



European Personnel Selection Office

Director



2014

ANNUAL ACTIVITY REPORT

**European
Personnel
Selection Office
(EPSO)
&
European School
of Administration
(EUSA)**

ANNEXES

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EUROPEAN SCHOOL OF ADMINISTRATION

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ANNEX 1: Statement of the "Shared Resources Services" – Director of DG Human Resources and Security

Following Section 2.6 of the Service Level Agreement on the provision of administrative services and support to EPSO by DG HR signed on 30 May 2008

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, I have reported my advice and recommendations to the Director on the overall state of internal control in the financial area in EPSO.

I hereby certify that the information provided in annex 3 is, to the best of my knowledge, accurate and exhaustive.

19 March 2015

Signed

Matthias WILL

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, I have reported my advice and recommendations to the Director on the state of overall internal control in EPSO, except in the financial area.

I hereby certify that the information provided in Parts 2 and 3 of the present AAR and in its annexes 2, 4 and 5 is, to the best of my knowledge, accurate and exhaustive."

19 March 2015

Signed

Theo DUIVENVOORDE

¹ SEC(2003)59 of 21.01.2003.

ANNEX 2: Human and Financial resources

Human Resources by ABB activity				
Code ABB Activity	ABB Activity	Establishment Plan posts	External Personnel	Total
26 01 20	EPSO	97	24	121
26 AWBL-35	EUSA	14	10	24
Total		111	34	145

General remark: the above data relies on the snapshot of EPSO/EUSA staff actually employed on 31 December of the reporting year. This data does not necessarily constitute full-time-equivalents throughout the year.

The EPSO establishment plan for 2014 (including EUSA) contained 113 posts on 31 December 2014, including 2 temporary agent post (AT2a). As one colleague who had been temporarily assigned to a Commission Cabinet reintegrated EPSO on 1 November 2014, one additional post ("surcharge") had to be requested. Subsequently, EPSO had a total of 114 posts on 31 December 2014, including one "surcharge".

In the course of 2014, 3 AST-posts were returned to the Commission: 1 post in the context of the 1% redeployment tax (01/05/2014), one in the context of 1% reduction staff (01/07/2014) and a third one in the context of the tax on excessive overheads (01/04/2014).

Of the 114 posts available, 111 (including one person on surcharge) were actually occupied. The 3 vacant AD-positions can be explained as follows:

- For 2 vacant AD-posts the selection processes had already been launched, with the publication of the posts: for the first position, the selected candidate joined EPSO on 1 January 2015. Regarding the second AD-position with a very specific profile, no suitable internal candidates nor laureates were identified. As a result, the recruitment of a temporary agent is ongoing.
- 1 AD post (TA 2a) has become vacant on 16 November 2014. EPSO plans to convert this post into a permanent post (TA 2b/d)

The authorised number of contractual agents for 2014 was 29. In January 2013, the number of contract agents was 29 and in December it was 27.

The authorised number of seconded national experts for 2014 was 6. In January, 6 national experts were in place and this had decreased to 5 by December.

Two "intérimaires" (temps) were employed on 31 December.

The rhythm of recruitment of both permanent and non-permanent staff in 2014 was controlled, in order to ensure that any new staff taken on would meet the requirements of EPSO's organisational structure.

Financial Resources by ABB activity (EUR Million) implementation of Commitment Appropriations (CA)		
Code ABB Activity	ABB Activity	Expenditure
26 01 20	EPSO	19.840.579
26 AWBL-35	EUSA	6.469.635
Total EPSO/EUSA		26.310.215

ANNEX 3: Draft annual accounts and financial reports

AAR 2014 Version 1

Annex 3 Financial Reports - DG EPSO - Financial Year 2014

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Annex 3 Financial Reports - DG EPSO
Report printed on 16/03/2015

Additional comments

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2014 (in Mio €)				
			Commitment appropriations authorised	Commitments made
			1	2
Title 26 Commission's administration				
26	26 01	Administrative expenditure of the Commission's administration- policy area	27.35	26.31
Total Title 26			27.35	26.31
Total DG EPSO			27.35	26.31

* *Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).*

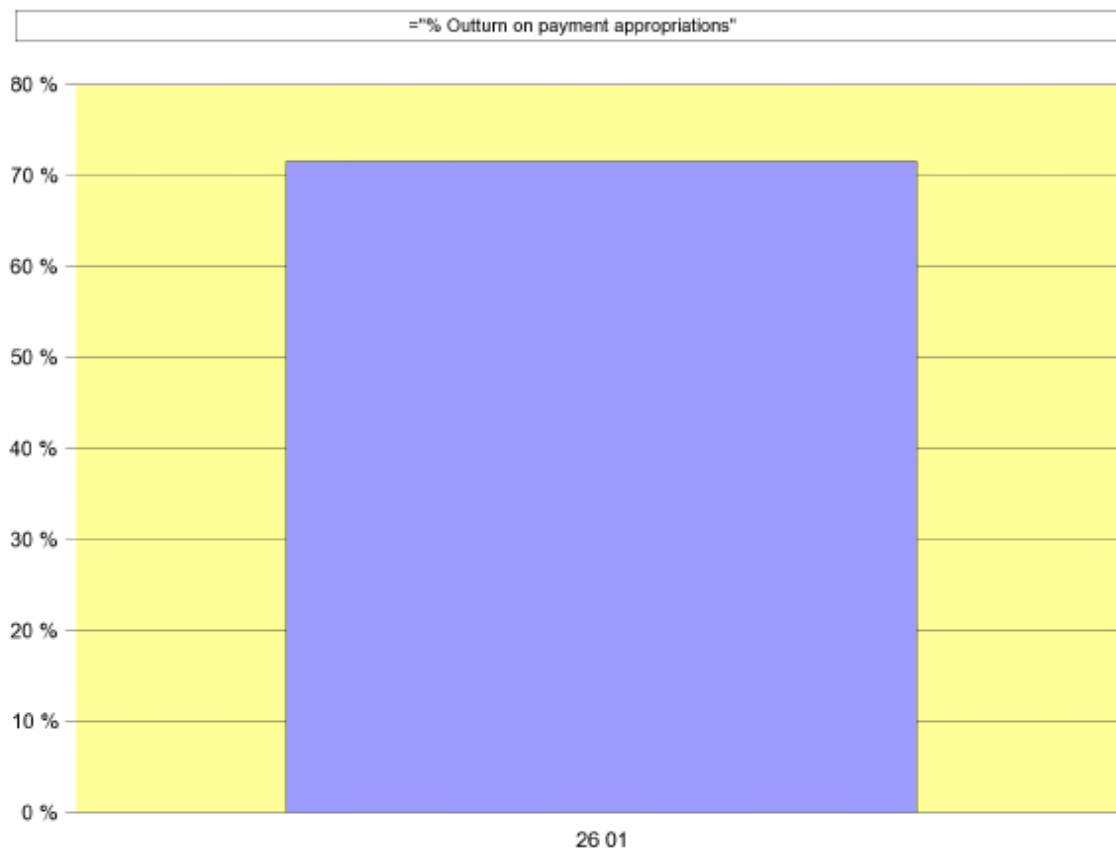


Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2014 (in Mio €)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the Commission's administration- policy area	36.42	26.05	71.54 %
Total Title 26			36.42	26.05	71.54%
Total DG EPSO			36.42	26.05	71.54 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).



Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

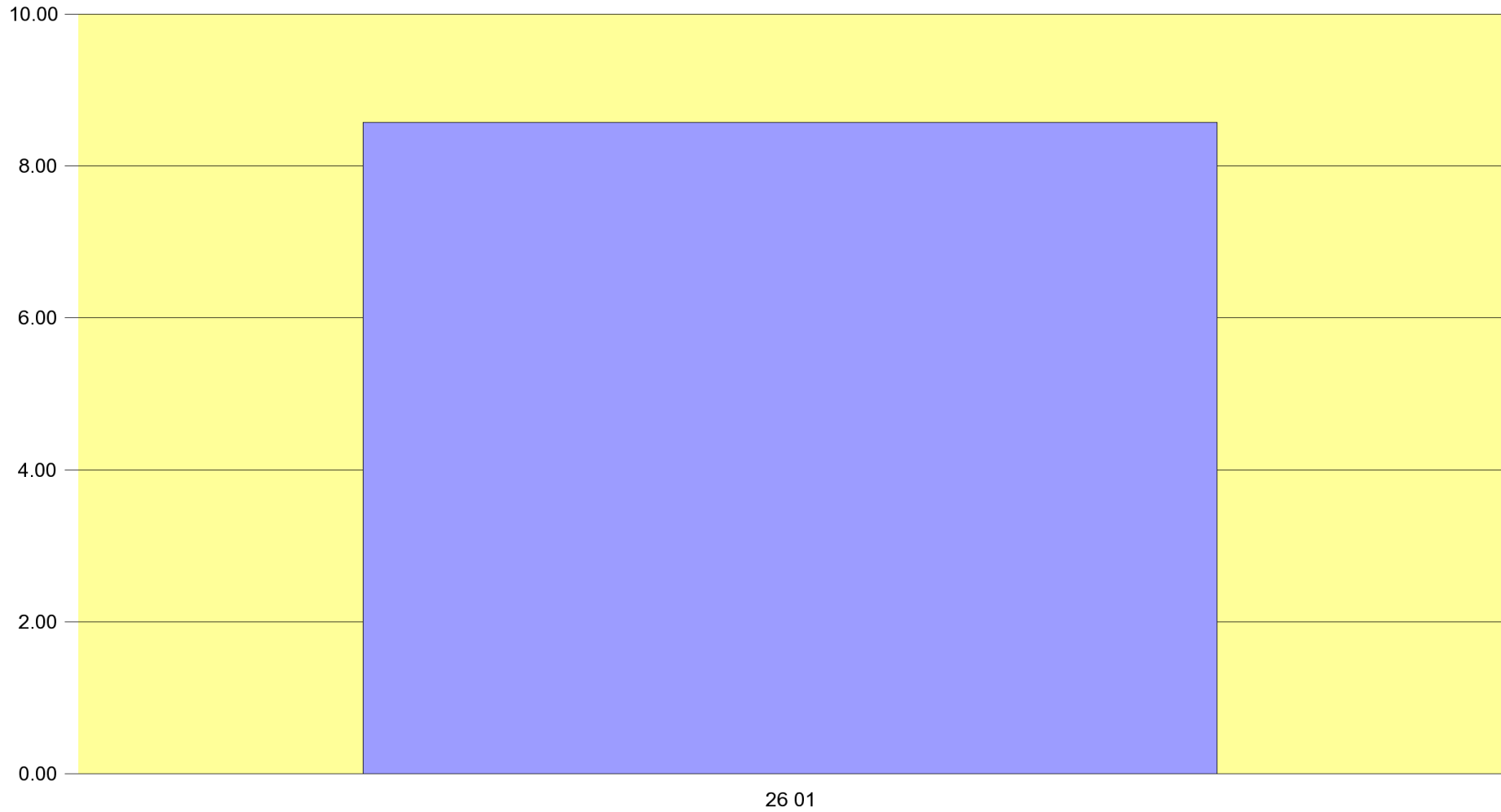
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TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2014 (in Mio €)									
Chapter			2014 Commitments to be settled				Commitments to be settled from financial years previous to 2014	Total of commitments to be settled at end of financial year 2014 (incl corrections)	Total of commitments to be settled at end of financial year 2013 (incl. corrections)
			Commitments 2014	Payments 2014	RAL 2014	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 26 : Commission's administration									
26	26 01	Administrative expenditure of the 'Commission-s administration- policy area	26.31	17.73	8.58	32.59 %	0.00	8.58	9.07
Total Title 26			26.31	17.73	8.58	32.59%	0	8.58	9.07
Total DG EPSO			26.31	17.73	8.58	32.59 %	0	8.58	9.07

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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"Breakdown of Commitments remaining to be settled (in Mio EUR)"



Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 4 : BALANCE SHEET

BALANCE SHEET	2014	2013
A.I. NON CURRENT ASSETS	562,577.5	856,096.2
A.I.1. Intangible Assets	562,577.50	856,096.20
A.II. CURRENT ASSETS	305,004.19	359,440.93
A.II.4. Exchange Receivables	31,599.30	88,670.50
A.II.5. Non-Exchange Receivables	273,404.89	270,770.43
ASSETS	867,581.69	1,215,537.13
P.III. CURRENT LIABILITIES	-1,332,743.05	-1,364,167.08
P.III.4. Accounts Payable	-9,817.00	-32,281.31
P.III.5. Accrued charges and deferred incom	-1,322,926.05	-1,331,885.77
LIABILITIES	-1,332,743.05	-1,364,167.08
NET ASSETS (ASSETS less LIABILITIES)	-465,161.36	-148,629.95
P.I.2. Accumulated Surplus / Deficit	8,636,706.71	-1,198,860.9
Non-allocated central (surplus)/deficit*	-8,171,545.35	1,347,490.85
TOTAL	0.00	0.00

It should be noted that the balance sheet and economic outturn account presented in Annex 3 to this Annual Activity Report, represent only the (contingent) assets, (contingent) liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and economic outturn account they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	2014	2013
II.1 REVENUES	-974,379.38	-1,033,346.21
II.1.2. EXCHANGE REVENUES	-974,379.38	-1,033,346.21
II.1.2.2. OTHER EXCHANGE REVENUE	-974,379.38	-1,033,346.21
II.2. EXPENSES	11,012,632.09	10,868,913.82
II.2. EXPENSES	11,012,632.09	10,868,913.82
11.2.10. OTHER EXPENSES	11,012,632.09	10,943,097.02
II.2.6. STAFF AND PENSION COSTS		-74,183.20
STATEMENT OF FINANCIAL PERFORMANCE	10,038,252.71	9,835,567.61

Explanatory Notes (facultative):

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It should be noted that the balance sheet and economic outturn account presented in Annex 3 to this Annual Activity Report, represent only the (contingent) assets, (contingent) liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and economic outturn account they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

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TABLE 6: AVERAGE PAYMENT TIMES FOR 2014 - DG EPSO

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	2937	2751	93.67 %	13.95	186	6.33 %	47.27
45	23	23	100.00 %	12.26			
60	3	3	100.00 %	7			

Total Number of Payments	2963	2777	93.72 %		186	6.28 %	
Average Payment Time	16.02			13.92			47.27

Target Times							
Target Payment Time (Days)	Total Number of Payments	Nbr of Payments within Target Time	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	676	663	98.08 %	16.31	13	1.92 %	34

Total Number of Payments	676	663	98.08 %		13	1.92 %	
Average Payment Time	16.65			16.31			34

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	24	25	0.84 %	2963	146,955.61	1.37 %	10,714,974.47

Late Interest paid in 2014			
DG	GL Account	Description	Amount (Eur)

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2014								
Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	7=3-6
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	982,617.72	89,340.5	1,071,958.22	947,083.42	89,340.5	1,036,423.92	35,534.3
Total DG EPSO		982,617.72	89,340.5	1,071,958.22	947,083.42	89,340.5	1,036,423.92	35,534.3

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 8 : RECOVERY OF UNDUE PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2014	TOTAL Qualified		TOTAL RC (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
No Link			111	937,514.32		
Sub-Total			111	937,514.32		

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		TOTAL Qualified		TOTAL RC (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS												
CREDIT NOTES	6	66,805.15					6	66,805.15	17	94,937.91	35.29%	70.37%
Sub-Total	6	66,805.15					6	66,805.15	17	94,937.91	35.29%	70.37%
GRAND TOTAL	6	66,805.15					6	66,805.15	128	1,032,452.23	4.69%	6.47%

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors. The provisional closure will be based on the recovery context situation at 31/01/2015.

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TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2014 FOR EPSO

	Number at 01/01/2014	Number at 31/12/2014	Evolution	Open Amount (Eur) at 01/01/2014	Open Amount (Eur) at 31/12/2014	Evolution
2013	12		-100.00 %	89,340.50		-100.00 %
2014		7			35,534.30	
	12	7	-41.67 %	89,340.50	35,534.30	-60.23 %

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Annex 3 Financial Reports - DG EPSO
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TABLE 10 : RECOVERY ORDER WAIVERS IN 2014 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments

Total DG	
-----------------	--

Number of RO waivers	
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Justifications:
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TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG EPSO - 2014**Procurement > EUR 60,000**

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 134.1(a)	1	1,717,000.00
Total	1	1,717,000.00

TABLE 12 : SUMMARY OF PROCEDURES OF DG EPSO EXCLUDING BUILDING CONTRACTS

Internal Procedures > € 60,000			
	Procedure Type	Count	Amount (€)
Proced ures >	Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	1	1,717,000.00
	Open Procedure (Art. 127.2 RAP)	2	3,535,000.00
	TOTAL	3	5,252,000.00

Additional comments

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TABLE 13 : BUILDING CONTRACTS

Total number of contracts :	
Total amount :	

Legal base	Contract Number	Contractor Name	Description	Amount (€)

No data to be reported

TABLE 14 : CONTRACTS DECLARED SECRET

Total Number of Contracts :	
Total amount :	

Legal base	Contract Number	Contractor Name	Type of contract	Description	Amount (€)

No data to be reported

ANNEX 4: Materiality criteria

The qualitative criteria used by EPSO to establish that there are no specific issues and shortfalls in the management and control systems which give rise to reservations take into account the nature of our activities, the risk environment and the expectations of all of our stakeholders. They concern events which could:

- Seriously compromise the image or reputation of the Institutions;
- Relate to serious shortfalls in the internal control system of the Office;
- Concern critical recommendations of the Court of Auditors or the Internal Audit Service.

In accordance with the guidelines in the Communication to the Commission COM (2003)28 of 21 January 2003 and the accounting modernisation project, the Office considered the quantitative materiality criterion to be below a threshold of 2% of the budget allocated to the ABB activity concerned.

In the analysis leading to the decision whether to issue reservations or not, both the agreed quantitative and qualitative criteria were used.

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

Procurements

Stage 1 – Procurement

A - Planning

Main control objectives: Ensuring that the decision to tender is optimal

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate	Publication of intended procurements / Work program	Coverage: Procurement >60.000 € Depth*: Level 2	Costs: FTE linked to operational unit + central unit Benefits (qualitative): No litigation, compliance	Total contract value / cost of control on procurement. Cost of control on procurement / number of procedures closed during the year Exceptions & NCE / total number of commitments
	Note to AO(S)D on justification (economic , operation) for launching a procurement process Orientation note	Coverage: 100% Depth*: Level 2		
Discontinuation of the services provided due to a late contracting	Point discussed during management meeting	Coverage: Main ones Depth*: Level 2		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

B - Needs assessment & definition of needs

Main control objectives: Ensuring that the call for tender is optimally done

Main risks <i>It may happen (again) that...</i>	Mitigating controls	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
The best offer/s are not submitted due to the poor definition of the specifications	Financial circuit : AOS approval and supervision of specifications	Coverage: 100% Depth*: Level 3	Costs: FTE linked to operational unit + central unit Benefits (qualitative): No litigation, compliance	Total contract value / cost of control on procurement. Cost of control on procurement / number of procedures closed during the year Exceptions & NCE / total number of commitments
	Additional unit supervision above a financial threshold : procurement >60.000 € Or use of a consultative/advisory committee "CCAM/PPAG"	Coverage: Those replying to criteria: procedure >60.000€ Depth*: Level 4		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
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4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

C – Selection of the offer & evaluation

Main control objectives: Ensuring that the selection of the contractor is optimal

Main risks <i>It may happen (again) that...</i>	Mitigating controls (those in bold are strongly recommended)	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
The most promising offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	Opening committee and Evaluation committee	Coverage: 100% Depth*: Level 4	Costs: FTE linked to operational unit + central unit Benefits (qualitative): No litigation, compliance	Total contract value / cost of control on procurement. Cost of control on procurement / number of procedures closed during the year Exceptions & NCE / total number of commitments
	Consultative committee "CCAM/PPAG"	Coverage: Risk based sampling Depth*: Level 4		
	Conflict of interests	Coverage: 100% Depth*: Level 4		
	Exclusion criteria documented	Coverage: 100% Depth*: Level 4		
	Standstill period	Coverage: 100% Depth*: N/A		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

Stage 2 – Financial transactions

Main control objectives: Ensuring that the implementation of the **contract** is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
Contractor does not comply with the contractual provisions	Monitoring respect of contractual provisions.	Coverage: 100% Depth*: Level 4	Costs: FTE linked to actors acting on financial circuits Benefits (qualitative and quantitative): Detect error before payment, sound financial management and respect of contractual provisions	Cost of control on the financial circuit / number of financial transactions done during the year
Amount paid is disconnected from the quality and the timing of the deliverables	Financial circuit: all steps financial and operational	Coverage: 100% Depth*: Level 4		Cost of control on the financial circuit / value of payment executed during the year
	Signature at higher hierarchical level for higher amounts	Coverage: Those replying to criteria Depth*: Level 2		
Business discontinues. Contractor unable to deliver.	Sensitive functions	Coverage: AOSDs mainly Depth*: N/A	Exceptions & NCE / total number of payments	

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is corrected

Main risks <i>It may happen (again) that...</i>	Mitigating controls (those in bold are strongly recommended)	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
An error or non-compliance with specifications or a fraud is not detected	Ex post controls on procedures / contractors	Coverage: Risk based percentage or financial controllers check each other's work once a year Depth*: Level 4	Costs: FTE mainly linked to Control ex post Benefits Issues are followed and addressed, improvement of processes and procedures	Ex post control result / error found Total value checked by Control ex post / costs ex post controls Cost ex post controls / total number of transactions checked by Control ex post
	Whistle blowing (after yearly reporting of awarded contractors notably)	Coverage: potentially 100% Depth*: N/A		
Management of the procurement is not improved in general	Internal Audit Capability	Coverage: Whole process but limited number of tenders Depth*: Level 2		
	Review of ex post results	Coverage: Whole process but limited number of tenders Depth*: Level 2		
	Review of exception reporting	Coverage: Whole process but limited number of tenders Depth*: Level 2		

Main risks <i>It may happen (again) that...</i>	Mitigating controls (those in bold are strongly recommended)	How to determine coverage frequency and depth*	How to estimate the costs and benefits of controls	Possible control indicators
	Review of the process after each procedure	Coverage: Procedure >60.000€ Depth*: Level 2		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission

This is not applicable to EPSO.

ANNEX 7: EAMR of the Union Delegations (DG DEVCO only)

This is not applicable to EPSO.

ANNEX 8: Decentralised agencies

This is not applicable to EPSO.

ANNEX 9: Performance information included in evaluations

Title of the Evaluation: Candidate satisfaction survey 2014 - EPSO Assessment Centre	
ABB activity:	European Personnel Selection Office (EPSO)
Type of evaluation:	Internal Commission activity (I).
Summary of performance related findings and recommendations:	Candidates invited to an EPSO assessment centre are asked to fill in a concise satisfaction survey. In 2014, 81% of the candidates who filled in the questionnaire, replied that they were very satisfied/satisfied with EPSO's assessment centre.
Availability of the report on Europa:	N/A
Title of the Evaluation: Candidate satisfaction survey – Assessment of third language abilities (2013 – 2014)	
ABB activity:	European Personnel Selection Office (EPSO)
Type of evaluation:	Internal Commission activity (I).
Summary of performance related findings and recommendations:	The satisfaction survey was sent to more than 2000 staff members of all EU Institutions who used EPSO'S services in 2013-2014 for the compulsory assessment of their knowledge of a third language. Reponse rate: 18%. Satisfaction rate: 87%.
Availability of the report on Europa:	N/A

Title of the Evaluation: Satisfaction survey – Organisation of certification exams and assistance to the Examining Board	
ABB activity:	European Personnel Selection Office (EPSO)
Type of evaluation:	Internal Commission activity (I).
Summary of performance related findings and recommendations:	The satisfaction survey was sent to the members of the Examining Board for the Certification exercise in order to collect feedback on the services provided by EPSO. Satisfaction rate: 100% (75% very satisfied; 19% satisfied; 6% fairly satisfied).
Availability of the report on Europa:	N/A

ANNEX 10: Specific annexes related to "Management of Resources" (Part 2) (if needed- free format)

Not applicable.

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems" (Part 3) (if needed-free format)

Not applicable.



European school of administration
director

2014

Annual Activity Report

**EUROPEAN
SCHOOL OF
ADMINISTRATION
(EUSA)**

ANNEXES

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ANNEX 1: Statement of the "Shared Resources Services" – Director of DG Human Resources and Security

This is covered in EPSO's activity report.

ANNEX 2: Human and Financial resources

This is covered in EPSO's activity report.

ANNEX 3: Draft annual accounts and financial reports

This is covered in EPSO's activity report.

ANNEX 4: Materiality criteria

This is covered in EPSO's activity report.

ANNEX 5: Internal Control Template for budget implementation (ICT)

This is covered in EPSO's activity report.

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (if applicable)

Not applicable to the School

ANNEX 7: AARs of Executive Agencies (*if applicable*) and the EAMR of the Union Delegations (DG DEVCO only)

Not applicable to the School

ANNEX 8: Decentralised agencies (if applicable)

Not applicable to the School

ANNEX 9: Performance information included in evaluations

Title of the Evaluation: End -of-course participant evaluation (electronic) of all training programmes run by EUSA	
ABB activity:	European School of Administration (EUSA)
Type of evaluation:	Internal Commission activity (I)
Summary of performance related findings and recommendations:	All the School's training courses are monitored on a monthly basis for (1) participant's satisfaction, (2) perceived relevance and (3) quality of the trainers' work. Corrective actions are taken if one of these criteria is under the threshold of 90%. The main findings of these evaluations can be found in this AAR under the title "1. policy achievements"
Availability of the report on Europa:	N/A
Title of the Evaluation: Impact of certification training	
ABB activity:	European School of Administration (EUSA)
Type of evaluation:	Internal Commission activity (I)
Summary of performance related findings and recommendations:	A specific survey on learning transfer is implemented on a regular basis amongst participants who have been appointed as ADs. The main findings of these evaluations can be found in this AAR under the title "1. policy achievements"
Availability of the report on Europa:	N/A
Title of the Evaluation: Erasmus for Public Administration (EPA) - evaluation of participants	
ABB activity:	European School of Administration (EUSA)
Type of evaluation:	Internal Commission activity (I)
Summary of performance related findings and recommendations:	A specific survey is implemented on the quality (from "poor" to "excellent") of each of the short modules proposed in the EPA programme in order to allow the School to take corrective actions if needed.
Availability of the report on Europa:	N/A
Title of the Evaluation: Impact of training	
ABB activity:	European School of Administration (EUSA)
Type of evaluation:	Internal Commission activity (I)
Summary of performance related findings and recommendations:	In 2014 3 pilot projects were implemented for the evaluation of learning transfer and impact of the training.
Availability of the report on Europa:	N/A

ANNEX 10: Specific annexes related to "Management of Resources" (Part 2) (if needed- free format)

N/A.

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems" (Part 3) (if needed-free format)

N/A.

ANNEX 12: Specific annex related to courses statistics

	European Parliament	Council of the EU	European Commission	Court of Justice	European Court of Auditors	EEESC	CoR	EEAS	European Ombudsman	EDPS	Agencies & Others	Grand Total
MANAGEMENT BELOW HEAD OF UNIT												
Coaching Skills	4	1	55		2	3		4			10	79
Lead your Team	15	10	211	5	9	7	9	13	1	6	45	331
Motivating your Staff	5	6	59	1	1	2	1	2			5	82
Planning & Monitoring	8	8	85	1	1	1	2	3		1	7	117
The Essentials of Management	17	12	310	7	3	5	4	15		4	24	401
To be or not to be a Head of Unit ? (For women and men)	3	7	44	3	5	2				1	1	66
To be or not to be a Head of Unit? (For women only)	1	6	15									22
5 Key Conversations	7	3	99	4	11	6	1	1			17	149
Total per Institution	60	53	878	21	32	26	17	38	1	12	109	1247
% participants	5%	4%	70%	2%	3%	2%	1%	3%	0%	1%	9%	100%
MIDDLE MANAGEMENT												
Broaden your Horizons as a Head of Unit	6	1	39		1		1				7	55
Managing Upwards	11	2	42		4	2	1	1			4	67
Setting out as a Head of Unit	19	5	50	2	2	5			1		11	95
The Influential Manager	5	4	30		1	2	2	2			9	55
Leadership in difficult times: challenges for Heads of Unit in the EU institutions	8	3	42	4	2	2	3	3		1		68
Total per Institution	49	15	203	6	10	11	7	6	1	1	31	340
% participants	14%	4%	60%	2%	3%	3%	2%	2%	0%	0%	9%	100%
SENIOR MANAGEMENT												
Programme for Newly Appointed Directors		1	10	1			1				2	15
Leadership Club	9	17	35		4	5		5		3	3	81
Total per Institution	9	18	45	1	4	5	1	5	0	3	5	96
% participants	9%	19%	47%	1%	4%	5%	1%	5%	0%	3%	5%	100%
NEW STAFF												
Working for the EU: Realities and Challenges	49	53	393	12	3	1	2	3	4		1	521
EU4U	1	1	141		6	4	2	4		1	2	162
Information Session on Social Security and Pensions	2	4	264	7	7	5	13	10	1		24	337
Total per Institution	52	58	798	19	16	10	17	17	5	1	27	1020
% participants	5%	6%	78%	2%	2%	1%	2%	2%	0%	0%	3%	100%

	European Parliament	Council of the EU	European Commission	Court of Justice	European Court of Auditors	EESC	CoR	EEAS	European Ombudsman	EDPS	Agencies & Others	Grand Total
BASIC TRAINING IN KEY SKILLS												
Analysing and Solving Problems	53	14	216	4	5	7	5	7			21	332
Day-to-Day Negotiation	69	13	215	2	7	5	3	7		3	33	357
Effective Searching on the Web	30	14	115	1	7	2	5	6			4	184
Oral Communication	72	22	251	4	9	3	2	7		1	27	398
Personal Effectiveness	84	16	309	6	12	3	1	8			37	476
Productive Meetings	26	5	115		2	1		2		1	11	163
Working in Teams	31	9	110	4	4	5	1	4			10	178
Writing with Impact	58	24	165	4	8	4	4	2			18	287
Developing your Resilience	159	27	303	9	9	5	2	11			18	543
Total per Institution	582	144	1799	34	63	35	23	54	0	5	179	2918
% participants	20%	5%	62%	1%	2%	1%	1%	2%	0%	0%	6%	100%
SEMINARS AND CONFERENCES												
Clear Speaking: Communicating in the Tower of Babel	2	2	156			5	6	4			8	183
Discover Brussels	23	14	271			5	18	9		2	13	355
European Data Protection Supervisor	8	10	145			3	9	9		12	13	209
European Ombudsman	11	6	139			4	7	4		3	19	193
Master Classes: Brussels for Europe	2	5	34			8	6				2	57
All you need to know about your pension rights	6	5	393	2	18	22	15	6			5	472
The History and Stories behind European Integration	49	9	228	2	10	3	9	3			9	322
Total per Institution	101	51	1366	4	28	50	70	35	0	17	69	1791
% participants	6%	3%	76%	0%	2%	3%	4%	2%	0%	1%	4%	100%
GRAND TOTAL												
Total per Institution	853	339	5089	85	153	137	135	155	7	39	420	7412
% participants	12%	5%	69%	1%	2%	2%	2%	2%	0,1%	1%	6%	100%

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