European Commission

Directorate General Human Resources and Security
PERFORMANCE THROUGH PEOPLE

Management Plan
2017

Version: Final

Date: /02/2017

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In 2017 DG HR will implement the strategic framework set for the period 2017-2020 in order to enhance performance of the Commission through its people.

HR PERFORMANCE FRAMEWORK FOR MANAGING TALENT AND DEVELOPING THE ORGANISATION

Organisational DEVELOPMENT
HIGH PERFORMANCE ORGANISATION

talent MANAGEMENT
the right person in the right place, at the right time

Strategy Plan 2017-2020

DG HR will strengthen sustained organisational performance through fit for purpose structures, planning and allocating human resources for better alignment with Commission priorities. It will design and support modernisation projects for efficient collaboration and strengthen internal communication to enhance staff engagement.

How will this be implemented in 2017?

DG HR will monitor the alignment of resources with priorities through resource allocation, organisational structures, and the identification of needs for redeployment. It will monitor adopted proposals by the College on the different strands of the Synergies and Efficiencies review and will continue working on their implementation.

In particular, DG HR will prepare the roll out for the new HR delivery model. In parallel, DG HR will develop a Staff Matters Portal for HR services. DG HR will contribute to an effective implementation of the knowledge management strategy within the Commission as a key enabler for new ways of working, enhancing collaboration and efficiency. And it will continue to develop Internal Communication in the Commission to ensure it remains relevant, targets client groups and contributes to staff engagement. Finally, DG HR will provide smart and timely metrics to decision makers and start the work on the creation of a Commission scorecard.

Strategy Plan Strategy 2017-2020

Our ability to deliver on Commission priorities and core business depends above all on the competencies and dedication of our staff. DG HR must ensure the best possible match between staff competencies and service needs in order to have "the right person, in the right job at the right time".

How will this be implemented in 2017?

Deploy the talent management strategy.

Managerial excellence: DG HR will update the guidelines on the selection of middle managers and provide guidance to current managers in order to develop their potential. DG HR will implement the second mobility exercise for Heads of Unit. Furthermore, a multi-source feedback programme will be rolled out for senior managers.

Diversity: DG HR will issue a communication on diversity and will review the targets assigned to Commission services in order to reach the objective of 40% female managers by 2019.

Recruitment & Performance: DG HR will run a pilot Young Professionals Programme, and revise the rules for Temporary Agents and the rules on dealing with unsatisfactory performance.

Careers: DG HR will clarify the career perspectives for officials who occupy non managerial positions and for Contract Agents. A reinforced Career Guidance service will promote mobility.

Development of staff skills: Learning and Development will contribute to developing staff competencies so that staff can design and build a successful career. It will also help managers enhance their skills in managing work and people.

SAFE, HEALTHY AND SUSTAINABLE WORKING ENVIRONMENT ENHANCING STAFF RESILIENCE

fit@work
HEALTHLY PEOPLE, HEALTHY ORGANISATION

Strategy Plan 2017-2020

The fit@work programme aims to keep staff fit and well in a healthy work environment which respects and seeks to accommodate their needs.

The Commission's social impact will be developed through the encouragement and use of our volunteering capacity. We will aim to reduce our environmental impact by improving our environmental performance.

How will this be implemented in 2017?

DG HR will further develop the fit@work programme by implementing the integrated strategy for the period 2017-2020 and the detailed action plan. Activities to be rolled out will be focused on health prevention policy, in particular with regards to mental health, and health enhancing physical activity.

Security
SECURE ORGANISATION

Strategy Plan 2017-2020

A secure working environment is a precondition for the successful motivation, development and performance of staff. Our ambition in this area for the coming years will be to maintain and further increase the quality of the work environment whilst reinforcing effective protection against new threats in a period of resource constraints.

How will this be implemented in 2017?

DG HR will reinforce the security framework further by implementing enhanced security measures. A new communication and awareness campaign will be developed and implemented to ensure that Commission staff are appropriately informed on security issues. We will also reinforce the Commission's systems to protect information and to modernise the framework applicable to the protection of information.

HR GOVERNANCE STRUCTURE FOR A COLLABORATIVE AND ETHICAL ORGANISATION

legal Affairs
ETHICAL ORGANISATION

Strategy Plan 2017-2020

Ensure the respect of the core ethical values and obligations enshrined in the Staff Regulations.

How will this be implemented in 2017?

DG HR will implement the ambitious Better Regulation programme to simplify and clarify the HR legal basis.

It will finalise the revision of the Commission Decision on IDOC implementing provisions on the conduct of inquiries and disciplinary proceedings.

Partnerships
COLLABORATIVE ORGANISATION

Strategy Plan 2017-2020

DG HR will enhance collaboration with HR partners and stakeholders including by extending HR services to other Institutions.

How will this be implemented in 2017?

The newly created Account Management Centre will deliver high-quality and efficient HR services to all Commission departments

DG HR will work to improve the financial management governance of the European Schools.

It will support and advise other stakeholders and partners such as the Agencies, with a view to achieving a better harmonisation of HR policies and other services in charge of the accession negotiations in relation with civil service and HR matters.

Part 1 – OVERVIEW OF THE MAIN OUTPUTS FOR THE YEAR

HR Performance framework for managing talent and developing the organisation

Organisational DEVELOPMENT

talent MANAGEMENT

Safe, healthy and sustainable working environment enhancing staff resilience

fit@work

Security

HR Governance structure for a collaborative and ethical organisation

legal Affairs

Partnerships

The following section presents the Key deliverables and process outputs for 2017.

- **The key deliverables** are tangible documents decisions, strategy, reports and guidelines documents to be produced specifically for the year. Milestones have been setup to ensure adequate monitoring of deliverables.

- **The key process outputs** represent the regular services provided to the clients such as recruitment, learning and development. These services are delivered on continuous basis and every year. Indicators have been identified to ensure adequate monitoring of the business processes.

Organisational DEVELOPMENT
HIGH PERFORMANCE ORGANISATION
New way of working to deliver on the priorities of the Commission

SPECIFIC OBJECTIVE I.1: HUMAN RESOURCES ARE ALLOCATED TO COMMISSION PRIORITIES TO DELIVER MAXIMUM PERFORMANCE AND ADDED VALUE	☒ Non programme-based	
Key deliverables in 2017:	**Lead units**	**Milestones**
New service delivery model for the HR function After successful implementation of the 1st wave pilot in 2016, ensure that the 2nd wave pilot and implementation of the revised HR Service Delivery Model result in improved quality of HR services and reductions of staff in the overall HR function. In particular for 2017: • Successful transition to new model (i.e. perceived quality of service as good as or better than before) • Reengineering of processes leading to real reductions in numbers of staff Related SP result indicators: Percentage of jobs in horizontal process and Reduction of jobs in HR community	A.2	Summer
Domain leadership Help COMM, HR, DIGIT, SCIC, OIB, BUDG, SG assume domain leadership for communication, IT, logistics, finance & document management, such that consistent policies are implemented, duplications are reduced and staff can be redeployed to other functions. Related SP result indicators: Percentage of jobs in horizontal process and Reduction of jobs in HR community	A.1/ A.2	Summer
Resource Allocation Provide HR input to the assessment of DGs' staffing levels and related rationalisation / reinforcement needs, also based on the Synergies Review results. Lead on the organisational fitness dimension for resource allocation decisions; monitor the efficiencies foreseen in the action plans for horizontal review measures. Related SP result indicators: Percentage of jobs in horizontal process and Reduction of jobs in HR community	A.1/ A.2	Spring & Winter
ATLAS • Progressive introduction of an IT tool (ATLAS) assisting DGs and Central Services, linking staff resources with political priorities and specific objectives through a dedicated module in SYSPER. • Within ATLAS: screening of Commission Jobs; Definition, launch, analysis and reporting. Related SP result indicators: Percentage of jobs in horizontal process and Reduction of jobs in HR community	A.1/ A.3	Summer
Support for Knowledge Management After adoption of the Communication in 2016, contribute to the development of a knowledge management strategy for the Commission, requiring a change of culture and the use of collaborative tools. In particular for 2017: • Implementation of HR elements of action plan attached to the	A.2/ A.1	Autumn

	Communication • Ensure Connected is available to all Commission staff, with support, & usage increased • Building up Knowledge Platform on Connected gathering HR information on DGs through input from portfolio managers, AMCs and corporate HR units <u>Related SP result indicators</u>: Increase in cooperation/collaboration between DGs		
H	**OD Stategy** Building on the work on domain leadership, including HR Modernisation, Knowledge Management and Support to DGs, develop an Organisational Development Strategy for the Commission and identify suitable areas for organisational adjustment and related interventions. In particular for 2017: • Vision of the organization of the future • Tips for managers & staff on how to get there • Examples of teams who are well-advanced • Support from HR for getting there • Consultation of managers and staff to ensure buy-in	A.2	Summer
H	**Support to DGs** Support organizational change, through an OD Outreach Portfolio Management which helps DGs get closer to our vision of the organisation of the future and deploy more staff towards front-line tasks, in particular in cluster 3 DGs; adoption and implementation of the new rules on organisation chart with a focus on communication with staff.	A.1/ A.2/ A.3/ A.4	Summer
H	**Corporate Performance Management** Following successful launch of Portfolio Management as a way of working in OD Directorate, build knowledge on HR matters, leading to a comprehensive overview of clients' needs and challenges to enable more targeted support and better informed proposals for resource allocation and redeployment. Implementing the Commission's policy on organisation charts and building up facilities to advise on organisational efficiency. Monitoring of the Luxembourg Agreement. Identifying, designing and implementing Organisational Development projects to follow-up on the Synergies Review.	A.1/ A.2	Autumn
H	**HR Annual Report**	A.1/ A.3	Spring
Key process outputs in 2017:		Units	Output
Organisation Charts Manage and advise on organisation chart changes resulting in increased synergies and efficiencies.		A.1	Organisation chart changes
Workforce planning Define the Commission's workforce needs for the future. Identify priority profiles to enable recruitments in those areas against a background of scarce resources as well as profiles in excess for internal redeployment.		A.1	Workforce needs
Establishment plans Consolidate, implement and monitor the establishment plans of the Commission. Ensure that establishment plan posts are used to the maximum extent possible		A.1	Establishment plans

while maintaining budgetary equilibrium		
Fitness indicators Further develop established fitness indicators contributing to the clustering of DGs in the context of resource allocation decisions.	A.1	Fitness indicators
Downsizing of HR community Identification and collection of reductions in the HR community following the introduction of the new service delivery model for the HR function.	A.1	Job quotas and credits made available for redistribution
SYSPER Project Management Alignment of SYSPER with the new HR Modernisation model. Further automation of HR Processes and simplification of existing workflows in view of efficiency gains and increased performance in due respect of the Data Protection Regulation.	A.3	

Organisational DEVELOPMENT
HIGH PERFORMANCE ORGANISATION
New way of working to deliver on the priorities of the Commission

SPECIFIC OBJECTIVE I.2: EFFICIENT SUPPORT PROCESSES MEETING STAFF AND COMMISSION PRIORITIES	☒ Non programme-based	
Key deliverables in 2017:	**Units**	**Milestones**
(VH) **Staff Matters Portal** This interface should be accessible to all HR and PMO clients, both staff and HR professionals. Deliverables for 2017: • Functional IT tool on time & on budget, including person-specific web-pages & question-tracking system • Successful management model implemented inside DG HR resulting in higher level of satisfaction than with PMO contact • Upgrade of information architecture and design; integration with other HR information systems, and ticketing system; content optimisation and development of integrated HR newsletter Related SP result indicators: Client satisfaction with Organisation Development projects in the HR area	A.2/ A.3/ A.4	Autumn
(VH) **Advanced HR Analytics – Data Lab** Develop advanced analytics and intelligence on key strategic HR matters. • Contribution to the talent management strategy – development of headhunting tool • Based on initial analysis in 2016, deeper analysis of the staff survey results with the aim of new insights • EC cross-domain dashboard and development of indicators for benchmarking Related SP result indicators: Client satisfaction with Organisation Development projects in the HR area	A1/ A.3	Spring Spring Autumn
(VH) **Staff Satisfaction Survey** Review and launch the Staff Survey and analyse the result. • Post Staff Survey outreach to DGs • Staff Survey follow up • Launch a tender for Staff Survey support 2018-2021 Related SP result indicators: Staff engagement index, Staff motivation index and staff satisfaction index.	A.4	Summer
(H) **SYSPER Inter-Institutional Service** Execute the preliminary phase of SYSPER for Regulatory Agencies project and plan the project phase. Plan and negotiate the signature of SLAs with other Institutions (including existing clients. Set up of a dedicated Service team. Related SP result indicators: HR services for institutions index	A3	Autumn
(H) **IT Governance and strategy** Develop an IT Strategy to guide HR IT investments in line with corporate IT Governance	A.3	Summer

H	**Commission en direct merged with My Intracomm**	A.4	Spring
H	**Revised Internal Communication Strategy** Improve governance and make communication content more targeted and attractive; as part of the strategy, merge CenD with My Intracomm and establish My IntraComm as the main information platform for internal communication (finalise migration, visual identity, deployment of social intranet) Deliverable for 2017: • Final agreement on Internal Communication Strategy	A.4	Autumn

Key process outputs in 2017:	Units	Output
Business Process Re-engineering Review of HR processes – 150 processes revised to fit new delivery model	A.2	Reviewed processes/workflows
HR Reporting service Provide HR Reports to the HR Community	A3	HR Reporting service desk
Inter-institutional SLAs Advise and guide on support services to other institutions	A.2	
SYSPER Maintenance Role Management, Training and Career Helpdesk	A.3	Training Strategy and Planning
Internal Communication Establish HR as domain leader for Internal Communication, ensure functional reporting, manage social media, publications, promotion campaigns, and corporate internal events; phasing-out the print version of "Commission en Direct." • Improved information architecture and content for My IntraComm • Newsroom • Establishment of the Connected platform for IC • Relaunch of "Management Matters" site • Professionalisation programme for the IC Community • Evaluation Strategy for the IC community • Internal Communication Awards 2017	A.4	

SPECIFIC OBJECTIVE II.1: A TALENT MANAGEMENT STRATEGY THAT BUILDS A KNOWLEDGEABLE, SKILLED, FLEXIBLE, AND NETWORKED STAFF AT THE SERVICE OF EUROPE		☒ Non programme-based	
Key deliverables in 2017		Units	Milestones
(VH) **Implementation of the integrated talent Management Framework 2017-2020**		B. ADV 01	2020
(VH) Managerial EXCELLENCE			
(VH) **New rules for middle managers** Review corporate selection procedure and related guidelines to integrate the lowering of eligibility grade, updated competencies, generalisation of assessment centres, and managerial appraisal and further develop support measures or tools for Heads of Unit (including the newly appointed ones) DG HR is finalising the competency framework for middle managers setting out expected attitudes and behaviours from our middle managers. It will serve as the reference framework for allowing middle managers to understand where they stand through various tools (appraisal dialogue, feedback mechanisms' surveys) and what learning opportunities (training, coaching, mentoring etc) are on offer to help them develop. DH HR is also further developing a targeted learning and development offer for managers organised by competencies' cluster. This revised offer will be presented to staff including the various dedicated trainings offered by the EUSA among others. Related SP result indicators: Satisfaction rate of staff with their management		C.2	Autumn
(VH) **Implementation of manager mobility framework**			
• Evaluation of 1st year Organised Mobility Exercise for Middle Managers and implementation of 2nd Exercise		C.2	Winter
• Definition of Import Targets		C.2	Winter
• Definition and provision of development programme for newly appointed middle managers		C.2	Autumn
• Signature and execution of the new contract for the provision of services regarding assessment centers, development programmes and feedback mechanisms surveys Related SP result indicators the mobility of managers will be monitored through the setting up and implementation of the Import target (Number of Head of Units coming from other DGs)		C.2	Spring
(VH) **360°/180° feedback for Senior Management** Rollout of a 360°/180° scheme for senior officials in batches Related SP result indicators: Percentage of managers having performed a 180° or 360° within the last 3 years			Winter
(VH) **Senior Management Development Programme** Rollout of Development Programme for senior officials in batches			Winter

	<u>Related SP result indicators:</u> Newly appointed senior managers participating in the development programme		
VH	**Senior Management Policy** Review of compilation document on Senior Officials Policy		Summer
VH	**Senior Management Appraisal** New Decision on appraisal of senior officials		Autumn
	## Recruitment & Performance		
VH	**Young Professional Programme** Run a pilot offering a short term contract to young talents and a first hands-on experience in different services of the Commission before a possible long term employment as official.	B4	Summer
VH	**New general implementing rules for Temporary Agents** Revise the selection procedures and the career perspectives of Temporary Agents in the Commission.	B.1	Autumn.
VH	**Policy on the Management of Unsatisfactory Performance** Review rules applicable to address cases of unsatisfactory performance. Enhance central support to help managers deal with individual cases of underperformance and unsatisfactory probation periods. <u>Related SP result indicators:</u> staff survey's question on unsatisfactory performance included in the motivation index.	B.2	Spring 2017
	## Development OF STAFF SKILLS		
VH	**Learning Management Information System – EU learn** The system went live in May 2016 and replaced Syslog in November 2016. In 2017, the more advanced features of the system will be applied more widely.. EU Learn will support staff in better identifying and meeting their learning needs. Staff will be guided to making the best use of the broad variety of development opportunities according to their preferred way of learning. <u>Related SP result indicators:</u> staff survey's question on their satisfaction with Learning & Development, included in the motivation index.	B.3	Autumn
	## Careers		
VH	**Foster staff mobility** We will develop tools and procedures to increase mobility in a context of limited number of vacant posts. This will include steered mobility exercises via calls for interest, career days, a more proactive career guidance service and the development of an IT tool to better identify staff skills and preferences throughout the Commission. This will includes a pilot exercise in Luxembourg.	B4	Summer

talent MANAGEMENT
the right person in the right place, at the right time
Corporate Talent Management Policy aligned with Commission priorities

	Related SP result indicators: staff survey's question on staff satisfaction with the ability to manage their career choices and career path.			
VH	**Careers** We will clarify career options with a focus on career paths for non-management staff. This will also involve better defining the functions and tasks attached to these careers, and the reinforcement of the corporate career guidance service. Related SP result indicators: staff survey's question on staff satisfaction with the ability to manage their career choices and career path.	B4	Winter	

Key process outputs in 2017:	Units	Output
Managerial EXCELLENCE		
Select middle managers and advisers	C.2	Selected managers
Select senior managers and senior advisers	C.1	Selected managers
Mobility of middle managers	C.2	Managers moving to another DG
Develop Middle Management skill	C.2	Managers enrolled in the Development Programme
Develop Senior Management skill	C.1	Managers having taken part in feedback scheme
Recruitment & Performance		
Recruit Talent: staff	B.1	Recruited staff.
Support performance management	B.2	Appraisals Individual cases of performance issues treated
Development OF STAFF SKILLS		
Develop Talent: Learning & Development	B.3	Average satisfaction rate
Support mobility of talent & career management	B.4	Mobility transfers

talent MANAGEMENT
the right person in the right place, at the right time

Corporate Talent Management Policy aligned with Commission priorities

SPECIFIC OBJECTIVE II.2: A DIVERSE AND INCLUSIVE TALENT MANAGEMENT		☒ Non programme-based	
Key deliverables in 2017:		Units	Milestones
(VH) Diversity policy • Adoption and implementation of the Commission Communication • Commission communication on Diversity focused on an inclusive and result-oriented work environment; 40% female representation in management; and attracting and retaining colleagues with disabilities. • Definition of Gender first appointment targets		ADV. B.02	Spring
	Related SP result indicators: % of women in senior and middle management	C2	Winter
(H) Croatian nationals Progress towards the achievement of Croatian nationals recruitment targets Related SP result indicators: Successful recruitment of Croatian citizens (as % of the recruiting target)		B.1	Autumn
(H) Commission report on the implementation of Article 27 SR by EU Institutions The Commission will prepare the first report on the implementation of Article 27 of the Staff Regulations on geographical balance to be transmitted to the European Parliament and the Council in 2017.		B1	Winter
Key process outputs in 2017:		Units	Output
Select Talent – Middle managers and advisers		C.2	First female appointments and Croatian recruitments
Select Talent – Senior managers and senior advisers		C.1	Selected Female Senior Managers and Senior Advisors Selected Croatian Senior Managers or Senior Advisors

SPECIFIC OBJECTIVE III.2: STAFF WORK IN A SAFE AND ATTRACTIVE WORKING ENVIRONMENT	☒ NON PROGRAMME-BASED	
Key deliverables in 2017:	**Units**	**Milestones**
VH **'fit@work' strategy2017-2020**		
VH **Health initiatives:**		
• Return-to-work support strategy by Psychosocial Intervention sector and occupational health sector	D3/4/5	Autumn
• Periodic medical examinations strategy organised according to personal health risks and job-related risks	D3/4/5	Spring
Staff members referred to Psychosocial Intervention sector according to structured analysis during periodic medical examination	D3/4/5	Summer
• Individual follow-up by Psychosocial Intervention team following specific psychosocial risks assessment	D3/D4/D5	Autumn
• Education of AMC, BC and middle-managers on psychosocial risks and mental health issues	D3/D4/D5	Summer
• Corporate initiative (global challenge: bike/walk in conjunction with mobility policy paper)	D.1/D.2	
Related SP result indicators: Physical & Mental Health: Attendance rate and Physical Activity : % of staff practicing sport regularly:		
SOCIAL INTEGRATION Launch the programme for improved social services (consistency in decisions, availability, of services, holistic approach and service orientation).	D1 / D3/ D4 / D5	
VH **EXPAT SUPPORT** Reorganisation of the expat support services (Special Identity cards, VAT return, Nr Plates etc.) in order to further improve customer's service experience.	D.1	Autumn
VH **HEALTH: ABSENCES** • Revision of decision on absences • Uniform medical certificates Related SP result indicators: staff survey's question on staff satisfaction with the Commission caring about their health	ADV .2	Autumn
VH **HEALTH: ISPRA** • SLA JRC	D.4/D.5	Spring
• Centralisation of Medical surveillance for all JRC sites • Enlargement of radio toxicology Lab	D.5	Summer

VH **PHYSICAL WORKING ENVIRONMENT – Workspace arrangements**		
• Policy on "work place arrangements"	D.2	Summer
• Paper on Mobility policy		
• Revision of decisions 1623/1624 : framework decision including psychosocial risk management	D.2	Autumn
<u>Related SP result indicators:</u> Staff survey's question on staff satisfaction with their working environment.		
H **CROSS-CUTTING PROJECT: STAFF EXPERIENCE**	D.1	Summer

Key process outputs in 2017:	Units	Output
Provide psychosocial interventions • Provide Psychosocial trainings	D.3/ D4/D5	Psychosocial support occurrences
Provide Medical Examinations • Pre-recruitment • Periodic • Return-to-work • Control visits	D.3/ D4/D5	Medical visits
Dispensary	D.3/D4/D5	Medical visits
Ergonomics	D.3/D4/D5	Medical visits
Occupational Health Recommendations by occupational health sector about work environment based on the identification of the main causes of received complaints	D.2/D.3	
Health Days in DGs	D.3	Health days
Manage invalidity procedures	D3/D4/D5	Medical visits
Provide vaccination against seasonal influenza	D.3/D4/D5	Staff vaccinated
Provide personalised HEPA counselling	D3	Staff counselled
Customer Satisfaction Survey for medical services	D3/D4	Customer Satisfaction Index

SPECIFIC OBJECTIVE III.3: AN ORGANISATION RESPECTFUL OF ITS ENVIRONMENTAL IMPACT AND ITS SOCIAL RESPONSIBILITY	☒ NON PROGRAMME-BASED	
Key deliverables in 2017:	Units	Milestones
(VH) **EMAS** Improvement of the environmental impact of the Commission through the implementation of the Environmental Management and Audit Scheme (EMAS).	D.2	ongoing
Staff awareness conferences on environmental impact of the Commission through the implementation of the Environmental Management and Audit Scheme (EMAS). Related SP result indicators: Reduction of buildings' energy and the vehicle fleet	D.2	Autumn
(H) **Policy paper on Volunteering** • Outline Corporate Social Responsibility strategy • Volunteering week • Training/orientation for volunteers and projects leaders Related SP result indicators: Each DG to organise at least one team volunteering activity every year. (number of days spent in work for the benefit of local community/society)	ADV.1	Spring
Key process outputs in 2017:	Units	Output
Building Energy Consumption Reduction (MWh/year/person)	D.2	-2,55% (compared to 2014)
CO_2 Emissions Reduction – from buildings and vehicles (Ton/person)	D.2	-2,55% (compared to 2014)
Conferences on environmental impact of the Commission	D.2	Conferences
Volunteering week	ADV.1	Participants
Training for volunteers	ADV.1	Participants

Security
SECURE ORGANISATION
Secure working environment

SPECIFIC OBJECTIVE III.1: STAFF WORK IN A SECURE WORKING ENVIRONMENT		☒ Non programme-based	
Key deliverables in 2017:		Units	Milestones
VH **Develop and implement a comprehensive Security awareness raising campaign** Deploying and coordinating security related corporate communication and awareness strategies. It includes the organisation of the High level Annual European Commission Security Symposium to take place in Autumn.		PSA	Spring
VH **Ensure effective implementation of the Enhanced Security Measures plan** Continue the implementation of a plan on "Enhanced security measures" to respond to the current threats, including the construction of the Welcome Pavilion on the Berlaymont esplanade, the strengthening of technical security at all vehicle access and exit points and the installation of x-ray machines and metal detectors in some additional (most sensitive) 15 Commission buildings in Brussels.		DS.2	Autumn
VH **DS Security Package for Representations** Development of a "Security Package" for DG COMM Representations in the member-states, containing security advice for managers and staff, covering a wide range of security related topics.		DS.1 DS.4 PSA	Spring
VH **Commission's security rules** Propose implementing rules according to Commission Decisions (EU, Euratom) 2015/443 on security in the Commission and (EU, Euratom) 2015/444 on the security rules for protecting EUCI		DS.3	Autumn
Key process outputs in 2017:		Units	Output
Security enquiries Ensure security enquiries (requêtes administratives)		DS.RA	Enquiries
Crisis coordination Operational coordination in crisis situations including streamlining of incoming and outgoing information and communication.		PSA	Coordination system in place
Duty office 24/7 emergency number 22222 accessible to all Commission staff including Offices, Representations and Delegations. Commission entry point for Rapid Alert Systems and for several other services and host country authorities.		DS.1	Security incidents solved
VIP Close Protection Ensure physical protection of College Members including the President and the HR/VP. Ensure armed patrol service and review structure as well as training concept of the close protection team.		DS.1	New structure and training concept
Counter-Terrorism/Extremism Assessments and Investigations Assess the threats worldwide related to terrorism and violent forms of extremism vis-à-vis European Commission staff and interests, in close collaboration with member states' security services. Develop threat analyses for EC colleagues going on mission. Investigate terrorism and extremism security incidents, with the		DS.1	

aim to prevent and mitigate the risks for the security of the institution.

Counter-Intelligence Implement the European Commission's strategy on Counter-Intelligence by carrying out activities aimed at preventing, detecting and responding to efforts by hostile services or actors to illicitly collect the institution's sensitive or classified information, by targeting Commissioners, EC staff and interests.	DS.1	
Inspections Perform security inspections and reviews of Commission buildings and installations in the Member States and EEAS delegations abroad. Support European schools, to ensure that the appropriate security measures are in place to mitigate general threats.	DS.1	Inspections and advice provided
Guards supervision Supervise the provision of guards services in order to ensure a high level guards service. Develop a new "performance initiative" based on a "partnership model" in cooperation with the external service provider.	DS.1	Increased performance of guards
Organise training for managers, newcomers, LSOs, RCOs, and other staff Create a comprehensive security training programme, including new training modules for managers and newcomers. Organise training for Local Security Officers, Registry Control Officers and other staff, on handling of EU classified information and on general security issues	DS.4	5000 staff trained
Technical Security Install and maintain technical security systems in all Commission buildings in Brussels and Luxembourg. Replace all non-magnetic access badges with magnetic version (on-going) and introduce new badge design facilitating visual control by guards. Continue programme of installing Global Security Project technical security measures in Commission buildings.	DS.2	Service cards replaced Buildings adapted to PSG X-ray machines and metal detectors installed
IT security inspections Implement the future revised Decision C (2006) 3602 and put in place proper frameworks for security inspections and for outsourcing of IT systems.	DS.3	IT security inspections
Implement the new encryption standards in the Commission Roll out the new SECEM certificates for email users, in liaison with the new digital workplace project of DG DIGIT.	DS.3	New SECEM certificates for end users
Screening Implement the Memorandum of Understanding with Belgium on screening and ensure that the contractors working in the Commission are screened.	DS.3	Contractors screened
Deploy 300 CART Laptops to protect the EEAS IT infrastructure. Deploy 300 CART Laptops in EEAS and further deploy 15 new CART Kiosks to protect the Commission's IT infrastructure against malware on USB sticks and portable devices.	DS.3	CART Kiosks/Laptops installed

SPECIFIC OBJECTIVE IV.1: MANAGERS AND STAFF ABIDE BY THE HIGHEST PROFESSIONAL AND ETHICAL STANDARDS AT ALL TIMES	☒ Non programme-based	
Key deliverables in 2017:	Units	Milestones
(VH) Outside Activities decision Adopt, implement and communicate on new decision Related SP result indicators: % of staff who are aware of / know ethics and discipline policy and rules	E.3	Spring
(H) Whistleblowing Communication campaign following analysis of current guidelines to assess their effectiveness	IDOC	Spring
(H) Revision of inquiries and disciplinary implementing Decision Revision of Commission Decision C(2004)1588 on IDOC general implementing provisions on the conduct of inquiries and disciplinary procedures	IDOC	Spring
(H) IDOC Annual Activity Report	IDOC	Spring
Key process outputs in 2017:	Units	Output
Requests from the working party on the Staff Regulations First studies to be launched according to the new Staff Regulations and possible requests from the working party on the Staff Regulations. Reports on arduous working conditions and shift work, follow-up on the Pension study, Use of Contract Agents, Geographical balance, Application of GIPs by EU Institutions, first discussions on Heading V	E.1	
Retired Senior management engaging in lobbying and advocacy activities Establish the 3rd Report on the implementation of Article 16 (3) SR	E.3	
Treatment of Ombudsman complaints & request Follow Art 16 and Art 12a files in the framework of the inspection by the European Ombudsman	E.3	Replies to Ombudsman
Inquiries and discipline case handling Carrying out administrative inquiries and pre-disciplinary and disciplinary procedures	IDOC	Reports to AA/Decisions
SPECIFIC OBJECTIVE IV.2: STAFF REGULATIONS IMPLEMENTING RULES ARE CLEAR AND EFFECTIVELY APPLIED	☒ Non programme-based	
Key deliverables in 2017:	Units	Milestones
(VH) Better HR Regulations Revision of Staff Regulations implementing rules with a view to simplification and ensuring a fair and coherent application of the rules by Commission services. Report on 2017 Achievements Related SP result indicators: Number of legal texts reviewed and certified HR Better Regulation	E.1	Autumn

| Key process outputs in 2017:	Units	Output
Legal advice for HR family	E.1	opinions/year
Management of staff member complaints against Appointing Authorities decisions (Art. 90 of Staff Regulations)	E.2	cases

SPECIFIC OBJECTIVE IV.3: COLLABORATIVE AND EFFECTIVE PROFESSIONAL RELATIONSHIPS WITH STAKEHOLDERS AND PARTNERS RELEVANT FOR HR CORE SERVICES	☒ Non programme-based	
Key deliverables in 2017:	Units	Milestones
VH **Account Management Centre** Set up of the newly created Account Management Centre to deliver high-quality and efficient HR services to all Commission departments. The new HR delivery model will be based on interactions between the HR Business Correspondent, Account Management Centre (AMC), and the Corporate DG HR. The AMC Directorate will ensure the daily management of HR operations and services for DGs. As far as strategic HR exercises steered locally are concerned (e.g. HR planning), the AMC will have a supporting role (reporting, advice on best practices etc.). The AMC units will be specialised in a specific group of DGs and thus familiar with the specificities of these DGs (e.g. the management of Delegation personnel for the external relations DGs) There will be a dedicated cluster in each AMC unit focusing on people management. Related SP result indicators: Directors'-General satisfaction with HR services (% high or very high); Staff Satisfaction with HR services (% high or very high)	DIR AMC	Winter
VH **European Schools Governance** Improve European School management system steering the implementation of an action plan for modernisation, including in particular: • Revision of ES financial governance and FR • Follow-up to BE actions related to the 5th school (2019-2020). • Follow-up of the pedagogical reform in the ES • Conclusion of agreements on financial contribution by other Institutions/Agencies Related SP result indicators: Number of justified demands satisfied (proportion of category 1 pupils having a place), Proportion of the ES budget covered by other Institutions/bodies (type I schools), Proportion of the ES budget covered by the Member States	E.4	Spring Autumn
VH **Follow up of UK Referendum** Contact point for the Task Force and centralisation of the information to be supplied to the Task Force.	E.1	Autumn
H **Revision of agreements with Trade Unions & staff association**	E.1	Autumn
H **Harmonise personal files management within Institutions** Harmonise management of personal files within the EU Institutions to ensure better efficiency in mobility and shared services	E.3	Summer
H **Dialogue with enlargement countries** • Support and advise on HR matters in the context of the dialogue		Autumn

with enlargement countries(Albania, Montenegro, Serbia, Kosovo, Fyrom and Bosnia-Herzegovina) • Assessment of the civil service reforms (eg in Bosnia-Herzegovina)		

| Key process outputs in 2017:	Units	Output
Social Dialogue Concertations under the Framework agreement, Elections of local staff committee in Luxembourg/Bxl and assistance to EEAS (after annulment by the CST)	E.1 E.1	Number of concertations Number of elections
General Support to executive and decentralised Agencies Adoption and monitoring of ex-ante agreements/model decisions related to the implementation of COM decisions/rules in the Agencies (telework, middle management, advisors, learning & development, whistleblowing, temporary occupation of posts, employment of contract agents, external activities etc)	E.4	Implementing provisions in place
European Schools Monitoring of implementation of improvement action plan concerning financial governance. Participation to the pedagogical reform of the /education system in ES	E.4	
Collaboration with International organisations and public administrations within EUPAN network and with the enlargement countries Contribution to the requests and regular rolling programme for administrative cooperation in the context of the EUPAN Network to modernise national public administrations (EU Semester)	E.4	

Part 2 – Organisational Management
SOUND RESOURCES MANAGEMENT
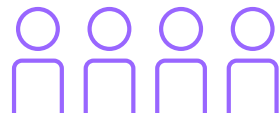
A– Human Resource Management

B – Financial Management: Internal Control and Risk Management
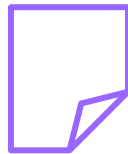
C Information management aspects

A.   Human Resource Management

SPECIFIC OBJECTIVE I: THE DG EFFECTIVELY DEPLOYS 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 CAN DEPLOY ITS FULL POTENTIAL WITHIN SUPPORTIVE AND HEALTHY WORKING CONDITIONS.

Key deliverables in 2017:		Units	Milestones
H	**Setting-up of new AMC directorate** Early 2017 will see the second wave pilot of the HR modernisation exercise as well as the full roll-out in mid-2017. A new directorate will be created on 16/01/2017 in DG HR containing 8 units of which 3 participated in the first wave pilot. In order to ensure the successful roll-out of this exercise, we will ensure the following: • Recruitment of expertise: we aim to attract enough staff and leaders with the right profile and know-how to ensure the AMCs have the necessary skills and competencies to offer the required service. Furthermore, DG HR will organise special information sessions on client DGs to ensure that AMC staff are aware of DG specificities. • Quality service delivery: tailor made HR training courses will be delivered to all AMC staff to ensure that at least the same quality and level of service can be offered to clients without disruption. • Clarification of roles and responsibilities: in order to ensure the success of the new model, we will clearly define the roles and responsibilities of all actors involved as well as ensure that the reengineered HR processes are applied in the same way across the Commission and adapted if needed. • Integration of new staff members in DG HR: it is important that new staff members feel welcome, valued and engaged. To this end, DG HR will inject extra effort in integrating new staff members and building the team spirit of the new DG HR by, for example, organising networking meetings and events. **Implementation of DG HR local Talent Management priorities for 2017** 1. Organise events to support the introduction of the new AMC directorate in DG HR. 2. Update the ongoing Staff Action Plan to reflect the 2016 staff survey priorities and implement the identified actions. 3. Reinforce networks and cross-cutting projects to work together and break silos.	BC+ AMC units+ corporate units	Winter 2017 Summer 2017
Key process outputs in 2017:		Units	Output
Human Resources Management Plan for DG HR Annual HR Plan for DG HR: Human Resources Management Plan; Reporting for DG HR; Staff Reduction exercise in DG HR; Annual allocation of posts for DG HR and the OSP; Manage credits for external staff and decentralised training budget.		BC AMC 7	Implementation of any decided staff reduction and allocation of resources according to priorities
Talent Management for DG HR Nomination to management posts; Selection and Recruitment of Contract Agents and other external staff for DG HR and the Staff Representatives; Appraisal &		BC AMC 7	-Implement actions to increase female representation in

promotion; Certification exercises in DG HR; Appraisal and Reclassification exercise for 3a type contract staff in DG HR; Active career management and mobility; Management of decentralised training actions; Management of the Welcome Policy for DG HR staff; Equal opportunities and well-being for DG HR Staff.		management -Increase staff satisfaction with quality of performance feedback received from managers (2016: 57%)
Allocation and management of office space and meeting rooms for DG HR Logistics and the management of meeting rooms are foreseen to be centralised in OIB (around April 2017) and SCIC. DG HR will implement the necessary to bridge the period until then and ensure that services continue to be provided.	O1	Office space and meeting rooms allocated according to priorities and identified needs, enabling staff to work in good conditions

B. Financial Management: Internal Control and Risk Management

OBJECTIVE 1: 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 PROVIDE THE NECESSARY GUARANTEES CONCERNING THE LEGALITY AND REGULARITY OF THE UNDERLYING TRANSACTIONS INCLUDING PREVENTION, DETECTION, CORRECTION AND FOLLOW-UP OF FRAUD AND IRREGULARITIES.

Key process outputs in 2017:	Units	Output
Improve Financial Management and Procurement and Alert Management to Risks Develop and Harmonise Financial Management and Procurement Processes and ensure that key stakeholders, in particular senior management, are aware of the associated risks.	R3	Regular reports on financial performance and ad hoc reports on specific issues.
Central management of financial processes Coordinate financial processes to ensure consistency of approach in line with legality, regularity and sound financial management principles.	R.3	Issuance of Guidance to financial staff and Organisation of FINOP meetings
Report on financial execution Produce regular reports containing key elements related to sound financial management in the DG e.g. payment delays, budget execution, financial circuits' effectiveness.	R.3	Regular reports on financial performance. Ad hoc alerts when appropriate.
Ex Ante and *in itinere* controls on procurement files Organise ex ante and in itinere controls on procurement files including in the context of the inter-institutional GAMA group. The GAMA controls a sample of high risk procurement procedures (considering all procedures > 135,000€ and specific requests for control by Management). Alert the DG to any serious risks associated with the procurement files.	R.3	'GAMA opinions' for senior management Ad hoc alerts when appropriate.
Manage ex-post control campaigns Manage ex post control campaigns on financial processes based on a random representative sample in order to produce a viable error rate for the DG's AAR. Internal Control Corporate Objective: Error rate < 2%	R.3	Report on results of ex post controls in the AAR

OBJECTIVE 2: EFFECTIVE AND RELIABLE INTERNAL CONTROL SYSTEM IN LINE WITH SOUND FINANCIAL MANAGEMENT.		
Key deliverables in 2017:	Units	Milestones
Accurate & Complete Reporting on DG's Performance in Addressing Audit Recommendations Follow-Up & Report on IAS Audit, DAS Recommendations and Internal Assurance Reports from AOS	R3	Mid Term Review of Audit recommendation follow-up
Key process outputs in 2017:	Units	Output
Follow-up Sub-delegated Authorising Officer reporting Prepare & submit templates to AOS to submit information to the AOD on sound financial management and the legality and regularity of the financial operations that they are responsible for. Follow-up on any emerging issues. Report on the results of the analysis of these AOS assurance reports in the AAR.	R.3	Analysis of AOS Assurance Reports Summary text in AAR
Follow-up of progress in addressing IAS audit recommendations Review information on progress made in dealing with IAS recommendations. Submit information and provide relative progress reports to the IAS. Objective: Accurate and complete reporting about status of IAS audit recommendations' follow-up as basis for DG's assurance statement. Internal Control Corporate Objective: No outstanding IAS recommendations classed as very important or critical.	R.3	IAS Overview reports on status of DG HR performance in addressing recommendations. & Summary text in AAR
Follow up of European Court of Auditors Discharge Recommendations and Audits Review information on progress made in dealing with DAS related recommendations (including special reports of the Court of Auditors). Provide ad hoc progress reports to Management and DG BUDG. Objective: Accurate and complete reporting about status of DAS recommendations' follow-up as basis for DG's assurance statement. Internal Control Corporate Objective: No overdue recommendations.	R.3	Ad hoc summaries and Summary text each year in AAR
Monitor and Promote Internal Control Review and analyse information and data to assess the effectiveness of the implementation of internal control systems in the DG. Promote the awareness and understanding of internal control framework in the DG.	R.3	Summary report in AAR Presentations on Internal Control targeted to the user community

OBJECTIVE 3: MINIMISATION OF THE RISK OF FRAUD THROUGH THE APPLICATION OF EFFECTIVE ANTI-FRAUD MEASURES, INTEGRATED IN ALL ACTIVITIES OF THE DG, BASED ON THE DG'S ANTI-FRAUD STRATEGY (AFS) AIMED AT THE PREVENTION, DETECTION AND REPARATION OF FRAUD.		
Key deliverables in 2017:	Units	Milestones
Fraud Risk Assessment and Awareness Raising Key elements of the antifraud strategy of DG HR focuses on promoting the notion of fraud risks in the services. To this end a risk assessment with specific attention to fraud risks will be carried out. Fraud awareness raising will be promoted via presentations to targeted populations.	R3	Awareness Raising Events
Key process outputs in 2017:	Units	Output
Risk management and contribution to the MP A key element of the antifraud strategy of DG HR focuses on awareness raising about fraud and anti-fraud measures. At least one presentation will be carried	R.3	Presentations to raise awareness of fraud.

out (possibly in conjunction with IDOC) to promote fraud awareness.		
The antifraud strategy of DG HR: Focused Risk Assessment A key element of the antifraud strategy of DG HR relies on promoting the notion of fraud risks in the services. To this ends the Risk assessment exercise will contain a specific mention of fraud risks.	R.3	Analysis of fraud associated risks noted by DG HR management

C.   Information management aspects

OBJECTIVE 1: INFORMATION AND KNOWLEDGE IN YOUR DG IS SHARED AND REUSABLE BY OTHER DGS. IMPORTANT DOCUMENTS ARE REGISTERED, FILED AND RETRIEVABLE
Data, information and knowledge are strategic assets. In accordance with the communication on "Data, Information and Knowledge Management at the European Commission" adopted by the College on 18 October 2016, DG HR will promote better gathering, sharing and use of information and knowledge among staff and with other DGs. The Director General of DG HR is member of the new Information Management Steering Board and has committed to contribute delivering the strategy and to ensure coherence between actions, to prioritise them and to oversee their implementation, both at corporate level and locally. The Information Management Steering Board is supported by the Information Management Team (IMT), composed of experts from the DGs represented in the Board. In the DG, the definition of data, information and/or knowledge management strategies and priority actions to make progress towards the Strategic Plan targets are the responsibility of the IMT member and will continue to be addressed in the DG Management Plan and Annual Activity Report."

Key process outputs in 2017:	Units	Output
Information management Organisation of the mail clerk service, Ensure effective DMO function Ensure effective functioning of CAD aiming at 0% of not filed document, Extend the use of Collaborative sites and CONECT platform within DG HR to enhance collaboration Coordination of internal decision making procedures and IT tools, Access to documents, Management of the library.	01	Effective integration of all the local HR units of DGs and services