



# Annual Activity Report 2021

## 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 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

<b>Baseline</b> (2018)	<b>Target</b> (2024) Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it.	<b>Latest known results</b> (2018)
69%	Increase	69%

**Result indicator 2:** Percentage of female representation in management in the organisation

**Source of the data:** DG HR

<b>Baseline</b> (2019)	<b>Target</b> (2024) This indicator gives the percentage of female representation at middle and senior management level in the European Commission	<b>Latest known results</b> (2020)
40.5%	50%	42.79%

**Specific objective: 1.1: Leadership and management skills and behaviours in the EU institutions are 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

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
93%	95%	90%

## Main outputs in 2021:

### Evaluations and fitness checks

Output	Indicator	Target	Latest known results (situation on 31/12/2021)
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.	93%	- 42 for senior managers - 82 for middle managers - 198 for aspiring managers

The School is proud 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 management development courses and it was in the field of management that the most innovative courses were trialled. In 2021 the number of courses totalled 322 which was an increase from 2020 (251).

The pandemic continued to influence the programming of the School, with several courses, which had been intended for face-to-face delivery reprogrammed to remote delivery. The slight decrease in the usefulness rating can be explained partly by an increasing level of screen fatigue. Courses which previously received very high evaluations for both usefulness and satisfaction, have received lower evaluations, and often with comments concerning the wish for the courses to return to in-person format.

In particular, the courses aimed at Senior Managers, in which the element of networking and peer learning and support is high, have suffered most. In those courses for Senior Managers where the participants were able to meet face-to-face, like the Leadership Walks, the results of the evaluations were significantly higher. The figures for courses for Senior Managers, do not include the 55 individual training sessions of Talk Like Ted, since, being individual, they do not come under the definition of a course. However, the usefulness of these training sessions was rated very highly.

In addition, this year, a number of courses have been piloted. The results of evaluations for pilot courses are generally lower as the development and content are still a work in progress and at this stage the whole point of the evaluation is to fine tune and polish the final product.

There also appears to be a greater polarisation of opinions, with some participants rating courses very highly and others very low. This interesting development is now undergoing further scrutiny to determine the underlying causes, but at first sight this appears to be because people were either enrolled on a course that was different to what was expected, or they expected face-to-face format but the course had to be delivered remotely.

**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**

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
94%	95%	92%

**Main outputs in 2021:**

**Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
166 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 - 160 Key Skills courses - 6 Transitions Skills	Perceived usefulness of skills development training courses.		-192 Key Skills courses - 9 Transition Skills

**Result indicator 2: Perceived usefulness of wellbeing initiatives**

**Source of the data: EU learn evaluations**

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
93%	95%	94%

**Main outputs in 2021:**

**Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
114 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being - 114 Wellbeing courses	Perceived usefulness of Wellbeing initiatives	93%	- 171 Wellbeing courses

In 2021, the Key Skills remained a mainstay of the School. There was a great number of courses offered and their uptake high. In 2021 the Key Skills courses totalled 201, up from 185 courses in 2020. The continuing unpredictability of the Covid-19 situation together with the digital fatigue and, for some, a organisational changes in the workplace caused stress amongst staff which has lead to the School’s offer for well-being courses taking off this year to 171 courses up from 123 in 2020. The well-being courses rate high in terms of satisfaction with 96%, however the perceived usefulness of well-being initiatives only reached 94% probably due to the fact that well-being activities are not perceived as being directly linked to work effectiveness.

Some courses which previously have received high evaluations seemed to outlived their usefulness and have been removed from the School’s offer. This year, a new framework contract was signed for the provision of the Key Skills training. It is divided into 3 Lots: Personal and interpersonal effectiveness, Innovation in working practices and connecting with broader environment and Improving and strengthening resilience. Work has already begun to update the School’s offer to make it even closer to the needs of staff. This work also includes realigning the School’s offer with the new EPSO Competency Framework.

**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 inter-institutional cooperation is fostered**

**Result indicator:** Perceived usefulness of EU-related training courses

**Source of the data:** EU learn evaluations

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
95%	96%	98%

**Main outputs in 2021:**

**Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
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%	- 48 events

There is a strong trend for induction training to be increasingly internal to each individual institution. This has been discussed with the institutions in previous years, and there was evident interest and demand for the School to come up with a new, more EU policy content-

focused programme. New pilot courses on EU priorities and procedures for newcomers were launched in 2020. The interest to know more about what goes on inside the institutions and the impact of EU policies for the citizens is evident from the large numbers of staff attending the School's Online Talks, lunchtime information sessions 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 inter-institutional events and meetings organised by the EUSA

**Source of the data:** Event reports and minutes

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
6	9	15

**Main outputs in 2021:**

**Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
6 Inter-institutional events	Number of inter-institutional events and meetings organised by the EUSA	6	- 6 stakeholders focus groups - 4 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

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
4	6	5



**Main outputs in 2021:****Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
4 events	Level of support to the DISPA Network	4 events	5 events

**Result indicator 3: Satisfaction rate for Erasmus Public Administration Programme****Source of the data:** Questionnaire completed by participants

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
95%	96%	93.3%

**Main outputs in 2021:****Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
3 Erasmus Public Administration Programmes	Satisfaction rate for Erasmus Public Administration Programme	95%	93.3%

**Result indicator 4: Interinstitutional attendance in learning activities****Source of the data:** EU Learn statistics

<b>Baseline</b> (2020)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
37%	37% of participants come from other institutions than the Commission	39%

Main outputs in 2021:			
Evaluations and fitness checks			
Output	Indicator	Target	Latest known results (situation on 31/12/2021)
37% of participants come from other institutions than the Commission	Inter-institutional attendance in learning activities	37%	39% of participants come from other institutions than the Commission

The School strives to involve the institutions as much as possible in its planning and strategic decisions and has held a number of meetings of the Interinstitutional Working Party (IWP) and organised focus groups to which the institutions 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 2021, the School held 5 meetings providing the facilitation of the meetings and producing all the minutes. In collaboration with the Finnish Institute of Public Management (HAUS), the School financed and maintained the collaborative space called Howspace for the benefit of all DISPA members.

Due to the ongoing uncertainty created by the Covid pandemic, the School was forced yet again to deliver the edition of the Public Administration Erasmus programme online. Nevertheless, the national administrations' colleagues enthusiasm for this programme is undimmed, and the satisfaction of participants remains high. The online version means that more participants can take part, but that the job shadowing and networking elements are not as effective.

**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 (2019)	Target (2024)	Latest known results (2021)
96.5%	97%	95%

**Main outputs in 2021:****Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2021)
1 edition	Perceived usefulness of the Certification training programme after appointment as administrator	96.5%	95%

The Certification Programme is a highly effective interinstitutional talent management programme. Due to the uncertainties of pandemic situation, School decided, in consultation with all stakeholders to offer the 16<sup>th</sup> certification procedure, once more, fully online. The satisfaction rate of the programme remained very high although it is clear that participants would like to return to face-to-face training.

2021- Nr. of participants\* for Programs 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	24	14	447	5	64	17	11	4			90	676
Key Skills + Newcomers	292	72	1,045	53	19	34	27	13	1	21	341	1,918
MANAGMENT	225	115	2301	42	77	179	70	63	27	17	539	3,655
Wellbeing	133	71	1,400	34	86	62	38	31	0	12	336	2,203
<b>Grand Total</b>	<b>674</b>	<b>272</b>	<b>5,193</b>	<b>134</b>	<b>246</b>	<b>292</b>	<b>146</b>	<b>111</b>	<b>28</b>	<b>50</b>	<b>1,306</b>	<b>8,452</b>

2021 - Percentage of participants for Programs 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 face to face	4%	2%	66%	1%	9%	3%	2%	1%	0%	0%	13%	100%
Key Skills + Newcomers	15%	4%	54%	3%	1%	2%	1%	1%	0%	1%	18%	100%
MANAGMENT	6%	3%	63%	1%	2%	5%	2%	2%	1%	0%	15%	100%
Wellbeing	6%	3%	64%	2%	4%	3%	2%	1%	0%	1%	15%	100%
<b>Total 2021 - %participants 8.452*</b>	<b>8.0%</b>	<b>3.2%</b>	<b>61.4%</b>	<b>1.6%</b>	<b>2.9%</b>	<b>3.5%</b>	<b>1.7%</b>	<b>1.3%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>15.5%</b>	<b>100%</b>
Total 2020 - %participants 6.649*	6.8%	4.3%	63.4%	1.5%	1.5%	3.5%	2.0%	1.3%	0.2%	0.4%	15.1%	100%
Total 2019 - %participants 7.615	9.9%	5.3%	62.8%	1.8%	1.7%	2.8%	2.2%	1.7%	0.1%	0.5%	11.1%	100%

\* Only participants who actually attended

\*On line talks excluded

## **ANNEX 3: Draft annual accounts and financial reports**

This is covered in the EPSO activity report

## **ANNEX 4: Financial Scorecard**

This is covered in the EPSO activity report

## **ANNEX 5: Materiality criteria**

This is covered in the EPSO activity report

## **ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)**

This is covered in the EPSO activity report



## **ANNEX 7: Specific annexes related to "Financial Compulsory for shared management:**

This is covered in the EPSO activity report

## **ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems"**

Not applicable

## **ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"**

Not applicable

## **ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management**

This is covered in the EPSO activity report

**ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (if applicable)**

Not applicable

## **ANNEX 12: EAMR of the Union Delegations**

Not applicable

## **ANNEX 13: Decentralised agencies and/or EU Trust Funds**

Not applicable

## **ANNEX 14: Reporting on the Recovery and Resilience Facility**

Not applicable