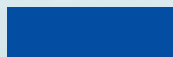
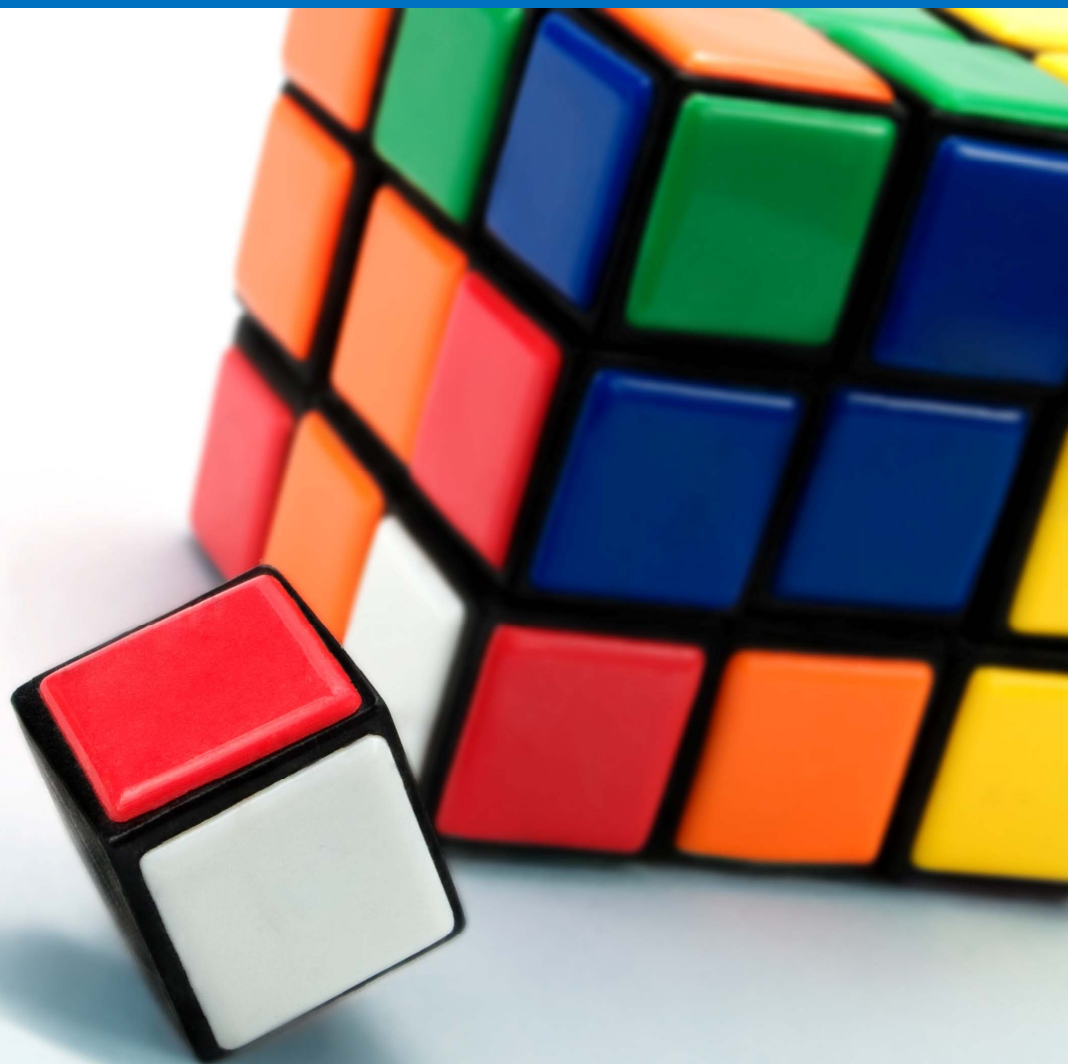




# Management Plan 2013

*Human Resources and Security*



## Part 1 - Mission Statement

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

Our values and belief statements consist of:

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

In pursuing its mission, DG HR:

- sets the HR framework within which an effective and efficient use of the resources can take place;
- ensures the development and full respect of the staff regulations;
- efficiently and effectively delivers HR services from recruitment to retirement and beyond (covering the whole employment cycle), to the Commission through the HR core processes;
- provides health promotion and education measures for active staff;
- ensures access for retired staff to limited measures of a social nature
- ensures the safety, security and protection of staff, property, activities and information at all places of employment;
- supports the HR service delivery by professionalizing the HR function and automating processes;
- makes sure that quality services are provided to the Institution and their staff in a timely and efficient manner;
- communicates on a timely basis on policies, actions and initiatives of relevance with Commission staff;
- ensures open and efficient dialogue with staff representatives in order to guarantee adequate working conditions;
- provides local HR shared services to several Commission Services;
- collaborates with and coordinates for the other Institutions a number of areas linked to the Staff Regulations;
- talks to and coordinates with other external stakeholders.

## Part 2 - The challenges ahead

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In 2012, the negotiations on the proposition for a review of the Staff Regulations, on the Multiannual Financial Framework (MFF), and on the method for the annual adjustment of the salaries and pensions have been important projects and influenced many areas of the DGs work on HR policies. At the same time, DG HR has used this year to start working on improved services and policies for a number of core HR processes.

The outcome of the negotiations on the Multiannual Financial Framework and the related Staff Regulations review will have a major impact on the Commission and its management of resources. In this context, DG HR's main priority for 2013 and beyond is to contribute to the improvement of the Commission's efficiency. This includes both organisational efficiency as well as the individual efficiency of staff.

With this in mind, DG HR's work on improved services and policies will be continued in 2013 in order to prepare for the challenges to come. Despite some uncertainty on the extent of budgetary and legal changes, we will make progress on a number of priority areas and projects, notably:

Continue the **negotiations** and **prepare the implementation of the Staff Regulations review**, which will have an impact on a high number of HR policies, core processes, General Implementing Provisions, and IT systems.

Adapt and develop HR policies for the management of **performance and careers** in order to best support the Commissions' political strategy and prepare our staff for a changing environment.

Based on the progress made last year, further support the implementation of an **efficient allocation of resources** by providing relevant tools and support to our customers. HR reporting, HR forward planning and organisational consultancy will be priority areas. In the context of managing organisational changes, we will also accompany the **delegation of programme management to executive agencies**.

In an effort to search for efficiency gains, we will continue with our **Business Process Reengineering** project for a selection of core HR processes. The specific BPR project is supported by an additional effort of rationalisation and simplification covering all HR processes and policies managed and developed by DG HR. Both initiatives will give us valuable input for the planned review of the **delivery model for HR services**. Our existing HR shared services work will provide us with additional expertise in this discussion.

Ensure an effective protection of Commission's interests, notably via an increased focus on the **security of information systems** and cyber defence.

In addition to the above priority areas, our increasing customer orientation will be the key to the delivery of core services and we will work hard to provide good working conditions in the Commission. This will include the promotion of the health and security of our staff and ensuring the stability of the regulatory framework.

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

**Irene SOUKA**  
Director-General of DG HR

## Part 3 - Specific Objectives for Operational Activities

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### **ABB Activities "Personnel Policy and Management" and "Security"**

The above mentioned ABB Activities form the core business of DG HR: the ABB Activity "European Schools" is integrated in DG HR's organisation and management.

The management in DG HR has identified five key areas for which specific objectives have been defined:

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

These objectives will be reached by continuous professional management of HR core processes on the one hand, and a number of projects to be managed by DG HR on the other. Activities and indicators for the specific objectives in this Management Plan have therefore been split between 'regular activities' and 'projects'.

### **I. Allocate commission staff efficiently**

Faced with serious budgetary constraints, the Commission has proposed to reduce the number of staff in the institutions by 5% in the context of its proposals made for the next Multiannual Financial Framework (MFF). Combined with increased demands on tasks and responsibilities for the Institution, optimal allocation of staff and the redeployment of posts are both a necessity and a top political priority.

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

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

DG HR will review the HR service delivery model (including the interaction between central and local processes) with a view to improving efficiency whilst maintaining a high level of quality and service orientation. Experiences gained through the scheme of 'Shared Services', where DG HR provides local human resources and financial management services to other DGs and Services will be assessed in this context.

**Specific Objective I.1:**

<b>Contribute to optimal allocation of the Commission's human resources in the context of staff savings and new programme management delivery modes via executive agencies</b>		
<i>Main outputs for 2013 and beyond</i>		
<i>Regular activities</i>		
Ensure professional processes for <b>Organisational Efficiency</b> , incl. <ul style="list-style-type: none"> <li>• Management of the Commission staffing policies, monitoring Establishment Plan and contribution to the annual allocation of Human Resources and posts</li> <li>• Management of Commission and DG Organisation charts, Organisation design and development support and adjustments needed in function of staff reductions/re-allocation decisions</li> <li>• Yearly Commission Job Screening exercise and specific screenings</li> </ul>		
<i>Specific projects</i>		
Contribute to a College decision on a taxation- and re-allocation scheme for human resources and its implementation as part of the implementation of the next MFF ceilings for heading 5		
Revise "Policy on organisation charts"		
Further analyse and develop proposals on the delegation of programme management to the executive agencies (notably improve the careers attractiveness of seconded staff)		
Develop integrated reporting based on Screening and BPR, providing a basis for staff allocation decisions		
Revise "Policy for replacing absent staff"		
Results indicators	Latest known result	Target (mid-term)
<i>For regular activities</i>		
Percentage of Units and Directorates by DG below minimum staffing benchmarks.	2010: 2.7% small Units, 7.5% small Directorates 2011: 2.7% small Units, 9.3% small Directorates 2012: 2.5% small Units, 7% small directorates.	Small units < 2% of all units; small directorates < 3% of all units
Development of number of "local overhead" functions in Commission	2012: Reduction of Commission wide "local overhead" functions	Further reduction of "local overhead" functions

**Specific Objective I.2:**

<b>Further develop the capability to apply forward planning to strategic HR decisions, meeting the requirements of the Commission's services</b>		
Main Outputs for 2013 and beyond		
<i>Specific projects</i>		
Enhance use of Job Information System (JIS)/Electronic CV System (e-CV) and complement it through a search tool		
Organise a pilot test phase for Strategic HR Plans		
Complement DG-specific "permanent files" (incl. metrics on organisation, establishment plan, competencies and other pertinent analyses from all relevant parts of DG HR)		
Results indicators	Latest known result	Target (mid-term)
<i>For specific projects</i>		
Number of successfully implemented Strategic HR Plans in DGs	New	Implementation in all pilot DGs
% of completed e-CVs in Sysper2 (key fields)	23.7%	> than 65%

**Specific Objective I.3:**

<b>HR Management Information Systems (HRMIS) in place which enable the delivery of effective, efficient and state of the art HR services and reporting in the Commission</b>		
Main outputs for 2013 and beyond		
<i>Regular activities</i>		
Ensure professional management of <b>IT systems on personnel management</b> and metrics, incl. <ul style="list-style-type: none"> <li>• Contribute to corporate rationalisation of HR Information Systems</li> <li>• Implement changes of Staff Regulations in Sysper2 when adopted</li> <li>• Deliver IT plan as foreseen in 'IT Master Plan' as decided by HRMIS Steering Committee</li> <li>• Enhance and rationalize reporting capability based on common definitions</li> </ul>		
<i>Specific projects</i>		
Adopt and implement the Strategy for Human Resources Management Information System (HRMIS)		

Set up SYSPER 2 module supporting Senior-and Middle Management processes in accordance with BPR action plan		
Implement measures to further improve user services management and ensure constant data quality		
Reporting tools in place at Commission level, incl. annual HR Report, HR Key Figures card, new dashboards		
Refine capability for workforce simulations based on a single simulator tool		
Results indicators	Latest known result	Target (mid-term)
<i>For regular activities</i>		
Core HR processes are supported by fully integrated Information Systems	All existing Sysper2 modules are operating satisfactorily in 2012	All main career processes fully supported in Sysper2
Level of satisfaction of Sysper2 users	2011: 71%	2013: 85%
<i>For specific projects</i>		
HR Reporting of key HR indicators	Fully co-coordinated reporting in dashboards for all DGs and health check	Fully automated dashboards for all DGs on monthly basis in 2013

#### Specific Objective I.4:

<b>Rationalise the delivery model for HR services in order to increase efficiency, reduce overheads and provide a better service, while fully respecting legal obligations</b>		
Main outputs for 2013 and beyond		
<i>Specific projects</i>		
Develop service delivery options helping to improve effectiveness and efficiency of the delivering HR core services and start piloting, incl.:		
<ul style="list-style-type: none"> <li>Carry out a detailed screening sub-analysis of HR staff in all DGs (break-down into HR processes &amp; sub-processes)</li> <li>Evaluate possible options of improved HR delivery based on optimised repartition of responsibility between local and central services, improved service quality and efficiency of resource allocation</li> </ul>		
Results indicators	Latest known result	Target (mid-term)
<i>For specific projects</i>		
HR Delivery model: Corporate HR overheads.	2010: 3,5% 2011: 3,5 % November 2012: 3,3%	Decrease share of total HR staff of total COM staff

## II. Recruit and Develop Staff in the Commission

Our staff is our most important asset and has always been the cornerstone of the Commission's success. DG HR's fundamental role, as a horizontal service, is to ensure the necessary conditions for this success: to have the right person, with the right competencies, in the right place, at the right time.

The proposed changes to the Staff Regulations clearly shift the focus to an effective management of talent, performance and career. Although facing times of reduction of staff and austerity, DG HR will continue to help recruit highly-talented staff in a targeted way. At the same time, priority will focus on the best management of existing staff and the development of competencies and attractive career paths for each staff group.

We will focus on the improvement of selected policies, including performance management, staff mobility and career, staff training and the policy framework for management, with the aim of attracting and developing motivated and high-performing staff in the Commission.

### Specific Objective II.1:

<b>Satisfy Commission qualitative and quantitative needs for selection and recruitment in an environment of reducing resources</b>		
<i>Main outputs for 2013 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the <b>Selection and Recruitment</b> processes, incl.		
<ul style="list-style-type: none"> <li>• Implement the streamlined recruitment process following results of the BPR project (incl. workflow- and IT related aspects) and realize staff savings</li> <li>• Managing reporting activities (Report to the Council on the use of contract agents)</li> <li>• Analyse results of the generalist AD competitions from a gender perspective and agree on possible remedial actions with EPSO if necessary</li> </ul>		
<i>Specific projects</i>		
Implement the Staff Regulations changes, incl. definition of qualitative and quantitative recruitment needs based on reform-related changes		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<b><i>For regular activities</i></b>		
% of recruitments per AD for AD5 and >AD5	2011: AD5 55 %/ > AD5 45% 2012: AD5 50 %/ > AD5 50 %	2013: 60% AD5 / 40% >AD5



% of women on AD posts	42, 4 % in October 2012 (below 2012 indicative target of 42, 7%)	≥ 43% in 2014
% of TA on total permanent staff	2012: 2,7%	Stay below 3%
% of staff dismissed after negative probation periods	For 2012: <1%	<1 %
Average "exploitation rate" of the Commission quotas in the reserve lists (RL)	AD5/177/10: >100% (18 months after publication of RL) AST1/111/10: >100% (14 months after publication of RL) AD5-7/206-207/11 - 92% (7 months after publication of the RL)	Reach at least 95% on average after one year for reserve lists of generalist competitions published from 2010 onwards
Average duration between reception of recruitment request by DG HR and recruitment	29 days (average time)	< 1 month
Customer satisfaction with management of recruitment services from DG HR	New – survey in 2013	>30 % (for first test survey)

### Specific Objective II.2:

<b>Further clarify and develop policies for career management including staff mobility, training, appraisal &amp; promotion for management and non-management staff</b>
<i>Main outputs for 2013 and beyond</i>
<i>Regular activities</i>
Manage and continuously improve the process of <b>Performance Management</b>
Manage and continuously improve the process of <b>Career</b>
Manage and continuously improve the process of <b>Competence development</b> , incl. <ul style="list-style-type: none"> <li>Roll out of the Senior Management development programme</li> </ul>
<i>Specific projects</i>
Develop a career- and performance management concept, as well taking into consideration the changes required by a review of the Staff Regulations

Develop and implement a comprehensive internal mobility policy for Commission staff, incl. analysis of career patterns		
Adopt and implement the external mobility policy		
Adopt and implement new rules on certification		
Prepare, negotiate, and adopt new appraisal & reclassification system for contract agents		
Prepare and implement a comprehensive policy and multi-annual strategy on learning and development, incl. references to the special report of the Court of Auditors		
Launch Commission Internal Competitions and establish related reserve lists		
Adopt and implement new policy on senior management, middle management and Adviser function (incl. revised SM appraisal system, review of SM career management and development)		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u><i>For regular activities - Performance Management</i></u>		
Number of evaluation reports not finished at the end of the appraisal exercise	2010: Officials/TAs 0,4% (85 reports) 2011: Officials: 0.25% (56 reports), TA: 7.9% (111 reports), CA: 0.2% (57 reports) 2012: Officials: 0,15% (32 reports), TA: 4% (51 rapports), CA: 0.06% (15 reports)	<i>For Officials/ TA/CA:</i> ≤1%
Number of appeals against the appraisal report and/or the promotion/reclassification (Officials/ Temporary Agents (TA); Contract Agents (CA))	2010: Officials/TA: 3400 2011: Officials/TA: 3400, CA: 281 2012 - Officials/TA: - nr of appeals against appraisal report: 0.07% - nr of appeals against non-promotion proposal: 0.5% CA: 269 (9,7% appeals)	For Officials/TA/CA (once CA appraisal and promotion system is aligned on Officials'): < 0.5% appeals against the appraisal report < 1% appeals against the promotion reports
Completion rate for senior management appraisal exercise	2010 exercise: 90% 2011 exercise: 90% 2012 exercise: 91%	≥ 90% in 2013
<u><i>For regular activities - Career</i></u>		

Level of satisfaction with SCOP	2010: 88% 2011: 94% 2012: 84%	Keep $\geq$ 90%
Gender equality targets met for senior management positions	24,1% Nov 2011 (against indicative target of 23,9% for 2011) 27,3 % Nov 2012 (against indicative target of 24,8% for 2012)	Continue to exceed the corporate target (25% in 2014) set by the Commission
Corporate and DG gender equality targets met for middle management positions	27,1% Nov 2011 (against indicative target of 26,1% for 2011) 28,9% Nov 2012 (against indicative target at 27,7% for 2012)	Continue to exceed the corporate target of 30% (for 2013)
<i>For regular activities- Competence Development</i>		
Evaluation of training courses by participants / staff	2011: general courses: 85% satisfied; language courses: 86% satisfied 2012: general courses: 85% satisfied; language courses: 87% satisfied	Maintain the level of satisfaction to > 80% in both domains
Absence in training courses	2011: general training: 8.76%absent; language training: 27.47% absent 2012: general training: 8.7%absent; language training: 19.0% absent	8% for general training and 25% for language training

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

A safe, secure and fulfilling working environment is the key to the successful motivation, development and performance of staff. As this area concerns the conditions and environment in which staff operates, it covers a wide range of well-established HR and security services.

Our ambition in this area for the coming years will be to maintain and further increase the quality of services whilst offering an effective protection against the new threats in a period of scarce resources. In addition, accompanying measures to changes in the working environment due to probable longer working hours and reduced HR resources will need to be prepared.

#### Specific Objective III.1:

<b>Develop, implement and raise awareness on the security policy in the Commission and carry out the indicated actions for the protection of staff, information and assets in accordance with this policy</b>		
<i>Main outputs for 2013 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the processes of <b>security</b> , incl. Set up a MiPS-based travel advice service for Commission staff going on mission to high risk countries		
<i>Specific projects</i>		
Adopt New Security Rules in order to provide a sound legal basis for the mandate of Security Directorate		
Adopt remaining standards and guidelines on security of information systems		
Design a proof of concept of hardened IT environment to effectively protect sensitive information		
Transpose Belgian legislation on the assessment of psychosocial risks at work		
Implementation of the awareness campaign to better protect Commission's sensitive data		
"Projet de sécurisation globale (PSG)" rolled out in priority buildings in Brussels		
Develop specific arrangements between DG ECHO and DG HR for dealing with hostage taken and kidnapping situations		
Put in place a Memorandum of Understanding between the Commission and EEAS ensuring close coordination, information sharing and assurance mechanisms regarding all aspects of the duty of care towards Commission staff in EU Delegations.		
Revise the policies for use of ICT and of internet and downloads (IDOC, DS, B1)		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>

<i>For regular activities</i>		
Staff satisfaction with the:	% staff being "satisfied" or "very satisfied"	
General information to staff on security issues	2008: 60%, 2010: 61%	Target 2013: $\geq$ 61%
Information to staff on handling of classified information	2008: 41%, 2010: 46%	Target 2013: $\geq$ 46%
Reduce the number of safety incidents (and related reports transmitted to the Joint Committee on Health and Safety at Work)	2010: 70 reports 2011: 44 reports 2012: 31 reports (up to 15 Dec)	Overall reduction of reports
Satisfaction of customers of the Duty Office with the services provided	84,8 % of satisfied customers	More than 85%

### **Specific Objective III.2:**

<b>Foster attractive, flexible and respectful working conditions and environment where staff feel safe, healthy and are able to deliver results and foster good relations with retired staff</b>
<i>Main outputs for 2013 and beyond</i>
<i>Regular activities- Medical Services</i>
<p>Manage and continuously improve the processes linked to <b>Medical Services</b>, incl.</p> <ul style="list-style-type: none"> <li>Assure the New SerMed2 IT application is in full operation and complete digitalisation of medical files</li> <li>Publish the new medical certificate in all languages</li> <li>Implement training for all Heads of Unit on '5 Steps to Save a Life' in Ispra</li> </ul>
<i>Regular activities- Social Welfare</i>
<p>Manage and continuously improve the processes of <b>Social welfare</b> services provided to active and retired staff , incl.</p> <ul style="list-style-type: none"> <li>Improving guidelines for family help</li> <li>Enhancing relationships with retired staff by diverse measures</li> </ul>
<i>Regular activities- working conditions and EMAS</i>
Manage and continuously improve the processes linked to Management of <b>Personal Files</b> and <b>Working Conditions</b>

Support DGs in implementing <b>Equal Opportunities</b> considerations, incl.		
<ul style="list-style-type: none"> <li>Assessment of maturity level of DGs (incl. review of the valuation and promotion of equal opportunities by senior management of DGs and practical guidance)</li> <li>DGs peer review on the female application rates for middle management</li> </ul>		
Implementation of the <b>EMAS</b> policy in the Commission, in particular EMAS registration for all Commission's services and buildings, incl.		
<ul style="list-style-type: none"> <li>call for proposals regarding internal EMAS auditor for the entire Commission</li> </ul>		
<i>Specific projects – Medical Services</i>		
Implement the approved recommendations of the BPR project covering recruiting- and annual medical visits		
Implement the approved recommendations of the BPR project covering the organisation of laboratory tasks		
<i>Specific projects – Social Welfare</i>		
Establish, launch and implement a an integrated HR policy on management of sickness absences (incl. policy for reinsertion)		
Launch an HR policy and guidelines on managing life style related risks in the work place		
Adopt and implement the initiative "active senior"		
<i>Specific projects – European Schools</i>		
Negotiate the provision of 5 <sup>th</sup> European School in Brussels and its location		
Contribute to the establishment of an agreement on cost sharing issue for European Schools among Member States		
<i>Specific projects – Working conditions and EMAS</i>		
Produce guidance and related actions for line managers on flexible working conditions		
Award Equal Opportunities-labels to DGs at the forefront in respect to EO (event and communication action)		
Develop a policy and related actions to cater for needs of people with disabilities		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities- Medical Services</i>		
Level of satisfaction with the services provided by the Commission's Medical Service	Level of staff "satisfied" or "very satisfied" 2008: 62% 2010: 57%	Increase level, $\geq 70\%$
<i>For regular activities- Social Welfare</i>		

Level of satisfaction with the services provided to pensioners by the Commission's Social Welfare Unit	Level of pensioners 'satisfied' or 'very satisfied' 2005: 53% 2011: 65%	Increase to 70%
Number of pensioners with My IntraComm access codes	2011: 51%	Increase to 60%
<i>For regular activities – EMAS and working conditions</i>		
Number of EMAS registered services and buildings	Registered buildings in BXL (42) and LUX (2) in 2012)	In addition, 6 buildings in BXL and 1 in LUX in 2013
Use of teleworking arrangements	2011: 1.500 2012: 2.350	≥ 3.000 by 2014
Level of satisfaction with diverse flexible working arrangements	% of staff "satisfied" and "very satisfied": 2009: from 67% to 89% (depending on arrangement)	≥ 70%

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

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

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

As regards the sustainability of our regulatory framework, DG HR's role as a guardian of the general principles will remain the dominant pre-occupation in the coming years. Specific challenges in the year 2013 will be linked to the proposed Staff Regulations review, where the negotiations and preparation of the implementation need to be accompanied by clear guidance to assure compliance and effective implementation of the changes.

In the context of an increasing number of decentralised bodies, DG HR needs to demonstrate strict vigilance in ensuring compliance with the Staff Regulations. Sustainability also means that we must ensure that Commission staff meets the highest ethical standards, via the use of clear, simple and well communicated rules.

### Specific Objective IV.1:

<b>Monitor the remuneration, pension and insurance systems in the European Institutions while negotiating and supporting the implementation of the Staff Regulations review</b>		
Main Outputs for 2013 and beyond		
<i>Regular activities</i>		
Manage and continuously improve the processes related to <b>Staff Regulations</b> (legal framework and advice), incl.		
<ul style="list-style-type: none"> <li>Regular monitoring and reporting on JSIS and unemployment scheme</li> </ul>		
<i>Specific projects</i>		
Constructive dialogue held with the Council and EP on the reform package		
Support the implementation of the Staff Regulation Reform by adopting new GIPs in cooperation with relevant units		
Examine the adjustment of salaries, pensions and the pension contribution rate 2013 based on the relevant legal base		
Results indicators	Latest known result	Target (mid-term)
<i>For regular activities</i>		
Timely examination by	Adoption in December	Results of examination



Commission of the annual salary and pension adjustment	2012	presented in November 2013
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### Specific Objective IV.2:

<b>Ensure a coherent implementation of and effective compliance with the rules laid down in the Staff Regulations for the Commission and other EU decentralised bodies</b>		
Main outputs for 2013 and beyond		
<i>Regular activities</i>		
Manage and continuously improve the process of <b>rights and obligations</b> , incl. <ul style="list-style-type: none"> <li>• Provision of legal advice alongside the reform process</li> <li>• Manage appeals and monitor cases</li> </ul>		
<i>Specific projects</i>		
Contribute to the new policy framework for Regulatory Agencies (inter-institutional approach)		
Results indicators	Latest known result	Target (mid-term)
<i>For regular activities</i>		
Number of legal consultations (advise) regarding the SR and % of replies within 5 days	2012: 700 requests/90%	≥ 90%
Number of replies to Art.90 complaints within the 4-month deadline	2012: 602 - 100% until 30/10/2012	Maintain high level
Number of replies to Art.24 requests for assistance within the 4-month deadline	2012: 29 - 100%	Maintain high level
Number of decisions of the Appointing Authority annulled by the Court	Appeals in 2011 : 2 out of 17 cases judged by the Court; until 15/11/2012 (39 cases still pending)	Maintain low level
Number of replies to Ombudsman's complaints within the deadline given by the Ombudsman	2012: 36 (1 out of deadline) = 98,2 %	Maintain high level

**Specific Objective IV.3:**

<b>Promote a high level of ethical integrity by all staff in the interests of the Commission and implement the ethics framework including the clarification of rules and guidance</b>		
Main outputs for 2013 and beyond		
<i>Regular activities</i>		
Manage and continuously improve the process linked to <b>Investigation and Discipline</b> , incl. <ul style="list-style-type: none"> <li>• Ensure effective compliance with Staff Regulations through case handling</li> <li>• Ensure staff knowledge of IDOC activities and results in particular through the publication and dissemination of the IDOC annual activity report</li> <li>• Provide staff with clear and simple overview of investigation and discipline procedures</li> </ul>		
Manage and continuously improve the process linked to <b>Ethics</b> , incl. <ul style="list-style-type: none"> <li>• Implement the communication strategy on ethics incl. awareness rising by delivering training in DG and the organisation of an "ethics event" for the Commission</li> <li>• Update of the Practical Guide on Ethics</li> </ul>		
<i>Specific projects</i>		
Update the IDOC Manual of procedures		
Provide a guidance note on discipline policy		
Adoption of guidelines on outside activities		
Results indicators	Latest known result	Target (mid-term)
<i>For regular activities</i>		
% of incoming cases treated per year	New	95%
% of staff who are aware/know about discipline policy and rules	New	Will be defined based on first surveys in 2013
Awareness of staff about ethics related policies: Number of visits on the updated website dedicated to Ethics	New	Will be defined based on first experience in 2013

## V. ADD VALUE TO THE HR OFFER

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

In this context, the professional management of Service Level Agreements (SLAs) with our clients, cooperation and benchmarking with local authorities and other organisations and professional relationships with other services, social partners, offices and agencies are important areas of work of DG HR.

We need to move closer to our customers and stakeholders in order to better understand their wants and needs. Especially in time of reduced resources, we must assure that our HR processes are lean, easy to understand, efficient and customer oriented. The professionalization of HR functions and staff as well as communicating and listening to our staff and stakeholders are essential elements to reach these objectives.

### Specific Objective V.1:

<b>Ensure professional relationships with stakeholders and partners relevant for HR core services</b>		
Main outputs for 2013 and beyond		
<i>Regular activities</i>		
Manage and continuously improve the process of <b>stakeholder management, social dialogue, administrative cooperation</b> and <b>benchmarking</b> , incl. <ul style="list-style-type: none"> <li>• Exchange of information and reliable statistics on best practices with other services, international organisations, member states and third countries</li> <li>• Ensure the social dialogue with staff representations in the context of the Staff Regulations review</li> </ul>		
<i>Specific projects</i>		
Contribute to the revision of the guidelines on executive agencies and related implementing measures		
Implement, monitor and evaluate Service level agreements with EEAS, agencies other institutions and Services (in all areas of DG HR's responsibility)		
Negotiate the revision of the agreement on resources for representative trade unions and staff associations and the Staff Committee		
Accompany two social elections in Luxembourg		
Review the Luxembourg site agreement (Polfer – Kinnock) based on outcome of MFF discussion; regular reporting to the Luxembourg authorities		
Results indicators	Latest known result	Target (mid-term)
<i>For regular activities</i>		

Satisfaction of agencies with Services and management of 'helpdesk' function	New	60%
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### **Specific Objective V.2:**

<b>Ensure professional service delivery and further develop DG HR's service culture by ensuring professionalization of the HR community and delivering customer oriented processes and services</b>		
<i>Main Outputs for 2013 and beyond</i>		
<i>Regular activities</i>		
Manage and continuously improve the process of 'Managing the <b>HR Professionalization</b> Programme"		
<i>Specific projects</i>		
Continue to support the implementation of a scheme for systematic improvement of customer orientation across all services provided by DG HR, incl. <ul style="list-style-type: none"> <li>Accompany the on-going pilot project on customer orientation and roll out in Directorates</li> <li>Establish regular evaluation of customer satisfaction for all HR core processes</li> </ul>		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Satisfaction level with the learning events inside the HR Professionalization Programme	2012: 80,5% of participants reported 80% or over satisfaction	> 60% 'satisfied' or 'very satisfied'
<i>For Specific projects</i>		
Establishment of regular customers satisfaction indicators and measurement	Customer satisfaction is measured regularly for selected HR processes	Customer satisfaction is measured on a regular basis for core HR processes

### **Specific Objective V.3:**

<b>Further develop internal communication services for the Commission in order to enhance staff understanding of both the Commission's main priorities and activities as well as internal personnel and organisational matters</b>
<i>Main Outputs for 2013 and beyond</i>

<u>Regular activities</u>		
Manage and continuously improve the process of <b>Internal Communication</b> , incl.		
<ul style="list-style-type: none"> <li>• Delivery of new internal monthly Magazine (9 editions/year) and regular 'News&amp;Views' newsletter</li> <li>• Communication planning of all HR policy areas , incl. desk officer function to guide and support communication within the various business units</li> <li>• Delivery of My IntraComm services (news, events, corporate sites, technical management), incl. migration to My IntraComm of 12 further DGs sites</li> </ul>		
<u>Specific projects</u>		
Implementation of revamp of DG HR sites on Europa		
Management Matters newsletter and site revamped (on-line cooperation platform for managers)		
Ensure Social Media tools to be a key part of DG HR internal communication policy, incl. increase of digital collaboration competences and accompanying measures		
Plan and start implementation of My IntraComm business vision 2013-2017 in cooperation with system supplier DIGIT		
SLA in place for service support provided by DIGIT		
Continuous support to communication activities around staff regulations review, including live chats with senior managers and dedicated articles and interviews		
Strategy for internal communication and measurement of staff engagement designed and implemented, led by DG HR		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<u>Regular activities</u>		
Extent to which staff feels informed via corporate internal communication	2010: 64%	≥ 75%
Levels of staff satisfaction with Internal Information and Communication at central level:	2010: 64%	≥ 75%
My IntraComm	69%	80%
HR and Administration	69%	80%
New Monthly Magazine	new	75%
Management Matters	41%	75%
% of DG HR staff who know/understand the DG HR Management Plan, DG mission, vision and values	77%	90%

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

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

This activity comprises planning and policy steering, which gives the necessary impulse to the policy definition, preparation and implementation in order to achieve the overall mission of our DG within the time-scales laid down. We promote the development of a strategic planning culture within the DG so that the allocation of our resources matches the priority setting and the actions effectively contribute to the objectives set.

In this context, DG HR plans to review an important number of HR core process with the objective to increase efficiency and identify potential for improved resource allocation. The activities under the headline of Business Process Reengineering in DG HR are mentioned in this part of the Management Plan.

In addition to the above, this activity covers the active promotion of our main policies through supportive means of information, communication, awareness raising and dialogue with decision makers and other key stakeholders.

#### Specific Objective VI.1:

<b>Further enhance DG HR's steering, planning and internal communication processes in order to ensure an effective way of working together and engage the staff of our DG</b>		
<i>Main Outputs for 2013 and beyond</i>		
<u>Regular activities</u>		
Manage and continuously improve the process of <b>Strategic Planning and Monitoring</b> , incl.		
<ul style="list-style-type: none"> <li>Ensure alignment and coordination of HR policies through dialogue with decision makers in Senior Management-, Bilateral- or ad hoc meetings meetings</li> </ul>		
Follow up the BPR action plans in DG HR; ensure coordination and necessary escalation between DG HR services and with other Commission Services		
Coordinate the Commissions internal communication activities regarding the MFF negotiations and Staff Regulations review		
<u>Specific projects</u>		
Setting up of a regular monitoring for DG HR including a dashboard covering deadline control and relevant indicators		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>

<i>For regular activities</i>		
Timely and correct implementation of the planning cycle	AAR 2012 MP 2014 DG work programmes	Positive assessment from DG HR management as well as SG and BUDG
Level of integration of MP with Directorate/unit work programmes	100% of Directorate/unit work programmes are based on the MP 2012 and managed through the eSP system	Same result for 2013

### **Specific Objective VI.2:**

<b>Increase efficiency and identify potential for improved resource allocation in HR processes via Business Process Reengineering (BPR)</b>		
<i>Main Outputs for 2013 and beyond</i>		
<i>Regular activities</i>		
Continue the centrally managed BPR project for defined HR processes, incl. <ul style="list-style-type: none"> <li>• Development of an action plan for the "Medical Services"</li> <li>• Full BPR projects on the following processes: "Learning and Development", "Service Level Agreement management", "Career Management", incl. definition of an action plan</li> </ul>		
<i>Specific Projects</i>		
Promote and support the DG HR-wide use of the BPR self-assessment toolkit		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>For regular activities</i>		
Delivery of BPR final reports as planned in the BPR strategic planning 2012/2014	2012: delivery of BPR reports on selection of middle and senior managers, absence management and medical service.	2013/06 – BPR report on learning and development

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

This activity of the DG covers the actions necessary for the functioning of the DG as such and the Shared Services under our responsibility: Cabinets, the European Personnel Selection Office (EPSO), the Internal Audit Service of the Commission (IAS) and the Support Group for Portugal (SGPT).

It aims at ensuring a sound and efficient management of human and financial resources at our disposal, in line with the priorities and objectives set out in this management plan, and an appropriate internal control system.

The function of local HR for DG HR also offers a platform to practically test and validate new HR policies and initiatives in order to provide robust and useful HR solutions to the challenges of the Commission in the context of staff and budget reduction.

### Specific Objective VII.1:

<b>Ensure a sound financial management, monitoring and reporting system, as well as an efficient internal control system in DG HR and for other Commission departments under the scheme of shared services</b>		
<i>Main Outputs for 2013 and beyond</i>		
<i>Regular activities in DG HR</i>		
Manage and continuously improve the processes <b>Budget and Finance, Internal Control and Risk Management</b> for DG HR		
Manage and continuously improve the process <b>Evaluations</b> , incl. <ul style="list-style-type: none"> <li>Setting up of targeted customer satisfaction evaluations for HR core processes</li> </ul>		
<i>Regular activities in Shared Services</i>		
Manage and continuously improve the processes Budget and Finance and for the Cabinets, EPSO, IAS and SGPT, as well as procurement for EPSO		
<i>Specific Project</i>		
Develop an antifraud strategy		
Review the internal control strategy of DG HR		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (annual)</i>
% of budget execution in commitments	98% of C1 on 30/11/2012	> 98% on C1
% of payments within contractual delay	88% on 30/11/2012	> 90%
% of internal control measures implemented	97% on 31.12.2012	100%



Number of critical / very important audit recommendations overdue by more than 6 months	2 on 31/12/2012	= < 1
Number of negative opinions given by the GAMA on DG HR procurement procedures	0 on 30/11/2012	0
% of ex-post controls with unacceptable results for financial transactions	3,6% on 30/11/2012	< 2%
% of ex-post controls with unacceptable results for non-financial transactions	6% in 2012	< 2%
Customer satisfaction on procurements managed	New	Customers satisfied or very satisfied based on forms filled in after each procedure

### Specific Objective VII.2:

<b>Recruit, welcome, train, assess and assist staff of DG HR and of other Commission Departments under the scheme of Shared Services to develop their full potential and enhance the effective and efficient operation throughout the year 2013 and beyond</b>
<i>Main Outputs for 2013 and beyond</i>
<i>Regular activities in DG HR</i>
Manage and continuously improve the process of <b>HR management</b> for DG HR at the three sites Brussels, Luxembourg and Ispra
Manage and continuously improve the processes for <b>Logistics</b> for DG HR and at the three sites Brussels, Luxembourg and Ispra
Manage and continuously improve the <b>Document management</b> processes and system for DG HR at the three sites Brussels, Luxembourg and Ispra, incl. monitoring of the functioning of ARES
<i>Regular activities in Shared Services</i>
Manage and continuously improve the process of <b>HR management</b> for the Cabinets, EPSO, IAS and SGPT, incl. <ul style="list-style-type: none"> <li>• Ensure a smoothly managed appraisal and promotion exercise in the Cabinets</li> <li>• Implement a solid control system together with PMO for the fixed-overtime allowance for AST cabinet staff</li> </ul>
Manage and continuously improve the process of <b>Logistics</b> for the Cabinets

<i>Specific Projects in DG HR</i>		
Adopt Strategic HR Plan for DG HR and establish underlying database on DG HR staff		
Establish and implement local absence management guidelines with a view to supporting the development of DG HR's corporate policy		
Align learning activities of DG HR staff with the priority areas of DG HR and the identified competency gaps		
Improve efficiency in collaboration and workflows with a view to reducing non-staff related expenditures		
Clearly identify and communicate the responsibilities of the local HR function within DG HR		
<i>Specific Projects in Shared Services</i>		
Complete and agree with Heads of Cabinets on "The principles of good HR management in the Cabinets"		
Prepare and implement the Croatian accession for Cabinet (additional Commissioner and Cabinet)		
<i>Results indicators</i>	<i>Latest known result</i>	<i>Target (mid-term)</i>
<i>Results indicators for DG HR</i>		
Satisfaction of customers with recruitment process: Finding the candidate Candidate meets expectations Procedure and support from HR Unit	Average for 100 recruitments in 2012 (1 low to 5 very high):  1) Finding the candidate: 3,2 2) Candidate meets expectations: 4,5 3) Procedure and support from HR Unit: 4,0	≥ 4
Permanent staff leaving the DG before two years in the DG	% of permanent staff in 2011: 1,19%  in 2012 (Nov): 1,37%	< 1%
Gender balance in DG HR	November 2012: Women in Management Positions: 28,9% Women in AD non-management functions 42% Women in AST functions: 64%	31% by the end of 2014  42% (COM target)  +/- 50%
Completion of e-CVs	81,2%	≥ 80%

Share of staff appealing against appraisal reports	2010: 22% (COM: 17 %) 2011: 11,3% (COM: 11,7 %) 2012: 1,23% (COM 0,88%)	Achieve level below Commission average
<i>Results indicators for Shared Services</i>		
Staff satisfaction ("very satisfied" and "satisfied") with the local HR services provided to Cabinets, EPSO and IAS	2010 staff opinion survey: Cabinets: 46 % EPSO: 51 % IAS: 48 %	At least a 65% satisfaction rate
Share of Cabinet staff appealing against appraisal reports	2010: 28 on report, 5 on promotion points 2011: 23 on report, 7 on promotion points 2012: 6 appeals for non-inclusion	Achieve lowest Commission score