



# Management Plan 2024

EUROPEAN SCHOOL OF ADMINISTRATION

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## Introduction

The European School of Administration's (EuSA) main mission is to provide high quality learning opportunities which **meet the learning needs of all EU institutions** in the areas of leadership and management, induction and key skills, and well-being and resilience.

EuSA is also responsible for organising the yearly interinstitutional **Certification** procedure, coordinating a strategic network of Directors of Schools of Public Administration (**DISPA**) and organising twice per year an exchange programme for governmental officials in EU Member States (**Erasmus for Public Administration**).

To properly serve all institutions, the EuSA needs to have a strategic long-term view at the same time showing flexibility and agility and integrating foresight and proactivity in its planning and programme design.

**New skills fit for the future** will be needed if the EU public administration is to be able to deliver on its objectives and priorities. At the same time, continuous efforts are needed to promote good leadership cultures where there is room and motivation for creativity and innovation.

Following the end of the pandemic and the introduction of large-scale telework, hybrid work is now the norm in all institutions. Digitalisation has greatly facilitated the work and created unimaginable advantages in terms of learning, particularly as regards access to training but challenges persist. This is why continued efforts and investments are needed to **improve efficiency, pedagogical approach and performance**.

During the **Belgian Presidency of the Council of the EU** in the first half of 2024, EuSA will seize the opportunity to link the traditional formal visit of DISPA members to the capital city of the Presidency to further strengthen the strategic ties with the network.

By bringing together managers from all institutions, particularly in its leadership programmes, EuSA will continue to **ensure strong and lasting links between the institutions**.

# PART 1. Delivering on the political priorities: main outputs for 2024

## General context

Against the backdrop of the upcoming European elections and the arrival of a new Commission, both strategically and politically, **2024 will be a crucial year** for EuSA. The rapidly changing political developments in Europe are other realities which will have massive impact on the EU public administration. Any learning efforts for EU staff and managers will need to be framed against this background.

The ground-breaking emergence of **Artificial Intelligence (AI)** with its wide-reaching impact on many, if not all, policy areas, will undoubtedly create both opportunities and challenges for the EuSA. Finally, the **2020-2024 Strategic Management Plan reaches its final year of implementation**, which means it is the year of reckoning; taking stock of achievements and pushing to deliver outstanding goals not yet accomplished.

## Priorities for 2024

### LEADERSHIP AND MANAGEMENT

- Implement the new framework contracts for leadership and executive coaching services.
- Deliver and further develop the new learning offer for senior managers.
- Design and roll out a programme on Diversity and Inclusion for managers.
- Develop a new seminar on 'Leadership inspiration for challenging times' focussing on Simone Veil, to complement the existing seminars on Robert Schuman and Jean Monnet.

### GENERAL SKILLS, especially for NEWCOMERS

- Prepare a new interinstitutional call for tenders to be launched in 2024.
- Introduce learning activities on key skills for the future.
- Continue developing self-evaluation and self-learning tools.

### CERTIFICATION

- Keep evaluating and improving its content and procedures to ensure a programme that meets the requirements of the evolving realities of the EU services.

## THEMATIC SEMINARS AND ONLINE TALKS

- Tailor EuSA 's thematic seminars and online talks to topical and emerging issues of common interest. In 2024, particular focus will be placed on the upcoming European elections and the new Commission with its new political priorities.

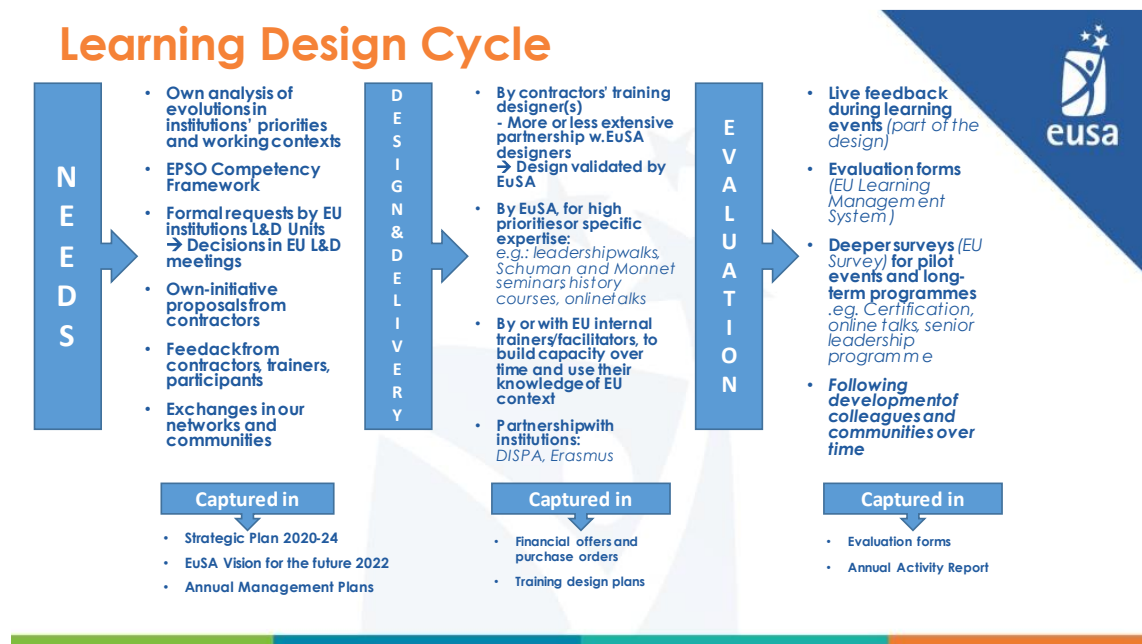
## LEARNING PROGRAMMES REQUESTED BY EU INSTITUTIONS

- Provide learning programmes and activities requested by institutions to address common needs, such as Mental Health First Aid, the Data Protection Certification and interinstitutional job shadowing initiative.

## Operational context

EuSA works in close partnership with the learning and development departments of all the institutions to ensure fully coherent priorities.

In a context of a stable budget in 2024, EuSA will keep the same quantitative targets for its activities as for the previous year.



## Leadership and management

Due to limited budget and staff the number of events will remain unchanged in 2024. Though EuSA will continue to design and develop new learning activities to meet the interinstitutional needs for this target group, new activities will replace rather than add to the general existing offer.

EuSA aspires to organize some new events at very low cost, such as the Leadership Circle, a cycle of conferences for Senior managers which EuSA plans to co-chair with the various institutions to maximize the use of existing meeting space across the institutions. EuSA will also design a new leadership seminar focussing on Simone Veil, to complement and diversify the existing leadership offer. The current offer will be proportionately reduced for a sustainable approach.

### **General skills**

Key skills courses are gradually being fully fine-tuned to EPSO's competency framework. Through speakers' events, workshops and online talks, EuSA's ensures significant outreach with high impact. In 2024, particular attention will be given to learning activities with a specific angle related to the upcoming elections and the ensuing new set of priorities.

Given the limited time participants can devote to learning and development, a new set of self-evaluation and self-learning tools have been developed internally. Participants will be able to fill in an Excel-based quiz to assess their skills. Based on their results, they will receive recommendations to the most relevant and suitable courses.

### **EuSA as a hub for cooperation**

Since 2022, the interinstitutional collaboration with the Heads of Learning and Development has been significantly reinforced through more frequent, and more profound, sharing of expertise and practices. New initiatives have been enabled through the active support and intervention of EuSA. The inter-institutional job shadowing project is an example of collaboration and learning at no cost between institutions, promoting cooperation, networks, cross-fertilisation and shared knowledge.

EuSA acts as a platform of exchange for the Member States through the DISPA network, (Directors of Institutes and Schools of Public Administration). In 2024, EuSA will complement the regular biannual Council Presidency DISPA meetings with a dedicated half a day meeting at the premises of EuSA in Brussels at the occasion of the upcoming Belgian presidency.

### **Career development via the Certification programme**

The certification programme has been gradually adjusted with a view to reduce cost and length without prejudice to the quality of the programme, by using blended learning, integrating the institutions' perspective on the learning content, etc.

A review of potential quality and efficiency gains will take place in 2024 at interinstitutional level. Already in 2024, efforts are made to reduce the number of training days from 25 to 20.

## **Part 2. Modernising the administration: main outputs for 2024**

All the parts related to this section are covered in the EPSO 2024 Management Plan.

## Annex: Performance tables – main outputs for 2024

**General objective 7: A modern, high performing and sustainable European Civil Service**

***Specific Objective 1.1: Leadership and management skills and behaviours in the EU institutions are improved for greater effectiveness***

**Main outputs in 2024: 200 leadership and management events organised for staff of all EU institutions**

### Evaluations and fitness checks

Output	Indicator	Target
<p>Number of events (courses, workshops and speaker events) organised by levels of responsibilities:</p> <ul style="list-style-type: none"> <li>• 20 for senior managers</li> <li>• 50 for middle managers</li> <li>• 130 for aspiring managers</li> </ul>	<p>Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers.</p> <p>Explanation: The perceived relevance of the learning activities for the participants' work as a manager. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations.</p>	95%



**General objective 7: A modern, high performing and sustainable European Civil Service**

**Specific Objective 1.2: General skills of all staff are improved to promote efficiency in modern, high-performing and sustainable EU institution**

**Main outputs in 2024:**

**Training on professional skills**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<p>156 events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively</p> <ul style="list-style-type: none"> <li>• 150 Key Skills courses</li> <li>• 6 Transitions Skills courses</li> </ul>	<p>Result indicator 1: Perceived usefulness of skills development training courses.</p> <p>Explanation: The perceived usefulness of the learning activities for the participants' work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations.</p>	95%

**Other training**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<p>100 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being.</p>	<p>Result indicator 2: Perceived usefulness of wellbeing initiatives.</p> <p>Explanation: The perceived usefulness of the initiatives for the participants' well-being at work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p>Source of data: EU Learn participant evaluations</p>	95%

**General objective 7: A modern, high performing and sustainable European Civil Service**

***Specific Objective 1.3: Staff's understanding of the working environment of the EU institutions, the raison d'être of the European project is improved and better interinstitutional cooperation is fostered***

**Main outputs in 2024: 60 events (courses, workshops and speaker events) organised for staff of all EU institutions.**

**Training on professional skills**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
60 events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project	Result indicator 1: Perceived usefulness of EU-related training courses. Explanation: The perceived usefulness of the learning activities for the participants' understanding of the EU context. Unit of measurement: question "How useful was the course in developing a better understanding of the EU?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5. Source of data: EU Learn participant evaluations	96%

**General objective 7: A modern, high performing and sustainable European Civil Service**

**Specific Objective 1.4: The role of the EuSA as a hub for cooperation between EU institutions and with Member States is reinforced**

**Main outputs in 2024: 16 events involving EU institutions and Member States**

**Training and professional skills**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
10 Interinstitutional events (EU L&D strategic workshops and meetings, design workshops, learning events on common needs, coaching platform...)	Result indicator 1: Number of interinstitutional events and meetings organised by the EuSA Explanation: Number of events aiming at fostering cooperation between EU institutions. Source of data: Event reports and minutes	10

**Other activities**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
4 DISPA Network meetings <ul style="list-style-type: none"> <li>• 2 organised by the respective Presidencies in cooperation with EuSA and 2 online.</li> </ul>	Result indicator 2: Level of support to the DISPA Network Explanation: Number of meetings and events organised to support the DISPA network. Source of data: Event reports and minutes	4

**Interinstitutional participation in EuSA Learning activities (non Commission)**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
38.5% participation rate of staff in institutions other than the Commission	Result indicator 4: Interinstitutional attendance at learning activities Explanation: Participants from all EU institutions Source of data: EU Learn statistics	38.5% of participants come from institutions other than the Commission

**General objective 7: A modern, high performing and sustainable European Civil Service**

***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***

**Main outputs in 2024: One Certification training programme organised and delivered in cooperation with EPSO**

**Effectiveness of the Certification training programme**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Certification training programme organised and delivered for approximately 75 persons	Result indicator 1: Perceived usefulness of the Certification training programme after appointment as administrator. Explanation: % of participants declared use of the skills learned in the training programme after the appointment as administrator. Source of data: EU Survey	97%