



eusa

Annual Activity report 2022

annexes

EUROPEAN SCHOOL OF ADMINISTRATION

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ANNEX 1: Statement of the Director(s) in charge of Risk Management and Internal Control

This is covered in the EPSO Annual Activity report

ANNEX 2: Performance tables

| General objective 7: A modern, high performing and sustainable European Civil Service | | |
|--|--|---------------------------------------|
| Impact indicator 1: Staff engagement index in the Commission | | |
| Source of the data: European Commission | | |
| Baseline (2018) | Target Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it. | Latest known results (2022) |
| 69% | Increase | 72 % |
| Result indicator 2: Percentage of female representation in management in the Commission | | |
| Source of the data: DG HR | | |
| Baseline (2019) | Target (2024) This indicator gives the percentage of female representation at middle and senior management level in the European Commission | Latest known results (2021) |
| 40.5% | 50% | 45% |

| Specific objective 1.1: Leadership and management skills and behaviours in the EU institutions and improved for greater effectiveness. | | | |
|--|--|--|---|
| Result indicator: Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers | | | |
| Source of the data: EU Learn evaluations | | | |
| Baseline (2020) | Interim Milestone | Target (2024) Source: EUSA Strategic plan 2020 – 2024 | Latest known results (2022) |
| | 2022 | | |
| 93% | 94% | 95% | 93% |
| Main outputs in 2022: | | | |
| Other important outputs | | | |
| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
| Number of events (courses, workshops and speaker events) organised by levels of responsibilities: - 20 for senior managers - 50 for middle managers - 130 for aspiring managers | Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers. | 94% | - 29 for senior managers - 84 for middle managers - 169 for aspiring managers |

The School has the ambition to be a centre of excellence in the field of learning incubating different learning formats and responding to the needs and requests of the different institutions and agencies it serves. This was particularly the case for leadership and management development courses with the innovative blended approach of the course EU Leaders 3.0. After a peak year in 2021 with 322 management courses (from 251 courses in 2020), the School offered 282 courses in EU Learn in 2022. A few specific courses (Leadership walks, parts of the EU Leaders 3.0) were not recorded in EU Learn.

The pandemic continued to influence the programming of the School in the first semester. Some courses which were planned to take place face-to-face had to be transformed in online courses. The situation has become more stable in the second part of 2022.

Specific objective 1.2: General skills of all staff are improved to promote efficiency in modern, high-performing and sustainable EU institutions.

Result indicator 1: Perceived usefulness of skills development training courses

Source of the data: EU learn evaluations

| Baseline (2020) | Interim Milestone (2022) | Target 2024) Source: EUSA Strategic plan 2020 – 2024 | Latest known results (2022) |
|---------------------------|------------------------------------|--|---------------------------------------|
| 94% | 94% | 95% | 93% |

Main outputs in 2022:

Evaluations and Fitness checks

| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
|--|--|---------------|--|
| 156 events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively - 150 Key Skills courses - 6 Transitions Skills | Perceived usefulness of skills development training courses. | 94% | -141 Key Skills courses - 10 Transition Skills |

Result indicator 2: Perceived usefulness of wellbeing initiatives

Source of the data: EU learn evaluations

| Baseline (2020) | Interim Milestone (2022) | Target 2024) Source: EUSA Strategic plan 2020 – 2024 | Latest known results (2022) |
|---------------------------|------------------------------------|--|---------------------------------------|
| 93% | 94% | 95% | 94% |

| Main outputs in 2022: | | | |
|---|---|---------------|--|
| Evaluations and Fitness checks | | | |
| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
| 100 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being - 100 Wellbeing courses | Perceived usefulness of Wellbeing initiatives | 94% | - 101 Wellbeing courses |

In 2022, the number of courses organised on **Key Skills** decreased from 201 courses to 151 courses. The continuing unpredictability of the Covid-19 situation combined with the digital fatigue and organisational changes in many workplaces led to some difficulties to fill up some training courses. Some courses had to be cancelled, or transformed in an online format, especially in Luxemburg.

Fewer wellbeing courses have been organised this year, from 171 in 2021 to 101 in 2022.

| Specific objective 1.3: Staff's understanding of the working environment of the EU institutions, the raison d'être of the European project is improved and better interinstitutional cooperation is fostered | | | |
|---|--------------------------|---|---------------------------------------|
| Result indicator: Perceived usefulness of EU-related training courses | | | |
| Source of the data: EU learn evaluations | | | |
| Baseline | Interim Milestone | Target | Latest known results (2022) |
| (2020) | (2022) | (2024) Source: EUSA Strategic plan 2020 – 2024 | |
| | (year) | | |
| 95% | 95.5 | 96% | 94% |

| Main outputs in 2022: | | | |
|--|---|---------------|--|
| Evaluations and Fitness checks | | | |
| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
| 60 events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project | Perceived usefulness of EU-related training courses | 95.5% | 48 events |

Induction training is organised mainly internally within each institution. Since 2020, the School came up with a new, more policy-content focused programme on EU priorities and procedures. The interest to know more about what goes on inside the institutions and the impact of EU policies for citizen is evident from the large numbers of staff attending the School's lunchtime information sessions/online talks on current EU topics.

Specific objective 1.4: The role of the European School of Administration as a hub for cooperation between EU institutions and with Member States is reinforced.

Result indicator 1: Number of interinstitutional events and meetings organised by the EuSA

Source of the data: Event reports and minutes

| Baseline (2020) | Interim Milestone (2022) | Target (2024) Source: EUSA Strategic plan 2020 – 2024 | Latest known results (2022) |
|---------------------------|------------------------------------|--|---------------------------------------|
| 6 | 8 | 9 | 8 |

Main outputs in 2022:

Evaluations and fitness checks

| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
|------------------------------|---|---------------|---|
| 8 Inter-institutional events | Number of inter-institutional events and meetings organised by the EUSA | 8 | - 3 stakeholders focus groups - 4 IWP - 1 residential IWP |

Result indicator 2: Level of support to the DISPA Network (Directors of Institute and Schools of Public Administration)

Source of the data: Event reports and minutes

| Baseline (2020) | Interim Milestone (2022) | Target (2024) Source: EUSA Strategic plan 2020 – 2024 | Latest known results (2022) |
|---------------------------|------------------------------------|--|---------------------------------------|
| 4 | 5 | 6 | 4 |

Main outputs in 2022:

Evaluations and fitness checks

| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
|---------------|---------------------------------------|---------------|--|
| 5 events | Level of support to the DISPA Network | 5 events | 4 |

Result indicator 3: Satisfaction rate for Erasmus Public Administration Programme

Source of the data: Questionnaire completed by participants

| Baseline | Interim Milestone | Target | Latest known results |
|----------|-------------------|---|----------------------|
| (2019) | (2022) | (2024) Source: EUSA Strategic plan 2020 – 2024 | (2022) |
| 95% | 95.5% | 96% | 91.5% |

Main outputs in 2022:

Evaluations and fitness checks

| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
|--|---|--------|---|
| 2 Erasmus Public Administration Programmes | Satisfaction rate for Erasmus Public Administration Programme | 95.5% | 91.5% |

Result indicator 4: Interinstitutional attendance in learning activities

Source of the data: EU Learn statistics

| Baseline | Interim Milestone | Target | Latest known results |
|----------|-------------------|---|----------------------|
| (2019) | (2022) | (2024) Source: EUSA Strategic plan 2020 – 2024 | (2022) |
| 37% | 38% | 39% | 36,84 |

Main outputs in 2022:

| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
|--|--|--------|--|
| 38% of participants come from other institutions than the Commission | Interinstitutional attendance in learning activities | 38% | 37% of participants come from other institutions than the Commission |

Two Erasmus programmes have been organised in face-to-face format in 2022, for 59 young officials from EU Member States. Though three exchanges had originally been planned, given the COVID sanitary situation in March 2022 and the limited budgetary resources, it has been decided to keep the same quota of participants but to reduce the frequency of exchanges on a permanent basis in order to remain within the reduced budget (cost savings related to bus transport) and facilitate the organisation.

Due to some Covid cases during the first programme in June 2022, the programme had to be adapted and some visits and job shadowing had to be cancelled, which may explain the slight decrease of the satisfaction rate from 95% to 91.5%.

The School strives to involve the institutions as much as possible in its planning and strategic decisions. It held four meetings with the Heads of Learning and Development of all institutions, as well as one residential seminar involving the Inter-Institutional Working Party in November 2022.

Furthermore, the School organised four workshops (one on team events, three on hybrid learning) to which all institutions and agencies were invited to take part and contribute.

The School plays an important role in the network of Directors of Institutes and Schools of Public Administration (DISPA). In 2022, the School attended two formal meetings on site and two informal online meetings.

Specific objective 1.5: A high quality Certification training programme is provided to the institutions to help them develop the talents of assistant grade staff with the potential to become administrators.

Result indicator: Perceived usefulness of the Certification training programme after appointment as administrator

Source of the data: EU Survey

| Baseline | Interim Milestone | Target | Latest known results (year) |
|----------|-------------------|--|-----------------------------|
| (2019) | (2022) | (2024) Source: EUSA Strategic plan 2020 – 2024 | |
| 96.5% | 96.75% | 97% | 98% |

Main outputs in 2022:

Evaluations and fitness checks

| Output | Indicator | Target | Latest known results (situation on 31/12/2022) |
|-----------|---|--------|--|
| 1 edition | Perceived usefulness of the Certification training programme after appointment as administrator | 96.75% | |

The Certification Programme is a highly effective interinstitutional talent management programme.

In the wake of Covid, some participants tested positive during the training programme. Hybrid solutions were offered in the cases when participants were symptom free and sufficiently well to take part in the courses, to ensure that they would not miss out on training content due to confinement rules. The advantage compared to previous years was the increased flexibility.

2022- Nr. of participants* for Programmes and Institutions

| | European Parliament | Council of the European Union | European Commission | Court of Justice of the European Union | European Court of Auditors | European External Action Service | European Economic and Social Committee | Committee of the Regions of the European Union | European Ombudsman | European Data Protection Supervisor | Agencies | TOTAL |
|-------------------------------|---------------------|-------------------------------|---------------------|--|----------------------------|----------------------------------|--|--|--------------------|-------------------------------------|--------------|--------------|
| Conferences EU | 22 | 9 | 421 | 2 | 2 | 11 | 1 | 1 | 0 | 1 | 71 | 541 |
| Key Skills + Newcomers | 175 | 58 | 1153 | 15 | 70 | 35 | 7 | 18 | 0 | 8 | 253 | 1.792 |
| MANAGEMENT | 255 | 90 | 1925 | 26 | 30 | 197 | 73 | 49 | 3 | 15 | 580 | 3.243 |
| Wellbeing | 112 | 53 | 1.078 | 11 | 58 | 25 | 22 | 28 | 0 | 19 | 265 | 1.671 |
| Grand Total | 564 | 210 | 4.577 | 54 | 160 | 268 | 103 | 96 | 3 | 43 | 1.169 | 7.247 |

2022 - Percentage of participants for Programmes and Institutions

| | European Parliament | Council of the European Union | European Commission | Court of Justice of the European Union | European Court of Auditors | European External Action Service | European Economic and Social Committee | Committee of the Regions of the European Union | European Ombudsman | European Data Protection Supervisor | Agencies | |
|-------------------------------|---------------------|-------------------------------|---------------------|--|----------------------------|----------------------------------|--|--|--------------------|-------------------------------------|----------|---------|
| Conferences EU | 4,07% | 1,66% | 77,82% | 0,37% | 0,37% | 2,03% | 0,18% | 0,18% | 0,00% | 0,18% | 13,12% | 100,00% |
| Key Skills + Newcomers | 9,77% | 3,24% | 64,34% | 0,84% | 3,91% | 1,95% | 0,39% | 1,00% | 0,00% | 0,45% | 14,12% | 100,00% |
| MANAGEMENT | 7,86% | 2,78% | 59,36% | 0,80% | 0,93% | 6,07% | 2,25% | 1,51% | 0,09% | 0,46% | 17,88% | 100,00% |
| Wellbeing | 6,70% | 3,17% | 64,51% | 0,66% | 3,47% | 1,50% | 1,32% | 1,68% | 0,00% | 1,14% | 15,86% | 100,00% |

| | | | | | | | | | | | | |
|---|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------------|
| Total 2022 - %participants 7.247** | 7,78% | 2,90% | 63,16% | 0,75% | 2,21% | 3,70% | 1,42% | 1,32% | 0,04% | 0,59% | 16,13% | 100,00 % |
| Total 2021 - %participants 8.452* | 8,00% | 3,20% | 61,40% | 1,60% | 2,90% | 3,50% | 1,70% | 1,30% | 0,30% | 0,60% | 15,50% | 100% |
| Total 2020 - %participants 6.649* | 6,80% | 4,30% | 63,40% | 1,50% | 1,50% | 3,50% | 2,00% | 1,30% | 0,20% | 0,40% | 15,10% | 100% |
| Total 2019 - %participants 7.615 | 9,90% | 5,30% | 62,80% | 1,80% | 1,70% | 2,80% | 2,20% | 1,70% | 0,10% | 0,50% | 11,10% | 100% |

* Only participants who attended

**Online talks excluded

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Not applicable

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Not applicable

ANNEX 12: EAMR of the Union Delegations

Not applicable

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Not applicable