



European  
Commission

# Management Plan 2021

EUROPEAN SCHOOL OF ADMINISTRATION

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## INTRODUCTION

The **Mission of the European School of Administration** is to provide high quality learning opportunities that meet the needs of all EU institutions and their staff in order to:

- Contribute to the efficiency of the work of the institutions through the continuous development of the talents of their staff;
- Help preserve and diffuse the values that underpin the development of the EU and the work of the European Civil Service;
- Promote cooperation among staff of the various institutions by providing opportunities for networking and the exchange of ideas and good practice;
- Share experience and provide opportunities for mutual learning by cooperating with the Schools of public administration in Member States;
- Contribute to the optimal use of resources in the field of learning and development through the synergies it achieves with the training departments in the institutions and the resulting economies of scale.

### General context

The **skills and knowledge** required by staff of the EU institutions are in constant evolution and the increasingly complex and unpredictable times in which we live make it more difficult than ever to anticipate what will be needed in the future. Although certain competencies are timeless, staff will nonetheless have to be more adaptable and flexible in order to successfully confront the new challenges they will face in the future. As demonstrated with the COVID-19 pandemic, an ever increasing use of remote working and consequently a growing need for more digital skills are needed. Furthermore, the ways in which people learn are becoming ever more diverse as the availability of information – and the speed with which it can be accessed – increases exponentially.

The **learning and development strategy** that the School has developed for the period 2020 – 2024 takes account these factors. At the same time it aims to preserve the added value of the interinstitutional nature of its learning programmes. In 2020, given the switch to 100% teleworking in a very short space of time, the School had to significantly modify its offering with a shift of almost 100 % of its face-to-face courses to online learning. It has tried to swiftly meet the needs of staff not used to working remotely such as working in virtual teams or developing coping skills. Staff of EU institutions will need to adjust to a new work paradigm of a hybrid nature combining work at the office and at home which demands a preparedness to operate efficiently in these two modes. Therefore for the first semester of 2021 at least, the School offering will be almost entirely online, with the possibility to offer some courses and events face-to-face should circumstances allow. Acting as a platform of exchange is crucial for the School, as it enables participants to establish connections and create useful networks among the institutions. This will be ensured through the design of blended courses with a mix of online and face to face formats, whenever possible.

In 2021 the School will also keep on emphasizing its mission of making EU staff aware of current European and international affairs to better understand the purpose of their work, its impact on the citizens and the place of the EU in the world. This will be done through a new series of online events with relevant personalities from the academic, political and economic world as well as from the EU services, as already started in 2020.

Since its creation, the School has concentrated on meeting learning needs that are common to staff irrespective of the institution in which they work and this will continue to be the case in 2021. But the School will also endeavour to reply positively to any requests for assistance received from an individual institution, especially if it can then be scaled up to other institutions. The School will also continue support the coordination of the network of Directors of Academies of Public Administration in the EU.

## **Main priorities for 2021**

The School's overriding priorities in 2021 are to:

- Consolidate its online and blended learning offering, particularly geared to a scenario of a mix of at the office and remote work;
- Increase the solid online offering of events with internal and external speakers;
- Offer a certification program either in a face to face, blended or online format according the circumstances in place;
- Award a new framework contract for general skills-based training with new skills required for the work for the future such as agility, critical thinking, creativity or change management;
- Revise the management and leadership development programmes following the conclusion of new framework contracts. Its aim will be to provide existing and potential managers at all levels with the best possible help for the continuous development of their talents. The School will also reinforce key messages related to diversity and will step up its activities designed to contribute to a better gender balance in managerial functions at all levels in the institutions;
- Courses focusing on the well-being of staff will continue to increase, particularly in the challenging circumstances created by the COVID-19 pandemic.

Finally, the School will further reinforce its efforts to monitor the impact of its training programmes in the participants' workplace. This will provide valuable information about the extent to which participants apply what they have learned and enable the School's offering to be adapted more rapidly if necessary.

# PART 1. Delivering on the Commission’s priorities: main outputs for the year

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

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

**Main outputs in 2021:**  
200 leadership and management events organised for staff of all EU institutions.

**Evaluations and fitness checks**

Output	Indicator	Target
Number of events (courses, workshops and speaker events) organised by levels of responsibilities: <ul style="list-style-type: none"> <li>• 20 for senior managers</li> <li>• 50 for middle managers</li> <li>• 130 for aspiring managers</li> </ul>	<p>Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU managers.</p> <p><b>Explanation:</b> The perceived relevance of the learning activities for the participants’ work as a manager. Unit of measurement: question “How useful was the course for your work?” assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p><b>Source of data:</b> EU Learn participant evaluations</p>	93 %

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

**Main outputs in 2021:**

280 general skills events (courses, workshops and speaker events) organised for staff of all EU institutions.

**Evaluations and fitness checks**

Output	Indicator:	Target
<p>166 events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively</p> <ul style="list-style-type: none"> <li>• 160 Key Skills courses</li> <li>• 6 Transitions Skills</li> </ul>	<p><b>Result indicator 1:</b> Perceived usefulness of skills development training courses.</p> <p><b>Explanation:</b> The perceived usefulness of the learning activities for the participants' work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p><b>Source of data:</b> EU Learn participant evaluations</p>	94%

**Other important outputs**

Output	Indicator	Target
<p>114 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being</p> <ul style="list-style-type: none"> <li>• 114 Wellbeing courses</li> </ul>	<p><b>Result indicator 2:</b> Perceived usefulness of wellbeing initiatives.</p> <p><b>Explanation:</b> The perceived usefulness of the initiatives for the participants' well-being at work. Unit of measurement: question "How useful was the course for your work?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p><b>Source of data:</b> EU Learn participant evaluations</p>	93%

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

**Main outputs in 2021:**

60 events (courses, workshops and speaker events) organised for staff of all EU institutions.

**Evaluations and fitness checks**

Output	Indicator	Target
60 events (courses, workshops and speaker events) on the working environment of the EU institutions, the <i>raison d'être</i> of the European project	<p><b>Result indicator 1: Perceived usefulness of EU-related training courses.</b></p> <p><b>Explanation:</b> The perceived usefulness of the learning activities for the participants' understanding of the EU context. Unit of measurement: question "How useful was the course in developing a better understanding of the EU?" assessed by participants through evaluation forms. % of answers 4 (good) and 5 (very good) on a scale from 1 to 5.</p> <p><b>Source of data:</b> EU Learn participant evaluations</p>	95%

**Specific objective 1.4: The role of the European School of Administration as a hub for cooperation between EU institutions and with Member States is reinforced**

**Main outputs in 2021:**

10 events involving EU institutions and Member States

**Evaluations and fitness checks**

Output	Indicator	Target
6 Inter-institutional events	<p><b>Result indicator 1:</b> Number of inter-institutional events and meetings organised by the EUSA</p> <p><b>Explanation:</b> Number of events aiming at fostering cooperation between EU institutions.</p> <p><b>Source of data:</b> Event reports and minutes.</p>	6

**Other important outputs**

Output	Indicator	Target
4 DISPA Network event depending on developments of the health situation	<p><b>Result indicator 2:</b> Level of support to the DISPA Network (Directors of Institute and Schools of Public Administration)</p> <p><b>Explanation:</b> Number of meetings and events organised to support the DISPA network.</p> <p><b>Source of data:</b> Event reports and minutes.</p>	1

**Evaluations and fitness checks**

Output	Indicator	Target
3 Erasmus Public Administration Programmes	<p><b>Result indicator 3:</b> Satisfaction rate for Erasmus Public Administration Programme</p> <p><b>Explanation:</b> Participant satisfaction rates on Public Administration Erasmus programme</p> <p><b>Source of data:</b> Questionnaire completed by participants</p>	95%

**Other important outputs**

Output	Indicator	Target
37 % of participants come from other institutions than the Commission	<p><b>Result indicator 4:</b> Inter-institutional attendance in learning activities</p> <p><b>Explanation:</b> Participants coming from all EU institutions</p> <p><b>Source of data:</b> EU Learn statistics</p>	37 % of participants come from other institutions than the Commission



**Specific objective 1.5: A high quality Certification training programme is provided to the institutions to help them develop the talents of assistant grade staff with the potential to become administrators.**

**Main outputs in 2021:**

One Certification training programme organised and delivered in cooperation with EPSO

**Evaluations and fitness checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
One Certification training programme organised and delivered	<b>Result indicator 1:</b> Perceived usefulness of the Certification training programme after appointment as administrator. <b>Explanation:</b> % of participants declared use of the skills learned in the training programme after the appointment as administrator. <b>Source of data:</b> EU Survey	96,5%

## **PART 2. Modernising the administration: main outputs for the year**

All the parts related to this section are covered in the EPSO 2021 Management Plan.