



Management Plan **2014**

Human Resources and Security



Content

Part 1 – Mission Statement.....	3
Part 2 – The Challenges ahead.....	4
Part 3 - Specific Objectives for Operational Activities.....	6
I. Allocate commission staff efficiently.....	6
II. Recruit and develop Staff in the Commission.....	10
III. Provide safe, secure and attractive working conditions for staff.....	14
IV. Ensure sustainability of the regulatory framework and effective implementation of the Staff Regulations.....	19
V. Add value to the HR offer.....	22
Part 4 - Specific objectives for Horizontal activities - Planning and Control Processes and Local Service Processes.....	27
VI. Activity "Policy Strategy and Coordination for DG Human Resources and Security"	27
VII. Activity "Local HR and Administrative Support for DG HR and Shared Services"	29

Part 1 - Mission Statement

“To promote excellence in the practice of human resource management and in ensuring internal security for the European Commission.”

Our **values and belief statements** consist of:

- A commitment to honest, fair and ethical practice
- A commitment to providing quality services to our staff, management and stakeholders
- Provision of an environment that encourages innovation and recognition of accomplishments
- Leadership in the promotion and development of Human Resource Professionals

In pursuing its mission, DG HR:

- sets the HR framework within which an **effective and efficient use of the resources** can take place;
- ensures the development and full respect of the **Staff Regulations**;
- efficiently and effectively **delivers HR services** from recruitment to retirement and beyond to the Commission through the HR core processes;
- provides **health promotion and education** measures for active staff;
- ensures access for **retired staff** to limited measures of a social nature;
- ensures the **safety, security and protection** of staff, property, activities and information at all places of employment;
- **communicates** on a timely basis on policies, actions and initiatives of relevance to Commission staff
- supports the HR service delivery by **professionalizing the HR function** and **automating processes**;
- ensures open and efficient **dialogue with staff representatives** in order to guarantee adequate working conditions;
- coordinates the delivery of services by the **administrative offices**;
- collaborates with, provides services to and coordinates for the **other Institutions** a number of areas linked HR services and Staff Regulations.

Part 2 - The challenges ahead

In 2013, the Council, European Parliament and Commission reached an agreement on the Multiannual Financial Framework (MFF) and the proposed changes to the Staff Regulations. The related negotiations and preparatory work have influenced many areas of DG HR work and policies. The **implementation of the changed Staff Regulations** will now be a main priority for DG HR. Preparing the relevant legal frame, adapting policies, workflows, processes and IT systems, providing guidance for the HR community and accompanying all related changes by communication and change management are of major importance in 2014.

The reduced Commission budget in the Multiannual Financial Framework will have a strong impact on the Commission and its management of resources. With this in mind, DG HR will put even stronger emphasis on the efficient allocation of human resources by supporting the introduction of **Strategic HR Plans** in the DGs. At the same time, we will continue with our **Business Process Reengineering** process to identify areas for improvement in further core HR processes. This is supported by an additional effort of **simplification of policies and legal bases** managed and developed by DG HR. The preparatory work done in 2013 and both above initiatives will give us valuable input for the review of the **delivery model for HR services**. Our experience in provision of local HR services to other clients will provide us with additional expertise in this discussion.

The changes introduced in the Staff Regulations complete the shift of the focus to an effective management of talent, performance and career. An important priority for 2014 is therefore the definition of new **career policy**, including elements to support and foster **internal mobility** of staff in the Commission. Another important project will be the implementation of a new **learning and development strategy** aiming for skilled, flexible and networked Commission staff, in order to respond to the challenges of the future. Having in mind the increased age for retirement and changed career structure in the new Staff Regulations, we will lead reflections about how to even stronger motivate **experienced and ageing staff** and fully use their capacities and experience.

The Commission has a strong framework of **ethics policies and rules**, which continues being a subject to increasing public interest. In order as well to respond to related changes in the Staff Regulations, we will develop additional rules on outside activities of Commission staff and continue to raise awareness and increase understanding of the existing ethics framework.

The developments in the year 2013 have shown the importance of protecting information from unauthorised access. The **security of information systems and cyber defence** will therefore be again a priority in 2014.

Our increasing **customer orientation** will be the key to the delivery of HR core services and we will do our best to provide good working conditions in the Commission, including the promotion of the health and security of our staff.

In order to measure the success of a number of our efforts, we have selected five **Key Performance Indicators** for 2014:

Specific Objective	Key Performance Indicator
I.1. Contribute to optimal allocation of the Commission's human resources in the context of staff savings	Number of adopted Strategic HR Plans in DGs
II.1. Satisfy Commission qualitative and quantitative needs for selection and recruitment in an environment of reducing resources	Average duration of recruiting process (working days) between reception of recruitment request by DG HR and recruitment
III.2. Foster attractive, flexible and respectful working conditions and environment where staff feel safe, healthy and are able to deliver results and foster good relations with retired staff	Level of satisfaction of staff with their workplace*
V.4. Further develop internal communication services for the Commission in order to enhance staff understanding of both the Commission's main priorities and activities as well as internal personnel and organisational matters	Level of satisfaction with Internal Information and Communication at central level*
VII.1. Ensure a sound financial management, monitoring and reporting system, as well as an efficient internal control system in DG HR	Number of critical / very important audit recommendations overdue by more than 6 months

* Composite result of relevant questions in the Commission staff opinion survey

As ever, I trust and count on the talents, commitment and enthusiasm of all staff in our DG. And, as such, I look forward to another challenging and successful year.

Irene SOUKA
Director-General of DG HR

Part 3 - Specific Objectives for Operational Activities

The three operational ABB activities of DG HR are "Personnel Policy and Management", "European schools" and "Security". The organisation chart, HR policies, business processes, risk management and general activities of DG HR are organised according to the EMERY model of HR processes. This model covers HR Steering processes (personnel policy, metrics and reporting), HR Core processes (workforce planning, organisational efficiency, recruitment, performance management, learning and development, career management, working conditions, internal communication and horizontal processes) and Support processes (business process reengineering (BPR), HR professionalization, HR Information systems and stakeholder management).

The Management Plan of DG HR is structured along five key areas identified by the management in DG HR, which group the wide range of activities covered by DG HR. For each key area of work, several specific objectives have been defined:

- I. Allocate Commission staff efficiently
- II. Recruit and develop staff in the Commission
- III. Provide safe, secure and attractive working conditions for staff
- IV. Ensure sustainability of the regulatory framework and effective implementation of the Staff Regulations
- V. Add value to the HR offer

The specific objectives linked to these five key areas will be reached by continuous professional management of HR core processes on the one hand, and a number of projects to be managed by DG HR on the other. Activities for the specific objectives in this Management Plan have therefore been split between "Regular activities" related to the specific objective and "Main outputs in 2014", which are rather of project type. All regular activities of the DG can be linked to one of the above mentioned EMERY HR processes, which are highlighted in bold in each specific objective. Planned actions which are closely linked to the processes or their improvements have been mentioned together with the relevant HR process.

I. ALLOCATE COMMISSION STAFF EFFICIENTLY

Faced with serious budgetary constraints, the Commission is committed to reduce the number of staff by 5% in the context of the Multiannual Financial Framework (MFF). Combined with increased demands on tasks and responsibilities for the Institution, optimal allocation of staff and the redeployment of posts remain both a necessity and a political priority.

DG HR's role in the management of staff allocation continues to be crucial in the upcoming year and will cover areas such as a taxation and re-allocation scheme for human resources, forward planning as well as related HR planning, workforce simulation, HR reporting and Job Screening.

In this context, DG HR will continue to attach great importance to the further development of HRM Information Systems (HRMIS) that constitute the backbone of improved processes and professional decision making.

Specific Objective I.1:

Contribute to optimal allocation of the Commission's human resources in the context of staff savings

Non-spending

Related regular activities

Ensure professional processes for **Organisational Efficiency**, incl.

- Management of the Commission staffing policies, monitoring Establishment Plan and contribution allocation of posts
- Management of Organisation design and development support and adjustments needed in function of staff reductions/re-allocation decisions
- Management of the organisational design of delegation of programme management to Executive Agencies
- Conduct the screening of jobs and contribute to the yearly report of the Budgetary Authority as well as the BPR processes and HR delivery model

Ensure professional processes for **HR planning**, incl.

- Use of the corporate workforce simulator for HR Planning

Result indicator: Number of adopted Strategic HR Plans in DGs

Definition: Strategic HR Plans are an important tool for an effective allocation of human resources and forward planning. A pilot project for the implementation of Strategic HR Plans has started in 2013 with 13 pilot DGs. Adoption of Strategic HR Plans in all DGs indicates successful provision of services and by DG HR.

Source: DG HR internal monitoring

<i>Baseline</i>	<i>Target</i>
2013: Adoption in all pilot DGs (13 DGs)	2014: Adoption in all DGs

Result indicator: % of completed e-CVs in Sysper2 (key fields)

Definition: The Job Information System (JIS) and Electronic CV System (e-CV) are important tools enabling the qualitative analysis of the Commission workforce. A high completion rate of the e-CV with good quality information is a prerequisite for successful HR planning.

Source: Sysper2

<i>Baseline</i>	<i>Target</i>
2013: 49%	2014: > than 65%

Result indicator: Development of "local overhead" functions in Commission

Definition: The yearly Commission Screening exercise provides an overview about the allocation of jobs to different categories of tasks, like operational, administrative and support, coordination, financial and control or linguistic. "Local overhead" functions group administrative, support and coordination tasks which are performed on local level, i.e. in DGs. Since several years, the Commission aims to reduce the resources allocated to such tasks and re-deploy these to operational activities. The development of "local

overhead" functions is in important indicator to measure the success.		
Source: Yearly Commission Job Screening		
<i>Baseline</i>		<i>Target</i>
2013: Reduction of Commission wide "local overhead" functions from 9.2% in 2012 to 8.8%		2014: Further reduction of "local overhead" functions
<i>Main outputs in 2014</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Policy on organisation charts	Update in function of the Staff Regulations review and past experience	2014
Strategic HR Plans	Implement in synchronisation with the Strategic Planning and Programming (SPP) cycle driven by SG	End 2014
Annual Screening of Commission jobs and thematic ad hoc Screenings	Implement as contribution to yearly report to the Budgetary Authority as well as in support of BPR and HR delivery model	2014

Specific Objective I.2:

Manage DG HR portfolio of HR Management Information Systems (HRMIS) and Business Intelligence solutions as to enable the delivery of effective, efficient and state of the art HR services in the Commission

 Non-spending
Related regular activities

Ensure professional management of **Information Systems in the HRM domain:**

- Deliver DG HR IT strategy and contribute to the corporate rationalisation exercise in the HRMIS & Internal Communication domains
- Constantly improve HRMIS User Services Management and promote overall HR data quality

Manage and continuously improve systems supporting **HR metrics and reporting:**

- Contribute to the HR Reporting domain rationalisation exercise

Result indicator: Sysper 2 – User satisfaction

Definition: DG HR is owner of the Commission HR management system Sysper2 and as such responsible for user services management. The satisfaction of users of Sysper2 is an important indicator of the performance of the system and related services provided by DG HR

Source: User satisfaction survey on Sysper 2		
<i>Baseline</i>		<i>Target</i>
2013: 71% of users are satisfied		2014: 85% of users are satisfied
Result indicator: Reduction of # of HRMIS local systems		
Definition: DG HR contributes to the corporate IT Rationalisation in the HR domain: The absorption and replacement of local HRMIS systems by adequate corporate systems is a central task.		
Source: HRMIS Rationalisation plans		
<i>Baseline</i>		<i>Target</i>
2013: 36 local system in place		2015: 20 local systems in place (no specific target in 2014)
Result indicator: Reduction of # of local Business Object (BO) reports		
Definition: DG HR aims to provide central HR Reports which cover the majority of business reporting needs. One indicator to measure the success of centrally provided reports is the reduction of locally extracted reports from Business Objects (BO).		
Source: Business Objects usage statistics		
<i>Baseline</i>		<i>Target</i>
2013: 500+ local BO reports are used		2014: 250 local BO reports are used
Main outputs in 2014		
Specific projects		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Changes to information systems in the HRM domain linked to the revised Staff Regulations, incl. SysPer2	Implement	2014
Sysper2 - user centricity (user-friendly design of Sysper2 modules)	Sysper fully migrated to new user interface	2014
Additional standard HR reports directly available in Sysper2	Increase from 12 reports (covering 20% of business needs) to 35 reports (covering 80% of business needs)	2014
Interactive Analytical Dashboards for HR reporting	Deliver dashboards and increase the number of single users from 20 to 100	2014

II. RECRUIT AND DEVELOP STAFF IN THE COMMISSION

Our staff is our most important asset and has always been the cornerstone of the Commission's success. DG HR's fundamental role, as a horizontal service, is to ensure the necessary conditions for this success.

The increasing size and complexity of the Commission and its tasks, the reduction in staff and related changes to the Staff Regulations clearly shift the focus to an effective management of talent, performance and career. DG HR will continue to help recruit highly-talented staff in an even more targeted way. At the same time, priority will focus on the best management of existing staff and the development of competencies and attractive career paths for each staff group.

The changed Staff Regulations have as well defined a number of areas to be worked on in 2014 and based on the above, we will focus on the improvement of selected HR policies, including

- A new strategy on learning and development, taking into account recommendations of the Court of Auditors and Directors-General;
- Implementing rules and support for the management of underperforming staff;
- A career policy, including the development of a new internal mobility policy;
- A policy framework for management taking into consideration the changed Staff Regulations

Specific Objective II.1:	
Satisfy Commission qualitative and quantitative needs for selection and recruitment in an environment of reducing resources	
<input checked="" type="checkbox"/> Non-spending	
<i>Related regular activities</i>	
Manage and continuously improve the Selection and Recruitment processes, incl. <ul style="list-style-type: none"> • Implement the streamlined recruitment processes following results of the BPR project (incl. workflow- and IT related aspects) and realize staff savings • Modify and improve the recruitment process for contract agents and interim staff including IT related aspects 	
Result indicator: Successful recruitment of Croatian citizens	
Definition: Recruiting targets for Croatian nationals have been defined in the Communication of the Commission SEC (2013)190 final. Recruiting in 2014 will continue in order to reach progressively the target set for 2018.	
Source: Sysper2	
<i>Baseline</i>	<i>Target</i>
2013: 29 officials, 41 temporary agents	2013-2018: 249 Croatian citizens (149 AD,

		100 AST, officials and temporary agents)
<p>Result indicator: Average duration between reception of recruitment request by DG HR and recruitment</p> <p>Definition: Sum over all recruitment requests in a given period (1 year) of (Number of calendar days elapsed between date of recruitment request from a DG and date of offer letter sent by the central service) / (Number of all recruitment requests from the DGs)</p> <p>Source: DG HR internal monitoring</p>		
<i>Baseline</i>		<i>Target</i>
2013: 26 working days		2014: 24 working days
<p>Result indicator: Average "exploitation rate" of the Commission quotas in the reserve lists after 12 months for reserve lists of generalist competitions</p> <p>Definition: per reserve list: (Number of Commission laureates – number of Commission recruitments)/ (Number of Commission laureates)</p> <p>Source: DG HR internal monitoring and e-RL</p>		
<i>Baseline</i>		<i>Target</i>
2013: 4 relevant competitions, between 96% and 106%		2014: Reach minimum 90% on average
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Continue to adapt EPSO competitions to DGs' needs, both in term of quality and quantity	Establish a further fine-tuned Commission Competition Planning	2014
Finalize internal competitions for Commission staff	Publication of reserve lists in the "Information Administratives"	2014
Establish new staff category "AST/SC"	Launch competitions and start establishing reserve lists	2014
Contract Staff selection	Manage the call for expressions of interest and design with EPSO a permanent selection procedure	2014
Provision of interim personnel to the Institutions and Services in Luxembourg	Launch and finalise a tender procedure	2014

Specific Objective II.2:

Further clarify and develop policies for career management including staff mobility, training, appraisal & promotion for management and non-management staff

Non-spending

<i>Related regular activities</i>		
Manage and continuously improve the process of Performance Management		
Manage and continuously improve the process of Career , incl. <ul style="list-style-type: none"> • Implement the Staff Regulation changes regarding the career structure (decision "emplois-types") and its consequence on mobility and promotion • Implement the initial phase of the external mobility policy 		
Manage and continuously improve the process of Competence development		
<p>Result indicator: % of not validated objectives in Sysper2 for staff to be appraised</p> <p>Definition: A clear definition of objectives is a pre-requisite for a successful evaluation procedure and performance management. Especially in the context of the changed Staff Regulations, this indicator is of increased importance.</p> <p>Source: Sysper2</p>		
<i>Baseline</i>		<i>Target</i>
2013: 18% (officials), 30% (contract agents)		2014: < 10% (officials), < 20% (contract agents)
<p>Result indicator: % of appeal against the decision of non-proposal of promotion by the DGs</p> <p>Definition: The monitoring of % age of appeals on the decision of non-proposal for promotion is important in order to evaluate whether the system needs to be adapted or not.</p> <p>Source: Sysper2</p>		
<i>Baseline</i>		<i>Target</i>
2013: 5,1% (officials), 5% (contract agents)		2014: < 5% (officials and contract agents)
<p>Result indicator: Satisfaction Rate "5 Stars" with learning actions managed by DG HR</p> <p>Definition: Average numeric value for a completed course (Answers to 'My overall evaluation of this training action is...?')</p> <p>Source: Syslog</p>		
<i>Baseline</i>		<i>Target</i>
2013: General training: 86% Language training: 88%		2014: General training: 86% Language training: 88%
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
New procedure for underperformance	Define and implement	2014

New internal mobility policy	Define and implement	2014
New policy on senior management, middle management and Advisor function, taking into consideration the changed Staff Regulations	Adopt and implement	2014
New learning and development strategy, incl. new strategy for language learning and new learning management system	Adopt and implement	2014
New pre-posting induction programme and a Commission-wide mentoring scheme for newcomers	Develop and implement	2014
Knowledge-sharing strategy	Develop and implement	2014
Development programmes for Managers, e.g. based on results of the Staff opinion survey 2013	Further improve existing programmes	2014

III. PROVIDE SAFE, SECURE AND ATTRACTIVE WORKING CONDITIONS FOR STAFF

A safe, secure and fulfilling working environment is the key to the successful motivation, development and performance of staff. As this area concerns the conditions and environment in which staff operates, it covers a wide range of well-established HR and security services. Our ambition in this area for the coming years will be to maintain and further increase the quality of services whilst offering an effective protection against the new threats in a period of scarce resources. A number of selected projects need to be highlighted:

In 2014, the protection of the Commission's Information Systems, e.g. against cyber attacks, and the security of sensitive information will continue to be a priority.

Following a Council Regulation on a secure EU Laissez-Passer, DG HR will be strongly involved in coordinating the setting up an issuance system, in cooperation with all related service and other Institutions.

With the aim of increasing the motivation of "55+" staff in activity, we plan to develop an action plan for this staff group.

Following the changes in the Staff Regulation, HR will ensure a consistent and effective implementation of both Decisions on flexitime and telework and prepare the way for the next period.

Specific Objective III.1:

Develop, implement and raise awareness on the security policy in the Commission and carry out the indicated actions for the protection of staff, information and assets in accordance with this policy

Non-spending

Related regular activities

Manage and continuously improve the processes of **security and safety**

Result indicator: Satisfaction of customers of the Duty Office with services provided

Definition: The duty office is a 24/7 "emergency service" assisting staff in emergency situations and providing information on a broad range of matters. The satisfaction of colleagues contacting the duty office is an important indicator of the performance and customer orientation of this important service provided by DG HR.DS.

Source: Evaluation linked to "follow-up calls" (new)

<i>Baseline</i>	<i>Target</i>
2013: n.a. (new measurement)	2014: More than 65% of calls with spontaneous positive feedback

Result indicator: Availability of the RUE system (used to create, exchange and store classified information of the level of RESTREINT UE)

Definition: "Availability" means the capacity of an information system to perform a

task under defined conditions as regards schedules, deadlines and performance.		
Source: RUE system		
<i>Baseline</i>		<i>Target</i>
2013: 98.0%		2014: 99.5%
Result indicator: Reduce the number of safety incidents (and related reports transmitted to the Joint Committee on Health and Safety at Work)		
Definition: Safety incident are incidents which can affect working conditions		
Source: Related reports submitted to the CPPT (Comité pour la Prévention et la Protection du Travail)		
<i>Baseline</i>		<i>Target</i>
2012: 31 incident reports 2013: 29 incident reports		2014: further reduction of incident reports
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
New Commission Security Rules for the handling of EU classified information and for the mandate of Security Directorate; related Implementing Rules and revise the Security Notices and physical security standards	Adopt	2014
HR Business Continuity procedures	Further simplify	2014
Memorandum of Understanding between the Commission and EEAS ensuring close cooperation, information sharing and assurance mechanisms regarding all aspects of the duty of care towards Commission staff in EU Delegations	Implement	2014
Risk assessment methodology to address threats to the security of Commission staff, assets, information and activities	Review and update	2014
Corporate Cyber Security Risk Management (action plan in collaboration with DIGIT)	Establish and implement	2014
PSG (Projet de Sécurisation Globale)	Roll out in the 2014 priority buildings in Brussels	2014
Audit on Water Quality within the buildings of the Commission in Brussels and Luxemburg.	Execute and provide report	2014

Specific Objective III.2:

☒ Non-spending

Foster attractive, flexible and respectful working conditions and environment where staff feel safe, healthy and are able to deliver results and foster good relations with retired staff

Related regular activities

Manage and continuously improve the processes linked to **Medical Services**, incl.

- Regular organisation of preventive and health awareness raising actions
- Finalise the implementation of Sermed 2 in the medical services in Brussels and Luxembourg, and introduce Sermed 2 in Ispra

Manage and continuously improve the processes of **Social welfare** services provided to active and retired staff

Manage and continuously improve the processes linked to Management of **Personal Files**

Manage and continuously improve the processes linked to Management of **Working Conditions**, incl.

- Assist the **European Schools** General Secretariat and represent the Institutions in meetings, negotiations and other activities (e.g. negotiations on a future European School Brussels V, "Central Enrolment Authority", accreditation of new applicants for Type II European Schools)
- Further implementation of the **EMAS** policy in the Commission, in particular EMAS registration for Commission Services and buildings.

Support DGs in implementing considerations on **Equal, Inclusive and Respectful Workplace**, incl.

- Monitor the implementation of Equal Opportunities recommendations and the attainment of Commission gender equality targets
- Step up communication actions on disability policy and related duties in direction to HR, line managers and staff

Medical Service

Result indicator: Level of satisfaction with the services provided by the Commission's Medical Service

Definition: Information about staff satisfaction allows the medical service to refine its services and improve its customer orientation.

Source: Staff Opinion Survey

*Baseline**Target*

2013: 90.5% "satisfied" or "very satisfied"

2014: 95%

Social Welfare

<p>Result indicator: Level of satisfaction with the services provided to pensioners by the Commission's Social Welfare Unit</p> <p>Definition: The level of satisfaction of a steadily increasing number of pensioners is an important measure to understand their needs and to address them by providing an adequate service.</p> <p>Source: pensioners survey HR/ PMO</p>	
<i>Baseline</i>	<i>Target</i>
2011: 65% pensioners 'satisfied' or 'very satisfied'	2015: 70% (no survey planned for 2014)
<u>Working Conditions</u>	
<p>Result indicator: Level of satisfaction of staff with their workplace</p> <p>Definition: Composite index based on 8 selected questions of the Staff Opinion survey (covering Commission as a workplace; respect; fair treatment; working atmosphere; health and well-being; availability of information, equipment and resources; work relationships with colleagues and immediate superior)</p> <p>Source: Staff opinion survey</p>	
<i>Baseline</i>	<i>Target</i>
2013: 71.25 % "satisfied" or "very satisfied"	2015: >73%
<u>Equal Opportunities</u>	
<p>Result indicator: % of women on AD posts</p> <p>Definition: Extent to which the share of women occupying a non-management function in the function group Administrator meets the 43% gender equality target as set out in the Commission strategy on equal opportunities for women and men at the European Commission (SEC(2010) 1555)</p> <p>Source: Sysper2</p>	
<i>Baseline</i>	<i>Target</i>
2013: 43,1 %	2014: continue to exceed the corporate target of 43%
<p>Result indicator: Gender equality targets met for senior – and middle management positions</p> <p>Definition: Extent to which the share of women occupying middle – and senior management organisation chart functions meets the 30% (for MM) and 25% (for SM) gender equality target as set out in the Commission strategy on equal opportunities for women and men at the European Commission (SEC(2010) 1555)</p> <p>Source: Sysper 2</p>	
<i>Baseline</i>	<i>Target</i>
Senior Management:	Senior Management:

Oct. 2013: 27,2% (against indicative target of 25,8% for 2013) Middle Management: Oct. 2013: 29,4 % (against indicative target of 29,1% for 2013)	2014: continue to exceed the corporate target of 25% Middle Management: 2014: meet and if possible exceed the corporate target of 30%	
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Detailed action plan based on the Business Process Reengineering (BPR) recommendations for Medical Services	Set up plan and start implementing	2014
New social welfare action plan 2014 - 2017	Develop and adopt	2014
Decision on Working time; Decision on Telework (2016-2020); Guidelines for managers	Review Working time Decision; draft Option paper for Telework; develop guidelines	2014
Equal opportunities strategy	Update for the period 2015-2020	2014
Procedure for the provision of special equipment in order to provide reasonable accommodation for people with specific limitations	Analyse and propose a leaner and more efficient procedure and related workflow	2014
Action plan for increasing the motivation of "55+" staff in activity	Develop and adopt	2014
Detailed action plan based on the Business Process Reengineering (BPR) recommendations for Management of sickness absences	Set up plan and start implementing	2014
Mission guide	Amend in view of simplifying the rules	2014
Modernised European Union Laissez-Passer (LP)	Coordinate the setting up an issuance system	2014

IV. ENSURE SUSTAINABILITY OF THE REGULATORY FRAMEWORK AND EFFECTIVE IMPLEMENTATION OF THE STAFF REGULATIONS

In line with its accountability as a public organisation in the general interest, DG HR has to ensure that the management of financial and legal issues enables long-term efficiency, stability and trust and is recognised as abiding by the highest standards.

For the financial systems, i.e. the remuneration, pension and insurance schemes, we need not only to fulfil our recurrent obligations in terms of adjustments of parameters and variables of the systems, but also to prepare and secure the future of such systems.

DG HR's role as a guardian of the general principles of our regulatory framework will remain the dominant pre-occupation in the coming year. A specific challenge in the year 2014 will be the clear guidance on the changed Staff Regulations in order to ensure compliance and effective implementation - in the Commission as well as in the increasing number of decentralised bodies.

All staff members need to fulfil highest ethical standards. DG HR must therefore maintain strict vigilance over compliance with the Staff Regulations and continuously raise awareness, provide training and guide on ethics rules and obligations.

Specific Objective IV.1:

Ensure a coherent implementation of and effective compliance with the rules laid down in the Staff Regulations for the Commission and other EU decentralised bodies

Non-spending

Related regular activities

Manage and continuously improve the processes related to **Staff Regulations** (legal framework and advice), incl.

- Regular monitoring and reporting on JSIS and unemployment scheme

Manage and continuously improve the process of **rights and obligations**, incl.

- Legal support to the implementation of the Staff Regulations review
- Monitoring of the remuneration, pension and insurance systems in the European Institutions
- Regular monitoring and reporting on JSIS and unemployment scheme
- Manage appeals and monitor EU Court cases related to HR management

Result indicator: # and % of replies to Art.90 complaints within the 4-month deadline

Definition: Compliance with legal requirements under the Staff Regulations Art.90

Source: DG HR internal monitoring

<i>Baseline</i>	<i>Target</i>	
2013: 732 – 99,8%	2014: Maintain high level	
<p>Result indicator: Proportion of appeal decisions of the Appointing Authority annulled by the Court</p> <p>Definition: Number of Court rulings against decisions of the Appointing Authority</p> <p>Source: DG HR internal monitoring</p>		
<i>Baseline</i>	<i>Target</i>	
<p>Appeal from 2011 : 4 out of 45 cases judged by the Court; (on 7/11/2013, 11 cases still pending)– update for final MP</p> <p>Appeals from 2012: 5 out of 32 cases judged by the Court (36 cases still pending)</p>	Appeals from 2013: Maintain low level	
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Simplified HR legal bases (link to Business Process Reengineering activities in DG HR)	15% of HR legal bases have been reviewed for simplification	2014
Completed implementation of the Staff Regulation Reform (incl. provision of guidance on changes)	New and changed legal bases have been adopted	2014
Annual adjustment of salaries and pensions	Ruling of the EU Court of Justice regarding the 2011 case has been implemented	2014
Time management system (TIM)	Improvement of system and processes (introduction of overtime sub-module, improvement of Sysper2/Sermed interaction)	2014

Specific Objective IV.2:

Promote a high level of ethical integrity by all staff in the interests of the Commission and implement the ethics framework including the clarification of rules and guidance

Non-spending

Related regular activities

<p>Manage and continuously improve the process linked to Ethics, incl.</p> <ul style="list-style-type: none"> • Strengthen ethics correspondents network • Implement two new ethic modules in SysPer2 (conflict of interest form, authorisations for publications) 		
<p>Manage and continuously improve the process linked to Investigation and Discipline, incl.</p> <ul style="list-style-type: none"> • Ensure effective compliance with Staff Regulations through case handling • Ensure staff knowledge of IDOC activities and results in particular through the publication and dissemination of the IDOC annual activity report • TBC: Analyse the possibility to use a corporate case management IT system for case handling at IDOC 		
<p>Result indicator: % of incoming disciplinary cases treated per year</p> <p>Definition: Process indicator, informs about timely and effective management of incoming cases.</p> <p>Source: IDOC statistics</p>		
<i>Baseline</i>		<i>Target</i>
2013: 88%		2014: 95%
<p>Result indicator: % of staff who are aware/know about discipline policy and rules</p> <p>Definition: Information and knowledge of staff about disciplinary rules and policies are pre-requisite for the prevention of disciplinary cases.</p> <p>Source: staff poll on MyIntraComm 2013</p>		
<i>Baseline</i>		<i>Target</i>
2013: 67% of respondents		2014: 80%
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Guidelines on the use of ICT equipment in the Commission	Establish and create awareness of 80%of staff on the rules	2014
Guidance Note on disciplinary policy	Develop and communicate	2014
New Decision on outside activities	Develop and adopt. Create awareness of main rules with 75% of survey respondents.	2014

V. ADD VALUE TO THE HR OFFER

In support of our commitment to be a service partner and consultant to our staff, customers and stakeholders, DG HR's work in this area focuses on the delivery of effective, modernised and efficient HR services, perceived by all stakeholders as proactive, responsive, professional, practical and useful in their everyday work.

In this context, professional management of Service Level Agreements (SLAs) with our current and future clients, cooperation and benchmarking with local authorities and other organisations and professional relationships with other services, social partners, offices and agencies are important areas of work of DG HR. A specific challenge in 2014 will be to manage all aspects related to the delegation of programme management to Executive Agencies.

While getting closer to our customers and stakeholders, we must further align our HR processes and make sure that they are lean, easy to understand, efficient and customer oriented. The professionalization of HR functions and staff as well as communicating and listening to our staff and stakeholders are essential elements to reach these objectives. The communication and change management accompanying the implementation of the new Staff Regulations will be a major priority in 2014.

Moreover, DG HR will continue to analyse and make proposals to review the HR service delivery model, in close cooperation with its key stakeholders, with a view to optimising its efficiency, but without compromising the quality of the services provided. In parallel, DG HR will put special emphasis on the implementation of the conclusions of its Business Process Reengineering analysis in order to optimise DG HR's services in the framework of the current delivery model. Both of these tasks will be led by a dedicated Task Force for HR service modernisation. DG HR will also extend its shared service offer and strive to acquire new clients to exploit resulting economies of scale.

Specific Objective V.1:

Continuously improve professional relationships with stakeholders and partners relevant for HR core services

Non-spending

Related regular activities

Manage and continuously improve the **management of inter-institutional and other stakeholders**, incl.

- Provide services to other EU Institutions and bodies (corporate HR services, SysPer2, HRMIS, financial services, local HR services) based on Service Level Agreements (SLA)
- Provide HR Helpdesk to decentralized Bodies (offices) and Agencies

Manage and continuously improve the process of **social dialogue**, incl.

- Negotiate the revision of the agreement on resources for representative trade unions and staff associations and the Staff Committee

<p>Manage and continuously improve the process of administrative cooperation and benchmarking, incl.</p> <ul style="list-style-type: none"> • Exchange of information and reliable statistics on best practices with other services, international organisations, member states and third countries (EUPAN, UN, African Union) 		
<p>Manage HR related aspect of the delegation of programme management to Executive Agencies, incl.</p> <ul style="list-style-type: none"> • Support and follow up the entry into force of the new Staff Regulations and related General Implementing Provisions • Monitor the implementation of "attractiveness package" and manage career related aspect (secondments, transfers of staff) 		
<p>Result indicator: Satisfaction of Agencies with services and management of the 'helpdesk' function</p> <p>Definition: The 'helpdesk' function in DG HR provides information, advice and other services to the regulatory and executive Agencies.</p> <p>Source: New customer satisfaction survey</p>		
<i>Baseline</i>		<i>Target</i>
2013: n.a. (new measure)		2014: 60%
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Inter-Institutional Data Warehouse and corresponding HR Reporting	Deliver services to other Institutional users	2014
Luxembourg site agreement on presence of Commission services in Luxembourg	Review the agreement and provide regular reporting to the authorities	2014

Specific Objective V.2:

Modernise the HR service and rationalise the delivery model for HR services in order to increase efficiency, reduce overheads and provide a better service, while fully respecting legal obligations

Non-spending

Manage and streamline **Service Level Agreements (SLAs)** of DG HR with other Commission DGs and Services and other EU Institutions and bodies; extend the client base for HR services widen the service catalogue.

Exploit efficiency gains and improve the quality of HR services via the elaboration and implementation of the Business Process Reengineering (BPR) conclusions ; incl.		
<ul style="list-style-type: none"> Assessment of the results and impacts in terms on efficiency gains and improvement of quality; Development of an effective communication strategy on change; 		
Result indicator: Number of new SLAs with Commission Services for HR services provided by DG HR		
Definition: Count of services provided by DG HR and Service Level Agreements signed		
Source: SLA inventory		
<i>Baseline</i>		<i>Target</i>
2013: no data, new objective		2014: > 0
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
DG HR Service Level Agreements	Establish an inventory, monitor and evaluate SLAs	2014
Costing models for SLAs	Review and streamline 2/3 of DG HR costing models for SLAs to reflect real costs (in line with Commission internal guidance on the charge-back process)	2014
Optimise the policy on the HR delivery model	Propose different options for the modernisation and optimization of HR core service	2014
Knowledge sharing and knowledge management project in DG HR;	Further develop and build internal network of key contributors	2014

Specific Objective V.3:	
Ensure professional service delivery and further develop DG HR's service culture by ensuring professionalization of the HR community and delivering customer oriented processes and services	<input checked="" type="checkbox"/> Non-spending
<i>Related regular activities</i>	
Manage and continuously improve the process of HR Professionalization	
Result indicator: Satisfaction level with the learning events inside the HR Professionalization Programme	
Definition: Response to the question " My overall evaluation of this training action is:" by participants who fill the SYSLOG survey sent after each course.	

Source: Syslog		
<i>Baseline</i>		<i>Target</i>
2013: 80,7% of participants reported 80% or over satisfaction		2014: > 60% 'satisfied' or 'very satisfied'.
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Implementation of the scheme for systematic improvement of customer orientation across all services provided by DG HR	<p>Accompany the on-going pilot project on customer orientation and roll out in Directorates</p> <p>Monitor regular customers satisfaction indicators and measurement (all Units to report against their satisfaction indicators)</p>	2014

Specific Objective V.4:

☒ Non-spending

Further develop internal communication services for the Commission in order to enhance staff understanding of both the Commission's main priorities and activities as well as internal personnel and organisational matters

Related regular activities

Manage and continuously improve the process of **Internal Communication**, incl.

- Support all DG HR services in the effort of communication and change management linked to the implementation of the changed Staff Regulations;
- Further improve existing communication tools, e.g. introduction of tablet and mobile versions of the monthly Magazine and regular 'News&Views' newsletter;
- On-going development of My IntraComm, incl. migration of further local websites to My IntraComm

Manage and continuously improve the process **Evaluations and surveys**, incl.

- Develop and implement an on-going staff opinion survey process

Result indicator: Extent to which staff feels informed via corporate internal communication

Definition: Response to staff survey questions: "I see a clear link between my job and the objectives and mission of my DG" and "I have a clear understanding of what is expected from me at work"

Source: Staff opinion survey

<i>Baseline</i>	<i>Target</i>
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2010: 64%; 2013: 77%	2014: > 75%	
<p>Result indicator: Levels of staff satisfaction with Internal Information and Communication at central level</p> <p>Definition: Combined results of relevant questions in surveys on two communication channels ("My IntraComm" and "Commission en Direct")</p> <p>Source: Surveys on My IntraComm and Commission en Direct</p>		
<i>Baseline</i>	<i>Target</i>	
2010: 64%; 2013: 72% (content fulfils staff needs)	2014: ≥ 75%	
<p>Result indicator: % of DG HR staff who know/understand the DG HR Management Plan, DG mission, vision and values</p> <p>Definition: Staff perception of how clear they are on the priorities and business of the DG</p> <p>Source: Survey on Internal Communication in DG HR</p>		
<i>Baseline</i>	<i>Target</i>	
2013: 83,44%	2014: 90%	
Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
(On-going) customer satisfaction measurement for DG HR	Set up measurement incl. reporting dashboard	2014
Revamped websites (DG HR sites on 'Europa' and 'My HR' Intranet)	Re-design and implementation	2014
My IntraComm business vision 2014-2017	Develop and – if possible – start implementing in cooperation with DIGIT and SG	2014
Commission's Internal Communication and Staff Engagement policy	Review and update	2014

PART 4 - Specific objectives for Horizontal activities - Planning and Control Processes and Local Service Processes

VI. Activity "Policy Strategy and Coordination for DG Human Resources and Security"

Our planning and policy steering activities give the necessary impulse to the policy definition, preparation and implementation in order to achieve the overall mission of our DG within the time-scales laid down. In order to even stronger promote the development of a strategic planning culture within the DG, one objective for 2014 is the setting up of an integrated monitoring for the DG including deadline control and relevant indicators.

Furthermore, DG HR continues to review a number of HR core process with the objective to increase efficiency and identify potential for improved resource allocation within the scope of the Business Process Reengineering exercise in DG HR.

Specific Objective VI.1:		
Further enhance DG HR's steering, planning and internal communication processes in order to ensure an effective way of working together and engage the staff of our DG		
<i>Related regular activities</i>		
Manage and continuously improve the process of Strategic Planning and Monitoring		
Indicator: % of DG HR staff confirming they see a clear link between their job and the objectives of their DG.		
Definition: An indicator of the quality of the Management Plan and the related communication is the fact that DG staff understands how their work fits in the work of the DG		
Source: Commission staff opinion survey – results for DG HR		
<i>Baseline</i>		<i>Target</i>
2013: 80.7%		2014: 85% (Commission average)
<i>Main outputs in 2014</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Commissions internal communication activities regarding the implementation of the changed Staff Regulations	Set up and update relevant communication channels for all target groups	2014

Regular monitoring for DG HR	Setting up of a dashboard covering deadline control and relevant indicators	2014
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Specific Objective VI.2:

Increase efficiency and identify potential for improved resource allocation in HR processes via Business Process Reengineering (BPR)

Related regular activities

Analyse selected HR processes and provide HR senior management with recommendations to rationalise processes and increase customers value

Promote BPR results and methodology across the Commission (e.g. Business Process Management network, Internal Audit community)

Facilitate the development of an action plan carried out by the unit in charge for finalising the reviews

Main outputs in 2014

<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Delivery of BPR final reports as planned in the BPR strategic planning 2013/2015	2014: Delivery of 3 BPR final reports <ul style="list-style-type: none"> • Manage Welcome Office • Manage Internal Communication • Monitor compliance with staff regulation 	2014
Application of BPR Self-assessment toolkit in DG HR	15 HR processes have been analysed in context of BPR self-assessment	2014
Delivery of BPR Action Plans as planned in the BPR strategic planning 2013/2015	Action Plans delivered for "Manage Learning & development" and "Manage Working conditions"	2014

VII. Activity "Local HR and Administrative Support for DG HR and Shared Services"

The activities cover the actions necessary for the functioning of the DG as such and the provision of services under our responsibility to Cabinets, the European Personnel Selection Office, the Internal Audit Service of the Commission and the Support Group for Portugal. In addition, the DG manages several service-level agreements with other Institutions and EU bodies, notably the EEAS.

We aim at ensuring a sound and efficient management of human and financial resources at our disposal, in line with the priorities and objectives set out in this management plan, and an appropriate internal control system. In doing so, we want to provide optimal customer orientation. We plan to enlarge the catalogue of services we offer and to acquire new clients, who will benefit from the economies of scale generated.

The local HR function is closely associated with the corporate processes and contributes to the respective policies by elaborating and testing initiatives at local level, providing feedback and hands-on experience, and assisting in the corporate roll-out. It thereby helps to provide robust and useful HR solutions to the challenges of the Commission in the context of staff and budget reduction.

With regard to DG HR's medium and short-term IT Strategy, DG HR and the Administrative Offices set the vision in the revised HR Management Information System (HRMIS) strategy drafted in 2012. Within this framework, 100 projects & actions have been carefully selected to deliver the vision by 2015. The vision is fully aligned not only with the DG HR and Administrative Offices Management Plans, but also with the general e-government strategy of the Institution and in particular with current e-Commission strategy 2012-2015.

While delivering the HRMIS Strategy will remain the overarching objective, for the first months of 2014, the priority will continue to be given to the Staff Regulation implementation. A progressive shift back to initially planned projects is anticipated for the second semester 2014.

Consequently, in addition to the Staff Regulations implementation, the most significant projects in 2014 will be:

- Reporting, business intelligence & analytics facilities in the HRM domain: Continue to enhance the Reporting, business intelligence & analytics facilities both at operational and strategic levels.
- Further developments of SysPer2 (the HRMIS flagship project) will progressively cover all HR related business processes.
- Pursue the progressive end-to-end seamless integration with the Administrative Offices: downstream with PMO notably with SysPer2-Pension project and upstream with EPSO.
- Cooperation with other European Institutions and bodies with the objective to cross-share benefits of integrated systems and to take advantage of inter-institutional synergies.

- Other Information Systems: Continue developments in Sermed-EHR (Medical Service & Electronic Health Record) with the objective to modernise the Medical Services; set up a Learning & Development management information system based on the new strategy; further develop My IntraComm as "the" corporate information, collaboration and productivity platform"; HR.DS Information systems.

Specific Objective VII.1:	
Ensure a sound financial management, monitoring and reporting system, as well as an efficient internal control system in DG HR	
<i>Related regular activities</i>	
Manage the process Budget, Finance and Procurement for DG HR, incl. <ul style="list-style-type: none"> • Enhance professionalism of the financial community 	
Manage and continuously improve the process Internal Control and Risk Management for DG HR, taking into account the costs and benefits of controls	
<p>Indicator: Number of critical / very important audit recommendations overdue by more than 6 months</p> <p>Definition: Number of recommendations made by the IAS or the IAC and rated as critical or very important as well as recommendations made by the Discharge Authority for which the implementation has been delayed by more than 6 months</p> <p>Source: GRC (for the follow up of audit recommendations) and RAD (for the follow up of discharge recommendations) systems</p>	
<i>Baseline</i>	<i>Target</i>
2013: 1 on 31/10/2013	2014: 0
<p>Indicator: % of payments within contractual delays</p> <p>Definition: Percentage of payments made within the time limits laid down in article 92.1 FR.</p> <p>Source: ABAC data warehouse</p>	
<i>Baseline</i>	<i>Target</i>
94% on 31/12/2013	2014: > 95%
<p>Indicator: % of ex-post controls with unacceptable results for financial and non-financial transactions</p> <p>Definition: Percentage of ex-post controls showing non negligible shortcoming as regards regularity and conformity with the procedures in place</p> <p>Source: DG HR database of ex-post controls</p>	
<i>Baseline</i>	<i>Target</i>
2013: 7,8% on 30/09/2013	2014: <5%

<i>Main outputs in 2014</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Rationalisation of financial circuits	Implementation of revised financial circuits	2014
Improve procurement process through centralised monitoring	Reduce number of "bridge contracts" to ensure business continuity to 0	2014

Specific Objective VII.2:

Recruit, welcome, train, assess and assist staff of DG HR to develop their full potential and enhance the effective and efficient operation throughout the year 2013 and beyond

Related regular activities

Manage and continuously improve the process of **HR management** for DG HR at the three sites Brussels, Luxembourg and Ispra, incl.

- Ensure a smooth and compliant application of the changed Staff Regulations and its implementing rules in local HR services.

Manage and continuously improve the processes for **Logistics** for DG HR and at the three sites Brussels, Luxembourg and Ispra

Manage and continuously improve the **Document management** processes and system for DG HR at the three sites Brussels, Luxembourg and Ispra, incl. monitoring of the functioning of ARES

Indicator: Vacancy rate

Definition: Vacancy rate (officials and temporary agents) compared to Commission average

Source: HR Reporting

<i>Baseline</i>	<i>Target</i>
2013: 6% (COM 6,4%)	2014: Maintain level below COM average

Indicator: Sick leave rate

Definition: Sick leave rate in the DG compared to Commission average

Source: HR Reporting

<i>Baseline</i>	<i>Target</i>
2013: 5,1%	2014: Below COM average (3,8% in 2013)

Indicator: Share of DG HR staff appealing against appraisal reports

Definition: Indicator of general satisfaction with appraisal procedure		
Source: Sysper2		
<i>Baseline</i>		<i>Target</i>
2013: 1%		2014: Achieve level below COM average (0,72% in 2013)
<i>Main outputs in 2014</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Strategic HR Planning for DG HR	Further develop and implement	2014
Competency Management for DG HR	Further align learning activities of DG HR staff with the priority areas of DG HR and the identified competency	2014
Proactive and inclusive talent management approach for staff in DG HR	Set up and implement	2014
DG HR pilot project on absence management	Share across the Commission, as best practice	2014
Targeted internal communication strategy (incl. Social Media tools, programme to increase the digital collaboration competences of HR staff); develop a participatory and inclusive DG HR culture (staff engagement)	Develop and implement	2014

Specific Objective VII.3:

To provide local HR, financial and administrative support to the College, the European Personnel Selection Office, the Internal Audit Service and the Support Group for Portugal

Related regular activities

Management and continuous improvement of **HR management** for all of DG HR's current (Cabinets, EPSO, IAS and SGPT) and future clients

Provide client-oriented **Logistics** services that are highly appreciated by the Cabinets

Manage and continuously improve the processes **Budget and Finance** for the Cabinets, EPSO, IAS and SGPT, as well as procurement for EPSO.

Indicator: Staff satisfaction ("very satisfied" and "satisfied") with the local HR services provided to Cabinets

Definition: The level of general satisfaction with the local HR services of unit HR.R.2 based on a score from 1 to 10

Source: Specific satisfaction survey

<i>Baseline</i>		<i>Target</i>
2013: 91%		2014: >90%
<u><i>Main outputs in 2014</i></u>		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Strategic HR Plans for the Cabinets, IAS and EPSO	Implement	2014
Smooth transition into the next Commission's mandate for all related HR, administrative, logistical, financial and legal aspects	Implement	2014