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**COMMISSION DECISION**

**of 21.11.2018**

**on the Corporate Management Board**

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## on the Corporate Management Board

THE EUROPEAN COMMISSION,

Having regard to the Treaty on European Union,

Having regard to the Treaty on the Functioning of the European Union, and in particular Article 249 thereof,

Having regard to the Treaty establishing the European Atomic Energy Community, and in particular Article 106 a thereof,

Whereas:

- (1) The Commission's governance arrangements<sup>1</sup> are based on a decentralised decision-making model whereby the College assumes overall political responsibility while delegating financial management tasks to the Directors-General or Heads of Service. This model results from the administrative reform of the Commission in 2000<sup>2</sup>.
- (2) The Corporate Management Board, initially called the Activity-Based Management Steering Group, was created as part of this reform to provide high-level guidance on corporate management issues. This Board received more responsibilities over time, notably in response to recommendations from the Internal Auditor, for matters such as business continuity, charge-back and follow-up of reservations in the Annual Activity Reports. It also received a supervisory role for a number of specialised boards or groups tasked with coordination roles in specific administrative domains, for example the Data, Information and Knowledge Management Steering Board<sup>3</sup>, the IT Board and the Information Security Steering Board<sup>4</sup>.
- (3) While recognising that the fundamental elements of the Commission's governance arrangements are sound and acknowledging the efforts made by the Commission to remain in line with best practices, the Court of Auditors<sup>5</sup> recommended in a recent audit on corporate governance within the European Commission targeted improvements to the Commission's governance arrangements, including more internal audits on high-level governance issues. The Commission's Internal Audit Service subsequently confirmed<sup>6</sup> that the Commission's decentralised accountability structure is solid, while recommending, inter alia, that the mandate of the Corporate Management Board should be updated.

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<sup>1</sup> Communication to the Commission: Governance in the European Commission C(2018)7703

<sup>2</sup> Reforming the Commission - A White Paper – COM(2000)200.

<sup>3</sup> Communication to the Commission on Data, Information and Knowledge Management at the European Commission C(2016)6626.

<sup>4</sup> Commission Decision (EU, Euratom) 2017/46 of 10 January 2017 on the security of communication and information systems in the European Commission (OJ L 6, 11.1.2017, p. 40).

<sup>5</sup> Special Report N° 27/2016 on "Governance at the European Commission – best practice?"

<sup>6</sup> See i.a. section 4.1.1.1. "Governance processes" in the Annual Report to the Discharge Authority on Internal Audits carried out in 2017 (COM(2018) 661).

- (4) The Corporate Management Board provides coordination, oversight, advice and strategic orientations on corporate management issues. In this way, the work of the Corporate Management Board supports and complements – but is without prejudice to – the roles and responsibilities of the College, the President and the Members of the Commission, as well as of the Authorising Officers by Delegation.
- (5) It is appropriate to clarify and formalise the mandate of the Corporate Management Board and to lay down its role and responsibilities.
- (6) In order to strengthen the Commission’s corporate governance arrangements, all other corporate management bodies should fall under the oversight of the Corporate Management Board.

HAS DECIDED AS FOLLOWS:

*Article 1*  
*Subject matter and scope*

1. Under the authority of the President and in close cooperation with the Member(s) of the Commission in charge of budget, human resources and administration, and with the involvement of the Presidential and central services, the Corporate Management Board shall provide coordination, oversight, advice and strategic orientations on corporate management issues.
2. For the purposes of this Decision, corporate management refers to matters relating to the management of the Commission as a whole, including those with a reputational dimension. These include but are not limited to matters concerning the management of human and financial resources.

*Article 2*  
*Role of the Corporate Management Board*

1. The Corporate Management Board shall in particular provide coordination, oversight, advice and strategic orientations on matters relating to:
  - the Strategic Planning and Programming cycle and related activities (including follow-up of reservations in the Annual Activity Reports, the risk management process in general as well as the identification, assessment and management of critical risks in particular);
  - organisational and human resource management (including the alignment of all types of human resources to priorities, corporate headcount control, the organisation and administrative performance of the Commission services, major institutional change projects, and synergies and efficiencies<sup>7</sup>);
  - financial management (including the administration and supervision of executive agencies and the cooperation with the EU decentralised agencies and other delegated or entrusted entities (e.g. EU bodies and Joint Undertakings) implementing Commission's policies and programmes);

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<sup>7</sup> See in particular the Communication to the Commission on Synergies and Efficiencies in the Commission – New Ways of Working SEC(2016)170.

- corporate communication matters;
- information technology governance and cybersecurity, the implementation of the Commission's corporate data, information and knowledge management policy<sup>8</sup> and the transformation of the Commission into a data-based and digital organisation;
- business continuity management and the security of persons, assets and information; and the implementation in the Commission of the Data Protection Regulation for EU institutions and bodies;
- corporate aspects of the fight against fraud in the Commission.

The Corporate Management Board may also discuss the follow-up of audits of a corporate or cross-cutting nature in the area of corporate management, including items brought to its attention by the Audit Progress Committee.

2. The Corporate Management Board promotes the efficient exchange of information across the Commission on corporate management issues, including through the activities of the bodies reporting to it.
3. In order to ensure the alignment of resources to political priorities, the Corporate Management Board provides advice and recommendations for the allocation of resources, including all types of staff, taking into account the Commission's political priorities, the organisational fitness of Directorates-General and services and other relevant factors.
4. The Corporate Management Board may be entrusted with specific ad-hoc assignments by the College with respect to corporate management matters.

### *Article 3 Composition*

1. The Corporate Management Board is chaired by the Secretary-General.
2. The Directors-General responsible for budget, human resources and security and the Director-General of the Legal Service are members. The Member(s) of the Cabinet of the President responsible for budget and administration, as well as the Head(s) of Cabinet of the Member(s) of the Commission in charge of budget, human resources and administration, are observers.
3. The Chair may invite any Director-General, Head of Service or Head of Cabinet, to participate in the meetings, in particular:
  - The Director-General of the Internal Audit Service may be invited when audit-related matters are discussed.
  - The Head of Cabinet of the Member of the Commission chairing the Audit Progress Committee may be invited when audit-related matters are discussed.

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<sup>8</sup> Communication to the Commission on Data, Information and Knowledge Management at the European Commission C(2016)6626.

- The Director-General of the European Anti-Fraud Office may be invited to participate when anti-fraud matters are discussed.<sup>9</sup>
- The Director-General of the Directorate-General for Informatics may be invited to participate when matters related to the digital domain, including cybersecurity, are discussed.
- The Director-General of the Directorate-General for Communication may be invited to participate when matters related to corporate communication are discussed.

*Article 4*  
*Working methods*

1. The Corporate Management Board operates on a consensual basis among its members.
2. The Corporate Management Board meets in principle once per month. The Chair may consult the members of the Board in writing.
3. The agenda of the meetings of the Corporate Management Board is set by the Chair. The members may propose the inclusion of an item on the agenda or changes to it by notifying the Chair. A rolling agenda of tentative agenda items for future meetings of the Board will be maintained and shared with the members.
4. The secretariat of the Corporate Management Board is provided by the Secretariat-General.

*Article 5*  
*Bodies reporting to the Corporate Management Board*

1. The Corporate Management Board shall be supported by the following specialised governance bodies:
  - the Information Technology and Cybersecurity Board, chaired by the Chief Operating Officer of the Commission, to support it in the governance of the security of Communication and Information Systems<sup>4</sup>, as well as the governance of Information Technology in general;
  - the Information Management Steering Board, chaired by the Chief Operating Officer of the Commission, to support it in the governance of Data, Information and Knowledge<sup>3</sup>;
  - The Group of Resource Directors, chaired by the Chief Operating Officer of the Commission, to serve as a forum for exchanges between Presidential, central and operational services and to provide advice on the administrative management of the Commission.

The Corporate Management Board shall be supported by the domain leaders and steering bodies established to oversee the implementation of synergies and

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<sup>9</sup> This is without prejudice to the Director-General's and the Office's independence with regard to the exercise of the powers of investigation as provided for in Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 and in Commission Decision of 28 April 1999 establishing the European Anti-Fraud Office.

efficiencies measures. In their respective domains, they shall report to the Corporate Management Board<sup>10</sup>. This includes the Corporate Communication Steering Committee, which reports to the Corporate Management Board on synergies and efficiencies in the communication domain as well as on major management and resource implications of implementing the political priorities and the key communication functions of the Commission.

The Corporate Management Board shall determine the composition of these bodies and may specify further their tasks.

2. The Corporate Management Board may create new specialised bodies in areas that fall under its mandate and may discontinue and/or reorganise any of these bodies. It shall determine the composition and tasks of these bodies.
3. The bodies referred to in paragraphs 1 and 2 shall report to the Corporate Management Board and may refer issues to the Corporate Management Board for guidance whenever appropriate. The Secretariat of the Corporate Management Board provides the recent conclusions of the Boards and Groups ahead of each meeting of the Corporate Management Board.

#### *Article 6*

##### *Exchange of information with the Audit Progress Committee*

1. The Corporate Management Board transmits consolidated information on the list of critical risks and possible additional comments to the Internal Audit Service. The Internal Audit Service transmits this information to the Audit Progress Committee in the context of its consideration of the Internal Audit Service audit plan.
2. The Audit Progress Committee may bring issues to the attention of the Corporate Management Board as appropriate.

#### *Article 7*

##### *Transparency*

The agenda and the minutes of the meetings of the Corporate Management Board are made available to Commission staff through MyIntracomm.

#### *Article 8*

##### *Reporting to the College*

1. The Corporate Management Board reports to the President and Member(s) of the Commission in charge of budget, human resources and administration.
2. The Corporate Management Board produces an annual report for the College. In addition, the College will be informed about the work of the Corporate Management Board whenever the President so decides.

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<sup>10</sup> In accordance with Communication to the Commission on Synergies and Efficiencies in the Commission – New Ways of Working SEC(2016)170.

*Article 9*  
*References to the Information Security Steering Board*

1. The tasks entrusted by Commission Decision (EU, Euratom) 2017/46 to the Information Security Steering Board (ISSB) shall be exercised by the Information Technology and Cybersecurity Board referred to in Article 5.
2. References to the Information Security Steering Board shall be understood as references to the Information Technology and Cybersecurity Board.

*Article 10*  
*Entry into force*

This decision shall enter into force on the date of its adoption.

Done at Brussels, 21.11.2018

*For the Commission*

*The President*