



2015

Annual Activity Report

ANNEXES

**European Personnel
Selection Office
(EPSO)**

&

**European School
of Administration
(EUSA)**



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EUROPEAN PERSONNEL SELECTION OFFICE

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EUROPEAN SCHOOL OF ADMINISTRATION

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ANNEX 1: Statement of Assurance for "Shared Resources Services"

For DG HR Services

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 by my services in relation to Part 2 and Annex 3 of the Annual Activity Report is, to the best of my knowledge, accurate and exhaustive.

9 March 2016,

Signed

Matthias WILL

For EPSO Services

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 Commission, I have reported my advice and recommendations to the Director on the overall state of internal control in EPSO as a complement to the aspects covered by DG HR.

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

7 March 2016,

Signed

Theo DUIVENVOORDE

¹ Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the commission; 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	98	20	118
26 AWBL-35	EUSA	14	10	24
Total		112	30	142

The EPSO establishment plan for 2015 (including EUSA) contained 113 posts on 31 December 2015, including 1 temporary agent post (AT2a) and 1 "surcharge" requested in order to reintegrate 1 AD official (end of assignment in one of the EU representations).

Of the 113 posts available, 112 were actually occupied (including one person on surcharge).

On 16 November 2015, 1 AD post (Deputy Head of Unit) became vacant following assignment of the job holder to the post of Head of Unit. The vacant post was published.

Over the course of 2015, 3 AST-posts were returned to the Commission: 1 post in the context of the 1% redeployment tax, one in the context of 1% reduction staff and a third one in the context of the tax on excessive overheads.

The authorised number of contractual agents for 2015 was 28. In January 2015, the number of contract agents was 26, in December it was 25. The credits for two vacant posts were blocked in view of their conversion into permanent AST1 posts in 2016. The third post became vacant on 1 September 2015.

The authorised number of seconded national experts for 2016 was 6. In January, 6 national experts were in place, this had decreased to 5 by December.

Financial Resources by ABB activity (EUR) implementation of Commitment Appropriations (CA)		
Code ABB Activity	ABB Activity	Expenditure
26 01 20	EPSO	20.922.334
26 AWBL-35	EUSA	6.755.640
Total EPSO/EUSA		27.677.974

ANNEX 3: Draft annual accounts and financial reports

AAR 2015 Version 1

Annex 3 Financial Reports - DG EPSO - Financial Year 2015

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

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Report printed on 22/03/2016

Additional comments

In the frame of the 2015 accounting closure, EPSO applied the "light" cut-off procedure as proposed by DG BUDGET.

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

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TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2015 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	28,21	27,68	98,11 %
Total Title 26			28,21	27,68	98,11%
Total DG EPSO			28,21	27,68	98,11 %

* 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).

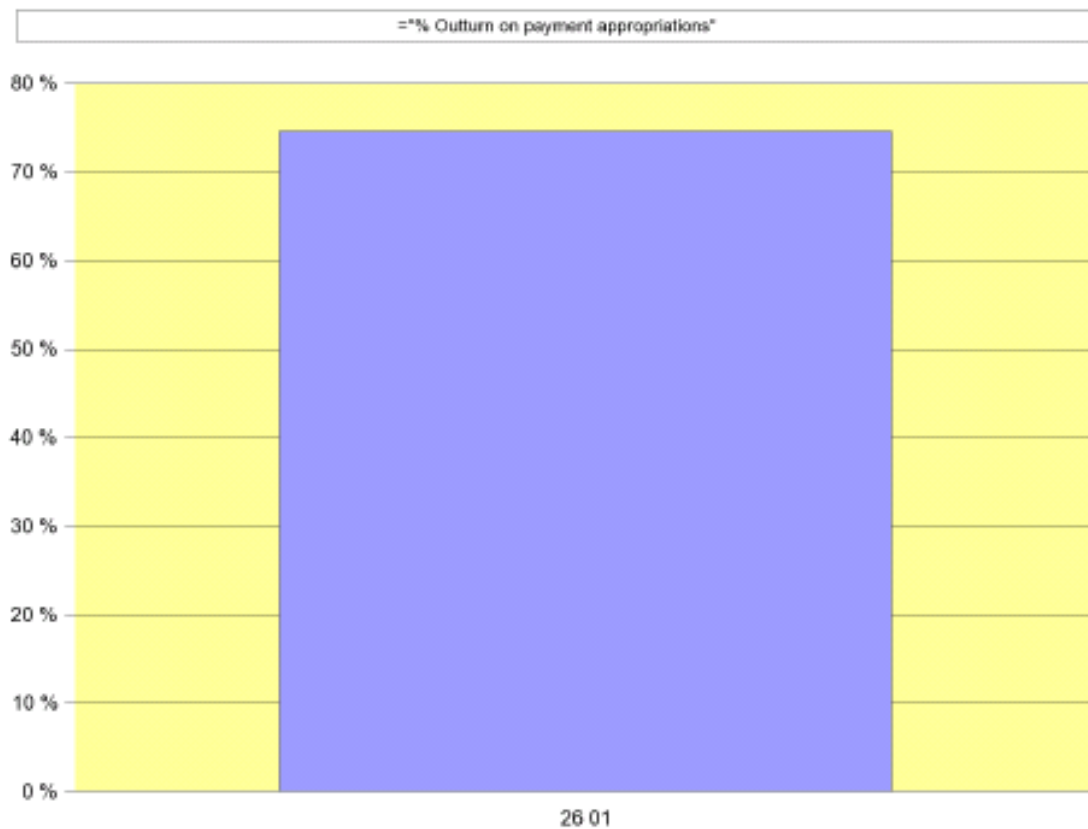


Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2015 (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	36,79	27,46	74,64 %
Total Title 26			36,79	27,46	74,64%
Total DG EPSO			36,79	27,46	74,64 %

* 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

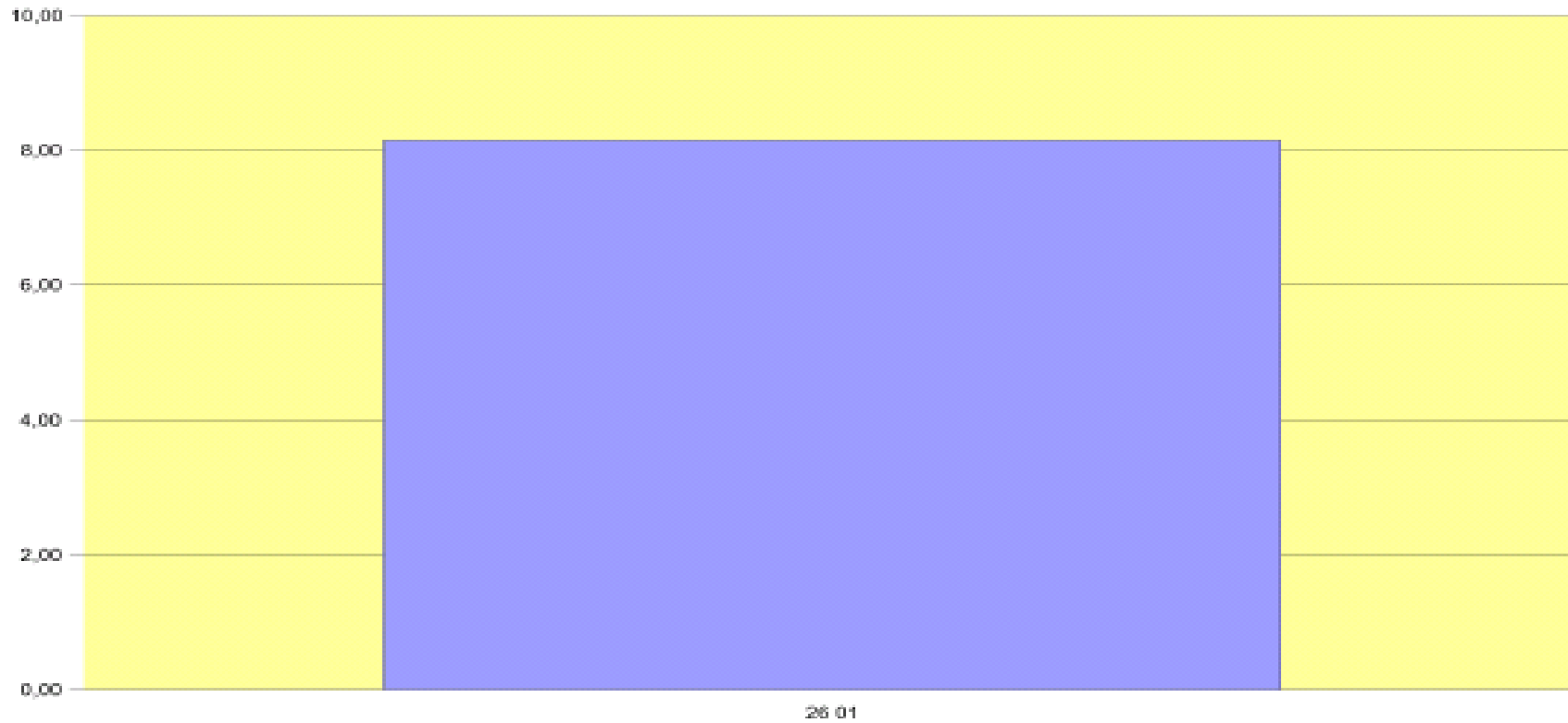
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TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2016 (In Mio €)									
Chapter			2015 Commitments to be settled				Commitments to be settled from financial years previous to 2015	Total of commitments to be settled at end of financial year 2015 (incl corrections)	Total of commitments to be settled at end of financial year 2014 (incl. corrections)
			Commitments 2015	Payments 2015	RAL 2015	% 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	27,68	19,52	8,16	29,47 %	0,00	8,16	8,58
Total Title 26			27,68	19,52	8,16	29,47%	0	8,16	8,58
Total DG EPSO			27,68	19,52	8,16	29,47 %	0	8,16	8,58

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	2015	2014
A.I. NON CURRENT ASSETS	269.058,8	562.577,5
A.I.1. Intangible Assets	269.058,80	562.577,50
A.II. CURRENT ASSETS	300.271,38	305.004,19
A.II.4. Exchange Receivables	300.271,38	31.599,30
A.II.5. Non-Exchange Receivables	0,00	273.404,89
ASSETS	569.330,18	867.581,69
P.III. CURRENT LIABILITIES	-1.318.928,05	-1.332.743,05
P.III.4. Accounts Payable	3.998,00	-9.817,00
P.III.5. Accrued charges and deferred incom	-1.322.926,05	-1.322.926,05
LIABILITIES	-1.318.928,05	-1.332.743,05
NET ASSETS (ASSETS less LIABILITIES)	-749.597,87	-465.161,36
P.I.2. Accumulated Surplus / Deficit	18.674.959,42	8.636.706,71
Non-allocated central (surplus)/deficit*	-17.925.361,55	-8.171.545,35
TOTAL	0,00	0,00

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, 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 statement of financial performance 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.

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	2015	2014
II.1 REVENUES	-512.163,34	-974.379,38
II.1.2. EXCHANGE REVENUES	-512.163,34	-974.379,38
II.1.2.2. OTHER EXCHANGE REVENUE	-512.163,34	-974.379,38
II.2. EXPENSES	11.254.786,3	11.012.632,09
II.2. EXPENSES	11.254.786,3	11.012.632,09
II.2.10. OTHER EXPENSES	11.254.786,30	11.012.632,09
STATEMENT OF FINANCIAL PERFORMANCE	10.742.622,96	10.038.252,71

In the frame of the 2015 accounting closure, EPSO applied the "light" cut-off procedure as proposed by DG BUDGET.

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, 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 statement of financial performance 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 6: AVERAGE PAYMENT TIMES FOR 2015 - 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	2903	2894	99,69 %	14,96	9	0,31 %	33,67
45	24	24	100,00 %	8,46			
60	2	2	100,00 %	11			

Total Number of Payments	2929	2920	99,69 %		9	0,31 %	
Average Payment Time	14,96			14,9			33,67

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	719	712	99,03 %	18,53	7	0,97 %	33

Total Number of Payments	719	712	99,03 %		7	0,97 %	
Average Payment Time	18,67			18,53			33

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	37	74	2,53 %	2929	69.615,48	0,64 %	10.896.044,73

Late Interest paid in 2015			
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 2015

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	
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	441.575,53	0	441.575,53	410.774,04	0	410.774,04	30.801,49
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	79.733,49	35.534,3	115.267,79	79.733,49	35.534,3	115.267,79	0
Total DG EPSO		621.309,02	35.534,3	656.843,32	490.507,53	35.534,3	626.041,83	30.801,49

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 PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2015	Total undue payments recovered		Total transactions in recovery context (Incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2014			1	661,04		
No Link			125	514.666,12		
Sub-Total			126	615.327,16		

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (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	11	17.135,57					11	17.136,67	20	25.810,97	55,00%	66,39%
Sub-Total	11	17.136,67					11	17.136,67	20	25.810,97	66,00%	88,38%
GRAND TOTAL	11	17.136,67					11	17.136,67	148	641.138,13	7,63%	3,17%

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 31/01/2016.

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TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2015 FOR EP&O

	Number at 01/01/2015	Number at 31/12/2015	Evolution	Open Amount (Eur) at 01/01/2015	Open Amount (Eur) at 31/12/2015	Evolution
2014	7		-100,00 %	35.534,30		-100,00 %
2015		5			30.801,49	
	7	5	-28,57 %	35.534,30	30.801,49	-13,32 %

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

Annex 3 Financial Reports - DG EP&O
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TABLE 10 : RECOVERY ORDER WAIVERS IN 2015 >= EUR 100.000						
	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments

Total DG	
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Number of RO waivers	
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Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

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TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG EPSO - 2015

Procurement > EUR 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 134.1(e)	1	116.000,00
Total	1	116.000,00

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

Internal Procedures > € 60,000		
Procedure Type	Count	Amount (€)
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	1	116.000,00
Open Procedure (Art. 127.2 RAP)	2	14.555.000,00
TOTAL	3	14.671.000,00

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 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
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.
	Note to AO(S)D on justification (economic , operation) for launching a procurement process Orientation note	Coverage: 100% Depth*: Level 2		Cost of control on procurement / number of procedures closed during the year
Discontinuation of the services provided due to a late contracting	Point discussed during management meeting	Coverage: Main ones Depth*: Level 2		Exceptions & NCE / total number of commitments

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 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
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.
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

C – Selection of the offer & evaluation

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

Main risks It may happen (again) that...	Mitigating controls (those in bold are strongly recommended)	How to determine coverage 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		
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

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed

This is not applicable to EPSO.

ANNEX 7: EAMR of the Union Delegations (if applicable)

This is not applicable to EPSO.

ANNEX 8: Decentralised agencies (if applicable)

This is not applicable to EPSO.

ANNEX 9: Evaluations and other studies finalised or cancelled in 2015

Reference No of Annex 4 MP2015	Title	Reason ¹	Scope ²	Type of evaluation or other study			Associated DGs	Costs (EUR)	Comments	Reference	Cancelled
				Focus ³	Author ⁴	Type ⁵					
I. Evaluations finalised or cancelled in 2015											
1.	CBT satisfaction survey	O	Assess participants' satisfaction	R	M	I	NO	N/A	Continuous evaluation		
2.	Assessment Centre satisfaction survey	O	Assess participants' satisfaction	R	I	I	NO	N/A	Continuous evaluation		
3.	Third language tests - satisfaction survey	O	Assess participants' satisfaction	R	I	I	NO	N/A	Continuous evaluation		
b. Evaluations cancelled in 2015											
II. Other studies finalised or cancelled in 2015											
a. other studies finalised in 2015											
b. other studies cancelled in 2015											
¹ L - legal act, LMFF - legal base of MFF instrument, FR - financial regulation, REFIT, CWP - 'evaluate first', O - other (please specify in Comments)											
² specify what programme/regulatory measure/initiative/policy area etc. has been covered											
³ P - prospective, R - retrospective, P/R - prospective and retrospective											
⁴ E - external, I - internal, M - mixed (internal with external support)											
⁵ FC – fitness check, E – expenditure programme/measure, R – regulatory measure (not recognised as a FC), C – communication activity, I – internal Commission activity, O – other – please specify in the Comments											

ANNEX 10: Specific annexes related to "Management of Resources"

Not applicable.

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

Not applicable.

ANNEX 12: Performance tables

1. Selection of highly qualified staff: sufficient number of suitably qualified candidates delivered within the deadlines foreseen

Specific objective n°1: Highly qualified staff are made available to all EU-Institutions by organising open competitions and selection procedures in an inter-institutional context – covering thereby their needs		<input checked="" type="checkbox"/> Non-programme based
Result indicator (officials): laureate delivery rate (administrators, assistants, linguists, specialists: meeting the targets set out in the Notices of Competition). (source of data: Notices of Competition, eRL database)		
Baseline 2012: In 2012, EPSO achieved 78% of the cumulative published target figures for officials.	Current Situation: Target met. By 31 December 2015, EPSO had placed 1636 laureates on 48 different reserve lists, meeting 98% of its cumulative published target figures ² .	Target 2015: ≥ 90% of the cumulative published target figures (which represents 120% of identified needs).
Main outputs in 2015: Delivery of reserve lists of AD&AST officials, as set out in the EPSO Work Programme.		
Result indicator (contract agents): successful CAST candidate delivery rate (specialist and generalist profiles: meeting the targets set out in the Calls for the expression of interest). (source of data: Calls for the expression of interest, CAST-database)		
Baseline 2012: 3 selection procedures for contractual agents completed (translators, "childcare" and building management). For the 3 profiles together, 2378 laureates were identified (119% of the cumulative published targets).	Current Situation: Target met. 3 selection procedures for contractual agents completed (building managers, regional security staff and nursery nurses/childcare). For the 3 profiles together, 597 successful candidates were identified (205% of the cumulative published targets). Successful launch of a permanent selection process for 2 generalist' profiles (finance and project management) resulting in 557 successful candidates.	Target 2015: ≥ 90% of the cumulative indicative target figures, both for specialists and generalist profiles, whilst at the same time achieving increased cost-efficiency for the selection of contract agents.
Main outputs in 2015: Selection procedures for contractual agents (specialist and generalist profiles). New permanent selection process for contract agents designed, approved by the Stakeholders and fully operational.		

² The reserve lists for Open Competitions EPSO/AST/134/134 and EPSO/AD/297/15 (AD5 and AD7) were finalised in January 2016 whilst nearly all of the related organisational tasks were performed and completed in 2015. For this reason, the laureates of these competitions have been taken into account in the 2015 figures.

Specific objective n°2: Appropriate candidate pools are available for each selection procedure		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Enhanced awareness of the EU Careers brand among graduates in top universities in the EU via the "EU Careers student Ambassadors", in order to attract the most appropriate profiles for EPSO selection procedures. (source of data: EPSO.05)		
Baseline 2013: EU Careers student Ambassadors in 103 universities in all MS.	Current Situation: EU Careers student Ambassadors in 116 universities in all Member States.	Target 2015: EU Careers student ambassadors in 120 universities in all MS.
Baseline 2014: 12 EU Careers Raconteurs.	Current Situation: EU Careers staff Ambassadors from 7 different Institutions, representing all 28 nationalities.	Target 2015: 28 (to be renamed Staff Ambassadors).
Baseline 2013: 316 EU Careers student Ambassadors events in 2013.	Current Situation: 883 Events organised in 2015, including 387 one-to-one sessions by EU Careers student Ambassadors.	Target 2015: At least 400 EU Careers student Ambassadors events.
Baseline 2013: over 50 dedicated Facebook pages.	Current Situation: 92 dedicated Facebook pages are operational.	Target 2015: At least 92 dedicated Facebook pages.
Main outputs in 2015: Training for EU Careers student Ambassadors (70 in Brussels and 50 in Member States); promotional material to support their activities. Improved selection procedure via remote interview. Specific campaigns to promote selected competitions. Implementation of the self-selection and self-assessment tool now in 24 languages as part of the application process for selected competitions, leading to a better fit between the Institutions' requirements and candidate profiles. Revamped EU Careers branding material (preparations started in 2015 – ongoing project).		
Result indicator: Improved online presence of the EU Careers brand. (source of data: EU Careers website, Facebook, LinkedIn)		
Baseline 2013: EU Careers website: 15.260 million views and 3 million unique visitors in 2013.	Current Situation: Over 38 million views (+ 20% as compared to 2014) and over 4 million unique visitors (+ 18%).	Target 2015: Retain number of views/visitors which will fluctuate according to number of competitions published.
Baseline 2013: 128,645 followers on Facebook (stand: October 2013).	Current Situation: More than 280,000 Facebook followers.	Target 2015: 300,000 followers on Facebook.
Baseline 2013: 3000 followers on LinkedIn.	Current Situation: Over 22,000 followers on LinkedIn.	Target 2015: 20,000 followers on LinkedIn.
Main outputs in 2015: Start of the preparations for a revamped EU Careers website providing a more attractive online presence. Better-targeted campaigns and information/communication products (in particular with a view to hard-to-reach specialist profiles) (ongoing process).		
Result indicator: Increased numbers of special needs candidates applying for selection procedures. (source of date : Candidate application form)		
Baseline 2013: In total 255 candidates with special needs ³ applied for EPSO competitions published in 2013 (competitions and CAST).	Current Situation: In total 324 candidates with special needs ³ applied for EPSO competitions published in 2015 (competitions and CAST). The new 'special accommodations section' will be implemented in the Candidate portal.	Target 2015: Inclusion of 'special accommodations section' gathering information on disability and special needs via candidate application forms.
Main outputs in 2015: Enhanced information and communication about EPSO equality & diversity policy and special accommodations. Collaboration with the European Disability Forum and the Member States (via the EPSO network) in order to better attract this group of candidates.		

³ This includes candidates with a permanent handicap, or chronic disease, as well as candidates who have asked for special arrangements for specific medical reasons. The number is based on the candidates' declaration in the application form. Therefore, the actual number of 'special needs candidates' could be higher. The number mentioned excludes pregnant and breastfeeding candidates.

Specific objective n°3: Our interactions with candidates are positive and proactive, and based on good customer management		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Reduced number of candidate e-mails, requests for review, Article 90 complaints and Ombudsman cases. (source of data: EPSO's Candidate Contact Service, legal sector)		
Baseline 2014: 21,000 e-mails treated by CCS; 1,075 request for review; 80 Article 90(2) complaints; and 23 Ombudsman complaints.	Current Situation: - 31,000 e-mails, 1,914 requests for review, 10 of which led to an Article 90 (2) complaints and none of which became an Ombudsman complaint on the same grounds. - 75 Article 90 (2) complaints (6% decrease compared to baseline). -26 Ombudsman complaints (13% increase compared to baseline).	Target 2015: Reduction in number of e-mails dealt with by the CCS; reduce the number of complaints by at least 10% compared to 2014, as a percentage of candidate numbers.
Main outputs in 2015: Improved methods of upstream coordination and communication. Development of an Issue-tracking tool for EPSO together with DIGIT (ongoing). Structured cooperation agreement with the European Direct Contact Centres (EUDCC), who will assist EPSO in dealing with general queries (ongoing). Preparations for a revamped EU Careers website and a new "Candidate Portal" (ongoing). Standardised simplified NOC templates.		
Result indicator: Higher - or at least similar - candidate satisfaction rate		(source of data: AC candidates' satisfaction survey)
Baseline 2012: Candidate satisfaction rate in 2012: 91% (of whom 46% said they were very satisfied).	Current Situation: Candidate satisfaction rate in 2015: 78% (of whom 30% said they were very satisfied).	Target 2015: At least 90% of the candidates invited to the assessment centre stage say they are either satisfied, or very satisfied with the assessment centre; at least 50% of them say they are very satisfied.
Main outputs in 2015: Candidates' satisfaction surveys.		
Result indicator: Positive satisfaction of candidates with disabilities and/or special needs.		(source of data: candidates' satisfaction survey)
Baseline 2014: N/A.	Current Situation: Systematic and standardised satisfaction surveys tested in 2015 (after each selection phase of the AD5 competition). High levels of satisfaction observed: 90% of the candidates who have benefitted from reasonable accommodations declare being (very) satisfied. Average score for the quality of the service received: 8.4/10.	Target 2015: Expand candidate satisfaction surveys and use feedback to further improve service and meet needs.
Main outputs in 2015: Expanded satisfaction surveys for candidates with disabilities and/or special needs in the 2015 AD5-competition.		

Specific objective n°4: EPSO's selection methods are continuously improved based on experience, best practice and international standards.		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Video-remote interview technology introduced in order to improve the quality of assessment and optimise the use of resources. (source of data: EPSO, Notice of Competition)		
Baseline 2014: video-remote interviews were piloted in the selection of the EU Career Ambassadors.	Current Situation: Target met. Video-remote interviews were used in open competitions EPSO/AD/295-300/15.	Target 2015: Development of a video-remote interview phase, to be applied in a specific competition.
Main outputs in 2015: Delivery of video-remote interviews in open competitions EPSO/AD/295-300/15.		
Result indicator: Reduced deviation between marker scores and reduced need for third marking. (source of data: EPSO, AC management tool and marker's module)		
Baseline 2013: Third marking was required in approx.20% of all cases.	Current Situation: Target met.	Target 2015: Third marking in ≤ 10% of all cases.
Main outputs in 2015: Development and implementation of the new marker's module. Upgrade of the markers' training, involving a simulation exercise and direct feedback on individual scoring.		
Result indicator: Introduction of e-tray exercise as intermediate step in AD-cycle (source of data: Notice of competition)		
Baseline 2014: N/A.	Current Situation: Target met. In September 2015, 1,290 candidates in the generalist AD-cycle and 779 candidates in the Audit competition participated in an e-tray exercise.	Target 2015: Successful delivery of a proctored e-tray exercise to a predefined number of the best candidates between the pre-selection tests and the Assessment centre stage in the AD 2015 cycle.
Main outputs in 2015: Delivery of an intermediate e-tray exercise in the context of the 2015 AD-cycle and the Audit-competition.		

Specific objective n°5: Recruitment needs are clearly identified in close cooperation with Institutions, aligning thereby supply and demand for laureates.		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Strategic planning 2016-2018 endorsed by October 2015 at the latest. (source of data: EPSO, EPSO Working Group and Management Board)		
Baseline 2014: New instructions in place since July 2014. Strategic planning for 2015 still pending in November; to be endorsed by December.	Current Situation: Target met.	Target 2015: Complete strategic planning exercise 2016-2018 with the Institutions before October 2015.
Main outputs in 2015: Strategic planning 2016 -2018.		

Specific objective n°6: Recruiting services can identify and recruit appropriate laureates rapidly and effectively.		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Completion of the Recruiter Portal project.		(source of data: EPSO, DIGIT)
Baseline 2014: Project successfully launched in July 2014; progressed without delays.	Current Situation: New Recruiter Portal introduced in August 2015.	Target 2015: New Recruiter Portal (replacing e-RL) in place as of Q2 2015).
Main outputs in 2015: Recruiter Portal.		
Result indicator: Pro-active follow-up of the use of all existing reserve lists		(source of data: electronic database of laureates eRL, Recruiter Portal)
Baseline 2013: Statistics on recruitment rates presented on a regular basis. Proposals made to EPSO Working Group for lists to be closed.	Current Situation: Target met.	Target 2015: Presentation of statistics on recruitment rates on a monthly basis. Proposals to EPSO Working Group for lists to be closed each year.
Main outputs in 2015: Maintenance of reserve lists in line with needs expressed by the Institutions.		
Result indicator: All candidate supporting documents are verified by EPSO, so that Institutions can recruit laureates from reserve lists without any further checking of documents		(source of data: EPSO.02, admission team)
Baseline 2014: Pilot with 100-150 candidates from competition for HR translators (AD/255/13), checking education only.	Current Situation: A new pilot was successfully implemented in the context of a competition for Data protection (checking education and professional experience).	Target 2016: For laureates from competitions launched in the second half of 2016 the comprehensive eligibility check is entirely done by EPSO.
Main outputs in 2015: Pilot with 300 – 500 candidates from competition for Data protection (AD/294/14) checking education and professional experience.		

Specific objective n°7: Existing processes are re-engineered, including the use of digital technologies and collaborative tools, to make them more cost-effective, efficient, agile and rapid.		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Proposals for the further improvement of selection methods and processes in order to increase agility, flexibility and cost effectiveness presented to Management Board. (source of data: internal)		
Baseline 2014: Psychometric Action Plan 2 which led to the introduction of the self-selection questionnaire and self-assessment tests.	Current Situation: Target met. Intermediate e-tray and remote video interviewing were successfully used in 2015.	Target 2015: Further improvements to selection methods including introduction of intermediate e-tray and remote video interviewing.
Main outputs in 2015: Delivery of intermediate e-tray exercise and remote video interviewing.		
Result indicator: Identified key selection procedures successfully reengineered (source of data: EPSO, internal BPR-exercise)		
Baseline 2014	Current Situation: Concrete recommendations have been grouped in concrete projects that were linked to specific objectives in the 2016 MP.	Target 2015: Focus on project management via Selection Management Office and the redesign of processes accordingly.
Main outputs in 2015: Process documentation (workflows, checklists, etc.) available to business services via digital collaborative spaces.		
Result indicator: Compliance with international standard ISO 10667 (assurance of quality and maintaining continuous improvement in occupational assessment processes) (source of data: EPSO)		
Baseline 2014	Current Situation: Assessment has been completed and EPSO is compliant with ISO 10667-1.	Target 2015: Implementation of action plan to fully comply with ISO 10667.
Main outputs in 2015: Report on compliance with ISO 10667.		
Result indicator: Collaborative tools used to store and update all information related to any competitions. (source of data: EPSO)		
Baseline 2014: Wiki Confluence pages in place for 90% of competitions and primarily used by Selection Boards.	Current Situation: Wiki pages were introduced for all Brussels-based competitions in 2015. Targeted training was organised to implement Wikis also for Luxembourg-based competitions as of beginning 2016.	Target 2015: Wiki Confluence pages in place for all competitions organised in Brussels and also used proactively by all related Business Services.
Main outputs in 2015: Wiki Confluence pages containing all relevant documentation for all Brussels-based competitions.		

Specific objective n°8: The attraction, appointment and workings of selection boards and assessors are further rationalised and professionalised		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Streamlining and reduction of documentation presented to Selection Boards during the competition process. (source of data: EPSO.04, Selection Management Office)		
Baseline 2014: An average of 38 documents presented to each selection board during a competition.	Current Situation: Target met. New Guide for Selection Boards completed in December 2015.	Target 2015: Deliver a single clearer and more concise package of information.
Main outputs in 2015: New user-friendly Guide for Selection Boards.		
Result indicator: Number of information sessions organised to attract new Selection Board members.		(source of data: EPSO.04)
Baseline 2014: One information session organised to attract new selection board members.	Current Situation: 1 information session organised at the CoA in Luxembourg plus 2 additional sessions for Staff Committees.	Target 2015: Five new sessions to be organised by October 2015.
Main outputs in 2015: Information sessions for potential Selection Board members.		
Result indicator: Improved functioning of Selection Boards		(source of data: EPSO.04)
Baseline 2013: 12% of boards appointed by Institutions and staff committees before publication of the competition in the Official Journal.	Current Situation: Target met.	Target 2015: 20% of boards appointed by Institutions and staff committees on time before publication of the competition in the Official Journal.
Main outputs in 2015: Proposal for improvements in appointment, resourcing and functioning of Selection Boards presented to EPSO Management Board.		
Result indicator: High performing Selection Boards		(source of data: EPSO dashboard)
Baseline 2014: N/A	Current Situation: Target met. Pilot project successfully launched in 2015 and still ongoing.	Target 2015: Propose a pilot-project for an EPSO Academy (Certification programme for selection board members).
Main outputs in 2015: Successful launch of the EPSO Academy (pilot project).		

Specific objective n°9: A comprehensive offering of flexible and adaptive services - including expertise in the fields of assessment, selection, occupational psychology, psychometrics and employer branding – as well as support to ensure that the implementation of talent management strategies in the EU Institutions are provided to help meet challenging stakeholder needs.		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Stakeholder satisfaction rate. Number of new SLAs with Inter-institutional services for services provided by EPSO. (source of data: EPSO.04, SLA Inventory; internal survey)		
Baseline 2012: 15 agencies used EPSO's staff selection services on a charge-back basis generating an income of €94,716.	Current Situation: Draft version of the catalogue available since the end of 2015.	Target 2015: Definition and provision of a catalogue of services for EU Institutions, agencies and bodies.
Main outputs in 2015: Catalogue of services provided to Institutions, Agencies and EU bodies.		

2. Evaluation of linguistic abilities: timely delivery of test and assessments of diplomas and certificates

Specific objective n°10: To evaluate the linguistic abilities in a third language of staff eligible for a first promotion (Officials and contract staff in function group IV)		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates.		(source of data: EPSO.01)
Baseline 2012: 100% of files evaluated within the deadline (702 files in total).	Current Situation: Target met. 719 diplomas assessed across various languages within the deadlines set. All diplomas submitted in due time in 2015 were assessed by the evaluation committees.	Target 2015: 100% of files (diplomas and certificates) submitted within the deadline evaluated by the end of the year.
Main outputs in 2015: Delivery of assessments of linguistic ability by EPSO and the evaluation committees to satisfy the requirements of Articles 45§2 and 85§3 of CEOS.		
Result indicator: Timely delivery of linguistic tests.		(source of data: EPSO.01)
Baseline 2012: 100% of candidates tested within the deadline (358 candidates in total).	Current Situation: Target met. 402 tests delivered across various languages within the deadlines set (overall pass rate: 79.69%). All requests for testing in 2014 were duly processed.	Target 2015: 100% satisfaction by the end of the year of requests received for testing third language capabilities.
Main outputs in 2015: Delivery of assessments of linguistic ability by EPSO and the external service provider to satisfy the requirements of Article 45§2 and Article 85§3 of CEOS.		
Result indicator: Satisfaction rate of candidates with the assessment of third language abilities.		(source of data: candidates' satisfaction survey)
Baseline 2014: First satisfaction survey launched by EPSO in 2014, for the period 2013–2014. Satisfaction rate: 87%	Current Situation: satisfaction rate 2015: 93%.	Target 2015: 95 % satisfaction rate of candidates who reply to the satisfaction survey.
Main outputs in 2015: Delivery of an online satisfaction survey for candidates processed during the year.		
Result indicator: New framework contract in place for the delivery of linguistic tests in the 24 official languages of the EU.		(source of data: EPSO.01, EPSO.03, DG.R.3)
Baseline 2014: N/A.	Current Situation: tender procedure completed in February 2016.	Target 2015: Procurement process to be launched in early 2015. New framework in place from 2016.
Main outputs in 2015: Delivery of procurement process and a new framework contract for linguistic tests in 24 EU official languages.		

3. Contribute to the running of the Certification procedure: timely delivery of certification exams

Specific objective n°11: To contribute to the running of the certification procedure		<input checked="" type="checkbox"/> Non-programme based
Result indicator: Delivery of timely and accurate Certification examinations in compliance with the Institutions' requirements		(source of data: EPSO.01)
Baseline 2012: 100% of candidates tested within the deadline (222 candidates in total). List of Certified Officials delivered on time.	Current Situation: Target met. 133 candidates tested in four exams (overall pass rate: 46.32 %). List of Certified Officials delivered within the deadline. Results published December 2015.	Target 2015: 100% timely and accurate delivery of list of Certified Officials in line with deadlines set by Institutions.
Main outputs in 2015: Delivery of examinations in order to enable the examining board to establish Reserve lists of Certified Officials.		
Result indicator: Satisfaction rate of the examining board with the organisation of tests.		(source of data : EPSO.01)
Baseline 2012: Examining Board satisfied with quality of services delivered by EPSO/EUSA.	Current Situation: Target met. The survey launched by EPSO demonstrated a 99% satisfaction rate amongst the Examining Board with the overall support provided.	Target 2015: 100 % satisfaction of Examining Board with tests delivered.
Main outputs in 2015: Delivery of examinations in compliance with Examining Board's expectations.		



2015

ANNUAL ACTIVITY REPORT

**European School
of Administration
(EUSA)**

ANNEXES



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ANNEX 1: Statement of the Resources Director

This is covered in the EPSO activity report.

ANNEX 2: Human and financial resources

This is covered in the EPSO activity report.

ANNEX 3: Draft annual accounts and financial reports

This is covered in the EPSO activity report.

ANNEX 4: Materiality criteria

This is covered in the EPSO activity report.

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

This is covered in the EPSO 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 European School of Administration

ANNEX 7: EAMR of the Union Delegations

Not applicable to the European School of Administration

ANNEX 8: Decentralised agencies

Not applicable to the European School of Administration

ANNEX 9: Evaluations and other studies finalised or cancelled in 2015

Reference No of Annex 4 MP2015	Title	Reason ¹	Scope ²	Type of evaluation or other study			Associated DGs	Costs (EUR)	Comments	Reference	Cancelled
				Focus ³	Author ⁴	Type ⁵					
I. Evaluations finalised or cancelled in 2015											
1.	End-of-course participant evaluation (electronic) of all training programmes run by EUSA.	O	Assess participants' satisfaction, trainers' performance and course relevance.	R	I	I	NO	N/A	Continuous evaluation		
2.	Impact of certification training.	O	for the job of the skills developed during the programme.	P+R	I	I	NO	N/A	Continuous evaluation		
3.	Erasmus for Public Administration - evaluation of participants.	O	Assess participants' satisfaction	R	I	I	NO	N/A	Continuous evaluation		
4.	Impact of training.	O	for the job of the skills developed during the programme.	P+R	I	I	NO	N/A	Continuous evaluation		
b. Evaluations cancelled in 2015											
II. Other studies finalised or cancelled in 2015											
a. other studies finalised in 2015											
b. other studies cancelled in 2015											

¹ L - legal act, LMFF - legal base of MFF instrument, FR - financial regulation, REFIT, CWP - 'evaluate first', O - other (please specify in Comments)

² specify what programme/regulatory measure/initiative/policy area etc. has been covered

³ P - prospective, R - retrospective, P/R - prospective and retrospective

⁴ E - external, I - internal, M - mixed (internal with external support)

⁵ FC – fitness check, E – expenditure programme/measure, R – regulatory measure (not recognised as a FC), C – communication activity, I – internal Commission activity, O – other – please specify in the Comments

ANNEX 10: Specific annexes related to "Management of Resources"

This is covered in the EPSO activity report.

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

Annex 11 to be provided only if needed (free format).

ANNEX 12: Course statistics

Course Title	MANAGEMENT BELOW HEAD OF UNIT									
	Agencies	Committee of the Regions	European Economic and Social Committee	European Commission	General Secretariat of the Council	Court of Justice	European External Action Service	European Court of Auditors	European Parliament	Grand Total
5 Key Conversations	9	2	3	103	9	9	4	5	3	147
Coaching Skills	2			20						22
Lead your Team	44	3	3	210	6	15	12	9	10	312
Motivating your Staff	6	3	3	59		6			5	82
Planning & Monitoring	15	1	5	73	3	3	2	3	3	108
The Essentials of Management	24	7	10	348	11	11	12	2	29	454
To be or not to be a Head of Unit? (For men & women)	1		2	45	10	1	2	3	8	72
To be or not to be a Head of Unit? (For women only)	1	1	2	18	2				4	28
Grand Total	102	17	28	876	41	45	32	22	62	1225
% participants	8%	1%	2%	72%	3%	4%	3%	2%	5%	100%
MIDDLE MANAGEMENT										
Challenging times for the EU and its managers			2	17		2	3	2	4	30
Broaden your Horizons as a Head of Unit	13	1	2	31		2	1		2	52
Managing Upwards	7	2	1	43	6	3	1			65
Setting out as a Head of Unit	27	1	1	41	8	3			25	106
Taking the Manager Coach Approach further	3	1		29		2		3	2	40
The Influential Manager	4	1	1	35	4	1	1	3	1	51
The Manager Coach Approach: the basics	10	1	3	25		4	1		4	48
Grand Total	64	7	10	221	18	17	7	8	40	392
% participants	16%	2%	3%	56%	5%	4%	2%	2%	10%	100%
SENIOR MANAGEMENT										
Programme for Newly Appointed Directors	1	0	1	20	3	3	1	0	6	35
Leadership Club	6	2	15	104	33	5	7	7	25	204
Grand Total	7	2	16	124	36	8	8	7	31	239
% participants	3%	1%	7%	52%	15%	3%	3%	3%	13%	100%
NEW STAFF										
EU4U	14	6	5	200	17	13	9	5	60	329
Information Session on Social Security and Pensions	16	9	6	213	2	4	3	10		263
Transitions	2		1	95	12	3		2	26	141
Grand Total	32	15	12	508	31	20	12	17	86	733
% participants	4%	2%	2%	69%	4%	3%	2%	2%	12%	100%
BASIC TRAINING IN KEY SKILLS										
Analysing and Solving Problems	23	3	3	219	13	4	8	8	56	337
Day-to-Day Negotiation	28	5	6	245	12	7	7	4	52	366
Developing your Resilience	43	3	4	362	38	16	18	5	130	619
Oral Communication	19	3	3	266	16	11	7	3	80	408
Personal Effectiveness	26	4	4	321	15	13	19	6	84	492
Pillars for Emotional Wellbeing	4		4	87	3			3	12	113
Pillars for Mental Wellbeing	3	1	1	69	3			1	16	94
Pillars for Physical Wellbeing	1			65	3		1	2	13	85
Working in Teams	21	4	7	188	10	7	6	5	30	278
Writing with Impact	14	3	3	196	7	4	4	4	90	325
Grand Total	182	26	35	2018	120	62	70	41	563	3117
% participants	6%	1%	1%	65%	4%	2%	2%	1%	18%	100%
SEMINARS AND CONFERENCES										
All you need to know about your pension rights	4	10	2	208	7		16	17		264
Clear Speaking: Communicating in the Tower of Babel	12	2	3	73	2		6			98
Discover Brussels	13	8	5	189	3		16		7	241
European Anti-Fraud Office	9	2	2	53	3		9		6	84
European Data protection Supervisor	11	4	1	143	3	12	8	2	24	208
European Ombudsman	4	5	5	127	5		13		7	166
Master Classes: Brussels for Europe	4	4	7	31	2		3		1	52
The History and Stories behind European Integration	9	7	5	206	19	2	2	6	101	357
Grand Total	66	42	30	1030	44	14	73	25	146	1470
% participants	4%	3%	2%	70%	3%	1%	5%	2%	10%	100%
ERASMUS										
ERASMUS										132
GRAND TOTAL										
Total per institution	453	109	131	4777	290	166	202	120	928	7308
% participants	6%	1%	2%	65%	4%	2%	3%	2%	13%	100%