



Legal Service
Management Plan
2013

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PART 1. Mission Statement

The mission of the Legal Service is to ensure that the provisions of the Treaties and other measures taken by the institutions are interpreted and applied in accordance with the law. For this purpose, it will give legal advice, defend the interests of the Commission and of the Union before the courts, the national or international tribunals and other dispute settlement bodies, and strive to assure the highest quality, coherence and development of Union legislation.

PART 2. This year's challenge

The Commission Work Programme for 2013 has set out the following key areas:

- Getting the foundations right: towards genuine Economic and Monetary Union
- Boosting competitiveness through the Single market and industrial policy
- Connect to Compete: Building tomorrow's networks today
- Growth for jobs: Inclusion and excellence
- Using Europe's resources to compete better
- Building a safe and secure Europe
- Pulling our weight: Europe as a global actor

In order for the Legal Service to serve DGs and Services activities contributing to these goals, it has to ensure sufficient and competent resources in these subject matters so it can provide timely and high quality advice and legal representation upon request.

Taking into account the priorities of the Commission Work Program for 2013 and the political and economic reality, one can expect a substantial increase of the SJ workload in areas linked to the implementation of the Blueprint for a deep and genuine economic and monetary union, adopted by the Commission in November 2012. The elaboration of the numerous policy initiatives aiming at completing the Single Market and relaunching growth and jobs would probably also call for an enhanced effort by the SJ. A particular attention will continue to be devoted to the full respect of the Fundamental Rights in developing the new policy initiatives : in parallel to the current negotiations with a view to the EU accession to the European Convention of Human Rights, the SJ will oversee that the Fundamental Rights dimension be duly taken into account when legislating in all areas where such rights risk to be somehow affected.

Continuous efforts will be made to respect deadlines and to ensure that legal advice and legal representation is of coherent and high quality. It also works actively to support the global initiative on Better Regulation.

The Legal Service has an important role in current long term Human Rights development and participates actively in this field.

L'importance du respect de la règle de droit est encore plus fondamentale en temps de crise. Dans les moments de difficulté, le choix de solutions *ad hoc* laissant en quelque sorte les règles de côté pour privilégier certains raccourcis peu orthodoxes, peut être tentant. Il est alors primordial de mettre en œuvre les actions appropriées qui permettent - en suivant le cas

échéant des nouvelles pistes mais en restant fidèles aux principes fondateurs de l'Union - de trouver les solutions juridiques les plus efficaces pour parer aux difficultés politiques et économiques.

En cette année 2012, confrontée à la persistance d'une crise économique et financière sans précédent dans la plupart des Etats membres et qui ébranle fortement la confiance des citoyens et des opérateurs économiques, la Commission sera appelée à faire face à des défis majeurs à très courte échéance, sans pour autant perdre de vue ses objectifs de long terme et tout en continuant d'ailleurs à promouvoir la réalisation des valeurs sur lesquelles est fondée l'Union, en premier lieu les Droits fondamentaux.

Dans ce contexte, la mission du Service juridique s'avère essentielle pour assister le Collège et les Directions générales de la Commission dans l'accomplissement des actions requises pour répondre à ces défis. Comme son nom l'indique, le Service juridique entend rester au service de la Commission et mettre à disposition son expertise pour assurer la qualité et la conformité des actes de l'institution avec les principes et les règles des traités ; pour lui permettre d'interagir efficacement avec les autres institutions de l'Union, ainsi qu'avec les autorités des Etats membres et des pays tiers ; pour défendre les intérêts de l'institution devant les juridictions européennes, internationales et nationales.

Les mots-clé qui inspireront l'action du Service juridique sont rigueur et qualité, coopération et écoute, rapidité et efficacité.

Ainsi, le Service juridique continuera à poursuivre le but d'un très haut niveau de qualité de ses avis et apportera sa contribution, lorsque les circonstances l'exigent même dans des délais très serrés. Les dossiers seront traités avec la précision juridique nécessaire et dans le respect des procédures, en recherchant et proposant des solutions conformes au droit, mais éventuellement novatrices, pour répondre à l'intérêt de l'institution et aux exigences des situations concrètes. Travail en équipe et cohérence des positions demeureront un objectif de base face à des dossiers qui souvent concernent plusieurs domaines du droit.

Je considère primordial de maintenir l'objectif de coopérer au maximum en amont avec les Directions générales, le Secrétariat général et les cabinets, notamment le cabinet du Président, pour assurer la prise en compte des exigences du droit dans le choix entre les différentes options ou formules de solutions au stade le plus précoce, compte tenu des dimensions politiques et économiques des questions en cause. L'expérience démontre que, plus cette coopération intervient en amont de la préparation des dossiers, plus elle se révèle fructueuse: c'est pourquoi je veillerai à ce que le Service juridique soit associé dès le début des réflexions au niveau politique et technique, notamment dans les dossiers les plus importants et sensibles.

En outre, dans le droit fil de l'objectif prioritaire "mieux légiférer", le Service juridique continuera à fournir son assistance aux Directions générales en matière de technique législative, pour assurer la plus grande qualité des textes juridiques établis par la Commission aussi sous l'angle rédactionnel. A cet effet, il importe que les propositions élaborées par les Directions générales soient fournies au Service juridique à temps pour permettre la finalisation des textes sur un plan juridique et leur mise au point légistique.

La représentation de la Commission dans le contentieux juridictionnel constitue la tâche propre du Service juridique et tous ses juristes y contribuent de manière substantielle. Cette tâche exige un grand investissement et un haut professionnalisme, car elle met en jeu non

seulement des questions juridiques et souvent des intérêts économiques très importants, mais plus fondamentalement la réputation même de la Commission en tant qu'institution chargée de l'intérêt général européen. Le Service juridique continuera à consentir tous les efforts nécessaires pour assurer le plus haut niveau dans la défense en justice des intérêts de la Commission, dans l'esprit d'une responsabilité collective pour cette tâche fondamentale.

PART 3. General objectives for legal services

The Legal Service aims at meeting Commission needs for legal representation and consultations on legal issues in a cost-efficient way by offering high-quality, coherent and timely services in its field of knowledge.

The activities of the Legal Service take place before or after the activities of the Commission either through consultations or infringement procedures or court cases. The Legal Service is a service at the service of the other DG's. It operates 'on request' and it is not in a position to master its workload as its workload is not determined by the service but by the DG's, the Commission or outside bodies (Council, Parliament, citizens and commercial enterprises).

The Legal Service being a horizontal and support Service, it has neither operational activities nor global objectives linked to them.

However in performing its mission, the following main objectives have been identified:

- To provide, within the set deadlines, legal opinions on all formal and informal consultations received.
- To provide support to the DG's in the early preparation of legal texts.
- To ensure compliance with the rules covering clarity and quality of legal drafting.
- To prepare legal submissions and pleadings for the Commission, respecting the delays, the procedures and ensuring legal coherence.

PART 4. Specific objectives for operational activities

The Legal Service being a horizontal and support Service, it has neither operational activities nor global objectives linked to them.

However in performing its mission, the following objectives have been identified.

4.1. Activity 25.01.07: "Quality of Legislation"(SJ.DDG.K.)

This activity includes:

- Legal revision
- Codification and other aspects of legislative simplification
- Preparation for forthcoming enlargement

4.1.1. Legal Revision

The Quality of Legislation Directorate will continue to ensure that the highest standards of quality are met in the drafting of legal texts. In this regard, it is encouraged in particular by the attitude of the European Parliament, which in successive Resolutions on the Commission's annual Legislative and Work Programme has stated its unequivocal support for the Commission in its continuing efforts to improve the quality of EU legislation.

Amongst the most important elements of these efforts for the Legal Service are the need to ensure the correct application of the rules on legislative drafting and the coherent use of legal terminology, making for greater clarity and ease of understanding. In this area the Directorate is increasingly solicited at early stages of the legislative drafting process.

The Directorate systematically intervenes with advice on drafting of legislation at the inter-service consultation stage and this will remain a crucial activity in 2013.

Legal revision of draft legislative texts and in all official languages will also continue to be a core activity for the Directorate. This is supplemented by an increasing workload on corrigenda in different languages, a tendency which is expected to continue in 2013.

The Directorate has taken measures to ensure that as from the date of the accession of Croatia, planned for 2013 it will have the capacity to cover legislative activity in Croatian.

A continuing challenge for the Quality of legislation team in 2013 will be the need to adjust all acts and proposals of the Commission to the Treaty on European Union and the Treaty on the functioning of the European Union. In particular, much work is still needed for their adaptation to articles 290 and 291 of the TFUE. New Commission delegated and implementing acts are expected after the adoption of new legislative acts in certain fields.

In 2013 the Directorate will be able to finalise two important on-going projects related to legal revision: the updating of the Joint Practical Guide for legal drafting in cooperation with the European Parliament and the Council and the new tool known as the Drafter's Assistance Package (DAP), designed by the team in conjunction with SG and DIGIT. The work on the updating of the Joint Practical Guide in English and French nears completion and it is expected that the updated Guide will be signed by the institutions in the first months in 2013. Thereafter, the other language versions will be elaborated by the Directorate and discussed

with the other institutions. Work on the DAP, which will give on-line information and help with the formulation of acts drafted using LegisWrite format, will continue in 2013 with the aim to finalise and launch that very useful new tool in the course of 2013.

25 01 07 ACTIVITY: "QUALITY OF LEGISLATION"	
OBJECTIVE: Legal revision - Provide the Commission with timely and high-quality advice by intervening at an early stage in the drafting of legal texts in the DG's and Services. - Improve the quality of legislation through the revision of draft texts and the update and development of models, guides and related tools .	
<i>Result Indicators</i>	<i>Situation at year end</i>
Revision of draft legislative texts intended for publication in the OJ	90%
Number of texts revised in all official languages per month	+/- 5
Number of corrigenda revised in one or more of the official languages per month	+/- 23
Individual Commission decisions revised in one or more of the official languages per month	+/- 5
Joint Practical Guide updated and published and DAP completed and launched	Done
<i>Impact Indicators</i>	<i>Situation at year end</i>
The proportion of DIR K. responses to ISC's devoted to matters of legislative drafting: full compliance	Yes
Maximise the number of occasions on which DG's followed the drafting advice of the Legal Service	Done
Minimise the number of cases brought before the Court relating to the inaccessibility of the <i>acquis</i> in new languages	Done
Minimise the number of cases brought by Member States or individuals arising from a divergence in language versions of legislative acts	Done
Minimise the number of cases arising from a lack of clarity of community legislation.	Done
<i>Outputs and related actions</i>	<i>Situation at year end</i>
Total number of texts reviewed	+/- 1 400

4.1.2. Codification and other aspects of legislative simplification

Since 2009, a rolling programme for codification has been in operation. This legislative technique is used when necessary to simplify legislative families which have become over-complex as a result of successive amendments. Candidates for this treatment are identified in discussions with DGs and included in the Commission's annual work programme. This activity will continue in 2013.

As regards the technique of recasting (codification plus changes to the substance of the act), the entry into force of the Lisbon Treaty meant that most on-going codifications had to be converted into recasts in order to incorporate the changes made necessary by the Treaty. This process of adjustment proved to be particularly problematic, especially as there seemed to be no common approach accepted by all EU institutions. Whilst DGs remain chef de file for recast acts, the Directorate has important roles in the drafting, revision and verification of such acts.

In 2013 the Directorate will continue to manage a framework contract between the Commission and an external contractor. A new such contract will be effective on 1 January 2013, following the expiry of the earlier four-year contract. In addition to preparatory work for the codification programme, which could be required only in certain cases in which the

preparation of the different language versions cannot be entirely dealt with by the Directorate, the contract also provides for work by the contractor on compliance assessment, i.e. first-stage analysis of national implementing measures.

The intended impact of codification is to simplify the law of the Union, making it easier to understand and apply. That impact can be measured by the reduction in the number of acts or pages contained in the Union "acquis".

25 01 07 ACTIVITY: "QUALITY OF LEGISLATION"	
OBJECTIVE: Codification of the acquis.	
<i>Result Indicators</i>	<i>Situation at year end</i>
All acts falling within the codification programme are to be found in Agenda Planning for adoption within the scheduled period	100%
The programme of codification is subject to review within the LS every two weeks	done
<i>Impact Indicators</i>	<i>Situation at year end</i>
The reduction in the number of acts contained in the <i>acquis</i> as a result of all codification work	~270 acts
<i>Outputs and related actions</i>	<i>Situation at year end</i>
Codified and recast acts (new and on-going) planned to be dealt with in 2013	60

The Commission in successive communications on the subject of simplification has recognized the fact that the *acquis* contains many acts which, for various reasons, have become obsolete, but which nevertheless formally remain in force or are applicable because they have not been expressly repealed. These acts obscure the overall picture of the active *acquis* and should be removed from the Directory of Union Legislation in Force.

In 2013, the Directorate will continue regularly updating the list or inventory of generally-applicable acts, with a view to future accessions. The Commission's operational departments are encouraged to consult that list so as to enable them not only to check the accuracy of the information given but also to ascertain which documents appear to be no longer relevant.

The impact of these initiatives can be measured by the reduction in the number of acts contained in the *Directory*.

25 01 07 ACTIVITY: "QUALITY OF LEGISLATION"	
OBJECTIVE: Other aspects of legislative simplification. To encourage Commission departments to remove obsolete legislation that is obscuring the overall picture of the active <i>acquis</i> , by repeal or declaration of obsolescence.	
<i>Result Indicators</i>	<i>Situation at year end</i>
Maximise the willingness of Commission departments to participate in this action.	Done
The consequent reduction in the number of acts contained in the Directory of Union legislation in force.	Reduction of acts

4.1.3. Preparation for forthcoming enlargement

As far as Directorate is concerned, the preparation means ensuring that the *acquis* will be ready for publication in a Special Edition of the *Official Journal* by the date of enlargement in the new language(s). Failure to do so can have serious legal consequences for the Union. This is a collaborative effort involving candidate States, who have to produce a revised translation of the legislation, and the legal services of the Commission, the Council, the European Parliament and the Office of Publications, who have to finalise and publish the resulting texts.

In 2013 the accession of Croatia is expected. In this respect, it has to be underlined that the translation of the Union acts into Croatian by the Croatian authorities is not progressing at the requested speed. Therefore, the Legal Service will have to cope with this situation. In 2013, regular meetings will continue with the national authorities in charge of translation in respect of Croatia's prospective accession.

The Union *acquis* amounts at present to over 15 500 acts (over 149 000 pages of legislation in *Official Journal* format) and the Commission's share in the finalisation of that total will eventually be around 37 000 pages.

25 01 07 ACTIVITY: "QUALITY OF LEGISLATION"	
OBJECTIVE: Preparation for forthcoming enlargement. To ensure that the relevant resources are in place and that sufficient progress has been made towards the finalisation of the <i>acquis</i> .	
<i>Result Indicators</i>	<i>Situation at year end</i>
100% of the translations submitted by the Croatian authorities finalised by the Legal Service	Done
Intensify regular meetings and prioritise	Done

4.2. Activity 25.01.08: "Legal advice, litigation and infringements"

The activity will contribute to the Commission's activities through its three core tasks: Legal Advice, litigation and infringements.

The Legal Service contribution follows directly from the Commission's role under the Treaties, such as

- (1) proposing legislation to the Council and the European Parliament,
- (2) guardian of the Treaties,
- (3) negotiating agreements under international law,
- (4) adopting implementing legislation, and
- (5) defending the interests of the Union before the Court of Justice, the General Court and the Civil Service Tribunal of the European Union and national and international courts and arbitration tribunals (including WTO).
- (6)

4.2.1. Legal Advice (SJ Teams A-B-C-D-E-F-G-H-I-J-K-L-M)

The Legal Service will contribute to all Commissions' activities for 2013 as stated in its mission.

Over the past 15 years, consultations have increased by approximately 6% per year. But in recent years, a “vitesse de croisière” seems to have been reached, with a figure of 14.000 consultations/year. But this may be temporary. The impact of enlargement is expected to be felt to an increasing degree in the coming years. And the consequences of the Lisbon Treaty could raise legal questions or requests for advice considering the new rules and roles devoted to the Commission and the Union. This trend is nevertheless offset by the policy promoted by Commission in 2006, aiming at a simplification of procedures and "débureaucratisation". Currently, approximately 50% of total staff time (for lawyers) is spent on consultations.

Therefore, the impact of the Legal Service is of critical importance in ensuring the legality of the Legislation proposed by the Commission and its DG's, in view of the consequences that this legislation has on the lives of the citizens of the Union.

This impact can only really be estimated by a judicious analysis of the cases before the courts and the judgements given. By improving the Legislation, fewer cases are likely to be brought, whereas by pursuing member states to ensure the application of Community Law, more cases will be brought. By testing the limits of the application of Community Law, fewer cases will be successful, but the impact of those case won may allow for the development of Community Law into new areas of interest and competence.

25 01 08 ACTIVITY: “Legal advice, litigation and infringements”	
OBJECTIVE: To provide high quality and timely legal advice to DG's, Services, the College and the Commission.	
<i>Result Indicators</i>	<i>Situation at year end</i>
Targets will be set as a percentage rate of total consultations replied to within target date. <ul style="list-style-type: none"> ▪ CISNET ▪ Infringements ▪ Ombudsman ▪ RECO (recouvrements créances) 	90 % within due date 90 % within 10 w.d. 90 % within 10 w.d. 90 % within 15 days
<i>Impact Indicators</i>	<i>Situation at year end</i>
This impact can only really be estimated by a judicious analysis of the cases before the courts and the judgements given. Single reports are issued for specific cases and contribution is made to the annual General Report with the analysis of the most important cases concluded during the year.	Yes

4.2.2. Litigation (SJ Teams A-B-C-D-E-F-G-H-I-J-K-L-M)

The Legal Service will have an impact on the Commissions' activities for 2013 in particular in the fields of competitiveness and Cohesion as several of the key initiatives on controlling state aid in the enlarged Union may result in increased litigation over the coming years.

The Legal Service continues to play a vital role in the area of preliminary rulings where as a rule; it participates in all hearings before the court. The impact of these hearings can be of major importance, as the decisions of the Court may determine the extent of the applicability of Community Legislation.

Again, the impact of the Legal Service in this area can only really be estimated by a judicious analysis of the cases before the courts and the judgements given.

In measuring the targets, the LS has set a zero tolerance policy for missing court deadlines.

25 01 08 ACTIVITY: "Legal advice, litigation and infringements"	
OBJECTIVE: Defend the interests of the Community and Community legislation by providing high quality and timely legal representation before the courts in litigation proceedings.	
<i>Result Indicators</i>	<i>Situation at year end</i>
Providing timely legal representation before the courts	100% presentation within due date
Reporting of number of new, pending and closed cases on a regular basis.	done
<i>Impact Indicators</i>	<i>Situation at year end</i>
This impact can only really be estimated by a judicious analysis of the cases before the courts and the judgements given. Single reports are issued for specific cases and contribution is made to the annual General Report with the analysis of the most important cases concluded during the year.	yes

4.2.3. Infringements (SJ Teams A-B-C-D-E-F-G-H-I-J-K-L-M and SJ.DDG.001 unit)

The Commission, in its role as guardian of the treaties, ensures that Member States apply Union law in a correct and timely manner.

Contributing to ensure the full and effective application of Union Law is the aim of the Legal Service in this area, allowing citizens to fully benefit from Union law. Pursuing Member States to ensure that they have fully transposed Community Legislation within the set deadlines, applied Union law correctly and implemented Court judgments correctly and in a timely manner, allows the Legal Service to contribute to ensuring that the full benefits of these rules are granted.

The impact of the Legal Service in this area can be judged by the number of infringement procedures currently underway in the Commission, those which are resolved without recourse to the Courts and those which are won (or lost) in Court, as the Legal service is consulted on every single decision to be taken by the Commission. The Commission attaches high priority to the application and implementation of Community law¹. The Lisbon Treaty has reinforced the Commission's power in this respect, in particular by speeding up the procedure according to Article 260 (2)² and introducing the new mechanism of Article 260 (3)³. Some areas of activities concerning infringements should be highlighted.

- Control of the legality of the various steps of procedures of all individual cases submitted by the DG's will continue to be an important part of the work of the Legal Service.
- The Legal Service will continue to be in charge, with the Secretariat General, of the organisation of the bi-annual infringement meetings which aim to ensure coherence in the treatment of cases and help assess the implementation of the different elements of the communication. Following conclusions drawn from the first six meetings, it is intended to make the meeting operational through ensuring coherence, sound legal reasoning and equality of treatment between Member States in similar cases as well as identifying horizontal legal issues. The Legal Service will continue to draft the conclusions of these biannual meetings to be submitted to the Commission.

¹ COM (2007) 502 " A Europe of results"

² Deletion of the Reasoned opinion.

³ See also Communication "Implementation of Article 260 (3) of the Treaty", OJ EU C 12 of 15 January 2011.

- The Legal Service will continue to monitor in detail the 2 months internal benchmark to submit an application to the CJEU after the Commission has adopted a decision to refer a case to the Court. In this respect an internal IT tool will be finalized in order to manage and monitor the benchmarks more easily for lawyers and management in each team.
- After the entry into force of the Treaty on the functioning of the EU on 1st December 2009, the necessary adaptations as regards Article 260 have been made and advice given to the services. Following the adoption of the revised Communication on the application of Article 260, in particular concerning the application of paragraph 3 which allows the Commission to ask for financial penalties already at the stage of a referral to the Court of Justice based on Article 258 (old 226) in non communication cases, the Legal Service will in particular continue to ensure detailed coordination and closely monitor such cases with the services.

OBJECTIVE: Pursuing Member States to ensure that they have correctly transposed Community Legislation within the set deadlines and apply Community law correctly	
<i>Result Indicators</i>	<i>Situation at year end</i>
Annual reporting on submission to the Court within 2 months.	Yes
Submission to the Court within 2 months after the adoption of the Commission's decision to complain to the Court.	Pas plus de 10 saisines en retard par mois.
More visible and user-friendly access to information on infringements on the Intranet of the Legal Service.	Yes
Organisation of meetings of the infringement coordinators within the Legal Service.	>2 per year
<i>Impact Indicators</i>	<i>Situation at year end</i>
To ensure that decisions of the Commission related to infringement matters are based on solid legal grounds.	Done
<i>Outputs and related actions</i>	<i>Situation at year end</i>
Reporting of cases not submitted yet to the ECJ after each monthly infringement decision cycle	done
<i>Outputs and related actions</i>	<i>Situation at year end</i>
Reporting of cases not submitted yet to the ECJ after each monthly infringement decision cycle	done
Number of cases to be included on the agenda of the biannual coherence meetings and to be examined by the Legal service	~1000
Number of consultations related to infringement cases	~1500
Number of submissions introduced before the ECJ according to Article 258 and 260 EC	70 ⁴

⁴ Estimate based on prior years decreases

4.2.4. Expenses

The expenses mainly concern court cases (litigation and infringements). It is estimated for 2013 at 3.7 Mio € including external lawyers fees (national courts, special language or legal expertise...) and legal costs to be paid by the Commission resulting from decisions of the Courts. The detail is as follows (€):

- External lawyers
 - new contracts : 1.200.000
 - on-going contracts : 1.200.000
- Legal Costs : 1.050.000
- Enlargement and Reform impact: 250.000

PART 5. Specific objectives for horizontal activities

5.1. AWBL 10 - SJ Activity: “Policy strategy and coordination for the Legal Service”

This role is fulfilled by the General Director, the Deputy General Director, the two Assistants responsible for Legal Coordination and their assistants. (8 person/y)

It ensures that all activities, policies and measures undertaken by the Service are done efficiently and effectively in pursuit of the overall mission in a strategically planned, coherent and comprehensive way.

AWBL 10 - SJ ACTIVITY: “POLICY STRATEGY AND COORDINATION FOR THE LEGAL SERVICE”

OBJECTIVE 1: " Define and coordinate the policy strategy "; *Determine the general strategy of the Legal Service and give the necessary impulse, direction and coordination to policy definition, preparation and implementation in accordance with the Commission policy objectives and the provisions of the Treaties so that the overall mission of the DG is coherently fulfilled as framed and planned.*

<i>Result Indicators</i>	<i>target</i>
Circulation of specific cases via fiches blue, "vertes".	yes
Degree of overall accomplishment of indicators laid down in the Management Plan	100%
Weekly management and “préparatory” meetings and co-ordination of the Legal Service’s advice to the Commission	Yes

OBJECTIVE 2: “Timely and accurate treatment of court presentations and issuance of legal advice”: Prepare and present Court presentations and Legal advice in a timely and accurate way

<i>Result Indicators</i>	<i>Situation at year end</i>
Number of missed dead lines for court presentations	zero tolerance
Number of overruled advices (changed by Director General) given	minimal tolerance, but still a certain number will exist due to strategic approach

5.2. AWBL 11 - SJ Activity: “Administrative support for the Legal service”

Due to a reorganisation adopted on December 1, 2012, a unit for HR, IT and finances was created.

Administrative support for the Legal Service is therefore provided by the two following functions:

- the Unit for HR, IT and finance to the Director general (**SJ.HRIF**)
- the Information & Documentation system (**SJ.DDG.002**)

The internal audit function has been transferred to the Secretariat General as from January 1, 2013.

5.2.1. General management (SJ.ASS1)

ACTIVITY: “Administrative support for the Legal service” - General management

OBJECTIVE 1: Human resource management “Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operation of the DG as well as promotion of equal opportunities within the DG are ensured”	
<i>Result Indicators (staff management)</i>	<i>Situation at year end</i>
Internal mobility – Lawyers rotation : 1 exercise/year	Yes
Vacancy rate – less than 8%	>8%
Internal Staff movements updated daily	Yes
Implement the appraisal and promotion exercises in the Legal Service	Yes
Level of overhead in the Legal Service	>12%
The number of training days provided to staff should meet the guidelines set out in the Legal Service strategic training framework	Average 5 days
Implementation of the Legal Service Equal Opportunities Action plan 2010-2014	Yes
<ul style="list-style-type: none"> • Organise training and coaching actions to prepare candidates for senior management functions 	Yes
<ul style="list-style-type: none"> • Reach gender target objective for senior management 	25,8%
<ul style="list-style-type: none"> • Reach gender target for other AD staff 	43,0%
<ul style="list-style-type: none"> • Increase participation levels in flexitime 	40%
<ul style="list-style-type: none"> • Take up of teleworking – full use of tokens, percentage of given quota 	100%
<ul style="list-style-type: none"> • Assign individual objectives to all head of teams 	2 per director (13 directors)

OBJECTIVE 2: Financial management “Plan, perform, monitor and report on the spending of financial resources so that sound financial management is ensured throughout the DG’s activities”	
Payment delay	Max 20 days
Establishment of Recover Order within 6 months after Court decision	100%

OBJECTIVE 3: Crisis Management: Organise and manage LS reaction capacity in crises	
<i>Result Indicators</i>	<i>Situation at year end</i>
Regular update of duty officers list	Done
Organisation of ARGUS permanence and de la permanence ARGUS et suivi du système d’alerte	Done
Ensuring continuity of essential activities of the Legal Service in case of interruption of activities, fully or partially in the Institutions. Yearly update of the Business Continuity Plan of the LS and the critical list.	Done
Yearly participation in/organisation of a simulated crisis situation of the service	Done

OBJECTIVE 4: “Internal control and risk management: Implement, maintain and report on an effective and reliable internal control system so that: - Reasonable assurance can be given that resources assigned are used according to the principles of sound financial management;
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- Risk of errors in operations is minimised and, - The control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions	
<i>Result Indicators</i>	<i>Situation at year end</i>
Risk management assesement	Done
Registration of LS staff in SECEM	90%
Follow-up and analysis of ICS n° 8 and their reporting in the AAR	Done

OBJECTIVE 5: EMAS: “integrate environmental thinking among management and staff”.	
<i>Result Indicators</i>	<i>Situation at year end</i>
Reduction of paper transmission to the Courts (e-Curia)	>5%
Participation in EMAS actions	4 times
Update of web page EMAS	4 times

5.2.2. Information & Documentation (InfoDoc) (SJ.DDG.002)

ACTIVITY: “Administrative support for the Legal service” Information & Documentation”

OBJECTIVE 1: Develop for the Legal Service an archiving policy coherent with the overall Commission policy in the area. (Paper /electronic files)

	<i>Situation at year end</i>
<ul style="list-style-type: none"> Discussions in the Legal Service on the way to go Document available Final decision taken or on the point to be taken 	Done

OBJECTIVE 2 : "Examine the possibilities to stream the administrative part in the activity “access to documents”

<i>Result Indicators</i>	<i>Situation at year end</i>
Contact with DGT and LS IT are prerequisites. SecGen might also be involved as their plan to keep GestDem as a silo application.	Mock up in place

OBJECTIVE 3: The LS as a service provider for all Commission DG and services should provide modernized web-based information on IntraComm helping DG and services how to draft legal texts. (These webpages or websites should become a reference tool linked to Legiswrite).

<i>Result Indicators</i>	<i>Situation at year end</i>
Definition of the scope of the project done.	Done

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