



# Management Plan 2016

Secretariat-General

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## PART 1. Overview of main outputs for the year

### General objective A: A New Boost for Jobs, Growth and Investment

#### General objective 1: A New Boost for Jobs, Growth and Investment

#### European Semester

The main outputs of the European Semester are produced on a yearly basis. These outputs mark the main milestones of the European Semester cycle. The Annual Growth Survey sets out general economic priorities for the EU and provides Member States with policy guidance for the following year. It launches the yearly European Semester cycle. After the European-level guidance, the Commission services produce country-specific analysis in the Country Reports. They analyse Member States' economic and social situation, and for the Member States concerned, the state of play and developments as regards macroeconomic imbalances. Based on this diagnosis and the subsequent dialogue with Member States, the Commission proposes country-specific recommendations (then adopted by the Council) on a select number of issues of macroeconomic and social relevance for each Member State. The Commission then monitors follow-up to this guidance by the Member States.

<b>Specific objective A.1: To ensure sound public finances, prevent excessive macroeconomic imbalances, pursue structural reforms for jobs and growth and boost investment by providing integrated fiscal, economic, employment and social policy guidance to the Member States</b>			Related to spending programme(s) NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Country Reports: assessment of economic and social developments and challenges, of the reform agenda, of the implementation of country-specific recommendations and of the progress in the implementation of the Europe 2020 strategy for each Member State	Publication by Commission services	End February 2016	SG.D1, ECFIN (EMPL for the employment - and social-related aspects).
Country-specific recommendations: operational guidance to Member States on how to increase growth and jobs, including by removing bottlenecks preventing growth and job creation, and to promote sustainable public finances. The number and scope of country-specific recommendations reflect the	Adoption by the Commission	May 2016	SG.D1

intensity and severity of the challenges faced by the Member States, and the adequacy of their response to previous country-specific recommendations.			
Annual Growth Survey: it sets out the EU's economic priorities for the coming year and kicks off the European Semester every year	Adoption by the Commission	November 2016	SG.D1

## Next EU long-term growth strategy

As indicated in the Commission's 2016 Work Programme, the Commission will reflect on, and develop a longer-term vision, looking beyond 2020, on "Next steps for a sustainable European future". Such a strategy will take into account recent developments, such as new energy and climate objectives or the recently adopted United Nations' Sustainable Development Goals. In line with the three dimensions – economic, social and environmental – of sustainable development, the strategy will adopt an integrated and transversal approach. Options for this strategy will be presented in 2016.

<b>Specific objective A.2: Prepare options to a successor strategy to the Europe 2020 strategy for jobs and growth, taking into account the economic, social and environmental angles of sustainable development</b>			Related to spending programme(s): NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Initiative on "Next steps for a sustainable European future"	Adoption by the Commission	2016	SG.D1

## Multiannual Financial Framework

The Commission's proposal for the mid-term review / revision of the MFF is due by the end of 2016. As announced in the Commission Work Programme, this will be an opportunity to reorient the MFF on the political priorities and to examine various aspects of the functioning of the current MFF, including the potential for further simplification, for increasing the use of innovative financial instruments, and for strengthening the link between EU funding and economic governance. The SG will lead on the preparation of the mid-term review together with DG Budget.

<b>Specific objective A.3: The current MFF is reviewed and a new MFF put in place for the post-2020 period</b>		Related to spending programme(s) : YES	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Mid-term Review of Multiannual Financial Framework	Adoption by the Commission	End 2016	SG.B1

## General objective B: An Area of Justice and Fundamental Rights Based on Mutual Trust

### General objective 7: An Area of Justice and Fundamental Rights Based on Mutual Trust

The CVM reports assess progress under the Cooperation and Verification Mechanism, with particular regard to judicial reform and the fight against corruption in Romania, as well as organised crime with respect to Bulgaria. These reports are a specific SG contribution in respect of two Member States to progress towards achieving the delivery of Commission general objective of creating an area of Justice and Fundamental Rights based on Mutual Trust.

<b>Specific objective B.1: The rule of law is consolidated in Bulgaria and Romania through achieving the goals of the Cooperation and Verification Mechanisms</b>		Related to spending programme(s) : NO	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Cooperation and Verification Mechanism reports	Adoption by the Commission	January 2016	SG.E1

## General objective C: A Union of Democratic Change

### General objective 10: A Union of Democratic Change

#### Better regulation policy

In 2016, the SG will continue to provide guidance, coordination and quality control on regulatory policy and procedures with a view to ensuring the quality, effectiveness and efficiency of EU legislation and policies. It will:

- implement the 2015 Better Regulation Package, including by revising the Better Regulation toolkit, launching and supporting the REFIT Platform, updating the REFIT scoreboard;
- implement the recently negotiated Inter-institutional Agreement on Better Law-Making, by putting in place relevant internal actions and establishing follow-up with the European Parliament/Council;
- coordinate the preparation of the 2017 Commission Work Programme and manage the Agenda Planning validation process;
- provide guidance on the application of better regulation tools (impact assessment, stakeholder consultation, evaluation) through training, chairing inter-service networks, participating in inter-service groups, advising services on their files, speaking at conferences in the EU, international organisations and abroad;
- manage the Commission infringement cycles (drawing on infringement data for evaluation and policy programming work);
- implement the REFIT Programme, including management for the EU programme for the Competitiveness of Enterprises and SMEs (COSME) budget;
- launch improvements as regards the practical implementation of the European Citizens' Initiative, e.g. as regards communication, the online collection and harmonisation of data requirements, in close cooperation with the European Parliament and the Member States;
- seek to finalise the regulatory cooperation negotiations with the USA;
- provide the secretariat to the Regulatory Scrutiny Board.

Major initiatives in 2016 are a Communication on the Application of EU Law and the 2017 Commission Work Programme. The new Communication on the Application of EU Law aims at strengthening the partnership with the Member States to ensure timely and correct implementation of EU law by providing further assistance to Member States through implementation plans identifying possible difficulties that would hinder timely and correct implementation by the Member States and suggest ways to mitigate these risks.

The new Inter-institutional Agreement on Better Law-Making brought about several commitments from the three institutions. As a result of this agreement, the Commission will *inter alia*, make proposals for the alignment of the remaining pre-Lisbon comitology procedure (the Regulatory Procedure with Scrutiny – PRAC) to the regime of delegated and implementing acts and will jointly set up, with the other institutions, by the end of 2017, an inter-institutional Register for Delegated Acts, allowing for easy and integrated access to all the stages of the lifecycle of such acts. The analysis will begin in 2016, in order to clearly define the needs, the deliverables and the governance of such a joint project.

The Comitology Regulation (Regulation 182/2011) provides that the Commission must, five years after its entry into force (i.e. by 1 March 2016) submit to the EP and the Council a Report on the functioning of the Regulation accompanied, if necessary, by a legislative proposal.

<b>Specific objective C.1: Regulatory policy and related tools are fully developed and applied throughout the legislative cycle (planning to impact assessment to evaluation) in order to improve the effectiveness and efficiency of EU regulation. The acquis is 'fit for purpose' delivering its benefits by least cost..</b>		Related to spending programme(s): NO	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Commission Work Programme	Adoption by the Commission	October 2016	SG.C4
Communication on the Application of EU Law	Adoption by the Commission	October 2016	SG.C3
Proposal for an EP and Council Regulation adapting to Article 290 and 291 TFEU a number of legal acts providing for the use of the regulatory procedure with scrutiny	Adoption by the Commission	December 2016	SG.B2
Report on the implementation of Regulation 182/2011	Adoption by the Commission	End February 2016	SG.B2
Updated Guidelines to Commission services on Delegated and Implementing Acts	Publication	Q2 2016	SG.B2
Inter-institutional Register of Delegated Acts: Setting up internal and inter-institutional work structures; definition of needs and deliverables	Completion of preparatory work	December 2016	SG.B2

## Stakeholder engagement

In order to strengthen the engagement of citizens, stakeholders and national Parliaments into EU policy shaping, and in line with its better regulation ambitions, the Commission will take steps in 2016 to set up a web portal where each initiative can be tracked: the Better Regulation Portal (BRP). This will offer external stakeholders and the general public an easy to use, one-stop access to the Commission initiatives as well as the possibility to give feedback at relevant stages of the decision-making process. The portal will be fully in line with the Commission's new web presence and will enable external stakeholders to better understand and participate in the Commission policy making process.

<b>Specific objective C.2: A more democratic and accountable European Union opening up policy-making and enhancing its dialogue with citizens, stakeholders and national parliaments.</b>		Related to spending programme(s) : NO	
<b>Main outputs in 2016</b>			

Policy-related outputs			
Description	Indicator	Target date	Lead unit
Delivery of the two first phases of the new web portal on Europa	Delivery of 1 <sup>st</sup> phase: brand new web presence with user-friendly and streamlined contents, access to draft delegated and implementing acts with an efficient feedback mechanism, also easing the handling of results by DGs.	June 2016	SG.A1
implementing the Better Regulation commitments from the May Communication.	Delivery of 2 <sup>nd</sup> phase: automatic publication of other types of documents, extension of the feedback mechanism to these documents, information on the planning of delegated and implementing acts, timeline presentation and integration of functionalities foreseen in the context of REFIT.	December 2016	SG.A1

## Transparency policy

A flagship initiative of the Commission in the field of transparency is to offer Europeans the possibility to know who the Commission, Members of the European Parliament and representatives of the Council meet in the context of the legislative process. In 2016 the Commission will make proposals for an Inter-institutional Agreement setting the legal framework for a mandatory Transparency register. This was included in the Commission Work Programme 2016.

Additionally, the Commission will revise its internal horizontal rules for Commission expert groups, in line with the commitments made to the European Parliament and the Ombudsman. These changes will improve transparency and the inclusiveness of the system, and thereby enhance overall democratic legitimacy and accountability in the way the Commission prepares and implements EU policies.

As part of these rules, a new version of the existing Register of Commission expert groups will be rolled-out with a view to introducing more precise and meaningful categories of membership, making it the platform for calls for publication and establishing links with the Transparency Register.

<b>Specific objective C.3: The public has easy access to information on the EU's work and contacts with stakeholders – from the preparation stage to the final documents</b>		Related to spending programme(s): NO	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Proposal for tripartite inter-institutional	Adoption by the Commission	End of 2016	SG.B4



agreement on a mandatory Transparency Register			
Revised Horizontal Rules on Commission Expert Groups	Adoption and publication by the Commission	March 2016	SG.B2
New version of Register of Commission Expert Groups	Successful roll-out of new version of the Register	March 2016	SG.B2

**General objective D: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents**

**General objective 11: To help achieve its overall political objectives, the Commission will effectively and efficiently manage and safeguard its assets and resources, and attract and develop the best talents.**

**I. Policy coordination and political intelligence**

**I(a). Coordination of policies**

The SG assists Directorates-General (DGs) and services in the timely delivery of the President's political priorities through high level support in terms of political and procedural advice on political initiatives and texts. This is done by ensuring effective policy coordination in the form of high quality support for the delivery of all CWP items. Work starts in the very early stages of policy development and planning and continues through to the adoption of decisions and initiatives by the College. More specifically, support is provided in terms of co-drafting documents and communications with lead DGs, preparing detailed replies to inter-service consultations, organisation of inter-service groups and high level meetings to help smooth the path of legislative documents to be submitted to the College. The SG goes further in accompanying proposals through the other Institutions up to their final adoption. In addition, the SG services covering policy coordination keep an informed view of the legislative "acquis", policy debates and impact of existing policies on the ground. Policy coordination services of the SG work closely with other parts of the SG, other institutions and international bodies to ensure the successful adoption of the President's priority initiatives.

<b>Specific objective D.1.: The policy-making process is efficiently steered and coordinated in order to ensure that the ten political priorities of the Commission are delivered on time and in a collegial way</b>			Related to spending programme(s) : NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Timely and high quality support for the delivery of all CWP items by co-drafting of communications with lead DGs, replies to ISCs, managing inter-service groups, fast track meetings	Completion	End 2016	All relevant SG units.

**Refugee crisis and migration policy**

The European Commission has presented a comprehensive approach to tackle the refugee crisis in Europe with its European Agenda for Migration, drawing on the various tools and instruments available at the EU level and in the Member States. In the framework of its coordination role, the SG will continue to work together in 2016 with the relevant services (especially DG Migration and Home Affairs, DG Neighbourhood and Enlargement Negotiations, DG Humanitarian aid and Civil

Protection, European External Action Service and the Structural Reform Support Service) to deliver on the main policy deliverables for the year in areas such as border control, asylum policy and legal migration, as well as coordinating the ongoing response to the refugee crisis.

## Energy Union

2016 will be the year of delivery of the bulk of Commission proposals for putting in place a resilient Energy Union with a forward-looking climate change policy. The majority of proposals will be prepared by other Commission services with the SG in the coordinating role. However, the annual State of the Energy Union will be produced by the SG as lead DG. It will take stock of the progress made in implementing the Energy Union and will identify the issues where further political input is needed. "Sustainability of bioenergy" is one of the key deliverables of the Energy Union Framework Strategy. Due to its cross-cutting nature, the SG will be in the lead and will bring together the inputs of the services involved.

### I(b). Political intelligence and inter-institutional relations

The SG serves as a bridge between the President's and Vice-Presidents' cabinets and services to connect technical information with political needs, and support the political actions carried out in decision-making, in influencing and engaging in EU policies with the other institutions and bodies. This is done through a mix of actions, i.e. direct ad-hoc requests to services, use of ready-made information material, briefings, flash reports and other reports about developments in the other institutions and bodies.

Through the SG, which coordinates the activities of all its services in this respect, the Commission maintains a permanent dialogue and interacts with the European Parliament, the European Council and the Council, the Member States, national Parliaments, the Committee of the Regions and the European Economic and Social Committee, as well as with the European Ombudsman. In 2016, the SG will continue to steer the Commission's relations with these institutions and bodies and facilitate constructive discussions to build a common understanding of EU policies and priorities.

Furthermore, in 2016, a new partnership with national Parliaments is being forged based on deepened and strengthened cooperation. A reflection on an increased role for national Parliaments in the preparation of EU decision-making will take place in 2016 as announced in the CWP 2016.

Specific objective D.2: The Commission's prerogatives and positions in inter-institutional negotiations are defended		Related to spending programme(s) : NO	
Main outputs in 2016:			
Policy-related outputs			
Description	Indicator	Target date	Lead unit
Modern and efficient framework for Commission inter-institutional position-taking ensured (GRI procedures)	Quality of service	GRI cycle every week	SG.F1
Replies to Parliamentary Questions	Quality and timeliness of replies to EP questions, including respect of the EP's deadlines (3	Ongoing	SG.F1

	weeks for priority questions and 5 weeks for ordinary questions)		
Follow-up to national Parliaments (NP) opinions	Quality and timeliness of follow-up to opinions and reasoned opinions	Ongoing	SG.F3
Follow-up to the European Ombudsman's requests	Quality and timeliness of follow-up	Ongoing	SG.F3
Alignment, on a case-by-case basis, of the EU decentralised agencies' founding acts with the principles of the Common Approach agreed by the EP, Council and the Commission in 2012	Preservation of the Commission's role in the agencies' management boards and in the selection process of the agencies' directors in order to ensure better coherence and supervision of EU decentralised agencies in accordance with the principles of the Common Approach	Ongoing	SG.B2 together with policy co-ordination units

**Specific objective D.3: The President and the Vice-Presidents are provided on time with high quality, fit-for-purpose briefings as well as flash reports on major institutional and international issues.**

Related to spending programme(s) : NO

**Main outputs in 2016:**

**Policy-related outputs**

Description	Indicator	Target date	Lead unit
Quality, fit-for-purpose and timely briefings materials for Commission representatives at institutional and external events	Quality of briefing	Ongoing	SG.F4, SG.F2, SG.F1, SG.F3
Relevant and timely flash reports for the preparatory phase	Quality of flash reporting and respect of same day reporting deadlines	Ongoing	SG F2
Early warning messages on sensitive issues for the other institutions and better anticipation of major issues of relevance for the European Council	Quality and timeliness of anticipation / early warnings	Ongoing	SG.F2
Same day flash reports on outcome of Coreper and Council meetings	Quality and timeliness of flash reporting, including respect of same day reporting deadlines	Ongoing	SG.F2, Directorates D and E
Preparation and circulation of SI notes (information notes on the works of the Council) for Coreper and Council meetings	Quality and timeliness of reporting	Ongoing	SG.F2, Directorates D and E
Establishment and maintenance of close working relationship with the Presidency, the Council General Secretariat, the PEC Cabinet and Member States' Representations.	Effectiveness of working relationship	Ongoing	SG.F2
Early contacts with upcoming Presidencies on priorities and calendar of meetings	Establishment of contacts	Before start of every semester	SG.F2
Participation in training seminars for future Presidencies	Quality of seminars	Ongoing	SG.F2

## II. Corporate policies and administrative coordination

### II(a). Strategic planning and programming

2016 will see the adoption of the first multi-annual Strategic Plans (SPs) and the annual Management Plans (MPs) with revised format and content for all Commission DGs and services.

During the planning period, the preparations for the 2016 Annual Activity Reports (AARs) will be launched, bringing a strengthened focus on reporting on performance issues. The process for preparing the 2017 MPs will also be launched drawing on the experience with 2016 MPs. A new single and simplified report on the management and performance of the EU budget, bringing together the current Synthesis Report and Article 318 Report, will also be produced.

Specific objective D.4: A strong performance management framework is implemented and resources are adequately allocated in all Commission services in order to deliver efficiently on the political priorities of the Commission		Related to spending programme(s)	NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead Unit
New instructions for the preparation of the 2017 Management Plans implementing the Strategic Plans 2016-2020	Instructions issued	October 2016	SG.B1
Implementation of the Action Plan following-up on IAS audit on Objective setting process (in the context of preparation of the Management Plans)	100% of actions of the Action Plan completed	December 2016	SG.B1
New instructions for 2016 Annual Activity Reports more focused on reporting on performance issues	Instructions issued	November/ December 2016	SG.B1
Merger of Synthesis Report on the Commission's management achievements and Article 318 Evaluation Report on the results of EU finances into a single Report	Adoption of the new Report by the Commission	June 2016	SG.B1 SG.C1

## II(b). Information security and IT governance

In 2016 the IT Board, supported by the SG, will continue to pro-actively monitor IT investments and, together with the other IT Governance bodies, (Activity Based Management Steering Group (ABM-SG) and Group of Resource Directors (GDR)), identify key priority investment areas and projects to optimise synergies and efficiencies in the organisation. When assessing projects, the IT Board will focus on the business value for money and business convergence while applying the criteria of strategy, cost and risk.

<b>Specific objective D.5: Corporate IT investments and strategy are aligned with the business priorities of the Commission</b>			Related to spending programme(s) NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead Unit
Assistance to the IT Governance bodies in the priority setting for budget allocation for 2016 and 2017 for the common IT Budget on Heading 5	Adoption of the budget proposal by the Group of Resources Directors	March 2016	SG.B1

In developing an effective corporate governance structure, 2016 is an important year as the Information Security Steering Board, supported by the SG, will have to come to full speed to steer the implementation of the Internal Audit Service (IAS) recommendations and to start designing a corporate information security programme.

<b>Specific objective D.6: The corporate information security is implemented by an appropriate governance structure, strategy and framework in cooperation with DG DIGIT and DG HR</b>			Related to spending programme(s) NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead Unit
A mandate and terms of reference for the Information Security Steering Board	Adoption by the Activity Based Management Steering Group (ABM-SG)	May 2016	SG.B1
A new risk assessment method for information security risks (pilot phase with new reporting formats with a limited set of Directorate Generals)	Completion of pilot phase	September 2016	SG.B1

## II(c). Ethics

The SG provides support in relation to professional ethics, the Code of Conduct for Commissioners and staff-related issues. It provides expertise and guidance to the President's Cabinet, the Members of the College and other services on questions arising in this field.

The SG ensures a permanent help desk function for the consultations concerning the implementation of the Code of Conduct for Commissioners and contributes also to the general policy on professional ethics in the Commission in close cooperation with DG Human Resources and Security. In 2016 the SG will continue to provide a high level of service to the Members of the Commission and respond to the numerous questions addressed to the Commission by the European Parliament, the European Ombudsman, as well as by citizens and NGOs.

The Secretary-General also ensures that the information received from OLAF concerning internal investigations is followed in an appropriate way by the Commission in accordance with the OLAF Regulation and the Administrative Arrangements between the Commission and OLAF. In 2016 in addition to performing this coordination role, special attention will be given to the implications of the possible creation of a European Public Prosecutor's Office on the functioning of OLAF in order to ensure an optimal level of protection of the financial interests of the Union.

The SG is also responsible for updating the inventory of participation by Commissioners in Private Law Bodies and is the lead service in this area.

<b>Specific objective D.7: The highest ethical standards of service are promoted in order to encourage ethical conduct, accountability and an anti-fraud culture at all levels in the Commission.</b>			Related to spending programme(s): NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Swift and adequate reply to any consultation from the cabinets in order to achieve full and coherent implementation of the Code of Conduct for Commissioners	Quality and timeliness of responses to consultations	Completion	SG.B3
Preparation of Commission decisions on former Commissioners' post mandate activities	Completion	Mid-2016	SG.B3
Update of list of FAQ on issues related to ethical matters, especially as concerns the implementation of the Code of Conduct for Commissioners	Completion	Ongoing	SG.B3
Management and accurate monitoring of the information communicated to OLAF by the Commission in the framework of OLAF Regulations 883/2013 and the Administrative Arrangements between OLAF and the Commission	Quality of management and monitoring	Ongoing	SG.B3



Full analysis of the departments' requests for participation in private-law bodies and of changes to the existing participations and consequently updated inventory	Quality of service	Ongoing	SG.B3
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## II(d). Business continuity

In 2016 the SG will prepare guidance and a simplified template for Business Impact Analysis (BIA) and Risk Assessment to be performed at the Commissioners/Cabinets' level. SG will assist the Cabinets with conducting the BIA process and assess and verify the results. The SG will prepare guidance and a simplified Business Continuity Plan (BCP) template and assist the Cabinets in establishing a BCP. SG will organise an annual corporate Duty Officer test, involving also the Cabinets. In addition the business continuity team will be closely associated to the development project aimed at improving the corporate remote access to the IT infrastructure and in particular for insuring adequate resilience in case of major disruptions.

At the local level, a number of BC exercises and awareness-raising/training activities are planned with the view to possible Business Impact Analysis being conducted later in the year.

The Unit will work on finalising the analysis of the existing system of stand-by arrangements and preparing proposals aiming at the rationalisation and improvement of their functioning.

The Commission's Central EUCI Registry (CENTER) managed by the SG ensures secured handling of classified information (EUCI). It provides services to the SG and to the members of the Commission and their Cabinets, as well as to DGs or services which do not have a local EUCI Registry, in accordance with Commission Decision (EU, Euratom) 2015/443 of 13 March 2015 on Security in the Commission and of the Commission Decision (EU, Euratom) 2015/444 of 13 March 2015.

The Local Security Officer (LSO) will monitor the correct implementation of the Commission's internal security rules (Commission Decision 2015/443, 2015/444 and Security Notice 5) in SG and focus on raising awareness about these rules among the SG staff.

<b>Specific objective D.8: The Commission is sufficiently resilient to face unexpected events in an effective and coordinated manner and, in case of a major business interruption, continues operating its critical and essential functions and returns to normal activities within business relevant deadlines.</b>		Related to spending programme(s) : NO	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Functioning GSM-based and Functional Mail Boxes (FMB)-based Duty Officer system, fully integrated in NOAH and ARGUS, for all Commission entities	Completion	Mid-2016	SG.A4
Improved possibilities of remote access to network in	Completion	Mid-2016	SG.A4

case of a Business Continuity event			
Implementation of the Multiannual Action Plan for the integration of Commissioners and their Cabinets in Business Continuity Management ( <u>Ares(2015)1590013 of 14.04.2015</u> )	100% of actions completed	End of 2016	SG.A4
Adequate offer of tailor-made training courses for all Commission's entities Duty Officers	Completion	End 2016	SG.A4
Streamlined and rationalised stand-by arrangements across the SG with the new procedures in place for the summer permanence 2016	Completion	Q1 2016	SG.A4

**Specific objective D.9: Correct and timely transmission/consultation of classified information by its intended recipients, in full compliance with Commission's Security is ensured**

Related to spending programme(s): NO

**Main outputs in 2016:**

**Policy-related outputs**

Description	Indicator	Target date	Lead unit
CENTER procedures regularly inspected by HR.DS	Full accreditation of CENTER by HR.DS	End of 2016	SG.A4
Meetings of networks of EUCI Single Points of Contact (SPOC) in Cabinets	Completion	End of 2016	SG.A4
Modernisation of transmission by reducing paper for the benefit of electronic means	Completion	End of 2016	SG.A4

## II(e). Document and information management

The SG coordinates and leads the information management policy and the document management and archival policies of the Commission. Detailed guidance will be issued by the SG and the relevant IT tools will be installed/improved in the course of the year but the effective improvement of document management practices will continue to depend on the commitment of, on the one hand, DGs' management and Document Manager Officers (DMOs) and, on the other hand, all Commission staff.

<b>Specific objective D.10: The Commission's policy on information management, including document management and archiving, is developed and implemented to ensure appropriate access to information for Commission officials in the framework of their duties and the institution's memory</b>			Related to spending programme(s) : NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Roll out of a major release of HAN (Hermes-Ares-NomCom)	Roll-out	End 2016	SG.B1
Implementation of the budget and work programme for the EU Historical Archives	Quality of implementation	Ongoing	SG.B1
Communication on information management	Adoption	End 2016	SG.B1
Implementation of the amended Archives Regulation	Completion	End 2016	SG.B1
Further customisation of software for Hermes Preservation Services (HPS) and Historical Archives Management Information System: customised archival repository model, needs analysed regarding the archives management module, approach defined and possible pilots executed	Delivery	End 2016	SG.B1

## II(f). Data protection

In the context of the political agreement reached in December on the new EU Data Protection package, the Data Protection Officer (DPO) will have an increasingly important role during 2016 in contributing to the reflection on the review and modification of the Data Protection Regulation (EC) 45/2001 to align the European institutions and bodies regime with the new rules laid out in the general data protection regulation (GDPR) directly applicable to EU Member States in time for a simultaneous entry into force (foreseen in 2018).

In relation to the above and with the intention to maintain the high compliance of the Commission, the DPO will continue its effort to reach out and raise staff awareness. The main information and

training activities in 2016 will focus on the implications of the new legal package and development of more in-depth data protection training.

<b>Specific objective D.11: Commission services respect the right to protection of personal data.</b>		Related to spending programme(s) : NO	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Further contribution to the reform of the data protection legal framework initiated by DG JUST; launch a reflection on how to anticipate entry into force of reform in the Commission's services	Completion	End 2016	DPO
Data Protection Awareness campaign: surveys, information sessions, training, communications, brochures, articles	Completion	End 2016	DPO

### III. Commission decision - making process

#### III(a). Managing the decision-making procedures

The Commission adopts more than 10,000 decisions per year. For each type of decision, appropriate procedures are in place to manage the files effectively and efficiently according to political, legal and institutional requirements.

The effectiveness of the decision-making process depends on the sound upstream planning and coordination with client services across the institution as well as the timely transmission, notification and/or publication of the decisions. Its efficiency also relies on the pace of streamlining the underlying processes and procedures as well as their digital transformation towards an e-Commission.

In this context, particular attention is paid to improving working arrangements and understanding between services for the handling of files which (i) are cyclical, (ii) consist of packages of documents and (ii) are politically sensitive (i.e., the European Semester).

<b>Specific objective D.12: The Commission's decision-making process runs smoothly, works continuously and is effectively managed and monitored</b>		Related to spending programme(s) : NO	
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Adoption and post	Quality of adoption and post-	Ongoing	SG.A2

adoption handling in line with legal and political requirements	adoption handling		SG.A3
Reinforced monitoring and evaluation system in place: identification of sensitive files, innovative solutions proposed, ex-post assessments on the handling of complex cases	Ongoing delivery	Ongoing	SG.A2 SG.A3

### III(b). Procedural rationalisation, information and advice and development of the related IT systems

In 2016, the Registry will continue to focus its efforts on rationalising processes and procedures, streamlining IT systems and informing and providing high-quality assistance to users.

These main objectives will be pursued inter alia in the context of: (i) the next deliveries of *Décide*, the integrated IT system aiming at rationalising the handling of the Commission's decision-making process, (ii) the continuous development of procedural guidance (i.e. extension of the scope of GoPro and the procedural helpdesk, assistance on specific files, etc.), (iii) the scrutiny and subsequent revision of existing empowerments and the corresponding updating of the register of delegated powers in GoPro, and (iv) the modernisation of procedural exchanges with external partners.

<b>Specific objective D.13: Commission corporate procedures handled by the SG are rationalised and streamlined. Relevant and up-to-date information and guidance to users of procedures is provided.</b>			Related to spending programme(s) : NO
<b>Main outputs in 2016:</b>			
<b>Policy-related outputs</b>			
Description	Indicator	Target date	Lead unit
Scrutiny and subsequent revision of existing delegated powers: Revamped register of delegated powers on line in GoPro and number of obsolete Decisions granting empowerments repealed	Completion	End 2016	SG.A1
Guidance and information on procedures via GoPro and assistance via the procedural Helpdesk			SG.A1
	Delivery of quality advice	Ongoing	SG.A1
Drafting of main procedures in GoPro	Completion	End 2016	

**Specific objective D.14: The IT tools related to the decision-making process are streamlined and rationalised.**

Related to spending programme(s) : NO

**Main outputs in 2016:**

**Policy-related outputs**

Description	Indicator	Target date	Lead unit
Third iteration of Decide: new planning module replacing Agenda Planning	Completion	June 2016	SG.A1
New decision module (rewriting of the first part of e-Greffe focusing on DGs)	Completion	October 2016	SG.A1
Features in Decide enabling the export of draft delegated and implementing acts after ISC in order to allow for their publication on the Better Regulation portal	Completion	June 2016	SG.A1
Exclusive use of the e-Trustex platform for the electronic transmission of documents from Decide (e-Greffe) to EU institutions, National Parliaments and Permanent Representations	Completion	September 2016	SG.A1

## PART 2. Organisational management outputs for the year

### A. Human Resources Management

As highlighted in the SG Strategic Plan, the SG promotes modern human resource management based on highly-qualified and motivated women and men performing in a healthy and friendly environment. Internal communication actions foster a good understanding of SG activities amongst staff, while at the same time boosting engagement and ensuring a smooth flow of information within the SG.

**Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.**

#### Main outputs in 2016:

General	Indicator	Target	Lead unit
Scorecard: periodical figures on available resources, vacant posts and sick leave rates	Delivery	Each month until end 2016 (December 2016 scorecard occurs in January 2017)	SG.R1
SG HR Management Report	Delivery	End 2016	SG.R1
Further enrich <a href="#">SG pages on My IntraComm</a> that are the main source of information on SG activities for all Commission staff	Delivery	Ongoing	SG.F5
Gender equality	Indicator	Target	Lead unit
"So you want to be a Head of Unit": specific training for women	Organisation	1 <sup>st</sup> session end of January 2016 2 <sup>nd</sup> to be determined	SG.R1
Well-being	Indicator	Target	Lead unit
Actions to strengthen well-being in staff and to enhance reconciliation between professional and private life : Yoga, singing, mindfulness classes, Conferences on topics such as drugs and young people, social	Organisation	End 2016	SG.R1

network : how to surf safely, origins and philosophy of Yoga			
Staff engagement	Indicator	Target	Lead unit
Development program for SG middle managers	Delivery	End of June 2016	SG.R1

## B. Financial Management: Internal control and Risk management

As pointed out in the Strategic Plan, the SG has a low-risk profile in financial management since it is managing a small administrative budget only. Nonetheless, the effectiveness of risk management, control and governance processes is assessed periodically by the management and by internal and external auditors. The SG management constantly monitors the functioning of the internal control systems while ensuring the existence of budgetary coverage for every legal commitment and their timely payment.

**Objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.**

### Main outputs in 2016:

Description	Indicator	Target	Lead unit
Reporting on budgetary execution including a financial scorecard	Completion	Monthly	SG.R1
Full commitment of appropriations	Completion	End 2016	SG.R1



## C. Information management aspects

Efficient and effective document management ensures that documents are properly registered, filed and preserved and facilitates exchange and retrieval of information. Both information and monitoring actions will lead to greater information and data sharing within the SG. Several awareness actions will be launched to this end.

Modernising the SG working procedures by adopting more electronic practices is a key factor in improving information and document management but requires a change of culture at all levels.

<b>Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable</b>			
<b>Main outputs in 2016:</b>			
Description	Indicator	Target	Lead unit
Awareness-raising actions about sharing information with other DGs (members of the local DMO network and managers)	Completion	End 2016	SG.R2
New 100% electronic working practices	Completion	End 2016	SG.R2
Monitoring reports on unfiled documents created by SG	Completion	End 2016	SG.R2
Transfer of the SG files with an expired administrative retention period	Completion	End 2016	SG.R2
Further awareness-raising actions for all SG staff (managers included) about registration of important emails via Areslook	Completion	End 2016	SG.R2

## D. External communication activities

**Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.**

Description	Indicator	Target	Lead unit
New SG presence on Europa under the Digital Transformation Project: revamped content feeding the new thematic classes 'About the Commission' and 'EU law'	Completion	End 2016	SG.F5

### For external communication overall spending:

**Annual communication spending (based on estimated commitments):**

Baseline (2015): 0

Target (2016): 0

## E. Initiatives to improve economy and efficiency of financial and non-financial activities

The combination of (i) the work done by the *pôle de procédures* and (ii) the Decide project, illustrates the permanent effort by the SG to streamline and rationalise the Commission's corporate procedures and to translate them into IT system that, when the project is finalised, will be able to handle the decision-making process from the beginning to the end in an integrated manner. This should result in clearer and better known procedures, more efficient workflows, more accessible and easier to use IT tools with increased synergies and, ultimately, time and resource savings.