



European
Commission

HUMAN RESOURCES IN 2020

GENERAL REPORT ON THE ACTIVITIES OF HUMAN RESOURCES AND SECURITY.

*Human
Resources
and Security*

HR in 2020

European Commission
Directorate-General for Human Resources and Security
1049 Brussels
Belgium

Page layout & infographics: HR.A1 & HR.A4
May 2021: pp. 105 – 21 x 29.7 cm
pp. 1 - 42 x 21 cm
ISBN: 978-92-76-38350-5
ISSN: 1831-8614
doi: 10.2774/370310

Luxembourg: Publications Office of the European Union, 2021
© European Union, 2021

Reproduction is authorised provided the source is acknowledged.
For any use or reproduction of individual photos, permission must be
sought directly from the copy right holders.

FOREWORD



Johannes HAHN

Commissioner, Budget and Administration

For all our staff, in Europe or in EU Delegations across the world, this past year has brought about huge changes to both our personal and professional lives. During this time, the Commission has succeeded in transforming our working environment to ensure maximum productivity and business continuity while protecting the health and safety of all our staff.

As a result of the COVID-19 pandemic, our work environment changed overnight as staff had to adapt to almost 100% teleworking. Despite the challenges that this posed, I am very proud of how we all adapted to this fundamental shift and continued to provide a service, at a time when the public we serve needed us most. The Commission's response was agile and people-focused, resulting in innovative and sustainable solutions to address the political priorities of our relatively new College of Commissioners. We worked tirelessly to tackle COVID-19 by swiftly developing new organisational structures and tools to ensure socio-economic support for the European public.

To do this, the Commission made sure that staff were equipped with the tools and support needed to ensure that the Commission's work ran smoothly in a secure environment and that our buildings and data were properly protected. The digitalisation of the workplace was at the forefront of our response as we embraced modern and dynamic collaboration tools to maximise knowledge sharing in this "new normal" work environment and to ensure recruitment of new talented staff continued. In short, the Commission underwent a radical transformation to ensure the skills and expertise of our talented workforce were harnessed to the maximum extent possible during a time of major challenge across Europe.

Never before has the strategic importance of human resources (HR) and the role it plays in adding value to the Commission's work been more prominent. We need to continue building on the remarkable achievements of this year, where, despite the crisis, we were able to make our organisation more efficient. This transformation will also be underpinned by the twin digital and green transitions as we move towards an even more sustainable, secure and vibrant future beyond the crisis.

The direction of the new **Human Resources strategy** requested by Commission President von der Leyen at the very start of her mandate will reflect our remarkable achievements of this year and will ensure that this Commission is agile, future-focused and responsive to changing environments. Staff will be at the heart of this strategy so that our organisation's structure continues to nurture your talent and diversity to create **an inclusive, respectful and safe environment** in which each one of you can deliver and develop. I wish to warmly thank all of you who contributed to preparing the new strategy which I am convinced will provide an even more motivating and human working environment to continue building our European project!

Johannes Hahn, May 2021



Gertrud INGESTAD

Director-General, DG Human Resources and Security

This 13th edition of the Commission's Human Resources report looks back on an exceptionally challenging year, dominated by a persistent and unpredictable COVID-19 pandemic that has changed the way we live and work forever. To prevent the spread of COVID-19 and to ensure that level of safety, the Commission switched to a teleworking model at a rate and scale never experienced before.

DG HR had to ensure that staff continued to be productive, motivated, engaged and connected. Under the coordination of DG HR, the COVID-19 Task Force responded quickly to the crisis and defined rules and guidelines for both staff and managers. The Commission's Medical Service was on the frontline, supporting the gradual return to the office of critical staff, while helping other staff deal with long periods of teleworking and lockdown. The Psychosocial Services also supported staff during the crisis, and voluntary programmes were put in place to help our active or retired colleagues facing the risk of isolation.

Other priorities were maintained and developed during 2020. The digitalisation of the Commission gained momentum, and DG HR strengthened the effective protection of people, assets and information in order to provide staff with a secure working environment. Corporate HR policies and HR management were informed by powerful data insights. Aligned, reliable and pro-active business intelligence services helped to make the ongoing HR modernisation efforts strategic, more client-centric and more wide-ranging.

In seeking to increase our efficiency and effectiveness, DG HR brought forward the 'one-stop shop for collaborative working and knowledge sharing.' It offered strategic partnerships with all DGs and services in

organisational development and allocation of resources and provided guidance and advice based data-driven insight. DG HR played a major role in aligning staffing and structures with political priorities and in identifying potential future links between the two.

DG HR also continued its role as guardian of the HR regulatory framework rules, and ensured that the Commission's core ethical values and obligations were respected. Through clear, transparent and regular communication, DG HR maintained staff engagement and moral, despite the difficult circumstances.

Our ability to deliver on Commission priorities depends above all on the talent and dedication of our staff. Our talent management programme was sharply refocussed to promote diversity and inclusion. DG HR worked with all DGs and services in identifying, monitoring and supporting female talent. Specific actions included the designation of 55% women as Deputy Director to gain exposure to the role of senior management, and the creation of Deputy Head of Unit in each Unit, to be held in equal proportions by men and women by 2022. Striving to improve the diversity of the Commission's staff across its broad remit, the Diversity and Inclusion Office was set up to advocate for diversity and inclusion in all HR policies and processes.

EXECUTIVE SUMMARY

The Commission is committed to ensuring a safe, functional and comfortable workplace in an environmentally friendly and cost-effective way. Translating the Commission's priorities of twin digital and green transformation into action, the Commission pledged to become carbon neutral by 2030. To this end, in 2020, DG HR successfully continued managing the Commission's eco-management and audit scheme (EMAS), leading to renewing its EMAS registration (certification by the competent EMAS body in Belgium). Commission staff participated in several green volunteering actions through the Volunteer for a Green Change initiative.

Capitalising on the lessons-learned from the ongoing COVID-19 crisis, DG HR moved up a gear in shaping the new HR strategy in 2020. Extensive consultation on the draft strategy took place within the Commission and while the strategy was not finalised in 2020 (this is planned by summer 2021), the fundamentals of a future blueprint for HR in the Commission has been created. The aim is to simplify the life of staff and management, increase career opportunities, and improve staff wellbeing and work-life balance. It will also help the Commission to become a more diverse organisation, a modern and dynamic workplace, with people at its heart.

So, while 2020 was an unprecedented year, we accomplished what we hoped to achieve and managed to push further. Although the extent of the change in the way we work was sudden and radical, DG HR and the Commission as a whole continues to serve the European public even in the most trying moments. This has been a real achievement.

Gertrud Ingestad, May 2021

TABLE OF CONTENTS

Organisational Development	8
A new HR strategy for the Commission	9
Organisational performance, resource allocation and structures	10
Organisational development projects and knowledge management	16
HR professionalisation and customer orientation	17
Internal communication	18
Data Strategy & Digital Transformation	20
HR Business Intelligence (HR BI)	20
Data Strategy and Data Layer Foundation	21
Additional services	22
Talent management	24
Managerial excellence	25
Selection and recruitment	27
Performance management	29
Development of staff skill set	30
Career management and mobility	34
Diversity and inclusion	36
fit@work	38
Physical health	39
Mental wellbeing	41
Promoting physical activity	44
Work/life balance	46
Working environment	48
Eco-Management and Audit Scheme (EMAS)	50
Social engagement	52
Security	56
Crisis management and communication	57
Raising awareness	57
Protecting assets	58
Protecting staff	59
Protecting information	61

Legal affairs	64
Better HR regulations	65
Professional ethics	65
Disciplinary affairs	67
EU civil service law	70
Appeals and case monitoring	71
Salaries and pensions	73
Partnerships	76
Account Management Centre (AMC) Directorate	77
Increasing the attractiveness of the Luxembourg site	77
Brexit	78
Social dialogue	79
Agencies	80
European schools	82
International affairs	84
ANNEX I: STAFF	87
ANNEX II: SCREENING OF HUMAN RESOURCES	89
ANNEX III: TRADE UNIONS AND STAFF ASSOCIATIONS	91
ANNEX IV: CASE-LAW	93
ANNEX V: CAREER MANAGEMENT	96
ANNEX VI: ACRONYMS	98
ANNEX VII: MANAGEMENT TEAM OF DG HUMAN RESOURCES AND SECURITY	102
ANNEX VIII: ENDNOTE	104



organisational DEVELOPMENT



IT DOES NOT MATTER

HOW MANY RESOURCES WE HAVE:

IF WE DO NOT USE THEM WELL,

THERE WILL NEVER BE ENOUGH.

A NEW HR STRATEGY FOR THE COMMISSION

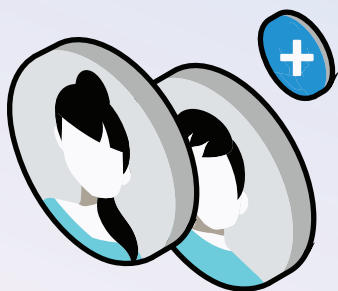
The practice of well-managed human resources i.e. pleasant work environment, availability of required tools to perform jobs, and a sense of appreciation shows to deliver excellent results towards the overall staff performance.

At the start of the new Commission, President Von der Leyen mandated Commissioner Hahn to develop **a new HR strategy aimed at modernising the Commission** and creating the right conditions for our skilled and motivated staff to thrive and deliver on our priorities.

This is particularly important at this time of great change, with the Commission setting out a number of ambitious objectives, and in a fast-moving global context. In addition, the world of work is rapidly changing because of technological change, demographic and generational issues, new ways of working, and

changing customer and staff expectations. Also, the ongoing disruptive effect of COVID-19 provides a unique opportunity to re-set the organisation and the role of HR.

The HR strategy is being informed through a **broad consultation exercise** involving staff at all levels and builds on the results of recent staff surveys, benchmarking exercises with other institutions and public and private sector bodies, and with input from the HR profession. The strategy will be adopted in 2021.



New HR Strategy



ORGANISATIONAL PERFORMANCE, RESOURCE ALLOCATION AND STRUCTURES

Offering **strategic partnership to all DGs** and Services in organisational development and resource allocation, and providing guidance and advice through **evidence-based insights** using quantitative and qualitative data. **Aligning workforce and structures with political priorities** and identifying how to better exploit synergies.

STRATEGIC HR PLANNING

DG HR supports DGs and Services in their **strategic planning**. In 2020 DG HR provided training sessions and encouraged exchange of good practice to improve their capacity to deliver on the 2020-2024 strategic plans¹, including local HR strategies. These strategies reflect the specific needs of the DGs and Services at local level. Local HR strategies were also developed in parallel with the corporate strategy to allow the local strategies and corporate HR strategy to mutually inspire each other.

Planning of activities may involve areas where Commission departments partially or entirely outsource their activities. These activities are then delivered in- or off-premises by service providers. To establish a clearer framework for such outsourcing, DG HR published in 2020 guidelines on the use of service providers². They provide guidance on the outsourcing decisions and the daily management of the outsourced activities.

The guidelines also state that remote service provision (off-premises) should become the default working mode for service providers. The COVID-19 crisis and the ensuing teleworking regime demonstrated the efficiency and effectiveness of delivery services remotely, supporting the necessary reduction in the number of intra-muros service providers. SG, DG COMM, DG DIGIT and DG HR, have worked together to support the DGs in their transition. Work will continue in 2021 to shift the delivery model for most current intra-muros to remote service provision.

SCREENING HUMAN RESOURCES

The Commission carries out an annual HR screening exercise to **monitor how its workforce is distributed across its organisation**. The results of the 2020 exercise are presented here rather than in a separate screening report. This is so that they can form a broader picture of HR management that combines a snapshot of the workforce with organisational performance and strategic planning.

Since the administrative reforms of the early 2000s, **the Commission has been committed to a 'zero growth' policy**, with any additional HR needs (except those stemming from EU enlargements) being covered by internal redeployment. This means that additional tasks entrusted to the Commission by the Member States and linked to new policy initiatives or to the management of increased budgets have had to be absorbed using existing resources. In addition, as part of the 2014-2020 EU budget (MFF), the Commission implemented a 5% staff reduction of staff included in the establishment plan.

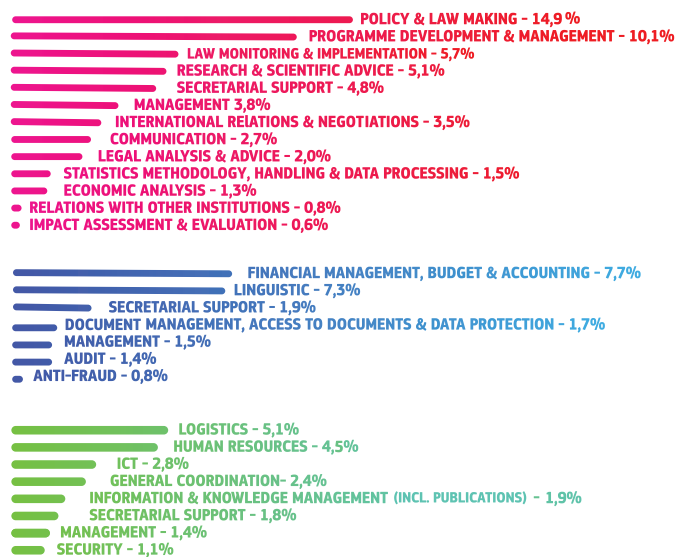
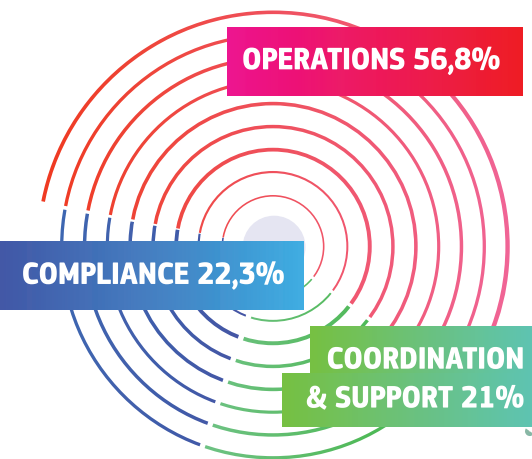
Against this challenging resourcing context, staff have had to deliver on additional tasks such as enhanced economic governance, the follow-up of financial and economic crises, and new migration and humanitarian challenges, not to mention the response to the COVID-19 pandemic. The screening of human resources needs to be considered with this in mind. In 2020 the screening exercise continued to be based on the more precise methodology adopted in 2018. This approach allows for a

more detailed categorisation of jobs, as each one can be assigned to more than one activity (according to proportions of the workload), instead of having a single screening value as in the past. The figure 1 below shows the distribution in 2020, while table 1 in Annex II shows the evolution over the last three years.

The Commission assigns more than half of its jobs (56.8%) to **operational activities**, in particular policy and law-making, programme development and management, and law monitoring and implementation.

FIGURE 1

Proportion of jobs per screening category and activity (Commission, 2020, screening population)



The results also show that the Commission is devoting a substantial proportion of jobs (22.3%) to activities related to meeting its obligations in relation to the regulatory and institutional environment in which it operates (**'compliance'** in the figure). Such activities include audit, data protection, access to documents, translation and interpretation, and various forms of financial management and control, including anti-fraud measures.

The multiannual results show that the proportion of human resources dedicated to operational activities has increased in recent years. However, the scale of the increase was minimal, and the composition of the workforce has remained quite stable over the last three years in terms of activities.

On **coordination and support**, annual screening exercises since 2007 show that, after an initial period (2007-2013) with significant cuts to such roles to **shift resources to operational roles**, the proportion stabilised. Therefore, in 2016 the Commission launched a specific **'synergies and efficiencies'** initiative to free up further resources to address the most urgent political needs. As a result, a range of modernisation actions have taken place in support domains, notably in relation to professional support communities in HR management, logistics, ICT, internal and external communication, publications, conference organisation, and financial, document and meeting room management.

The broad (and growing) range of **services to other EU institutions and bodies** limits the scope for further cuts to support activities. On a conservative estimate, around 5% of Commission jobs exist to provide other Institutions and Agencies with services, primarily in HR management, buildings services, publication, interpretation, IT, internal audit, accounting and document management. This estimate does not capture unbilled services beyond the scope of service-level agreements (SLAs), or activities and support from which Executive Agencies benefit by virtue of inherent synergies. Also, the share of jobs dedicated to coordination and support roles has to be interpreted against the Commission's working conditions, in particular its multi-site presence, its

multilingual environment and the complexity of interinstitutional relations.

The Commission remains committed to exploring possible economies of scale through better interinstitutional cooperation. To this end, a 2019 communication³ set out the scope for further synergies and efficiencies between the Commission and other institutions and bodies. The Commission's growing role as a service provider has an impact on the overall headcount and therefore has to be taken into account when assessing its efforts to become a 'leaner administration'.

The Commission has also developed a common interinstitutional screening methodology which it hopes will be widely adopted in 2021. In addition, the fact that other institutions are in the process of adopting the same HR management system (SYSPER), presents an opportunity to align job screening so that it is easier to draw comparisons between institutions.

One of President von der Leyen's ambitions is to nurture a modern, high-performing and sustainable organisation. This creates an opportunity to review the distribution and balance of resources and activities across the Commission and its Executive Agencies, to ensure that political priorities are delivered. The COVID-19 pandemic has meant that this ambition has taken a back seat in 2020. But the intention is to continue to focus **workforce planning efforts on optimising the use of resources** and increasing the proportions devoted to operations, while adapting to an ever-evolving environment. An important step will be the new corporate HR strategy that Commissioner Hahn will be formulating this year.

This new impetus **to modernise in line with the synergies and efficiencies** agenda presents new opportunities, but the scope for further significant redeployment in compliance, coordination and support decreases over time. There is also a limit to how much coordination and support activities can be scaled-down compressed further following the significant efforts in recent years, without creating operational issues not just for the Commission but also potentially for other organisations that

benefit from the interinstitutional support that the Commission offers. There are also clear limits to redeploying resources assigned to compliance unless the regulatory environment changes in ways that result in a simplifying or cutting such obligations.

Similarly, further efficiency gains in compliance activities cannot be achieved unless regulatory obligations are reduced significantly. To this end, the Commission continues to call on other

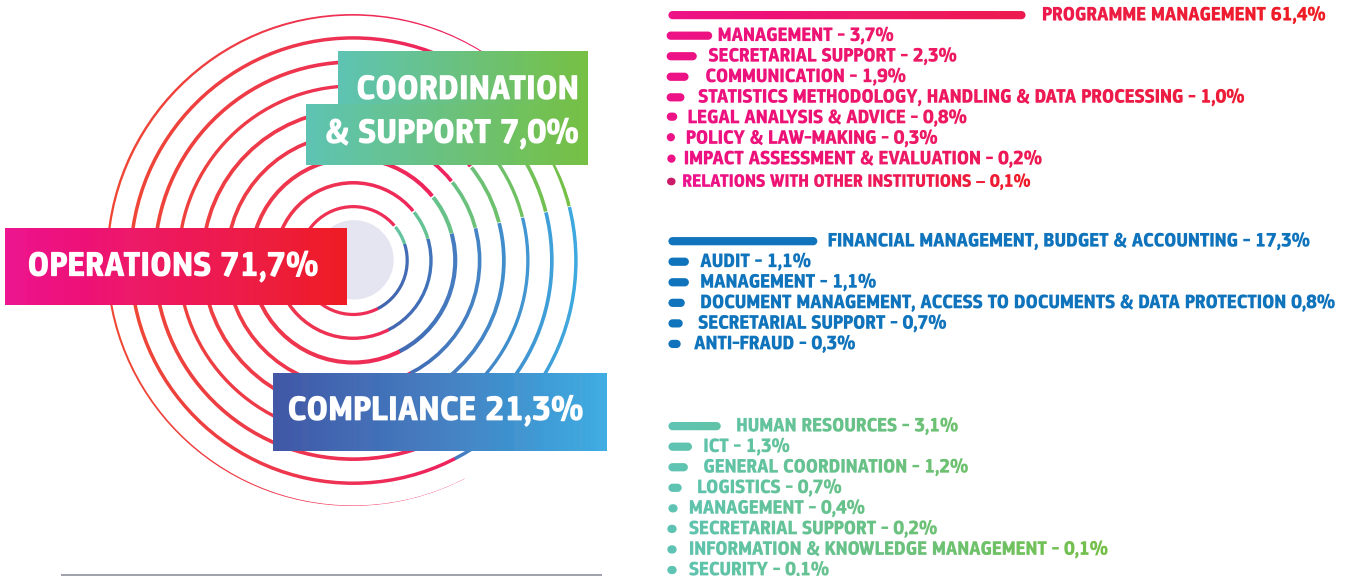
EU institutions with responsibilities for revising the regulatory environment to consider if there is further scope for simplification.

EXECUTIVE AGENCIES

The figure 2 below and table 2 in Annex II show the composition of the Executive Agencies' workforce in 2020. Their high operational capacity in relation to programme

FIGURE 2

Proportion of jobs per screening category and activity (Executive Agencies, 2020, screening population)



management tasks taken over from the Commission in the 2014-2020 programming period is clearly visible.

In addition, the 2018-2020 time series shows that in 2020 the Executive Agencies saw a further increase in the percentage of jobs centred on operations (71.7%, up from 68.6% in 2018) and a slight decrease in coordination and support (7%, down from 7.5%). This trend has been observed in previous years. The high share of jobs centred on financial management (17.3%) is linked to their programme management responsibilities.

ORGANISATIONAL STRUCTURES

Effective organisational structures are key to enabling staff to deliver on political priorities in an agile and efficient way. Part of DG HR's role is to advise other DGs and validate their reorganisation projects. In this context, it discusses reorganisation objectives and accompanies DGs through the reorganisation process, **offering comprehensive guidance** on various aspects of the process: organisational design, change management, communication etc.

Although in 2020, the COVID-19 crisis slowed down some organisational changes, other, important needs emerged due to the crisis. The ensuing shift in political priorities called for a fast response. Reorganisations within the Commission, therefore, continued. Some of the key actions included:

- Pooling expertise and resources within the Secretariat-General to create a new **Recovery and Resilience Task Force** (RECOVER) to support Member States in their efforts of recovery and resilience with the green and digital transitions;
- Strengthening the organisational structure of DG ECFIN to make it fit for its key role in responding to the impacts of the COVID-19 pandemic on the EU economy and to ensure that it can effectively implement **InvestEU, SURE and the Recovery and Resilience Facility**, the main instruments supporting recovery;
- Pooling of expertise from different Commission Services to create **'The COVID-19 Clearing**

House for medical equipment,' steered by the Secretary-General, to facilitate and accelerate the availability of medical supplies in the Member States;

- Restructuring DG TRADE to make it better equipped and more agile to cope with future challenges, such as **strengthening Europe's global leadership, aligning trade with sustainable development and climate action, and efficiently handling technology and security;**
- Maximising the efficiency of the **EU Anti-Fraud Office** by improving the links between its investigative and policy activities;
- Adapting the administrative structure of **DG DEVCO** (now DG INTPA) to boost EU efforts to deliver on the global initiative of green, digital, just and resilient recovery, including by fostering 'partnerships of equals';
- Creating the **'New European Bauhaus'** Unit in the Joint Research Centre to coordinate between external stakeholders and the Commission services to advance the integration of sustainability, aesthetics and inclusion in the shaping and regeneration of our living spaces;
- Closing the operations of the **Commission's Representation in the United Kingdom.**

ORGANISATIONAL PERFORMANCE AND RESOURCE ALLOCATION

DG HR is tasked with ensuring organisational performance of the Commission's DGs and services. For this purpose, a set of **performance indicators** is used to monitor the effective use of allocated human resources (vacancy rates, timely publication of vacant jobs), working time (extra time, absences), compliance with organisational benchmarks for entities (average unit and directorate size) and relevant results of staff opinion surveys. It should be highlighted that overall 2020 has been marked by a significant improvement in the effective use of Commission posts by DGs leading the corporate vacancy level to decrease from 2.9% to 2.6%.

The efficient **distribution of human resources within the Commission** remains

a core objective, which DG HR pursues in active collaboration with DG BUDG and the Secretariat-General. Changes in workload, notably linked to new activities or reprioritisation, require redeployment of resources between the Commission's DGs and Services. DG HR supports the DGs' **workforce planning** – including forecasting of inflows and outflows and workforce profile analysis for recruitment and promotion planning – as well as **efficiency analyses** (e.g. Synergies and Efficiencies Review (SER - see also below). As a result, the staffing of individual DGs and Services is regularly adjusted through reallocation exercises.

In 2020, the Commission ran two cycles of **resource allocation**. A first ad hoc allocation, adopted on 8 April, concentrated on immediate resource needs to perform additional tasks related to managing the COVID-19 pandemic at EU level, temporarily allocating 46 posts to ensure the rapid deployment of new Commission instruments to deal with the crisis. In a second allocation round on 24 July, the Commission reassigned an additional 181 posts to DGs and Services working on the Commission's priorities, notably the **Recovery and Resilience Facility** (RRF) and the Green Deal and related initiatives. Furthermore, resources were advanced to support the initiatives starting in 2021 under **Next Generation EU**, in particular the European Recovery Instrument, EU4Health Programme and the Union Civil Protection Mechanism / rescEU.

Against the continued efforts to keep the Commission's staffing stable overall, these allocations are only possible thanks to **efficiency initiatives**, which in 2020 delivered the expected results. For example, DG Translation returned 42 posts for officials and temporary agents. For the multiannual Synergies and Efficiencies Review (SER - see also below) Commission DGs contributed with a total of 30 posts and identified further savings of 41 posts for January 2021, in addition to returns of expiring allocations provided for time-bound projects.

Moreover, in 2020 DG HR supported the preparation of **delegating implementing tasks to Executive Agencies** for the new EU budget. This involved providing analytical support to prepare the cost-benefit analysis, offset proposed increases of Agencies' staffing by reductions in the Commission and prepare for the winding-down of the CHAFEA Executive Agency.

SYNERGIES AND EFFICIENCIES REVIEW

The Synergies and Efficiencies initiative aims to improve the effectiveness and efficiency of central service domains including HR, IT, logistics, conference organisation, meeting room management, internal and external communication, publications, document management and finance. In 2020, as **the Synergies and Efficiencies annual report** showed, domain leaders adapted their delivery model rapidly to the new exceptional conditions. They worked together effectively to ensure business continuity since the inception of the health crisis and the sudden switch to telework for all staff. The work done in previous years in this context proved fundamental to this success.

Domain leaders implemented the recommendations made by the 2019 **internal audit**, allowing the Internal Audit Service (IAS) to close the file.

The **key performance indicators** established in 2019 by domain leaders to monitor progress on various areas show a generally positive picture.

To face the challenges linked to the next EU budget (increase in the numbers of programmes and funding without an increase in resources), domain leaders continue to seek further areas efficiency gains of improvement, in particular by focusing on a **common approach to client service**, including coordinated communication and more harmonised IT tools.

ORGANISATIONAL DEVELOPMENT PROJECTS AND KNOWLEDGE MANAGEMENT

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

SUPPORTING KNOWLEDGE MANAGEMENT, COLLABORATION AND ORGANISATIONAL DEVELOPMENT

The second half of 2020 was marked by **reflection on the post-COVID-19 working environment**. The COVID-19 situation has proved that remote working can be done efficiently while also having in general a positive impact on productivity, motivation and work-life balance. To support the transition to the post-COVID-19 working environment DG HR started to draft **guidelines on hybrid ways of working**.

The lessons-learned from the lockdown shaped the initial reflection on **the new HR strategy** which marked the second half of the year. **More than 60 workshops** with staff and managers were organised to gather their feedback and ideas for improvement, producing a rich material to inform the future strategy.

DG HR played a major role in running the **one-stop shop for collaborative working and knowledge sharing** (OSS), together with the JRC, DIGIT and SG. To continue reaching out to DGs and Services that benefit most from its services and to increase its capacity and expertise level, the OSS further developed the **Collaboration Hub**, a community of practice on collaboration created at the end of 2019. DG HR is part of the core team managing the community and gave its continued support to it throughout 2020.

Together with the one-stop-shop for collaboration and DG HR's internal consultants, work continued on coordinating **organisational development support**, with the overall goal of helping the Commission to improve how

it functions and responds to new challenges. As part of this work, integrated and tailored support is offered for large-scale and/or complex change initiatives that impact on different aspects of organisational life, including people, structures, processes and tools.

Organisational development support offered in the first half of 2020 was primarily focused on **helping departments and teams to embrace remote ways of working at scale**. The initial period of the lockdown was a steep learning curve at all staffing levels. DG HR invested in listening to staff and managers, sharing good practice and **drawing lessons** as we went along, which fed into the discussion and shaping of the new HR strategy.



DG HR is one of the central players in designing and implementing knowledge management policies in the Commission. It is a member of the Information Management Steering Board (IMSB) and part of the core group running the information management team. From November 2020, DG HR represents the **HR family** (PMO, EPSO, OIB, OIL) in the Board

and closely coordinates with other family-related permanent members (DIGIT, DGT, BUDG), thus broadening and consolidating opinions for the discussions at the meetings of the Board. DG HR continued to be in charge of the **corporate communication campaign on data, information and knowledge management**, encouraging managers and staff to adopt collaborative ways of working, share data, information and knowledge more actively, experiment with data-driven tools and processes, and innovate through the use of data, information and knowledge.

DG HR took an active role in the Single Integrated Framework for Collaboration Task

Force, led the programme for the **corporate deployment of M365** and coordinated the relevant core team (18 people from different DGs), implementing the change management plan approved by the Information Technology and Cybersecurity Board in March 2020.

From June to September 2020, 36 pilots involving 19 DGs and one Executive Agency were supported. Currently, there are over 28 000 daily active users. Survey results show that the new tool and the change management support are appreciated. Teams that use the tool report a positive impact on their productivity.

HR PROFESSIONALISATION AND CUSTOMER ORIENTATION

Building a foundation of essential HR knowledge, developing HR staff skills and aligning our standards with those of the wider profession.

On HR professionalisation and HR modernisation under the newly created joint management of HR BC teams (between Directorate A and the Principal Adviser for HR professionalisation), 11 ordinary and ad hoc meetings were organised and followed up to keep the large network of about 150 HR BC teams informed and consulted on new HR policies. Focus was put on COVID-19 pandemic related issues, the HR strategy, resource management and especially talent management related new policy developments.

In 2020, the **HR professionalisation programme** moved entirely online. This change seemed to have made the learning offer more accessible to HR colleagues and participation in learning events increased significantly.

The content of the regular HR training courses was revamped to fit the online medium. The HR professionalisation team redesigned the HR professional development newsletter, featuring a host of resources – news and learning and development opportunities, insights from the profession, career stories and interviews with colleagues in the HR community.

LEARNING EVENT	Nº OF EVENTS	Nº OF PARTICIPANTS
HR PILL	34	2 283
HR REGULAR COURSE	13	140
HR INDUCTION	6	109
MASTERCLASS	6	725
CUSTOMISED LEARNING EVENT	3	62
TOTAL	62	3 319

The HR professionalisation programme connects HR staff with developments and trends in the HR profession outside the Commission. New ideas and resources from the profession are shared with the HR community via social media channels, the HR professional development newsletter and in HR pills. In addition, selected HR colleagues attend external HR conferences and learning events. In 2020, 61 participants took advantage of this professional opportunity.

DG HR's Principal Adviser leads the new HR strategy project. The HR professionalisation team coordinated the project and organised more than 60 workshops as part of the staff consultation process. This work will

continue in 2021 and the HR professional development offer will be adapted to the new requirements in order to support HR staff in the implementation of the HR strategy.

INTERNAL COMMUNICATION

Helping all Commission staff to understand the organisation's mission and strategy and to build and maintain staff engagement.

In 2020, the main focus of the Commission's internal communication activities was on **crisis communication about the COVID-19 pandemic**. In terms of corporate communication, DG HR regularly updated staff by email (27 by the end of 2020), and through a dedicated website (65 000 page views per month). In collaboration with DG SANTE and with the technical support of OIL, DG HR produced and published two videos 'People behind priorities on COVID' with a total of almost 4 500 views. DG HR also established and oversaw an internal communication task force dedicated to replying to staff questions about the pandemic, which was constituted by colleagues from across the Commission and Executive Agencies (in 2020, the task force replied to 1 300 questions). DG HR also helped to provide colleagues with a platform to share their personal stories and experiences, and for DGs to showcase their best practice in dealing with the pandemic.

To monitor how colleagues were coping with the pandemic situation, and to get input on their needs, DG HR put in place a series of **'pulse surveys'**⁴ (13 by the end of 2020). These proved to be very popular with staff, generating an average response rate of a little over 31%. The survey results showed that overall Commission staff has been coping with the pandemic and the new ways of working rather well, with the average score in 2020 being 7.9 out of 10.

Despite the difficult circumstances, in June DG HR successfully launched the **'Simpler. Smarter. Together.'** communication campaign⁵ which goes back to a mandate in the second communication on Synergies and Efficiencies⁶. This cross-DG project brings together the corporate communication on all support services (HR, IT, logistics, etc.) under a common narrative and a single look and feel. The narrative is closely linked to the

YOU

**Simpler.
Smarter.
Together.**

We're modernising and streamlining our support services for the better. We're putting your needs at the centre of our approach.

**MAKING
YOUR
WORKING LIFE
EASIER.**

**WHAT
YOU NEED,
WHEN YOU
NEED IT.**

**PART OF
A TEAM,
WHEREVER
YOU ARE.**

idea of introducing a 'greener, more digital, more collaborative way of working in the Commission.' In 2020 the campaign operated almost exclusively via digital channels, featuring stories on the intranet (~2 000 views on average) and an interactive website that has attracted more than 34 000 visits so far. DG HR also continued to develop and implement communication tools and actions to promote the Commission's other main **corporate campaigns**, in particular around data, information and knowledge management, seasonal flu vaccination, EMAS, delegation of programme management to Executive Agencies, and Fit@Work/Fit@Home and career development training and activities, such as Career Days and the new Junior Professionals programme. In addition, it produced 'United against COVID-19,' a 'people behind priorities' video to highlight the work of DG SANTE colleagues on the pandemic.

DG HR further developed its role as **lead for internal communication** in the Commission, continuing to co-chair the monthly meetings of the Communication network and also contributing to the meetings of the Corporate Communication Steering committee. One of the main topic discussed in 2020 was the preparation for a **revised internal communication strategy**, to be closely aligned with the upcoming HR strategy. The internal communication community was closely associated to this process.

In September, DG HR - in close cooperation with DG COMM - also launched a **pilot for a comprehensive staff advocacy programme**.

The 100 or so pilot participants come from across the Commission and have already been active as ambassadors. The project is overseen by a cross-DG task force headed by DG HR.

In terms of **professional development of the internal communication community**, in 2020 DG HR ran a pilot programme for a certification in internal communication, by the European Institute for Communication. The 10 selected participants all successfully finished the course, and it is planned to make this a permanent offer for the Commission's internal communication community.

The **internal news service Commission en direct** continues to go from strength to strength since moving online in 2017. After doubling traffic on the corporate homepage at launch, it continues to consolidate its position and attract a steady increase in page views. Articles typically now receive 6-10 000 views per day, with several record highs throughout 2020. In fact the top five most viewed articles of all time were all published in 2020, attracting 25-35 000 page views each. In this way, Commission en direct plays a key role both in staff engagement, and providing staff with the information they need to act as ambassadors for EU policies.

The **Staff Matters newsletter**, a single monthly digest of all important HR, logistics and IT news produced by DG HR continued to improve its performance, generating an average of 10 500 clicks per month (up from 9 000 clicks in 2019).

The Commission's corporate intranet homepage, **My IntraComm**, was updated to include additional slots for stories, reflecting the increased need for digital channels in a remote working environment. DG HR also carried out a usability study to allow for a more user-friendly navigation. A new feature was made available to allow local DG news

to be displayed on the corporate homepage, alongside the corporate news. These developments allow to better define the way ahead, where the Commission will be moving to a new intranet, providing each staff member with a targeted news mix and providing better possibilities for interaction and mobile access.

DATA STRATEGY & DIGITAL TRANSFORMATION

Supporting data-driven policymaking through a comprehensive data strategy and driving forward digital transformation.

The Commission has committed to becoming a modern, digital administration. DG HR is key in achieving this organisational transformation and should itself modernise to deliver its services on an interinstitutional scale.

A comprehensive '**HR modernisation and digital transformation**' (HRT) programme was launched at the beginning of 2020. The HRT programme is a large-scale, business-led and IT-enabled change programme implementing the HR strategy and bringing together ongoing initiatives, notably the HR Synergies and Efficiencies Initiative. The HRT programme is the digital strategy applied to the HR function, pursuing the objectives of client-centricity and business insights at the heart of our DG HR services.

The HRT programme covers all aspects of the DG HR function, from (pre-)hire to (post-) retire in an inclusive way: the members of the HR family, DIGIT and all DGs are direct stakeholders.

However, the digitalisation of HR cannot be achieved without a new HR IT ecosystem.

Therefore in 2020, DG HR developed a multiannual HRT programme in parallel with the HR strategy. The 2020 achievements include: setting up a HR family governance framework which includes the driving principles, the initial programme structure and priorities.

The HR programme will balance short-term value delivery and quick wins with longer-term, foundational investments. (Pre-)selection and recruitment was identified as the highest-ranking priority for investment. In addition, the extreme pressure on the Medical Service highlighted the need for scaling up their digitalisation.

In parallel, DG HR continued improving the current IT tools that support its policy priorities and its performance. DG HR also invested in improving its IT systems to respond rapidly to the COVID-19 crisis (SERMED & vaccination campaign and COVID-19 communication on **My IntraComm**), simplifying workflows and document management (notably, to manage special leave) and supporting recruitment capacity (HR Search).

HR BUSINESS INTELLIGENCE (HR BI)

Modern corporate HR policies and operational HR management by line managers should be supported by

powerful data insights. Aligned, reliable and proactive BI@HR services should be a visible asset in the ongoing HR modernisation efforts to be more strategic, more client-focused and diverse.

HR REPORTING, PIONEERING AND USER SERVICE

In 2020, the newly created HR Business Intelligence Unit supported evidence-based decisions in the human resources domain, by offering a rich portfolio of reports, dashboards and analysis to its clients.

On the pioneering front, the team contributed to closely **monitoring of the effects of the COVID-19 pandemic** on Commission staff and their working behaviour. At regular intervals, the Pioneering team produced and continues to further develop a set of indicators that allow HR policymakers to make quick decisions to enable staff to continue delivering on the Commission priorities. Moreover, the team contributed to analysing staff feedback by using text-mining techniques to better understand staff concerns during the pandemic. The Pioneering team also produced several advanced analyses on diverse data sources and continued developing forecasting models.

The standard reporting services catalogue was further enriched with easy to use self-service analytical dashboards, with new metrics and improved data quality and consistency, setting the basis for building a data-driven culture in the HR domain.

Commission line managers received a series of new services. The middle

managers' dashboard enables managers to visualise relevant HR data about their team, to benchmark against trends and it triggers pertinent questions that will help them build a stronger, healthier environment for their team. In addition, the full deployment of the ATLAS (Activities and Tasks Logging for the Allocation of Staff) analytical reporting tool allows managers to review and report on how the activities in their team contribute to Commission's priorities. Therefore, ATLAS supports a more strategic internal reallocation of resources and provides relevant data and insights to the domain leaders community.

Additionally, key indicators were added to the array of tools to support HR policies in areas such as gender targets, career guidance, vacancy rates and middle managers' seniority.

Outreach activities are also key in supporting a data-driven culture in the HR domain, such as providing training and supporting the transition towards self-service dashboards. Outreach activities also include the collection of feedback from stakeholders to build meaningful services and closing the feedback loop to maximise the use and value of the reporting services in place. The reporting services are now delivered to 14 institutions, including the Council, and the bringing on board of new institutions continues.

DATA STRATEGY AND DATA LAYER FOUNDATION

DataStrategy@HR family, adopted the previous year, aims at ensuring that data are managed like an asset within DG HR and the HR family, in line with the vision and foundations set by the DataStrategy@EC, at corporate level.

In 2020, the DG HR Business Intelligence Unit was expanded to oversee the **implementation of the DataStrategy@HR family** within DG HR, and to coordinate this implementation with other members of the family. To implement this, the team performed a GAP analysis of all

the data domains defined in the strategy to identify in detail the actions that will need to be taken to reach the proposed maturity levels. At the same time, this helped build a maturity model that will allow DG HR to regularly measure progress with accuracy. This work led to an action plan which will be implemented in the coming years, and which will provide a solid data layer for the DG HR Transformation programme.

The work to review and broaden **the glossary of HR definitions** continued in 2020 for terms linked with ongoing projects, and it contributed to creating a list of common, trusted and understandable business terminology. This

work will continue in 2021, setting a solid basis for a data-driven organisation in DG HR and a data-driven culture across the whole HR community.

In parallel, work on the **modernisation of the Data Warehouse** continued in 2020, by including domains, and working on persons and career data for the needs of the ATLAS (Activities and Tasks Logging for the Allocation of Staff) analytical reporting tool. It also kicked-off a revision and simplification of the portfolio and a plan to migrate the remaining HR reporting solutions to the new platform, in alignment with the corporate developments of the Data platform.

ADDITIONAL SERVICES

SERVICE-LEVEL AGREEMENTS

DG HR continued to provide services to more than 60 external clients under its agreements with institutions, agencies and other bodies. A large number of interventions were managed regarding high-level consultations with regarding institutions, especially the European External Action Service (EEAS), and a number of amendments to these agreements were signed, notably to follow-up to the obligations under the new data protection rules, but also to extend a number of services to new clients.

Work on rolling out SYSPER and other IT services, e.g. HR reporting and analytics, NDP, appraisal and promotion to new clients (e.g. the Court of Justice of the European Union, the European Data Protection Supervisor) is ongoing. Due to the COVID-19 crisis, the ongoing restructuring in the Medical Service has also affected service-level agreements (SLAs) regarding institutional clients and especially the EEAS.

EU DELEGATIONS NETWORK

As a result of the efforts undertaken in 2019 to improve HR management in EU Delegations,

the Commission adopted in early 2020 a decision to improve the mobility of contract staff working in delegations.

Overall, the new **mobility framework for both officials and contract staff**, developed by the committee for the management of Commission resources in EU Delegations (COMDEL), aims to improve the working conditions and appeal of working in the EU Delegations. At the same time, it increases opportunities for staff in all DGs across the Commission.

In coordination with the EEAS, the Commission adopted a plan to support initiatives on **career development in the EU's external relations**. A renewed call for expression of interest was launched to provide middle managers new opportunities to become heads of delegation worldwide. The Commission and the EEAS also improved practical procedures of their respective staff rotation exercises to converge toward a future joint rotation involving staff of both institutions.

The Commission and the EEAS finalised the reform of the employment conditions of local agents in delegations and offered in 2020 a complete, improved package to local staff. The new contracts will be signed in 2021.

HR MODERNISATION

DG HR maintains strong collaboration with its interinstitutional partners in providing SYSPER and related services to 52 Institutions and Agencies (40 already using SYSPER and 12 in the induction phase), for a total non-Commission population of over 24 000.

DG HR chaired several meetings of the SYSPER Interinstitutional Governance Board, organised project coordination meetings, carried out customisations to accommodate essential partners' business needs, multiple user documentation, demonstrations, and training/coaching for HR professionals and local support teams. These and other activities demonstrated interinstitutional SYSPER partners our strong commitment to high-quality, customer-oriented service.

HR BUSINESS PROCESS MANAGEMENT (BPM) AND MODELLING

In 2020 DG HR continued to map HR business processes through the ARIS tool, which contains approximately 200 processes. For 2021 DG HR has decided to step up its efforts to achieve the objectives regarding customer orientation, efficiency and effectiveness and launched a project to review key HR processes to make them leaner.

STAFF MATTERS PORTAL

DG HR further deployed the Staff Contact system in services dealing with Working Conditions & Wellbeing and prepared to deploy the system to other HR services in 2021. DG HR ensured the maintenance of the systems, including security improvements and ensuring compliance with the latest data protection rules (DPR-EC-03566)⁷.

HIRING IMPROVEMENT PROGRAMME

The work is aimed at developing a coherent approach combining innovation, process improvement and standardisation in the Commission's Talent Acquisition services. Due

to its proprietary procedures, the complex legal background, strict data protection requirements, strong external scrutiny and the high number of applicants, the Commission faces significant challenges in improving the hiring process.

The hiring processes were mapped end-to-end at the operational level, and key bottleneck areas were identified. Once identified, these bottlenecks needed to be worked on so that improvements could be observed the following year (2021). In-depth interviews, focus groups, and surveys were conducted with candidates, hiring managers and HR professionals to assess the maturity of the processes and benchmark them against industry best practice. Key objectives for long-term improvement were identified.

Recruitment has been selected as the main business priority for DG HR's digital transformation. Market leading talent acquisition software suppliers were reviewed at a demo level, and early feasibility of digitalisation was estimated.

In parallel, DG HR takes part of the Employer Branding initiative together with other EU institutions to attract the best talents.



OUR ABILITY TO DELIVER ON COMMISSION PRIORITIES AND CORE BUSINESS DEPENDS ABOVE ALL ON THE SKILL SET AND DEDICATION OF OUR STAFF. DG HR SEEKS 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.

MANAGERIAL EXCELLENCE

Supporting managers in selecting staff, contributing to staff development, motivation and engagement on a daily basis to achieve the required results. Ensuring that managers not only have good knowledge of their subject areas, but are also outstanding people managers.

The **talent management strategy** focuses particularly on managerial excellence, acknowledging the essential role that managers play in delivering on political priorities through their teams.

Managers need to combine a very good knowledge of their subject areas with outstanding skills in dealing with work and people. DG HR has implemented a number of measures to support current and potential managers. Actions to promote diversity and inclusion (detailed later in this report) also help to promote a diverse management population.

An overarching priority of the talent management strategy is to honour the commitment of President von der Leyen to achieving **gender balance at all levels of management in the Commission** by the end of its mandate:

- On 1 April 2020, the College adopted specific targets for first female appointments as well as a set of binding measures aimed at ensuring that selection panels are gender-balanced, management vacancies attract a sufficient number of female applications and that the resulting shortlists reflect an adequate female representation in pursuit of the established gender targets.
- On 30 September 2020, the College adopted a complementary set of measures to strengthen gender equality at management level, such as designating a majority of women as Deputy Director, achieving gender parity at Deputy Head of Unit level, actively identifying and monitoring talent, and delivering tailored talent development programmes.

The outcome of these actions can be found in the section on diversity and inclusion.

The year 2020 was marked by the COVID-19 pandemic which had disruptive effects across all levels of human activity. DG HR was able to respond swiftly and efficiently to the new logistical challenges by bringing the management selection process online, with the use of secured videoconferencing technologies and new guidelines for online interviewing. Remote assessment centres were organised as of April 2020. Regular meetings were held with key HR actors in selection procedures to present and discuss this guidance and other matters, thus ensuring business continuity in management selection, both at senior and middle management level. These new ways of working are also set to contribute to the overall objectives of 'Greening the Commission.'

The External Management Development programme and the Fellowships programme were both affected by COVID-19. Despite the uncertainty, 41 applications for the External Management Development programme were validated in 2020. The Fellowships programme was severely impacted by the COVID-19 crisis. The entire programme was postponed by one academic year. The fellows selected will take up their respective fellowships in summer/autumn 2021.

At the level of senior management, the Commission has to ensure that the profile, quality, motivation and performance of senior managers are of the highest possible standard. To this end, DG HR put in place two development tools specifically designed to support them with their leadership challenges:

- The senior management development programme, which welcomed nine new senior managers, bringing the total of active participants to 29. The programme's focus remains on newly appointed directors, but

(following the expansion of the 360° feedback pilot) participants with more experience of senior management also started to take advantage of this tool. Participants receive ongoing feedback from HR experts and benefit from a tailor-made programme of personal development and individual coaching. The programme was further enriched with the development of two streams, one for New Leaders and one for Confirmed Leaders, which address the needs and objectives of the participants depending on where they stand in their senior management career.

- The corporate 360° feedback pilot for senior managers, which exceeded the 2020 target of 30 new senior managers, bringing the total number of participants to 192 in 37 DGs. Several DGs have now completed the pilot with their entire senior management team. Since the launch of this pilot, more than 13 000 colleagues have been contacted as respondents to the various 360° feedback online surveys conducted so far. As a result of their participation, senior managers are given an all-round view of their leadership capabilities and can compare their self-image with observations from their managers, peers and staff. This allows them to identify their management blind-spots and reflect on possible areas for self-development.

At the middle management level, the talent management strategy acknowledges the fundamental role that middle managers play in the success of the institution. They need to **ensure the effective delivery of the Commission's political priorities**. They chart new courses of action and translate the political and strategic vision into concrete operational objectives. **Middle managers are also central to the Commission's talent management efforts**, as they are responsible for the management and development of their staff. In 2020, DG HR supported the middle management population through a variety of internal initiatives, including:

- 135 newly appointed middle managers benefited from at least one session of the corporate development programme for middle managers, consisting of a personal development plan session and three individual follow-up sessions. Two introductory sessions on HR management were also organised for them. In addition, development programme for established

middle managers with performance issues is offered upon request. Agreement was reached with the key HR actors including in Account Management Centre Units, the Learning and Development Service and the European School of Administration as to enhanced actions to support the development of all middle managers, for further implementation and the concept paper setting out the structured approach was circulated to all actors in November.

- A second 360° feedback pilot for middle managers was run with eight participating DGs, providing 132 middle managers with structured feedback on their managerial skills from a number of different sources and perspectives. All middle managers were offered follow-up career talks with Career Guidance Officers to explore the appropriate development opportunities that would help them further improve their managerial skills. Dedicated meetings with the participating DGs were also organised to discuss how to take up the results of the 360° in the context of the learning needs analysis.

DG HR also provided middle managers with regular opportunities for peer-to-peer interaction via a network that operates exclusively for middle managers. The middle management network met each month from January to December, moving in March to an online format for the remainder of the year. A total of 16 meetings were held, which is 50% more than in 2019. The Connected platform community which is reserved exclusively for information sharing between middle managers, went from strength to strength in 2020 seeing an almost fourfold increase in its number of users.

Additional learning opportunities included talks, as part of the Leadership Series, on business process re-engineering and on leading with presence at a time of remote working. Co-development (a tool for middle managers to brainstorm jointly on challenges they face in their daily work) was extensively used with middle managers hailing from various DGs in both an online, static format as well as in a moving, walking format.

SELECTION AND RECRUITMENT

Ensuring the best possible **match between the Commission's needs and staff skill set**. Recruiting talented staff with the highest standards of ability, efficiency and integrity to continue building a diverse workforce.

OPEN COMPETITIONS

In January and February 2020, DG HR finalised the internal competitions launched in 2018 by publishing the reserve lists for the function group Administrators in grades AD10, AD8 and AD7, representing 240 of the 459 laureates of the 2018 internal competitions. DG HR also launched a new internal competition for the function group Administrators in grade (AD5) covering three domains, open to temporary agents (TAs) and targeting qualified junior talents to constitute a reserve list of 60 laureates. Furthermore, DG HR managed one internal competition for DG SCIC and two specific selections for TAs for DG COMP and DG HR.

In parallel, DG HR contributed to the competitions and selections run by the European Personnel Selection Office (EPSO), the organisation of which was impacted by the outbreak of COVID-19.

DG HR contributed to EPSO's selection planning by emphasising specialist profiles to better respond to the services' need to recruit staff members with a specific expertise in a given area.

More broadly, based on the final report's proposals delivered by the EPSO-chaired Interinstitutional working group of December 2019, DG HR continued to contribute to the development of a competition model capable of addressing such issues as geographical imbalances, legality of the language regime, declining attractiveness of the EU careers, and duration of the selection procedures. DG HR will continue to participate in **improving the competition model** in the coming year while also taking in consideration the recommendations of the European Court of Auditors' Special Report⁸ published in October 2020.

OFFICIALS AND TEMPORARY AGENTS

The Commission recruited 1103 officials and temporary agents in 2020, which is similar to what was achieved in 2018 and represents approx. 200 less than in 2019. Also, 168 officials were transferred to the Commission from other institutions. The reduction in the number of recruitments is explained by the COVID-19 pandemic, which, due to the travel and sanitary restrictions, drastically reduced the mobility of candidates and the capacity of the Medical Service to carry out pre-recruitment checks. To mitigate the effects of the pandemic, DG HR adapted the existing recruitment procedures to the paperless and telework environment. In addition to recruitments, DG HR also extended the contracts of 330 temporary agents.

On a proposal from DG HR, the Commission adopted two **decisions allowing services to recruit staff faster and to retain talent for longer** in the context of the COVID-19 pandemic. In October 2020, in view of the persistence of the pandemic, the application of these measures was extended by the College to also cover 2021. In addition, the suspension of the 3% ceiling for the recruitment of temporary agents under Article 2(b) of the CEOS was extended for the same period.

DG HR also advanced on the blueprint for a future decision on the conditions of employment of temporary agents. However, it was decided to continue work on the draft text only after the adoption of the new HR strategy, in order to take full advantage of the reflections conducted in that context and fully incorporate the future decision on temporary agents in the global approach to Commission staffing, and in particular as regards geographical balance and the internal recruitment channel.

CONTRACT AGENTS

The Commission recruited 1 105 contract agents in 2020, which represents approx. 300 fewer than

in 2019 and approx. 200 fewer than in 2018. As for officials and temporary agents, the reduction in the number of recruitment is explained by the COVID-19 pandemic and the travel and sanitary restrictions, which drastically reduced the mobility of candidates and the capacity of the Medical Service to carry out pre-recruitment checks. For contract agents, DG HR also **adapted the existing recruitment procedures to the paperless and telework environment** in order to mitigate the effects of the pandemic.

In addition to recruitment, DG HR continued to extend the contracts of contract agents without changing the policy due to the COVID-19 pandemic.

The Commission decision authorising the conditional employment of temporary and contract staff, before the medical fitness examination could be confirmed, adopted on 29 April 2020 and extended in October 2020 to cover 2021, applies to contract agents in order to allow services to recruit staff faster in the context of the COVID-19 pandemic.

PILOT JUNIOR PROFESSIONALS PROGRAMME

Against the background of the Talent Management strategy (2016) and the Commission's Geographical balance report (2018), and as part of the response to modernising and diversifying selection and recruitment and improving the appeal for junior talent, the Commission decided to develop a Junior Professionals programme (JPP).

The JPP is a two-year programme that combines mobility in two Commission Services (in addition to the service of origin) with a **comprehensive learning and development offer that provides participants with the knowledge and skills that the Commission needs**. At the end of the programme, participants have the opportunity to sit an internal competition (also open to other Commission staff).

In October 2020, an evaluation report covering the programme activities for June 2018 to September 2020 was completed. The report confirmed that the main objectives of the programme have been achieved.

Based on the positive results highlighted in this evaluation report, the programme has been extended

initially as a pilot, pending preparation, concertation and adoption of a Commission decision on the permanent establishment of the programme in 2021. In addition, some adjustments have been made to the framework of the pilot, including an improved Learning & Development programme and organising computer-based testing for candidates before pre-selection by DGs. Under the pilot, eligibility was also extended – in addition to Commission Blue Book trainees – to all function groups of officials, temporary and contract agents working at the Commission, having a university diploma and a maximum of three years of professional experience.

In 2020 the programme's continuity was ensured despite the prevailing epidemiologic situation linked to COVID-19. Two cohorts of 25 junior professionals were selected and the sixth call for expressions of interest was launched in November. By the end 2020, there were 126 junior professionals working across the Commission.

INTERIM STAFF

The Commission services in Brussels employed 280 interim staff per month and 70 interim staff per month in Luxembourg, mainly secretaries, administrative assistants, and proofreaders. A reduction in the number of 'interimaires' in Brussels, mainly between April and July, was due to the COVID-19 pandemic, which made the selection of candidates and their access to the IT tools necessary to provide their services more difficult. In Luxembourg the confinement had a more limited impact.

GEOGRAPHICAL BALANCE AND THE COMMISSION'S APPEAL AS AN EMPLOYER

The value of the European civil service also lies in its **cultural and linguistic diversity** which can only be ensured if an appropriate balance of nationality is secured. However, experience shows that it is difficult to attract nationals of some Member States to the EU public sector. Improving the Commission's appeal across Member States is at the core of the new HR strategy to be finalised in 2021. The current thinking set out in the strategy is to:

- modernise EPSO selection methods (in cooperation with the other EU institutions);
- revise the language regime applicable to EPSO competitions;
- participate in job fairs in the most underrepresented Member States;
- modernise and digitalise existing recruitment tools;
- improve the recruitment strategy (2021).

PERFORMANCE MANAGEMENT

Ensuring the best possible match between staff skill set and the Commission's needs. Continuing to appraise and promote staff based on an objective comparison of merits. Improving performance management.

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

During the promotion exercise for officials and the reclassification exercise for contract staff 3a, once the appraisals are 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 in the same grade based on 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 the respective Commission committees, together with staff members' appeals. The rate of appeals decreased slightly for officials (-1.5 percentage points)⁹ and increased for contract staff (-2.2 pps)¹⁰ The committees submitted recommendations to the relevant appointing authority after carrying out a final comparison of merits. A specific reclassification exercise was organised for a limited number of TAs (categories 2a and 2d) with contracts of unlimited duration in DG GROW, DG RTD, JRC and (separately) for OLAF.

In 2020, the Joint Advisory Committee for professional incompetence, established under Article 9 of the Staff Regulations, for the first time examined a case of the third consecutive unsatisfactory appraisal of an official¹¹ In 2020 the Commission established around

500 permanent officials in their posts following a successful probationary period. One probationer official was dismissed during the year. Two temporary agents were also dismissed at the end of their probationary periods during the year.

LEAVE IN THE INTERESTS OF THE SERVICE

Article 42c of the Staff Regulations¹² provides a possibility for the Appointing Authority to place an official on leave in the interests of the service for organisational needs linked to the acquisition of new skill set within the institutions.

In 2020, the Commission put 30 officials on leave in the interests of the service under Article 42c of the Staff Regulations.

DEVELOPMENT OF STAFF SKILL SET

Offering staff a wide range of learning and development possibilities to help them acquire the skill set necessary for their jobs. DG HR helps the **Commission to become a more attractive and modern employer**. It also prepares staff for an increasingly complex work context and promotes personal development.

HIGHLIGHTS

DG HR contributed to the Commission's operational capacity during the COVID-19 crisis by significantly increasing the number of courses in Microsoft 365 and TEAMS which were the main tools for internal collaboration after the initial adaptation phase. What was planned as a pilot project for 2020, was overtaken by events and turned into a *de facto* full-scale deployment of a new digital working environment. This resulted in a sharp rise in the demand for training that were met by online courses, peer-to-peer learning and coaching for managers.

After a very brief transition period in March 2020, almost all training events were transformed into online courses that were made available to participants as planned.

DG HR continued to support the improvement of digital fluency across the Commission while deploying new and innovative learning tools.

Before the COVID-19, classroom-based courses continued to be offered in training room facilities in Brussels and Luxembourg. The distinction between the locations for the training offering became redundant with the move to online courses.

LEARNING PACKAGES

In 2020, most of the learning and development offer was moved online because of COVID-19 but also because of previously planned actions. In the context of pandemics, it was important to **continue providing staff**



M365

**TRANSFORMING
THE WAY
WE WORK.**

with high-quality learning opportunities. It was a huge joint effort for DG HR and our partners – both content sponsors within the Commission and the contractors. Under these circumstances, the initial objectives for our online learning offering have of course been largely exceeded in 2020 in most parts of the EU Learn catalogue. Those efforts have not prevented other development work to take place and several learning packages have been updated or extended with new contents, some COVID-19 context specific, some that were already planned. A few examples are as follows:

The **Communication learning package** has been revised with input from DG Communication. 8 classroom courses have been transformed into online versions, for example Advocacy skills, Public speaking on camera, Storytelling – creating a powerful message. Those 3 courses alone totalled about 400 participants.

For the **Negotiation learning package**, all training courses, planned for 2020 and given after March 2020 were successfully moved online. Negotiation learning is based on human contact to a large extent, and often requires several activities in a day, simulating real negotiation environment. Simply moving such learning to an online setting would not be successful. **A blended approach was chosen**, including dedicated time for self-learning and preparation, platform learning resources, online interactive sessions for the whole group, online sessions in smaller groups for role-play activities, negotiation practice and discussions. In addition, a new series of online masterclasses in negotiation were launched on 8 December with the Virtual Negotiations Masterclass involving 44 participants. The negotiation learning offer in 2020 totalled 32.5 days of online and 4 days of classroom learning involving 170 participants.

The **newcomers learning package** has been **transformed with a completely online version** of the welcome day, whose 21 sessions were followed by about 330 participants. Considering the persistent sanitary restrictions, it was decided to move

the 5-day induction course online. The online version will be piloted in early 2021.

In addition to training courses, the learning spaces have been added for many domains in EU Learn (e.g. communication, negotiations, statistics, HR etc.) containing articles, video tutorials, videos, live online classes and live online webinars. Colleagues signed up to these learning spaces can choose how and what they wish to learn.

LANGUAGE COURSES

This year has been a unique opportunity to transfer our 5 000 participants from face-to-face classroom courses to 100% virtual language courses, including sitting the final exam online because of the lockdown in March 2020. Testing in real life the learning of 28 languages purely online with around 200 trainers using new videoconferencing platforms perfectly dedicated to teaching and learning was a great challenge that we managed to implement in a matter of days. **Around 200 programmes have been adapted to the new learning environment.** Course materials (hundreds of resources) were uploaded onto platforms to ensure continued access for participants, and the final exam (oral and written parts) were also made available online.

The **excellent interinstitutional collaboration** has strengthened our capacity to deliver high-quality courses to the participants coming from all EU institutions, bodies and agencies.

We continued to propose 100% online language courses to our 2 500 participants in the summer and to our 5 000 participants in the autumn. Around 600 courses have been given during the spring and the summer sessions. Around 400 courses started in September and finished in January 2021.

The success rate (number of people who have passed the final exam and can access to the next level) for the spring and summer sessions remained at 95%, and the satisfaction rate for the spring and summer sessions is at 90%.

DIGITAL SKILLS

Far beyond the originally planned number of courses in the pilot of Microsoft 365 and TEAMS, DG HR responded to the challenges of 2020 by introducing an impressive number of short courses (mini-sessions) in how to use the remote collaboration tool, TEAMS. This was complemented with further online courses as well as self-study material and coaching sessions for managers. Between the three training approaches of (i) coaching, (ii) self-study material and (iii) online courses, DG HR was able to meet the training requirements triggered by the partial roll-out of the new software.

The move to a fully online training offering was made possible within a short timeframe and almost the entire syllabus moved from a classroom to online in a matter of days.

The scheduled innovations also went ahead with the first online exam being launched as well as the support to the digital fluency across the Commission by **aligning staff profiles with training requirements**. The Commission's data led policy development was addressed by preparing a training programme for upskilling policy officers to data analysts which will be launched in 2021.

COACHING AND COLLABORATIVE SKILLS

Also this year, the Internal Coaching network contributed to the female talent development programme. 15 internal coaches have been trained and accredited to facilitate team coaching, to increase the internal capacity and respond to an increased need for team coaching.

All remote activities were evaluated positively, rate of attendance was high. The internal coaching team experienced a permanent need of managers for coaching support with their teams during the pandemic crisis. In order to increase and maintain the quality of coaching at a high level, the corporate internal coaching

team continued organising supervision for internal coaches remotely.

CAREERS

Career development, mobility and learning are crucial elements of staff development as reflected in the 2020 Management plan. Since 2016, DG HR has been organising annual 'Career Day' sessions open to all staff to provide information on career development.

The 2020 online Career Days provided an opportunity to focus on the Commission's new political priorities as well as the impact of the new EU budget on careers. Commission DGs and Executive Agencies presented the evolution of their work and recruitment needs in this context. Known elements of the new HR strategy, especially regarding promotion of (online) learning and career development, was also highlighted. The event also created space to promote the Commission's digital working environment in line with the Europe fit for a Digital Age political priority and a paperless Commission.

In 2020, due to the COVID-19 pandemic, the event was organised exclusively online for the first time. It took place over two and a half days, 18-20 November, with 60 webinars, workshops and panels. More than 6 000 participations were registered, compared to 1 700 for the previous Career Days.

Being online, most webinars and sessions were recorded and can be found on the Career Days webpage and in EU Learn.

INTERNAL CONSULTANCY

The team of internal consultants continued enhancing their capacity through the following courses:

- participatory summer academy – reconnect, share and learn online;
- advanced internal consultancy course;

- pilot online participatory leadership entry-level training seminar;
- pilot and two deliveries of online participatory policymaking 101 for the EU policy hub;
- training course ‘Liberating structures’;
- training ‘Mapping out conflicts’.

A new framework contract for organisational development, and collaborative working services in the EU institutions, bodies and agencies was awarded in June, as the result of collaboration between the Commission, Parliament, the Council and Agencies.

The **new guidelines for the Commission’s team events**¹³ were launched in March. The internal consultants provided extensive consultancy to several DGs and other bodies and, for the very first time, organised a 2-day event **bringing together participatory innovation practitioners from the EU institutions and Member State governments** with a view to sharing experience and good practice.

COMMUNICATION

Besides the 2020 online Career Days, the communication team delivered the ‘Keep on Learning’ campaign. Launched in June, this campaign produced **an interactive brochure to promote all our learning resources and courses** for the different learning communities in EU Learn.

EVENTS

At the start of the confinement, DG HR responded by creating a series of open, online webinars and discussions for staff. A few of these specifically targeted managers, such as ‘Team dynamics in a crisis’ and ‘Leadership during a crisis.’

These first initiatives developed into the ‘Together-Ensemble’ series, featuring high-level, inspiring speakers from inside and outside the EU institutions. Together-Ensemble offered colleagues the opportunity to reflect on topical issues on ‘Life beyond the

pandemic,’ while also **providing a regular point of human connection outside immediate work circles and to stimulate a collaborative mindset.**

These sessions have been complemented by the daily ‘Virtual-Random’ cafeteria, which gives staff an opportunity to have informal, one-to-one conversations with colleagues from across the EU institutions.

LEARNING NETWORK

The Learning network is serving the learning and development (L&D) community by ensuring a series of meetings and exchanges per year. This year the network’s participants grew in the online environment. This new meeting format helped to ensure participants from every location. A focus group has been created to develop the L&D profession further and identify the skills needed for their role.

MANAGEMENT DEVELOPMENT AND EXTERNAL TRAINING

The External Management Development programme and the Fellowships programme were both affected by COVID-19. Despite the uncertainty, 41 applications for the External Management Development programme were validated in 2020.

The EU Fellowships programme was severely impacted by the COVID-19 crisis. The entire programme was postponed by one academic year. The fellows selected will take up their respective fellowships in summer/autumn 2021.

Member State visits: the first online study visit was hosted by Sweden in November with 18 participants.

TEAM MANAGERS’ NETWORK

Launched in 2014, the Team Managers’ network was created as part of DG HR’s

local talent management strategy to support colleagues with people management responsibilities who are not in a formal management role. The group includes Deputy Heads of Unit, Heads of Sector, Team Leaders and Team Coordinators from across the DG. The network supports team managers in DG HR by providing them with recognition, a platform for networking and development opportunities. It is **a space for people managers to interact, share knowledge and good practice, share any concerns they may have with other managers and offer peer support**. The original network ran through to 2016, gathering very positive feedback. Responding to requests, the network was revived.

The network's kick-off meeting was held in June and focused on time management and support to Commission staff. It was followed in July by a workshop with the team managers to identify their expectations and needs. A meeting on the importance of digital detox in the time of COVID-19 and beyond was held in October. The year was closed with a Christmas coffee in December, reflecting on the positive outcomes of 2020, despite the challenges of the COVID-19 crisis. The revived network attracts a large number of team managers to each of its events showing the need for and relevance of such a network.

CAREER MANAGEMENT AND MOBILITY

Ensuring the **best possible match between staff skill set and the Commission's needs**. Providing clear career prospects for staff and making mobility a central part of the career development strategy.

HEADHUNTING

Headhunting is designed to help Commission Services proactively search for candidates for their vacancies. It also enables the **Commission to explore its talent pool and facilitate staff mobility**. Line managers can now ask for support in identifying potential candidates for vacant jobs.

In 2020, the pilot headhunting service continued its development and is establishing itself as a means of support to hiring managers, while fostering staff mobility. The workflow and data protection were put in place in mid-2019 and this was followed by the launch of the Commission-wide headhunting campaign for managers and staff in late 2019. In 2020, the team successfully completed 45 headhunting and job hunting cases for 24 DGs.

In parallel, the 'HR Search' IT project, in collaboration with DG DIGIT, made good progress towards its objective of offering

automatic search capacities to a wider set of HR professionals by the end of 2021. Development will continue next year. The intermediate product from the project already enables an alternative, lighter analytic approach that complements the existing approach, which is effective, but resource-intensive.

APPOINTMENTS TO SENIOR EXPERT / SENIOR ASSISTANT POSTS

Staff can reach the last two non-management AD grades (AD13-14) and AST grades (AST10-11) by being appointed to senior expert or senior assistant roles, which require expertise and carry a higher level of responsibility. There are currently 721 senior experts (at grade AD13/AD14) and 369 senior assistants (at grade AST 10/AST11).

In 2020, 45 AD12 officials were promoted to a senior expert position at grade AD13, and

46 officials of grade AST9 were promoted to a senior assistant function at grade AST10. DG HR plays a central role in the allocation of quotas and reviews all job descriptions and vacancy notices to ensure consistency of tasks and responsibilities with the provisions of the Staff Regulations on these functions.

CERTIFICATION PROCEDURE

The certification procedure remains a valuable HR tool in encouraging talented AST officials to progress in their careers. The 16th annual certification procedure was launched in September, drawing 356 applications to be one of the 50 officials allowed to take part in the certification training and exams.

A pre-selection process identifies the best potential candidates, who are then invited to an interview with a central panel. In 2020, 42 AST officials passed the certification tests and were admitted to the list of certified officials.

In 2020, 56 certified officials were appointed to an AD function. Since 2005, 979 certified AST officials have been appointed to AD jobs under this procedure.

CAREER GUIDANCE

In 2020, continuity of **the career guidance service was ensured by organising individual career guidance sessions** and the training offer through online methods. Despite these changed conditions, 4 000 such sessions were organised. As a result, the objective of 2 200 individual staff having a career guidance session was exceeded (>2 300). Satisfaction with the service remained at a very high level (87% satisfaction rate for career guidance sessions delivered in the first half of 2020 – results for the second half of 2020 will be available early in 2021).

DG HR, with the help of the Account Management Centre (AMC), digitalised existing processes and introduced additional solutions tailored to the remote working

environment. The standard training offer in the area of career management remained available to staff via online methods (21 workshops), attracting over 500 participants in total.

Additionally, **a new career development e-learning space was created** to provide online information on careers in the context of the COVID-19 pandemic. This e-learning space includes approximately 2 hours of video and audio materials available on demand. In the second half of 2020, those materials were viewed over 3 500 times and received very positive feedback from staff.

Simultaneously, the continuous training offer for Career Guidance Officers (CGOs) has also been delivered virtually. The programme for 2020 included: (i) HR processes and services (e.g. Art. 42c – leave in the interest of the service, return after long absences and the coaching offer); (ii) external supervision; and (iii) the newly introduced peer supervision sessions.

Unit HR.B.4 also coordinated **the career guidance component of the female talent development programme** (debriefing sessions following the ‘PerformanSe’ self-assessment for over 100 candidates) and contributed to the pilot career talks for managers following the 360° feedback exercise, by providing training for the CGOs conducting the talks.

In 2020, the 4-year career talk for ASTs continued and a further 119 talks were conducted. The talks take the form of a structured discussion with a Career Guidance Officer (CGO) for staff members who have been in the same job for 4 or more years. The exercise will be concluded by spring 2021. To date, in total, 37 DGs have launched the exercise and 720 AST officials have taken part. A similar exercise will be carried out for AD officials, starting in the second half of 2021.

The development for the reporting tool of the career guidance module on a special application for reporting, ‘Qlikview’ was finalised this year, making it possible to **visualise business intelligence data for reporting purposes.**

EXTERNAL MOBILITY

The temporary **posting of officials to external organisations can benefit both the Commission and the host organisations**, and contribute to officials' professional development. Secondments enable the Commission to build the networks it needs, promote the exchange of knowledge and information, and increase mutual understanding of the Commission's and Member States' legislative frameworks, procedures and policies. Ultimately, **this brings the EU administration closer to citizens**.

The vast majority of officials have been seconded to an EU Regulatory Agency (119 officials, most of whom seconded at the request of the official concerned) or to an Executive Agency (105 officials, seconded mostly in the interests of the service). A smaller number of officials is currently seconded to a Member State's civil service (16) or to an international organisation (16). Finally, as in previous years, the Commission also seconded 7 officials to each of the half-year EU presidencies.

The Commission has a long experience in 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.

During 2020, the Commission engaged 225 SNEs in its services; in addition, it organised two exercises for National Experts in Professional Training (NEPTs) for a total of 141 participants (70 for the exercise starting in March and 71 for the one starting in October). For both target groups (SNEs and NEPTs), the traditional welcome sessions have been replaced in the context of the COVID-19 pandemic by very well-received online sessions.

END OF SERVICE

DG HR managed 695 retirements, 414 resignations, 175 transfers out of the Commission and 133 extensions of service above the age of 65.

2020 was the roll-out year for a new SYSPER module (workflow 'resignations') for statutory staff (officials, temporary agents and contract agents) wishing to leave the Commission. The paperless handling of such files represents a significant increase in efficiency.

DIVERSITY AND INCLUSION

Improving the diversity of the workforce, in particular increasing the number of women in management positions and the number of staff with disabilities, and promoting a flexible and inclusive working environment based on the talent management strategy.

- In spring, **mid-term targets were adopted for first female appointments at middle management level** per Directorate-General and Service, to be achieved by 31 December 2022. In this context, DG HR discussed with all Directorates-General their strategy for meeting their assigned gender target and their plans for developing the management skill set of

their existing middle management population. Furthermore, DG HR has been instructed to implement and enforce a series of procedural measures for the selection of managers, to follow up the progress made by the Directorates-General and Services and to deploy talent development measures aimed at women in order to enable them to perform management duties.

- In autumn, **a complementary set of concrete measures were adopted to strengthen gender equality at senior management level**. DG HR has been instructed to work with all Directorates-General and Services towards:
 - the upstream identification, monitoring and support of female talent via tailored talent development programmes;
 - the designation of 55% women as Deputy to the Director as a way to gain exposure to senior management duties and challenges;
 - the principle that there should be a Deputy Head of Unit function in each Unit, to be held in equal proportions by men and women by 2022;
 - the implementation and reinforcement of accompanying procedural measures including the enhanced role of rapporteurs and of the Consultative Committee on Appointments (CCA) in the context of senior management selection procedures.
- Implementation of this range of actions, which are endorsed at the highest political level, is already bearing fruit. **The aim is to reach the ambitious target of 50% female representation at all levels of management by the end of this Commission's mandate**. On 18 December 2020, 40.7% of Directors-General, Deputy Directors-General, Directors and Principal Legal Advisers were women, up just over 4 percentage points in a year. At middle management level, 43% of Head of Unit or equivalent functions were occupied by women, up 1.5% on the same point last year. Following the adoption by the Commission of new targets for the first female appointments to middle management positions for the period 2020-2022¹⁴, 61.5 % of the first appointments made to middle management posts in 2020 were women.
- **A new talent development programme for middle managers who aspire to become senior managers has been put in place** and has been extremely well-received. It was presented during December 2020 by the Director-General of DG HR to all female Heads of Unit as well as to Heads of Unit of a number of underrepresented nationalities. The programme reflects three different talent profiles and can be tailored to the specific needs and objectives of each participant. Some 25 middle managers have already been enrolled, exceeding initial projections; a larger second wave is programmed for early 2021.
- **The third edition of the female talent development programme was launched**. 119 female colleagues from all Commission Services and Executive Agencies benefit from a mix of competency building, mentoring by senior managers, networking and individual coaching. By December 2020, 37 participants from the first cycle and 26 from the second had been appointed Head of Unit.
- **Going beyond the focus on gender balance in management positions**, DG HR aims to address the diversity of Commissions staff including racial or ethnic origin, religion or belief, disability, age, sexual orientation, cognitive diversity, or socio-economic background. The aim is **for Commission staff to better reflect the diversity of the broader European population and to develop a working culture where staff from these diverse backgrounds can thrive and contribute**. In November the decision was taken to set up a Diversity and Inclusion Office, reporting to the Director-General. The Office's role is to lead the development, implementation and monitoring of actions designed to promote diversity and inclusion among Commission staff. The Office will advocate for diversity and inclusion and ensure that these dimensions are taken into account in all HR policies and processes. To achieve this, it will work closely with all parts of DG HR, with the Task Force for Equality Secretariat in the Secretariat General and with counterparts in other departments and institutions.



**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.**

PHYSICAL HEALTH

Promoting health and preventing disease. Supporting staff in healthy lifestyle choices. Encouraging 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 at JRC sites in Seville, Geel, Petten and Karlsruhe, and to agencies, other institutions and international bodies. Since January 2019, the Ispra Medical Service has responsibility for all JRC sites (Seville, Petten, Geel and Karlsruhe). After March 2020, Medical Services adapted their working procedures to COVID-19 specifications to ensure the safety both of staff and of medical personnel during medical examinations.

In 2020 the Medical Service carried out over 4 945 annual medical examinations – 1 963 in Brussels, **888 in Luxembourg and 2 094 at the Ispra, Seville, Petten, Geel and Karlsruhe JRC sites**. This is an important preventive and diagnostic tool, helping to identify problems early, so that 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** remained a priority. The objective is to invite all staff members who are exposed to specific health risks to a mandatory periodic medical examination.

A complex seasonal flu vaccination campaign was deployed in 2020. The campaign addressed staff differently according to their risk group, in accordance with revised national guidance in the context of the COVID-19 pandemic. Over 7 715 staff members were vaccinated (5696 in Brussels, 989 in Luxembourg, 1030 at JRC sites). In addition, the Medical Service carried out 2 145 over **pre-recruitment medical examinations** in Brussels (1 566, Luxembourg 369 and at 210 JRC sites).

KEEP THE FLU AWAY !

2020 seasonal influenza

vaccination campaign



RESPONSE TO COVID-19 PANDEMIC

Since March 2020, when the COVID-19 pandemic spread throughout Europe, the Medical Services have been responsible for proposing appropriate hygiene and safety protocols to manage the risks posed by the outbreak to the workplace. These protocols were regularly updated to reflect the evolution of scientific evidence about COVID-19 and the guidance provided by national and European public health authorities. In addition to generic guidance for all staff, specialised guidance was issued to address the needs of specific staff profiles (e.g. nuclear inspectors, drivers, translators, EPSO staff, etc.). Particular care was taken to identify and address the needs of 'vulnerable' staff, who have a higher risk of complications if infected by COVID-19.

Eventually, and in response to the epidemiological situation, the Medical Service supported the gradual return to the office of critical staff. This support took the form of additional safety protocols (e.g. thermal scanning, advice on the management of ventilation and cleaning of premises) and regular screening of specific high-risk groups with targeted PCR and rapid antigen testing, notably for critical staff coming to the office/going on missions.

The Medical Service also individually evaluated and offered guidance to all suspect, high-risk close contacts or confirmed COVID-19 cases among staff, and evaluated and offered advice to offset the risk of workplace transmission. As of September 2020, staff could notify the Medical Service through a PMO Mobile option. Overall, 1 699 COVID-19 cases (suspect, close contacts, confirmed) were evaluated.

ERGONOMICS

The Medical Service pays **particular attention to ergonomics**. Protecting staff members from disorders mainly entails helping them avoid repetitive patterns of work. Where this is not possible, strategies involving workplace layout, tool/equipment design and work practices are considered. This is the aim of the

Medical Service's systematic visits to people's workstations. The Medical Service carried out 159 ergonomic workplace interventions in Brussels and a further 72 in Luxembourg. In addition, it made 43 ergonomic visits to JRC sites and carried out safety inspections accompanied by the occupational doctor. In 2020, given that the COVID-19 pandemic forced the majority of staff to telework, the Medical Service provided additional guidance to improve ergonomic conditions in home offices.

The findings of a 2018 pilot study on preventing musculoskeletal disorders (which may affect hands, wrists, elbows, the neck and shoulders) are being analysed and a report will be produced. The study, which may be extended and/or complemented in the near future, covered 40 staff members, of whom 20 suffered from a specific osteo-articular condition (lumbar disorders), while the other 20 made up a control group. The sample was also balanced in terms of gender, age and DG. The subjects were asked to fill in a table every day with the number of 15-minute periods they spent using a standing desk, and to report on physical sensations (e.g. numb legs or stiffness).

Further to the 2018 staff survey, special emphasis has been put on ergonomics. Expert groups with representatives from OIB, OIL, DG DIGIT and DG HR are looking at possible proposals for improvements in that area, such as simplifying workflows for obtaining non-medical equipment and appointing ergonomics ambassadors. Results and implementation are expected in the second quarter of 2020.

Working from home often means that we do not have access to our adjustable desks and chairs like we do at the office. Many of us are working at our kitchen table or sitting with a laptop on a sofa. As part of the fit@home campaign, an article, brochures and videos were produced to show us how we can be more ergonomic while teleworking. Two very well-attended courses were also given on *ergonomics @home* and *ergonomics @the office*. The recordings, together with the articles, videos and brochures are available on the fit@home web page.

November saw the launch of a scheme to reimburse screens and ergonomic chairs purchased by staff during the pandemic. By 31 December 2020, 6 348 chairs and 7 545 screens had been purchased in the European Commission and several Executive agencies.

MEDICAL ABSENCES

The Medical Absence Unit organises medical controls (including abroad) and offers support to colleagues during long-term absences (Commission's duty of care for staff). It covers Brussels, Luxembourg and Ispra, as well as more than 40 Agencies and the delegations of EEAS and the Commission.

The unit also processes sick leave certificates, requests for special leave on medical grounds and requests to spend medical leave in a place other than the place of employment (Article 60 of the Staff Regulations)¹⁵.

The number of medical certificates received by mid-December 2020 was around 45 000. Medical controls help ensure that the duration of sick leave corresponds to the nature of the illness.

Commission Decision C(2004)1597¹⁶ on implementing provisions on absences as a result of sickness or accident is under revision (social dialogue phase ongoing) but its approval was delayed due to COVID-19 crisis. The decision will notably give tools to the Unit in charge of absence management to better target medical controls.

In 2019, DG HR started remote medical consultations to avoid unnecessary travel for staff, increase the efficiency of controls and facilitate the follow-up for long-term absences. The results were satisfactory and the initiative was vital for the continuity of service during the COVID-19 crisis. The number of consultations increased in 2020 up to 3 500 remote medical consultations.

A new application, JSIS mobile (PMO mobile as from September 2020), was launched in March 2020 enabling staff to scan, encode and send medical certificates from any smart phone. This made it easier to inform managers about absences and increased the comfort of staff by avoiding delays in sending certificates.

A new application for reporting COVID-19 closed contacts and positive tests was launched in September 2020, enabling better traceability and follow-up of new cases of COVID-19 and avoiding new contaminations.

The modernisation of the Electronic Health Record (SERMED) system, in cooperation with DG DIGIT, progressed rapidly, with the twin goals of ensuring business continuity and responding to the numerous demands placed on the Medical Service in time of medical crisis. A security analysis was performed, along with several technical improvements, and a plan for modernisation was already initiated in 2019. Considering the importance of a high-performance information system for medical services, DG HR decided to replace SERMED with a new information system as from 2021. The business case for the new system was prepared and approved by the IT Steering Committee in November 2020.

MENTAL WELLBEING

Promoting mental health and wellbeing. Helping staff make lifestyle choices that promote their mental health. Providing practical and simple tools to support resilience. Bringing mental health awareness into the mainstream, incorporating an open, preventive and proactive attitude.

PROMOTING MENTAL WELLBEING AT WORK

Following the fit@work team's qualitative and quantitative analysis of the Staff Opinion Survey 2018, an in-depth analysis was made of the three areas that came up as being 'problematic'. One of those areas was mental health. Work in this field involved expert workshops, interviews of experts (all Business Correspondents and Account Management Centres, confidential counsellors, career counsellors) and proposals for action that were put to and agreed by the Health and Wellbeing Steering Committee. This also provided input into the HR strategy and the health and wellbeing strategy and action plan 2021-2025 *fit@work* 2.0. Implementation of the proposals will begin in 2021.

PREVENTION OF PSYCHOSOCIAL RISKS AT WORK

Throughout 2020, interest in prevention of psychosocial risks at work markedly increased across the Commission. As in previous years, DG HR coordinated training for middle management together with two professional external trainers – a psychologist and a coach with extensive experience working within the institutions. It also included the presence of two colleagues representing the Psychosocial Services of the Medical Service and the Network of Confidential Counsellors. By the end of 2020, the majority of Heads of Unit in eight Directorates-General and Services had received a half-day training session, tailor-made to address the needs of the specific Directorate-General or service. The training focused on primary and secondary prevention: on raising awareness and building resilience for oneself and for one's team. New training sessions are already planned for January 2021.

The psychosocial services in Brussels, Luxembourg, Ispra and **Seville provide quality support to help people facing difficulties in their personal or professional life**. The services are composed of a multidisciplinary team offering a wide range of services

(e.g. psychological and social support, advice on managing financial issues, guidance to managers on how to create and maintain a healthy working environment) and providing the administration with psychiatric opinions in the pre-recruitment phase.

In Brussels, there were more than 3 700 psychosocial interventions in 2020 (437 by psychiatrists, 1 229 by psychologists, 1 958 by social workers and 133 by the budget counsellor).

When the lockdown started mid-March 2020, staff needed specific support. The psychosocial team in Brussels proactively contacted some colleagues who, due to their personal situation, could be particularly impacted by the COVID-19 restrictions. They also supported staff members through articles on how to cope during the crisis (teleworking with children, grief, respect of biological rhythms, etc.). In 2020, the psychosocial sector in Brussels published seven articles on My IntraComm as well as a podcast and a video, and additionally organised a conference with an external speaker on eating disorders.

The Psychosocial Service in Brussels offered, in addition, discussion groups for ERCEA staff and group debriefings on request. They also offered 'Compassion Break' sessions (one-hour online sessions in response to the pandemic) to help staff cope with the COVID-19 measures using core teachings from cultivating mindfulness and compassion. A total of 15 sessions were delivered to more than 500 participants.

The Psychosocial Service in Brussels collaborated also with the other Commission services in designing and providing presentations and training on 'coping during a crisis' and 'corona fatigue', 'digital overload', 'improving relationships' (in the form of a reflection group) and 'reintegration at work', 'psychosocial sector support', 'reintegration to work', 'cup of connection' (a support group), 'from fear to anxiety' and 'compassion break'. More than 2 000 staff members participated in these events.

The Psychosocial Service in Brussels offers a 'reintegration to work' programme to staff members coming back into the office after

a long period of sick leave. 92 colleagues benefited from this specific support in 2020.

In Luxembourg, there were 1 380 interventions (270 with a psychologist, 769 social interventions for active staff and 341 interventions with pensioners).

In 2020, the main reason for consultation (50%) among active staff in Luxembourg was health (mental, physical, addictions, handicap and COVID-related). This was in contrast to the previous year, when the emphasis was on work-related problems.

At the beginning of the year, the Psychosocial service in Luxembourg planned a series of actions of prevention (e.g. a conference on depression) and training (such as task management as part of the Commission's duty of care towards staff). These initiatives were interrupted by the COVID-19 pandemic, so the action of the Psychosocial service focused on supporting COVID-19 affected staff. This included providing psychological support through the psychologist, and guidance about the aid networks available in countries of residence (Luxembourg, France, Belgium and Germany).

In Ispra, Seville, Petten, Geel and Karlsruhe, between 1 January 2020 and 10 December 2020 there were 527 appointments with psychiatrists and psychologists and 573 social worker interventions with colleagues, their family members and pensioners. The vast majority of interventions concerned personal problems; only around 20% concerned work-related issues.

Several informative articles and PowerPoint presentations were published on *Connected* and *My IntraComm* to inform and advise staff on COVID-19 related issues (e.g. 'How to manage anxiety and fear facing COVID-19', 'Back to the office after the summer break', 'Facing pandemic psychological effects: Tips and contacts', 'A mental health guide to cope with a winter lockdown').

The Psychosocial Service also actively contributed to HR activities linked to mental health, to wellbeing in general and more

specifically to the drafting of the wellbeing and prevention package, on long and short-term actions, particularly targeting wellbeing during the COVID-19 pandemic.

To facilitate this support, DG HR's psychosocial team launched a new initiative entitled 'act at Unit level'. This initiative offers dedicated meetings with JRC units, during which the Medical Service's offer is presented to help to identify and address at an early stage eventual discomfort, concerns or worries before they escalate to a level of serious and continuous stress.

To **help raise staff awareness of psychosocial risks at work**, a number of presentations were given to colleagues, management and newcomers' spouses. The top three subjects were an introduction to mindfulness, preventing stress and burnout. The Psychosocial Service also participated in health and wellbeing events in individual DGs.

DG HR continued to coordinate **specific training for managers on preventing psychosocial risks at work**. This is tailor-made for each DG and sector, and aims to raise awareness of psychosocial risks, methods of increasing resilience and possible solutions when professional intervention is deemed necessary. Middle managers play a very important role, since they are the interface between the institution and its staff. They are key in ensuring the best possible work organisation and relationships within their teams, and in identifying colleagues who may be at risk. To date, around 1 280 members of staff in middle management have received this specialised training. In 2019 alone, there were 180 participants.

MINDFULNESS FOR MANAGEMENT AND STAFF

2020 brought with it a renewed interest in mindfulness and meditation. To that end, DG HR gave several workshops in a number of different Directorates-General and during the Career Week, on teleworking mindfully. The initiative of Mindful Moments was also launched, 3 times per week for 15 minutes.

This turned out to be a very successful endeavour and is planned to continue in the coming year.

HR TELE-CARE – BUDDY PROGRAMME

In this year of crisis, the risk of isolation prompted us to **accompany and support our active or retired colleagues**. To this end, the HR TELE-CARE support line and the Buddy programme were set up.

HR TELE-CARE is a telephone line where everyone can call anonymously when they feel lonely, isolated or in distress. More than a dozen volunteers take turns answering the phone under the coordination of DG HR. Since its implementation in May, more than 140 people have been supported.

The Buddy programme offers the opportunity for active or retired colleagues to have one-to-one support through regular contact with a

volunteer, a ‘buddy’, with the aim of forging a bond of solidarity, ensuring long-term follow-up. Nearly 150 colleagues volunteered to help the most isolated among us. Since May, nearly 15 buddy couples have been created.

These two peer support approaches have had positive feedback from both the people being helped and the carers.

Both projects offer a win-win situation by enabling people in difficulty to find psychological support and therefore lighten the workload of social services during a particularly busy and stressful period. They also enable carers to feel useful and give them the opportunity to develop tools for resilience. For everyone, it reinforces the positive feeling of belonging to a great common project.

The HR TELE-CARE project is due to continue throughout the crisis period. The Buddy programme will be extended over the long term.

PROMOTING PHYSICAL ACTIVITY

Encouraging staff to incorporate physical activities conducive to good health, such as walking, cycling or taking the stairs, into their daily lives. Promoting Commission sports clubs and encouraging staff to take part in sport.

The European Commission is facing the same challenges as other organisations in terms of work context, namely: to manage a remote workforce while ensuring their health and safety and delivering more with limited resources. In response to the COVID-19 pandemic, the Commission was well-prepared because it already had a fully-fledged fit@work health & wellbeing strategy in place to better address the needs of Commission staff. DG HR is addressing the pandemic in a multidisciplinary manner that includes multiple initiatives such as **FIT@WORK, FIT@HOME, WHERE2GO, VELOMAI 2020, THE WALKING CHALLENGE, FIT2LEAD and THE EUROPEAN WEEK OF SPORT**. DG HR is addressing the pandemic in a

multidisciplinary manner that includes multiple initiatives such as:

FIT@WORK: THE HEALTH AND WELLBEING STRATEGIC FRAMEWORK.

Fit@home: In March 2020, the Commission launched a fit@home programme to complement the fit@work strategy and specifically cater for the COVID-19 crisis. The fit@home team put together a selection of tools to help staff maximise their wellbeing while working from home. An online reference platform was created on My IntraComm and an interactive page was set up for the active

sharing of activities and resources and to support a network of HR staff, as they in turn support their DGs. Over 16 actions and activities were developed in collaboration with other DGs and these were promoted extensively on My IntraComm, including via regular messages from DG HR's Director-General. In terms of promoting physical activity, the content included videos, posters, articles, experiences, best practice and relevant information.

WHERE2GO

Where2GO is the Commission's web-based application for helping staff to navigate among EU buildings, opening hours and activities. It has over 100 different activities supported and promoted by all Commission staff and the Commission's Sports and Leisure Club Association, which comprises over 45 clubs. Although many of the activities were not available due to limited access to Commission buildings and other sport venues, several activities related to theatre, dance, yoga and other fitness activities remained available online.

VELOMAI 2020

Velomai is a Commission-wide bike-to-work challenge. Started in EASME and MOVE in

2016, it has now been extended to the other European Institutions under the fit@work/EMAS programme and with the collaboration of EASME, OIB/OIL and EUCG, the EU Cycling Group. This is an event that encourages staff to be physically active while caring for the environment.

The event is usually organised in May. However, 2020 has proven to be an unprecedented year, which has had implications for Velomai too. The event was rescheduled to October due to national COVID-19 restrictions. From 1 to 31 October, colleagues from over nine EU institutions (the Commission, Parliament, the Council, the European Economic and Social Committee, the Committee of the Regions, the European External Action Service, the European Data Protection Supervisor and the Court of Auditors), several Commission Agencies and the European Schools competed for the highest number of cycle rides.

In previous years, the opening ceremony was organised at the Berlaymont and the closing ceremony at the venue of the winning institution. Unfortunately, due to COVID-19, this year the Velomai Steering Committee opted for an online launch for safety reasons.

In order to make the experience safer and the challenge more fun, local and institution-wide actions related to cycling were organised (conferences, training sessions, lunchtime tours) as well as other events to help us make better use of our bicycle (bicycle maintenance,



safe cycling in urban traffic). A powerful web and mobile application was developed by colleagues in EASME, where staff could encode their daily cycle rides. Staff could follow results, encode their data, and see the whole Velomai programme of activities via these digital apps. The Where2GO app also incorporated the Velomai programme of activities.

Against this backdrop, Velomai 2020 also achieved impressive results:

- Broader participation: six European Schools were involved, including Alicante and Berkendael for the first time. There were 300 stories published on the Velomai App, and 450 photos.
- Global participation: 9 European Institutions, 8 Agencies, 16 Delegations and 6 European Schools. Velomai was also present in courses, workshops and conferences (18 events organised at the European Commission, 10 at the European Parliament) in Brussels, Luxembourg, Ispra, Karlsruhe and Geel, but also outside the EU with the participation of 1 591 colleagues:
 - There were 41 500 completed bicycle rides
 - Participants travelled 250 000 kilometres
 - 6.25 million calories were burned.

This also represents savings of 32 tonnes of CO₂.

THE WALKING CHALLENGE

As part of the boost your wellbeing programme, a walking challenge was launched at the beginning of December. For the entire month of December colleagues

were encouraged to boost their wellbeing by participating in a walking challenge. The aim was to walk 30 minutes for 30 days, the aim of which is to reduce stress, boost one's immune system, and to make you healthier. Staff members were encouraged to encode their steps in a purposely designed web-based mobile walking app where staff could also interact socially by uploading pictures and stories to be shared across the platform.

FIT2LEAD

In 2019, the **Fit2Lead** programme was launched. Fit2Lead is a pilot project focusing on health & wellbeing targeted specifically at Directors-General. It encourages physical activity, healthy eating and better sleep. The aim is for Directors-General to experience directly the benefits of a healthier lifestyle and its impact on wellbeing and working capacity. This programme kept running into 2020 to ensure that it also supported the participants during this challenging time.

THE EUROPEAN WEEK OF SPORT

The European Week is a pan-European campaign which runs from 23 to 30 September. Due to the COVID-19 pandemic, the sports were limited to outdoor and online activities, in particular walking, running, biking and swimming. Several DGs provided links to **Where2GO** and to the aforementioned apps, which staff could use in order to participate.

WORK/LIFE BALANCE

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

Following the fit@work team's qualitative and quantitative analysis of the Staff Opinion Survey 2018, an in-depth analysis was made of the three areas that came up

as being 'problematic'. One of those areas was work-life balance (in fact, this came up as being the most problematic). In response, expert workshops were held and proposals

for action were put to and agreed by the Health and Wellbeing Steering Committee. This also provided input into the HR strategy and the health and wellbeing strategy and action plan 2021-2025 fit@work 2.0. Implementation of the proposals will begin in 2021.

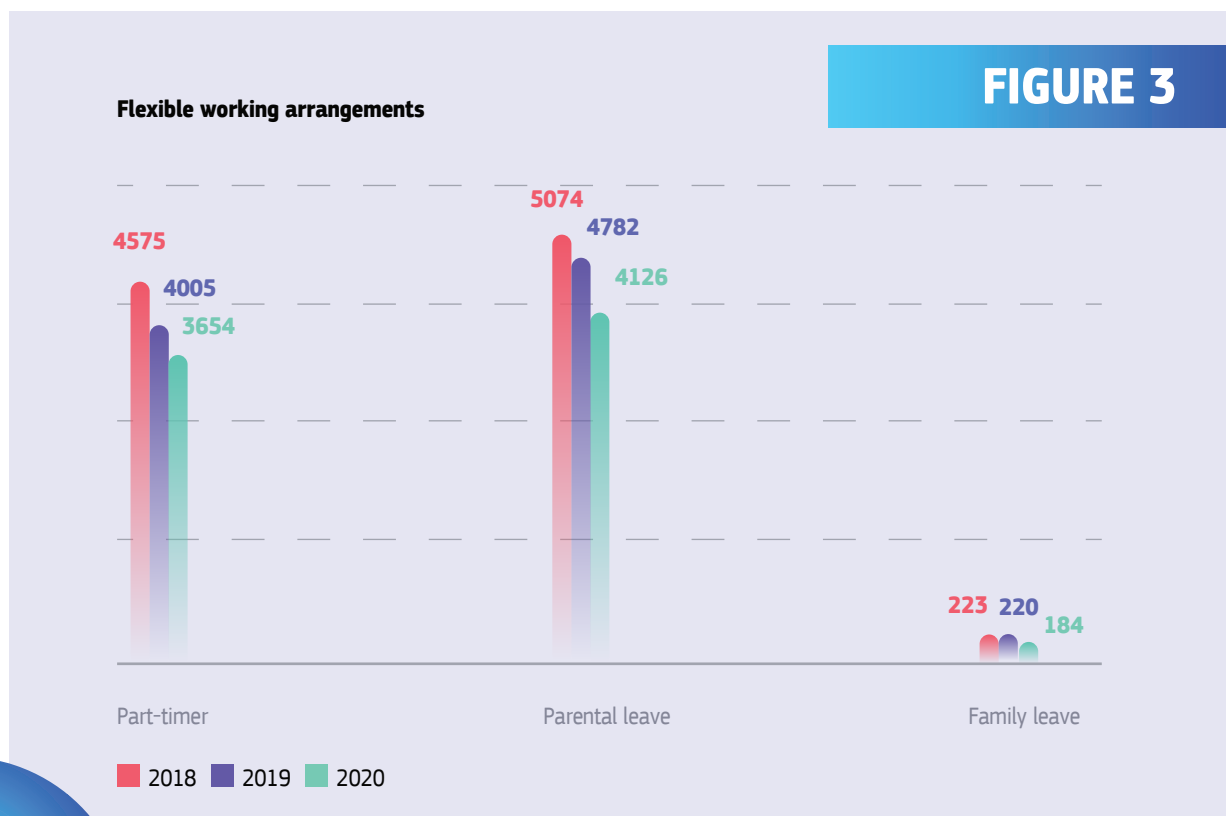
Maintaining a work-life balance is all about combining personal and professional lives. While both are important, **work-life balance remains a challenge for all** as people have different work-life balance needs at different stages of their lives and career. Moreover, it is important to bear in mind the special needs of persons with disabilities and carers of persons with a disability.

The Commission offers many options for staff to have a work-life balance (flexitime, part-time, time credits, special leave). Teleworking also offers many opportunities

for staff to ensure a good work-life balance, but it also entails certain risks (home life can sometimes interfere with work and affect productivity, while work can interfere with home life, with risks linked to potential digital overload).

The **COVID-19 pandemic has substantially accelerated changes in where and how people and organisations work. In line with its duty of care, the Commission implemented measures to enable teleworkers to work in conditions equivalent to those of an office.** In this context, greater flexibility was introduced in working arrangements during the crisis to support disabled colleagues, to support parents while schooling arrangements were unavailable and to support carers of sick/disabled children or family members during the unavailability of usual care arrangements:

Teleworking provides more flexibility to staff. As a result, the number of part-time and parental leaves continue to decrease.



NURSERY AND AFTER-SCHOOL CHILDCARE FACILITIES

The Commission runs nursery, kindergarten and after-school childcare facilities and holiday camps (Brussels and Ispra only) 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 the EU institutions and parents, and are run (totally or partially) internally.

In 2020, specific measures related to the COVID-19 crisis were put in place to ensure the safest possible environment for children attending the nurseries, kindergartens, after-school childcare facilities and holiday camps.

In Brussels, OIB provides nearly 1 600 nursery and kindergarten places, including around 600 contracted places in private nurseries on the local market. Confronted with a steady increase in demand, OIB also increased nominal capacity for after-school childcare to almost 2 600 places in 2020, which allows around 2 800 children with various schedules

of attendance to have a place in the after-school childcare facilities.

In Luxembourg, nurseries are managed by the European Parliament. The Commission runs interinstitutional after-school childcare: a garderie (for 3-6 year-olds) and a study and recreation centre (for 6-14 year-olds) on two sites, Kirchberg and Mamer, with over 1 800 places.

The Commission and Luxembourg's Administration of Public Buildings (owner of the interinstitutional children's centre buildings CPE 1 and CPE 2) have agreed to build a new CPE6 building (to be constructed by the Administration of Public Buildings). The new building will replace CPE1 and possibly, in a second phase, CPE2. Discussions with local authorities on project implementation are ongoing.

In Ispra, OIB manages the crèche, which is primarily for the use of Ispra-based JRC staff. The crèche has a capacity of 88 children. OIB also manages two after-school facilities, with a joint capacity of 105 places. An ongoing project should regroup the Ispra childcare facilities in a single JRC property by 2023.

WORKING ENVIRONMENT

Ensuring a safe, functional and comfortable workplace. Offering support and wellbeing services to staff in an environmentfriendly and cost-effective way.

HEALTH AND SAFETY

Occupational health and **safety** (OHS) relates to health, safety and welfare issues in the workplace. The Commission is committed to providing a healthy and safe working environment for its staff and any person who enters Commission premises. This includes emergency preparedness and response, as well as facilitating the working of the Joint Committeesmak for Prevention and Protection at Work in Brussels and in Luxembourg.

WORKPLACE OF THE FUTURE

Following the Communication on *The Workplace of the Future in the European Commission*, there was a need to update the approach to take into account the lessons learned from the COVID-19 crisis as part of the new HR strategy. Chaired by the Secretariat-General, a group of various services (DG HR, DG BUDG, DG DIGIT, DG SCIC, OIB) has started to oversee office moves to the new 'The One' building. An integrated active support and assistance

in changing working habits and working environment will be offered to departments during the moving process into the new working spaces.

HEALTH AND SAFETY AUDIT ON INTERNAL AIR QUALITY

The audit exercise was adapted following the lockdown measures, albeit with some delay. The audit scope included 10 DGs and Services and 8 buildings at the Brussels and Luxembourg sites. The exercise found that the Commission performed generally well on indoor air quality management. The shortcomings concern risk assessments and appropriate staffing of the medical services. However, technical staff demonstrated a high level of competency in their field of expertise. The final audit report will be published on My IntraComm after the closing meeting scheduled for January 2021.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

The development of this procedure is currently on hold. Services have access to legal requirements related to OHS, but a legal register exists only for the Luxembourg site. A procedure setting harmonised requirements for water management is currently in the hands of OIB and OIL Offices, but this has not yet been finalised due to the COVID-19 crisis. Work will continue throughout 2021.

BUILDINGS IN BRUSSELS

In Brussels, the Commission occupies a surface area of around 830 000 m², including office space of around 780 000 m².

Other spaces include conference centres, historical archives, nurseries and the logistics centre. Two thirds of the total surface area are in the European district around the Schuman roundabout; the other main sites are Beaulieu and Genève.

Buildings owned by the Commission (including buildings held under long-term leases with an option to purchase) account for two thirds of the total surface area. The Commission needs **continually to assess the amount of office space occupied and to ensure that its real estate strategy corresponds to ongoing developments**. The strategy takes account of market conditions and the changing needs of the organisation. It sets out plans to extend certain leases, renovate and redevelop buildings that it owns, launch new tenders to cover residual needs and make more efficient use of workspaces.

By 2024, the office space will be reduced to 743 000 m², in line with the Commission's commitment to the Budgetary Authority in 2014.

In 2020, the **Commission continued to rationalise the allocation of office space** (in line with the Housing Conditions Manuals) and continued **to reduce budgetary expenditure**.

Renovation work continued in line with the multiannual preventive maintenance policy, the improvement related to accessibility for people with disabilities, the **fit@work** programme and the prevention and protection at work global plan.

BUILDINGS IN LUXEMBOURG

In Luxembourg, the Commission manages three clusters of buildings with a total surface area of about 170 000 m² in Kirchberg, Gasperich and near the central railway station (the latter including the Publication Office's premises).

All buildings are leased (with an option to buy in one case), except for the European Foyer, which is owned jointly by all EU institutions and managed by the Commission. After refurbishment works, in September 2020 the Fischer building became the interinstitutional training centre.

Following the 2014 decision to leave the Jean Monnet 1 building (JM01), the Commission plans to house most of its Luxembourg

services and staff in the Jean Monnet 2 building (JMO2), on the Kirchberg site. The new premises will replace six existing buildings and will include conference facilities and a crisis centre. It is expected that JMO2 will be delivered in two phases: the first (around

77 000 m²) ending in February 2023; the second (around 33 000 m²) ending in February 2024. In 2020, excavation works for the two phases were completed. The remaining calls for tenders are scheduled for publication in 2021.

ECO-MANAGEMENT AND AUDIT SCHEME (EMAS)

The Commission uses EMAS to assess, manage and mitigate its environmental impacts, set objectives and improve its performance.

SYSTEM IMPROVEMENTS

In 2020, DG HR has successfully continued managing the Commission's eco-management and audit scheme (EMAS) on a daily basis, leading to renewal of its EMAS registration (certification by the competent EMAS body in Belgium).

The Commission's eight EMAS sites continued progress towards 2014-2020 targets for core indicators, including more ambitious ones that the EMAS Steering Committee adopted in 2019. Reported performance from 2014 to 2019 exceeded 2014-2020 targets for per capita energy consumption (-8%), water consumption (-25%), CO₂ emissions from buildings (-22%) and non-hazardous waste generation (-17%). The target was met for the proportion of non-renewable energy consumed (-7%), fleet vehicle emissions according to the manufacturers (-27%) and for both energy and water costs. The Commission is also ahead of its new office paper consumption target for 2020 (-37%), while the waste sorting target (+6%) by 2020 remains challenging, despite the improvement in 2019.

The annual EMAS external verification exercise and the annual EMAS internal audits were successfully carried out despite the COVID-19 sanitary crisis. However, due to lockdowns and travel restrictions, the work was spread over several months. The external verification exercise concluded with a successful

notification by the auditor. The number of non-conformities identified by the auditor (10 in 2020, compared to 13 in 2019) confirms the trend from previous years and the increasing maturity of the system.

Furthermore, **DG HR continued in 2020 to improve the reporting of the Commission's carbon footprint**. Adjustments to existing parameters were made to take account of the impact of fixed assets (buildings and IT), goods and service contracts (such as for cleaning, security, and catering services), waste disposal and upstream fuel emissions. The EMAS team has also supported PMO and DG DIGIT in their creation of a carbon calculator for the MIPs missions tool, by proposing emissions factors to apply to the different modes of travel.

In the context of the Green Deal, **assessment and scoping work towards a Commission communication and action plan on greening took place throughout 2020**. This included active support to the DG CLIMA study finalised in September on how the Commission can reach carbon neutrality by 2030, and a survey to evaluate missions and reductions in the amount of travel by experts by Directorate-Generals and Services. As part of the **new Human resources strategy**, DG HR organised and moderated several Commission internal high-level focus groups on greening the Commission.

The EMAS team has in addition launched the extension of the EMAS to four Executive

Agencies and to the Commission's Representations in EU Member States. For the latter, work was performed in cooperation with DG COMM, who manages the Representations, and with the European Parliament, which shares the buildings with the Representations.

Finally, **the EMAS team** has provided Directorate-Generals and Services with a framework to report actions on sound environmental management in their strategic and management plans, supporting their formalised role in **reducing the Commission's environmental impact**.

COMMUNICATION AND AWARENESS

Although the Interinstitutional EMAS Days 2020 were postponed due to COVID-19 lockdown restrictions, several online staff awareness workshops and seminars took place across Commission Services during spring-summer 2020.

The first green corporate volunteering initiative 'Volunteer for a Green Change', was organised in collaboration between DG HR's corporate social responsibility team and the EMAS team. Nearly 300 colleagues took part in the activities, which included local clean-ups, sorting of donated clothes and toys for redistribution to people living in poverty, supporting second-hand/social inclusion actions, working on organic farms, participating in online workshops on zero-waste lifestyle, and guided visits to an urban herb garden. The programme also included a tree-planting action in Ispra (Italy), an online zero-waste workshop for staff in Luxembourg,

and an online hackathon on sustainability, in collaboration with local Belgian associations.

DG SCIC and DG HR-EMAS launched in 2019 the first edition of the Sustainable Events and Conferences corporate competition, culminating in a virtual award ceremony on 8 October 2020 featuring Commissioner Hahn, jointly hosted by DG HR Director-General Gertrud Ingestad and acting DG SCIC Director-General Carlos Alegria. This successful event visibly demonstrated that the Commission truly 'walks the talk' when it comes to sustainability and reducing the carbon footprint, and that it applies the ambition and commitment of the Green Deal to its own events.

The biannual environmental awareness staff survey achieved a 27% response rate. For the first time, colleagues were asked to prioritise the main environmental issues that the Commission should consider in formulating its post-2020 objectives. General awareness of Commission staff about environmentally responsible behaviour at work is at a high level, with 84% of staff feeling well or reasonably well informed about it. This was an increase of 3 percentage points since 2017.

November's waste reduction campaign '**Less waste, more action**' focused on invisible waste, digital mindfulness and clean-up. It included an online photo challenge on further reducing the daily waste, a zero-waste lifestyle online workshop, and digital clean-up tips and tricks by DG DIGIT.

DG HR's EMAS team coordinated throughout the year the Commission's contribution to the interinstitutional Green Public Procurement Helpdesk and supported the helpdesk's



successful online event on how to **ensure the sustainability of buildings from the planning phase to occupancy**. The EMAS team has also regularly supported several DGs, Services, Executive Agencies and Commission Representations with online presentations and training sessions, and has contributed to

regular initiatives such as the EU Mobility Week in September and the Velomai October edition. Due to COVID-19 lockdown restrictions, DG HR provided several 'EMAS basics for all' training sessions to staff in an online setting, attracting around 100 participants per session. The same online formula will be retained during 2021.

SOCIAL ENGAGEMENT

Encouraging staff to contribute to their local communities through volunteering.

The **Volunteer for a Change** initiative was launched in 2016 to promote opportunities for staff to get involved in their local communities through volunteering, including during working time. The initiative is known for its commitment to making a positive difference within local communities. Features such as keeping administrative requirements to a minimum, piloting and evaluating different models of volunteering, and building up an address book of tried and trusted NGOs has helped build confidence in the initiative over the past 5 years.

In 2020, the focus was on:

- updating corporate social responsibility (CSR) policy in line with Sustainable Development Goals and the Green Deal;
- developing new skills-based volunteering actions;
- further embedding existing volunteering practices and experiences within the Commission's core HR functions;
- promoting green volunteering in support of the Green Deal and 'Greening the Commission' initiatives.

CSR AND HR STRATEGY REVIEW

The task of aligning the HR aspects of the Commission's CSR policy with the Sustainable Development Goals and the Green Deal took place in the context of a major review of HR

strategy running through most of the year. A major staff consultation exercise linked to the strategy review provided a timely opportunity to confirm the role of CSR within the HR strategy in fostering an outward-looking organisation, in touch with the citizens we serve and actively engaged in the communities where we work and live. Two workshops on CSR were organised as part of the consultation series. The first, in July, followed the standard consultation format for participants from the Volunteer for a Change mailing list. A second workshop in October, 'CSR and SOTEU¹⁷ – Implications for HR Strategy' looked in more detail at how CSR principles and practice can contribute to forging a European civil service capable of **'building today the healthier, stronger and more respectful world we want our children to live in tomorrow'**¹⁸. A webinar and workshop on 'Our Values' took place in November as part of the 'Together ensemble' series with the aim of aligning similar and complimentary elements of CSR, SDGs and the Green Deal. Discussion centred in particular on the way in which adherence to CSR principles across the organisation are a factor in employer attractiveness.

SKILL-BASED VOLUNTEERING

A policy discussion paper was finalised in February 2020. The paper drew on research findings, experiences elsewhere and positive feedback from the competence-based volunteering projects included in the EC Volunteering Week 2019. The paper focused in

particular on the scope for competence-based volunteering to support the different core HR functions. Two pilot projects enabled staff to use their skills and abilities to take part in capacity-building projects with NGOs:

- **Toolbox** – an NGO specialised in matching senior professionals with NGOs on well-defined missions to support the NGO's development over a year or more. There is a corporate fee to cover induction, matching and support services, resources and network activities, all of which were of very good quality. New formats for Commission staff were under discussion for 2020 such as shorter missions on a specific time-bound task, for example support leading up to a major event/ deadline, or one-day events.
- **Digital hackathons** – A first pilot was organised in November 2020 to test the suitability of the hackathon model/methodology for our competence-based volunteering activities. The Green Digital Hackathon was conceived as part

of the Volunteer for a Green Change volunteering initiative (see below) delivered together with the EMAS team. The hackathon took place online, enabling a COVID-proof experience. Some 25 Commission staff with a professional and/ or personal interest in 'green' priorities helped three local NGOs to tackle specific challenges on biodiversity, sustainable food choices and the circular economy. The one-day event followed a structured hackathon methodology for exploring and understanding the challenges and formulating possible solutions for the NGOs.

PANDEMIC DISRUPTION

While work on policy continued through the year, the unexpected and severe disruption caused by the COVID-19 pandemic from March 2020 required a major rethink of planned volunteering events. One by one, the different elements of a well-established

VOLUNTEER FOR
A GREEN CHANGE
20.10 > 22.10.20

fit@work
HEALTHY PEOPLE, HEALTHY ORGANISATION

annual programme of corporate volunteering events were cancelled, including United Music of Brussels and various other initiatives under the DGHR-BOZAR volunteering partnership.

A COVID-19 Volunteering Task Force was set up in late February 2020 under joint CSR/fit@work leadership to address the difficulties experienced by active and retired colleagues stuck at home for various reasons and in need of a friendly voice or help with practical everyday tasks like shopping and other small errands. In record time, the Task Force designed, set up and launched three complimentary volunteer services providing a vital social link to colleagues and pensioners:

- **Helping Hands** – a new small ads category on My IntraComm, enabling colleagues to post their availability to help with shopping, walking the dog and other practical tasks;
- **HR TELE-CARE** – phone line offering general support and advice to staff and pensioners during the day;
- **Buddy scheme** – volunteers who link up with a current or retired colleague from time to time for a chat and to check how they are getting on.

The socio-economic impact of COVID-19 left many more people struggling to make ends meet while simultaneously reducing the voluntary sector's capacity to provide a safety net. During the first lockdown period, many staff took the initiative to publish appeals for volunteers and donations. In order to ensure equal treatment for the many initiatives, the EC Staff Volunteering pages on Connected were revamped to include new sections for existing local volunteering platforms and initiatives, and for fundraising and donations to trusted associations. A further new section was set up to feature staff actions in different DGs. In parallel, links to information about COVID-19 volunteering opportunities in Luxembourg, Ispra and Karlsruhe were also included on the revamped Connected pages.

The decision was taken not to proceed with a large-scale EC Volunteering Week in 2020, preferring to seek smaller-scale flexible volunteering opportunities on Green Deal priorities, and competence-based initiatives.

One result was Volunteer for a Green Change, an instant hit with more than 100 colleagues taking part in green-themed volunteering activities during EU Green Week. The COVID-proofed programme included local clean-ups with local authority services, sorting donated clothes and toys for redistribution to people living in poverty, supporting second-hand and social inclusion actions, and working on organic farms. A few weeks before the main event, volunteers planted an urban herb garden in a courtyard shared by two DGs, while guided visits during the week included tips and guidance on how to set up an urban garden. A tree-planting event in Ispra took place in November. In parallel, 220 staff took part in online workshops on zero-waste lifestyles.

Information on the number of DGs organising volunteering team events in 2020 was not collected given the COVID-19 impact. Revised central guidance for team events published by HR in early 2020 included updated references to volunteering team builds. A complimentary brochure with advice, guidance and case studies based on previous experiences was finalised in March 2020.

5.5 days of volunteering special leave were taken up by 6 staff members. This year, COVID-19 had a major dampening effect on take-up for individual volunteering activities, in addition to already identified factors such as the use of working time for the organisation of volunteering team builds and competence-based events, the prevalence of volunteering activities outside work hours, and difficulties meeting the heavy administrative requirement to have at least four named participants. This matter is undergoing further consideration.

As in previous years, a number of information sessions and workshops were organised to promote staff volunteering through the Volunteer for a Change initiative.

- **Blue Book trainees** – CSR/Volunteer for a Change is a regular item on the trainee induction programme. This year, a volunteering workshop was organised in October 2020 in response to trainee interest, with over 200 trainees attending. A presentation on volunteering opportunities for trainees was illustrated by the volunteering stories of two former trainees;

- Career Days 2020 – a webinar on social responsibility and volunteering was attended by more than 40 participants. Topics covered were safe volunteering under COVID-19, and the contribution of competence-based volunteering for career development;
- Staff preparing for retirement – the benefits of staying active and socially engaged through volunteering and the lunchtime ‘fair’ were standard elements of the ‘preparation for retirement’ seminars. Due to COVID-19, the physical volunteering fairs were put on hold. A programme to record video clips of the NGOs who regularly attend is under development;
- In-house self-help groups and associations – the in-house charitable associations received

advice and support for their various initiatives throughout the year;

- Webinar on social engagement – the CSR Adviser participated in a panel discussion on this for an external network of people interested in volunteering.

The opt-in mailing list for staff who wish to receive regular bulletins on ‘volunteer for a change’ activities has continued to grow steadily and now includes around 2 000 staff. Seven info bulletins were distributed to the network in 2020.

GREEN HACKATHON QUOTES FROM STAFF WHO PARTICIPATED



‘The Hackathon was interactive, fun, creative while being a true learning experience! I also felt a true sense of purpose in helping the WORMS, a promising NPO dedicated to promoting community compost’

Alexandre VACHER (EASME) Group WORMS



‘I was very happy to participate in this totally new experience to me in EC volunteering and would like to follow it up in whatever ways possible.’

Sonia Collaço (UKTF) Group Ferme du Parc Maximilien



‘I learned a lot from the methodology ... helping me to organise and structure a brainstorming process into an attractive end-product any activity that can help colleagues knowing each other and exchanging on professional and personal interests is useful especially for the ones who need more networking. You are doing a fantastic job!’

GUIFFART Astrid (REA)



‘Yesss! It’s not just policy talk! We have values and can make them become true... small initiatives make great results!’

Gianna ZAMPARO (RTD) Group GASAP



security



**PROTECT PEOPLE,
ASSETS AND INFORMATION,
ENSURE A SECURE WORKING ENVIRONMENT
FOR SUCCESSFUL STAFF MOTIVATION,
DEVELOPMENT AND PERFORMANCE.**

CRISIS MANAGEMENT AND COMMUNICATION

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

Throughout the year, activities continued to further strengthen and enhance internal crisis communication capabilities.

The **EUWARN smartphone app** launched in late 2019 was fine-tuned to correspond better to staff demands, e.g. making it possible to select favourite buildings directly in the app.

The EUWARN app currently counts more than 6 000 users registered in the Commission's MDM (mobile device management) system. Despite a communication campaign targeted directly to MDM users, the 2020 target of 7 500 app users was not reached. New activities such as DG HR's 'Together' campaign and DIGIT's 'Digital Workplace' strategy will help increase outreach.

Preparatory works started to enable the EUWARN system to send also emails and SMS, enabling the Commission's 24/7 Duty

Office to reach out to staff through three complementary channels from one single system.

Further work on the **pop-up tool to push alert messages** onto staff computer screens continued; its added value and cost-benefit ratio in an increasingly remote teleworking environment is being evaluated internally.

Throughout the year, the **Duty Office** worked closely with HR, OIB and other services to manage a significant increase in questions from staff relating to the COVID-19 pandemic and the resulting restriction measures.

Interinstitutional cooperation on security-related issues continued, including monthly management coordination meetings between EU institutions and regular exchanges of information at management and operational level.

RAISING AWARENESS

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

COORDINATING AND IMPLEMENTING SECURITY-RELATED CORPORATE COMMUNICATION AND AWARENESS ACTIVITIES.

In 2020, despite the COVID-19 restrictions, which put a halt to the organisation of training sessions for a brief period, DG HR quickly developed **online training solutions** using the various platforms available. Within 3 weeks, the first online training courses were published on EU Learn. All

available platforms are used for training to ensure maximum reach and to maintain information security depending on the subject.

Together DG DIGIT, DG HR launched **in-depth security training for newcomers** to the Commission in 2020, which has been available online since September 2020. Regular welcome training sessions for newcomers have been delivered via e-learning only since April, which reduced the Security Directorate's overall target.

New training sessions on evacuation procedures for Cabinet staff were delivered before COVID-19 restrictions came into place and will continue online if necessary.

Where some other training had to be put on hold pending a return to the classroom, which explains the lower figures in 2020, **new online information and training** have been developed throughout 2020. Various e-learning courses, developed both externally and by DG HR colleagues, were added to the training programme, supplementing the online courses available.

The enforced need to go digital moved us forward much further than originally planned for 2020. This included working with DIGIT to develop guidelines for staff to work safely online as well as providing training for staff together with DIGIT.

Work on **security awareness campaigns** continued. These adapted to the circumstances and ultimately reached a new audience due to their online shift, including staff at other sites as well as in agencies and other institutions.

PROTECTING ASSETS

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

The Security Directorate maintained, installed and upgraded **technical security systems and equipment** to protect staff, contractors, VIPs and visitors on Commission premises.

The Directorate continued to overhaul the **technical security systems in buildings** according to the 'global security programme' (GSP). Two new buildings were added to the list of GSP buildings in 2020.

Major technical security projects of 2020 include the construction of the **Berlaymont Welcome Centre**, which mitigates the risk of armed intrusion into the Berlaymont, ensures more secure access for VIPs and enables visitors to pass more swiftly through access controls.

The project was delayed due to COVID-19 restrictions as well as the decision to undertake some additional works. Construction of the Berlaymont Welcome Centre is due to be completed by end-January 2021.

Another important achievement of 2020 was the installation of a **new CCTV management platform** and full back-up site. This will enable greater system reliability, improve image quality and permit video analytics enabling, for example, early detection of suspect packages.

Intrusion detection systems were installed in all Commissioner offices in Brussels. In Luxembourg, work continued to adapt buildings to the **access control system** used in the Commission's buildings in Brussels.

The roll-out of new and secure **Commission access badges** took place in Brussels but had to be suspended in March due to COVID-19 restrictions. More than 50% of new badges were distributed to Brussels-based Commission staff and the roll-out will start up again when some of the existing restrictions are lifted.

Three new IT development projects were completed in 2020: the new visitor registration system – **V-PASS**, a new access badge management system – **EU PAX** and the **mobile badge reader project**. The latter will reduce reliance on visual checks of badges at building entry points where there are no fixed badge-operated gates.

To ensure that technical security systems are properly functioning in all Commission buildings, the Security Directorate has carried out **detailed technical security audits** in all HIGH and MEDIUM threat level buildings in 2020, based on the threat assessments conducted by the Operations Unit of HR.DS.

PROTECTING STAFF

Ensuring the security and safety of staff and visitors at all times.

To complete the internal legal framework for security, the Security Directorate proposed **implementing rules on the responsibilities of the Commission's main security actors** who have responsibilities in the handling of EU classified information. The main security actors are: the Security Directorate in its role as the Commission security authority, Commission departments and Local Security Officers as well as Registry Control Officers.

An update of the **security notice on the tasks of the Local Security Officers (LSOs) complements** the implementing rules by specifying the tasks of the LSO that are not related to EU classified information. The security notice contains updates in line with recent developments in areas such as screening of external contractors and security clearances. Specific provisions are made for the LSOs of the Commission Representations in the Member States and the Joint Research Centre, to accommodate differences in their respective environments.

In 2020, the Security Directorate was involved in approximately **315 official VIP visits and special events**. This represents a sharp decrease of around 50% compared to the previous year, due to the COVID-19 pandemic.

On **close protection operations**, operational commitments continued to increase as the Security Directorate signed a **service-level agreement (SLA) with the European Public Prosecutor's Office (EPPO) in Luxembourg** to include the provision of close protection services for the European Chief Prosecutor (ECP). On 1 November 2020, the ECP close protection team became operational.

Due to COVID-19, the number of **protection missions** carried out this year was lower than in previous years, in particular ad hoc missions to third countries.

The internal training wing organised six Close Protection Officer (CPO) **selection and recruitment exercises** throughout the year

to recruit additional CPOs to fulfil protection services. Due to the nature of their work, operational staff providing close protection face specific working conditions, which had to be clarified and codified. For this purpose, the Security Directorate chaired a working group, composed of representatives from different departments of DG HR, to regularise the **working time regime for the operational staff of the Protection Sector**. The working group prepared legal texts that are under final consultation prior to their adoption in 2021.

The Security Directorate continued to build **long-term strategic partnerships** with other close protection units in the Member States to share best practices in the field. However, some of the planned activities were postponed due to COVID-19 restrictions. They will resume once the global health situation allows physical workshops and training to take place.

The Directorate's **security guards supervision team** coordinated the work of the G4S guards responsible for frontline security and access control in over 70 Commission buildings in Brussels. The team had to adapt to the challenging circumstances related to COVID-19. In addition, they streamlined and simplified the guard instructions. A **security audit on the guard contract** was conducted by an external company to provide the Security Directorate with: (i) advice on the optimal security setup for the future guard service; (ii) recommendations on best practices for outsourcing guard services to security companies; and (iii) the best optimal use of technical solutions to reinforce and integrate into the existing security setup. On 17 December 2020, the company delivered its final audit report, containing recommendations on the security management of the guard contract. The recommendations will be used to prepare the call for tender for the new framework contracts for the guard service in Brussels and Luxembourg.

The Directorate's **counter-terrorism** activities focused on gathering, analysing, assessing

and investigating threats to the Commission's interests from terrorism, extremism, violent forms of demonstration and communications of concern from individuals. Activities included screening threatening communications and investigations in collaboration with Member State authorities. Compared to last year, the number of cases reported to HR has quadrupled. This is primarily because of the **awareness campaign to over 20 Cabinets** that the Directorate conducted in order to train first-line recipients in Cabinets as well as other colleagues from other DGs to identify elements of concern in communications received from citizens.

Over 70 tailored **threat assessments** were prepared, covering events and missions of Commissioners and staff in and outside the EU. The counter-terrorism sector updated the **security advice** for about 90 countries presenting security risks, prepared threat assessments for five Representations of the Commission, and carried out **personal threat assessments** on the Members of the College of the European Public Prosecutor's Office.

The **Open source intelligence (OSINT) team** supported all operational services in HR in providing intelligence in the context of threat monitoring and assessments. In this context, it developed and implemented innovative tools, technologies and techniques to collect and analyse information.

As to **counter-intelligence operations**, the COVID-19 pandemic presented both challenges and opportunities. In terms of awareness raising, the restrictions prevented the organisation of face-to-face meetings, which is the most effective way to spread sensitive counter-intelligence messages. However, **the development of digital briefings was swift: through approximately 50 mostly digital sessions, more than 1 600 staff members received a counter-intelligence briefing in 2020. Although the number of briefings was significantly lower than last year, the number of staff briefed increased by 7%.** The team's awareness-raising efforts targeted primarily two categories of staff: (i) newcomers to the Commission (e.g. newly arrived statutory staff, temporary or contract agents, trainees,

etc.), and (ii) staff working for departments with a greater risk of exposure to espionage due to frequent missions or interaction with non-EU stakeholders.

In 2020, the Commission's counter-intelligence team carried out approximately 230 risk evaluations (**screenings**) for **non-EU nationals** about to work in the Commission in different settings, particularly trainees. The decrease of 8% compared to 2019 is attributed to the lower-than-usual turnout among non-EU candidates for positions such as trainees, due to the COVID-19 situation.

During 2020, the Security Directorate also worked on **modernising the non-EU nationals' screening process**. The policy document outlining the planned reform of the screening process was finalised and validated. A pilot project to test the new screening process will be rolled out in 2021, following the finalisation of all pending administrative, technical and legal issues, notably the validation of the data protection impact assessment by the Data Protection Officer.

Throughout 2020, the Directorate maintained a comparatively high number of **exchanges with its partner services in the Member States and other EU institutions**. Their support was fundamental in identifying, evaluating and mitigating risk for the Commission's sensitive information.

Regarding the legal and procedural framework, the legal team within the Security Directorate **continued to provide legal advice and numerous assessments on security-related legal issues**. These issues included complaints by individuals against security decisions banning them from Commission premises, questions on subjects' procedural rights in the context of investigations, data protection issues concerning security operations, questions on the Commission's duty of care in the field of security, and advice on procurement and contract issues in the security field.

Furthermore, the legal team ensured that the respective **data protection records** and privacy statements cover all operations of the Security Directorate. To that effect, 12 records have been drafted, validated and published.

In one case, this required an in-depth data protection impact assessment which resulted in validation by the office of the Data Protection Officer of the Commission.

The legal team also prepared comprehensive **implementing rules on banning individuals** from the Commission. Following informal discussions with relevant services, the draft text had to be substantially amended and is now under consultation. The launch of the interservice consultation and subsequent adoption were scheduled for the second quarter of 2021.

Finally, the legal team also prepared a **practical guide for staff on security inquiries**, which was intended to be published on My IntraComm in the first quarter of 2021.

Regarding **security inquiries**, the Directorate finalised **an internal guidance document for HR.DS staff mandated to carry out security investigations**. The objective is for each HR.DS investigator to have a compendium laying down the main procedural steps and

best practices when conducting security investigations.

The **internal inquiries team** dealt with a variety of offences committed on Commission premises and by Commission staff in 2020. There was a decrease in the number of thefts inside buildings due to the generalisation of teleworking during COVID-19. However, there was an increase in the reporting of thefts of Commission equipment outside the buildings, most likely as a consequence of staff having taken their laptops and office equipment home for telework. The number of reported **leaks of sensitive information** sharply increased to 26, compared to 8 in 2019.

In addition, the internal inquiries team **reviewed the technical support it provides to mandated investigations conducted by the European Anti-Fraud Office (OLAF) and the Investigation and Disciplinary Office (IDOC)**, through the work of a working group. As a result, the scope of this technical support was extended. The working group concluded its work and the final output will be completed in the second quarter of 2021.

PROTECTING INFORMATION

Advising on and assessing compliance with the Commission's security policy for the protection of information.

INFORMATION SECURITY

As part of the Security Union strategy published in June 2020, the Commission proposed to **establish new information security rules for all EU institutions, bodies and agencies**. These rules aim to improve the security and efficiency of information sharing between all EU institutions, bodies and agencies. The inception roadmap was published in December 2020.

The **principles and rules for outsourcing of communication and information systems** prepared by the Security Directorate were adopted as a standard practice in June 2020.

The Security Directorate also assessed the conditions required to enable the handling of sensitive non-classified information in the Microsoft M365 system and provided recommendations to the Information Technology and Cybersecurity Board (ITCB).

The Security Directorate worked in close cooperation with DG DEFIS and DG GROW on programme security instructions for various classified EU programmes and projects. Several security notices and **implementing rules were adopted to ensure proper handling of EU classified information in the Commission**. The Security Directorate continued to assist Agencies with the development of their information security rules.

The Security Directorate also accelerated the **roll-out of SECEM certificates to all staff**. The SECEM certificates are now used by most staff to connect to the teleworking infrastructure in the COVID-19 context (>37 000 users). The roll-out of 7 000 SECEM certificates in less than a week created a huge workload at the start of the first COVID-19 lockdown.

The Security Directorate launched a **pilot test for a SECRET UE/EU SECRET system (the SUE system)**. The pilot test contract successfully ended in December 2020 and the project will be put into production in 2021.

The 7 000 users of the RUE system will need to migrate to the **RUE-X system**; this work was delayed due to the complexity of the interfaces with other systems. The RUE-X migration is scheduled for early 2021. As one of the lessons of the COVID-19 pandemic, the Security Directorate has also launched a pilot project for remote access to the RUE-X system to enable colleagues to work on RESTREINT UE/EU RESTRICTED files from outside the office environment. The Security Directorate enrolled 100 users in the **ZEUS system**, which is the basic communication mechanism with third parties for RESTREINT UE/EU RESTRICTED information. It is used in particular for the implementation of the Regulation on foreign direct investment screening. It also procured **specific phones to handle secure communications** at SECRET UE/EU SECRET level for the Commission and senior management.

The Security Directorate processed more than **100 security clearance applications for staff per month**. The **process of screening of external contractors** resumed in good cooperation with the Belgian authorities.

The Information security and EUCI (protection of European Union classified information) team invested in **awareness raising on information security in the context of the COVID-19 crisis**. It shifted all training activities online and redesigned all training courses to adapt to the teleworking situation, with a focus on videoconferencing, digital signature and information sharing in cloud platforms.

CYBER DEFENCE

The **Cyber-Attack Response Team (CART)** investigated 1 551 incidents affecting the Commission. The huge spike in the number of incidents compared to last year has several origins. The Computer Emergency Response Team for the EU institutions (CERT-EU) started a social media assurance service that raises alerts about account impersonations (fake accounts), account takeovers (compromised accounts) and website spoofing (fake websites) affecting EU institutions and selected senior officials. This service generates a significant number of alerts that need to be investigated. CART also noted an increase in information leakage cases and compromised passwords of Commission colleagues.

In 10 cases, CART detected successful intrusions by state-sponsored actors. These investigations required extensive analysis and recovery work. **CART kiosks** (used to check the security status of removable devices) performed over 900 scans. The CART kiosks are located in Commission buildings; the massive teleworking arrangements during the COVID-19 pandemic prevented Commission staff from using the kiosks during the lockdown periods. Currently, there are 30 kiosks in operation and over 100 additional laptops with the same analysis capacity spread across Commission buildings. The EEAS uses over 500 CART kiosks.

The **CART Threat Analyser** is a web-based, in-house developed interface where users can upload individual files to a multi-antivirus scanner, similar to VirusTotal. The service also includes behavioural analysis of executable code and other in-depth analysis tools. After a successful pilot in 2020, the tool will be available in production for a selected group of colleagues to fine-tune the application. Corporate roll-out is planned in 2021.

A total of 617 authorisations were granted for **connections between the Commission's IT network and external networks**. Of these, 69% relate to IT externalisation or outsourcing of Commission information systems. The

security convention procedure aims to contribute to secure data processing and trust in internal and external data communications.

ADVICE AND INSPECTION

The Security Directorate provided advice on a wide range of topics, ranging from secured areas to the protection of buildings and the handling of EU classified information. In 2020, **the inspection team carried out 18 inspections**, covering EU Delegations, headquarters, Commission Representations, European civil protection and humanitarian aid operations offices, Member State bodies and agencies. Due to the COVID-19 situation, the inspection team had to postpone or cancel a significant number of inspection missions, particularly to countries outside the EU.

The Directorate coordinated an interinstitutional working group composed of members of DG HR, DG COMM and the European Parliament. This group produced the **Physical Security Guidelines for EU Houses**, a practical reference guide for the security of Commission Representations and the EU Parliament Liaison Offices.

The **European Schools** received advice on a number of sensitive topics. An online training regarding an active shooter scenario (known as 'AMOK training') tailored to the specificity of the schools was developed.



legal
AFFAIRS



DG HR WORKS TO ENSURE THAT THE CORE ETHICAL VALUES AND OBLIGATIONS IN THE STAFF REGULATIONS ARE RESPECTED. IT ALSO HAS A ROLE AS GUARDIAN OF THE GENERAL RULES IN THE REGULATORY FRAMEWORK, WHILE HELPING TO IMPROVE THE CLARITY AND CONSISTENCY OF THE IMPLEMENTING RULES APPLIED BY THE COMMISSION'S DGS AND SERVICES.

BETTER HR REGULATIONS

Ensuring 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 2020, the Commission adopted the following new acts:

- Commission Decision C(2020) 997¹⁹ on the **mobility** of European Commission **contract staff posted to European Union delegations**;
- New type of special leave (**arrival in the household of a new-born child**) introduced in the Commission Decision on leave (C(2020) 1559)²⁰;
- Commission Decision C(2020) 3002²¹ amending the Decision of 2 July 2007 laying **down general implementing provisions for the reimbursement of medical expenses**: clarification of the definition of **'serious illness'** (in particular in the case of the presence or risk of serious handicap) that entitles affiliates of the joint sickness insurance scheme to **100% reimbursement**;
- Decision of DG HR introducing a **perimeter marking** the surroundings of the place of employment for the sites of the Commission services in Geel, Ispra, Karlsruhe, Petten and Seville, ref. Ares(2020)4875996²² ;
- Joint Decisions of EEAS/DG BUDG/DG HR on contribution rates to the health (LA-Medical) and pension schemes (LA-Provident Fund) and on a promotion system for **local agents in delegations**;
- A further three draft decisions (on appointing authority powers, home leave for staff in Delegations outside the Union and an education allowance for Delegation staff temporarily assigned to Headquarters) were in different stages of preparation in 2020.

PROFESSIONAL ETHICS

Ensuring that Commission staff meet the highest standards of professional behaviour and integrity.

2020 saw a drop in traditional training courses and outreach events due to the outbreak of the COVID-19 pandemic, with all events moving online in the course of the year. In spite of these changes, training, awareness raising and outreach around staff ethics still managed to reach almost 1 in 10 staff. This included awareness raising and outreach to newcomers, to staff leaving the service and to newly appointed Heads of Unit.

A dedicated new module on outside activities was completed and rolled out on EU Learn.

This module was developed on the basis of the provisions introduced by the Commission Decision on outside activities and assignments and occupational activities after leaving the service, which entered into force in 2018.

In December 2020, DG HR adopted its sixth annual report (for 2019) on post-service activities of former senior managers which might have involved lobbying or advocacy. In addition to the individual cases presented, the report included for the first time aggregated statistics on the fields of post-service activities

of former senior managers in the year of reference. In 2020, DG HR continued the processing of ethics files from across the Commission. In total, 5 428 ethics files were treated by DG HR (see figure 4).

EUROPEAN OMBUDSMAN

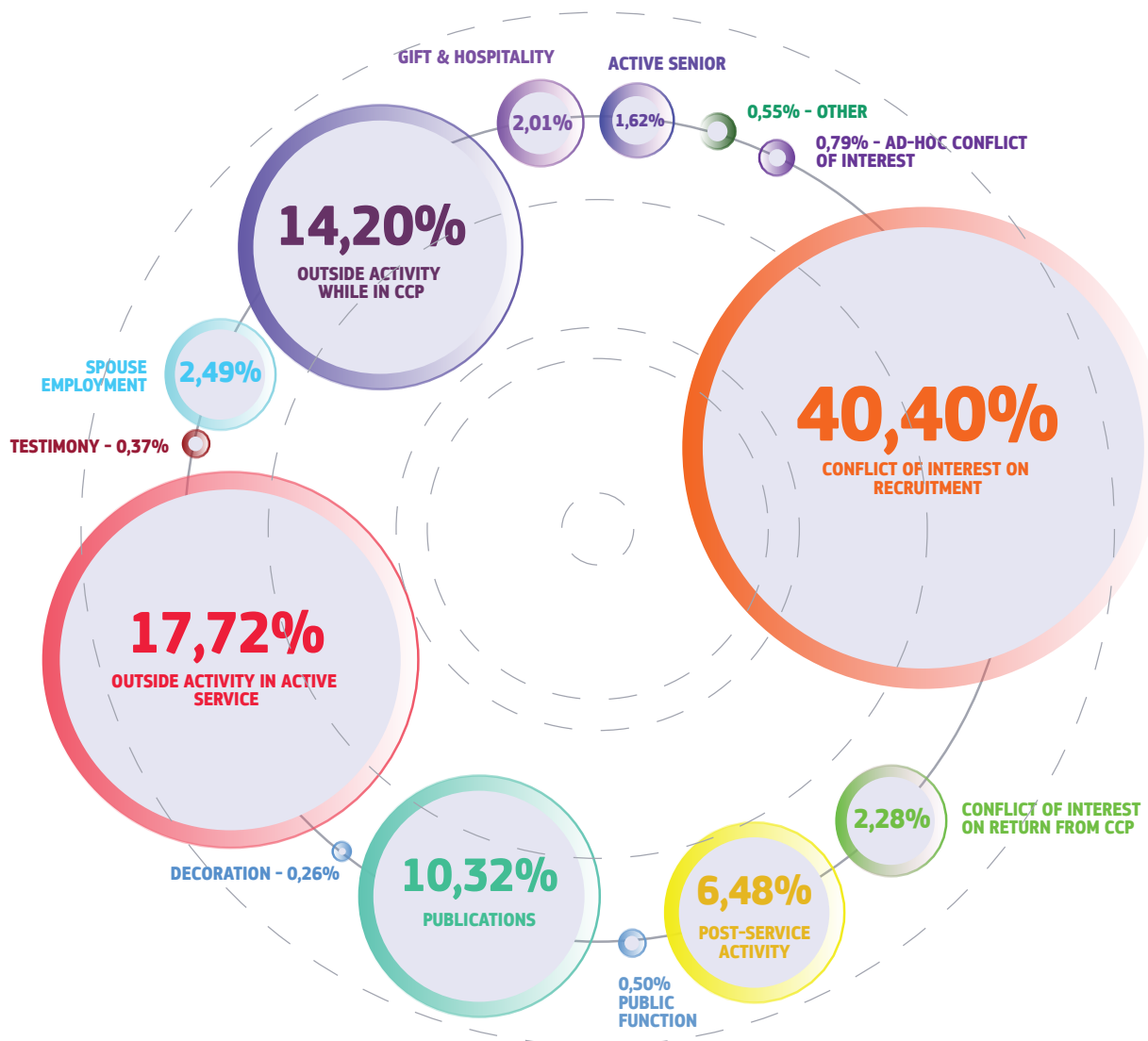
In 2020, **DG HR dealt with 30 requests** from the European Ombudsman on matters covered by the Staff Regulations (e.g. recruitment procedures, medical &

disability-related issues, health insurance). In 2020, the Ombudsman opened 13 new inquiries and closed another 12, out of which only one with remarks.

The Commission replied to the Ombudsman's own strategic inquiry on how the European Commission was addressing the needs of staff members with disabilities in the context of the COVID-19 crisis.

The Commission implemented the recommendations of the Ombudsman set out in her closing decision in the strategic

FIGURE 4



inquiry on whether the treatment of persons with disabilities under the EU's Joint Sickness Insurance Scheme (JSIS) complies with the UN Convention on the Rights of Persons with Disabilities. In response to the Ombudsman's recommendations, the Commission revised the JSIS General Implementing Provisions in order to codify its flexible and holistic approach to the recognition of a serious illness and revised the guidelines on aid for persons with disabilities.

ANTI-HARASSMENT POLICY

The Commission has at its disposal a robust and comprehensive harassment prevention policy, which implements the ban on harassment set out in the 2004 reform of the Staff Regulations (with the introduction of a new Article 12a²³). The policy comprises formal and informal procedures for staff members who feel harassed, a network of confidential counsellors, and Commission-wide training and awareness-raising actions.

In 2020, **DG HR continued to lead a review of the Commission's harassment prevention policy**, which dates from 2006, so as to **strengthen its commitment to a respectful**

work environment and update its policy to the latest best practices and relevant case-law of the EU Court of Justice. Prevention is a key element of the Commission's policy, and the review will therefore include a renewed emphasis on training and awareness raising so as to help ensure that managers and staff gain a better understanding of how harassment can manifest itself, which behaviours are not acceptable, and what options are available to deal with these situations.

In the course of 2020, DG HR continued to organise regular supervision sessions with external psychologists for the members of the network of confidential counsellors, who are part of the informal procedure set out in the Commission's harassment prevention policy. DG HR supports the confidential counsellors through regular supervision, advice and network meetings. Under the informal procedure, the network of confidential counsellors saw a total of 69 cases in 2020, compared to 164 cases the previous year. DG HR continued to cooperate in the area of harassment prevention with the Commission Mediation Service and the EEAS mediator. Training courses and awareness-raising activities on the subject of harassment prevention continued to be organised, including dedicated training sessions for managers.

DISCIPLINARY AFFAIRS

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

The Commission's Investigation and Disciplinary Office (IDOC) plays a key role in ethics enforcement by conducting administrative inquiries, disciplinary proceedings, suspension proceedings and procedures related to waivers of immunity of staff. IDOC aims to carry out its tasks in a fair, transparent and timely manner.

Information about potential statutory breaches comes from a variety of sources, including other Commission Services, the European Anti-Fraud Office (OLAF),

the European External Action Service (EEAS), Executive Agencies, requests for assistance filed under Article 24²⁴ of the Staff Regulations, as well as external sources like complaints and media reports.

IDOC has service-level agreements (SLAs) with the EEAS, the Executive Agencies, and the European Data Protection Supervisor (EDPS), providing them with support in administrative inquiries and disciplinary proceedings. IDOC also provides a helpdesk service for the Regulatory Agencies and

continues to encourage them to make use of an inter-agency network of investigators and case-handlers.

A total of 83 new cases were registered in IDOC in 2020, of which 9 concerned the EEAS, 1 the EDPS and 2 the Executive Agencies. In addition, IDOC dealt with cases registered in previous years.

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

In 2020, the Appointing Authority decided the following:

- 36 cases were closed without follow-up as non-cases after preliminary assessment;
- 34 administrative inquiries were opened;
- 12 cases were closed without follow-up after the administrative inquiry;
- 36 pre-disciplinary proceedings were opened;
- 23 disciplinary proceedings were opened. Of these, 12 were opened without the involvement of the Disciplinary Board and 11 with the involvement of the Board.

The following disciplinary sanctions were imposed in 2020: 2 dismissals, 3 financial penalties (2 deductions from pension and 1 temporary downgrading), 10 reprimands and 5 written warnings. Other measures adopted included 11 non-disciplinary warnings, 2 non-renewals of contract and 1 dismissal after the probationary period.

In addition, IDOC dealt with one request of a judicial authority of a third country to waive the immunity of a Commission official. In that context, in coordination with all services concerned, IDOC prepared for adoption by the College of Commissioners the Decision concerning the request for waiving of immunity.

With the launch of the European Public Prosecutor's Office, IDOC became a member of the working group setting up the Agreement

establishing the modalities of **cooperation between the European Public Prosecutor's Office and the European Commission, aiming at protecting the financial interests of the Union**. In this context, IDOC actively participated in the working group meetings and drafting of the agreement that took place in 2020. Work on the draft agreement will continue in 2021.

In addition, IDOC participated in the working group dealing with the proposal for a regulation of the European Parliament and of the Council amending Regulation (EU, Euratom) No 883/2013²⁵ concerning investigations conducted by the European Anti-Fraud Office (OLAF) as regards cooperation with the European Public Prosecutor's Office and the effectiveness of OLAF investigations. The Regulation was adopted on 23 December 2020 (Regulation (EU, Euratom) 2020/2223²⁶) and published on 28 December 2020 (OJ L 437, p. 49–73).

While being first and foremost a service geared towards enforcing ethical rules, IDOC has developed a large part of its activities in the area of prevention, namely awareness-raising and training initiatives.

IDOC's outreach activities in 2020 included tailored interactive training and sessions on ethics and disciplinary matters, delivered to targeted audiences in DGs. Some of these sessions were organised in conjunction with the Ethics & Ombudsman Unit in DG HR. IDOC gave training to the EEAS Finance & Contract Network. Regular presentations were given to staff preparing to be posted to EU Delegations, including to Heads of Administration. A general presentation was given on ethics within the induction training for newcomers to the Commission. Specific presentations were also given to newcomers to the DG HR and to newly appointed Heads of Unit.

In 2020, IDOC received a mandate to carry out 4 administrative inquiries under the procedure for recognition of an occupational disease pursuant to Article 73²⁷ of the Staff Regulations and 1 administrative inquiry under the procedure for the recognition of an invalidity allowance in case of total permanent invalidity preventing a staff member from performing his/her duties, pursuant to Article 78²⁸

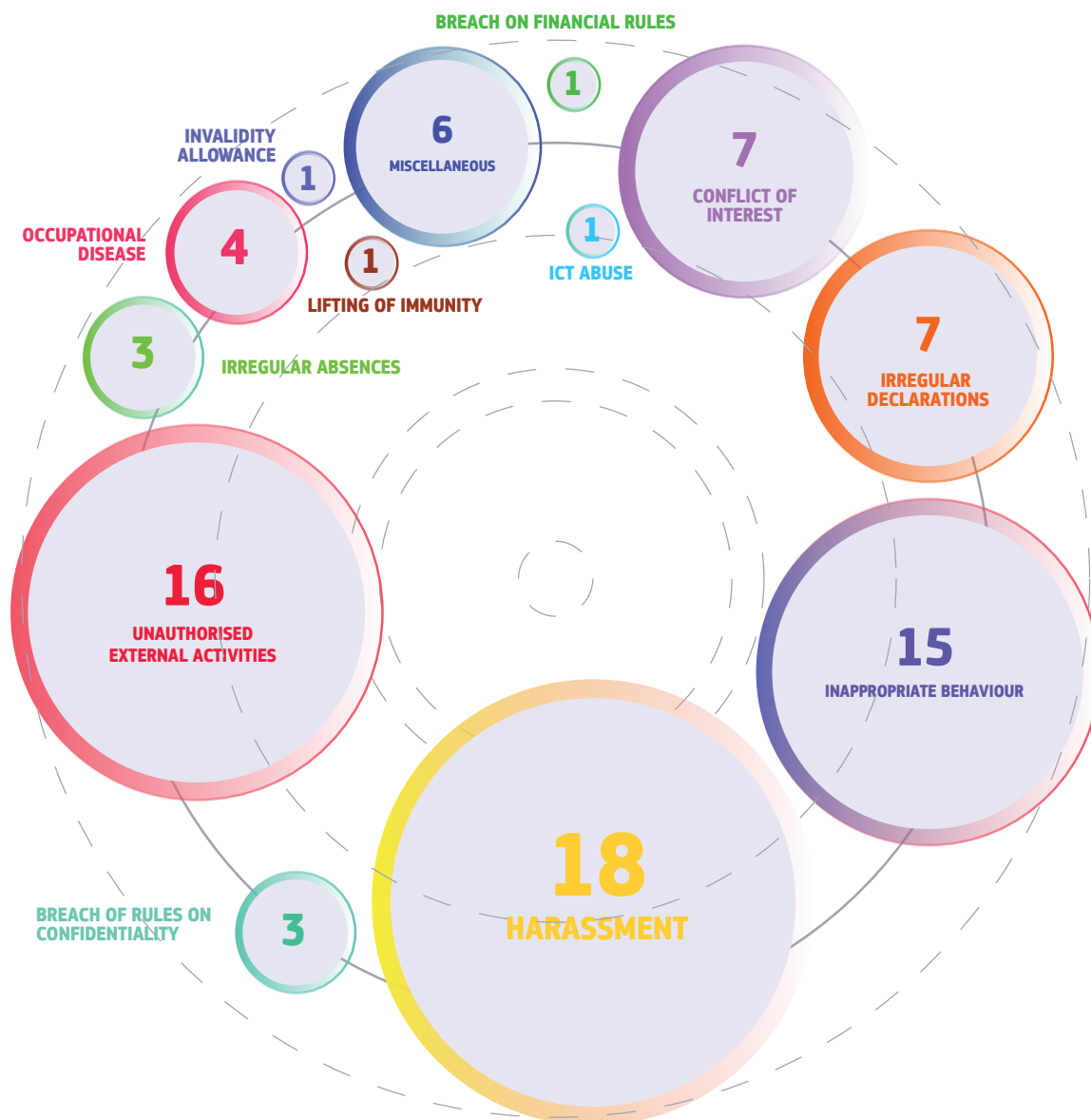


of the Staff Regulations. The procedures under Articles 73 and 78 of the Staff Regulations are not of a disciplinary nature, IDOC carrying them out at the specific request of, and based on the mandate issued by, the competent Appointing Authority.

of serious misconduct may be suspended from active service for a specific or indefinite period pending the outcome of the disciplinary or criminal proceedings.

Furthermore, in 2020 the Appointing Authority adopted one suspension decision. According to the Staff Regulations, a staff member who is accused

FIGURE 5



EU CIVIL SERVICE LAW

Monitoring the HR regulatory framework to ensure respect for the obligations under the EU civil service law regulating the careers, rights, obligations and working conditions of staff in the EU institutions and agencies.

In 2020, DG HR provided units dealing with HR matters in DGs and Agencies with over 1 500 legal opinions covering all aspects of EU civil service law and how it relates to national legal systems. DG HR also provided legal support on a number of HR projects. Efforts have been ongoing 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 prepared or helped prepare a number of legal texts, such as:

- the Commission Decision on the mobility of European Commission contract staff posted to European Union delegations²⁹;
- the Commission Decision introducing a new type of special leave (arrival in the household of a new-born child);
- the Commission Decision clarifying the definition of 'serious illness' (in particular in case of presence or risk of serious handicap) that entitles affiliates of the joint sickness insurance scheme to 100% reimbursement;
- the Decision of DG HR introducing a perimeter marking the surroundings of the place of employment for the sites of the Commission Services in Geel, Ispra, Karlsruhe, Petten and Seville; and
- Joint Decisions of EEAS/DG BUDG/DG HR on contribution rates to health (LA-Medical) and pension schemes (LA-Provident Fund) and on the promotion system for local agents in delegations.

In 2020, the Commission focused on delivering on preparing its reports following from obligations under the Staff Regulations.

DG HR concluded the process of assessing the evolution of the pensionable age of EU staff for the 5-year period starting in 2014 in the light of the developments in the EU Member States and the life expectancy of EU staff. No change in the current pensionable age of 66 proved to be necessary at that stage. The assessment, in the form of a Commission report, will be adopted in the first weeks of 2021.

Also, DG HR assessed the overall implementation of the Staff Regulations since their last overhaul in 2014. The analysis shows that the reform withstood judicial and administrative scrutiny. It was successfully implemented by the EU institutions, as illustrated by many field-specific reports produced by the Commission during the reference period. The Commission report on the overall implementation of the Staff Regulations and the Conditions of Employment of Other Servants of the European Union (CEOS) since 2014 will be adopted by the College in 2021.

Furthermore, **the Commission continues to be constructively engaged in the work of the Council Working Party on the Staff Regulations.** In particular, it is worth mentioning the deliberations on the Court of Auditors' audit reports concerning EPSO activities and the functioning of the EU Agencies, both issued in 2020.

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 coordination team (DPC) facilitates the interaction between the HR professionals and different stakeholders with competences in the field of data protection (e.g. the Commission Data Protection Officer (DPO), the Internal Audit Service (IAS) and the European Data Protection Supervisor (EDPS)).

The team also provides assistance to the HR family of DGs to implement the reviewed Commission data protection action plan with respect to more than 240 different types of personal data processing.

Overall more than **800 pieces of data protection advice** were given to ensure consistency with, and respect of, the new rules by the HR family data controllers.

Furthermore, the major project to revise all HR family data processing operations and their proper reflection in the new Public Register of the Commission DPO was successfully concluded in 2020.

The culture of compliance established among HR staff was confirmed again following the 2020 IAS data protection audit in DG HR and other Commission Services.

As a follow-up of the audit, DG HR decided to streamline the resources allocated to the Data Protection Coordinator (DPC) function and focus on achieving the highest data protection standards within DG HR itself, while each of the other HR family services will allocate as of 2021 their own resources towards achieving that goal.

APPEALS AND CASE MONITORING

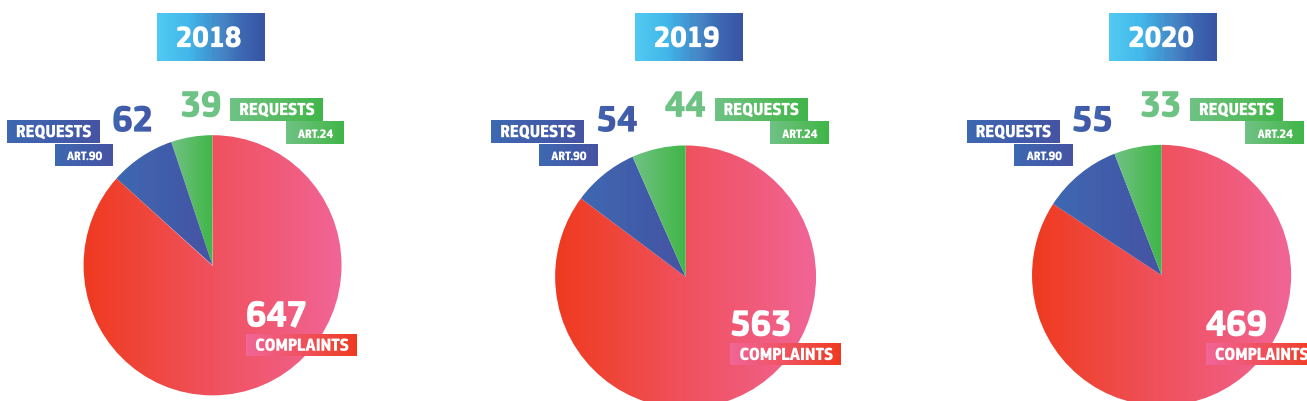
Maintaining a high level of service as regards requests and complaints.

The number of requests and complaints (557) dealt with in 2020 decreased compared to 2019 (661). There were fewer complaints under Article 90(2) (469 vs 563), with the same applying for requests for assistance under Article 24 (33 vs 44). In contrast, for requests under Article 90(1), there was a very slight increase (55 vs 54) compared to last year. The decrease in the number of complaints is mainly due to fewer

complaints related to internal competitions (32 vs 79). All complaints except two were handled within the statutory deadline of 4 months after registration and 60 were closed as 'devoid of purpose' or withdrawn by the complainant. These figures include 38 files concerning the EEAS and 28 concerning 10 Agencies with which DG HR has a service-level agreement³⁰.

FIGURE 6

Requests and Complaints 2018-2020



CASE-LAW

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

Particular efforts were made 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 services dealing with HR matters (in the Commission and in the Agencies) with a concise overview of legal developments.

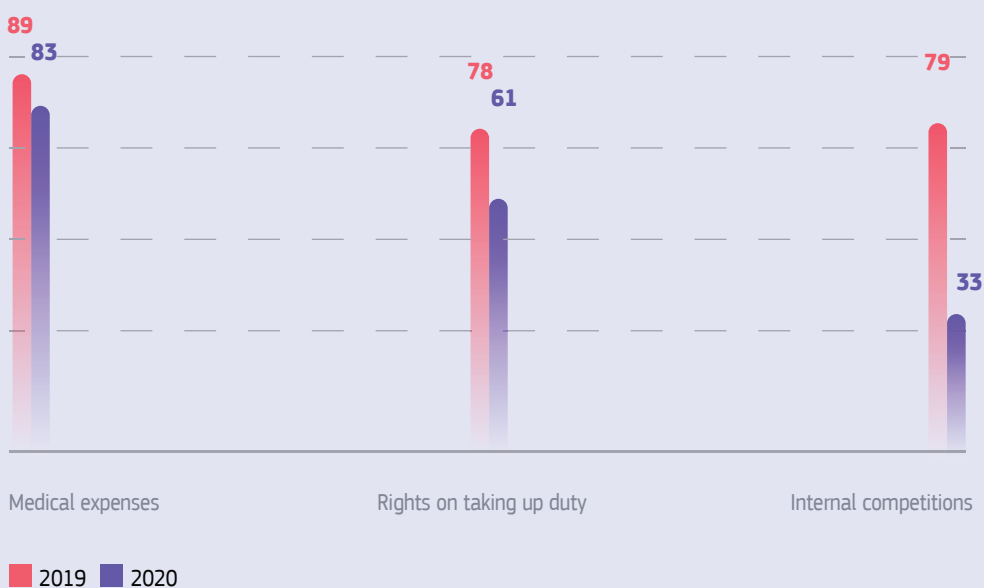
DG HR has service-level agreements with the Agencies covering the provision of services pertaining to complaints under Article 90(2). To this end, it provided guidance to ensure that relevant counterparts has a good understanding of the case-handling process.

The complaints mostly concerned the same subjects as in previous years. The number of files related to the reimbursement of medical expenses remained stable but also remained the main subject for complaints. The number of complaints contesting PMO decisions establishing individual rights on taking up duty (place of origin and/or recruitment, expatriation and installation allowances) is still very high.

The number of cases brought before the General Court in 2020 is exactly the same as in 2019 (28). Of 28 appeals lodged in 2019, 17 have been ruled on, with 6 Commission decisions annulled by the Court. Of the 30 cases brought in 2018, 28 have been ruled on, with 3 Commission decisions set aside. Of 23 appeals lodged in 2017, 23 have been ruled on, with 7 Commission decisions annulled by the Court. As to the backlog from 2015 and 2016, there are still some pending cases on matters relating to the implementation of the 2014 reform of the Staff Regulations.

Article 90(2) complaints : main subjects only

FIGURE 7



SALARIES AND PENSIONS

Ensuring that staff pay evolves in parallel with the salaries of Member States' civil servants. Ensuring the actuarial balance of the pension scheme.

ANNUAL UPDATE OF SALARIES AND PENSIONS

The current method for updating salaries and pensions has been applied at the end of each year since 2014.

For 2020, Eurostat calculated the change in civil servants' remuneration since 1 July 2019 from a sample of 11 Member States (+2.5%) and a joint inflation index for Belgium and Luxembourg (+0.7%). The 2020 EU GDP was forecasted to decrease by 7.4%. The negative evolution of EU GDP triggered the application of the exception clause, changing the usual method for updating salaries and pensions.

The component relating to the increase in civil servants' remuneration (+2.5%) was postponed and will only be granted when the EU economy recovers (i.e. EU GDP reaches the pre-downturn level). In practice, this will happen together with one of the updates in the coming years, depending on the underlying economic circumstances. Concretely, in 2020 salaries and pensions were updated by only +0.7% i.e. the increase in annual inflation.

After submission of a report on the budgetary impact of the update to Parliament and the Council, updated salaries and pensions (+0.7%) were paid in December with retroactive effect from 1 July.



PENSION CONTRIBUTIONS

DG HR also updated staff contributions to the pension scheme. The contribution rate rose from 9.7% to 10.1% of basic salary, based on Eurostat's reassessment of the parameters of the notional pension fund, including pensionable age, life expectancy and interest rates.

SETTLEMENT OF INDIVIDUAL RIGHTS

The mission of the PMO is to provide a high-quality and user-friendly service to current and former staff of the European Commission and many of the other EU institutions and agencies, in establishing and paying entitlements and claims and providing clear and relevant information in a prompt and accurate manner.

PMO's objective remains to maintain efficiency and effectiveness in various processes while focusing on improving service for everyone.

In 2020, the PMO established individual rights of more than 49 000 staff from the Commission, the Council, the EEAS, the European Court of Auditors and EU Agencies, and paid more than 48 000 salaries every month. It also reimbursed close to 2.5 million medical claims. At the same time, faced with the COVID-19 pandemic, volumes of mission claims and expert files decreased drastically compared to last year.

Staff Contact answered more than 7 300 online queries per month on average, the same level as in 2019. The average time taken to reply to online queries was 7 days (9 days in 2019), while queries processed outside the deadline of 15 working days amounted to 13% (17% in 2019). The analysis of 'smileys' – green, yellow and red – to indicate the level of satisfaction from interaction with the service shows an increase in client satisfaction from 82% in 2019 to 83% in 2020.

The upward trend in the processing of **inward transfers of pension entitlements** continued, with nearly 1 500 files finalised in 2020.

The situation regarding the **reimbursement of medical expenses** continues to be positive, building on progress already made in previous years. The average time needed for reimbursement was 12 days in 2020, within the target of 15 days set in the PMO strategic plan. The number of claims handled in less than 30 days also stayed within target at 98%, of which over 90% were reimbursed within 20 days.

The average time taken to reimburse Commission officials' **mission expenses** remained 7 calendar days in 2020, with nearly 100% of claims being processed by the 10-day deadline. In the aftermath of the COVID-19 pandemic, PMO will continue to develop the GEMI pilot project launched in 2020 to develop new synergies with the DGs, increase efficiency in missions management and raise awareness on the ecological impact of missions.

In 2020, the **EU laissez-passer (EULP)** Central Service processed applications for staff members and special applicants from 23 Institutions and Agencies, out of a total of 48 entities that have signed an SLA with the Commission. Brussels remains the main office, with 1 800 files processed in 2020, while Luxembourg handled 160 files (essentially from the EIB), while Frankfurt (the ECB site) handled 20 files.

The Brussels office also supervises applications processed in the other enrolment sites, as well as the exchange of data and the production of the laissez-passer (LP) by the external contractor. The EULP Central Service in Brussels organised three missions in January and February to enrol people in EU Delegations (Madagascar and a joint mission to the Republic of the Congo and the Democratic Republic of the Congo) and agencies: Europol (The Hague). Throughout January, special enrolment sessions were carried out for the new Members of the College and their staff in the Berlaymont. To address the COVID-19 pandemic, the EULP Central Service put in place the issuing of temporary LPs without the physical presence of the applicants who were not able to travel to one of its three sites. Since June, temporary LPs represent half of the documents requested by the European

Commission and EEAS, which are the main users of this service.

The average time taken to reimburse **expenses of experts** attending Commission meetings was 8 days, compared to 7 days in 2019. On 1 October 2017, PMO became the system owner of the 'AGM' (Advanced Gateway to EU Meetings) IT tool for management and reimbursement of experts. Almost all DGs and Agencies have now switched to AGM.

The PMO continued to invest in **communication** with active and retired staff from all institutions and Agencies on matters relating to pay and benefits.





partner
-ships



DG HR AIMS TO ENHANCE COLLABORATIVE AND EFFECTIVE PROFESSIONAL RELATIONSHIPS WITH STAKEHOLDERS AND PARTNERS RELEVANT FOR HR CORE SERVICES, INCLUDING BY EXTENDING HR SERVICES TO OTHER INSTITUTIONS.

ACCOUNT MANAGEMENT CENTRE (AMC) DIRECTORATE

Providing day-to-day HR management for groups of DGs, focusing on the priorities of their HR business correspondents.

The Commission's *Synergies and Efficiency Communication – Stocktaking and the way forward*, adopted in May 2019 confirmed the full roll-out of the HR service delivery model, which was consolidated during 2020. The emphasis during 2020 was on providing HR business continuity, client orientation and optimising core processes and efficiency.

Service delivery has continued in close cooperation by the three actors in the HR delivery model (HR Business Correspondents in the DGs/ Services, HR Account Management Centres for local HR shared services, and HR corporate units). To ensure continuity, the overall structure of the AMCs has remained stable since their creation in 2017. The shared HR delivery service is offered by four teams in each AMC, which provide a number of services to client DGs. The size of the teams varies from AMC to AMC, as they are aligned with the workload and the level of HR services provided to the clusters of specific DGs/ Services of each AMC.

The AMCs managed to maintain business continuity and render HR delivery services during 2020, despite the pandemic and the new way of working since March 2020. They assisted by providing HR services adapted to the new ways of working, learning to be flexible and adjusting fast to the new reality. The service delivery proved to be agile and resulted in many changes, such as online training and career guidance via confidential video calls. The **AMCs improved their client/user orientation** by increased proximity to the customer, better

understanding of their needs and of operational issues when implementing policy on the ground, and by bringing HR services closer to managers (selection support, HR advice, etc.).

The change HR process, which started with the current HR delivery model, should continue with the new HR strategy and aim to complete several strands, such as:

- Simplifying the administrative framework;
- Further improving HR harmonisation across DGs;
- Compiling an HR service catalogue which clearly sets out the nature and level of services that can be expected by a customer DG from DG HR, as well as the roles and responsibilities of the different actors in the HR processes. This will ensure that expectations align with service delivery and will minimise both overlaps and gaps in service delivery by the different HR actors);
- Providing IT support/automation to better support HR at local level in the DGs;
- Testing new HR processes at local (DG) level and refining/designing/developing them together;
- Highlighting the 'H' in HR. As the service responsible for local HR delivery, the AMC is focused on the needs of the individual staff member, which it carefully balances with the needs of the service and compliance with the Staff Regulations and any other underlying legal basis.

INCREASING THE ATTRACTIVENESS OF THE LUXEMBOURG SITE

In addition to providing HR services, DG HR's Principal Adviser for the coordination of the Luxembourg site is responsible for contacts with the national authorities and collaboration with other EU bodies with a presence in Luxembourg.

DG HR continued to monitor progress under the 2015 'Georgieva-Asselborn' agreement between the Commission and the Luxembourg authorities towards ensuring that 12.5% of the Commission's total staff work in Luxembourg by 2022. The agreement focuses on building the presence of staff working in three poles of excellence in Luxembourg: digital, financial and judicial.

DG HR has undertaken many actions since 2015 in order to fulfil its commitments. The most notable of these are set out below:

- EPPA received a significant increase in budget and resources before the launch of operations in 2021;
- DG HR supported the process of reorganisation undertaken by DG CNECT (2016) and DG DIGIT (2018), in order to allow for a substantial reinforcement of the Commission's activities in the digital field ahead of schedule;
- DG HR has systematically refused movements of posts from Luxembourg to Brussels.

Despite all the activities and projects launched to increase the attractiveness of the Luxembourg site since 2017, the percentage of staff has come down from 11.7% to 11.5%.

To address the attractiveness of Luxembourg, an interinstitutional meeting at Secretary-General level was organised by Commissioner Hahn, with follow-up meetings planned in 2021. This group has addressed the available possibilities to make the site more attractive for staff. This involves human resource incentives in recruiting and retaining staff as well as consideration of issues such as interinstitutional mobility, the focus

on sectoral excellence hubs comprising academic partnerships, living conditions in Luxembourg (including the cost of housing), and communication and the site's visibility.

This new high-level group builds on the initiatives ongoing at the level CALux³¹ notably an interinstitutional group examining the attractiveness of the site and a follow-up group implementing the recommendations. All the EU institutions and bodies are represented in this group, together with the Ministry of Foreign Affairs of Luxembourg. Notable achievements in 2020 were the free public transport decided by the government in Luxembourg as from March, and an information campaign by DG HR on public aid for households, together with the development of a harmonised revenue certificate for EU staff, clarifying the eligibility to such aid.

To address the issue of medical overcharging, the Commission withdrew from the agreement with the Association des Médecins et Médecins-Dentistes in 2018. This resulted in a marked reduction in individual billing to EU staff and family members covered by the joint sickness insurance scheme (JSIS). The convention with Luxembourg hospitals was terminated with effect from 1 January 2020, with a view to stopping the unequal treatment of JSIS patients vis-à-vis those covered by the national health system. Cooperation 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 childcare activities is also a priority, to ensure that staff in Luxembourg are properly welcomed and integrated in the country, and to improve their career development.

BREXIT

In close cooperation with other Commission Services, providing legal analysis and advice, and providing support on Brexit-related staff matters.

While the negotiations on the agreement on the future relationship with the UK until the end of December were still ongoing, the Withdrawal Agreement with the UK has

already broadly settled the consequences of the UK withdrawal in the field of the Staff Regulations, including for the time after the end of the transition period.

In particular, the privileges and immunities of EU staff in the UK as regards avoiding double taxation and judicial immunity were maintained. The UK also undertook to pay its share of the pension rights of EU staff. Cooperation at administrative level will continue to secure the possibility for transfers of pension rights and payment of unemployment allowances. Last but not least, the Withdrawal Agreement also contains protection for citizens' rights that will equally apply to EU staff and their families.

Furthermore, as the transition period under the Withdrawal Agreement expired at the end of

2020, DG HR took concrete steps to implement the commitment to provide maximum job security to the British staff. Thus, the College decided not to use its discretionary power to dismiss officials who, due to the UK withdrawal, no longer satisfy the statutory condition to be a national of one of the EU Member States. As regards contractual staff, DG HR launched individual case-by-case assessments based on a transparent and generous application of the rules to determine whether it is justified to grant an exception in the interest of the service and keep staff concerned in place.

SOCIAL DIALOGUE

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

Staff members can make their voice heard, 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 mission.

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

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 and 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. Around 40 meetings with trade unions and staff associations were held in 2020, including regular meetings with the Commissioner for Budget and Human Resources, in line with the framework agreement on relations between the Commission and the representative trade unions and staff associations. The issues included:

- the new joint decisions of the EEAS and the Commission on local staff employed in delegations outside the EU;
- the new human resource strategy;
- 17 information meetings about the COVID-19 pandemic and its consequences for the staff;
- the new delegation of programmes in the Executive Agencies;

- the Multiannual Financial Framework and NextGenerationEU;
- the new decision regarding the payment of the education allowance provided for in Article 15 of Annex X to the Staff Regulations to staff members for the duration of temporary assignments to the seat of the institution or any other place of employment in the Union.

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. Some 60 Joint Committees are currently active.

JOINT COMMITTEES

AGENCIES

Enhancing harmonised implementation of HR policies across agencies.

In 2020, the Agencies agreed (via the Standing Working Party) to apply the following Commission Decisions by analogy:

- C(2020) 1559³² of 16 March 2020 amending Decision C(2013) 9051³³ of 16 December 2013 on leave (welcome of a new-born child); and
- C(2020) 4818³⁴ of 20 July 2020 amending the Commission Decision C(2011) 1278³⁵ of 3 March 2011 on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights.

The Commission also issued **11 individual agreements** to Agencies' implementing rules in different areas (e.g. delegation of appointing authority powers, appraisal of the executive director, conflicts of interest, assistance with home care or care for a sick child). Other individual decisions are under discussion with the concerned Agencies for adoption in 2021 (e.g. delegation of appointing authority powers, setting up of staff committees). The finalisation of the model decision on administrative inquiries and disciplinary procedures is expected in 2021.

As every year, the Commission reviewed the staff policy plan for the Decentralised Agencies and the concerned Joint Undertakings via their individual **single programming documents** (34 SPDs). HR matters including recruitment

policies and organisation charts, staff requests and reclassification procedures were analysed for each concerned Agency according to the new set of guidelines and, in particular, a revised HR reporting framework agreed in 2019.

Following the **cost-benefit analysis** carried out in 2019, the Commission decided to make greater use of Executive Agencies for the implementation of the **new EU programmes**. The Commission has designated the portfolios of the six Executive Agencies to ensure a strong thematic focus and close alignment with the headline ambitions of President von der Leyen:

- the European Climate, Environment and Infrastructure Executive Agency (CINEA);
- the European Health and Digital Executive Agency (HaDEA);
- the European Research Executive Agency (REA);
- the European Innovation and SME Executive Agency (EISMEA);
- the European Education and Culture Executive Agency (EACEA);
- the European Research Council Executive Agency (ERCEA).

In 2020, draft legal acts covering the new agencies were preliminary endorsed by the Commission. The Commission paid particular attention to ensuring that the full continuity of staff's contractual rights, including pension rights, are ensured when staff follow a programme from one agency to another. The setting up of the new agencies, the delegation of programmes to them and the transfer of staff are to be finalised in 2021. In view of the transfer of tasks of the Consumers, Health, Agriculture and Food Executive Agency (CHAFEA) located in Luxembourg to Brussels-based Agencies, dedicated assistance was provided to CHAFEA and its staff through close cooperation and legal advice, in particular regarding the individual situation of staff.

Also, to ensure that the future supervision be as lean and efficient as possible, and in view of the increasing number of delegated programmes in the next multiannual financial framework, the Commission issued a new general framework for the future supervision of the Executive Agencies.

Revision of the **EA Guidelines** started in 2020 and should be finalised in 2021. The purpose of the guidelines is to help Commission Services that use or intend to use Executive Agencies to manage their funding programmes. The guidelines also set out an operational framework on the various budgetary and HR aspects. These aspects are to be adjusted and strengthened to take on board the developments since 2014 (the date of the current guidelines), as well as the Commission's ambition and commitments to Executive Agencies as part of the management of the 2021-2027 EU programmes (e.g. on gender policy and the HR aspects of the EU eco-management and audit scheme (EMAS)).

Furthermore, to achieve more effective use of Institutionalised European Partnerships, the Commission prepared a proposal to reform the Commission's policy on research and innovation partnerships and **establish Joint Undertakings under Horizon Europe**.

The Commission also proposed a revision of the founding acts of the European Union Agency for

Fundamental Rights (FRA) and the European Union Agency for Law Enforcement Cooperation (Europol).

Particular support was also given to the **European Border and Coast Guard Agency (FRONTEX)**, in the context of the Agency's significantly expanded mandate. This support focused on the future selection and appointment of the deputy executive directors and on setting rules required by legal procedure, in particular on delegation of the appointing authority powers, supervisory mechanism, independence of fundamental rights officer and their staff, middle management decisions and temporary occupation of management functions.

The Commission plays an active role in **informing Agencies** and Joint Undertakings at an early stage of the implementing rules under discussion in the Commission. To this end, it participated in the **Decentralised Agencies and Joint Undertakings Network** and made presentations to the Agencies' Executive Directors, Heads of Administration and Heads of Human Resources within the network.

The Commission provided direct support to Agencies and Joint Undertakings via the DG HR Agencies **helpdesk service**, which dealt with over 1 000 queries in 2020. Many of the questions were focused on handling different HR processes during the COVID-19 pandemic (e.g. selection, recruitment, remote working telework). Following the 2020 satisfaction survey, Agencies that participated in the survey are generally satisfied with the way the helpdesk deals with their questions. Significant support is given to **parent DGs** (18 parent DGs) in preparing the Agencies' Management Board meetings (3 times per year), as well as on staff matters related to the implementation of Article 110(2)³⁶ of the Staff Regulations, and on the opinions related to the single programming documents and budgetary hearings.

Shared services are provided to the Agencies **via service-level agreements**; this includes both Decentralised and Executive Agencies, as well as Joint Undertakings. The agreements cover diverse services, such as the SYSPER staff HR system, appraisals and promotion, learning and development, medical services,

health and wellbeing, complaint handling and security services. 51 service-level agreements with DG HR are in force. In 2020 they were

amended by adding detailed provisions regarding **data protection**.

EUROPEAN SCHOOLS

Representing the interests of the institutions and their staff members in relation to the European Schools system.

In September 2020 (school year 2020/2021), 28 089 children were schooled in **13 European Schools located in 6 Member States**³⁷. The **EU contribution** is the largest income of the European Schools' budget (around 55%, amounting to around EUR 186 million in 2020). Taken together, the balancing contribution from the EU budget and the contributions from bodies with which the Commission concluded contribution agreements (EIB/ESM, EUIPO and other agencies) represented 61.2% of the schools' budget (EUR 207.2 million) in 2020.

Since the creation of the first accredited school in 2007, **20 accredited national European Schools** have been set up in **13 Member States**³⁸. With 4 more national schools in the process of accreditation³⁹, the number of accredited European Schools will reach 24. Around 11 200 pupils are enrolled in the existing accredited schools, of which around 1 150 pupils are the children of EU staff. Of these, 95 are the children of Commission staff, with the rest being the children of staff in agencies and other bodies⁴⁰.

2020 saw the introduction of different measures which proved necessary given the increasing number of accredited European Schools. These were: (i) a repartition key for ensuring that the accredited European Schools contribute fairly to the financing of the overall system and thus meet the requirement of **cost neutrality**; (ii) new accredited schools regulations; (iii) a toolkit for audits.

INFRASTRUCTURE AND ENROLMENTS

The **overall population in the European Schools is growing continuously** – in the 2020-2021 school year there are in total 28 089 pupils (a rise of 381 pupils on the previous year). In Brussels, the population grew from 13 430 pupils in 2019-2020 to 13 935 in 2020-2021 (increase of 505 pupils), adding to the serious overpopulation of all the existing European Schools in Brussels. The only exception is the Berkendael site (part of European School Brussels I), where the population increased to 883 pupils this school year, out of a nominal capacity of 1 000 pupils. Thanks to the successful implementation of the **enrolment policy guidelines from the previous years, all category I pupils were nonetheless offered a place in one of the existing schools**. Despite the severe overcrowding of the existing European Schools in Brussels, the opening of a **fifth school in Brussels** expected initially for the beginning of the 2019-2020 school year suffered a significant delay on the side of Belgian authorities. The latter have, however, recently committed to give a new boost to the construction of the fifth school. A dedicated task force in the Belgian Prime Minister's Office has been set up to monitor developments in this project, as well as other issues related to the infrastructure of the European Schools in Belgium.

The Belgian authorities were working on a **temporary solution** to accommodate some of the pupils of the European Schools in Brussels. A **temporary school on the former NATO site in Evere (where the new fifth school is also eventually to be built)**, is expected to open in September 2021 with a capacity to accommodate 1 500 nursery and primary pupils.

During its October and December 2020 meetings, the Board of Governors of the European Schools issued detailed guidelines on the effective use of the Evere temporary site. The temporary site will become a part of European School Brussels II and will welcome only newly enrolled children in the language sections open in the school. As siblings of children already in other schools will not be enrolled in the temporary school, this will avoid possible adverse effects on pupils already enrolled in the European Schools in Brussels.

GOVERNANCE, EDUCATION AND STAFF ISSUES

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

In April 2019, the Board of Governors adopted a series of measures to assure sustainability of the system of the European Schools, including an **'attractiveness package' for teaching staff in the European Schools, regulations for administrative and ancillary staff** and the revision of the **cost-sharing mechanism**. The impact of these measures is currently being monitored and the Board of Governors is expecting an evaluation report to be submitted in April 2021.

The **educational support** policy in the European Schools was revised in 2013 to improve the existing arrangements on the provision of educational support. Then, in 2016-2017, the policy underwent a comprehensive evaluation by a team of national inspectors and a working group created in the European Schools to follow up the UNCRPD recommendations. Based on this, the Board of Governors of the European Schools approved an **action plan on educational support and inclusive education** in April 2019.

The action plan includes a set of specific commitments, to be implemented as from September 2019 (short-term) until 2022 (long-term) and falling within various domains. In 2021 an external evaluation is expected. This evaluation will assess implementation of the action plan on educational support and inclusive education, including any outstanding

issues, and issue recommendations to the Board of Governors. Out of the 36 actions included in the action plan, 16 have been completed.

The development of the education provided in the European Schools, including the provision of educational support in line with the action plan on educational support and inclusive education, entails a revision of the educational support policy, in order to accommodate those changes. Revision of the policy has recently started.

On pedagogical reform, in April 2020 the Board of Governors decided to include the host country language in the group of second languages (until then limited to English, French and German). The implementation of this measure will start from September 2023. Conversely, the Board of Governors did not find the proposal to offer a third language as from primary 4 to be acceptable at this stage, but offered to revisit it once it had been given further consideration/once it had been developed further.

The **new marking system for the Baccalaureate** is scheduled to enter into force as follows: for years secondary 1 - secondary 5 in September 2018, for secondary 6 in September 2019, and for secondary 7 in September 2020, with the first European Baccalaureate to be awarded in 2021. The Secretary-General is doing its utmost to support and follow the process closely, having provided detailed information to all stakeholders and invited Member States to provide conversion keys to national systems. The Board of Governors discussed the state of play in its meeting of December 2020, inviting 9 Member States to decide quickly on their conversion systems in order to provide planning security for students and parents. The Commission is in close contact with the German and Danish authorities in order to discuss the envisaged approaches.

Brexit and the UK's potential repeal of the Convention defining the Statute of the European Schools remains an important challenge for the European Schools. The issue is being closely followed by a dedicated working group at the level of the European

Schools Secretary-General, where the Commission is also represented, reporting directly to the Board of Governors.

During its meetings of December 2020, the Board of Governors discussed the issues linked to potential measures to mitigate the risks linked to the end of mandate of the two UK inspectors, and discussed the future cooperation with UK experts and examiners.

FINANCIAL AND BUDGETARY MANAGEMENT

The **new model of financial governance**, implementation of which started in early 2018, has been thoroughly implemented since 1 January 2020, when the schools' Secretary-General became the single Authorising Officer, while granting the adequate delegations to the schools' directors.

This new governance allows for the development of more robust internal audit control and accountability of the system.

Moreover, an **update of the European Schools Financial Regulation** was adopted by the Board of Governors in December 2020. This was to keep it aligned with the EU Financial Regulation which was revised in 2018, and also improve some of its provisions. However, the mandate of the working group has been

extended to further analyse the revision of three articles for which no definitive decision has yet been reached.

The European Schools have also taken a number of measures (finalisation of an accounting manual detailing the accounting treatment for the main transactions, issuing of a memorandum on the management of extra-budgetary activities containing detailed and harmonised treatment for this matter). The **2019 annual accounts** of six schools were audited in 2020 by external independent auditors. They issued an unqualified opinion.

The Commission managed to make the **institutions and entities with administrative and financial autonomy** participate in **financing the education costs** of their own staff's children.

In 2020, one **new financial agreement** was concluded between the Commission and European Public Prosecutor's Office (EPPO), the staff of which have children enrolled in both European Schools located in Luxembourg. As a result, there has been a significant increase in the **yearly contribution paid by entities** with legal personality and a separate budget from the EU budget, which have concluded a financial agreement either with the Commission or directly with the schools. The contribution by such bodies has gone from around EUR 3 million in 2014 to around EUR 32.5 million in 2020.

INTERNATIONAL AFFAIRS

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

EUPAN

DG HR's cooperation with the European public administration network (EUPAN) focused on the support given to EUPAN presidencies in preparing and organising meetings of the network. In 2020 the activities of the network were significantly reduced due

to the COVID-19 pandemic and most of the network meetings were cancelled. The Directors-General meeting under the German Presidency took place remotely, with a **Focus on how the administrations have coped with the COVID-19 crisis and how inclusion and diversity policies are being integrated into public organisations**. Before that meeting, DG HR coordinated the replies of

the European Commission to a questionnaire circulated to all EUPAN members on the main measures adopted by public organisations in response to the COVID-19 crisis, as well as on a questionnaire dealing with staff motivation.

In addition, DG HR developed together with the future Portuguese Presidency of EUPAN the concept for a ministerial meeting in the network in 2021 and contributed to presenting this initiative to EUPAN members.

ENLARGEMENT COUNTRIES

DG HR provided its contribution to DG NEAR to the discussions held remotely in the Special Groups on Public Administration Reform (PAR SGs) bringing together the Commission and the enlargement countries. PAR SGs are in place with Albania (June 2020), Bosnia & Herzegovina (July 2020), Kosovo (October 2020), North Macedonia (October 2020) and Serbia (November 2020). DG HR input considered various issues on civil service and human resources management reforms in those countries. In December 2020, DG HR assisted DG NEAR in a virtual fact-finding mission with different levels of authority in Bosnia and Herzegovina, in which the civil service legislation and human resources management tools were extensively discussed.

COOPERATION WITH INTERNATIONAL ORGANISATIONS THROUGH STAFF EXCHANGES

The selection of staff exchange projects to be implemented in 2020 was finalised in early February 2020, with 7 projects from 7 DGs approved for their implementation across the year. However, due to the outbreak of the COVID-19 pandemic, related travel restrictions and the situation in partner organisations across the globe, the scheduled staff exchange missions of EU officials could not be actually implemented as originally planned. Their implementation is now scheduled for 2021.

The exchange of best practices with other administrations continued in 2020 until the breakout of the COVID-19 pandemic, with a

visit of middle managers from the Japanese central administration to DG HR. Topics related to work-life balance, ethics, diversity and inclusion, careers and mobility, as well as gender balance were discussed during the visit. Furthermore, a Japanese public servant published a paper that included a comparative analysis of the European Commission's and Japan's policies on these topics.

Reflections are ongoing on potential ways of increasing cooperation on HR issues with other international organisations.

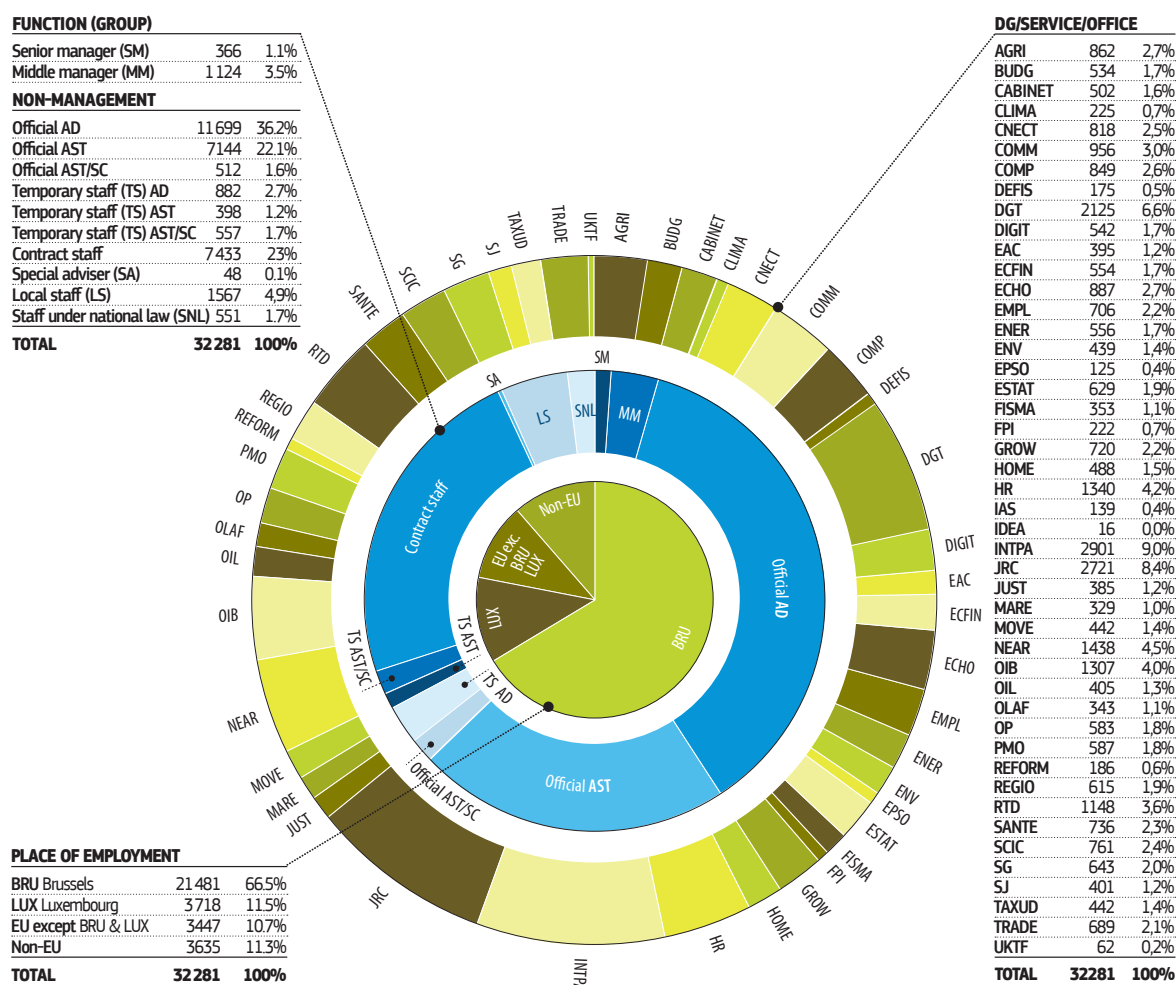
ANNEXES

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 2020, the Commission's overall workforce has decreased by 1.7% compared to 2019. The number of officials and temporary staff has very slightly increased, as in the previous year. The number of contract staff has also slightly increased, to 23% of the Commission's staff. Staff numbers in the administrators (AD) and secretaries/clerks function group (AST/SC) have increased in 2020, while assistants (AST) have decreased.



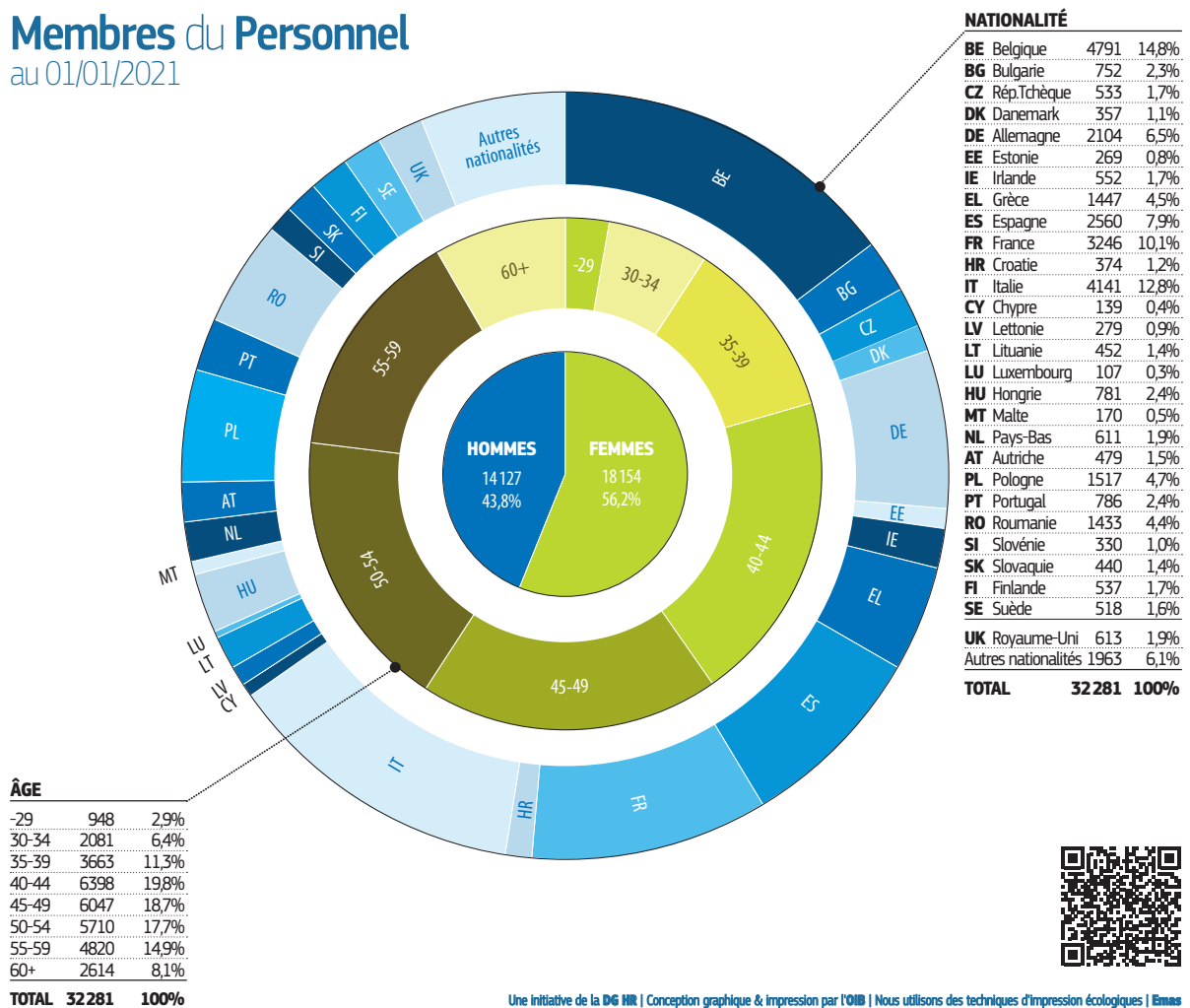
There are more female than male Commission staff members. To increase the representation of women in its management positions, the former Commission implemented an ambitious initiative aiming to reach a ratio of at least 50% female managers by the end of its mandate. By the end of 2020, 40.7% of senior management (including Directors-General, Deputy Directors-General, Directors and Principal Legal Advisers) were women, up over 4 percentage points a year earlier. Similarly, 43 % of middle management (Heads of Unit or equivalent) were women, up 1.5 percentage points a year earlier. Details on implementation progress can be found in the Diversity & Inclusion chapter of this Report.

Officials in the Commission are ageing. Since 2000, the proportion of officials aged over 45 has been growing and represented over 59% of Commission staff in 2020. The average age of contract and temporary staff members is considerably younger: On 1 January 2021 it stood at 42 for contract staff and at 39 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 2020, the number of staff younger than 30 years has increased to 948, compared to 905 the previous year.

An electronic version of the chart can found on the EUROPA website:

(https://ec.europa.eu/info/about-european-commission/organisational-structure/commission-staff_en)

Membres du Personnel au 01/01/2021



ANNEX II: SCREENING OF HUMAN RESOURCES

Table 1: Proportion of jobs per screening category and activity (Commission, 2018-2020, screening population)

SCREENING CATEGORY	ACTIVITY GROUP	2018	2019	2020
OPERATIONS	Communication	2.4%	2.4%	2.7%
	Economic analysis	1.3%	1.2%	1.3%
	Impact assessment and evaluation	0.6%	0.6%	0.6%
	International relations and negotiations	3.2%	3.3%	3.5%
	Law monitoring and implementation	5.3%	5.6%	5.7%
	Legal analysis and advice	1.4%	1.9%	2.0%
	Policy- and law-making	13.4%	13.6%	14.9%
	Programme development and management	10.4%	10.6%	10.1%
	Relations with other institutions	0.8%	0.9%	0.8%
	Research and scientific advice	5.4%	5.3%	5.1%
	Statistics methodology, handling and data processing	1.6%	1.5%	1.5%
	Management	4.6%	3.9%	3.8%
	Secretarial support	6.1%	5.1%	4.8%
OPERATIONS TOTAL		56.5%	55.9%	56.8%
COMPLIANCE	Anti-fraud	0.6%	0.8%	0.8%
	Audit	1.4%	1.4%	1.4%
	Document management, access to documents and data protection	1.9%	1.8%	1.7%
	Financial management, budget and accounting	7.8%	7.9%	7.7%
	Linguistic	7.2%	7.4%	7.3%
	Management	1.9%	1.6%	1.5%
	Secretarial support	2.5%	2.1%	1.9%
COMPLIANCE TOTAL		23.3%	23.1%	22.3%
COORDINATION AND SUPPORT	General coordination	2.2%	2.7%	2.4%
	Human resources	4.3%	4.3%	4.5%
	ICT	2.5%	2.9%	2.8%
	Information and knowledge management	1.8%	2.0%	1.9%
	Logistics	4.5%	4.8%	5.1%
	Security	0.9%	0.9%	1.1%
	Management	1.6%	1.5%	1.4%
	Secretarial support	2.2%	1.9%	1.8%
COORDINATION AND SUPPORT TOTAL		20.2%	21.0%	21.0%
GRAND TOTAL		100.0%	100.0%	100.0%

Table 2: Proportion of jobs per screening category and activity (Executive Agencies, 2018-2020, screening population)

SCREENING CATEGORY	ACTIVITY GROUP	2018	2019	2020
OPERATIONS	Communication	1.5%	1.5%	1.9%
	Impact assessment and evaluation	0.2%	0.2%	0.2%
	Law monitoring and implementation	0.0%	0.0%	0.0%
	Legal analysis and advice	1.0%	0.8%	0.8%
	Policy- and law-making	0.3%	0.3%	0.3%
	Programme development and management	58.5%	59.7%	61.4%
	Relations with other institutions	0.1%	0.1%	0.1%
	Statistics methodology, handling and data processing	1.1%	1.0%	1.0%
	Management	3.6%	3.8%	3.7%
	Secretarial support	2.4%	2.5%	2.3%
OPERATIONS TOTAL		68.6%	69.9%	71.7%
COMPLIANCE	Anti-fraud	0.4%	0.4%	0.3%
	Audit	1.1%	0.9%	1.1%
	Document management, access to documents and data protection	0.8%	0.8%	0.8%
	Financial management, budget and accounting	19.5%	18.6%	17.3%
	Management	1.2%	1.2%	1.1%
	Secretarial support	0.8%	0.8%	0.7%
COMPLIANCE TOTAL		23.9%	22.7%	21.3%
COORDINATION AND SUPPORT	General coordination	1.1%	1.2%	1.2%
	Human resources	3.4%	3.4%	3.1%
	ICT	1.5%	1.1%	1.3%
	Information and knowledge management	0.1%	0.1%	0.1%
	Logistics	0.7%	0.9%	0.7%
	Security	0.1%	0.1%	0.1%
	Management	0.4%	0.4%	0.4%
	Secretarial support	0.3%	0.3%	0.2%
COORDINATION AND SUPPORT TOTAL		7.5%	7.4%	7.0%
GRAND TOTAL		100.0%	100.0%	100.0%

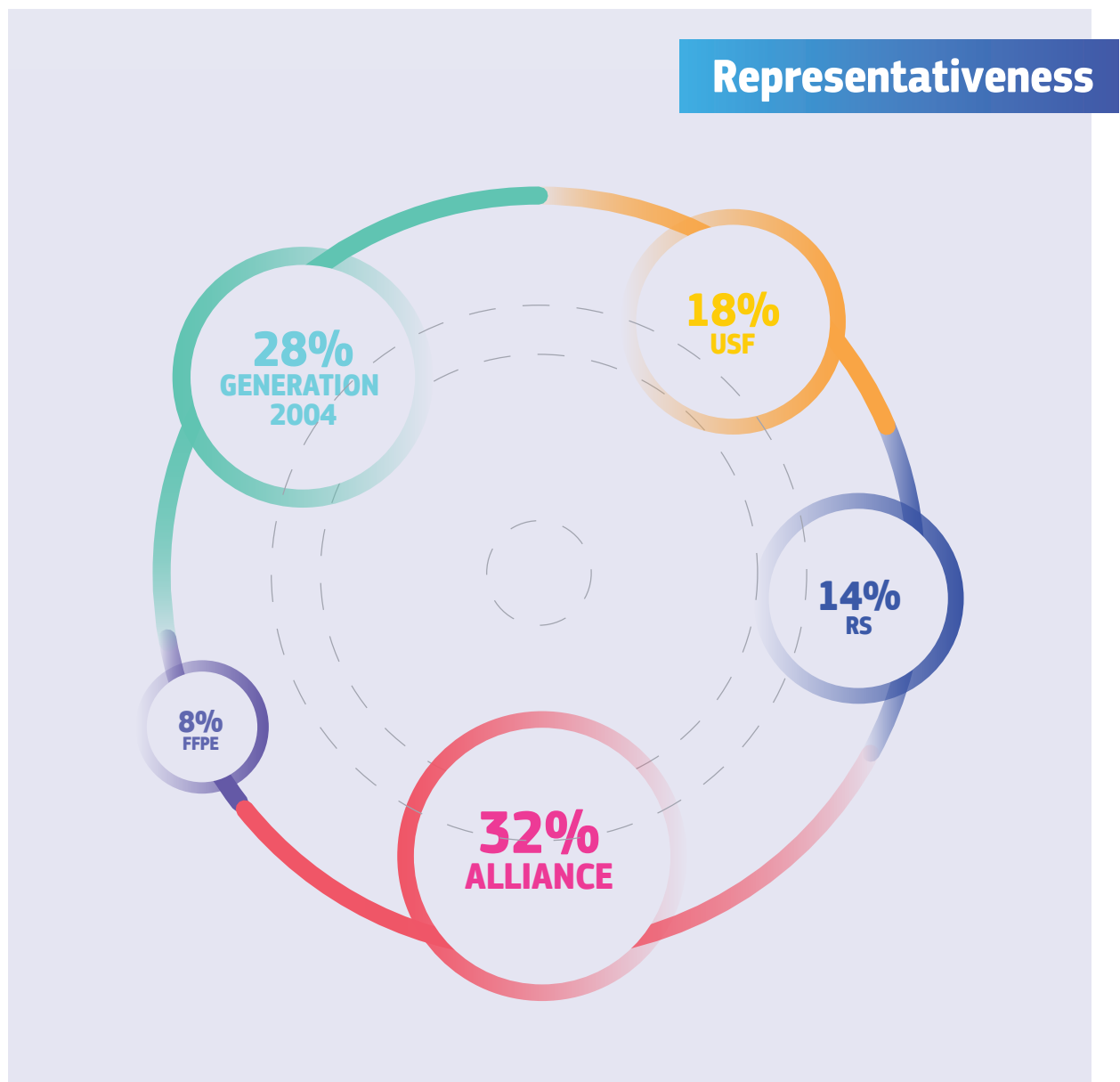
ANNEX III: TRADE UNIONS AND STAFF ASSOCIATIONS

REPRESENTATIVE OSPS	RECOGNISED OSPS, COMPONENTS OF REPRESENTATIVE OSP	ACRONYMS
Alliance	Renouveau & Démocratie	R&D
	Conférence des syndicats européens et syndicat des fonctionnaires européens	Conf. SFE
	Union syndicale Luxembourg	USL
	Solidarité européenne	
	Save Europe	SE
	Association des fonctionnaires indépendants pour la défense de la fonction publique européenne	TAO-AFI
Union syndicale fédérale (USF)	Union syndicale Bruxelles	USB
	Union syndicale fédérale Luxembourg	USF-L
	Union syndicale Ispra	USI
	Union syndicale Petten	US Petten
	Union syndicale Karlsruhe	US Karlsruhe
Regroupement syndical (RS)	Union for Unity	U4U
	Unité et Solidarité - Hors Union	USHU
	Syndicat des Fonctionnaires internationaux et européens	SFIE
FFPE	Fédération de la Fonction publique européenne	FFPE
	Action & Défense	A&D
Generation 2004		G2004

RECOGNISED OSPS BUT NOT COMPONENTS OF A REPRESENTATIVE OSPS	ACRONYMS
Solidarity Independence and democracy	SID
Ispra - contract agents	ISCA
Union générale Europa	UGE

REPRESENTATIVENESS OF OSPS (2020)

OSP	REPRESENTATIVENESS
USF	18.48 %
RS	14.35 %
Alliance	31.63 %
FFPE	7.94 %
Generation 2004	27.60 %



ANNEX IV: CASE-LAW

Case C-570/18 P HF v PARLIAMENT

Judgment of 25 June 2020

Subject matter: Harassment; the right to be heard; access to witness statements; request for assistance; Article 41 of the Charter

Outcome: In a previous judgment of 29 June 2018, (T-218/17), the General Court rejected the applicant's action against the decision not to grant assistance to a member of staff alleging harassment in the workplace. The applicant had not been given access to the witness statements before the institution decided not to grant assistance.

The Court of Justice set aside the judgment of the General Court.

The Court held that, in a dispute concerning harassment involving European officials, the person who lodged a complaint is entitled to receive a summary, at the very least, of the statements made by the person accused of harassment and the various witnesses heard during the investigation procedure. This would allow the person to effectively present her observations to the institution before the latter takes a decision on the request for assistance. The summary must be disclosed while respecting, if necessary, the principle of confidentiality.

The General Court thus erred in law by failing to find that it was contrary to the right to be heard, set out in Article 41 (2) of the Charter, that the complainant had not been given, at the very last, an anonymised summary of the witness statements.

JOINED CASES C-119/19 P and C-126/19, CARRERA SEQUEROS V COMMISSION

Judgment of 8 September 2020

Subject matter: Reform of the Staff Regulations of 1 January 2014; Article 6 of Annex X to the Staff Regulations; new provisions relating to annual leave applicable to officials posted in a third country.

Outcome: In a previous judgment of 4 December 2018 (T-518/16), the General Court upheld an appeal against the decision to reduce, in accordance with the new provisions of Article 6 of Annex X to the Staff Regulations, the annual leave of officials posted in a third country. The General Court judged that this provision was illegal.

The Court of Justice set aside the judgment under appeal.

The Court of Justice considered that the fundamental right to paid annual leave enshrined in Article 31 (2) of the Charter is not derived from Directive 2003/88 as a whole, but only from the provision, which reflects and clarifies the fundamental right to an annual period of paid leave, which is Article 7 (1) of Directive 2003/88. The Court considers that this article gives concrete expression to the fundamental right to paid annual leave, and can therefore by its nature, not constitute an interference with this fundamental right. Consequently, the new Article 6 of Annex X to the Staff Regulations, guaranteeing a right to annual leave exceeding the minimum of four weeks laid down in Article 7 (1) of Directive 2003/88, does not infringe the fundamental right to annual leave. The General Court thus erred in law in holding that the EU legislature infringed the fundamental right to paid annual leave by adopting the new Article 6 of Annex X to the Staff Regulations.

JOINED CASES T-401/16 and T-443/16, SPAIN AND ITALY V COMMISSION

Judgment of 9 September 2020

Subject matter: Language regime, limitation of choice of second language of competitions and communication to German, English and French, discrimination based on language, Article 1d(1), Article 27 and Article 28 (f) of the Staff Regulations

Comment: This case is part of a series of judgments on the same subject matter. See Joined Cases T-353/14 and T-17/15; C-621/16 P and C-377/16.

Outcome: The General Court annulled notices of competition EPSO/AD/323/16 and EPSO/AD/324/16.

The General Court held that the limitation of the choice of the second language in a competition, excluding the other official languages, constitutes discrimination on ground of language, in principle prohibited by the Staff Regulation. This limitation is not objectively justified or proportionate to the main purpose pursued, namely consisting of selecting administrators that are immediately operational. It adds that the grounds related to budgetary and operational constraints and the nature of the selection procedure, even when considered together with the reason related to the need to select immediately operational administrators, cannot justify the said limitation.

In the same vein, the General Court considers that limiting the choice of languages of communication between candidates and EPSO is also not justified, so the contested notices of competition are also annulled to that extent.

C-93/19 P Hebberecht v EEAS

Judgment of 19 November 2020

Subject matter: Interests of the service; principle of equal treatment; positive discrimination in favour of the under-represented sex; Article 1d of the Staff Regulations

Outcome: The case concerns a dispute between the EEAS and one of its officials, who is seeking an extension of her assignment to a managerial post. In rejecting the request, the EEAS considered that only the interest of the service should be taken into account and that sex should not play a role in that decision.

In a previous judgment of 27 November 2018, the General Court held that gender equality was one of the essential elements to be taken into account in all decisions taken on the basis of the Staff Regulations. The EEAS appealed that judgment arguing that the principle of equal treatment between men and women cannot be taken into account when adopting an individual decision, which does not entail a choice between several persons.

In the present judgment, the Court of Justice dismissed the appeal.

The Court of Justice held that, in the case of individual decisions, the appointing authority is bound to take into account the need to ensure equality between men and women, which must be weighed with the other relevant interests, such as the interest of the service.

CASE T-442/17 RENV, RN V COMMISSION (see also cases T-243/18 and T-315/19)

Judgment of 16 December 2020

Subject matter: Survivor's pension; Articles 18 and 20 of Annex VIII to the Staff Regulation; Duration of marriage; Equal treatment; Principle of non-discrimination on grounds of age

Outcome: The General Court annulled the Commission's decision, taken in accordance with Article 20 of Annex VIII to the Staff Regulations, rejecting the application for a survivor's pension of a spouse, who was married less than five years with a former official.

The Court considered that the situation of a surviving spouse of a former official, who married before he left the service (Article 18 of Annex VIII to the SR is applicable) is not different from that of a surviving spouse of a former official, who married after he left the service, for granting the survivor's pension (Article 20 of Annex VIII to the SR is applicable). That is because the grant of the survivor's pension depends solely on the legal nature of the link between the person concerned and the deceased official.

The treatment provided for a surviving spouse, who married a former official after he left the service is less favourable than for a surviving spouse, who married the official that was still in active employment and thus generally younger than a former official. This is, therefore, a difference in treatment of comparable situations, indirectly based on age of the former official on the date when he married.

While it is not unreasonable to make the right to a survivor's pension subject to a condition that the marriage lasted for a minimum duration, imposing different minimum durations, such as one year in Article 18 of Annex VIII and five years in Article 20 of Annex VIII, breaches the principle of equal treatment. This is, moreover, the case as Article 20 of Annex VIII does not allow for any exception to the five year rule.

The objective of safeguarding the financial equilibrium of the EU pension scheme cannot justify a derogation from the general principle of equal treatment.

ANNEX V: CAREER MANAGEMENT

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

GRADE	2016	2017	2018	2019	2020
AD13	5.2	5.6	6.2	6.7	7.4
AD12	4.2	4.2	4.1	4.5	4.1
AD11	3.3	3.6	3.7	3.6	3.7
AD10	4.0	3.8	3.7	3.5	3.4
AD9	3.3	3.4	3.4	3.5	3.5
AD8	2.7	2.7	2.8	2.8	2.9
AD7	2.6	2.7	2.7	2.8	2.8
AD6	2.7	2.8	2.8	2.8	2.8
AD5	2.8	2.8	2.8	3.0	2.8
AST10	4.3	4.8	5.1	4.5	4.7
AST8	3.6	3.5	3.6	3.6	3.7
AST7	3.8	3.6	3.9	3.8	3.8
AST6	3.8	3.8	3.8	3.8	3.8
AST5	3.9	3.6	3.6	3.7	3.8
AST4	3.0	2.9	3.0	2.9	2.9
AST3	3.0	3.0	3.0	3.0	3.1
AST2	2.9	3.0	2.8	3.0	3.0
AST1	3.3	3.7	5.2	3.6	3.4
AST4/D	9.7	9.4	9.6	9.8	11.9
AST3/D	4.0				
SC3					2.3
SC1		2.0	2.5	3.1	3.3
SC1		2.0	2.5	3.2	3.6

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

2 - Number of reclassified contract staff by year (annual reclassification exercises for 3a contract staff)

FUNCTION GROUP	2016	2017	2018	2019	2020
GFI	114	101	115	83	78
GFII	155	150	136	120	113
GFIII	39	55	54	44	41
GFIV	143	119	136	167	175
Total	451	425	441	414	407

Source: Sysper and DG HR.B

3 - Certification procedure

	2016	2017	2018	2019	2020
Population AST5 and +	5 829	6 030	6 084	5 957	5 764
Candidates	407	386	399	371	356
Candidates admitted to the certification exercise	352	362	367	351	341
Candidates admitted to the training programme	60	60	60	50	50
Newly certified officials	43	52	49	59	42
Certified officials appointed as administrator	52	51	64	61	56

Source: Sysper and DG HR.B.

Candidates are displayed under the year of launch of the certification exercise.

Certified officials are displayed under the year of publication of the list of certified officials

Appointed officials are displayed under the year of appointment.

Please note that each certification exercise spans at least two years.

ANNEX VI: ACRONYMS

DGs, Services, Offices in 2020

AGRI	DG Agriculture and Rural Development
BUDG	DG Budget
CLIMA	DG Climate Action
CNECT	DG Communications Networks, Content and Technology
COMM	DG Communication
COMP	DG Competition
DEFIS	DG Defence Industry and Space
DEVCO	DG International Cooperation and Development
DGT	DG Translation
DIGIT	DG Informatics
DPO	Data Protection Officer
EAC	DG Education, Youth, Sport and Culture
ECFIN	DG Economic and Financial Affairs
ECHO	DG Humanitarian Aid and Civil Protection
EMPL	DG Employment, Social Affairs and Inclusion
ENER	DG Energy
ENV	DG Environment
EPSC	European Political Strategy Centre
EPSO	European Personnel Selection Office
ESTAT	Eurostat
FISMA	DG Financial Stability, Financial Services and Capital Markets Union
FPI	Service for Foreign Policy Instruments
GROW	DG Internal Market, Industry, Entrepreneurship and SMEs
HOME	DG Migration and Home Affairs
HR	DG Human Resources and Security

IAS	Internal Audit Service
JRC	Joint Research Centre
JUST	DG Justice and Consumers
MARE	DG Maritime Affairs and Fisheries
MOVE	DG Mobility and Transport
NEAR	DG Neighbourhood and Enlargement Negotiations
OIB	Office for Infrastructure and Logistics in Brussels
OIL	Office for Infrastructure and Logistics in Luxembourg
OLAF	European Anti-Fraud Office
OP	Publications Office
PMO	Office for the Administration and Payment of Individual Entitlements
REFORM	DG Structural Reform Support
REGIO	DG Regional and Urban Policy
RTD	DG Research and Innovation
SANTE	DG Health and Food Safety
SCIC	DG Interpretation
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 in 2020

BE	Belgium	LT	Lithuania
BG	Bulgaria	LU	Luxembourg
CZ	Czechia	HU	Hungary
DK	Denmark	MT	Malta
DE	Germany	NL	Netherlands
EE	Estonia	AT	Austria
IE	Ireland	PL	Poland
EL	Greece	PT	Portugal
ES	Spain	RO	Romania
FR	France	SI	Slovenia
HR	Croatia	SK	Slovakia
IT	Italy	FI	Finland
CY	Cyprus	SE	Sweden
LV	Latvia	UK	United Kingdom (until 31/01/2020)

Executive agencies in 2020

EACEA	Education, Audiovisual and Culture Executive Agency as from 2005
ERCEA	European Research Council Executive Agency since 2007
REA	Research Executive Agency since 2007
EASME	Executive Agency for Small and Medium-sized Enterprises, replacing the Executive Agency for Competitiveness and Innovation (EACI) as from 2013
CHAFEA	Consumers, Health, Agriculture and Food Executive Agency replacing the Executive Agency for Health and Consumers (EAHC) as from 2013
INEA	Innovation and Networks Executive Agency replacing the Trans-European Transport Network Executive Agency (TEN-T EA) as from 2013

Decentralised agencies and other stakeholders

FRONTEX	European Border and Coast Guard Agency
CDT	Translation Centre for the Bodies of the European Union
CEDEFOP	European Centre for the Development of Vocational Training
ECHA	European Chemicals Agency
EEA	European Environment Agency
EFSA	European Food Safety Authority
eu-LISA	European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice
EU-OSHA	European Agency for Safety and Health at Work
EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
SRB	Single Resolution Board
CPQS	Preparatory Committee for Matters Relating to the Staff Regulations
DPC	Data Protection Coordinator
EUPAN	European Public Administration Network
PAR	SGs Special Groups on Public Administration Reform

**ANNEX VII: MANAGEMENT TEAM OF DG HUMAN
RESOURCES AND SECURITY**



Organisational DEVELOPMENT
HIGH PERFORMANCE ORGANISATION

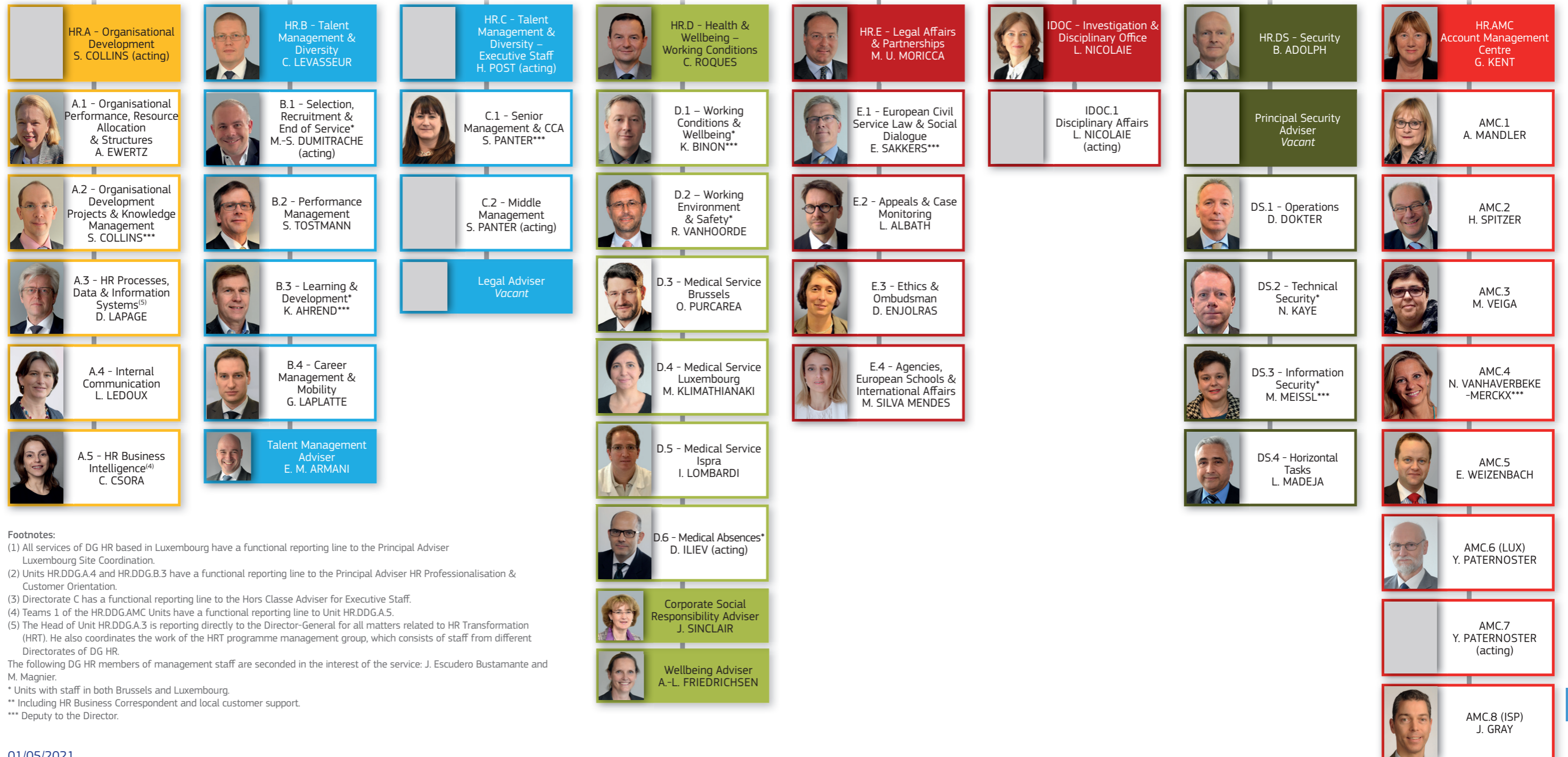
talent MANAGEMENT
THE RIGHT PERSON IN THE RIGHT PLACE, AT THE RIGHT TIME

fit@work
HEALTHY PEOPLE, HEALTHY ORGANISATION

Legal Affairs
ETHICAL ORGANISATION

Security
SECURE ORGANISATION

Partnerships
COLLABORATIVE ORGANISATION



Footnotes:

- All services of DG HR based in Luxembourg have a functional reporting line to the Principal Adviser Luxembourg Site Coordination.
- Units HR.DDG.A.4 and HR.DDG.B.3 have a functional reporting line to the Principal Adviser HR Professionalisation & Customer Orientation.
- Directorate C has a functional reporting line to the Hors Classe Adviser for Executive Staff.
- Teams 1 of the HR.DDG.AMC Units have a functional reporting line to Unit HR.DDG.A.5.
- The Head of Unit HR.DDG.A.3 is reporting directly to the Director-General for all matters related to HR Transformation (HRT). He also coordinates the work of the HRT programme management group, which consists of staff from different Directorates of DG HR.

The following DG HR members of management staff are seconded in the interest of the service: J. Escudero Bustamante and M. Magnier.

* Units with staff in both Brussels and Luxembourg.
 ** Including HR Business Correspondent and local customer support.
 *** Deputy to the Director.

ANNEX VIII: ENDNOTE

- 1 https://ec.europa.eu/info/publications/strategic-plans-2020-2024_en
- 2 <https://myintracomm.ec.europa.eu/NewsPortal/Documents/2020/Guidelines%20on%20the%20use%20of%20inhouse%20service%20providers%20and%20assimilated.pdf>
- 3 Communication to the Commission The Synergies and Efficiencies Initiative: stock-taking and way forward, C(2019) 2329 final
- 4 <https://myintracomm.ec.europa.eu/coronavirus/Pages/pulse-survey-results.aspx>
- 5 <https://myintracomm.ec.europa.eu/simpler-smarter-together/Pages/index.aspx>
- 6 C(2019)2329, providing for a communication campaign around ‘the purpose and benefits of modernisation measures’.
- 7 <https://ec.europa.eu/dpo-register/detail/DPR-EC-03566>
- 8 Special Report 23/2020: The European Personnel Selection Office: Time to adapt the selection process to changing recruitment needs.
- 9 9.6% of the officials eligible for promotion but not proposed by their DG. This corresponds to a 0.5% decrease for AD officials and a 2.3% decrease for AST and AST/SC officials compared to 2019, when the appeal rate for all officials was 11,1%.
- 10 9.7% of the CAs eligible for reclassification but not proposed by their DG, as against 11.9 % in 2019.
- 11 In line with the framework provided by Commission Decision C(2019)6855 on remedying professional incompetence.
- 12 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-3.aspx
- 13 <https://myintracomm.ec.europa.eu/staff/EN/talent-management/learning/strategy/Pages/team-events.aspx>
- 14 <https://myintracomm.ec.europa.eu/staff/Documents/talent-management/managers/Middle%20managers/Quantitative%20targets%20for%20first%20appointments%20to%20MM%202020-2022%20-%20per%20DG.pdf>
- 15 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-4.aspx
- 16 C(2004)1597.
- 17 State of the European Union – 16/09/2020
- 18 President Von der Leyen, State of the European Union Speech
- 19 C(2020) 997.
- 20 C(2020) 1559.
- 21 C(2020) 3002.

- 22 Ares(2020)4875996.
- 23 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-2.aspx
- 24 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-2.aspx
- 25 Regulation (EU, Euratom) No 883/2013
- 26 Regulation (EU, Euratom) No 2020/2223
- 27 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-5.aspx
- 28 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-5.aspx
- 29 Decision C(2019) 8633 laying down detailed implementing rules on periodic transfers of officials serving in delegations by specific procedure (mobility procedure)
- 30 The Translation Centre for the Bodies of the EU (CDT) (1), CEDEFOP (8), CHAFEA (1), ECHA (5), the European Environment Agency (1), EFSA (3), eu-LISA (3), EU-OSHA (3), EUROFOUND (2), the Single Resolution Board (SRB) (1).
- 31 Heads of Administration (Chefs d'Administration) of EU institutions and bodies based in Luxembourg.
- 32 C(2020) 1559.
- 33 C(2013) 9051
- 34 C(2020) 4818.
- 35 C(2011) 1278.
- 36 https://myintracomm.ec.europa.eu/hr_admin/en/staff-regulations/officials/Pages/title-9.aspx
- 37 Belgium, Germany, Italy, Luxembourg, Spain and the Netherlands.
- 38 Belgium, Denmark, Estonia, Germany, Italy, Ireland, France, Finland, Greece, Luxembourg, the Netherlands, Slovenia and the UK
- 39 2 schools in Germany (Templin, Saarbrücken), 1 school in Poland (Warsaw) and 1 school in Portugal (Lisbon).
- 40 Contribution agreements are signed with the 10 out of the 20 accredited European Schools in return for free-of-charge priority for enrolments. The yearly contributions paid by the Commission to the accredited European Schools amount to around EUR 10 million (of which around 90% are credits transferred to the Commission by other institutions and agencies).



Publications Office
of the European Union

978-92-76-38350-5