A YEAR OF TRANSITION

In 2018, the Commission delivered on its commitment to reduce its statutory staff by 5% as committed in 2013 during the negotiations of the 2014-2020 Multi-Annual Financial Framework (MFF). This has only been made possible thanks to an increase in the working hours of the institution and through a series of targeted, strategic measures that increased the human resources available to top Commission priorities by reducing resources dedicated to support and coordination jobs and increasing posts allocated to priority tasks. The proposal for the next MFF aims at consolidating these efforts by delivering on new policies (ex: defence, migration, digital) while keeping the number of staff stable.

On 28 March 2018, the College made a commitment to ensure the job security of Commission staff with UK nationality following up the steer provided by the President Juncker.

Any organization is only as good as its people and 2018 offered the opportunity to test some innovations and make further progress in Talent Management. The Commission published a report on geographic diversity showing the need to attract talents from all over the EU, and to work with Member States to address shortfall of recruitments from some countries.

The Commission launched a pilot for junior professionals targeted at attracting and retaining junior administrators. It also developed a training module for women with management potential.

Thanks to attention of the whole institution, the Commission is closer to reaching the ambitious target of 40% women in management by 1 November 2019. On 1 January 2019, women represented 39.6% of all management, with 36.3% in senior management and 40.4% in middle management. Moreover, the implementation of the Diversity & Inclusion action plan further supported the Commission’s objective to enhance its image as an attractive employer that values and fosters diversity and inclusion.

In addition, mobility exercises for AST and AST/SC staff were piloted in 2018 and internal competitions launched at the end of 2018 with the highest number of positions open to contract agents.

Experimentation and innovation will be key towards building an efficient, diverse and agile organization for the future.

SAFE AND HEALTHY AT WORK

DG HR has also advanced in the implementation of the Health & Wellbeing fit@work Strategy and Action Plan 2018-2020. Particular focus was on the finalisation of an integrated approach promoting mental wellbeing, the revision of the implementing provisions regarding absences, and the return-to-work strategy. DG HR also promoted additional physical activities and launched the Where2GO app, a web-based PC and mobile application contributing to making all fit@work activities in Commission premises readily available and seamlessly integrated, thereby promoting well-being actions and greater connectedness across the organisation.

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. Following the 2015 adoption of a comprehensive new legal framework for security and the launch of a new action plan on enhanced security measures, in 2018 the Commission developed additional corresponding security rules and procedures, while reinforcing internal communication and awareness training aimed at strengthening employees’ security culture.

ETHICS AND COMMUNICATION

In 2018, DG HR has made further strides to help staff uphold the highest ethical standards by providing additional clarity in areas of increasing visibility: outside activities and assignments, and social media. The Commission Decision on outside activities and assignments was adopted, clarifying the obligations of staff...
For resuming a busy working year, there is probably no better means than listening to our staff.

Towards the end of 2018, all staff had the opportunity to express their views by participating in the bi-annual all staff satisfaction survey. It makes me proud to say that more than 20,000 colleagues have replied, confirming the increasing trend of interest in this important tool for dialogue and feedback.

The staff survey results are a clear message guiding our next steps: our staff is generally happy about the clarity of their role and the teamwork that the organisation expects from them.

They feel a sense of pride in their job, have good and supportive working relationships with their colleagues, and are willing to give extra effort when required. These strengths clearly strengthen us in delivering on our mission.

On the other hand, many colleagues have open questions about their professional development and about the strategic choices of the organisation to manage change and innovation.

This does not come as a surprise given the significant changes that the European Commission has been undergoing in recent years: collaborative working, knowledge management, and in particular the strengthening of our internal professional communities across and beyond classical organisational boundaries has brought many changes and required staff to constantly adapts.

Very concretely, we have taken up the impetus from the staff survey for updating our modernisation plans two years after the launch of the Synergies and Efficiencies Review, adopting in March 2019 the new Synergies Communication, which also formally ended the pilot phase of the HR Modernisation process.

Many initiatives in 2018 helped to make the Commission fit in view of its upcoming new term of mandate and in the challenging context of the UK’s withdrawal, the new multiannual financial framework and the resulting pressure on the Union’s administrative budget.

We have successfully launched a new Junior Professionals programme for attracting new talents. We have succeeded a major inter-DG mobility scheme for staff based in Luxembourg. We have allocated more human resources to top level objectives, guiding DGs in defining their positive and negative priorities and providing them with a new high performing tool, ATLAS, for effectively managing their workforce. And we have further streamlined our internal services by aligning processes and entrusting the domain leader DGs with far more responsibility than in the past.

A final number that says much about the attitude of our staff: Nearly 800 colleagues spent half a day volunteering during the second Commission Volunteering Week in Brussels this year. 90 % of them afterwards said that they had been able to make a real difference. Making a difference: this is what our work and our engagement is about.
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DG HR works to strengthen long-term organisational performance through fit-for-purpose structures, planning and better allocation of human resources, aligned with Commission’s priorities. DG HR also designs and supports modernisation projects and strengthens internal communication to improve staff engagement.

**ORGANISATIONAL PERFORMANCE, RESOURCE ALLOCATION AND STRUCTURES**

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

**ORGANISATIONAL STRUCTURES**

DG HR’s guidance and support in improving organisational structures has been further improved in 2018 to help DGs adapt swiftly to new political challenges against a background of resource pressure.

The Communication on organisation charts of Commission DGs and services, adopted in 2017, enshrined the principle of communication with staff when planning a reorganisation.

Recent reorganisations have shown that staff are more involved in the reorganisation process and consulted. Several DGs rationalised their organisational structures to help them work more effectively, including:

- The Secretariat-General carried out a major reorganisation in October 2018. This reorganisation allowed the Secretariat-General to better reflect the Commission’s priorities for which it has responsibility and improve collaboration between its departments.
- The Publication Office became a more streamlined service through a significant reorganisation in spring 2018 with the merger of three units into one, renaming of all Directorates and most units, and the creation of a new function of Principal Adviser.
- Other Commission services have made changes to their structures in smaller-scale reorganisations to improve internal processes and increase collaboration.

The new policy on adviser functions introduced by the Communication on organisation charts in 2017 has led to a significant reduction of the number of such functions in 2018.

Based on the positive results of a pilot exercise starting in September 2017, it was decided to fully centralise reorganisation management for all DGs. As of 1 April 2018, the primary contact point for reorganisation is the relevant Portfolio Manager in unit HR.A1, supported by a back office team for technical advice and approval.

**ORGANISATIONAL PERFORMANCE**

European member states and citizens expect a high-performing Commission at their service. DG HR helps the DGs to perform even better and to deliver effectively on their political priorities.

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 to maintain an engaged workforce deployed effectively to support Commission priorities and core business.

Progress in achieving this objective is measured against three key indicators:

1. **percentage of female representation in middle management**, increased from 31% in 2014 to 40% in November 2018, and a mere 20 appointments to be done to reach the target of first female appointments in middle management by November 2019;
2. **percentage of staff who feel that the Commission cares about their wellbeing**, which is currently at 52%, up 17 points from the 2016 survey;
3. **staff engagement index**, which is currently at 69%, very much in line with other public service benchmarks.
The annual activity reports of the different Commission departments set out the results achieved based on measures proposed in their respective management plans.

In order to reallocate resources internally, a set of organisational fitness indicators is used which take into account the following:

- effective allocation of human resources;
- proxy indicator of workload, measured by the non-recoverable overtime for staff at administrator level;
- composite indicator of administrative support as a proportion of the total workforce;
- compliance with the benchmarks on average entity size for organisational structures set in the Communication on organisation charts of Commission DGs and services;
- relevant results of the last staff survey, in particular those relating to staff perception of organisational efficiency;
- work that benefits the whole organisation, going beyond the department’s individual remit.

**RESOURCE ALLOCATION**

Human resources in the Commission are allocated using a process that is transparent, evidence-based and linked to the Commission’s political priorities. This approach has been improved in 2016 and takes account of factors such as the Commission’s legal obligations, organisational fitness and efforts made at corporate level.

As a result, DGs have been grouped into three priority clusters: high, medium and moderate priority.

In July 2018, the Commission decided to redeploy 98 posts to priority tasks, mainly to urgent needs related to migration, anti-terrorism, Western Balkans, fundamental rights, energy-related policy initiatives, cybersecurity and trade negotiations with third countries. In December 2018, an additional decision on resource allocation was adopted. This provided two new posts for the secretariat of the Audit Progress Committee and provided for a limited differentiated redeployment tax in 2019 for DGs in medium and moderate priority groups.

This will allow the Commission to meet future redeployment needs in relation to new challenges emerging from the priorities set by the new College of Commissioners.

In 2018, the Commission continued to delegate implementation tasks to six executive agencies and one decentralised agency (the European Global Navigation Satellite Systems Agency). This led to a reduction of 69 posts and 48 full-time equivalents of other staff in Commission departments.

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1 Annual activity reports on Europa: https://ec.europa.eu/info/publications/annual-activity-reports_en
WORKFORCE PLANNING AND SCREENING

2018 has seen a change in the Commission’s approach to monitoring and planning workforce deployment. A new workforce planning tool called Activities and Tasks Logging for the Allocation of Staff (ATLAS) was launched in June 2018. It provides managers in DGs and executive agencies with a clearer view of how many staff are working on each area of activity and towards each objective. ATLAS also allows managers to better allocate resources to priorities, and to track changes over time. Data from ATLAS was used for the 2018 screening exercise for the Commission and executive agencies.

The results of this exercise show that the percentage of the workforce in the Commission devoted to administrative support and coordination tasks remains stable, and that there has been a slight increase in the proportion of staff working on operational tasks. These results confirm the trends seen in previous years.

EU DELEGATIONS NETWORK

The allocation of Commission resources to delegations has to take account of their changing role on the international stage.

There are currently 30 ‘mixed posts’ in the network, simultaneously serving several DGs outside the external relations family. In 2018, the Commission continued to support initiatives on career development in the EU’s external relations area.

The Commission also publicised opportunities for Commission staff to move to the European External Action Service (EEAS).

Middle managers in the Commission were encouraged to move jobs through a call for expressions of interest for positions as Heads of Delegation worldwide, which saw its first iteration in 2017–2018 and will continue in 2019.

Source: Commission’s 2018 screening exercise, based on ATLAS data; Reference date 30 September 2018. All Commission jobs excluding service providers and trainees. Totals are rounded to one decimal.
Significant steps were taken to pave the way to increasing Commission-EEAS rotation in the future. Eligible assistant staff were invited to apply to a new College for future Heads of Administration created by the EEAS.

In 2018, the committee for management of Commission resources in delegations (COMDEL) and the steering committee for delegations (EUDEL) endorsed measures to improve work-life balance and promote staff engagement in EU delegations, in particular through increased opportunities for teleworking. DG HR and the EEAS also worked closely together to improve resource management tools and cater for greater flexibility in the use of local public holidays and core time in the EU delegations network.

Particular attention was paid to designing a dedicated section in the 2018 staff survey for staff in delegations in order to better assess their specific perception. Further rationalisation work was carried out for the COMDEL Decision.

DG HR, together with the EEAS and DG DEVCO, continued to work towards modernising the employment conditions of local agents in EU delegations, which should lead to the adoption of three joint decisions by summer 2019.

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.

ORGANISATIONAL DEVELOPMENT CONSULTANCY SUPPORT

Work continued on developing DG HR’s organisational development function (OD@HR) with the overarching goal of helping the Commission to improve how it functions and responds to new challenges. As part of this work, DG HR now offers more integrated and tailored support for large-scale and/or complex change initiatives that impact on different aspects of organisational life, including people, structures, processes and tools.

Coordination mechanisms were put in place to enable greater collaboration among relevant DG HR units.

As well as supporting more ways of working together across DG HR, better coordination of this work has been provided through a recently established ‘one-stop shop for collaboration’ (OSS). This joint initiative by the Joint Research Centre (JRC), the Directorate-General for Informatics (DIGIT), the Secretariat-General and DG HR offers an in-house consultancy and brokering service on all aspects of collaborative working and knowledge sharing. More comprehensive support for DGs going through organisational changes has already resulted from the setting up of an organisational development coordination function between OD@HR and the OSS.

Work continued on major Commission-wide organisational development projects, including implementing the Synergies and Efficiencies Review and the Commission’s knowledge management strategy. A number of events were held to facilitate mutual support and learning, such as the second corporate storytelling session, where managers and staff shared innovative working practices for continuous improvement and staff empowerment.

SYNERGIES AND EFFICIENCIES REVIEW

The Synergies and Efficiencies Review covers five business areas and the DGs responsible for them (‘domain leaders’), namely human resources management (DG HR), information and communication technologies (DG DIGIT), external and internal communication (DG COMM, DG HR), logistics (OIB), events and meeting room management (DG SCIC).

These are progressively being modernised to ensure services are provided in a more professional, efficient and straightforward way.

Logistics in Luxembourg (OIL) and publication services (OP) will join as domain leaders in their respective fields in early 2019.

A stocktake of domain leaders’ progress in 2018 shows that savings have materialised, notably for HR and logistics and following the local data centre consolidation project led by DG DIGIT.
Initial savings have also been made in communications contract management, where service delivery has been boosted in DG COMM while streamlining local capacity.

In other business areas, savings have been identified to come into effect by 2030. The business areas, supported by DG HR, started to use the new ATLAS tool for workforce planning, to identify their professional communities and to develop taxonomies to define sub-communities. They have also made progress on improving outreach and professionalisation, and have conducted a second functional reporting exercise.

A series of outreach and engagement activities led by DG HR have helped to continue progress towards a more aligned vision on domain leadership and solid and well-functioning professional communities.

A working group on domain leadership met seven times over the course of the year, in addition to a number of meetings at senior management level on strategic and resource-related issues. A new joined-up approach to identifying and collecting savings was developed over the course of the year through intensive discussions with domain leaders and client DGs, and in the Resource Directors Group and Corporate Management Board.

This new approach aims to provide a simple and transparent overview of all contributions requested from a DG to all synergies strands.

Client DGs were also consulted on the methodologies for identifying savings, helping to ensure buy-in from all sides. The Communication on synergies and efficiencies SEC(2016)170 stipulates that each domain leader should contribute to the appraisal of the local business area managers. Contributions were therefore collected for the second year in three business areas: HR, ICT and Communications.

DG HR leads on a new work strand on integrated logistics, begun in July 2018, to put in place a simplified front-office logistics interface. The new interface will cover office moves and management of meeting rooms’ services and offer a one-stop-shop service for end users. This brings together DG HR, DIGIT, the Directorate-General for Interpretation (SCIC), and the Offices for Infrastructure and Logistics in Brussels and Luxembourg (OIB and OIL), building on the significant work already done to clarify processes and optimise customer service.

Lastly, domain leaders worked closely with HR to adapt ATLAS to the needs of business area community identification and management. Domain leaders identified a set of subactivities per activity to allow detailed breakdowns of task assignment across DGs within their business area.

HR MODERNISATION

As part 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.

In 2016, a pre-pilot phase of HR modernisation was carried out with a small number of DGs. The second wave of the pilot was underway in 2018, and the full roll-out of the model started in March 2019 through the adoption of the new Synergies Communication.

Feedback on the HR processes and services was collected from numerous sources (HR community, Commission staff, managers and senior managers). This helped identify potential changes to the model, which should lead to more efficient HR processes.
One of the project’s priorities is to improve the service DG HR offers to the rest of the Commission by developing new HR services, in particular in relation to headhunting, HR analytics, career guidance, selection and recruitment, organisational development and staff performance management.

As part of this work, HR teams were reorganised and a portfolio management approach was successfully adopted in selected areas to provide effective support and advice on HR policies, particularly to the local HR Business Correspondents.

Each HR portfolio manager is responsible for liaising with a group of DGs and working closely with them to ensure that strategic HR issues are appropriately reflected in their business decisions, including allocation of resources, reorganisations, workforce planning and internal communication.

The HR modernisation project has made significant strides in 2018 towards harmonising and standardising HR practices, which has led to a fairer and more consistent application of HR rules across the Commission.

On the basis of analysis and consultations with key stakeholders, DG HR made several adjustments to the HR service delivery model in 2018. The main objective was to improve efficiency and reduce delivery time by removing unnecessary steps in a number of HR processes.

Work also focused on improving communication within HR and between DG HR and its clients.

A communication campaign was launched in 2018 and regular meetings took place between DG HR senior management and middle managers from client DGs, who are among the first impacted by the changes to the HR delivery model.

The HR modernisation project has led to efficiency gains: The ratio of HR staff to Commission staff decreased from 1:29 to 1:34 notably following the creation of the Account Management Centre (AMC) Directorate. This corresponds to a reduction of 148 FTE (which means by 10%) in the Commission’s HR community over the last 3 years. Further improvement to HR processes, especially those relating to recruitment, learning and development and time management, are in the pipeline. The project’s objective is to deliver a better and more modern service, that meets HR clients’ expectations.

**STAFF MATTERS PORTAL**

The new Staff Matters portal, once fully rolled out, will be the single knowledge base for all HR-related processes, as well as providing a platform for requesting and managing user support. It has three main sections:

1. The Staff Matters site on My Intracomm: a dynamic information portal, providing a user-centric one-stop-shop interface for the end-user or HR professional, with a sophisticated search engine.
2. A front office section linked to the Staff Matters site where HR-related questions from staff or HR professionals are submitted via a question/answer system.
3. A back office section where questions arrive and are handled by the appropriate HR staff.

In 2018, HR further improved these sections and provided the possibility of asking questions about additional areas such as wellbeing/Fit@work, ethics, leave for personal reasons (CCP), certification, secondment and placement of staff at the disposal of another DG, and senior assistants/senior experts. In addition, in September 2018, the Time Management process was made available to staff.

It is now used by staff and the AMC leave management staff (GECOs) to exchange questions and provide answers.

Between September and November 2018, more than 11 000 questions and more than 3 000 requests were handled. The client feedback was 95% positive. The Staff Matters portal will be extended to cover more HR areas in the course of 2019.
KNOWLEDGE MANAGEMENT

DG HR is one of the central players involved in designing and implementing knowledge management policies in the Commission, and is part of the core group running the Information Management team. In 2018, the team’s focus was on launching the corporate communication campaign on data, information and knowledge management. Collaborative cultural change was promoted through three peer-to-peer exchanges between senior managers.

Another action in this area was the creation of a specific category in the 2018 Internal Communication Awards, ‘Unlocking the power of information’.

DG HR also significantly contributed to setting up and running the one-stop shop for collaborative working and knowledge sharing, together with the JRC, DIGIT and the SG.

The one-stop shop works as a single entry point providing advice and support to DGs and services on methods and tools for collaborative working and knowledge sharing.

It works closely with the team responsible for internal consultants and with HR portfolio managers via weekly coordination meetings.

"We should avoid letting knowledge management become a buzzword that is limited to a very small circle of people who are very interested in the subject. This should become a household word for everybody."

Irene Souka, Director-General DG HR

In 2018, DG HR continued to be responsible for the interinstitutional knowledge management network, organising 5 meetings with external and internal contributors, and held 14 knowledge sharing café events to support collaboration and exchange of knowledge on relevant and topical HR policies.
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-specific teams.

**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. To date, about 100 HR service-level agreements have been signed with external clients covering a variety of HR services.

In order to ensure the way DG HR provides services is in line with the conditions laid down in the Commission guidance on the provisions of external services to EU institutions, agencies and bodies, DG HR has assessed the costs of 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.

As part of this work, the Internal Audit Service (IAS) audited DG HR’s service delivery, which included surveying DG HR’s biggest clients.

In 2018, DG HR finalised negotiations with its 60 client institutions and started to implement new harmonised service-level agreements.

New services will be rolled out in 2019, especially in relation to the HR Management system of the Commission (Sysper) and the IT business area.

**REPORT AND EVALUATION**

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

**HR BUSINESS INTELLIGENCE - REPORTING AND ANALYTICS**

In 2018, the now unified HR Business Intelligence team delivered in multiple areas, including extending the catalogue of reporting services, providing more user-friendly and flexible reporting and analytics solutions, increasing data quality and consistency and improving data literacy within the HR community.

As part of the HR modernisation project, several new products were added to the catalogue of reporting solutions available to the HR community.

For example, a new analytical tool on time management and working conditions was released. A recruitment dashboard was developed, allowing the monitoring of the status of recruitment files across the organisation and improving the efficiency of the process.

A pilot project on data interpretation was launched to better understand, interpret and highlight insights and make these actionable by HR Business Correspondents (HR BCs) and line managers. Several training sessions were delivered to improve data literacy and fact-based decision-making in HR matters.

A review of HR definitions was also initiated to ensure the close alignment of HR business knowledge and data exploration work.

Correspondents in DG HR services will be invited to regularly discuss definitions, as well as possible changes and reporting alignments. The online catalogue of definitions will be progressively revamped to become a reference point for HR definitions, not only for reporting purposes but more generally to ensure the consistent use of HR terminology across DG HR and the entire HR community.

Along with integrating new data sources, such as ATLAS data or vacancy notices and recruitment data, the overhaul of the HR data delivery platform progressed well in 2018 with a first release at the beginning of December.
The project aims to further improve the quality, reliability, consistency and security of HR data and will continue in 2019. The reporting services now delivered to nine institutions were further extended to include the Ombudsman, and analysis has started to include the Council and several new agencies next year.

**HR DATA LAB**

The HR Data Lab project was set up in 2017 to deliver complex human resources insights by applying advanced data mining and data visualisation methods to diverse data sources. In 2018, it supported various initiatives related to workforce planning, career paths and talent management. The HR Data Lab helped develop workforce projections to plan future recruitment competitions and optimise the allocation of budgetary and human resources.

It also supported the development of new simulation models using modern data science technologies, which offer a more holistic and accurate solution for DG HR’s forecasting needs. The HR Data Lab worked to identify patterns in the career paths of Commission staff and helped monitor staffing related indicators, including in the context of the Brexit negotiations.

To assist DGs in the roll-out of the ATLAS workforce planning tool, the HR Data Lab carried out a thorough pre-analysis of activities related to each job. In addition, it further developed the text-search engine, adding improved visualisation capabilities to support the in-depth search of job descriptions.

**HR MANAGEMENT INFORMATION SYSTEMS**

Strengthen organisational performance through improved HR management information systems. The HR management information system strategy was designed to invest in innovative projects and to improve IT productivity, delivering lower costs.

In 2018, 12² projects were launched or continued to improve the performance of the HR management IT tool (Sysper) and other IT systems, in addition to other projects to improve business intelligence and reporting services.

During the year, proposals for new IT projects in 2019 and 2020 were considered, bearing in mind the limits of the available development budget.

The selected projects focus on a number of HR processes related to HR modernisation, organisational development, talent management, health and wellbeing and legal affairs.

During 2018, cross-cutting activities in relation to security and mobile applications (OnTheGo) continued, as well the maintenance of HR IT tools and support for the helpdesk. Several projects were also prepared to improve the technical fitness of the systems in 2019.

Under the new service-level agreement, DG HR provides Sysper and related services to 41 institutions and agencies (27 in project phase and 14 in service phase), with a total population of around 17 000.

**Collaboration with interinstitutional partners is based on two levels of governance:**

- The Sysper Interinstitutional Governance Board. It brings together all institutions and agencies that use or will shortly use Sysper, along with DG HR and DIGIT, to discuss planned developments, user feedback and HR service trends and needs. The board met in March and November 2018.

- A Steering Committee. It contains representatives from each partner responsible for monitoring the services described in the SLA and monitors progress, collaboration and eventual risks.

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² This number excludes SMP, MyIC, EULearn and HR Business Intelligence projects, which are discussed elsewhere.
In the course of 2018, a new service delivery framework was put in place, with notably the creation of a single entry point for all service requests, where clients have access to documentation, troubleshooting, how-to articles and further assistance.

2018 saw significant increases in the number of new institutions and agencies using Sysper. The General Secretariat of the Council will be using Sysper in the first quarter of 2019. More than 200 staff in the 26 agencies which will soon start to use Sysper attended intensive training on the eight Sysper modules. Six agencies will move to a service phase in early 2019, and most other agencies have started migrating staff data to Sysper.

As part of implementing the action plan for the IAS audit of project and programme management in the HR family, strong working relationships between HR family members have been developed to better align IT developments within the family and with DIGIT, as the main IT supplier.

HR BUSINESS PROCESS MANAGEMENT (BPM) AND MODELLING

In 2018, DG HR started supporting business process management for HR.

Detailed mapping of HR business processes and related IT tools and roles has been carried out to bring clarity on how HR processes are conducted. This will enable more coordinated work, provide an overall picture of HR services, allow better decision-making and facilitate BPM initiatives. It should help to improve the use of the different tools for HR processes and, clarify ownership of tasks and data (including improved data quality) and decrease induction time for HR staff.

INTERNAL COMMUNICATION

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

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 continues to chair the Corporate Communication Steering Committee (CCSC), and run monthly meetings of the Communication Network, bringing together managers in both internal and external communication.

Over 300 colleagues volunteer for Internal Speakers Initiative
Internal speakers explain Commission face to face
In March 2018, our Director-General, Timo Pesonen, along with Irène Souka, Director-General for Human Resources and Security, invited Directors-General and Heads of Service to identify colleagues interested in becoming speakers for the Visitors’ Centre.
This has led to greater consistency and efficiency in both business areas.

One of the issues dealt with by the CCSC was the adoption of revised social media guidelines for staff, which encourage staff to use social media in their personal capacity to discuss EU matters in a way that is appropriate and safe.

DG HR identified priorities for the 2018 Communication Plan and shared these with the internal communications community over Connected, to ensure better planning and increased consistency. In addition, specific portfolio managers were identified in the corporate internal communication unit.

The programme charter for My Intracomm, including its future development, was presented to the IT board. In autumn 2018, the MyIC survey was carried out, including targeted questions on Commission en direct and Staff Matters Portal.

My Intracomm completed the migration of its first executive agencies: the Research Executive Agency and the Brussels Local Staff Committee. Apart from these changes, 2018 was dedicated to stabilising and consolidating the platform following the upgrade in 2017.

DG HR also launched a pilot for a mobile application for internal communication. The app allows Commission colleagues to easily access corporate and local news and external communication content on their mobile devices, according to their subscription preferences.

DG HR has developed and implemented communication tools and actions to promote the Commission’s main corporate campaigns.

News items, videos, webpages, events have been published throughout HR’s principal communication channels (i.e. MY IC, Connected) to convey the core messages to staff on fit@work, talent management, HR modernisation and the 2018 staff survey.

Videos were used to accompany corporate campaigns and initiatives (e.g. the EMAS videos on “less waste, more action” or the video on the Staff Matters portal). In addition, seven ‘people behind priorities’ videos were produced in 2018 to highlight cross-DG collaboration on different EU policies.

2018 STAFF SURVEY

DG HR conducted the 2018 Staff Survey in the 4th quarter of the year, with revised questions tested in focus groups (allowing, however, for benchmarking with previous surveys). For the first time, a separate parallel exercise was run for Delegation personnel, coordinated by the EEAS. The staff survey was accompanied by a large communication campaign. The survey reached an overall response rate of 56%, exceeding the 2016 result of 51%.

"You are the people I count on to pass messages, to build awareness, and ensure understanding. You are the people who facilitate conversations, encourage knowledge sharing and promote collaboration," he said to the audience. "Without you, it would be difficult to create a culture of efficiency and effectiveness, collaboration, innovation, openness and involvement."

Günther H. Oettinger
DG HR will support DGs in following up on results in 2019. DG HR also helped to run the University of East Anglia Survey, an independent academic study, which will complement the findings from the Commission’s staff survey. Team work shows up as a strength, and middle management are rated consistently well across the organisation.

Further work is required in ensuring that staff have the appropriate support to develop their careers, in encouraging innovation, and in the management of change.

**HR PROFESSIONALISATION AND CUSTOMER ORIENTATION**

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

In 2018, the HR professionalisation team supported the continued professional development of HR colleagues. 205 HR professionals attended 18 regular ‘HR essentials’ training courses, organised by the HR professionalisation team.

These courses focus on the four HR roles, HR processes, change management and customer orientation. The team organised 16 HR ‘pills’ (short 30-minute sessions of condensed HR knowledge) on a variety of topics including artificial intelligence and its impact on HR, process improvement, job shadowing, employee engagement and key skills for the future.

HR colleagues who attended external HR conferences and learning events were invited to share their feedback and take-away learning points with the rest of the HR community via lunchtime talks or on the HR professionalisation space on Connected. ‘Learning nuggets’ and resources were delivered to the HR community via 19 issues of the bi-weekly newsletter, the HR Development Newsflash, exploring topics such as digital transformation, creativity, emotional intelligence, public service motivation and the ageing of the workforce. Within DG HR, the professionalisation team provided consultancy, advice and tangible deliverables such as new job profiles, learning paths, coordination of the launch of an online HR legal course and facilitation of the welcome seminar for new newcomers at the Commission. The team assisted managers and staff in DGs and agencies with event facilitation and by delivering short training sessions and workshops on meetings, team dynamics, customer orientation and the skills of the future.
talent MANAGEMENT
the right person in the right place; at the right time

MANAGERIAL EXCELLENCE

RECRUITMENT AND PERFORMANCE

DEVELOPMENT OF STAFF COMPETENCIES

COLLABORATIVE SKILLS AND CORPORATE CULTURE

CAREER

DIVERSITY AND INCLUSION
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 skills 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 themes:

1. promoting managerial excellence;
2. better aligning recruitment and performance;
3. supporting 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 development, motivation and engagement on a daily basis to achieve the required results. Ensure managers not only have good knowledge of their subject areas but are also outstanding people managers.

The Commission’s 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.

Since its launch in mid-September 2017, approximately 100 newly appointed middle managers have benefited from at least one session of the corporate development programme for middle managers consisting of a personal development plan session and 3 individual follow-up sessions. Two introductory sessions on HR management were organised for newly appointed middle managers and a toolkit on HR management has been developed, pointing middle managers to appropriate sources of information. Last but not least, DG HR has worked with a group of middle managers designated by their DGs to draw up a series of actions to promote networking among middle managers. These actions will be implemented from 2019.

During 2018, the Senior Management Development Programme accepted another 14 new participants, bringing the total of active participants to 32. The programme’s focus remains on newly appointed Directors, although, following the roll-out of the 360° feedback pilot, participants with more experience in a senior management function also started to take advantage of this tool. Participants in the programme receive ongoing feedback from HR experts and benefit from a tailor-made programme of personal development and individual coaching.

The corporate 360° feedback pilot for senior managers was further expanded in 2018, to cover a total of 127 senior managers in 30 different Directorates-General.

Participating senior managers have the opportunity to get an all-round view of their leadership capabilities, and to compare their self-image with the portrait that comes from the observations of their managers, peers and members of staff.

This allows them to identify their management blind spots and to reflect on possible self-development areas.
The new micro-learning for managers initiative shows that new learning offers are needed for staff with limited time to attend classroom courses. The programme was introduced in June 2018.

The monthly sessions have covered topics such as motivating staff, wellbeing for managers, giving feedback and empowerment.

Each session provided managers with something to watch, something to read, something to listen to and something to do (a small behavioural change challenge aimed at improving management skills). Future sessions will include testimonial videos “by managers for managers”.

The External Management Development Program offered 64 managers the possibility of developing their leadership skills in some of the top universities and business schools in the world. Under the EU Fellowship Programme, seven high-level Commission officials and two high-level European Parliament officials went as fellows to top world universities for a semester or a year, to represent the EU and for their own professional development, working on research projects of EU interest.

The initiatives to promote diversity and inclusion, detailed later in this report, also help to promote a diverse management population.

**SELECTION AND 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 recruitment 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 from competitions (‘laureates’) are published on reserve lists. Directorates-General may then select the most suitable candidates for their vacancies, after considering internal candidates.

**OFFICIALS AND TEMPORARY STAFF**

In 2018, around 1 100 vacant posts were filled with newly recruited officials or temporary staff, which represent about double the number filled in this way in 2017. The sharp increase in recruitment has meant the Commission’s vacancy rate has fallen below 3%, which is a significant achievement, in light of the negotiations for the new Multiannual Financial Framework (MFF).

Much of this progress has been achieved by recruiting temporary staff to fill AD specialist profiles that require specific expertise and to compensate for a shortage of AST/SC candidates in the secretarial field. The majority of newly recruited officials belong to the AD function group, of which around 56% were appointed at grade AD5 and the remainder mostly at AD7. In the AST function group, 57 officials were recruited (mostly in grade AST3). In the AST/SC function group, 42 officials were recruited, in grade SC1 and SC2.

In addition to the new recruits, 171 officials were transferred from other EU institutions to fill vacant posts in the Commission, which represents an increase of 60% compared to 2017. 50% of these transfers were in the AD function group, which is less than in 2017.

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

In 2018, six senior job vacancies were published externally – one at Deputy Director-General level and five at Director level. Two external candidates were appointed in 2018, one at Director-General level, following a selection procedure launched in 2017, and one at Director level, following a selection procedure launched in 2018.
OPEN COMPETITIONS AND MANAGEMENT OF RESERVE LISTS

To better respond to service needs, more specialist than generalist recruitment competitions were organised in 2018 and this trend is likely to continue in 2019. In this context, DG HR further improved its methodology for assessing the Commission’s needs and EPSO continued to implement a number of initiatives to improve its general outreach, developed campaigns and implemented actions to increase the pool of candidates for EU jobs.

CONTRACT STAFF

The Commission recruited 1 300 contract staff in 2018. More than 80% of these contract staff were recruited for a fixed period (AC 3b) and the remainder were recruited with the possibility of obtaining an indefinite contract (AC 3a).

The majority of contract staff (813) were recruited in function groups I, II and III and 486 were recruited in function group IV.

In addition to these recruitments, 2018 was the first year that the New General Implementing Provisions for contract staff were implemented. These were adopted at the end of 2017 by Commission Decision C(2017)6760. The results are very promising, notably for the new selection mechanisms and the implementation of the “team leader” positions in delegations. Significant work has also been done to test the contract agents already in place who were initially recruited by derogation without tests.

PILOT JUNIOR PROFESSIONALS PROGRAMME

In June 2018 the College mandated DG HR to organise the selection of junior professionals and develop a learning and development scheme for the pilot programme.

The programme’s main objectives are to:

- diversify sources of recruitment, developing and retaining highly talented staff already tested on the job who already form part of the Commission’s internal talent pool;
- equip participants with a better understanding of the Commission and with the necessary knowledge and skills needed by the institution;
- develop a European and Commission spirit among new recruits;
- contribute to a balanced mix of staff in terms of gender, age, nationalities and skills that reflects the variety of EU citizens and Member States;
- modernise recruitment at the Commission and increase its competitiveness against other top employers, which already have similar programmes in place.

Junior professionals should be selected from the Commission’s internal talent pool with a maximum of 3 years of professional experience. A call for expressions of interest was launched on 8 June 2018. A three-stage selection process (preselection by DGs, a computer based test and a selection panel interview) led to 30 Junior Professionals being selected, who started the pilot programme on 5 November 2018.

In the first year, Junior Professionals are assigned to two different services for six months each. In parallel, they attend a learning and development programme to acquire the knowledge and skills needed by the organisation. In the second year, they will return to their DG of origin.

Commissioner Oettinger has decided to propose to the College that the pilot should be continued, with new selections of Junior Professionals in 2019 and 2020. The College approved this on 5 December and a new call for expressions of interest was published in December 2018.
INCREASING THE ATTRACTIVENESS OF THE COMMISSION AS AN EMPLOYER

In 2018, the Commission continued its reflection on the attractiveness of the EU public service which began in 2017.

DG HR has advanced in the preparation of a future communication, identifying the main challenges and concerns for the future, tangible actions to attract the best talent and make the best use of those already working for the institution.

This initiative is closely linked to:

- the reflection launched by President Juncker on the future of the EU
- the preparation and discussion of the Commission proposal on the MFF 2021-2027
- the picture provided by the report on geographical balance of staff at the European Commission.

There are signs of concern related to:

- data from the geographical balance report which shows that it is difficult to attract nationals of some Member States to the European public sector
- demographic trends and expected inflows and outflows of staff over the next 10 years
- changes in expectations from job seekers and increased competition from other employers, in particular at a time of relative economic stability and low unemployment in some Member States.

The Commission proposes concrete measures in three main areas to address these challenges:

- a revamped talent acquisition strategy
- an attractive employment package and career
- better communication about the Commission as a top employer.

These action points do not require changes to the existing framework of the staff regulations.

They are also budget neutral and combine a series of relevant initiatives, such as those embedded in the talent management strategy and in the Synergy and Efficiencies review. The draft Communication is expected to be adopted in early 2019.
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 improve performance management.

During the annual appraisal exercise, direct line managers assessed the performance of around 25 000 officials, temporary staff and contract staff 3a (with indefinite contracts).

For the new contract agents 3b (with finite duration contracts), an appraisal exercise was launched in 2018. Direct line managers assessed 1 543 staff in this category on their performance.

In the promotion exercise for officials and the reclassification exercise for contract staff 3a, after the appraisals were finished each DG proposed a list of staff members for promotion or reclassification.

This was based on senior managers’ assessment of the merits of staff 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 and sent to Commission committees together with the appeals.

In 2018, the rate of appeals against decisions not to propose staff members for promotion or reclassification increased slightly for officials (+0.4 %)\(^3\) and decreased for contract staff (-1.6 %)\(^4\).

The committees submitted recommendations to the relevant appointing authority after carrying out a final comparison of merits.

A specific reclassification exercise was organised for the first time in 2018 for a limited number of temporary agents (categories 2a and 2d) in the Directorate-Generals Internal Market, Industry, Entrepreneurship and SMEs (GROW) and Research and Innovation (RTD), and the Joint Research Centre (JRC) with contracts of indefinite duration.

The decision implementing Article 51 of the Staff Regulations on the procedures to identify, deal with and remedy cases of incompetence promptly and in an appropriate way was finalised in 2018 and is to be adopted in early 2019. Initial steps have been taken to create a network of professional guidance officers specialised in job performance that will cooperate with the performance management team on cases of unsatisfactory performance. The management of probationary periods was centralised in 2018 and a new Sysper module was launched to support this change. The module is designed to ensure that staff under probation can work under proper conditions and that their performance is monitored.

Probation reports can now be automatically created in the system, including a mid-term report for all staff under probation. The system disseminates useful information on the probationary period and prompts notifications to those concerned.

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\(^3\) 10.1 % of the officials eligible for promotion but not proposed by their DG in 2018. This corresponds to an increase of 0.6 % for AD officials and a decrease of 0.3 % for AST officials compared to 2017. The appeal rate for all officials in 2017 was 9.7 %.

\(^4\) 9.6 % of the contract agents eligible for reclassification but not proposed by their DG in 2018. The rate of appeal for contract agents in 2017 was 11.2 %.
The annual appraisal of senior managers helps them identify their further development needs.

The appraisals round for the 2017 reporting year, involving around 350 senior managers, began in June 2018.

At the end of 2018, most of the reports had been finalised, with the remainder expected in early 2019. The Commission also drew up 64 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 to help them acquire the competencies necessary for their jobs.*

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 component of its talent management. It aims to diversify learning pathways to help staff learn at work through on the job experience, exchanges with colleagues, knowledge sharing and training courses. It also focuses on developing managers’ skills, since they are key enablers of learning and performance in the organisation.

**VARIOUS 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.

**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.

- **Language skills** with language courses offered in 28 languages at various levels. Although more flexible learning methods such as e-Learning and blended learning are available in several languages, classroom-based learning remains most common for languages as they take a communicative approach and allow participants to interact with each other.

- **Digital skills** to help staff keep up with the tools and applications they need to use on a daily basis and specialist courses for IT staff.

- **With the migration of PCs to Windows 10 and Skype for Business for collaboration, the Digital Skills team has continued to play a significant role in providing online materials and face-to-face courses to help staff make a smooth transition to these collaborative tools.**

The Commission’s 2018 annual budget allocation for general staff training amounted to almost EUR 14.9 million, of which EUR 5.75 million was managed by the DGs themselves in collaboration with DG HR.

This was for events on their policy areas and for specific learning activities or organisational development activities for their managers and teams.

EUSA had a budget of EUR 2.9 million that covered management, certification and newcomers’ training in all institutions.
TRENDS IN LEARNING & DEVELOPMENT

While classroom training is still the standard format, in 2018 the Commission continued to increase the amount and variety of alternatives to this form of learning. As part of its learning & development strategy, DG HR increasingly offers e-learning, direct coaching in technical skills, video tutorials and quick reference guides. These alternative formats ensure that learning is applied effectively in the workplace and enable colleagues to access learning whenever and wherever they need it.

Another trend is the focus on the ‘skills of the future’. Staff’s skills need to be more geared towards collaborative working and working with agility rather than simply improving technical skills. Adapting public service employees to the skills of the future and encouraging the use of collaborative tools and working methods helps to increase the attractiveness of the Commission as an employer.

COACHING AND COLLABORATIVE SKILLS

Coaching is now widely used for staff development, particularly by management, to develop staff potential and help the organisation achieve its results and strategic goals.

The Commission’s Guidelines for Coaching were launched in October 2018. These build on the creation of the Commission’s network of internal coaches and outline the role of the coach, the ethical standards and the quality of coaching.

The Commission’s Coaching Network, which includes 40 fully qualified coaches, and 25 peer coaches (managers) offers peer support and coaching and runs group-coaching programmes for managers.

The Commission’s internal consultants who work to encourage change and collaboration across Commission departments have led 23 consultancy projects and 15 learning seminars.

More than 250 colleagues participated in capacity-building sessions for participatory practices. In line with the talent management strategy, which encourages staff to develop their professional and collaborative skills, DGs invest in team events to increase collaboration within their teams and across professions. DG HR’s Account Management Centres provide advice and learning and development activities in the DGs, in close collaboration with the local HR Business Correspondents.

CAREERS

A learning path for Internal Auditors was published in 2018, following the publication of the Learning & Development Guide for Managers in 2017. Learning paths and guides for the most common types of job in the Commission help staff to make the best use of all available opportunities to address their learning needs. With partners in several DGs, including the Secretariat-General, a learning path for EU policy officers is currently being developed and will be completed in 2019. The induction programme for newcomers to the Commission was reviewed.
The Interinstitutional Welcome Day was aligned with the principles in the Learning & Development Strategy to emphasise the Commission’s political aims.

The one-week Induction Seminar sets participants on a journey through the history of Europe and gives them a chance to network to increase their collaboration and career development prospects.

The seminar focuses on creating a stronger Commission culture and embedding a spirit of collaboration and communication. Building on the success of previous events DG HR’s, Directorate B organised a third Career Day in Brussels and Luxembourg in collaboration with other Commission departments to help colleagues manage their careers better.

Some 5700 staff members took part. Participants had access to a variety of workshops, panel discussions and training courses covering all aspects of career management and development. They were also able to listen to TED-style talks presented by colleagues from DGs and agencies and to visit their stands to learn more about the opportunities available.

EU LEARN – THE COMMISSION’S LEARNING MANAGEMENT SYSTEM

In 2018, more EU institutions, agencies and other bodies adopted EU Learn. The largest of these is the Council of the European Union.

The European Parliament is also preparing to introduce EU Learn as its learning management system as from September 2019. EU Learn is constantly becoming more user-friendly for learners and course managers. A major new release is currently being completed and should be available to all staff in 2019. The reporting on EU Learn data will become more targeted to meet the organisation’s needs.

OTHER LEARNING OPPORTUNITIES

The Member States Information Programme gave 240 Commission staff a better understanding of the economy and politics of 10 Member States and China and helped them strengthen links with their counterparts in these countries.

60 lunchtime events were organised on topics of general interest for colleagues including a series on EU issues (the future of Europe, the trade agenda, MFF, Brexit, etc.).

Presentations were given by senior managers, sometimes on hot political issues in individual Member States (15 sessions), to build up country knowledge.
The Learning Centres in Brussels and Luxembourg offer a wide and regularly updated collection of books and learning material on general topics and languages, accessible to staff as an alternative or complement to other learning channels. Colleagues can borrow material onsite or through the online catalogue Find-eR.

**CAREER MANAGEMENT AND MOBILITY**

*Ensure the best possible match between staff competencies and the Commission’s needs. Provide clear career prospects for staff and make mobility a central part of the career development strategy.*

Changing jobs gives officials an opportunity to keep on learning and developing their careers.

Staff mobility also helps the Commission remain agile as an employer and adapt to changing operational and political priorities. Every year, thousands of Commission officials change jobs, whether either within or between departments.

**FOSTER STAFF MOBILITY**

A steer mobility pilot exercise for AST and AST/SC officials has been launched in Luxembourg this year to encourage mobility. Of the 109 staff members who initially expressed their interest to participate in the call, 41 had moved to a new job by the end of the pilot exercise. Another major project initiated in 2018 concerns the internal headhunting services provided by DG HR to help Commission departments search proactively for potentially suitable candidates for their vacancies. Building up internal headhunting resources enables the Commission to better explore its talent pool and helps encourage staff mobility. Several ad hoc requests for headhunting were processed in 2018, most of which related to the Luxembourg mobility exercise.

A more customised headhunting service will be developed in 2019. With the new HR delivery model, a new career guidance structure was put in place.

In addition, some processes were centralised at corporate level, namely: (i) inter-DG mobility based on Art. 7 (in the interest of the service) and Art. 29 of the Staff Regulations (mobility following a selection based on publication of a vacancy notice); (ii) placements at disposal; (iii) leave on personal grounds; (iv) secondments; and (v) management of administrative files of Seconded National Experts and National Experts in Professional Training.

**APPOINTMENTS TO SENIOR EXPERT / SENIOR ASSISTANT POSTS**

Staff can reach the last two non-management AD grades (AD13-14) and AST (AST10-11) careers by being appointed to Senior Expert or Senior Assistant roles, which require expertise and carry a higher level of responsibility. DG HR has reviewed all job descriptions and vacancy notices, and since 2014:

- 495 AD officials were transferred to Senior Expert jobs with promotion from AD12 to AD13
- 339 AST officials were transferred to Senior Assistant jobs with promotion from AST9 to AST10

**CERTIFICATION PROCEDURE**

The certification procedure remains a valuable HR tool in encouraging talented AST officials to progress in their careers. The 14th annual certification procedure was launched in October 2018. A preselection 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 2017, the number of participants in the training programme preparing for certification and the exams was set at 60. Since 2005, 855 qualified AST officials have been appointed to AD jobs under this procedure.

**INTERNAL MOBILITY FOR MANAGERS**

Over the course of their career, managers are encouraged to hold various jobs within the organisation.
This equips them to better handle complex, multidimensional and Commission-wide challenges. In 2018, out of the 86 eligible middle managers, 9 participated in the mobility exercise and moved to a different job. In parallel, 22 inter-DG moves of middle managers were agreed. The Commission invites its senior officials to take stock of their professional development at certain points in their career. Senior officials are usually expected to hold a given job for 2 to 5 years. In line with this mobility policy, 34 senior officials were appointed to another senior management function in 2018 on the basis of Article 7 of the Staff Regulations, 12 outside their Directorate-General. On average, they had spent 3.5 years in their job before moving on. In 2018, the Commission published 39 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 28 senior managers following a selection procedure organised under Article 29 of the Staff Regulations (3 to a Director-General function 11 to a Deputy Director-General or equivalent function and 14 to a Director or Principal Adviser function). 57% of these appointments were women, which allowed the current Commission to continue its progress towards the objective of having female officials in 40% of all management functions by the end of its mandate.

REINFORCE CAREER GUIDANCE

The career guidance service in DG HR has been reorganised according to the new HR delivery model. The number of qualified Career Guidance Officers (CGOs) has increased.

In total, there are currently 44 CGOs within the career guidance network. The network is coordinated by DG HR and has a common annual work programme, monthly meetings and thematic follow up on subjects such as job shadowing, talks with staff on their career and mobility. The interinstitutional career and mobility network was relaunched in 2018 to facilitate knowledge exchange between the CGOs of all European institutions and agencies.

2018 also saw the launch of the career guidance module in Sysper. This replaces the IT tool previously used to record information concerning career guidance sessions with staff and aims to facilitate targeted actions by allowing anonymous reporting on career guidance activities. A pilot exercise called the ‘4-year career talk’ was launched for DG HR and DG EMPL, offering staff who have been in a job 4 years or more the possibility to have a structured discussion with a career guidance officer. The aim is to offer staff the opportunity to reflect on their career and consider possible options that would stimulate and enrich their career development.

There were 121 participants from the two DGs involved in the pilot exercise. This exercise has been assessed as a valuable tool that encourages people to have a more proactive approach to career management and reflection on potential future career moves.

A leaflet on ‘Managing your career’ was distributed to all Commission staff in November 2018, to raise awareness of the tools and services available to help staff manage their career effectively.

JOB SHADOWING

Job shadowing in the Commission has been promoted as facilitating exchange and interaction and as an excellent way of acquiring a better understanding of a specific field.

Apart from being a good networking tool and a silo breaker, it can also help people identify possible future positions. Guidelines for and a toolkit on job shadowing were published and various workshops were organised to promote it.
In 2018, DG HR launched job shadowing exercises for several Commission DGs. Approximately 90 staff members have participated and several of these schemes continue to be proposed in 2019.

In addition, the Executive Agencies have also launched job shadowing exercises either within the agencies or between the agencies and the parent DGs.

EXTERNAL MOBILITY

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

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 policies of the Commission and Member States. Ultimately this brings the EU administration closer to citizens.

The Commission has long experience of hosting seconded national experts (SNEs) from the Member States. Around 800 SNEs provide the Commission with expertise and help consolidate relations with the 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 AND LEAVE IN THE INTERESTS OF SERVICE

In 2018, 658 Commission officials retired, about 10% more than in 2017. In parallel, more than 100 officials requested to carry on working beyond the normal retirement age, a steep increase compared to 2017.

The vast majority of these requests were justified in the interest of the service and were approved by DG HR. In addition, around 80 officials left the Commission to join another EU institution, which is about 10% less than in 2017.

This decrease in transfers out and the increase of inward transfers from other EU institutions continued the positive net balance of transfers already seen in 2017. In 2018, the Commission put 31 officials on leave in the interests of the service under Art. 42c Staff Regulations (SR), thus using the full quota allotted for that year.

DIVERSITY AND INCLUSION

Improve the diversity of the workforce, notably increase the number of women in management positions and staff with disabilities, and promote a flexible and inclusive working environment based on the talent management strategy.

DIVERSITY AND INCLUSION STRATEGY

One year after the Communication on diversity and inclusion for Commission staff and the Diversity Charter were adopted in July 2017, the Commission published its Diversity Report and Action Plan with an overview of what has been achieved so far.
So far, the following actions have been launched or completed:

- Actions were launched to benefit all staff, irrespective of their status, function group, age and gender. They include a new EPSO campaign to attract a wider variety of people to the Commission, specific measures on work-life balance, training on diversity issues and unconscious bias, and many measures at DG level.

- Specific measures benefit in particular women, with the Female Talent Development Programme as a lighthouse project.
  - A range of actions was put in place to achieve the ambitious target of 40% female representation in management by 2019. On 1 January 2019, there were 36.3% of female Directors-General, Deputy Directors-General, Directors and Principal Legal Advisers. In addition, 40.4% of Head of Unit or equivalent functions were occupied by women, with 60% of first appointments to middle management levels since 1 May 2017 being women. The consolidated figure for the proportion of women in senior and middle management was 39.6%.

Building on the success of the first round of the Female Talent Development Programme, a second round has just been launched in cooperation with the DGs. 100 female colleagues coming from all Commission services and executive agencies will benefit from a mix of competency building, networking and individual coaching. After a consultation of stakeholders, 14 new actions are under preparation, and they should all be launched between autumn 2018 and summer 2019.

- Projects were launched to cater to the needs of colleagues with a disability or staff with disabled dependents better and in a more coordinated way. One of these is a Centre of Excellence set up within the PMO to handle issues relating to disability, serious illness and dependence. 5 new measures relate to disabilities, with one example being the review of the 95% part-time formula without salary reduction for cases of disability-related hardship.

"This is the very first management programme for women in the European Commission at corporate level, and I am really glad we got there. Many talented women are taking part in this pilot and, I am sure, many more will be able to do so in the future. I am convinced that it will help us to reach at least 40% female managers by the end of the mandate. But it is also about breaking the silos and making connections. I have no doubt this initiative will be a success.

Günther H. Oettinger
New projects are targeted towards the Commission’s Lesbian Gay Bisexual Transgender and Intersex (LGBTI) community; the setting up of a contact point for LGBTI issues was of particular importance. The rules on leave entitlements for LGBTI people were reviewed, including the decision to add a special leave for welcoming a new-born in households where parents do not fulfil the conditions for maternity or adoption leave.

Finally, four new measures are in store for older staff, in particular a thorough analysis of mobility and work patterns and career development in the last years of work.

"The Commission is and remains a major force to combat all forms of discrimination, including on the grounds of sexual orientation and gender identity."

Irene Souka

**GEOGRAPHICAL BALANCE**

EU institutions recruit staff from the broadest possible geographical base from among nationals of EU Member States.

Under Article 27 of the Staff Regulations and Article 12 of the Conditions of Employment of Other Servants of the European Union, 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.

On 15 June 2018, the Commission issued a report to the European Parliament and the Council in accordance with the articles mentioned above.

The report finds significant under-representation of certain nationalities in two grade brackets (not considering linguistic services and management positions):

- In the AD9-AD12 grade bracket, it is mainly the nationalities of the Member States that joined the EU in 2004 and afterwards that are under-represented. This is explained by the recruitment patterns following enlargement. The situation is evolving towards statistical normalisation in line with expectations.

- In the AD5-AD8 grade bracket, 10 nationalities of the pre-2004 Member States are under-represented. This seems to be due to their low participation in EPSO competitions and lower than before attractiveness of the Commission for high-level professionals.
CROATIAN NATIONALS

The Commission does not apply quotas or recruitment policies based on nationality, except during 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 ended on 30 June 2018.

On 30 June 2018, the final target was attained, with 258 officials and temporary staff recruited. These figures include 13 middle managers and 3 senior managers.

By the end of the transition period, the Commission should have recruited 249 officials and temporary staff with Croatian as first nationality.
Keep staff physically and mentally fit and healthy at work, in ways that respect and accommodate the needs of individuals 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 of diseases 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, good working conditions, better work-life balance, and social integration. It includes guidelines to help managers address challenging people management situations in a positive way. It also includes support for families of staff. The wellbeing part of the strategy promotes volunteering through team building and corporate events in order to bring staff closer to the society they live in.

The fit@work strategy is promoted across the Commission. DG HR gives presentations to senior management in different DGs to raise awareness, especially about their role in staff health and wellbeing and ways in which they can support the strategy’s measures.

**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 has permanent sites 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 2018, the medical services carried out more than 8,000 periodic medical examinations. These are an important preventive and diagnostic tool, helping to identify problems early, when treatments and cures have a better chance of success. They also offer staff the opportunity to discuss healthy lifestyle choices with medical professionals.

Targeting risk groups and specific health risk profiles was again a priority in 2018.

The objective is to invite all staff members who are exposed to specific health risks to a mandatory periodic medical examination. More than 5,000 staff members were vaccinated against flu following the seasonal flu vaccination campaign.

In addition, the medical services carried out almost 3,000 pre-recruitment medical examinations in Brussels, Luxembourg, Ispra and other JRC sites.
Works to refurbish and enlarge the Ispra radio-toxicology laboratory started in 2018. The new facilities will make it possible to increase the number and types of analysis for JRC staff based in Ispra, while ensuring a safer working environment for technicians. Starting from January 2019, the Ispra Medical Service has the medical responsibility for all JRC sites.

The service-level agreement between DG HR and the JRC on the provision of additional and specific medical and social support services was renewed in 2018.

As part of the Commission’s duty of care to its staff, DG HR finalised a new procedure for return to work after a long-term medical absence. The objective is to support staff in returning to work at an earlier stage if medically justified and to prevent further relapses and therefore absences where possible.

ERGONOMICS

The medical services paid special attention to ergonomics in 2018, to help prevent musculo-skeletal disorders that may affect hands, wrists, elbows, the neck and shoulders.

Protecting staff members from these disorders focuses mainly on helping them avoid repetitive patterns of work through job design. Where it is impossible to eliminate 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 Medical Service’s visits to people’s workstations. In Luxembourg, there were 239 ergonomic interventions in 2018, including 133 ergonomics consultations and 106 workstation visits.

In Brussels, a pilot project to assess the potential benefits (as well as possible inconveniences) of the use of standing desks in the working environment was launched in June 2018 for a duration of 6 months.

The study included 40 people, of which 20 suffering from a specific osteo-articular location (lumbar disorders) and 20 involved as a control group (not suffering from this condition).

The selection also took gender, age and DG into account. Staff who took part were asked to fill in a table every day with the number of 15-minute intervals of using the standing desk during the day.

They were also asked to report on feelings and sensations (e.g. numb legs or stiffness). The pilot study might be expanded and/or complemented in the near future.

MEDICAL ABSENCES

In February 2018, the medical control sector of the Medical Service was transformed into a new unit - HR D6 Medical Absences, covering Brussels, Luxembourg and Ispra.

The medical absence unit organises medical controls and offers support and advice to colleagues during long-term absences (duty of care).

It also processes sick leave certificates, special leave on medical grounds as well as medical visits abroad and requests to spend medical leave in a place other than the place of employment (Article 60 of the Staff Regulations).

The number of medical certificates received in 2018 was around 63 000, including 46 000 encoded in Brussels.

Medical controls help ensure that the duration of the sick leave corresponds to the nature of the illness. As part of them, doctors offer staff advice in cooperation with the other sectors of the Medical Service and HR professionals.

In 2018, DG HR prepared a revision of the Commission’s 2004 decision on implementing provisions on absences as a result of sickness or accident. The revision includes a standard medical certificate template to be used on a voluntary basis, which might provide the medical absences unit with more information on diagnosis and pathology.

This would help avoid unnecessary control visits and allow the medical services to focus more on examinations.
PROMOTING PHYSICAL ACTIVITY

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 and encourage staff to take part in sport.

In the Commission, physical activities are promoted in two ways: through the medical services and under the fit@work programme. In early 2018, the medical services published ‘health-enhancing physical activity (HEPA)’ guidelines promoting the health benefits of physical activity as essential for a healthy lifestyle and a healthy workforce.

In the new fit@work section, people can search over 100 different activities by day or building and see when and where they take place. All activities organised at corporate level, by the Commission’s sports and leisure clubs and DG-based events are included, as are specific activities organised in Belgium, Luxembourg and Italy (Ispra). Several lunchtime conferences were organised throughout the year to address specific topics of interest to Commission staff, for example ‘Mental health and extreme fatigue’, ‘Alternative ways of commuting’ and ‘From individuals to families: key takeaways for the prevention of type2 diabetes’.

MENTAL WELLBEING

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

INTEGRATED APPROACH TO PROMOTING MENTAL WELLBEING AT WORK

The integrated approach promoting mental wellbeing at work has been finalised. It provides a framework for promoting mental wellbeing that will enable staff to thrive throughout their working life at the Commission, and also incorporates the prevention of psychosocial risks. It is structured around five areas of work, generally accepted to cover all levels impacting mental wellbeing. This division acknowledges the importance of work organisation, work content, and work relationships, thus going beyond the areas of the fit@work programme.
PREVENTION OF PSYCHOSOCIAL RISKS AT WORK

There are psychosocial support services in Brussels, Luxembourg, Ispra and Seville. Their activities include individual support, unit-tailored and group interventions, risk assessments, and activities promoting wellbeing at work.

In Brussels, there were more than 2,000 consultations with these services in 2018 (702 consultations with a psychiatrist, 1,256 consultations with a psychologist, 525 consultations with social workers – dates up to November). In Luxembourg, there were 1,013 psychosocial interventions in 2018, as well as 350 interventions with 225 pensioners.

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 of the psychosocial risks at work, 50 presentations were given to staff, management and newcomers’ spouses in 2018.

The top three subjects were: an introduction to mindfulness, preventing stress, and burnout. The psychosocial support services participated in health and wellbeing events organised in specific DGs. Regular advice and support to HR professionals and managers was also provided on coping with difficult situations in their service.

To date, around 1,100 members of middle management staff have received training on preventing psychosocial risks at work. This training, which is tailor-made for each DG, will continue to be given to raise awareness of sources of stress and possible remedies.

It is important to involve middle managers as they are the interface between the institution and its staff and therefore play a key role in ensuring the best possible work organisation and interpersonal relationships within their teams, and in identifying people at risk.

A tailor-made training session was also given to frontline staff at the PMO. Subjects covered included the emotional, physical and mental load of working in this particular environment. The training got positive evaluation by the participants.

MINDFULNESS FOR MANAGEMENT AND STAFF

Mindfulness can be understood as a way of learning emotional intelligence and can improve job performance, job satisfaction, focus and concentration, problem solving abilities and quality of life. It can also contribute to a decrease in emotional burnout, stress and absences due to sickness, etc.

The Commission has a number of initiatives in this area for staff and managers:

- staff may participate in introductory courses on mindfulness via EU Learn;
- as part of Fit@work activities, two self-paid mindfulness courses ran during lunch breaks over a period of two months in 2018, with 8 sessions of 1.5h each;
- in-house trainers from the psychosocial team of the medical service provided short courses on mindfulness;
- on 3 March 2018, DG HR organised a conference of Mindfulness with more than 100 participants and external speakers.

Mindfulness can be understood as a way of learning emotional intelligence and can improve job performance, job satisfaction, focus and concentration, problem solving abilities and quality of life. It can also contribute to a decrease in emotional burnout, stress and absences due to sickness, etc.
In addition, a Mindfulness for Leadership course was given to Directors-General and this, in turn, was followed by a pilot project for all managers in DG HR and for senior managers in DG COMP.

**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 2018, DG HR’s working conditions sector focused on simplified and better-targeted communication. Its staff gave several presentations on flexible working arrangements and procedures in the context of the health and wellbeing weeks organised in DGs.

It worked on implementing the revision of the criteria for granting the 95% part-time formula for serious hardship to make it more accessible to colleagues in need.

In addition, the sector contributed to implementing the Diversity and Inclusion Action Plan of 19 July 2018.

The decision on leave was reviewed to add a special leave for welcoming a new-born in the household in cases where parents do not fulfil the conditions for maternity or adoption leave.

The introduction of the new Staff Matters Portal involved monitoring and follow-up with DGs and the staff in DG HR to ensure uniform application of the rules and improving services for all staff members.

DG HR continued to organise telework training sessions for managers and to distribute information leaflets to managers and teleworkers.

In collaboration with EPSO, a new obligatory ‘managing teleworkers’ module was included in the new training series for Heads of Unit.

DG HR continued to monitor the capacity and behaviour of the IT infrastructure and hardware to ensure that the Commission’s IT systems are suitably adjusted to demand for teleworking.

A considerable number of staff use flexible working arrangements such as part-time work, parental leave and family leave. DG HR continued to 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 8 weeks and 12 years in Brussels, between 14 weeks and 12 years in Ispra, and up to 14 years in Luxembourg.

Childcare services are financed by both the EU institutions and parents. In Brussels, the Commission runs nurseries and kindergartens that together provide about 1,000 places. Moreover, the contract signed by OIB should gradually provide about 1,200 additional places in private nurseries. Confronted with a steady increase in demand, the OIB also increased after-school childcare capacity.

In Luxembourg, the Commission runs an interinstitutional day nursery, as well as a study and recreation centre. The demand for after-school childcare places continued to increase in 2018. Both the Kirchberg and Mamer sites have reached full capacity. However, so far, the OIL has managed to find additional places. In Ispra, the OIB manages the crèche, which is primarily for the use of Ispra-based staff in the Joint Research Centre (JRC). The crèche has a capacity of 80 children. The OIB also manages two after-school facilities in Ispra, with an aggregate capacity of 90 places. An ongoing project should regroup the Ispra childcare facilities in a single JRC property by 2020.

WORKING ENVIRONMENT

Ensure a safe, functional and comfortable workplace. Offer support and wellbeing 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 Commission’s future work environment, and to present specific proposals for human resources, IT and office set-up.

The Court of Auditors continued its audit of the efficiency of EU spending on office accommodation, launched in 2017. Special Report No 34/2018 ‘Office accommodation of EU institutions’ was published in December 2018.

REAL ESTATE IN BRUSSELS

In Brussels, the Commission and the executive agencies occupy a surface area of around 1,000,000 m². Office buildings represent 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 Genève are the other main sites. Buildings owned by the Commission account for two thirds of the total surface area.

In 2018, an international architectural competition was launched to identify the best design proposals for the Commission’s most important current real estate project in Brussels – the Loi 130 site. Other projects, such as a new conference centre, are ongoing. Prospecting the Brussels real estate market for residual needs, an information notice regarding Commission real estate needs between 80,000 m² and 150,000 m² was published in March 2018.

The Commission continued to rationalise the allocation of office space (in accordance with the Housing Conditions Manual) and reduce budgetary expenses. For the staff working in new collaborative working spaces, a satisfaction survey on comfort, equipment and environment showed balanced results between satisfied and less satisfied. Renovation works continued in accordance with the multiannual preventive maintenance policy, the fit@work programme and the prevention and protection at work global plan.
REAL ESTATE IN LUXEMBOURG

In Luxembourg, the Commission manages three clusters of buildings occupying a total surface of about 165,000 m² located in the areas of Kirchberg, Gasperich and the central railway station, the latter including the buildings of the Publications Office (OP).

All buildings are leased (with one having an option to buy) 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 building (JMO1), new additional premises were rented in the Drosbach building. The fitting-out works and the move were carried out in 2018.

The Commission plans to regroup most of its services and staff in one single building in Luxembourg, the Jean Monnet 2 (JMO2) building, on the Kirchberg site. The new building will replace six existing buildings and will include conference centre facilities and a crisis centre.

It is expected that the JMO2 will be delivered in two phases: the first in 2023 (around 73,000 m²), the second in 2024 (around 33,000 m²).

SOCIAL INTEGRATION

Give staff the necessary managerial and organisational support to enable them to make the best possible contribution at work. Make sure that 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 information and guidance, free legal advice (Brussels) and other services, such as the reading of rental contracts and authentication of signatures and certified true copies.

It organises family-oriented events and activities specifically designed for the spouses and partners of newcomers, as well as an annual info day information fair. It also provides a Welcome Desk service and operates a helpline.

Staff who are retiring can consult the Commission’s Departure Desk to help them navigate the administrative procedures connected with retirement.

In 2018, of the 448 Brussels-based staff members who were retiring, 439 (98%) were seen by Departure Desk staff – this is similar to the 2017 statistics.

In Luxembourg, 102 retiring staff members consulted the Staff Service Desk in 2018.
INCLUSION OF PEOPLE WITH DISABILITIES

During an interinstitutional lunchtime conference to mark the 2018 International Day of Persons with Disabilities, representatives of various institutions presented actions taken to improve the inclusion of colleagues with disabilities.

The interinstitutional guide for newcomers, entitled ‘AccessAble Brussels’ was officially launched on this occasion.

At the end of 2017, a single entry point for help and support for people with disabilities was launched in the Commission. Among the services provided are:

- a dedicated phone line (71233) where a member of the social support team will answer questions in full confidence or redirect staff to another service where necessary;
- a specific section on disability on the Staff Matters Portal website with a series of very practical information and a list of contact points. Together with the pre-existing functional e-mailbox, these help provide information to and assist staff with disabilities or with dependents with disabilities.

This campaign has led to a 13% increase in contacts with staff in 2018.

HONOURING COLLEAGUES WHO HAVE 20 YEARS OF SERVICE

Awarding a medal for 20 years of European public service is a tradition at the European Commission, by which it shows its gratitude to staff for their dedication to the European civil service. In 2018, 803 colleagues who joined the Commission two decades ago received a medal and a certificate in recognition of their contributions.

Comments from recipients who attended the ceremony were appreciative. One staff member commented:

“A very proud moment. Thanks for a great organisation and indeed a very nice, touching ceremony”.

ACTIVE SENIORS AND OUTREACH

Launched in February 2014, the active senior initiative provides a framework for DGs to draw on the expertise of retired officials through voluntary activities.

By the end of 2018, 412 agreements had been signed between 33 DGs and 205 retired officials.

DG HR has signed 147 agreements with 53 active seniors, including a team of eight active seniors who ran 12 three-day seminars for officials about how to retire.

A participatory platform is being set up and will make it possible for people interested in becoming active seniors to post their CV and managers to look for specific professional profiles. In addition, the active senior initiative offers support by answering questions about specific situations and helping DGs formalise their first agreement.
There is regular communication with Commission pensioners. The dedicated pensioners’ portal continues to provide updated information targeting retired staff and pensioners have full access to information on My Intracomm. A unique authentication and access now further facilitates access.

Four editions of ‘Info Senior’, an information bulletin for retired officials, were published in 2018. More than 1,250 retired officials participate in the dedicated Yammer discussion group. There are two spaces with IT facilities for retired staff in Brussels and Luxembourg and these 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. 2018 was the 10th anniversary of the agreement between AIACE and the Commission.

SOCIAL AND FINANCIAL ASSISTANCE

A range of complementary social services for active staff and about 16,701 pensioners (including former officials, widows and orphans) continued to be provided in 2018.

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 23 members of staff who died while in service. They also continued to monitor the wellbeing of orphans and pensioners under guardianship. Individual financial assistance is available as a last resort if no other source of funding is available.

Financial social assistance was granted in 2018 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. In a very limited range of situations and for exceptional educational reasons, school fees for the children of active and retired staff working in EU institutions were reimbursed in 2018. Furthermore, financial support was granted to actions for pensioners in difficulty.

As a prevention tool, speaking groups for future retired EU officials were launched in Brussels in 2017. Since January 2018, more than 55 people have taken part in these groups and shared their experience in monthly meetings.
**ECO-MANAGEMENT AND AUDIT SCHEME (EMAS)**

The Commission uses EMAS to assess its potential environmental impacts, set objectives, manage and mitigate them, and improve its environmental performance. The main activities in 2018 were as follows:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Core system activities</strong></td>
<td></td>
</tr>
<tr>
<td>A Revision of the environmental management system procedures.</td>
<td>New procedures adopted in EMAS Steering Committee.</td>
</tr>
<tr>
<td>B Environmental statement and external verification audits (21 site audit days across 8 sites).</td>
<td>Auditing delivers 8 reports, including priority actions that must be addressed quickly to maintain the EMAS registration.</td>
</tr>
<tr>
<td>C Internal audit (22 site audit days across 8 sites).</td>
<td>Eight audit reports, one per site.</td>
</tr>
<tr>
<td>D Maintain and develop IT tools to better manage work flows, maintain web presence</td>
<td>An online tool with details of over 150 ongoing actions to improve environmental performance</td>
</tr>
<tr>
<td><strong>2 Interinstitutional environment group meetings (GIME) and the Agency Greening Network (AGN) annual meetings</strong></td>
<td></td>
</tr>
<tr>
<td>A Training for newcomers</td>
<td>Training sessions delivered either in Brussels or Luxembourg.</td>
</tr>
<tr>
<td>B Corporate annual campaigns and various targeted campaigns</td>
<td>Campaigns addressed resource efficiency, waste reduction and mobility during Véloomai. EMAS week included the second sustainable Commission awards. EMAS Ambassadors contributed videos on several sustainable topics. Workshops run by staff promoted various sustainable living tips</td>
</tr>
<tr>
<td>C Green public procurement (GPP), the Commission guide for sustainable events, and the European Parliament’s GPP helpdesk contract.</td>
<td>The ESC adopted the Guide for sustainable events developed in coordination with other services.</td>
</tr>
</tbody>
</table>
EMAS week 2018 focused on staff involvement, buying green, sustainable mobility and waste reduction.

The 2nd Sustainable Commission Awards saw prizes awarded to Commission services for good practice in energy saving, natural resources and paper management, waste reduction, sustainable mobility and staff participation.

The waste reduction campaign mainly focused on single-use items, packaging and paper, but also on sustainable food.

Tap water was promoted as an alternative to bottled water. Senior managers from DG MARE, DG SCIC, DG GROW, DG DEVCO, DG CLIMA and the OIB took part in promotional videos. A month-long competition identified the best performing building in Brussels (MO15) and awarded the best local initiatives to reduce waste with prizes.

There were also EMAS campaigns on resource efficiency and mobility. In addition, an EMAS introductory course was proposed to newcomers, and was especially designed to encourage their participation.
SOCIAL ENGAGEMENT

Encourage staff to contribute to their local communities through volunteering

The ‘Volunteer for a Change’ initiative promotes opportunities for staff to get more involved in their local communities through volunteering.5

Nearly 800 staff members each spent half a day volunteering during the second EC Volunteering Week in Brussels in November 2018. The focus of the week was on doing something practical, useful and sustainable in local small and medium-sized NGOs. This year, an even greater proportion of the activities – just under 75% - involved direct contact with the beneficiaries. The feedback from participating staff and the NGOs was overwhelmingly positive. A record 74% of participants replied to the feedback survey sent out after the activity.

Of those, 90% stated they had been able to do something practical to make a difference, while 98% expressed interest in participating in future volunteering activities organised at DG or corporate level.

A number of other corporate volunteering projects were organised or sponsored in 2018 as part of the Volunteer for a Change initiative. The European Year of Cultural Heritage 2018 gave the impetus to expand the volunteering partnership with BOZAR. 55 volunteers took part in the third United Music of Brussels festival in September 2018, helping to promote wider access to classical music in unusual settings.

A further 60 staff members volunteered to support the ‘When Art meets Science’ exhibition in spring 2018. The year culminated in the signing of a Statement of Intent between DG HR and BOZAR. In addition, 25 staff members took part in a new volunteering partnership with the Royal Museums of Belgium, to be further developed in 2019.

DG MARE’s 3rd annual beach clean-up took place in March 2018. Over 400 staff members and their friends and family took part in the action to clean up litter from Blankenberge beach. Interest in DG team events focused on volunteering continued. During 2018, more than 20 DGs organised volunteering team events. Guidance for such events is now being updated on the basis of the various experiences.

The volunteering special leave introduced in spring 2016 has had limited success, with only 72 staff members taking 52.5 days’ special leave.

The main reasons for the low take-up are that volunteering team events are organised during working time, staff take part in volunteering activities outside of working time, and the requirement to have at least 4 named participants is difficult to meet.

A number of information sessions and workshops were organised to promote the Volunteer for a Change initiative.

5 Guidelines on Staff Volunteering adopted in October 2015
Specific target groups included:

- Blue Book trainees – Volunteer for a Change is now a regular item on their induction programme.
- Staff preparing for retirement: the benefits of keeping active and socially engaged through volunteering and the lunchtime ‘fair’ are standard elements of the ‘preparation for retirement’ seminars.
- In-house self-help groups and associations: advice and support were provided to several in-house charitable associations including the new association for staff with a disability (ASDEC).
CRISIS MANAGEMENT AND COMMUNICATION

Provide an operational internal crisis management structure, ensuring an effective and efficient internal chain of command and operational provisions in security-related crisis situations.

In 2018, work on a new security crisis management manual culminated with its presentation to the Corporate Management Board. The development of new internal communication tools continued. In particular, one new tool will make it possible to send alert messages to Commission staff by posting the message on the computer screen (‘pop-up message’). Preparatory work for the adoption of next-generation mass messaging systems has also begun and interinstitutional cooperation on security-related issues has been further intensified.

In addition to the monthly management coordination meetings within EU institutions and the regular exchange of information at management and operational level, an internal preparedness (to crisis) table-top exercise will be held in 2019.

RAISING AWARENESS

Raise awareness among staff on security and risk prevention at work.

The action plan that supports the communication and awareness raising strategy of DG HR’s Security Directorate was successfully implemented in 2018. It involved preparatory actions, new Commission-wide communication activities and continued provision of security-related training sessions and briefings to Commission staff. The Security Directorate also ran the annual comprehensive security awareness-raising campaign.

In 2018, the Security Directorate organised 263 conferences, courses and briefing sessions, which were attended by over 9,000 staff, an increase of 5% compared to 2017 and the highest number of staff ever trained.

The intruder training course advising staff on what to do during a shooting or terrorist bombing continued to be the most attended and appreciated course. More than 1,000 staff members attended 37 such training courses.
In addition, 28 tailor-made briefings were provided to management and staff in several DGs, cabinets and services. These were part of a broad security awareness campaign aimed at strengthening the security culture inside the Commission. They covered a range of security-related topics, including counter-intelligence, counter-terrorism and information security.

One important achievement was the first edition of a Commission-wide ‘security guards’ week’ organised in April in Brussels and October in Luxembourg. It aimed to improve cooperation between staff and security guards as well as to increase the acceptance of security controls at building entrances.

Another achievement was the complete restructuring of the DG HR Security Directorate intranet ‘My Security’, towards more streamlined and clear content and a new visual presentation. In addition, the Security Directorate published 18 ‘practical information’ articles and communicated on 14 different security topics on MyIntracomm. Special attention was given to the creation of a series of printed materials for distribution to Commission staff at various events (e.g. duty office, newcomers, badges, car park vignette, counter-intelligence and mission security advice leaflets).

The 13th edition of the European Commission’s Annual Security Symposium took place in October 2018 and contributed to raising awareness on various security topics among the 420 participants from inside and outside the Commission. The high-level event was opened by Commissioner Oettinger.

The DG HR Security Directorate provided targeted support to DGs and services by organising specific activities and events related to security and by guiding the work of the Commission’s Local Security Officer and Registry Control Officer networks.

**PROTECTING STAFF**

*Ensure the security and safety of staff and visitors at all times.*

In 2018, 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, demonstrations, fire alarms, accidents, power cuts, gas leaks, bomb alerts or being stuck in elevators.

It also monitored around 150 demonstrations near Commission buildings in Brussels.

For all EU Institutions, the Duty Office is the single entry point for communicating with the Belgian crisis centre and police. Its security enquiries team dealt with over 1,800 cases in 2018, covering a wide range of security incidents, such as theft, vandalism and harassment.

The security guard service coordinated the staff responsible for front-line security and access control in over 70 Commission buildings in Brussels.

As concerns internal security, DG HR’s Security Directorate was involved in more than 400 official in-house visits of VIPs in 2018 and provided security support at more than 220 conferences. In close cooperation with DG COMM, specific support was provided to better secure the numerous citizens’ dialogues organised all over Europe.

2018 saw a further increase of around 25% in the number of operational protection missions carried out compared to 2017. These totalled around 700.
Long-term partnerships with similar close protection units in Member States were developed in order to share best practices within the field and benefit from their facilities, training and experience.

Counter-terrorism activities focused on gathering, analysing, assessing and investigating threats to Commission interests emanating from terrorism, extremism, violent forms of protests and violent behaviour of individuals. In 2018, these activities involved an increased number of screenings and investigations conducted in collaboration with Member State authorities (in particular the host country of the concern in question). Around 150 tailored threat assessments covered events and staff missions inside and outside the EU. Security advice supported missions to around 90 countries presenting security risks. Throughout 2018, in the area of counter-intelligence, DG HR’s Security Directorate delivered around 100 individual and group tailor-made briefings to staff members and services who are more exposed to espionage risks and to staff members going on mission ahead of their travel to destinations or events with an increased espionage risk.

The Security Intelligence Operational Support team reinforced its support to internal counter-terrorism and counter-intelligence activities by ensuring that internal analysts and investigators have the right information at the right time. This included managing the DG HR Security Directorate registry for the protection of EU classified information (EUCI) and further developing internal classified communication and information systems. In addition, a new project aiming to further develop the Commission’s internal capacity for using open source intelligence was launched in 2018.

**PROTECTING ASSETS**

**Ensure a high level of technical and physical security in all Commission premises.**

The technical security systems and equipment were maintained, installed and upgraded in order to protect staff, contractors, VIPs and visitors on Commission premises at all times. There were 200 executed work orders in 2018, twice the number of 2017.

The DG HR Security Directorate drafted a new Security Notice on access policy that applies to Commission staff and other individuals on Commission premises.

It compiles for the first time the main principles governing access to Commission premises and provides guidelines and best practices on access rights and procedures.

As in the previous year, automated access control and related systems were installed in additional Commission buildings as part of the global security programme (GSP). In 2018, the equipment necessary for buildings to be fully GSP-compliant was installed in another five buildings. Furthermore, DG HR’s Security Directorate continued to deploy security control equipment (x-ray machines and metal detectors) in Commission buildings, bringing the total number of equipped sites to 26 in Brussels and 10 in Luxembourg.

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**TECHNICAL SECURITY**

- 36 buildings in Brussels and Luxembourg equipped with X-rays & metal detectors by the end of 2017
- 26 buildings that are GSP-compliant
- 16 buildings in Brussels newly equipped with badge and barcode readers by the end of 2017

**INFORMATION SECURITY**

- More than 400 incidents affecting the European Commission investigated
- More than 2200 scans carried out in the CART Kiosks
- More than 2250 requests for staff to obtain security clearance
- 5500 users now benefit from the increased security of the new SECEM.
As part of the improved security measures action plan, name-specific visitor access passes and electronic on-the-spot ‘e-Pass’ encoding features were introduced in Brussels-based buildings in 2018. The e-Pass visitor access system used in Commission buildings in Brussels was implemented in Luxembourg buildings.

A full-scale communication campaign was carried out to explain these new visitor badges.

A significant amount of work was carried out in 2018 to ensure that the remaining improved security measures were implemented. This includes several actions to further improve the security of the Berlaymont building (new Welcome Centre on the esplanade area adjoining the Commission’s Berlaymont building; installation and overhaul of the car parks’ security equipment) as well as work on introducing new mobile badge readers which complement the visual verification carried out by security guards.

Significant work on inventorying all Commission technical security equipment was also carried out. This will make it possible to effectively and efficiently maintain this equipment.

Comprehensive security arrangements with improved security measures were adopted for the Commission’s future Luxembourg headquarters (Jean Monnet 2 building), given the building’s high visibility.

It is expected that the Jean Monnet 2 building will accommodate some 3,500 staff and will house a conference centre with a capacity of 1,200 people. Among other security measures, it is planned that security controls of non-Commission staff coming into the Jean Monnet 2 building will be carried out before they enter the building’s main area.

The Commission Security Expert Group (ComSEG) met several times to review the implementing rules for Decision 2015/444 on the protection of EUCI.

The Commission and the ComSEG also supported DG GROW in the preparation of various actions related to defence research and defence funding, to ensure that classified information would be processed securely in this context.

In order to further improve compliance with the Commission rules on protecting EUCI, DG HR’s Security Directorate created a registry manual for Registry Control Officers.

The Security Authority granted 1,182 security authorisations for access to EUCI and 369 personal security clearance certificates for staff attending classified meetings in 2018.

DG HR’s Security Directorate also handled 2,252 requests to obtain security clearance through a vetting procedure involving the national security organisations of Member States.

The RUE-X system infrastructure which makes it possible to draft and share R-UE/EU-R information was deployed in 2018 and the first pilot users have been enrolled.

DG HR’s Security Directorate also tested some secure mobile phones to facilitate exchange of R-UE/EU-R information, and rolled out the Zeus system to exchange R-UE/EU-R information with Member States and agencies.

**CYBER DEFENCE**

In 2018, the Cyber Attack Response Team investigated more than 400 incidents affecting the European Commission, including 2 major incidents requiring extensive analysis and recovery work.

The self-service malware analysis systems (CART Kiosks to check the security status of USB keys) is still widely used and 2,200 scans were made throughout the year. New kiosks have been ordered (even by other EU institutions) and will be deployed in 2019.

Around 100 laptops are being equipped with the same analysis capacity. The EEAS rolled out 200 additional laptops (for a total of 500) with increased security features.

**PROTECTING INFORMATION**

*Advise on and assess compliance with the Commission’s security policy for the protection of information.*

**INFORMATION SECURITY**

The Commission’s information security strategy was agreed in 2018 and is expected to be formally adopted in early 2019. It provides for a consistent marking scheme for sensitive non-classified information.
350 authorisations were granted in 2018 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.

**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.

The security inspection team carried out 44 inspections covering EU delegations, headquarters, Commission representations, European civil protection and humanitarian aid operations offices and agencies. For instance, a security inspection was conducted on the Proofpoint system used to filter incoming e-mails to the Commission and counter typical phishing threats.

The inspection programme for European schools continued throughout 2018. Following the inspections, technical advice on how to improve physical safety and security was provided.
DG HR works to ensure that the core ethical values and obligations laid down in the Staff Regulations are respected.

**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 by the active involvement of HR partners.

In 2018, the Commission adopted two new acts:

- a decision on outside activities and assignments while working for the Commission and occupational activities after leaving the service (C(2018) 4048); and
- guidelines on the recovery of overpayments (Article 85 of the Staff Regulations).

In addition, 6 acts are to soon be adopted on processing of and access to personal data, HR modernisation, medical expenses and the use of non-permanent staff.

Nine draft decisions are being discussed under the social dialogue.

These deal with absence due to sickness, professional incompetence, local staff working outside the EU, administrative inquiries and disciplinary procedures, unemployment allowance, the social dialogue reform, and the staff committee’s composition and operation.

In addition, 18 decisions are currently being reviewed under the Clarity4Vision project. This project aims to evaluate existing decisions and modernise them as necessary, and to ensure that new proposals are clearly written and limited to what is necessary, in line with the better regulation guidelines.

The Consultative Committee on Appointments continued to wrap up its conclusions. It adopted 5 conclusions in 2018 and should shortly adopt 2 of its provisional conclusions shortly. However, 34 conclusions need to be repealed and another 16 to be updated.

**PROFESSIONAL ETHICS**

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

In 2018, the HR management of all matters related to ethics was centralised at corporate HR level. This organisational change is intended to create a more consistent approach to ethics requests and ensure a constantly high level of service. The centralisation also led to new colleagues joining Unit HR.E.3 “Ethics and Ombudsman”.

The new decision on outside activities and assignments while working for the Commission and occupational activities after leaving the service was officially adopted on 29 June 2018 and entered into force on 1 September 2018.

The new decision aims to clarify the obligations of staff members and modernise the authorisation procedures. An FAQ and brochure summarising the changes brought about by decision are available online and as paper copies.

In line with the Commission’s policy for previous European elections, a Commission Decision on the conduct of its officials and other staff during the European election campaign will be adopted in the first trimester of 2019. This decision clarifies the rules that need to be observed by all staff members whether or not they are standing as candidates in the European Parliament elections.
DG HR organised a number of awareness-raising activities on ethics, such as training courses for newcomers, managers, active staff and staff preparing for retirement focusing on the new decision on outside activities and assignments while working for the Commission and occupational activities after leaving the service. In December 2018, DG HR adopted its fourth annual report on the post-career activities of former senior managers (during 2017) that might have involved lobbying or advocacy.

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In 2018, DG HR dealt with 31 requests from the Ombudsman on matters covered by the Staff Regulations (such as recruitment procedures, transfer of pension rights, medical/disability-related issues, health insurance). The same number of requests was dealt with in 2017. In January 2019, the Commission replied to the Ombudsman’s recommendation and suggestions for improvement of July 2018 on treatment of people with disabilities under the Joint Sickness Insurance Scheme in compliance with the UN Convention on the Rights of Persons with Disabilities.

THE EUROPEAN OMBUDSMAN

In 2018, DG HR continued its policy of harmonising the management of personal files across the different Commission departments and agencies.

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PERSONAL FILES

In 2017, 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 fully implemented the NDP (Numérisation des Dossiers Personnels) application.
Their systems are now fully operational ensuring a more efficient management of statutory files and file transfers between the EU bodies that use the application. The Court of Justice and the Council have also introduced the NDP application, which should be operational in the second half of 2019.

Five out of the six executive agencies (EACEA, ERCEA, EASME, INEA and REA) made progress on implementing the NDP in 2018. The application is in place in these agencies and the transfer of files is under way. The Single Resolution Board also joined the ‘NDP family’ in 2018 and other agencies have shown their interest to start the process in 2019/2020.

**ANTI-HARASSMENT POLICY**

Prevention remains a key element of the Commission’s anti-harassment policy. Preventive measures include regular training sessions for staff and managers and awareness-raising activities (such as lunchtime presentations and distribution of guides on creating a respectful working environment). Extensive, up-to-date information on the policy is available on My Intracomm.

Specific advice is regularly given to managers and the HR community across the Commission and assistance is offered to other EU bodies. Cooperation with the Commission’s Mediation Services and the Mediator of the EEAS continued in 2018.

A total of 169 cases were handled under an ‘informal procedure’ with the assistance of the network of confidential counsellors, up from 122 in 2017. Ten requests for assistance were submitted under the formal procedure in 2018, compared to 9 the previous year.

The confidential counsellors received continuous training and support through regular monthly supervisions and network meetings.

To reinforce the network, a call for expression of interest was organised to select new confidential counsellors. The applicants are currently receiving special training and will be appointed in early 2019.

**DISCIPLINARY AFFAIRS**

Ensure through activities to prevent wrongdoing and enforcement measures that staff maintain high standards of ethics and integrity in line with their statutory obligations.

The Commission’s Investigation and Disciplinary Office (IDOC) plays a key role in ethics enforcement by conducting administrative inquiries and disciplinary procedures. IDOC aims to carry out its tasks in a fair, transparent and timely manner.

77 new cases were registered in IDOC in 2018. 15 cases originated from requests made by staff under Article 24 of the Staff Regulations (requests for assistance).

All new cases undergo a preliminary assessment, which can either lead to a case being taken further or to it being closed with no further action.

In 2018, as well as dealing with new cases, IDOC followed up on cases registered in previous years:

- 21 cases were closed without follow-up as non-cases after the preliminary assessment
- 42 administrative inquiries were opened
- 15 cases were closed without follow-up after the administrative inquiry
- 19 pre-disciplinary procedures were opened
- 1 case led to the opening of a suspension procedure

The appointing authority opened 13 disciplinary procedures.

Of these, 6 were opened without the involvement of the Disciplinary Board, and 7 with the involvement of the Board. In the course of these procedures, 22 hearings were held.

The following disciplinary sanctions were imposed in 2018: 3 dismissals, 8 financial penalties, 6 reprimands, 1 written warning. These included in one case a deduction from pension. Other measures included 5 non-disciplinary warnings.
IDOC has Service-Level Agreements (SLAs) with the EEAS, the Executive Agencies, and the European Data Protection Supervisor (EDPS) to support them in administrative inquiries and disciplinary proceedings and a helpdesk service. Of the 77 new cases opened in 2018, 8 concerned the EEAS, and 5 the executive agencies.

For the regulatory agencies, IDOC provides a helpdesk service and continues to encourage them to make use of an inter-agency network of investigators and case-handlers.

While IDOC is primarily a service that enforces ethical rules, it has developed many prevention activities, namely awareness-raising and training initiatives.

IDOC's outreach activities in 2018 included tailored interactive training and outreach sessions on ethics and disciplinary matters for specific audiences in DGs and agencies, often organised with DG HR’s ethics unit. Presentations were given to staff members in several DGs and 2 executive agencies.

Regular presentations were made to staff preparing to be posted to EU delegations. This included presentations to heads of delegation at their annual autumn conference.

Specific presentations were also made to newcomers to DG HR. In 2018 IDOC also provided a ‘train the trainers’ session on ethics for the decentralised agencies.

77 CASES REGISTERED

which subject?

- non respect of financial rules (4)
- abuse of ICT services (2)
- conflict of interest (5)
- irregular declarations (14)
- inappropriate behaviour (10)
- harassment (14)
- irregular absences (4)
- unauthorised external activity (5)
- non-respect of rules on confidentiality (3)
- occupational disease (3)
- miscellaneous (5)
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 2018, DG HR provided units dealing with HR matters in DGs and agencies with over 1,700 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.

DG HR adopted or amended a number of legal texts, such as the decision on outside activities and assignments while working for the Commission and on occupational activities after leaving the service and the decision on the maximum duration for recourse for non-permanent staff in the Commission’s DGs and services.

The ongoing review of the provisions for implementing the Staff Regulations contributes to the Commission’s ‘Clarity 4 vision’ project.

DG HR also represents the Commission in the Council working party on the Staff Regulations and ensures that the Commission fulfils its related reporting obligations.

In 2018, the Commission reported on Article 27 of the Staff Regulations of Officials and on Article 12 of the Conditions of Employment of Other Servants of the European Union, presenting a report on the geographical balance in the Commission.

It delivered two mid-term reports: (i) the Report to the European Parliament and the Council on the application of Annex XII to the Staff Regulations on the Pension Scheme for EU Officials; and (ii) the Report to the European Parliament and the Council on the application of Annex XI to the Staff Regulations and Article 66a thereof on the Method for updating remuneration and pensions.

DG HR also represents the Commission on other committees, such as the ‘Comité de préparation pour les questions statutaires’ (CPQS) 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 of DGs, 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 by the EDPS following an inspection of Sysper.

In 2018, under the new data protection regulation, DG HR provided intensive support by coordinating the work for implementing and complying with the new rules which entered into forced at the end of this year.

Over 300 pieces of legal advice were given to ensure consistency with and respect of the new rules. DG HR has also helped answer questions from controllers and delegates to ensure a smooth transition.

This culture of compliance and accountability will continue next year as DG HR continues to provide the necessary support, assistance and legal advice for implementing the new data protection regulation and the new data management tool put in place by the Secretariat-General at the end of 2018.
APPEALS AND CASE MONITORING

Maintain a high level of service for requests and complaints.

The number of requests and complaints dealt with in 2018 rose compared to 2017 (748 vs 532) in contrast with the trend in recent years.

There were fewer requests under Article 90(1) but the number of both the requests for assistance under Article 24 and the complaints under Article 90(2) increased on the previous year. The increase in the number of complaints (647) is mainly due to the high number of complaints about the Junior Professionals Programme (165). All complaints but one were handled within the mandatory four-month deadline after registration and 81 were closed as ‘devoid of purpose’ or withdrawn by the complainant. These figures include files concerning the EEAS (55) and the four agencies with which DG HR has a Service-Level Agreement: CEDEFOP (7), INEA (1), EFSA (2) and EUROFOUND (1).

Source: Recart90, DG HR.E

In addition to the main priorities of providing high-quality decisions and meeting statutory deadlines, special emphasis was given to a close cooperation with the HR community, with PMO units and with the Legal Service.

DG HR regularly monitored the enforcement of decisions with a positive outcome for the complainant. It also strived to ensure a consistent and effective implementation of case law by the various services.

In this respect, a weekly alert briefing on Court cases provides the HR family with a concise overview of the legal developments. DG HR has Service-Level Agreements with the agencies that include the provision of services for complaints under Article 90(2). Accordingly, DG HR provides its counterparts in the agencies with guidance to ensure that they have a good understanding of the case-handling process.

Apart from those on the Junior Professionals Programme, complaints in 2018 mostly concerned the same subjects as in previous years.
The number of complaints about the reimbursement of medical expenses – the top complaint subject – remained stable.

Complaints contesting PMO decisions establishing individual rights on taking up duty (place of origin and/or recruitment, expatriation and installation allowances) dropped significantly.

Finally, there was a sharp increase in the number of files concerning the transfer of pension rights, mainly because of the Court judgment delivered in December 2017 on case T-728/16 (Tuerck/Commission).

![Article 90(2) Complaints / main subjects only](chart.png)

*Source: Recart90, DG HR.E*

**CASE LAW**

The number of cases (28) brought before the General Court increased slightly. Of the 23 cases brought before the Court in 2017, 16 have been judged with 5 Commission decisions set aside.

The backlog of pending cases from 2016 is as follows: of the 25 appeals lodged, 2 are still pending (23 have been judged with 6 Commission decisions annulled by the Court).

As to the backlogs for 2014 and 2015, there are still some pending cases on matters related to the implementation of the 2014 reform of the Staff Regulations. The main judgments of 2018 are summarised in Annex III to this report. Luxembourg handled 180 files (predominantly from the EIB) and Frankfurt (ECB site) handled around 30 files.
DG HR intends to improve collaboration with 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’s Synergies and Efficiency Communication adopted in April 2016 paved the way for creating the Account Management Centre (AMC) Directorate in DG HR which replaced the former local HR units by clustering them into eight AMC units responsible for implementing the day-to-day HR activities and for providing HR services to their portfolio of DGs.

A full-scale pilot exercise was launched on 15 February 2017. This restructuration involved the creation of local HR Business Correspondent (HR BC) teams that communicate with DG HR and with each other mainly via a dedicated corporate network, set up to help them develop their strategic HR work and keep them informed of the latest developments in HR policies.

For maximum efficiency, HR encourages the senior managers of client DGs to ensure that the HR BCs report directly to them. HR considers that further efforts are needed for HR BC teams to fully perform their strategic role.

A review of the HR BC function, which gave a detailed analysis of the status quo, was finalised in autumn 2018. It included an action plan to help alleviate the HR BC teams of non-core tasks. An HR project team will work on implementing these measures in 2019.

Based on the experience gained from the pilot exercise and the feedback received from DG HR clients and partners, several adjustments to the HR delivery model were decided in early 2018 and gradually implemented.

They resulted in a further centralisation of certain HR processes, cutting out unnecessary steps, improving efficiency and speeding up the delivery time. As a result, staff and tasks were transferred from the AMCs to ‘corporate units’ in DG HR.

This first review of the design of the HR delivery model also provided the opportunity to reflect on and start designing new HR services to be rolled out in the near future.

In 2018, the AMC staff that had remained in their DGs of origin were transferred to DG HR. The pilot phase of HR Modernisation was formally ended in March 2019 through the adoption of the new Synergies Communication.

The overall structure of the AMCs has stayed the same since their creation in 2017. The units are divided into four teams, which provide a number of services to client DGs. The size of the teams varies from unit to unit, as they are aligned with the workload and the level of HR services provided to the DG cluster served by the AMC.
INCREASING THE ATTRACTIVENESS OF THE LUXEMBOURG SITE

The responsibility of DG HR’s Principal Adviser for the coordination of the Luxembourg site includes - in addition to providing HR services in Luxembourg - contacts with the national authorities and collaboration with other EU bodies with a presence in Luxembourg.

The main areas of activity in 2018 were:

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

- Increasing the attractiveness of the Luxembourg site. Working with all the EU institutions and bodies present in Luxembourg on the problems in recruiting and retaining staff. On the decision of the Luxembourgish competent authorities, an interinstitutional reflection group was created, chaired by the Principal Adviser. The group prepared a report with a number of recommendations, which are being implemented.

- Improving cooperation with universities located in Luxembourg and in the neighbouring border regions of France, Germany and Belgium to make the Commission’s Luxembourg site more attractive, particularly the Commission’s work in the digital and financial areas.

Following contacts with Uni.lu, a tailor-made retraining programme for IT specialists working in the digital sector has been developed.

The programme will involve some 15 colleagues from four DGs (DIGIT, CNECT, OP and ESTAT). DIGIT colleagues are also helping to develop a new IT master’s programme.

- Creating more learning opportunities for Commission staff, such as a Luxembourgish language course and a series of ‘EU in the making’ conferences for managers. The Commission is also involved in Luxembourg’s HR community, having become a member of the biggest HR community in the Greater Region. As such, the Commission’s HR staff can participate in the events, conferences and training courses organised for HR specialists.

- Addressing the issue of medical overcharging; the agreement with the Association of medical doctors and dentists was renounced in 2018 and the work with Luxembourg hospitals is ongoing.

- Cooperating with the interinstitutional Committee for Social Activities (CAS) and the Comité du Centre Polyvalent de l’Enfance (CCPE) on their social aid, wellbeing, social integration and child care activities. Working to ensure that staff in Luxembourg are properly welcomed and integrated in the country and to improve their career development. Maintaining and improving the LUXWEB website.

FOLLOW-UP OF THE UK REFERENDUM

In close cooperation with other Commission services, provide legal analysis and advice and support on Brexit-related staff matters. Once it enters into force, the withdrawal agreement with the UK ensures that all EU staff are adequately protected.

On 28 March 2018, the College made a commitment to ensure the job security of Commission staff with UK nationality.

Permanent UK officials will still be able to work for the Commission even when they cease to be an EU national. Exceptions include specific and duly justified cases such as conflict of interest or incompatibility with international obligations.

Regarding non-permanent UK staff, although UK temporary and contract agents’ contracts will normally be terminated, derogations may be granted on a case-by-case basis if it is deemed to be in the interest of the service. This will be done in a transparent way.
Throughout 2018 DG HR played a central role in several Brexit-related matters. It participated in the negotiation of the withdrawal agreement and in the preparedness process in the event of no agreement. It communicated to staff, for instance on the commitment of 28 March 2018, and provided legal advice on Brexit-related matters related to the Staff Regulations.

**SOCIAL DIALOGUE**

Ensure an open and efficient dialogue with staff representatives to present HR policy priorities and discuss their implementation so that appropriate working conditions are guaranteed.

Staff members can express their opinions and make requests through three bodies: (i) trade unions and staff associations; (ii) the Staff Committee; and (iii) the Joint Committees.

**TRADE UNIONS AND STAFF ASSOCIATIONS**

These bodies receive human and financial resources from the European Commission to fulfil their missions.

The Commission recognises 19 trade unions and staff associations (see Annex II). These organisations are consulted on all new rules and decisions or amendments to existing rules and decisions for implementing the Staff Regulations.

Around 40 meetings with trade unions and staff associations, including quarterly meetings with the Commissioner for Budget and Human Resources, were held in 2018. In line with the framework agreement on 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 employed in delegations outside the EU;
- the new decision on outside activities;

“
The college has committed to provide UK staff with the maximum possible job security”

Günter H. Oettinger
- the decision on the procedures for dealing with incompetence;
- a new decision on the composition and functioning of the Staff Committee;
- the organisation of internal competitions;
- the Junior Professionals Programme;
- 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 on the implementation of existing rules or decisions relating to the Staff Regulation and to contribute to the smooth running of the Commission by providing a channel for staff to express their opinions.

Four elections took place in local sections in 2018 (Ispra-Sevilla, Brussels, outside the EU, and France).

**JOINT COMMITTEES**

The Joint Committees, where representatives of the administration and staff representatives work closely together, are consultation bodies set up under the Staff Regulations and by decisions or general implementing provisions.

They cover aspects such as career development, social measures, training, working conditions, health and safety. Around 60 are currently active.

**PERSPECTIVES FOR 2019**

The trade unions, staff associations and DG HR met several times in 2018 and 2019 to discuss the revision of the legal framework for social dialogue. They will continue to discuss how to simplify the procedures and the functioning of the various bodies involved.

**AGENCIES**

Further harmonise HR policies across agencies

In 2018, the Commission approved six model decisions to be adopted by agencies to streamline resources, on: whistleblowing; middle management; the adviser role (with separate models for decentralised agencies, joint undertakings and executive agencies); and types of posts and post titles.

The Commission is ready to launch its internal decision-making process on the model decision on conditions of employment of contract staff for decentralised agencies and joint undertakings, following the discussions with agencies’ representatives in the Standing Working Party.
Furthermore, the executive agencies’ final position on a model decision for the creation of a common Staff Committee was expected before the end of the year.

The Commission also granted 10 individual agreements to agencies’ implementing rules on subjects other than the Commission’s implementing rules (e.g. delegation of appointing authority powers, appraisal of the executive director, conflict of interest, conduct of administrative enquires and disciplinary procedures, family and parental leaves and engagement and use of temporary agents 2f – derogation from the model decision).

Other individual decisions are being discussed with agencies with a view to adopting them in 2019 (e.g. delegation of appointing authority powers, conflict of interest and assistance with home care or care for a sick child).

The Commission keeps agencies and joint undertakings informed about progress on the implementing rules under discussion from an early stage. It presented such information, for example, to the Decentralised agencies and Joint Undertakings Network and to the agencies’ Heads of Administration and Heads of Human Resources.

Training courses have been organised on the new Mission Guide (with PMO) and on ethics and integrity (with IDOC).

The Commission also proposed to revise the founding acts of some agencies, for example the European Border and Coast Guard Agency (FRONTEX), the European Union Agency for Asylum (EASO), the European Supervisory Authorities, the European Centre for the Development of Vocational Training (CEDEFOP), the European Foundation for the Improvement of Living and Working Conditions (EUROFOUND), the European Agency for Safety and Health at work (EU-OSHA) and the Office of the Body of European Regulators for Electronic Communications (BEREC Office).

Work is ongoing for several other agencies (the European Global Navigation Satellite Systems Agency and the European Food Safety Authority (EFSA)).

The Commission continued to work extensively on setting up the new agencies and joint undertakings, namely:

- The European Public Prosecutor’s Office, to be located in Luxembourg, is in charge of investigating, prosecuting and bringing to justice the offences against the EU financial interests. Its regulation was adopted on 12 October 2017.

- The European High-Performance Computing Joint Undertaking (EuroHPC), located in Luxembourg, will enable the EU and participating countries to coordinate their efforts and share resources by deploying a world-class supercomputing infrastructure in Europe along with a competitive innovation ecosystem in supercomputing technologies, applications and skills. The Regulation establishing the EuroHPC was adopted on 28 September 2018.

- The European Labour Authority is in charge of cross border labour mobility and coordinating social security systems in the EU. The European Commission published its proposal for a Regulation on 13 March 2018.

The Commission also provided legal advice to the European Banking Authority and the European Medicines Agency on the interpretation of the Staff Regulations in relation to Brexit and the removal of their seats from London.

The Commission reviewed and analysed the agencies’ staff policy plans set out in their individual Single Programming Documents on HR matters, including their recruitment policies and organisation charts, staff requests, and reclassification procedures.

The Commission continues to support the executive agencies’ efforts to improve their working environment and attractiveness.

A new model for assisting executive agencies was put in place in 2018 as part of the HR modernisation exercise. Regular meetings are organised between the Heads of the Executive Agencies’ Human Resources units, the Business Correspondents in the parent DGs and DG HR to discuss HR matters and update the agencies on discussions on Commission HR decisions and implementing rules.

A vademecum on staff matters that concern the executive agencies has been discussed in this network.
According to the Council Regulation (EC) No 58/2003, the Commission must carry out an **external evaluation** of an executive agency every 3 years and submit it to the executive agency’s Steering Committee, the European Parliament, the Council and the Court of Auditors. In 2018, the Commission launched the new triannual evaluations of the six executive agencies. Their main objective is to evaluate the effectiveness, efficiency and coherence of the implementation of parts of the EU programmes managed by these agencies. The key findings, conclusions and recommendations will help the agencies and their parent DGs decide on possible improvements to the implementation of the programmes delegated to them.

The Commission directly supported agencies and joint undertakings via the **DG HR agencies helpdesk service**, which dealt with over 1 100 queries in 2018. Meetings were organised between DG HR and all decentralised agencies and joint undertakings to give a comprehensive overview of the implementing rules as applied by individual agencies and joint undertakings.

A significant **support** is given to the 18 parent DGs of agencies to prepare agencies’ Management Board meetings (3 times per year), on staff matters and on the opinions related to the Single Programming Documents and budgetary hearings.

Shared services, via **Service-Level Agreements**, are provided for both decentralised and executive agencies and for joint undertakings. They cover various services, such as Sysper, appraisal and promotion, learning and development, medical services, health and wellbeing, complaint handling and security services. There are currently 48 Service-Level Agreements with DG HR in force.

**EUROPEAN SCHOOLS**

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

Since the first accredited school was created in 2007, 14 accredited national European Schools have been set up in 12 Member States. With seven more national schools in the process of accreditation, the total number of accredited European Schools is set to reach 21. Around 8 100 pupils are enrolled in the existing accredited schools. Of these, around 920 are the children of staff in the EU institutions, of which 80 are the children of Commission staff, with the rest being children from staff in agencies and other bodies.

As of September 2018, there are around 27 176 children in 13 European Schools located in 6 Member States. The EU contribution makes up the largest part of the European Schools’ budget (around 56% - amounting to around EUR 175 million in 2018). The balancing contribution from the EU budget in 2018 represents 60% (EUR 187.4 million) if including the contributors with which the Commission concluded contribution agreements (EIB/ESM, EUIPO and other agencies).

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6 Belgium, Denmark, Estonia, Germany, Italy, Ireland, France, Finland, Greece, Luxembourg, the Netherlands and the United Kingdom

7 Three schools in Luxembourg, one school in Slovenia (Ljubljana), two in France (Lille, Paris) and one in Germany (Templin)

8 Contribution Agreements are signed with the eight out of the 14 accredited European Schools in return for free-of-charge priority for enrolments (around EUR 6.5 million, of which EUR 0.6 million is for pupils of EU staff; the rest are contributions from agencies with which an agreement is signed).

9 Belgium, Germany, Italy, Luxembourg, Spain and the Netherlands
INFRASTRUCTURE AND ENROLMENTS

Despite the continuing growth in the overall population of the European Schools, the opening of a fifth school in Brussels initially expected for the beginning of the school year 2019/2020, suffered a significant delay on the side of Belgian authorities. Even though its location (the former NATO site in Evere) has now been confirmed by the Belgian Council of Ministers, the project for its construction is expected to start only in the first trimester of 2019. Consequently, the school is now expected to open only in September 2024. Commissioner Oettinger met the Belgian federal Minister for Interior and Security on 8 May 2018 to discuss the plans for extending the schools’ capacity. They also discussed the pending works for the maintenance of the schools’ premises which falls under the remit of the Belgian authorities (as host country) as far as safety and security are concerned.

The Belgian authorities are also working on a temporary solution to accommodate a proportion of pupils of the European Schools in Brussels. A temporary site is expected to open in September 2020 with a capacity to accommodate at least 1,000 pupils.

Thanks to the successful implementation of the enrolment policy guidelines for 2018/2019 and the creation of additional satellite classes, the Berkendael site increased its population from 323 pupils in 2017/2018 to 559 pupils in 2018/2019. This slightly decreased pressure on the other four schools in Brussels which, nonetheless, are still extremely overpopulated.

The enrolment policy guidelines for 2019/2020, approved by the Board of Governors in December 2018, are largely inspired by those from the previous year. They aim to stabilise the situation in the European Schools in Brussels while awaiting the opening of the 5th school and, in the nearer future, the temporary site. The result of the pilot project on transfers between schools that allowed parents to voluntarily exchange places between the different European Schools in Brussels was inconclusive and it will not be continued beyond 2019.

EUR 2.1 million was allocated to the European Schools 2018 budget for measures to increase security and safety.

GOVERNANCE, EDUCATION AND STAFF ISSUES

The secondment of national teachers and teaching quality are essential for the functioning of the European Schools.

A European Schools Summit was organised in May 2018 to discuss three main topics: (i) the need to reverse the decreasing number of seconded teachers in the European Schools by revising the cost-sharing mechanism; (ii) the challenges for attracting the best qualified teachers to the European schools; and (iii) how to develop a fair participation system of accredited European schools to finance the European schools system. The summit comprised a meeting between the Commissioner and the Ministers of Education and an expert-level round table discussion.

Based on the political consensus reached in the meeting with the Education Ministers and on the information gathered during the round table, discussions continued in the European Schools’ decision-making bodies. On 26 November 2018, Commissioner Oettinger shared the main conclusions on the three topics discussed with the Ministers of Education. In its meeting of December 2018, the Board of Governors examined the proposals and resolved to reach an agreement at their April 2019 meeting.

On the pedagogical reform, the framework for the key competencies for lifelong learning in the European Schools was approved and implemented in 2018. The revision of the language policy, initially planned for 2018, has been delayed to 2019.

In 2018, the educational support and inclusiveness policies in the European Schools have been under close scrutiny. A team of national inspectors conducted a broad and comprehensive evaluation of the educational support policy. The working group in charge of the United Nations Convention on the Rights of Persons with Disabilities also analysed the processes of inclusion in the European Schools, identifying areas for further development to make the European Schools a more inclusive educational environment. The two reports, along with their recommendations, were submitted to the Board of Governors in December 2018. The Board invited the Secretary-General of the European Schools to develop an action plan for implementing the recommendations and submit it to the Board of Governors meeting in April 2019.
The Commission has been actively involved in the reform of the regulations for administrative and ancillary staff (AAS) of the European Schools. The reform aims to introduce common evaluation standards and procedures and a merit-based promotion system for all members of the AAS. It also aims to harmonise and simplify AAS salary grids, offering staff additional career prospects. The Board of Governors is expected to endorse the reform during its next meeting in April 2019.

Brexit is a major challenge for the European Schools and, as such, is closely followed by a dedicated working group, where the Commission is also represented.

Under the terms of the Withdrawal Agreement of the United Kingdom from the EU:

1. The United Kingdom shall be bound by the Convention defining the Statute of the European Schools, as well as by the Regulations on Accredited European Schools adopted by the Board of Governors of the European Schools, until the end of the school year that is ongoing at the end of the transition period.

2. The United Kingdom shall, with respect to pupils who before 31 August 2021 acquired a European baccalaureate and to pupils who are enrolled in a cycle of secondary studies in a European School before 31 August 2021 and acquire a European baccalaureate after that date, ensure that such pupils enjoy the rights provided for in Article 5(2) of the Convention defining the Statute of the European Schools.

During its meeting of December 2018, the Board of Governors discussed several issues linked to Brexit including:

(i) the content of the Withdrawal Agreement and its consequences for the European Schools;
(ii) the future of the UK staff in European Schools;
(iii) the secondment of English teachers;
(iv) the accreditation of the UK Culham school; and
(v) recognition of the European Baccalaureate in the UK.

For all topics, the Board considered both scenarios, i.e. a ‘no-deal’ Brexit and ratification of the Withdrawal Agreement. On the accredited European School of UK/Culham, the Board of Governors decided to extend its accreditation until the end of the school year 2018/2019.

**FINANCIAL AND BUDGETARY MANAGEMENT**

The new model of financial governance in the European Schools adopted in September 2017 is being gradually put in place since 1 January 2018. The Central Accounting Officer took up his duties in October 2018.

The accountant’s functions will be gradually centralised between now and the end of 2020.

By 1 January 2020, the authorising officer’s 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.

This new governance will allow for the development of a more solid and accountable internal control system. The Commission adopted its communication to the Council and the Parliament on the administrative reform of the European Schools system in 2018, setting out its views on the European Schools administrative and financial structure and the reforms under way in these areas.

The European Schools have also taken a number of measures to promote sound financial management and combat fraud, such as introducing a stronger internal control system and applying the new segregation of duties in SAP since October 2018.

As part of an anti-fraud strategy, a SLA was signed between the European Schools and OLAF in February 2018.

The annual accounts of seven schools were audited in 2018 by external independent auditors who issued an unqualified opinion (by comparison, five schools were audited in 2017).

The Commission has offered the schools the possibility to conclude a Service-Level Agreement so they may access BUDGWEB and the helpdesk of the Commission’s central financial service.
The Commission continued to urge the institutions and bodies with administrative and financial autonomy to participate in financing the education costs of their own staff’s children.

In 2018, discussions began with EIB Group, ESM and ECB\(^\text{10}\) (who already have contribution agreements), to obtain a full contribution from them that entirely covers the costs of their staff’s children (as it is the case for EUIPO), with a view to concluding agreements in 2019.

Moreover, in 2018, five new contribution agreements were signed or under negotiation with several agencies (EASA and CdT’s agreements are ongoing), and three were signed with joint undertakings (IMI, FCH and ECSEL). However, DG HR and BUDG are still looking for a solution to get a contribution from EIOPA.

As a result, in the last 5 years, the yearly contribution from bodies with legal personality and a separate budget from the EU budget that have concluded a contribution agreement either with the Commission or directly with the schools, has increased significantly (from around EUR 3 million in 2014 to around EUR 20 million in 2018).

**INTERNATIONAL AFFAIRS**

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

**EUPAN**

In 2018, DG HR cooperated with the public administrations network (EUPAN), helping them prepare the EUPAN presidencies’ working level meetings (6 x per year) and Directors-General meetings (2 x per year).

Topics discussed during the EUPAN meetings included:

(i) recruitment and selection;
(ii) public service delivery standards;
(iii) the impact of digitalisation on performance management;
(iv) the use of psychometric testing;
(v) flexible working arrangements and the ‘new way of working’;
(vi) the civil service as an employer of people with disabilities; and
(vii) the role and status of the Secretary-General

**ENLARGEMENT COUNTRIES**

DG HR contributed to DG NEAR’s discussions in the Special Groups on Public Administration Reform between the Commission and the enlargement countries, namely: Bosnia & Herzegovina (in February and July 2018), Kosovo (in April 2018), Montenegro (in September 2018) and Former Yugoslav Republic of Macedonia (in October 2018).

DG HR assessed the accession request submitted by Bosnia & Herzegovina and helped advise the Commission’s opinion.

DG HR also conducted an in-depth review of the draft new law on the civil service in Serbia in October 2018 in coordination with SIGMA-OECD.

In July-September 2018, it helped DG NEAR assess the draft secondary legislation regulating recruitment and training in Montenegro. The assessment of the draft secondary legislation on senior managers’ recruitment in Kosovo took place in September 2018.

In October 2018, DG HR helped DG NEAR prepare its main messages on the implementation of the legal framework on appointments of senior managers in the public service in the Former Yugoslav Republic of Macedonia.

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\(^{10}\) The EIB Group/ESM agreement is concluded between these bodies and the Commission, while the ECB participation agreement is signed between ECB and the Secretary-General of the European Schools, in line with ECB’s wishes.
COOPERATION WITH INTERNATIONAL ORGANISATIONS THROUGH STAFF EXCHANGES

The Commission continued to implement the administrative cooperation agreements with international organisations in 2018. Staff from five DGs participated in six exchange programmes with partner organisations like the United Nations and the World Bank. The programmes involved short term missions (of 3 weeks) at a budget of EUR 60 000.

Administrative cooperation with other international partners included a visit of HR experts from ECOWAS (Economic Community of West African States) to DG HR in June 2018, on their request. The aim was to inform them about various HR topics such as general staff rules and regulations, recruitment policy, code of conduct and ethics, female representation in the workplace and in management, training policy, performance management, IDOC, staff development and career management policy. The topics discussed and the procedures assessed were deemed to be very useful for both the Commission and ECOWAS.
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.

In 2018, the Commission’s overall workforce has remained stable. The number of officials and temporary staff has very slightly increased, reversing the trend of the previous years where the 5% staff reduction target for 2013-2017 was implemented. The number of contract staff has remained stable at 22% and represents less than one fourth of the Commission’s staff.

Staff numbers in the secretaries/clerks function group (AST/SC) have again increased in 2018 and a new wave of recruitment can be expected in 2019 mainly due to the publication of new laureate lists of relevant EPSO competitions. The main shift in establishment plan posts has been from the AST to the AST/SC category, whereas the number of AD posts has remained almost stable in 2018.
An electronic version of the chart can be found on the EUROPA website (https://ec.europa.eu/info/sites/info/files/european-commission-hr-key-figures_2019_en.pdf)
There are more female than male Commission staff members. To increase the representation of women in its management positions, the Commission is pursuing an ambitious initiative aiming to reach a ratio of at least 40% female managers by the end of its current mandate. Details on implementation progress can be found in the Diversity & Inclusion chapter of this Report.

The number of officials, temporary staff and other staff with Croatian nationality has grown to 320 in 2018. The 5-year transition period during which the Commission had to recruit staff from Croatia as new Member State ended on 30 June 2018.

Officials in the Commission are ageing. Since 2000, the proportion of officials aged over 45 has been growing and represented 57% of Commission staff in 2018. The average age of contract and temporary staff members is considerably younger: On 1 January 2019 it stood at 42 for contract staff and at 40 for temporary staff, compared to an average age of 50 for officials.

New talent acquisition initiatives such as the Junior Professionals Programme help to reinforce the influx of younger staff: in 2018, the number of staff younger than 30 years has increased from 720 to 825 compared to the previous year.
## ANNEX II: TRADE UNIONS AND STAFF ASSOCIATIONS

<table>
<thead>
<tr>
<th>Representative OSPs</th>
<th>Recognised OSPs components of representative OSP</th>
<th>Acronyms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alliance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></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>
</tr>
<tr>
<td></td>
<td>Union syndicale Luxembourg</td>
<td>USL</td>
</tr>
<tr>
<td></td>
<td>Solidarité européenne</td>
<td>SE</td>
</tr>
<tr>
<td></td>
<td>Association des fonctionnaires indépendants pour la défense de la fonction publique européenne</td>
<td>TAO-AFI</td>
</tr>
<tr>
<td><strong>Union syndicale fédérale (USF)</strong></td>
<td>Union syndicale Bruxelles</td>
<td>USB</td>
</tr>
<tr>
<td></td>
<td>Union syndicale fédérale Luxembourg</td>
<td>USF-L</td>
</tr>
<tr>
<td></td>
<td>Union syndicale Ispra</td>
<td>USI</td>
</tr>
<tr>
<td></td>
<td>Union syndicale Petten</td>
<td>US Petten</td>
</tr>
<tr>
<td></td>
<td>Union syndicale Karlsruhe</td>
<td>US Karlsruhe</td>
</tr>
<tr>
<td><strong>Save Europe</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Regroupement syndical (RS)</strong></td>
<td>Union for Unity</td>
<td>U4U</td>
</tr>
<tr>
<td></td>
<td>Unité et Solidarité- Hors Union</td>
<td>USHU</td>
</tr>
<tr>
<td></td>
<td>Syndicat des Fonctionnaires internationaux et européens</td>
<td>SFIE</td>
</tr>
<tr>
<td><strong>FFPE</strong></td>
<td>Fédération européenne de la Fonction publique européenne</td>
<td>FFPE</td>
</tr>
<tr>
<td></td>
<td>Action &amp; Défense</td>
<td>A&amp;D</td>
</tr>
<tr>
<td><strong>Generation 2004</strong></td>
<td></td>
<td>G2004</td>
</tr>
</tbody>
</table>
Recognised OSPs but not components of a representative OSPs

<table>
<thead>
<tr>
<th>OSP</th>
<th>Acronyms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solidarity Independence 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>19.03 %</td>
</tr>
<tr>
<td>RS</td>
<td>14.31 %</td>
</tr>
<tr>
<td>Alliance</td>
<td>28.98 %</td>
</tr>
<tr>
<td>Save Europe</td>
<td>3.10 %</td>
</tr>
<tr>
<td>FFPE</td>
<td>7.93 %</td>
</tr>
<tr>
<td>Generation 2004</td>
<td>26.66 %</td>
</tr>
</tbody>
</table>

**REPRESENTATIVENESS**

- USF 19.03%
- RS 14.30%
- Alliance 28.98%
- FFPE 7.93%
- Save Europe 3.10%
- Generation 2004 26.66%
ANNEX III: CASE LAW

Overview of relevant judgments delivered by the General Court in 2018.

CASE T-734/16 ARGYRAKI V COMMISSION
Judgment of 20 March 2018

Subject-matter: pensions (calculation of years); taking into account periods of service completed as a member of the auxiliary staff

Outcome: the action was upheld. The General Court annulled the decision by which the Commission refused the applicant’s request to have the periods of service as a member of the auxiliary staff validated in the calculation of her pension rights.

The contested decision was based on Conclusion No 229/04, which stated that periods during which a person is employed as auxiliary staff could be validated under two conditions: (i) the career needs to continue within the same institution and (ii) the career must not have been interrupted for more than one year.

The General Court held that, on the one hand, the requirement to have worked for the same institution was not foreseen by the Conclusion No 229/04 and, second, the condition relating to the absence of any interruption of more than one year between an auxiliary staff contract and a temporary contract provided for in the Conclusion, is unlawful.

CASE T-568/16 SPAGNOLI E.A. V COMMISSION
Judgment of 14 June 2018

Subject-matter: method of calculation of survivor’s and orphan’s pensions; Article 81a of the Staff Regulations (SR)

Outcome: the action was dismissed. The main legal questions raised by this action relate to (i) the method for calculating survivor’s and orphan’s pensions under Article 81a of the SR, applied by the Commission, when examining the case of two spouses who are both officials of the Union and (ii) whether Article 81a of the SR is to be interpreted as referring also to orphans’ pensions.

By its judgment, the General Court confirmed that Article 81a of the SR covers both the survivor’s pension and the orphan’s pension.

Thus, the method of calculating pension rights applied by the institution in that it recognises the orphans’ pensions in real income under the ceiling referred to in Article 81a complies with that provision.

The purpose of the orphan’s pension, which is to compensate for the costs incurred by the surviving official for the maintenance of dependent children, contributes towards achieving the objective of fostering financial autonomy for those children.

To the extent that the orphan’s pension enables the costs of maintaining the children to be offset, it is part of the family income and does not escape the rule proscribing enrichment as a result of the death of a parent who is also an official, compliance with which rule is ensured by the application of the cap provided for in Article 81a of the SR.
CASE T-73/17, RS V COMMISSION
Judgment of 12 September 2018

**Subject-matter:** internal competitions; specific eligibility conditions; leave on personal grounds

**Outcome:** the action was upheld. The competition notice required that, during the 12 months prior to the closing date for applications, candidates should have been at the service of the institution, without any break, in an administrative position of active employment, on leave for military service, on parental or family leave or on secondment in the interests of the service. In this context, the applicant justified a length of service of 69 months but had taken leave on personal grounds for a period of two months during the 12 months prior to the closing date for online registration.

The Court considered that the Commission exercised its discretion in a manifestly erroneous manner, by adding the above additional condition on the seniority in the service without referring to any special circumstances relating to the characteristics of the posts to be filled. Consequently, the decision of the selection board rejecting the applicant's application for the internal competition COM/02/AST/16 was annulled.

CASE T-128/17, TORNÉ V COMMISSION
Judgment of 14 December 2018

**Subject-matter:** pension rights; retirement age; continuity of employment

**Outcome:** The Court upheld the action. The legal issue raised in this action was the notion of a 'continuous employment relationship' in the case of officials who then become members of the temporary staff with a succession of fixed-term contracts with several institutions/agencies. More precisely, with regard to the factors for calculation of her pension, the applicant, who was a Commission's official on leave on personal grounds, contested the Commission's practice of taking the view that the transfer of a member of the temporary staff covered by Article 2(f) of the CEOS to another EU agency entails the conclusion of a new contract, separate from the previous contract, which shows a discontinuity in the career of that member of the temporary staff and therefore entails the application of the new rules under the SR concerning retirement pensions, i.e. pensionable age at 66 years at a rate of 1,80 percent per year of pensionable service.

The Court in its judgment does not validate this approach and recognises continuity of service. It considers that the applicant, while being in service with the Union without interruption of service since its appointment in 2006 as an official of the Commission and later as a member of the temporary staff in two agencies, remained an employee of the Commission on leave on personal grounds and kept her membership of the Union pension scheme as provided for in Article 83 of the SR. Consequently, the rules in force in 2006 applied to her case.

CASES T-526/16, T-525/16, T-530/16 AND T-518/16
Judgments delivered in December 2018

**Subject-matter:** issues related to the 2014 revision of the Staff Regulations

**Outcome:** The Court dismissed the actions related to (i) non-advancement of careers beyond grades AD12/AD13 (T-526/16), (ii) non-advancement of careers beyond grade AST9 (T-525/16) and (iii) the adjustments applied to salaries and pensions for the years 2011 and 2012 (T-530/16). Regarding case T-528-16 on the reduction of annual leave for staff working in Delegations (Article 6 of Annex X to the SR), the Court upheld the action.

The Court considered that it was not clear that the legislator, when adopting the new Article 6 of Annex X, had indeed ensured that this new Article was justified by an objective in the general interest and did not constitute, in relation to the aim pursued, a disproportionate interference in the right to annual leave for officials and other servants serving in third countries. Consequently, the Commission could not validly rely on the new Article 6 of Annex X to the SR to adopt the contested decisions.
## ANNEX IV: CAREER MANAGEMENT

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

<table>
<thead>
<tr>
<th>GRADE</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD13</td>
<td>5.2</td>
<td>5.6</td>
<td>6.2</td>
</tr>
<tr>
<td>AD12</td>
<td>4.2</td>
<td>4.2</td>
<td>4.1</td>
</tr>
<tr>
<td>AD11</td>
<td>3.3</td>
<td>3.6</td>
<td>3.7</td>
</tr>
<tr>
<td>AD10</td>
<td>4.0</td>
<td>3.8</td>
<td>3.7</td>
</tr>
<tr>
<td>AD9</td>
<td>3.3</td>
<td>3.4</td>
<td>3.4</td>
</tr>
<tr>
<td>AD8</td>
<td>2.7</td>
<td>2.7</td>
<td>2.8</td>
</tr>
<tr>
<td>AD7</td>
<td>2.6</td>
<td>2.7</td>
<td>2.7</td>
</tr>
<tr>
<td>AD6</td>
<td>2.7</td>
<td>2.8</td>
<td>2.8</td>
</tr>
<tr>
<td>AD5</td>
<td>2.8</td>
<td>2.8</td>
<td>2.8</td>
</tr>
<tr>
<td>AST10</td>
<td>4.3</td>
<td>4.8</td>
<td>5.1</td>
</tr>
<tr>
<td>AST8</td>
<td>3.6</td>
<td>3.5</td>
<td>3.6</td>
</tr>
<tr>
<td>AST7</td>
<td>3.8</td>
<td>3.6</td>
<td>3.9</td>
</tr>
<tr>
<td>AST6</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
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<tr>
<td>AST5</td>
<td>3.9</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>AST4</td>
<td>3.0</td>
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<td>3.0</td>
</tr>
<tr>
<td>AST3</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>AST2</td>
<td>2.9</td>
<td>3.0</td>
<td>2.8</td>
</tr>
<tr>
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<td>9.4</td>
<td>9.6</td>
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</tr>
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<td>SC2</td>
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<td>2.0</td>
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</tr>
<tr>
<td>SC1</td>
<td></td>
<td>2.0</td>
<td>2.5</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FUNCTION GROUP</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>GFI</td>
<td>114</td>
<td>101</td>
<td>115</td>
</tr>
<tr>
<td>GFII</td>
<td>155</td>
<td>150</td>
<td>136</td>
</tr>
<tr>
<td>GFIII</td>
<td>39</td>
<td>55</td>
<td>54</td>
</tr>
<tr>
<td>GFIV</td>
<td>143</td>
<td>119</td>
<td>136</td>
</tr>
<tr>
<td>Total</td>
<td>451</td>
<td>425</td>
<td>441</td>
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</table>

Source: Sysper and DG HR.B

Certification procedure

<table>
<thead>
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<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population AST5 and +</strong></td>
<td>5 921</td>
<td>5 829</td>
<td>6 030</td>
<td>6084</td>
</tr>
<tr>
<td><strong>Candidates</strong></td>
<td>428</td>
<td>407</td>
<td>386</td>
<td>399</td>
</tr>
<tr>
<td><strong>Candidates admitted to the certification exercise</strong></td>
<td>414</td>
<td>352</td>
<td>362</td>
<td>367</td>
</tr>
<tr>
<td><strong>Candidates admitted to the training programme</strong></td>
<td>50</td>
<td>60</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td><strong>Newly certified officials</strong></td>
<td>43</td>
<td>52</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td><strong>Certified officials appointed as administrator</strong></td>
<td>50</td>
<td>49</td>
<td>51</td>
<td>64</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>
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<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>
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<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>
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<tr>
<td>GROW</td>
<td>DG Internal Market, Industry, Entrepreneurship and SMEs</td>
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<tr>
<td>HOME</td>
<td>DG Migration and Home Affairs</td>
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<tr>
<td>HR</td>
<td>DG Human Resources and Security</td>
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<tr>
<td>IAS</td>
<td>Internal Audit Service</td>
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<tr>
<td>JRC</td>
<td>Joint Research Centre</td>
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<tr>
<td>JUST</td>
<td>DG Justice and Consumers</td>
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<tr>
<td>MARE</td>
<td>DG Maritime Affairs and Fisheries</td>
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<tr>
<td>MOVE</td>
<td>DG Mobility and Transport</td>
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<tr>
<td>NEAR</td>
<td>DG Neighbourhood and Enlargement Negotiations</td>
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<tr>
<td>OIB</td>
<td>Office for Infrastructure and Logistics in Brussels</td>
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<tr>
<td>OIL</td>
<td>Office for Infrastructure and Logistics in Luxembourg</td>
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<tr>
<td>OLAF</td>
<td>European Anti-Fraud Office</td>
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<tr>
<td>OP</td>
<td>Publications Office</td>
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<tr>
<td>PMO</td>
<td>Office for the Administration and Payment of Individual Entitlements</td>
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</tbody>
</table>
REGIO  DG Regional and Urban Policy
RTD    DG Research and Innovation
SANTE DG Health and Food Safety
SCIC   DG Interpretation
SRSS   Structural Reform Support Service
SG     Secretariat-General
SJ     Legal Service
TAXUD  DG Taxation and Customs Union
TF50   Task Force for the Preparation and Conduct of the Negotiations with the United Kingdom under Article 50 TEU
TRADE  DG Trade

Member States of the European Union

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<th>Country Code</th>
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<td>Sweden</td>
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<tr>
<td>UK</td>
<td>United Kingdom</td>
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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 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