>
</tr>
<tr>
<td>COMP</td>
<td>DG Competition</td>
</tr>
<tr>
<td>DEVCO</td>
<td>DG International Cooperation and Development</td>
</tr>
<tr>
<td>DGT</td>
<td>DG Translation</td>
</tr>
<tr>
<td>DIGIT</td>
<td>DG Informatics</td>
</tr>
<tr>
<td>DPO</td>
<td>Data Protection Officer</td>
</tr>
<tr>
<td>EAC</td>
<td>DG Education, Youth, Sport and Culture</td>
</tr>
<tr>
<td>ECFIN</td>
<td>DG Economic and Financial Affairs</td>
</tr>
<tr>
<td>ECHO</td>
<td>DG Humanitarian Aid and Civil Protection</td>
</tr>
<tr>
<td>EMPL</td>
<td>DG Employment, Social Affairs and Inclusion</td>
</tr>
<tr>
<td>ENER</td>
<td>DG Energy</td>
</tr>
<tr>
<td>ENV</td>
<td>DG Environment</td>
</tr>
<tr>
<td>EPSC</td>
<td>European Political Strategy Centre</td>
</tr>
<tr>
<td>EPSO</td>
<td>European Personnel Selection Office</td>
</tr>
<tr>
<td>ESTAT</td>
<td>Eurostat</td>
</tr>
<tr>
<td>FISMA</td>
<td>DG Financial Stability, Financial Services and Capital Markets Union</td>
</tr>
<tr>
<td>FPI</td>
<td>Service for Foreign Policy Instruments</td>
</tr>
<tr>
<td>GROW</td>
<td>DG Internal Market, Industry, Entrepreneurship and SMEs</td>
</tr>
<tr>
<td>HOME</td>
<td>DG Migration and Home Affairs</td>
</tr>
<tr>
<td>HR</td>
<td>DG Human Resources and Security</td>
</tr>
<tr>
<td>IAS</td>
<td>Internal Audit Service</td>
</tr>
<tr>
<td>JRC</td>
<td>Joint Research Centre</td>
</tr>
<tr>
<td>JUST</td>
<td>DG Justice and Consumers</td>
</tr>
<tr>
<td>MARE</td>
<td>DG Maritime Affairs and Fisheries</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Name</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
</tr>
<tr>
<td>MOVE</td>
<td>DG Mobility and Transport</td>
</tr>
<tr>
<td>NEAR</td>
<td>DG Neighbourhood and Enlargement Negotiations</td>
</tr>
<tr>
<td>OIB</td>
<td>Office for Infrastructure and Logistics in Brussels</td>
</tr>
<tr>
<td>OIL</td>
<td>Office for Infrastructure and Logistics in Luxembourg</td>
</tr>
<tr>
<td>OLAF</td>
<td>European Anti-Fraud Office</td>
</tr>
<tr>
<td>OP</td>
<td>Publications Office</td>
</tr>
<tr>
<td>PMO</td>
<td>Office for the Administration and Payment of Individual Entitlements</td>
</tr>
<tr>
<td>REGIO</td>
<td>DG Regional and Urban Policy</td>
</tr>
<tr>
<td>RTD</td>
<td>DG Research and Innovation</td>
</tr>
<tr>
<td>SANTE</td>
<td>DG Health and Food Safety</td>
</tr>
<tr>
<td>SCIC</td>
<td>DG Interpretation</td>
</tr>
<tr>
<td>SRSS</td>
<td>Structural Reform Support Service</td>
</tr>
<tr>
<td>SG</td>
<td>Secretariat-General</td>
</tr>
<tr>
<td>SJ</td>
<td>Legal Service</td>
</tr>
<tr>
<td>TAXUD</td>
<td>DG Taxation and Customs Union</td>
</tr>
<tr>
<td>TF50</td>
<td>Task Force for the Preparation and Conduct of the Negotiations with the United Kingdom under Article 50 TEU</td>
</tr>
<tr>
<td>TRADE</td>
<td>DG Trade</td>
</tr>
</tbody>
</table>

Member States of the European Union

BE  Belgium  
BG  Bulgaria  
CZ  Czech Republic  
DK  Denmark  
DE  Germany  
EE  Estonia  
IE  Ireland  
EL  Greece  
ES  Spain  
FR  France  
HR  Croatia  
IT  Italy  
CY  Cyprus
Executive agencies

Education, Audiovisual and Culture (EACEA) as from 2005
European Research Council (ERCEA) since 2007
Research (REA) since 2008
Small and Medium-sized Enterprises (EASME) replacing the the Executive Agency for Competitiveness and Innovation (EACI) as from 2014
Consumers, Health, Agriculture and Food (CHAFEA) replacing the Executive Agency for Health and Consumers (EAHC) as from 2014
Innovation and Networks (INEA) replacing the Trans-European Transport Network Executive Agency (TEN-T EA) as from 2014.
ANNEX VI: MANAGEMENT TEAM OF DG HUMAN RESOURCES AND SECURITY
Getting in touch with DG HR

ONLINE


IN PERSON

For queries or more information about this report, please contact Mr M. Schneider or Mr J. Phelippeau, Montoyerstraat 34, 1049 Brussels.

ON THE PHONE OR BY MAIL

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