



Management Plan 2018

Directorate General Human Resources and Security
P E R F O R M A N C E T H R O U G H P E O P L E

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INTRODUCTION

The general objective of DG HR is to help achieve the overall political objectives, and to support the Commission in effectively and efficiently managing and safeguarding assets and resources, and attracting and developing talents. In 2018 DG HR will continue to implement the strategic framework set for the period 2016-2020 to enhance performance of the Commission through its people. DG HR will deliver key strategic decision and guideline documents, and provide regular services to the clients in order to enhance the performance of the organisation and the performance of the staff members, to increase staff members resilience to cope with the on-going changes, and to reinforce the HR governance structure.

ENHANCE PERFORMANCE THROUGH MANAGEMENT OF TALENT AND DEVELOPMENT OF THE ORGANISATION

 **Organisational DEVELOPMENT**
HIGH PERFORMANCE ORGANISATION

Strategy Plan
2016-2020

Strengthen sustained organisational performance through fit for purpose structures, planning and allocating human resources for better alignment with Commission priorities. Design and support modernisation projects for efficient collaboration and strengthening internal communication to enhance staff engagement.


How this will be implemented
in 2018?

In 2018, DG HR will further optimise the processes in the new HR service delivery model. DG HR will pursue its effort to reinforce the resource allocation process in particular with the progressive implementation of ATLAS project.

DG HR will also strengthen leadership for efficiency gains in support services. It will enhance Internal Communication and improve the accessibility of key HR information for staff members and managers.

DG HR will launch a Staff Satisfaction survey to extract the insights needed to maintain and increase staff engagement.

DG HR will accompany and support the Commission through its organisational development activities and enhance its way of collaborating and sharing knowledge.

 **talent MANAGEMENT**
the right person in the right place, at the right time

Strategy Plan
2016-2020

Our ability to deliver on Commission priorities and core business depends above all on the competencies and dedication of our staff. DG HR must ensure the best possible match between staff competencies and service needs in order to have "the right person, in the right job at the right time".

How this will be implemented
in 2018?

In 2018, DG HR will continue to implement the integrated talent Management Framework 2017-2020 and related action plan.

In particular, special emphasis will be put on staff mobility, headhunting, job shadowing, and career events.


DG HR will pursue its efforts to develop policy, tools and guidelines for the selection, appraisal and mobility of managers.

It will develop the attractiveness of the Commission as an employer, revising implementing rules for Temporary Agents and guidelines for hosting external persons.

2018 will also be the year the new strategy on diversity and inclusion is implemented through a series of concrete actions.

INTRODUCTION

ENHANCE STAFF RESILIENCE BY PROVIDING A SAFE, HEALTHY AND SUSTAINABLE WORKING ENVIRONMENT



HEALTHY PEOPLE, HEALTHY ORGANISATION

Strategy Plan
2016-2020

The fit@work programme aims at keeping staff fit and healthy in a healthy work environment which respects and seeks to accommodate their and the Commission's needs. The Commission's social impact will be developed through volunteering capacity and The Commission's environmental impact will be reduced by improving our environmental performance.

How this will be implemented
in 2018?

DG HR will monitor and help implement the actions in the 2017-2020 Action Plan with a view to implementing the integrated Health & Wellbeing Strategy. In 2018, special focus will be on mental health, work-life balance and social integration.


SECURE ORGANISATION


Strategy Plan
2016-2020

A secure working environment is a precondition for the successful motivation, development and performance of staff. Our ambition in this area for the coming years will be to maintain and further increase the quality of the work environment whilst reinforcing effective protection against new threats in a period of resource constraints.

How this will be implemented
in 2018?

DG HR will reinforce the security framework to protect staff, information and assets by further securing Commission systems and streamlining policies concerning access to Commission buildings, information security and counterintelligence operations.

STRENGTHEN HR GOVERNANCE STRUCTURE FOR A COLLABORATIVE AND ETHICAL ORGANISATION


ETHICAL ORGANISATION

Strategy Plan
2016-2020

Ensure compliance with the core ethical values and obligations enshrined in the Staff Regulations.

How this will be implemented
in 2018?

Implementing Provisions are continuously reviewed to improve their clarity and coherence and staff awareness of existing rules will be enhanced.

Failures to comply with the high standards of ethics and integrity expected of staff will continue to be followed up attentively and sanctioned appropriately.


COLLABORATIVE ORGANISATION

Strategy Plan
2016-2020

DG HR will enhance collaboration with HR partners and stakeholders including by extending HR services to other Institutions.

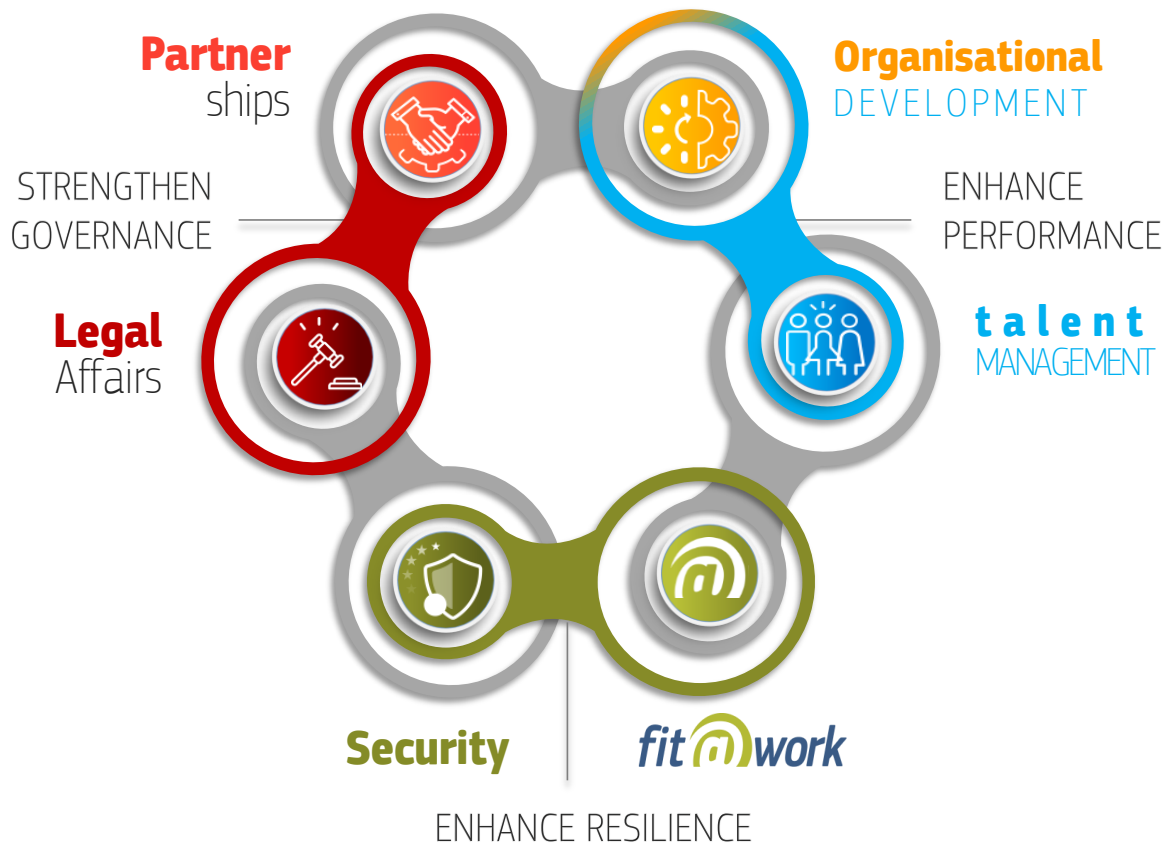
How this will be implemented
in 2018?

Shared services for other EU Institutions, Agencies, and Bodies will be facilitated by implementing new Service Level Agreements and by providing support and advice on HR-related matters.

The AMC Directorate will improve the HR service delivery by developing more proactive and value-added HR services corresponding to the needs expressed by DGs and staff.

PART 1. OVERVIEW OF MAIN OUTPUTS FOR THE YEAR

The following section presents the key deliverables to be produced specifically for the year and the key regular services provided to the clients to enhance staff members performance, to enhance their resilience and to strengthen the HR governance.



SPECIFIC OBJECTIVE I.1: HUMAN RESOURCES ARE ALLOCATED TO COMMISSION PRIORITIES TO DELIVER MAXIMUM PERFORMANCE AND ADDED VALUE

In 2018, DG HR will pursue its effort in developing the organisation to ensure an allocation of Human Resources to the Commission priorities, to deliver maximum performance and added value. The table below lists the key documents, decisions, strategy, reports and guidelines to be produced during the year in the area of Synergy and Efficiency, resource allocation and organisation charts, as well as knowledge management. A key action for DG HR is to complete the transition to the new HR Service Delivery Model. Following the implementation of the structural changes, the processes now need to be optimised and aligned with the new model. This optimisation will allow for a reduction in staff working in HR, while or maintaining the quality of the service provided. DG HR will continue supporting Domain Leaders to attain synergies and efficiencies in the horizontal services, freeing up resources for Commission priorities.

An effective allocation of human resources remains a core objective of DG HR, to which the IT tool ATLAS will contribute. During 2018, in the context of the preparation for the next Multiannual Financial Framework, DG HR will contribute to optimise the use of the Commission's budget.

DG HR will continue advising DGs and staff on efficient use of resources. Measures in the fields of organisational development and knowledge management will allow the Commission to react with more flexibility to changes in its environment and make best use of its assets.

New service delivery model for the HR function



Finalise the pilot of the HR Service Delivery Model resulting in improved and more efficient HR services provided to the Commission departments.

- Adjust the model with a view to speeding up the delivery of the HR transactions, further clarifying the roles of the main actors and developing new more proactive services to the Commission managers and staff.

Indicators	Target
Reduction of jobs in HR community	2,000

- Develop Staff Matters Portal to better integrate the Information portal with other HR information systems, and with question-tracking system.

Indicators	Target
Client satisfaction with Staff Matters Portal services	75%

Domain leadership



Support domain leaders (COMM, HR, DIGIT, SCIC, OIB, OIL, OP, BUDG) in fulfilling their role of leading and supporting their communities, in order to provide more efficient and effective services.

- Assist the domain leaders with setting up of horizontal measures towards the staff of their communities, in particular: identification of the Community, outreach and engagement towards the Community members, professionalization actions, setting up an assessment framework;
- Assist in creating synergies between the different Domains and enable change processes across Domain borders;
- Provide an IT solution to facilitate the management of staff in the Communities;
- Coordinate collection of staff savings in the respective communities;
- Ensure that the processes of implementing office moves and making available training and meeting rooms are made smooth and efficient for staff and managers.

Indicators	Target
Number of sessions organised with Domain leaders	6

Resource Allocation and ATLAS

- Progressive introduction of an IT tool (ATLAS)) for task and activity mapping through a dedicated module in SYSPER;
- Within ATLAS: screening of Commission jobs; definition, launch, analysis and reporting.



Indicators	Target
Number of DGs adopting ATLAS	40

Multiannual Financial Framework (MFF) preparation

- Guide HR input to the preparation of the future Multiannual Financial Framework to ensure the optimal use of the budget allocated to the Commission notably under Heading 5, linking to organisational development outreach projects for individual DGs or at corporate level where appropriate.



OD Strategy & Outreach

- Building on the work on domain leadership, including HR Modernisation, Knowledge Management and Support to DGs, develop an Organisational Development Strategy for the Commission and identify suitable areas for organisational adjustment and related interventions.
- Translate challenges for the Commission into approaches to how the organisation and its units and teams can manage change processes in an increasingly agile, collaborative & engaged manner, supported by expert advice, consultancy and partnerships among DGs;
- Define role, organisation and catalogue of services for DG HR's organisational development function.



Indicators	Target
Communication from Commissioner G.H. Oettinger to the Commission	Summer

Knowledge Management

- Contribute to the implementation of the Communication on Data, Information and Knowledge management (2016), especially by implement a communication strategy, by contributing to the cross-DG one-stop-shop to support collaboration and by ensuring Connected is available to all Commission staff with increased support and usage.

SPECIFIC OBJECTIVE I.2: EFFICIENT SUPPORT PROCESSES MEETING STAFF AND COMMISSION PRIORITIES

In 2018, DG HR will continue to enhance the efficiency of support processes to meet the Commission's priorities. The table below lists the key documents decisions, strategy, reports and guidelines to be produced during the year to improve the accessibility of key HR information for staff members and managers and to enhance internal Communication. First, MyIntraComm and Commission en Direct will be further improved. Second, as domain leader for internal communication, DG HR will work closely with DGs to align messages, ensure understanding of organisation policies and processes, and identify efficiency gains. Third DG HR will launch a Staff Satisfaction survey to extract the insights needed to maintain and increase staff engagement. DG HR will thus help DGs to improve their performance and to provide a workplace in which staff can work effectively. Finally, DG HR will continue to provide SYSPER services to other institutions.

Staff Satisfaction Survey 2018

Prepare and launch the 2018 Staff Survey and analyse the results:

- Pre and post Staff Survey outreach to DGs, linking to the Directorate's Organisational Development outreach measures;
- Staff Survey follow up action plans in place by end-2018;
- Evaluate and finalise a tender for Staff Survey support 2018-2021;
- Explore possibilities for technological innovations for staff satisfaction survey and ad-hoc surveys.



Indicators	Target
Number of DG's having produced action plans	100%

Internal Communication

Further establish HR as domain leader for Internal Communication and exploit opportunities for pooling and sharing:

- Put in place functional reporting,
- Define priorities for 2018 Communication Plan
- Implement the Professionalisation programme for the Communication function.
- Develop Evaluation Strategy for the IC community
- Draft a vision statement for the My IntraComm platform, including the development of the Staff Matters Portal; the ongoing development of Commission en Direct and the creation and implementation of a Mobile App for Internal Communication.



Indicators	Target
Number of Internal Communication staff participating in Professionalisation programme.	25

SYSPER Inter-Institutional Service

Continue the implementation of SYSPER in other institutions and go live with at least a first group of Regulatory Agencies and the Council. Plan and negotiate the signature of SLAs with other Institutions (including existing clients).



Indicators	Target
Number of institutions/agencies using SYSPER on the basis of the new HR SLA in 2018	29

SPECIFIC OBJECTIVE II.1: A TALENT MANAGEMENT STRATEGY THAT BUILDS A KNOWLEDGEABLE, SKILLED, FLEXIBLE, AND NETWORKED STAFF AT THE SERVICE OF EUROPE.

In 2018, DG HR will continue to implement the integrated talent Management Framework 2017-2020 and related action plan in order to build a knowledgeable, skilled, flexible, and networked staff at the service of Europe.



Managerial EXCELLENCE

Managers play a main role when it comes to the effective delivery of the Commission's political priorities. They ensure the delivery of results by translating the political vision into concrete, operational objectives. DG HR will provide them with additional tools and feedback mechanisms to excel and to continue to grow in their role as effective, mobile and balanced managers.

Develop and support Middle Managers (MM)



- Implementation of the 3rd Organised Mobility Exercise and further roll-out of the voluntary mobility scheme for middle managers.

Indicators	Target
Inter-DG moves made in the context and outside the Organised Mobility Exercises	Above 40

- Roll-out of the development programme for newly appointed middle managers and 360°/180° feedback scheme in the context of management development.

Indicators	Target
Number of newly appointed middle managers having benefited from the development programme.	70

360° feedback for Senior Management



- Following the pilot programme launched in 2017 which concerned 3 batches of senior managers (45 in total) will continue and will be made available to more senior officials in the context of management development.

Indicators	Target
Number of senior managers having performed a 360°	80



Recruitment & Performance

DG HR will review the rules applicable to temporary staff, with a view to simplifying rules, optimising the recruitment process and career opportunities. In addition DG HR will continue to improve the management of cases of underperformance and offer additional central support to help managers to deal with such situations.

New general implementing rules for Temporary Agents



- Revise the selection procedures and the conditions of employment of Temporary Agents in the Commission.

Indicators	Target
Adoption of the decision	Autumn

Implementing rules for unsatisfactory performance

- Finalisation and adoption of the decision implementing Article 51 SR as regard the procedures to identify, deal with and remedy cases of incompetence in a timely and appropriate fashion.



Indicators	Target
Adoption of the decision	Spring

Careers

The success of the Talent Management Strategy will heavily depend on the level of motivation and of engagement of our staff throughout their professional career in the Commission and on our ability to make sure that staff members that possess the appropriate skills are at the right place at the right time. This requires a strong personal involvement of the individuals concerned, accompanied by an appropriate support from the Institution. The following actions aims at provide the staff members with tools and forum to enhance their satisfaction with career path and mobility opportunities.

Foster staff mobility

- Four year discussion on career evolution:** a discussion on career evolution will be offered to staff after 4 years in the same position, starting with a pilot phase for DGs EMPL and HR in 2018.
- Steered mobility exercises:** a feasibility study for a mobility exercise in Luxembourg has been drawn in 2017. One pilot exercise will be launched in Luxembourg for ASTs.
- Headhunting:** detailed definition and development of IT tools and reporting necessary for headhunting will be pursued in 2018.



Indicators	Target
Pilot exercise launched in Luxembourg for ASTs	Autumn

Careers events

- DG HR will organise the 3rd edition of the Career Day. The initiative allows staff members to explore the different career options available in the Commission and build professional networks.



Indicators	Target
Number of participants to the career day	1,500

SPECIFIC OBJECTIVE II.2: A DIVERSE AND INCLUSIVE TALENT MANAGEMENT.

 **Diversity**

As a multicultural institution, the European Commission is by essence a diverse workplace. Diversity is considered as a richness that should take into account diverse talents reflecting the population that we serve including at all levels of management staff. In 2018, DG HR will implement the Commission Strategy on diversity and inclusion to attract and retain diverse talent including actions to attain the target of at least 40% of female senior and middle managers by 2019 on which it will report quarterly to the College with a specific emphasis on first female appointments.

Diversity & inclusion Action Plan



- Adoption and Implementation of a diversity and inclusion action plan

Indicators	Target
Adoption of a diversity and inclusion action plan	Winter

- Monitor the achievement of the 40% of female senior and middle managers by 2019.

Indicators	Target
% of women in senior and middle management.	Above 37%

Geographical Balance



- Follow up the first report on the implementation of Article 27 of the Staff Regulations on geographical balance to be transmitted to the European Parliament and the Council in 2017 and monitor the levels of recruitment of Croatian nationals at the end of the transition period.

Indicators	Target
Successful recruitment of Croatian citizens (as % of the recruiting target)	100%

SPECIFIC OBJECTIVE III.2: STAFF WORK IN A SAFE AND ATTRACTIVE WORKING ENVIRONMENT

In 2018, DG HR will implement the fit@work strategic framework 2017-2020 and related action plan aiming at enhancing the health and wellbeing of staff members. The table below highlights a few flagship actions initiatives in each of the 6 domains of the fit@work action plan to be delivered during the year.



PHYSICAL HEALTH

DG HR implement a risk prevention approach regarding the major medical conditions prevalent in society (cancer, diabetes, cardiovascular diseases, etc) to ensure that our personnel maintains a good level of physical health.

Health on-line

- Provide staff with a possibility to access online to their health data on confidential and volunteering basis to help them in improving their state of health.



Indicators	Target
Launch of the health on-line	Summer

Revise the implementing provisions regarding absences on grounds of health or accident

- Streamline rules and procedures, clarify the different roles of the actors and introduce tools, such as a standardised medical certificate with optional indication of the pathology.



Indicators	Target
Adoption of the revised implementing provision regarding absences on grounds of health or accident	Autumn



MENTAL HEALTH

Actions will be implemented to ensure higher level of stress resilience of our personnel and to improve factors that contribute to the maintenance of a good level of mental health, with a particular focus on Primary prevention, i.e. elimination of risks at the source.

Integrated approach for preventing psychosocial risks

- Improve our capacity to prevent psychosocial risks (stress, burnout, depression) by addressing the key five factors contributing to them (organisation, job content, working conditions, conditions of life at work and Interpersonal relationships)



Indicators	Target
Staff satisfaction with the Commission caring about their health	40%

Return-to-work support strategy

- Ensure the best possible conditions for staff coming back from a (long) sick absence to gradually reach their operational capacity taking into account their health situation.



Indicators	Target
Staff satisfaction with the Commission caring about their health	40%



PROMOTION OF PHYSICAL ACTIVITIES

The purpose of the activities under this heading is to fight a sedentary lifestyle by raising the level of awareness and proposing actions that allow our personnel to keep physically active.

Encouraging healthier commuting

- Adoption of a mobility policy for our staff with the objective to increase the number of our members of personnel using those alternative means of transport.



Indicators	Target
Adoption of a mobility policy	Summer

Mapping of sports locations

- A mapping of all the locations where sports are practiced will be prepared and made available via MyIntracomm in order to help staff members choose a convenient sport or leisure activity close to their work place.



Indicators	Target
Mapping of all the locations where sports are practiced published in MyIntracomm	Summer



PHYSICAL WORKING ENVIRONMENT

This domain includes actions aiming at improving the quality of the workspace, with particular emphasis on the ergonomic aspects, functionality and comfort of our office space and furniture.

Workspace arrangements

- Contribute to the work of the Steering Committee on the Workplace of the future to deliver a policy paper with options to organize our workspace so that it accommodates the needs for concentration, cooperation, socialisation and learning.



Indicators	Target
Adoption of a policy paper with options to organize our workspace	Summer



WORK LIFE BALANCE

The work in this area aims at ensuring that our staff makes proper use of the various formulas that are in place to achieve a good work/life balance within the 40 hours (or more).

Assess & revise 95% part-time formula

- **95% part-time formula with salary reduction:** The impact will be measured through the increase in the number of persons who are using the 95% formula since its introduction in 2016 satisfaction rates in regard to work-life balance in the staff survey.



Indicators	Target
Satisfaction rates in regard to work-life balance in the staff survey	57%

- **95% part-time formula without salary reduction for staff suffering serious hardship:** Revision of criteria the purpose is to make it more accessible to parent with children with disabilities.

Indicators	Target
Satisfaction rates in regard to work-life balance in the staff survey.	57%

SPECIFIC OBJECTIVE III.3: AN ORGANISATION RESPECTFUL OF ITS ENVIRONMENTAL IMPACT AND ITS SOCIAL RESPONSIBILITY

In 2018, DG HR will continue to implement EMAS, the premium European environmental management system, to continuously improve its environmental performance. DG HR will also reinforce opportunities for staff to engage in voluntary work for the benefit of local communities. The table below lists the key documents decisions, strategy, reports and guidelines documents to be produced during the year.



SOCIAL INTEGRATION

Actions in this domain aim at improving social integration at work as well as better engagement with Society

Inclusion of persons with disabilities – Reasonable accommodation

Ensure enhanced application of the existing legal framework so that disadvantages of people with disabilities are compensated and, as far as is reasonable, they are put in similar conditions to work as nondisabled people. (Included in diversity and inclusion action plan)

This area includes increased awareness of the existing financial procedures to help colleagues with special needs.



Policy paper on Volunteering

- Outline Corporate Social Responsibility strategy
- Volunteering week



Indicators	Target
Number of participants in the volunteering events	600

Environmental Management (EMAS)

- Implement the new EMAS regulation and maintain the Commission EMAS registration.



Indicators	Target
Publication of the annual environmental statement	Summer
Mid-term revision of the long term objectives	Summer

SPECIFIC OBJECTIVE III.1: STAFF WORK IN A SECURE WORKING ENVIRONMENT

In 2018, DG HR will pursue its engagement in maintaining and further reinforcing effective protection of people, assets and information to provide staff with a secure working environment.

The tense security environment in Europe requires security and related communication to be enforced more strongly in the Commission. DG HR will focus on codifying security rules and procedures, ensuring that current practices and arrangements are thoroughly reviewed, laid down in a clear and detailed manner, and made available to staff and any potential users. The Security awareness campaign aims at promoting security policies in place and providing practical information to Commission staff in order to strengthen employees' security culture and mitigate security risks. The relationship with the host country is essential to ensure appropriate security protection in the context of specific security projects but also at political level. Finally, in order to continuously ensure that information can be shared safely within the Commission, the RESTREINT UE/EU RESTRICTED system will be upgraded.

<p>Implement a comprehensive Security awareness raising campaign by establishing a detailed action plan</p> <p>Coordinating and implementing security related corporate communication and awareness strategies. It includes the organisation of the High level Annual European Commission Security Symposium.</p>	<p>Target Autumn</p>
<p>Develop a comprehensive policy on access to Commission buildings</p> <p>Describing and clarifying all procedures, rules and conditions governing access to Commission premises for different user categories, taking stock of and reviewing existing arrangements.</p>	<p>Target Spring</p>
<p>Ensure effective implementation of the Enhanced Security Measures plan</p> <p>Implementation of a plan on "Enhanced security measures" including the construction of the Welcome Centre on the Berlaymont esplanade to reinforce the control external visitors and the strengthening of technical security at all vehicle access and exit points.</p>	<p>Target Autumn</p>
<p>Commission's security rules</p> <p>Following up the adoption of Commission Decisions (EU, Euratom) 2015/443 on security in the Commission and 2015/444 on the security rules for protecting EU classified information, complete corresponding rules.</p>	<p>Target Autumn</p>
<p>Reinforced partnership with host countries, other institutions, and key contractors</p> <p>Exchange and cooperation at local, regional and federal level to monitor the security situation in Belgium and to assess the possible impact on European Commission interests.</p> <p>Reinforce partnership with key Commission contractors which provide security related services in Commission buildings.</p> <p>Consolidate cooperation between European institutions to enhance security in the premises and surroundings of European institutions.</p>	<p>Target Summer</p>
<p>RESTREINT UE/EU RESTRICTED information - RUE-X</p> <p>At the edge of its 10th anniversary, RUE will undergo a thorough upgrade. A new version of the system will be deployed this year.</p>	<p>Target Summer</p>

SPECIFIC OBJECTIVE IV.1: MANAGERS AND STAFF ABIDE BY THE HIGHEST PROFESSIONAL AND ETHICAL STANDARDS AT ALL TIMES

DG HR's role as a guardian of general rules of HR regulatory framework remains a key preoccupation in 2018, through a simplification of the management ethics-related procedures, revision of inquiries and disciplinary procedures, account being taken of the developments in the case-law of the European Union Courts and of the experience acquired in the field of inquiries and disciplinary proceedings.

Revision of inquiries and disciplinary implementing Decision

Revision of Commission Decision C(2004)1588 on IDOC general implementing provisions on the conduct of inquiries and disciplinary procedures and ensure the effectiveness, efficiency and transparency of administrative inquiries, pre-disciplinary proceedings and disciplinary proceedings, in compliance with the provisions of the Staff regulations and CEOS.



Indicators	Target
Adoption of the decision of inquiries and disciplinary implementing	Summer

Awareness raising actions on ethics

Regular trainings focused notably on prevention on conflict of interest and leaks avoidance. Trainings are made to target different populations and aim ultimately at having the whole Commission staff benefiting from regular refreshers on ethics.



Indicators	Target
Number of DGs receiving training and presentations	At least 10

SPECIFIC OBJECTIVE IV.2: STAFF REGULATIONS IMPLEMENTING RULES ARE CLEAR AND EFFECTIVELY APPLIED

Providing clear guidance on the Staff Regulations is key to ensure compliance and effective implementation in the Commission. The table below lists the key documents decisions, strategy, reports and guidelines documents to be produced during the year.

Better HR Regulations

Revision of Staff Regulations implementing rules with a view to simplification and ensuring a fair and coherent application of the rules by Commission services.



Indicators	Target
Number of legal texts reviewed and certified HR Better Regulation	At least 5 in 2018

SPECIFIC OBJECTIVE IV.3: COLLABORATIVE AND EFFECTIVE PROFESSIONAL RELATIONSHIPS WITH STAKEHOLDERS AND PARTNERS RELEVANT FOR HR CORE SERVICES

In 2018, DG HR will review the legal framework governing social dialogue. In addition, DG HR will work with the European Schools to improve their financial governance system and actively participate in the negotiations in the follow up of UK Referendum. DG HR will also pursue its efforts to increase the EC staff presence in Luxembourg to reach the target agreed with the Luxemburgish Authorities.

Revision of legal framework governing social dialogue

Modernise the legal framework on social dialogue, as much experience has been gained in the implementation of the current rules and practices relating to staff representation.



Indicators	Target
Adoption of the legal framework on social dialogue	Autumn

European Schools Governance

Support the European School system to improve its financial governance and to bring clear added value to the attractiveness of the European Civil Service. In particular, DG HR will:

- Closely follow the file related to the setup of 5th European School in Brussels.
- Follow the pedagogical reform in the ES
- Support conclusion of agreements on financial contribution by other Institutions/Agencies
- Follow up the United Nations Convention on Rights of Persons with Disabilities (UNCRPD)
- Follow up Brexit impact on the European Schools System



Indicators	Target
Number of justified demands satisfied (proportion of category 1 pupils having a place), Proportion of the ES budget covered by other Institutions/bodies (type I schools), Proportion of the ES budget covered by the Member States	Autumn

Follow up of UK Referendum

Contact point for the Task Force and centralisation of the information to be supplied to the Task Force. Participate in the negotiations on WG level to support the TF50 on Protocol on Privileges and Immunities (PPI), data protection and classified information matters.


Raising attractiveness of the Luxembourg site

- Monitor the level of presence of Commission services in Luxembourg in the context of the Georgieva-Asselborn agreement. Maintain regular contacts with Luxemburgish Authorities.
- Communication to staff to promote Luxembourg site (LUXWEB)
- Collaboration with and monitoring of actions by CAS (Interinstitutional Comité d'Activités sociales) and CCPE (Comité du Centre Polyvalent de l'Enfance)



Indicators	Target
Staff present in Luxembourg reaching 12,5% of the total EC- staff by 2022	12,5%
Improvement of the annual EC-staff satisfaction survey for staff in Luxembourg	in 2022



A- Human Resource Management



B - Financial Management: Internal Control and Risk Management



C Information management aspects

A. HUMAN RESOURCE MANAGEMENT

Objective 1: The DG effectively deploys its resources in support of the delivery of the Commission's priorities and core business has a competent and engaged workforce, which is driven by an effective and gender-balanced management and can deploy its full potential within supportive and healthy working conditions.

Implementation of DG HR local Talent Management priorities for 2018

1. Organise events to support the introduction of the new AMC directorate in DG HR.
2. Update the ongoing Staff Action Plan to reflect the 2017 staff survey priorities and implement the identified actions.
3. Reinforce networks and cross-cutting projects to work together and break silos.

B. FINANCIAL MANAGEMENT: INTERNAL CONTROL AND RISK MANAGEMENT

Objective 1: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place provide the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 2: Effective and reliable internal control system in line with sound financial management.

Objective 3: Minimisation of the risk of fraud through the application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Implementation new Internal Control Framework

The transition to the new principle-based Internal Control Framework, decided in 2017, will be rolled out in 2018. The new framework emphasises the effective functioning of internal control, stepping away from the compliance based Internal Control Standards. The impact of the new Internal Control Framework, expected to lead to an increase in maturity in implementing internal control, will be assessed in 2018.

Internal control assessment

Fraud Risk Assessment and Updated antifraud strategy

The antifraud strategy will be updated, taking into account the result of the Commission AntiFraud Strategy review steered by OLAF. The comprehensive risk assessment with specific attention to fraud risks carried out at yearend 2017 will be the main driver for the update.

Updated antifraud strategy

C. INFORMATION MANAGEMENT ASPECTS

Objective 1: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

Information management

Organisation of the mail clerk service, Ensure effective DMO function
Ensure effective functioning of CAD aiming at 0% of not filed document,
Extend the use of Collaborative sites and CONECT platform within DG HR to enhance collaboration
Coordination of internal decision making procedures and IT tools,
Access to documents, Management of the library.

Indicator: Effective integration of all the local HR units of DGs and services

D. INITIATIVES TO IMPROVE ECONOMY AND EFFICIENCY OF ACTIVITIES

Information management

Increased use of Connected, will lead to faster and more targeted communication in 2018. This will lead to a more efficient and direct exchange of information.

Charge-back process

The deployment of a simplified and harmonised set of Service Level Agreements will lead to increased oversight and a more efficient recovery of costs for the whole of the DG. The charge-back overhaul starts in 2018; however the full impact of the process will be measured and followed over a longer period.