



Strategic Plan 2016-2020*

Secretariat-General

*The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

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PART 1. Strategic vision for 2016-2020

A. Mission statement

The Secretariat-General is one of the central services of the European Commission, facilitating its smooth and effective functioning and providing strategic direction.

It is the President's service, at the service of the President, the College and the Commission services. It manages the collegial decision-making process and ensures the alignment of EU policies with the political priorities of the Commission. In agreement with the President, the SG provides support to the Vice-Presidents in the performance of their role.

In particular, the Secretariat-General:

- contributes to the definition of the Commission's strategic objectives and priorities and shapes cross-cutting policies;
- coordinates, facilitates, advises and arbitrates, so as to ensure the coherence, quality and delivery of policy, legislation and operations across policy areas and Commission departments;
- coordinates the planning and programming of the initiatives of the Commission;
- ensures the smooth running of the decision-making process and strives to rationalise both procedures and supporting IT tools as part of the evolution towards an efficient and modern e-Commission;
- acts as the Commission's interface with the other European institutions, national parliaments and non-governmental organisations and entities;
- fosters the Commission's institutional competences and the development of a service-oriented, modern, transparent and responsible European administration which works to the highest standards of ethics and integrity.

B. Operating context

In accordance with the working methods of the Commission¹, the Secretariat-General (SG) has the key role of steering and coordinating work across the entire Commission on behalf of the President and Vice-Presidents in all the areas of the Political Guidelines. This entails continuous contact with the DGs and Cabinets of the Commission and constant interaction with the other institutions and key external stakeholders.

The coordination function of the SG begins at the early policy development and planning stage so as to ensure that all initiatives are aligned with the political priorities of the President. Throughout the policy process, the SG continues to work closely with the other services to ensure a coherent and collegial approach to policy development, to bring together expertise and information from different policy areas in support of common objectives, and to promote the full respect of better regulation principles. The SG plays a leading role with respect to certain cross-cutting policy files, including the European Semester of economic policy coordination and the Europe 2020 strategy.

Through its role as guardian of the Commission decision-making processes, the SG assists and advises DGs and Cabinets with regard to internal procedures, while at the same time working to streamline and develop the working methods, procedures and related IT tools so as to support the smooth and sound functioning of the decision-making process.

The SG is responsible for managing relations with the other EU institutions and bodies. It steers the Commission's involvement in legislative and policy work in the Council and the European Parliament and oversees the Commission's relations with other institutions and bodies, national Parliaments and the European Ombudsman. It also promotes co-operation between Commission services and the European External Action Service and coordinates the services' contribution to the G7/G20 preparatory process.

The SG is responsible for developing and implementing corporate policies in areas such as strategic planning and programming, corporate IT governance and security, ethics, business continuity, data protection and data, information and knowledge management, including document management. In these areas, the SG works closely with other central services of the Commission to ensure that the Commission's resources are used to maximum effect and efficiency, in line with legal obligations and aiming at the highest standards of public administration, and seeks to foster a strong service culture among its staff.

In line with the President's commitment to transparency and democratic change, the SG is also at the forefront of efforts to bring stakeholders closer to the EU, allowing the European public to identify the organisations and individuals meeting with Commissioners and senior officials and leading work to develop a mandatory inter-institutional Transparency Register. The SG manages the European Citizens' Initiative, which allows citizens to engage directly in the policy-making process, and the Commission's policy on stakeholder consultation.

¹ C(2014) 9004: <http://ec.europa.eu/transparency/regdoc/rep/3/2014/EN/3-2014-9004-EN-F1-1.Pdf>

C. Strategy

As described in Sections A and B, the SG contributes actively to the delivery of all the general objectives by coordinating the work of the Commission services on behalf of the President and the Vice-Presidents, managing the decision-making process, acting as the interface between the Commission and the other institutions and bodies, and ensuring that the Commission is supported by an efficient, transparent and high-performing administration.

Beyond this horizontal role, the SG also leads on policy development in relation to a number of general objectives, such as for example on the European Semester of economic policy coordination, the Cooperation and Verification Mechanism for Bulgaria and Romania, and on a range of corporate policies, such as the Commission's Better Regulation agenda.

General objective A: A New Boost for Jobs, Growth and Investment

General objective: A New Boost for Jobs, Growth and Investment	
Impact indicator: Percentage of EU GDP invested in R&D (combined public and private investment)	
Source of the data: Eurostat	
Baseline (2012)	Target (2020) Europe 2020 target
2.01%	3%
Impact indicator: GDP growth	
Source of the data: Eurostat	
Baseline (2014)	Target (2020)
1.4%	Increase
Impact indicator: Labour productivity EU-28 as compared to US (US=100)	
Explanation: Gross domestic product at 2010 reference levels per hour worked (purchasing power parity adjusted).	
Source of the data: AMECO database of the European Commission's Directorate-General for Economic and Financial Affairs	
Baseline (2014)	Target (2020)
74.7 (EU-27 for lack of data on Croatia) (US=100)	Increase
Impact indicator: Resource productivity: Gross Domestic Product (GDP, €) over Domestic Material Consumption (DMC, kg)	
Explanation: The indicator focuses on the sustainability of growth and jobs.	
Source of the data: Eurostat	
Baseline (2000)	Target (2020)
1.33 €/kg (EU-27)	Increase

Through the activities described in this section, the SG contributes to the achievement of the general objective 'a new boost for jobs, growth and investment'. The effects of this work, combined with other growth-enhancing policies at European and national level, should have a positive impact over the longer-term on growth and employment, and on labour and resource productivity, as reflected in the impact indicators chosen.

European Semester

The European Semester process is the main economic governance delivery tool for the implementation of the Europe 2020 strategy for jobs and growth. Following the streamlining of the European Semester started in 2015, the Commission presented in October 2015 elements of a revamped European Semester in order to further improve economic policy coordination in the Economic and Monetary Union.

SG steers and coordinates the implementation of the European Semester in its various stages and dimensions. This includes:

- (i) elaboration of the deliverables of the European Semester, namely the Annual Growth Survey in November, the country-specific analysis in the Country Reports – including the monitoring of progress towards the Europe 2020 targets – in February (on the latter, DG Economic and Financial Affairs is in the lead but SG has an overall coordination role) and the country-specific recommendations in May;
- (ii) coordination of the work across Commission services through the coordination of European Semester-related networks: core group (including DG Economic and Financial Affairs, DG Employment, Social Affairs and Equal Opportunities and DG Internal Market, Industry, Entrepreneurship and SMEs), DG coordinators of the European Semester, country teams and cooperation with the European Semester Officers in Commission representations in the Member States;
- (iii) contacts with the Member States, since SG provides guidance to them on the European Semester and the drafting of national reform programmes, organisation and chairing of bilateral meetings with the Member States and provision of support for the Vice-President for the Euro and Social Dialogue in his political-level missions to Member States.

Specific objective A.1: To ensure sound public finances, prevent excessive macroeconomic imbalances, pursue structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States		Related to spending programme(s): NO
Result indicator: Rate of progress towards the implementation of the country-specific recommendations.		
This measures the response of Member States to the guidance provided in country-specific recommendations. It is the Commission who assesses every year to what extent the recommendations were addressed by Member States, based on the terminology "no progress/ limited progress/ some progress/ substantial progress/ fully addressed".		
Source of data: Commission services' analysis and information from Member States (missions, bilateral meetings, national reform programmes)		
Baseline	Target	
(February 2015 assessment)	(2020)	
3% fully addressed, 9% substantial progress, 41% some progress, 35% limited progress, 12% no progress	Improved take up of CSRs	
Planned evaluations: n/a		

Next EU long-term growth strategy

In this context, another key role of the SG will be to lead the work in view of a future long-term growth strategy for the EU and to provide support to the First Vice-President and the Vice-President for Jobs, Growth, Investment and Competitiveness in designing options for a successor strategy.

Specific objective A.2: Prepare options to a successor strategy to the Europe 2020 strategy for jobs and growth, taking into account the economic, social and environmental angles of sustainable development		Related to spending programme(s): NO
Result indicator: Progress towards a successor strategy to Europe 2020.		
Source of data: SG		
Baseline	Milestone	Target
(2015)	(2016)	Before 2020
Lessons from the Europe 2020 strategy; current state of play	Preparation of options for a successor strategy to Europe 2020	Proposals for a successor strategy to Europe 2020

Multiannual Financial Framework

Working in close cooperation with DG Budget, the SG coordinates work on the Multiannual Financial Framework (MFF). The MFF is a major source of investment for Europe and a key contributor to the growth and jobs objective, as well as to the delivery of policy priorities in other areas such as agriculture, regional and social cohesion, research and innovation, energy, etc. The current MFF runs from 2014 to 2020.

The mid-term review of the MFF due by the end of 2016 will be a first opportunity to look at how to target funding more effectively in support of the political priorities and to further simplify and orientate the EU budget towards results. This will be followed by the proposal for the post-2020 MFF to be presented at the latest by 1 January 2018. This proposal will include the overarching framework for the EU budget for the next period, followed by a series of individual proposals creating the sectorial programmes through which the budget is implemented. The SG will be closely involved in the design of the framework and in coordinating the work of all relevant services so as to ensure the coherence and quality of the package; and thereafter in the negotiation of the proposals in the Council and Parliament.

Specific objective A.3: The current MFF is reviewed and a new MFF put in place for the post-2020 period		
Related to spending programme(s): YES		
Result indicator: Delivery of the mid-term review of the MFF and proposals for the post-2020 MFF.		
Source of data: SG		
Baseline	Milestone	Target
(2015)	(2016)	Before 2020
Implementation of current MFF.	Mid-term review of the MFF.	Political agreement on the post-2020 MFF and its constituent programmes.

General objective B: An Area of Justice and Fundamental Rights Based on Mutual Trust

Cooperation and Verification Mechanism

The rule of law is central to the priority of the Commission's political guidelines concerning "An Area of Justice and Fundamental Rights based on Mutual Trust". The Cooperation and Verification Mechanisms (CVM) set up on the accession of Bulgaria and Romania in 2007 allow for Commission support to the work in the two Member States to promote rule of law issues. The Commission's work is brought together by the SG in an annual report and involves ongoing cooperation and analysis with the national authorities and other key stakeholders. There is a political objective that progress in the two Member States would be sufficient by 2020 to justify the conclusion of the mechanisms.

Specific objective B.1: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms		Related to spending programme(s) NO
<p>Result indicator: Progress towards the benchmarks set in 2007 in respect of judicial reform and anti-corruption measures (and action against organised crime in the case of Bulgaria). This measures the extent of progress each year and the extent to which the previous year's recommendations have been followed.</p> <p>Source of data: Commission services' analysis and information from Member States (missions, on-the-spot analysis, input from other stakeholders)</p>		
Baseline	Target	
(Commission report January 2016)	(2020)	
0 benchmarks fulfilled so far in accordance with the original Decisions establishing 6 benchmarks for Bulgaria and 4 for Romania	There is a political objective that progress in the two Member States would be sufficient by 2020 to justify the conclusion of the mechanisms	
Planned evaluations: n/a		

General objective C: A Union of Democratic Change

General objective: A Union of Democratic Change	
Impact indicator: Voter turnout at European Elections Source of the data: European Parliament	
Baseline (2014)	Target (2019)
42.61%	Increase
Impact indicator: Number of opinions received from national Parliaments Explanation: The number of opinions to a certain degree depends on the number of legislative proposals and policy communications put forward by the Commission. Source of the data: European Commission <i>Annual report on relations between the European Commission and national parliaments</i>	
Baseline (2014)	Target (2020)
506	Increase

The SG is responsible for developing and steering the Commission's Better Regulation agenda, under the political leadership of First Vice-President. Better Regulation supports the delivery of the Commission's political priorities by ensuring that the Commission's efforts are channelled into the areas where EU action can make a real difference, and that Commission initiatives are underpinned by solid evidence and designed in an efficient and cost-effective manner.

In this way, the work of the SG contributes to the legitimacy of Commission action and helps ensure that stated objectives are translated into tangible benefits for citizens. This work entails both establishing the overarching framework for all aspects of Better Regulation policy in the Commission, including evaluation, impact assessment and stakeholder consultation, and working constantly with DGs and services to ensure that these principles are applied in practice. The Regulatory Scrutiny Board, responsible for assessing the quality of impact assessments and ex post evaluations, is based in the SG.

The SG's work on transparency policy also makes a major contribution to the legitimacy and level of understanding of the Commission's work. The SG manages the Transparency Register, the Commission's access to documents policy and provides the framework and tools for promoting the transparency of contacts with stakeholders of all kinds. The SG also works to foster closer engagement of citizens with the EU policy process through the European Citizens' Initiative and work on stakeholder consultation.

The SG's work on both better regulation policy and transparency issues contributes to increasing the level of engagement with the European policy process among the general public and national Parliaments, which should in turn contribute to a positive evolution of the impact indicators identified above.

Better regulation policy

The EU's better regulation policy – which is a shared responsibility of the European institutions and Member States – aims at simplifying and improving existing regulation, better designing new regulation and reinforcing the respect and the effectiveness of existing rules, in line with the EU subsidiarity and proportionality principles. Better regulation focuses on the whole policy cycle – from the design of a piece of legislation, to implementation, enforcement, evaluation and revision. Implementation is done through the flagship REFIT (Regulatory Fitness and Performance) Programme.

SG action in this field has the following components:

- **Programming and planning:** Coordinating the preparation and adoption of the CWP (Commission Work Programme) involving high level discussions within the Commission and with the other European institutions and monitoring progress on its achievement;
- **Regulatory policy development:** designing and implementing better regulation policy, including the application of better regulation tools (impact assessment, stakeholder consultation, simplification, ex-post evaluation and fitness checks) for legislation developed by the Commission, including delegated and implementing acts, and promoting their use at EU and Member State level;
- **Regulatory fitness:** Coordinating and reporting on progress in the implementation of the Commission's REFIT Programme including the mapping and screening of the regulatory acquis, the identification of actions to simplify and reduce regulatory burden and the monitoring of results through a scoreboard, paying particular attention to the SME dimension;
- **Application of EU law:** Achieving compliance with EU law through management and coordination of Commission infringement decision making and through reinforced dialogue and cooperation with Member States.

EU interventions are planned and validated through the Agenda Planning and CWP process, thus ensuring alignment with the political priorities of the Commission. Proposals are examined by the Commission following ex-post evaluation of the existing acquis, impact assessment of options for future action and stakeholder consultation. All the work is overseen and supported by the SG (through the provision of guidelines, trainings and advice) but carried out by the Directorates-General responsible for the different EU policy areas, which also have the lead responsibility for legislative proposals and related better regulation deliverables in their area of responsibility. EU interventions are adopted by the EU legislator, applied and implemented by the Member States and enforced by the Commission. The results obtained depend on the efficiency and effectiveness of all of these contributions combined.

<p>Specific objective C.1: Regulatory policy and related tools are fully developed and applied throughout the legislative cycle (planning to impact assessment to evaluation) in order to improve the effectiveness and efficiency of EU regulation. The acquis is 'fit for purpose' delivering its benefits by least cost.</p>					<p>Related to spending programme(s): NO</p>
<p>Result indicator: Proportion of REFIT initiatives with quantified burden reduction estimated. Source of data: SG</p>					
Baseline	Milestone			Target	
(2016)	(2017)	(2018)	(2019)	(2020 - quantification now is limited but with ongoing work DGs should meet this target in 2020)	
10%	20%	30%	40%	50%	
<p>Result indicator: Proportion of impact assessments passing the Regulatory Scrutiny Board (RSB) at the first submission. Source of data: RSB</p>					
Baseline	Milestone			Target	
(2015)	(2018)			(2020)	
50%	60%			70%	
<p>Result indicator: Major legislative amendments to existing legislation preceded by evaluations Source of data: CWP initiatives adopted</p>					
Baseline	Milestone			Target	
(2015)	(2018)			(2020)	
16%	40%			60%	
				<p>There is a long lead-in time for evaluation work preceding impact assessment and adoption of proposals. Some priority or urgent initiatives may continue to be presented without full evaluation backing)</p>	
<p>Result indicator: Percentage of (proposed) directives accompanied by Implementation Plans Source of data: VISTA</p>					
Baseline	Milestone			Target	
(2016)	(2018)			(2020)	
21%	30%			50%	
<p>Planned evaluations: Impact assessment or consultation policy (2016); Better regulation policy (2019).</p>					

Stakeholder engagement

In the Better Regulation package adopted in May 2015 the Commission reaffirmed its commitment to listening more closely to citizens and stakeholders, and to being open to their feedback at every stage of the policy-making process – from the first idea, to when the Commission makes a proposal, through to the adoption of legislation and its evaluation.

One of the major initiatives of the Commission in this regard is to establish a web portal where each initiative can be tracked: the Better Regulation Portal (BRP). This will offer external stakeholders and the general public an easy to use, one-stop access to Commission initiatives as well as the possibility to give feedback at relevant stages of the decision-making process. The portal will be fully in line with the Commission's new web presence and will enable external stakeholders to better understand and participate in the Commission policy making process. This also constitutes an important element of the recently agreed Inter-institutional Agreement on Better Law Making.

Furthermore, the European Citizens' Initiative (ECI) is an instrument of participatory democracy which gives citizens the possibility to have a say in shaping the EU's political agenda. If at least one million signatures are collected within 12 months in at least seven Member States in support of an initiative, the European Commission has to examine the issue and provide a response, which may include a legislative proposal if appropriate. The SG is responsible for the implementation of the ECI Regulation, in close cooperation with Member State and also the EP, and manages the relevant IT systems (ECI Register and Online Collection Software).

In addition, the SG works to deliver on the Commission's commitment to forging a stronger partnership with national Parliaments. The SG oversees the subsidiarity control mechanism and the political dialogue with national Parliaments, which is a key opportunity for an exchange of views on Commission initiatives and proposals.

Specific objective C.2: A more democratic and accountable European Union opening up policy-making and enhancing its dialogue with citizens, stakeholders and national Parliaments.		Related to spending programme(s): NO
Result indicator: Better Regulation Portal number of visitors The Better Regulation portal is regularly visited: the related web pages receive a substantial number of unique visitors per month and a sizeable number of searches are performed. Source of data: SAS Web Analytics for website; BR Portal		
Baseline	Milestone	Target
(2015)	(2018)	(2020)
30,000	20% increase compared to 2015 baseline of visits to existing relevant Europa website following the launch of the Better Regulation Portal	80,000 (similar to Transparency portal)
Result indicator: Better Regulation Portal user satisfaction (number of users who declare that the site met their expectations) Source of data: SG		
Baseline	Target	
n/a	(2020)	
	70%	
Result indicator: Number of citizens' initiatives registered Source of data		

Baseline (2015)	Milestone (2016)	Target (2020)
6	8	15
Result indicator: percentage of roadmaps, inception IAs, Commission proposals covered by feedback Source of data: DG COMM		
Baseline (2015)	Milestone (2018)	Target (2020)
n/a	100%	100%

Transparency policy

The Commission places a special emphasis on transparency as a means of reducing the distance between citizens and the EU institutions. The SG plays a leading role in developing policies to improve transparency, for example by upgrading the register of Commission documents and continuing to provide access to documents pro-actively and upon request.

The Commission gathers expert advice in support of its policies from expert groups. The SG oversees the implementation of rules in this area and provides guidance to services. It is important that expert groups are known to the public and to this end the Register of Expert Groups provides information on the composition and activities of these groups. At the same time, rules are in place to ensure that any potential conflicts of interest are appropriately managed.

Additionally, President Juncker has stated that "Europeans have the right to know who Commissioners and Commission staff, Members of the European Parliament and representatives of the Council meet in the context of the legislative process". Building on the existing Transparency Register, registration in which is a precondition for meetings with Commissioners, Cabinet Members and Directors-General, the Commission has undertaken to create a mandatory register for organisations and self-employed individuals lobbying the Commission, Parliament and Council.

Specific objective C.3: The public has easy access to information on the EU's work and contacts with stakeholders – from the preparation stage to the final documents		Related to spending programme(s) NO
Result indicator: Number of entities registered in the Commission transparency register Source of data: SG		
Baseline	Milestone	Target
(2013)	(2018)	(2020)
8200	9500	11000

General objective D: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents

General objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents	
Impact indicator: Trust in the European Commission Source of the data: Eurobarometer on Public Opinion in the European Union	
Baseline (2015)	Target (2020)
40% tend to trust	Increase
Impact indicator: Staff engagement index in the Commission Source of the data: European Commission	
Baseline (2014)	Target (2020)
65.3%	Increase

The SG coordinates the activities of all DGs and services from the planning phase, through policy development and during the legislative process. This work aims to ensure that the Commission services work together to best effect and that synergies between policy areas are fully exploited.

On behalf of the President and Vice-Presidents, the SG prepares the Commission Work Programme and works actively with all services to ensure that high quality initiatives are prepared in a collegial and timely fashion. This work entails both close involvement with the substance of policy files as well as a range of activities designed to streamline and make more efficient the decision-making process in the Commission.

The SG's overall responsibility for relations with other institutions and bodies, as well as with Member States and national Parliaments, also gives it a leading role in building support for Commission initiatives, defending the Commission's institutional prerogatives and deepening political intelligence.

The SG also coordinates the strategic planning and programming cycle in the Commission, the objective of which is to ensure that the Commission's resources are allocated and deployed to best effect to deliver on the Commission's political priorities. The SG works closely with the other central services, such as DG Human Resources and Security and DG Budget, in this area. In all these ways, the SG helps the Commission to function as a coordinated, joined up institution, which manages its assets and resources efficiently so as to deliver on the political priorities. This could be expected to contribute positively to the level of trust in the European Commission and in the level of staff engagement.

I. Policy coordination and political intelligence

I(a). Coordination of policies

The SG coordinates policy development in all areas of the political priorities, from the early stages of policy development and planning, through to the adoption by the College, and then as the proposals pass through the legislative process until final adoption. In addition, it keeps an informed view of the legislative "acquis", policy debates and impact of existing policies on the ground. To this end, the SG chairs inter-services groups that elaborate impact assessments and policy proposals for the key items of the CWP (Annex I initiatives) and convenes Cabinet/services meetings to ensure a high level of coordination throughout the policy process.

Specific objective D.1.: The policy-making process is efficiently steered and coordinated in order to ensure that the ten political priorities of the Commission are delivered on time and in a collegial way		Related to spending programme(s): NO
Result indicator: Implementation rate of CWP Annex I initiatives The translation of the President's political priorities into concrete deliverables in the CWP (and the subsequent realisation of the CWP) indicates the effectiveness of the link between the objectives and the delivery of policy initiatives Source of data: SG		
Baseline (2015) (16 out of 23 initiatives delivered)	Milestone (2017) 100%	Target (2020) 100% Target defined by the priorities set out by the President. The aim is to deliver on all initiatives programmed in each year leading up to the end of the President's mandate.
Planned evaluations: n/a		

Two key examples of the SG's policy coordination role in priority areas are the response to the refugee crisis and the development of the European Agenda on Migration; and the implementation of the Energy Union strategy.

Refugee crisis and migration policy

Working together with all relevant services, in particular DG Migration and Home Affairs, DG Neighbourhood and Enlargement Negotiations, DG Humanitarian Aid and Civil Protection, the European External Action Service and the Structural Reform Support Service, the SG plays a central role in coordinating the response to the refugee crisis and in delivering on the European Agenda for Migration presented by the Commission in May 2015. In addition to the immediate steps necessary to tackle the refugee crisis, the agenda includes initiatives to strengthen Europe's borders, to overhaul the common asylum system and to develop a renewed approach to legal migration. In the course of

this work, the SG provides advice and support to the President and First Vice-President, chairs inter-service groups, prepares political-level meetings and leads on or assists with the drafting of key communications, reports and legislative proposals. The SG is also directly engaged in coordinating with the Council, Parliament and other institutions and bodies.

Energy Union

The creation of a resilient Energy Union with a forward-looking climate change policy is one of the ten priorities of the Commission. The Energy Union Strategy and its key deliverables were identified in the Commission Communication of February 2015 and a first progress report on the State of the Energy Union in November 2015.

SG coordinates the implementation of the Energy Union Strategy and the design and implementation of the governance framework to support the delivery of the 2030 energy and climate framework agreed by the October 2014 European Council. Lead services for the majority of Energy Union deliverables are DGs Energy and Climate Action. SG is the lead service on the State of the Energy Union, which will on an annual basis take stock of progress made on building the Energy Union and will also identify the issues where further political steer is needed. The annual State of the Energy Union will be accompanied by legislative proposals (in particular in 2016), Commission reporting to other institutions, and an analysis on a country-by-country basis on the achievements of the Energy Union. In this context, progress on key indicators is being tracked. This offers the possibility to develop a more formalised tracking instrument. The SG is also leading work on the sustainability of bioenergy, for which it will coordinate and draft the impact assessment and the legal proposal.

The delivery of the objectives on the Energy Union is influenced by a number of other actors and external factors. To mention just two external factors: potential gas supply crises due to the political tensions between Russia and Ukraine and the outcome of the Paris climate negotiations might and will have an important influence. As regards other actors, the Member States and the European Parliament will have a major impact on the delivery of our objectives, but also other external stakeholders.

I(b). Political intelligence and inter-institutional relations

The SG directly supports the President and the College in the delivery of its political priorities. Reliable, focused and timely political and policy information is therefore crucial for promoting the Commission's institutional role and prerogatives.

In this context, the SG ensures that the President, Vice-Presidents, Commissioners, Cabinets and SG senior management are adequately informed in good time on:

- Meetings / developments in the European Council, the Council of the European Union, the European Parliament, the European Economic and Social Committee, the Committee of the Regions and national Parliaments;

- external relations, relations with the European External Action Service and external representation, including G7/G20 and the external dimension of internal policies;
- developments in Member States, notably through meetings with representatives of individual Member States and interaction with the Commission's Representations in the Member States, in particular the European Semester Officers (ESOs).

This is done, inter alia, through concise, coherent, focused and result-oriented briefings for meetings and events as well as through political analysis based on full use of internal and external contacts, databases and networks.

The SG helps to establish smooth working relations between the President's and Vice-Presidents' Cabinets and the services, to better connect technical information with political needs. Through direct ad-hoc requests to services, ready-made information material, use of IT knowledge-repository and connection of varied sources of information, SG provides briefing material to support the political actions carried out in decision-making, in influencing and engaging in our policies.

Specific objective D.2: The Commission's prerogatives and positions in inter-institutional negotiations are defended		Related to spending programme(s): NO
Result indicator: Number of proposals for which the co-legislators substantially deviate from the initial Commission proposition and for which therefore unanimous agreement in the Council is required.		
This indicator is relevant to the specific objective as it shows the number of instances where the Commission did not agree with the compromise presented by the Presidency in the Council and where the unanimous agreement of the Member States against the Commission's position is required.		
Source of data: SG		
Baseline	Milestone	Target
(2015)	(2018)	(2020)
0	0	0
Planned evaluations: n/a.		

Through the SG, which coordinates the activities of all its services in this respect, the Commission maintains a permanent dialogue and interacts with the other European institutions and bodies. This activity involves:

- Providing leadership within the Commission and taking all necessary steps to ensure coherence in external representation and facilitate endorsement by the European Parliament and the Council of Commission proposals;
- Promoting and managing constructive and efficient working relations with the other EU institutions, the advisory bodies (the European Economic and Social Committee (EESC), the Committee of the Regions (CoR), the European Ombudsman), the specialised bodies and the national Parliaments.

The SG will continue to steer the Commission's relations with these institutions and bodies and facilitate constructive discussions to build a common understanding of EU policies. The SG's position in inter-institutional contacts is pivotal – inter alia - through its role in coordinating the work

of the Interinstitutional Relations Group (GRI) which prepares the weekly meetings of the Heads of cabinet and of the College and by preparing the Commission's participation in the meetings of the European Council, the Council of Ministers, and COREPER, the European Parliament, as well as ensuring proper follow-up.

The SG will continue to work with the EEAS, in particular the Corporate Board Secretariat, to ensure mutual understanding and respect for Commission procedures.

Specific objective D.3: The President and the Vice-Presidents are provided on time with high quality, fit-for-purpose briefings as well as flash reports on major institutional and international issues.		Related to spending programme(s): NO
Result indicator: Number of instances generating negative reactions from briefing users - and reasons for dissatisfaction- in relation to overall number of briefings/ashes.		
The SG produces a very large number of briefings and flash reports: instances where the user of these documents goes back to the services having produced them with critical remarks is a very relevant indicator to measure the quality of briefings and flash notes and to be able to improve it.		
Source of data:		
Baseline	Milestone	Target
(2015)	(2018)	(2020)
0	0	0
Planned evaluations: n/a		

II. Corporate policies and administrative coordination

II(a). Strategic planning and programming

In the context of fostering a true performance culture and ensuring a focus on results, as stated in the Communication on the Working Methods of the Commission 2014-2019, the Commission should give high priority to measurement and reporting on achievements. With the goal of delivering in 2016 a simplified and more focused performance framework, the new multi-annual Strategic Plans (SPs), the revamped Management Plans (MPs) and Annual Activity Reports (AARs) play an important role in better identifying, measuring and reporting on the activities of the Commission services. These documents are new cornerstones for the Commission's performance framework embedded into the overall Strategic Planning and Programming cycle (SPP cycle).

The SG identifies best practices and provides steering to the DGs so that their plans set appropriate performance targets and allow for ex-post performance reporting.

Specific objective D.4 : A strong performance management framework is implemented and resources are adequately allocated in all Commission services in order to deliver efficiently on the political priorities of the Commission		Related to spending programme(s): NO	
Result indicator: Percentage (%) of SG recommendations addressed to Commission services implemented by Commission services The indicator will measure recommendations made by SG, and addressed to all Commission services, on draft versions of Strategic Plans, Managements Plans and Annual Activity Reports. Source of data: SG			
Baseline n/a	Milestones		Target (2020) 80% of recommendations implemented
	2017	2018	
	65%	70%	
Planned evaluations: n/a			

II(b). Information security and IT governance

Corporate IT governance activities include helping to steer the Commission's IT strategy and overseeing the streamlining and harmonisation of underlying business processes. It concerns all types of IT investments, in all DGs, offices and executive agencies, on all budget lines. It is an important contributory factor to operational effectiveness and the more efficient use of resources in the Commission. It is based on strong collaborative efforts and agreements undertaken by the DGs and offices, resulting in the increased sharing of common processes and core IT services as well as the co-financing and joint development of new reusable solutions and services.

The SG ensures coherence along all this process as it chairs the corporate IT Governance bodies (ABM Steering Group, the Group of Resource Directors (GDR) and the IT Board).

Specific objective D.5: Corporate IT investments and strategy are aligned with the business priorities of the Commission		Related to spending programme(s): NO	
Result indicator: Number of projects implemented despite a negative recommendation by IT Board regarding re-use and rationalisation			
Source of data: IT Board minutes and GovIS2			
Baseline n/a IT Board was created in 2015	Milestone		Target (2020) 0 (The IT portfolio of the European Commission is fully optimised and all proposed IT investments are fully justified)
	2017	2018	
	3	2	
Planned evaluations: n/a			

The Commission retains and processes information for its own purposes or on behalf of other data owners. In the face of continually evolving threats, the Commission has therefore to remain vigilant and proactive in order to protect its most sensitive and confidential information. In addition to proactive executive management to assess and manage emerging threats on a practical basis - a task executed by DIGIT and HR - a strong corporate governance structure is to be put in place to provide the necessary corporate steer and oversight so as to achieve effective information security.

In October 2015, the IAS issued a number of recommendations to help implement this new corporate governance structure. As a first action, in December 2015, the first meeting of the corporate Information Security Steering Board took place, chaired by SG.

Specific objective D.6: The corporate information security is implemented by an appropriate governance structure, strategy and framework in cooperation with DG DIGIT and DG HR		Related to spending programme(s): NO	
Result indicator: Actions successfully completed from the Action Plan on Information Security Governance following the IAS audit			
Source of data: SG Records and minutes of the Information Security Steering Board (ISSB)			
Baseline n/a Audit established in December 2015	Milestone (2016)		Target (2018)
	60%		
			100% Completion of the IAS Action Plan on Information Security Governance
Planned evaluations: n/a			

II(c). Ethics

High ethical standards are a priority for the Commission. In this context, the SG supports and fosters the full and coherent implementation of the Code of Conduct for Commissioners by giving accurate and clear answers to requests addressed by Commissioners and their Cabinets and/or by DG COMM and citizens. The SG is also in charge of the annual update of the declarations of interests of the Commissioners.

The SG follows up the complaints procedure foreseen by the Commission's Code of Good Administrative Behaviour, including the legal analysis of appeals to the Secretary-General under the Code, and the drafting of responses after consultation of the Legal Service. The SG manages the Commission's Code of Good Administrative Behaviour mailbox and ensures coherent implementation of the Commission decision concerning the Commission's participation in private law bodies and is responsible for updating the inventory of those participations.

In conformity with the Administrative Arrangements concluded between the Commission and OLAF, the SG ensures the effective coordination of information received on internal investigations so that the responsible Commissioners and Directors-General are kept up-to-date on a confidential basis. It organises also "Clearing House" meetings to make sure that precautionary measures in order to protect the financial and reputational interests of the Union are adopted as appropriate.

Specific objective D.7: The highest ethical standards of service are promoted in order to encourage ethical conduct, accountability and an anti-fraud culture at all levels in the Commission.		Related to spending programme(s): NO
Result indicator: Level of satisfaction of members of the Clearing House and of Cabinets' members with SG support (satisfaction survey will be organised to verify the level of satisfaction)		
Source of data: SG		
Baseline n/a	Target (2020) > 90%	
Planned evaluations: n/a		

II(d). Business continuity

Business Continuity Management (BCM) is a process that helps manage the risks to the smooth running of an organisation, ensuring that it can continue to operate to the extent required in the event of a disruption. In the Commission, its legal basis can be found in the Framework for Business Continuity Management.

By preparing the Commission for possible disruption and anticipating how it would respond, BCM should (i) increase its resilience, (ii) enhance its capacity to ensure the welfare of its staff, (iii) minimise the impact of disruption on external stakeholders and (iv) facilitate the identification and recovery of key business processes and systems within agreed time frames. At the same time, it should also reduce the financial and legal risks the Commission could face in such a situation, as well as the risks to its reputation.

The Framework covers all Commission entities, i.e. all Directorates-General and services, Cabinets and Executive Agencies. Since 2010 the BCM process in the Commission is supported by the internally developed IT tool, NOAH.

The SG leads and coordinates the implementation of the BCM Framework throughout the Commission (corporate level), including Commissioners and their Cabinets, and at SG local level.

Specific objective D.8: The Commission is sufficiently resilient to face unexpected events in an effective and coordinated manner and, in case of a major business interruption, continues operating its critical and essential functions and returns to normal activities within business relevant deadlines.		Related to spending programme(s): NO
Result indicator: Number of hours needed for the President, Vice-Presidents and Commissioners to relocate to alternative premises in case the headquarters (BERL) are not operational due to unexpected events and business continuity is activated.. The SG provides framework, guidance, training and support to hosting DGs and central services in order to establish the Relocation Plans (RP) for all Commission Members. It also checks the compliance with the SG's guidance and organise alternative premises' tests and exercises. Source of data: SG		
Baseline (2015)	Milestone (2016)	Target 2020 (and beyond)
n/a	2	2
Result indicator: Capacity of the Duty Officers in all Commission DGs and EAs to take, in the event of major disruptions, timely decisions by fast response (within maximum 60 minutes). The SG, in its corporate role, provides training, tools, guidance and tests in order to support and measure the readiness of the Commission stand-by services to resume the critical functions as soon as possible. The Duty Officers in each DG and EA play a key role and their availability (24/7) is crucial. Every year the SG tests their reactivity in an unanticipated exercise. Source of data: SG		

Baseline	Milestone		Target
2011	2016 ²		2020
62% of all DGs (the EAs were not in the scope)	More than 85% of all DGs	More than 67% of 6 EAs	More than 90% of all DGs More than 90% of 6 EAs
Planned evaluations: n/a			
Specific objective D.9: Correct and timely transmission/consultation of classified information by its intended recipients, in full compliance with Commission's Security is ensured			Related to spending programme(s): NO
<p>Result indicator: Ensuring a fully functional and compliant Registry.</p> <p>Within service constraints and limitations, all documents are received, registered, consulted and transmitted in accordance with Security Rules (Commission Decision 2015/444 and Security Notices) and CENTER procedures handled by staff having followed a clearance procedure. Following the adoption of the new Security Framework in the Commission the procedures of the Central EUCI Registry have been updated. Operational modalities of exchanges between institutions have been adapted and agreed as well.</p> <p>Source of data: SG</p>			
Baseline	Milestone		Target
(2014)	(2015)	(2016)	2020 (and beyond)
Inspection by the Security Directorate showed "full compliance" of CENTER and its network with Security Rules, and in particular, that all Confidential and Secret documents are registered and traceable.	As in the baseline	As in the baseline	Keep the same level of compliance to security rules Keep same level of good document management (all Confidential and Secret documents are registered, distributed and traceable).
<p>Result indicator: Stakeholder satisfaction.</p> <p>Stakeholders of CENTER include: end users (Commissioners, Cabinet members, SG officials), peer entities (other Commission Registries and DGs with no registry) and other Institutions (Council, EEAS, Parliament).</p> <p>Source of data: SG</p>			
Baseline	Milestone		Target
(2013)	(2015)	(2016)	2020 (target remains beyond 2020)
	As in the baseline	As in the baseline	Same or improved levels of satisfaction on the basis of a new user satisfaction survey that will be launched in 2016

² 86% in 2014 was an exceptional result above target and expectations.

User satisfaction survey (December 2013) showed a very positive opinion on the reduction of use of paper (> 90%) and a positive opinion on the user support / consultations (>75% very satisfied / satisfied).			
Planned evaluations: n/a			

II(e). Document and information management

In order to ensure its efficient functioning, the Commission has to ensure that it is able to properly manage its documents at all times. The SG is responsible for the inter-service group of document managers (DMO) and the document management (eDomec) Steering Committee. It is also responsible for the Commission's archival policy, including the implementation of the EU Archives Regulation and the management of a framework partnership agreement with the European University Institute for the management of the EU Historical Archives. The SG provides detailed guidelines and training on document management for both specialists and staff in general at all levels. It furthermore defines the business processes for the related IT supplied by DG Informatics.

The strategy for data, information and knowledge management proposed by the High Level Reflection Group established for this purpose, will be taken on board as the basis for a corporate approach in this field. This approach is guided by the intention of the College to remove barriers and work across silos in order to better achieve the policy priorities of the Commission. To this end the SG will seek to promote concrete actions to promote collaboration between services and to develop the methods and tools to support information and knowledge sharing.

Document management is a central element of this wider policy. The corporate document repository HERMES contains a large number of records and is an important lever for the successful implementation of the information management policy. One of the major objectives of document and information management is the continued integration of other corporate and local IT tools in this corporate repository.

Specific objective D.10: The Commission's policy on information management, including document management and archiving, is developed and implemented to ensure appropriate access to information for Commission officials in the framework of their duties and the institution's memory.	Related to spending programme(s): NO
Result indicator: Percentage (%) of records created by IT systems integrated with Hermes through the Hermes web services (HRS – Hermes Repository Services) compared to the total number of records stored in Hermes	

This indicator measures the degree of integration of IT tools in the Commission producing documents, with the central Hermes repository. Hermes, due to the high number of records it contains, represents an important lever for the successful implementation of the information management policy.

Source of data: DIGIT statistics

Baseline	Milestone	Target
(2015) 57%	(2018) 65%	(2020) 70%
Planned evaluations: n/a		

II(f). Data protection

The task of the Data Protection Officer (DPO) is to inform, advise, assist and monitor the various DGs in order to ensure that data protection obligations stemming from Regulation (EC) N° 45/2001 are respected by the European Commission. The level of compliance of the Commission is the result of his/her action but also of events or actions beyond his/her control, which can have a positive or negative impact: awareness raising actions or compliance efforts at DG level; enforcement actions of the European Data Protection Supervisor (EDPS) (inspections, follow up to complaints, guidelines); development of case law; new initiatives of services (new HR policies, new IT applications). The DPO is independent, but has limited resources and no enforcement power.

Specific objective D.11: Commission services respect the right to protection of personal data.

Related to spending programme(s): NO

Result indicator: Percentage of compliance with the data protection regulation for the inventory entries, within the deadline set by the EDPS.

This indicator consists of a permanent comparison between (a) the amount of processing operations on personal data identified in the services and inventoried and (b) the amount of processing operations duly notified to the DPO by the responsible service and appearing in the DPO register; this indicator has been consistently used since 8 years and has been adopted by the EDPS as the key monitoring tool for the performance of EU institutions and bodies.

Source of data: SG

Baseline	Milestone	Target
(2014) 97 %	(2016) > 97 %	(2020) > 97 % ³
Result indicator: Number of complaints to the DPO		

³ The compliance rate of the Commission increased from 96 % to 98 % between 2014 and 2015, however a rate above 97 % will remain the target for the future as this rate guarantees that all "living" processing operations have been duly notified, the remaining 3% margin corresponds to normal evolution of the systems and procedures in a dynamic administration.

Caveat: The 2020 target is subject to the development of other compliance criteria resulting from the alignment of Regulation (EC) N° 45/2001 within the context of the new general data protection regulation (GDPR) which is foreseen to enter into force in 2018.

The indicator reveals the number of problematic situations brought to the knowledge of the DPO by data subjects (staff and citizens alike); this figure has consistently been very low (less than 10 per year). This reveals the absence of serious problems perceived or encountered by data subjects, or the lack of awareness of their rights. However, the fact that the figure has remained extremely low since the regulation has been in force, in spite of constant efforts of the DPO to increase awareness, suggests that the situation is globally satisfactory.

Source of data: SG

Baseline	Milestone	Target
(2014)	(2016)	(2020)
5	< 10	< 10 ⁴

Result indicator: Number of complaints to the EDPS

This is the same as for the previous indicator, except that the complaints addressed directly to the EDPS are generally more serious (or the situation is perceived as more serious by the complainant) than complaints addressed to the DPO.

Source of data: SG

Baseline	Milestone	Target
(2014)	(2016)	(2020)
7	< 10	< 10 ⁵

⁴ The 2020 target aims at confirming that the situation remains under control; naturally the DPO is not directly capable of influencing the amount of complaints.

Caveat: The target for 2020 is based on the current indicator with the assumption that the regime of complaints to the DPO will not be modified by the alignment of Regulation (EC) N° 45/2001 within the context of the new general data protection regulation (GDPR) which is foreseen to enter into force in 2018.

⁵ There again the amount of complaints addressed to the EDPS has always been extremely low; the 2020 target aims at confirming that the situation remains under control. A sudden increase of the complaints to the EDPS could reveal a lack of confidence of the data subjects in the redress mechanisms in place at the Commission.

The target for 2020 is based on the current indicator with the assumption that the regime of complaints to the EDPS will not be modified by the alignment of Regulation (EC) N° 45/2001 within the context of the new general data protection regulation (GDPR) which is foreseen to enter into force in 2018.

III. Commission decision - making process

III(a). Managing the decision-making procedures

Delivering the Commission's Political Guidelines requires a flexible, timely and efficient decision-making process, as well as expertise in managing and monitoring the files submitted for adoption by the Commission. The rules and procedures are applied with the decision needs in mind, focusing on results and thus supporting the Working Methods of the Commission 2014-2019.

All actors in the decision-making chain – Commissioners' Cabinets, Commission departments and the SG – work as teams across organisational boundaries and guarantee the fluidity of the process. The SG performs quality control of the files submitted for decision, it ensures that procedures and deadlines are respected, identifies and promotes best practices. Furthermore, it provides steering and advice to Commission departments so that their files are prepared upstream according to the political, legal and procedural requirements.

The level of performance of the Commission's decision-making process is the result of the SG's actions but also of individual departments' preparation and handling of files, as well as events such as the evolving policy agenda or procedural difficulties (e.g. delays).

Specific objective D.12: The Commission's decision-making process runs smoothly, works continuously and is effectively managed and monitored		Related to spending programme(s): NO
Result indicator: Timely and regular adoption, and post-adoption handling, of Commission decisions according to the highest quality standards and in line with legal and political requirements.		
Source of data: SG		
Baseline	Target	
(2015)	(Continuous)	
100%	100%	
Planned evaluations: n/a		

III(b). Procedural rationalisation, information and advice and development of the related IT systems

The Commission's decision-making procedures and tools have to be fit for purpose. This is achieved through, on the one hand, the rationalisation, standardisation and streamlining of procedures and processes and, on the other hand, the information, advice and support given to services. All of this should be accompanied by the related IT developments paving the way towards an e-Commission.

Procedural rationalisation, information and advice

Procedures and working methods should aim at making the decision-making process of the Commission safe and efficient.

The Registry's center of expertise for SG corporate procedures (*pôle de procédures*) is there to assess if the existing procedures and methods are fit for purpose, sound, pragmatic and clear to all. Whenever there is a need to modernise, rationalise or simplify them, the Registry seizes the opportunity and suggests improvements and best practices.

In turn, services should be fully aware of the correct and efficient way to handle the files they prepare for adoption by the Commission. This will continue to be supported via the information provided by **GoPro**, the user friendly guide to procedures, and the advice given to the services by the **SG Procedural Helpdesk**. It will also be reinforced with specific training sessions.

Streamlined and rationalised IT tools

- The foreseen developments of **Decide** will continue to improve the Commission decision-making process. It will integrate in one single application the different steps of the process from planning to adoption and the different types of documents, by absorbing or integrating the existing patchwork of IT tools. New developments will be based on streamlined procedures.
- The external electronic transmission of documents adopted by the Commission will be improved by the exclusive use of the new exchange platform called **e-TrustEx**, replacing the e-mail transmission.
- The current drafting tool, LegisWrite, will be replaced by an XML-based authoring tool, **LegisWeb**, which will ease the drafting of acts inside the Commission and improve the interoperability of exchanges with the other institutions.

Specific objective D.13: Commission corporate procedures handled by the SG are rationalised and streamlined. Relevant and up-to-date information and guidance to users of procedures is provided.		Related to spending programme(s): NO
Result indicator: Contribution to the rationalisation and streamlining of SG corporate procedures Source of data: SG		
Baseline (2012)	Milestone (Continuous)	Target (Continuous) Measures streamlining the decision-making process are implemented by the Registry and developed in Decide.
Setting up within the Registry of a centre of expertise (<i>pôle de procédures</i>) on SG corporate procedures.	The <i>pôle de procédures</i> analyses existing and/or new procedures and makes proposals for rationalising and streamlining them. This provides also the basis for the conceptual development of the corporate decision-making IT tool, Decide.	
Result indicator: Rate of completion of the drafting and updates of GoPro. Source of data: SG		

Baseline	Milestone		Target
(2012 – 2013)	(2016)	(2016-2017)	(From 2018)
Transfer to SG.A of the responsibility regarding the manual of operating procedures of the Commission. First chapters of GoPro are on line.	All chapters of GoPro, revised according to the Better Regulation package and the new Commission working methods, are on line in EN and FR.	All procedures handled by the SG are integrated in GoPro.	Updates are integrated in GoPro each time a change on the procedures or working methods intervenes.
Result indicator: Increased procedural knowledge in DGs and services			
Source of data: SG			
Baseline	Milestone		Target
(2012 – 2013)	(2016)	(2016-2020)	(From 2017 and beyond)
Setting up within the Registry of a centre of expertise (<i>pôle de procédures</i>) on SG corporate procedures.	A training module is developed to give information sessions in the services on procedures and Decide.	Information sessions are regularly given in DGs. SG Procedural Helpdesk provides upstream guidance to services on files submitted to the Commission. It gives efficient and clear advice to users.	Services have a better Knowledge of the procedures and GoPro is a key tool for them. They need less "basic" advice and the helpdesk intervenes more on addressing more difficult issues, from the preparation to the adoption.

Specific objective D.14: The IT tools related to the decision-making process are streamlined and rationalised.

Related to spending programme(s):
NO

Result indicator: New releases of Decide.

Source of data: SG

Baseline	Milestone		Target
(February 2015)	(2016)	(2017-2018)	(From 2019-2020)
First release of Decide	New decision module (rewriting of the first part of e-Greffe focusing on DGs). New planning module replacing Agenda Planning. Improvement of the	Rewriting of the second (Cabinets) and third (SG) parts of e-Greffe. Progressive integration of other types of documents and absorption of related IT tools (Basil, ASAP, Petition).	Decide is a fully integrated system, covering all phases of the process and all types of documents, either by full absorption of concerned IT tools, or integration via adequate links. The process is streamlined, users are guided by a user-friendly tool, and synergy and efficiency gains have been harvested.

	transparency of delegated and implementing acts.	Integration of infringements by linking with Themis. Link with existing Registers. Extension to the interinstitutional part of the decision-making process. Integration with Legisweb.	
Result indicator: Extension of the use of e-TrustEx.			
Source of data: SG			
Baseline		Target	
(2011)		(September 2016)	
Launch of a pilot phase for using e-Trustex for transmission from Decide (e-Greffe)		Exclusive use of e-TrustEx replacing e-mail transmission to all partner administrations.	
Result indicator: Implementation of an XML successor to LegisWrite			
Source of data: SG			
Baseline	Milestones		Target
(2011)	(2017)	(2018)	(2020)
LEOS (Legislation Editing Open Software) study launched under the ISA program to analyse the tools currently used by EU and MS public administrations to create and edit their legal texts	First pilot of LegisWeb, an XML editor	Integration between Decide and LegisWeb	The drafting of legislation is done within the Commission with an XML editor, fully integrated in Decide, easing the work of the different actors involved, improving the efficiency and quality of the decision-making process and allowing for optimal interoperability with the other institutions and the Publications' office

D. Key performance indicators (KPIs)

- Implementation rate of CWP Annex I initiatives
- Degree of follow up by Member States of country-specific recommendations

PART 2. Organisational management

A. Human Resource Management

In recent years, the SG's profile has changed from a rather procedural to a more policy-oriented role. This trend has been strengthened through the structure of the new Commission: the SG now works closely with the President and each of the Vice-Presidents and also hosts new strategic structures, namely the Structural Reform Support Service, the Regulatory Scrutiny Board, the Task Force for Strategic Issues related to the UK Referendum, and the European Fiscal Board. These factors increase not only its political importance but also its administrative and resource management complexity.

The SG promotes modern human resource management based on highly-qualified and motivated staff performing in a healthy and friendly environment. Its goal is to set an example in gender equality, well-being and staff engagement. It tries to achieve this through initiatives within fields such as recruitment, induction, training, assessment, as well as quality of management.

Indeed, regarding gender equality, the SG has a female AD representation of 51.8%. It thus has a good basis for recruiting further female middle managers. It will continue to do so inter alia through appointment and "testing" of deputy heads of unit. On 1st of January 2016 female heads of unit represented 28.6% of the population while female deputy heads of unit represented 52.9%.

The SG plans to continue its specific training courses aiming at developing managerial potential amongst the female population, notably with courses like "So you want to be a head of unit". Since the beginning of this program, 49 women have followed the course and there is still an important demand for organising this kind of training.

The SG will continue to be vigilant regarding the proportion of women in management. This awareness is particularly present in recruitment panels.

Regarding well-being, the SG has taken the initiative of distributing 470 tokens (which allow to connect remotely) to its staff in order to promote a better work-life balance. The SG will continue to monitor whether more tokens should be distributed.

The SG will continue to promote physical and mental health through well-being actions; for instance singing courses, various yoga classes and conferences on health related issues.

In terms of staff engagement, the latest staff survey showed identification of training needs as a weak point. To remedy this, the SG has launched 2 exercises of evaluation of the training needs (top-down and bottom-up). The answers are now collected and the SG is planning and beginning to deliver the courses. In the light of future survey results, similar exercises will be carried out during the period.

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

Indicator 1: Percentage of female representation in middle management

Source of data: Analytic Platform

Baseline: 01/01/2016: 28.6%	Target for 2019 : 40 %
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Indicator 2: Percentage of staff who feel that the Commission cares about their well-being

Source of data: Commission staff survey

2014: 34.6% (EC-34.9%) 2013: 49.8% (EC-49.3%)	To be above Commission's average score in future staff surveys
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Indicator 3: Staff engagement index

Source of data: Commission staff survey

2014 : 64 (EC-65) 2013 : 73 (EC-71)	To be above Commission's average score in future staff surveys
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B. Financial Management: Internal control and Risk management

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

The effectiveness of risk management, control and governance processes is continuously monitored by management and by internal and external auditors. Its results are explicitly documented and reported to the Secretary-General. The SG has a low-risk profile in financial management since it is managing a small administrative budget only. The SG has one common financial workflow for all transactions and budget lines, including the use of standardised checklists. The financial circuits are based on the fully centralised or partially centralised model with a key role for the central financial sector in ex ante control. No ex post controls exist within the SG since this would be cost-ineffective.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Indicator 1: Estimated residual error rate⁶

The SG budget mainly consists of administrative appropriations under heading V

Source of data: internal

Baseline	Target
2014: 0% (no remarks end-of-year audit IAC)	Below the materiality criterion of 2% every year

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.

Source of data: internal

Baseline	Target
2014: 0 EUR	Below 2% of the 2016 budget

Indicator 3: Estimated future corrections

Source of data: internal

Baseline	Target
2014: 0 EUR (absence of ex-post controls)	/

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

Indicator 1: conclusion reached on cost effectiveness of controls

Source of data: internal

Baseline (2014)	Target
Yes	Yes

⁶ For the definition, see the first annex to the AAR instructions 2014 "Key definitions for determining amounts at risk" at <https://myintracomm.ec.europa.eu/budgweb/EN/rep/aar/Documents/aar-standing-instructions.pdf>.

Indicator 2: cost of controls over expenditure	
Baseline (2014)	Target
1,86%	Less than 5%

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

Indicator 1: Updated anti-fraud strategy of SG, elaborated on the basis of the methodology provided by OLAF⁷

Source of data: SG AFS

Baseline	Interim Milestone	Target
05/02/2014	/	Update every 4 years, as set out in the AFS

C. Information management aspects

In the area of document management and in the spirit of the Commission's broader policy on data, knowledge and information management, the SG will work to explain and sensitise SG staff about sharing information and the appropriate use of ARES. This principle is in direct connection with the indicator 3 "Number of HAN files shared with other DGs". For this purpose – and to reach the target of the indicator - actions will be pursued to explain and sensitise SG staff about sharing information / Ares documents. The increased use of collaborative tools in the SG will be explored.

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

Indicator 1: Percentage of registered documents that are not filed⁸ (ratio)

Source of data: Hermes-Ares-Nomcom (HAN)⁹ statistics

Baseline 2015	Target
1,23%	< 1%

Indicator 2: Percentage of HAN files readable/accessible by all units in the DG

Source of data: HAN statistics

Baseline	Target
77.09%	> 80%

Indicator 3: Percentage of HAN files shared with other DGs

Source of data: HAN statistics

2015	Target
2.91%	> 20%

⁷The methodology can be found on the FPDNet website: <https://myintracomm.ec.europa.eu/serv/en/fraud-prevention/ToolBox/Documents/Methodology%20and%20guidance%20for%20DGs%20anti-fraud%20strategies.pdf>. In particular paragraph 3 of the methodology is relevant.

⁸ Each registered document must be filed in at least one official file of the *Chef de file*, as required by the [e-Domec policy rules](#) (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

⁹ Suite of tools designed to implement the [e-Domec policy rules](#).

D. External communication activities

The external communication strategy of the SG focuses on supporting the President's political priorities. Working closely with the Spokesperson's Service and DG Communication, the SG contributes to public awareness and understanding of priority initiatives under the Work Programme which will make a positive difference for jobs, growth and investment, specifically through the European Semester and the Europe 2020 Strategy.

The SG will provide information to stakeholders and the public at large on priority items under the Union of Democratic Change. It will support the implementation of the Better Regulation Agenda, the Regulatory Fitness Programme and transparency issues. The SG will promote institutional communication through dedicated Europa websites, exhaustive and constantly updated, and will complete their rationalisation and consolidation.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator: Percentage of EU citizens having a positive image of the EU

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

Baseline: November 2014

Target: 2020

Total "Positive": 39%
Neutral: 37 %
Total "Negative": 22%

Positive image
of the EU ≥ 50%

Annex 1: Regulatory Scrutiny Board

The Commission's Better Regulation Agenda aims to ensure that its proposals are evidence-based, well designed and deliver tangible and sustainable benefits for citizens, business and society as a whole. This is part of the SG's contribution to the Commission general objective "A Union of Democratic Change".

As part of this Agenda, the Regulatory Scrutiny Board provides a central quality control and support function for Commission impact assessment and evaluation work. It was set up on 1 July 2015 and replaced the Impact Assessment Board.

The Board examines and issues opinions on all the Commission's draft impact assessments and of major evaluations and "fitness checks" of existing legislation. In principle, a positive opinion is needed from the Board for an initiative accompanied by an impact assessment to be tabled for adoption by the Commission. The opinion accompanies the draft initiative together with the impact assessment throughout the Commission's political decision-making. All impact assessments and all related RSB opinions are published once the Commission has adopted the relevant proposal. Evaluation/"fitness check" reports and the related opinions are also published.

The Board is independent of the policy making departments. It is chaired at Director General level. In addition to the Chair, the Board consists of three high-level Commission officials and three members who are recruited from outside the Commission, selected on the basis of their expertise. All members work for the Board full time, with no other policy responsibilities. Until all members of the Board have been appointed, the members of the previous Impact Assessment Board will act as interim members of the Board.

General objective 10: A Union of Democratic Change		
Impact indicator:		
Source of the data:		
Baseline	Interim Milestone	Target
Planned evaluations:		
Specific objective: The quality of impact assessments and evaluations is improved through the recommendations of the Regulatory Scrutiny Board		
Result indicator: Percentage of impact assessments improved to a great extent between the last opinion of the Regulatory Scrutiny Board and the launch of the inter-service consultation		
Source of data: SG		
Baseline (2015)	Milestone (2018)	Target (2020)
44%	in 2018 the RSB members' terms in office come to an end	Maintain/exceed 2018 level

Out of 18 IAs: 44% to a great extent 44% to some extent 6% to a minor extent 6% not at all	60% improved to a great extent	Maintain/exceed 2018 level
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