



Directorate General Human Resources and Security
PERFORMANCE THROUGH PEOPLE



Strategic Plan
our vision for 2016-2020



TABLE OF CONTENT

PART 1. STRATEGIC VISION FOR 2016-2020

- A. Executive Summary
- B. Operating context
- C. Strategy
- D. Key performance indicators (KPIs)

PART 2. ORGANISATIONAL MANAGEMENT

- A. Human Resource Management
- B. Financial Management: Internal control and Risk management
- C. Better Regulation (only for DGs managing regulatory acquis)
- D. Information management aspects
- E. External communication activities

Disclaimer

The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

Our Mission

Strengthen Commission performance through its people

Our values

- It doesn't matter how many resources we have if we don't know how to use them, there will never be enough
- The secret of change is to focus our energy not on fighting the old, but on building the new
 - Leadership is unlocking people's potential to become better.
 - Never stop learning.
 - People work in exchange of money but go the extra mile for recognition, praise and rewards
 - Diversity is a key driver for performance
 - Our abilities are stronger than our disabilities
 - The precondition of freedom is security
- A staff member who feels appreciated will always do more than what is expected
 - We should create healthy habits not restrictions
 - We are committed to a healthy environment
 - We care about our community
- Integrity is doing the right thing even when no one is watching
- When regulations are easier to follow, more people follow them
 - Collaboration divides the tasks and multiplies the successes

The College has clearly expressed its commitment to restore citizen's confidence by demonstrating that the EU can deliver on the big challenges facing EU economies and societies. During the period 2016-2020, DG HR will contribute to this goal through a number of strategic objectives aimed at enhancing the performance of staff and the organisation, increasing staff resilience to cope with the on-going changes, and reinforcing the HR governance structure.

ENHANCE PERFORMANCE THROUGH TALENT MANAGEMENT AND ORGANISATIONAL DEVELOPMENT



Organisational Development

HIGH PERFORMANCE ORGANISATION

DG HR aims to strengthen sustained organisational performance through fit for purpose structures and organisation charts, planning and allocating human resources for better alignment with Commission priorities; designing and supporting modernisation projects for effective and efficient collaboration and strengthening communication to enhance staff engagement.

Responsible: Dir. A - Organisational Development



Talent Management

THE RIGHT PERSON, IN THE RIGHT JOB AT THE RIGHT TIME

Our ability to deliver on Commission priorities and core business depends above all on the competencies and dedication of our staff. We 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. DG HR will focus on talent management, with the ultimate goal to have a knowledgeable, skilled, flexible, diverse and networked staff at the service of Europe. In support of this, DG HR will focus on managerial excellence, on the development of staff, on staff performance, on strengthening the collaborative skills and on managing staff expectations regarding careers. The talent management strategy will be supported by a new transversal element, ie the strategy on diversity and inclusion, ensuring that all staff can contribute at their best.

Responsible:

Dir. B- Talent Management & Diversity

Dir. C- Talent Management & Diversity - Executive Staff

PROVIDE A SECURE, SAFE, HEALTHY AND SUSTAINABLE WORKING ENVIRONMENT



Security

SECURE ORGANISATION

A secure working environment is a pre-condition for the successful motivation, development and performance of staff. Our ambition is to maintain and further increase the quality of the work environment whilst reinforcing effective protection against new threats.

Responsible: Dir. DS- Security



fit@work

HEALTH PEOPLE, HEALTHY ORGANISATION

DG HR aims to keep staff fit and healthy in a healthy work environment. This is in line with our commitment to be a responsible employer, who really cares about our staff and seeks to accommodate at best their needs to do their best at work over the length of their career.

As a responsible employer the Commission will enhance its social impact through the use of volunteering capacity and reduce its environmental impact effects by continuously improving its environmental performance.

Responsible: Dir. D- Health & Wellbeing - Working Conditions

STRENGTHEN GOVERNANCE FOR A COLLABORATIVE AND ETHICAL ORGANISATION



Legal Affairs

ETHICAL ORGANISATION

DG HR's role as a guardian of the rules of our HR regulatory framework will remain the dominant pre-occupation in the coming years ensuring the respect of the core ethical values and obligations enshrined in the Staff Regulations, failures to comply will be followed up and sanctioned where appropriate. This is vital for ensuring the respect and credibility of the Commission in the eyes of the citizens.

Responsible: Dir. E- Legal Affairs & Partnerships & IDOC



Partnerships

COLLABORATIVE ORGANISATION

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

Responsible: Dir. E- Legal Affairs & Partnerships

Part 1 – Strategic Vision 2016-2020

B – Operating Context & HR Customer experiences management

In achieving these ambitious challenges, DG HR will closely manage and monitor feedback from its customers. Particular attention will be paid to staff, DGs and other Institutions and bodies as well as compliance authorities' experience with services provided by DG HR:

KEEP STAFF MORALE HIGH



By far the most valuable asset of the Commission is its staff. DG HR will strive to maintain staff engagement, motivation, and satisfaction.

During the coming years, DG HR will implement a number of concrete actions through Organisational Development, Talent Management and fit@work programmes in order to keep staff morale high and to improve their resilience to cope with the increased demands in a world of constant change. DG HR will particularly focus on supporting and encouraging new approaches to work at every level, enhancing internal communication, leveraging the manager-staff relationship, fostering the development of staff, managing expectations regarding careers, developing awareness about healthy lifestyle, providing a healthier work environment and creating conditions for a good work-life balance.

PROVIDE HIGH QUALITY HR SERVICES TO OTHER DGs AND INSTITUTIONS



DG HR will also continuously monitor the satisfaction of DGs and other Institutions and bodies with the HR corporate services it directly provides, including services in the framework of Service Level Agreements as well as those rendered by local HR Services. DG HR will accordingly steer and monitor HR process deliverables putting in place, where necessary, corrective measures. It will also adapt and fine-tune the HR delivery model which will be progressively implemented.

In order to measure the success of our efforts, we have defined a number of key performance indicators (KPIs), presented in Part 2 of Section D: Key Performance indicators.

As ever, I trust and count on the talents, commitment and enthusiasm of all staff of DG HR to reach these strategic objectives. And, as such, I look forward to the challenging years ahead.



Irene SOUKA
Director-General of DG HR

Part 1 – Strategic Vision 2016-2020

B – Operating Context & HR Customer Experiences Management



With the introduction of the new Commission, new priorities were identified for DG HR and Security as well as new ways of working. It was time to take stock and carry out a "health check" of DG HR's current organisational structure. During 2015, DG HR carried out an in-depth analysis of its structure objectives and processes and the results are displayed in the chart below:



Part 1 – Strategic Vision 2016-2020

B – Operating Context & HR Customer experiences management

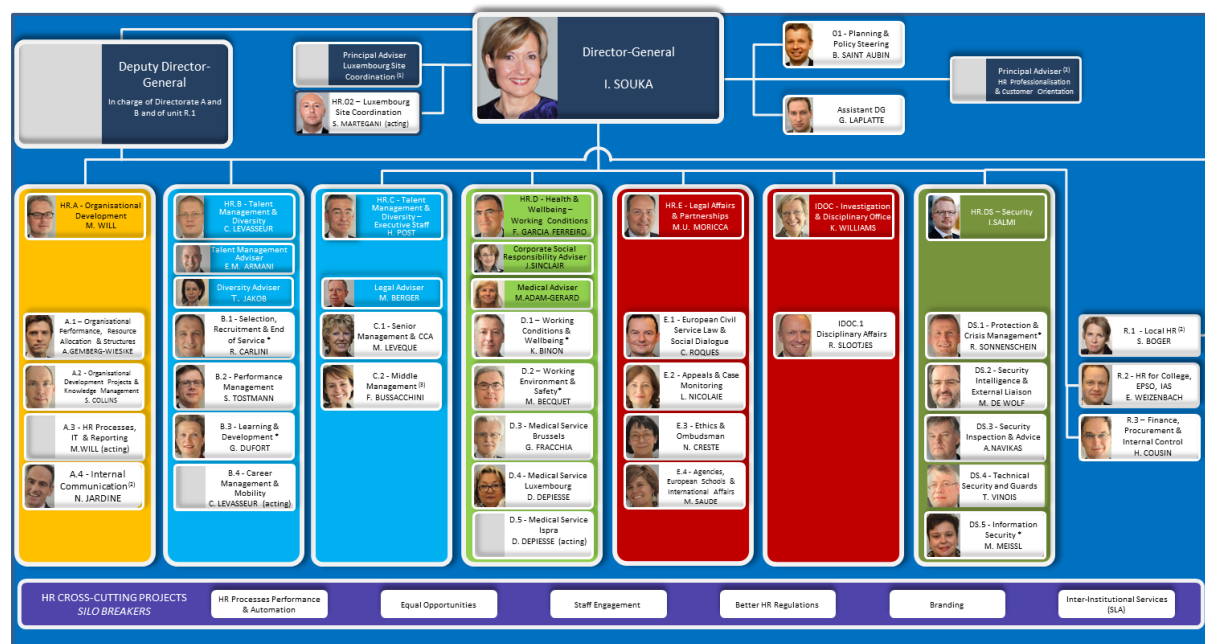
As a result, the new structure of DG HR has been designed to:

Focus on HR Strategic Priorities

The HR Structure is fully aligned with the HR strategic priorities, providing a more effective and efficient work environment and better governance to steer the development of policies and actions. It also provides customers with a clearer view on HR priorities, and a better identification of contact points in DG HR.

Consolidate the steering capacity

The new Deputy Director-General in charge of organisational development, talent management and resources ensures coherence between the two Directorates in charge of talent management, as well as the integration of the talent management and organisational development pillars. The Deputy Director-General also steers the ongoing change management efforts, notably the development and implementation of a new HR delivery Model.



Reinforce HR leadership in Luxembourg

A new Principal Adviser post is created to reinforce the presence of DG HR in Luxembourg, enhancing steering capacity of all HR operations for staff based in Luxembourg.

Break the silos through cross-cutting projects

The implementation of a common project management structure, methodology and tools to support the development of cross-cutting projects aims to improve collaboration across Directorates. Project managers are designated to manage and monitor the input of project team members from different Units.

Enhance collaboration through mobility

The reorganisation has a significant impact on the Units through the reallocation of tasks and responsibilities, and/or the transfer from one Directorate to another. A significant number of Heads of Unit / Directors changed function. These transfers provided new opportunities and will enhance collaboration across Units and Directorates

The new structure of DG HR is better aligned with HR strategic priorities and enabled to better deliver services to staff members, Directorates General, other Institutions and bodies and budgetary authorities –its customers– in an effective and efficient manner, in partnership with local HR units, horizontal DGs, Offices and European Schools, as illustrated in the figure below. In doing so, DG HR has to closely monitor and manage satisfaction of its customers when experiencing HR services, as detailed in the next two pages.



Part 1 – Strategic Vision 2016-2020

B – Operating Context & HR Customer experiences management

STAFF EXPERIENCE OF HR SERVICES



A key function of DG Human Resources is to keep employee morale high. This is especially important when they have to cope with increased demands in a period of change. Staff should be engaged, motivated and satisfied.

The staff experience Index is a composite result of a set of key indicators displayed below. (See section 1-D for more details)

BASELINE	TARGET
92	100

STAFF ENGAGEMENT¹

Staff feel passionate about their jobs, are committed to the organisation and its goals, and put discretionary effort into their work.

BASELINE	TARGET
65%	70%

STAFF MOTIVATION²

Staff are motivated by the feeling that their job fits with their skill and that they have real responsibilities, recognition and promotion

BASELINE	TARGET
55%	60%

STAFF SATISFACTION³

Staff are happy with their working conditions and working environment increasing their resilience.

BASELINE	TARGET
60%	65%



Organisational Development

HIGH PERFORMANCE ORGANISATION

Through implementation of the Internal Communication strategy and a new governance model aiming to create an organisation where staff are:

- encouraged and helped to work to the very best of their ability
- encouraged to exchange ideas in an open, friendly and respectful workplace
- inspired to go beyond simply doing their work and to take greater responsibility for making the Commission a great place to work
- able to achieve the best results from their work and where belief in and commitment to the goals of the Commission come as second nature
- supported and encouraged in new approaches to work, at every level.



Talent Management

THE RIGHT PERSON, IN THE RIGHT JOB AT THE RIGHT TIME

Through implementation of the new Talent Management Strategy aiming at creating a knowledgeable, skilled, flexible and networked organisation by:

- focusing on managerial excellence
- fostering the development of staff
- strengthening the performance of staff
- managing expectations regarding careers
- contribute to strengthening collaborative skills



fit@work
HEALTH PEOPLE, HEALTHY ORGANISATION

Through the implementation of the fit@work programme aiming at keeping staff fit and healthy in a healthy work environment by:

- **Health:** Developing awareness about healthy lifestyle to improve staff resilience and mental and physical health.
 - **Well-being:** Providing a healthy work environment, a health-promoting managerial style and conditions which allow staff to achieve a good work-life balance.
- Ensuring the professional and social integration of staff including support for their families.

1. The Staff Engagement Index is combining 7 out of 21 staff survey questions related to staff engagement. 2. The Staff Motivation Index is based on 20 staff survey questions combined in one overall figure. 3. The Staff Satisfaction Index is based on 33 staff survey questions combined in one overall figure. The Staff Engagement Index is also monitored at the local level by each individual DG.

Part 1 – Strategic Vision 2016-2020
 B – Operating Context & HR Customer experiences management

DGs & INSTITUTIONS EXPERIENCE



A key function of DG Human Resources as a central service is to provide operational services with the adequate quantitative and qualitative level of staff, together with an appropriate structure and appropriate HR processes, in the most efficient and effective manner. The DGs & Institutions experience Index is a composite result of a set of key indicators displayed below. (See section 1-D for

more details)

BASELINE	TARGET
67	100

HR CORPORATE SERVICES¹

DGs are satisfied with the corporate services delivered by DG HR.

BASELINE	TARGET
Tbd	70%

HR LOCAL SERVICES²

DGs are satisfied with the services delivered by the new delivery model.

BASELINE	TARGET
Tbd	70%

HR SERVICES FOR INSTITUTIONS

Institutions are satisfied with the HR services

BASELINE	TARGET
Tbd	70%



Management

STEERING TO SUCCESS

Through the steering and monitoring of key HR processes deliverables, regular DGs satisfaction survey and corrective measures



Organisational development

HIGH PERFORMANCE ORGANISATION

Through the progressive implementation of the HR delivery model.



Inter-Institutional Services (SLA)

SILO BREAKERS

Through the implementation of a cross-cutting project covering HR operations, performance measurement, communications, and stakeholder management. to provide a consistent and qualitative service.

COMPLIANCE AUTHORITIES



A key function of DG HR is to provide the European Commission with a sound control environment, setting the tone of the organisation, influencing the control consciousness of its people, and providing discipline and structure. Control environment factors include the integrity, ethical values, and competence of the staff; management's philosophy and operating style; the way management assigns authority and responsibility, and organises and develops its staff.

Compliance authorities include the European Ombudsman, the European Data Protection Supervisor, the European Court of Justice, and the European Court of Auditors, as well as Council and Parliament.

DG HR should provide compliance authorities with reasonable assurance that all its activities are implemented in respect of the Staff Regulations and other applicable rules.

Even if no indicator has been established today to monitor compliance, DG HR will continuously assess in a qualitative basis the feedback from the compliance authorities.

Part 1 – Strategic Vision 2016-2020

C – Strategy



As horizontal service, DG HR has the following general objective: “To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop talents.”

To fulfil this general objective, the Strategic Plan is structured along key HR priorities.

Talent Management

RIGHT PERSON IN THE RIGHT JOB AT THE RIGHT TIME



A Corporate Talent Management Policy aligned with Commission priorities to have the right people in the right job at the right time.

fit@work

HEALTHY PEOPLE, HEALTHY ORGANISATION



Keep staff fit and healthy in a healthy work environment so that they can do their best at work over the length of their career.
A Corporate Social Responsibility programme to enhance its social impact and reduce its environmental impact effects.

Legal Affairs

ETHICAL ORGANISATION



Monitoring of HR regulatory framework, and ensuring the respect of the core ethical values and obligations.



Organisational Development

HIGH PERFORMANCE ORGANISATION

A new way of working to deliver on the priorities of the Commission through organisational development activities for an even higher performance organisation.



Security

SECURE ORGANISATION

A safe and secure working environment for the successful motivation, development, and performance of staff, including reinforced effective protection against new threats in a period of resource constraints.



Partnerships

COLLABORATIVE ORGANISATION

Enhancing collaboration with HR partners and stakeholders including by extending HR services to other Institutions.

DG HR will continuously monitor the implementation of these priorities to contribute to increasing the trust of European citizens in the European Commission (40% tending to trust the Commission in 2015 Source: Eurobarometer)

The following sections present the specific objectives for these key areas, and their resulted result indicators for measuring the effect of the DG HR's intervention in the coming years.



Organisational Development

HIGHER PERFORMANCE ORGANISATION

New way of working to deliver on the priorities of the commission



Through its new Organisational Development Directorate, DG HR aims to strengthen sustained organisational performance through fit for purpose structures, aligned resources, a collaborative culture, and engaged staff. Two specific objectives are associated with this policy area.

I.1. HUMAN RESOURCES ARE ALLOCATED TO COMMISSION PRIORITIES TO DELIVER MAXIMUM PERFORMANCE AND ADDED VALUE

To maximise its value-added, the Commission is aligning workforce and structures with political priorities and is identifying ways to better exploit existing synergies, against the background of the ongoing staff cuts which are planned to last until 2017.

Plan & allocate Human Resources

DG HR cooperates with SG and DG BUDG to prepare the resource allocation decision in a transparent way, as set out by the College in the 2016 Budget Circular. DG HR's contribution focuses on support for workforce planning, monitoring of the DGs' use of their staff resources and carrying out related efficiency analyses.

Managing the Commission's organisation chart

DG HR offers consultancy and advice to partners in the DGs on their plans for reorganisations, in order to promote efficient and flexible use of organisational structures.

Design and support modernisation projects

DG HR supports organisational learning and the management of change processes in the Institution. It co-steers the modernisation and rationalisation of the support communities, together with SG, BUDG and the lead DG in charge. It will support the establishment of an effective domain leadership for the respective communities of practice. DG HR will support the development of a culture of cooperation and of effective knowledge management in the



IT DOESN'T MATTER
HOW MANY
RESOURCES
WE HAVE
IF WE DON'T KNOW HOW
TO USE THEM,
THERE WILL NEVER BE
ENOUGH

Commission. The projects and related outreach will be based on a comprehensive OD strategy. At present DG HR, in particular, steers the move to a new HR delivery model.

I.2. EFFICIENT SUPPORT PROCESSES MEETING STAFF AND COMMISSION PRIORITIES

Support processes need to be designed and implemented in an efficient and effective way, leading to maximum customer satisfaction.

Business Process Reengineering (BPR)

DG HR works on a continuous improvement of HR processes through BPR, working closely with clients. A comprehensive analysis, including the automation dimension, will be carried out in the context of the project on a new HR delivery model. DG HR will also introduce a new single electronic entry portal comprehensively addressing all HR matters (eSEP).

Streamlining service-level agreements

Inter-institutional synergies will be achieved on the basis of modernised SLAs (e.g. through Sysper and HR reporting services).

Strengthen collaboration and communication

DG HR will modernise communication structures and tools in cooperation with DG COMM and the Internal Communication Network. DG HR steers Internal Communication through an annual planning and priority-setting process and coordinates activities in the Internal communication community.



THE SECRET OF
CHANGE
IS TO FOCUS
OUR ENERGY
NOT ON FIGHTING
THE OLD,
BUT ON BUILDING
THE NEW



**INTERNAL
COMMUNICATION**
CONNECTING PEOPLE



Organisational Development

HIGHER 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

Result indicators: Priority allocation index

The Priority Allocation Index is a composite result of a set of key indicators presented below (see section 1-D for more details)

- Percentage of jobs in horizontal process¹
- Number of DGs restructured according to organisational performance
- Reduction of jobs in HR community
- Increase in cooperation/collaboration between DGs²

Baseline		Target	
61		100	
45%	2015	40%	2020
New	2016	Tbd	2020
2,186	2015	-17%	2020
Tbd	2015	Tbd	2020

Source: Commission Job Screening; Tbd

Specific objective I.2: Efficient support processes meeting staff and Commission priorities

Non programme-based

Result indicators: Process Efficiency Index

The Process Efficiency Index is a composite result of a set of key indicators measuring satisfaction with HR services, notably in the context of the planned revision of the HR delivery model, as well as satisfaction with OD projects in other areas. (see section 1-D for more details)

- Directors'-General satisfaction with HR services (% high or very high)
- Staff Satisfaction with HR services (% high or very high)
- Client satisfaction with Organisation Development projects outside of the HR area (% high or very high)

Baseline		Target	
65		100	
New	2015	75%	2020
72%	2015	75%	2020
New	2015	75%	2020

Source: Dedicated surveys and project evaluations

¹ To be completed with a more telling indicator after the March allocation decision.

² Indicators to be developed in the course of 2016 as the knowledge sharing project evolves.



Talent Management

THE RIGHT PERSON IN THE RIGHT JOB AT THE RIGHT TIME

Corporate Talent Management Policy aligned with Commission priorities



Two Directorates of DG HR are now exclusively dedicated to talent management, one focussing on managerial excellence, and the other concentrating on the recruitment, development, performance and career of staff. This policy area aims at fostering and guiding staff development so that it meets the Commission's priorities and needs. Two specific objectives are set for this policy.

II.1. A TALENT MANAGEMENT STRATEGY THAT BUILDS A KNOWLEDGEABLE, SKILLED, FLEXIBLE, AND NETWORKED STAFF AT THE SERVICE OF EUROPE

Human Resources Management at the European Commission has undergone an in-depth modernisation process creating the basis for a coherent strategy aiming at managing the talents towards a focused goal: a knowledgeable, skilled, flexible and networked organisation at the service of Europe.

Our ability to deliver on Commission priorities and core business depends above all on the competencies and dedication of our staff. We 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". To achieve this specific objective the Talent Management strategy will focus on key pillars

Focus on managerial excellence

Managers are central to our talent management efforts as they are responsible both for the achievement of operational priorities and responsible for the management and development of their staff. One of the key roles of our managers is to become drivers for change and catalysts to help staff use their talents and develop their full potential for the benefit of the Institution.

During the period 2016-2020, DG HR will strengthen its capacity to identify leadership and managerial skills in the selection of new managers. We will develop their potential to become better and more effective, and increase their mobility.



LEADERSHIP

IS UNLOCKING
PEOPLE'S POTENTIAL
TO BECOME BETTER

Foster the development of staff

The development of competencies requires the participation of each member of staff in designing and building their career based on their aspirations and in line with Commission needs. The Commission will provide increased support and assistance so that staff can develop motivating careers in a challenging working environment. In particular, we aim to make mobility a central part of competency development, while making sure that it enables the Commission to continue building on its high level of expertise. Our staff should have the opportunity to learn and develop through a succession of jobs, each of which builds on the talents they have already acquired and also enables further development.



NEVER
STOP
LEARNING

Strengthen the performance of staff

The Commission must maintain high standards in recruitment and high DG satisfaction with the choice of candidates on reserve lists. Results of competitions will be systematically monitored and corrective actions identified when need be in partnership with EPSO. Even greater attention will be paid to ensuring diversity in the composition of staff, including geographical balance. It is also essential to better identify and address underperformance in particular during the probation period.



PEOPLE WORK IN
EXCHANGE OF MONEY
BUT GO THE
EXTRA MILE FOR
RECOGNITION,
PRAISE AND
REWARDS



Talent Management

THE RIGHT PERSON IN THE RIGHT JOB AT THE RIGHT TIME

Corporate Talent Management Policy aligned with Commission priorities



Manage expectations regarding careers

An important aspect of talent management is planning staff development and offering staff a realistic view of their career perspectives. The Commission is taking stock of existing competencies within the workforce with the purpose to identify skills that will be of central importance in the coming years. The Commission wants to intensify its offer to help employees in framing their own expectations regarding their development and career over time. Different career paths, other than management, will be made equally respected and attractive. A better distinction between management functions and adviser functions, as well as between AST and AST/SC functions should be important steps forward in this respect.

II.2. A DIVERSE AND INCLUSIVE TALENT MANAGEMENT.

In the development of this Talent Management framework DG HR will embed diversity as a key principle throughout the whole HR management cycle, in particular with regards to gender and with a special emphasis on the gender balance for management positions.

40% of female senior and middle managers.

Diversity is a key driver of performance. Notwithstanding all efforts already made by the Commission there is still work to be done. In particular, the imbalance in the proportion of women in management positions needs to be corrected. To remedy this situation a number of actions will be taken.

- The appointment of women in management positions will be monitored in order to reach 40% of women by 2020.



- Ongoing contacts with eligible female middle managers will be systematically intensified to engage in articulating their aspirations, prepare them for the next level in management and help them overcome possible reluctance or address other reasons that may prevent them from applying for senior management functions.
- Since 2003, candidates for senior management posts have to undergo an external assessment before the selection interview. This tested practice will be extended for positions of middle managers. This process can help to strengthen professional, objective evidence-based decisions about candidates' suitability.

Diversity

Diversity and inclusion in the Commission Workforce (gender, disabilities...) is a strategic tool to foster talent, flexibility, organisational efficiency and success. Enhancing Diversity is therefore an essential transversal element of the new Talent Management Strategy.

Besides gender diversity, one of the keys objectives of the diversity policy is also to attract and retain colleagues with disabilities through ensuring equal access to the rights and obligations spelt out in the UN convention on the Rights of Persons with Disabilities. This will be done in particular through the provision of reasonable accommodation and accessibility of premises.



OUR **ABILITIES**
ARE STRONGER THAN
OUR **DISABILITIES**



Talent Management

RIGHT PEOPLE IN THE RIGHT JOB AT THE RIGHT TIME

Corporate talent management policy aligned with Commission priorities



Specific objective II.1: Talents are recruited, assessed, developed, motivated, retained and deployed to best fit with political priorities

Non programme-based

Result indicators: Talent Management Index

An effective talent management aims at fulfilling Commission needs in terms of staff competency. It includes Recruitment, Learning & Development, Mobility, Appraisal and Promotion. The Talent Management Index is a composite result of a set of key indicators displayed below. (See section 1-D for more details)

Baseline	Target
72	100

Focus on managerial excellence

Newly appointed senior managers participating in the development programme

Baseline	Target
----------	--------

Baseline	Year	Target	Year
70%	2014	80%	2020
New	2016	70%	2020
61%	2014	70%	2020

Percentage of managers having performed a 180° or 360° within the last 3 years

Satisfaction rate of staff with their management

In addition, 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)

Managing expectations regarding careers

Percentage of officials having completed their eCV

Staff opinion on the effective use of their skills

Staff satisfaction with the ability to manage their career choices and career path* (Staff Survey data)

Baseline	Year	Target	Year
62.8%	2015	80%	2020
77.7%	2014	80%	2020
45.4%	2014	60%	2020

Foster the development of staff

Satisfaction Rate "5 Stars" with learning actions

Number of staff having undertaken a "job shadowing" over the past 12 months

Satisfaction of staff with Learning & Development (Staff Survey data)

Baseline	Target
----------	--------

Baseline	Year	Target	Year
87%	2013	88%	2020
20	2016	>20	2020
51%	2014	60%	2020

Strengthen performance of staff

DGs' satisfaction with new recruitments.

Baseline	Year	Target	Year
Tbd	2016	70%	2020

Source: EPSO e-RL database Sysper, Staff Survey, HR information.



Talent Management

THE RIGHT PERSON IN THE RIGHT JOB AT THE RIGHT TIME

Corporate Talent Management Policy aligned with Commission priorities



Specific objective II.2: An inclusive talent management that attracts and retains diverse talent including attaining the target of 40% of female senior and middle managers

Non programme-based

Result indicators: Diversity Management Index

An effective diversity management aims at ensuring an adequate gender balance, particularly at management level as well as an appropriate geographical balance

The Diversity Management Index is a composite result of a set of key indicators displayed below (see section 1-D for more details).

- % of women in senior and middle management
- Successful recruitment of Croatian citizens (as % of the recruiting target)

Source: SYSPER

Baseline		Target	
71		100	
30%	2014	40%	2020
66%	2014	100%	2018



Security

SECURE ORGANISATION

Secure, safe, healthy and sustainable working environment



A safe and secure working environment is the key to 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. This will be delivered through three specific objectives.

III.1. Staff work in a secure working environment

The Commission's internal security policy seeks to ensure that, in all its places of activity, people, assets and information are adequately protected against risks to their security. Security policy supports the Commission in executing its mandate and meeting its institutional and legal obligations, including its duty of care towards staff. It also contributes to business continuity.

With the situation regarding security threats in the world becoming increasingly complex, the Commission decided to reinforce security measures already in place in the Commission.

After having reviewed the security legal framework in 2015, DG HR will further implement its ambitious plan on "Enhanced security measures" to even more effectively protect persons, information and assets. It will also improve the Commission's systems for secure communication, RUE and CommisSign to better protect our information against cyber threats.



THE PRECONDITION
OF FREEDOM IS
SECURITY



Security

SECURE ORGANISATION

Secure, safe, healthy and sustainable working environment



Specific objective III.1: Staff work in a secure working environment

Non programme-based

Result indicators: Security Index

The effectiveness of security actions is measured as the cumulative results of preventive, detective and corrective security measures and ultimately, for staff, on the number of incidents that occur

Baseline

Target

81

100

The Security Index is a composite result of a set of key indicators displayed below.
(See section 1-D for more details)

1. Satisfaction of customers with the service provided by the Duty Office - % of calls with spontaneous positive feedback
2. Advice delivered to Commission mission performers: % of missions to high-risk destinations receiving travel advice.
3. Availability of the RUE system to guarantee that Commission staff can exchange information at RESTREINT UE level in a secure environment

65%	2014	70%	2015
New	-	100%	2015
99.5%	2013	99.5%	2015

Source: Evaluation linked to "follow-up calls": 2. HR.DS.2 report, 3. RUE system



III.2. Staff work in a safe and attractive working environment

Fit@work is a comprehensive programme which aims to keep staff fit and healthy in a healthy work environment. This is in line with our commitment to be a responsible employer, who really cares about our staff, and seeks to accommodate their needs as far as possible. The programme is instrumental in ensuring that each member of staff can do their best at work over the length of their career. This is also important in view of the revised Staff Regulations, which provide for a progressive increase in the retirement age of Commission staff.

Mental and physical health

We will develop awareness and resilience, with a view to improving the mental and physical health of the Commission's staff. We will leverage the existing in-house medical know-how to foster prevention and help staff make more informed choices about their lifestyle.

Social Wellbeing

We will promote a healthy work environment, a health-promoting managerial style, and good working conditions which allow staff to achieve a good work-life balance. This addresses the individual relationships between management and staff, and amongst colleagues. It supports managers by means of guidelines and training on how to deal positively with challenging people management situations. It also covers a range of actions to ensure the professional and social integration of staff throughout their career, including support for their families



A STAFF MEMBER WHO FEELS
APPRECIATED
WILL ALWAYS DO MORE THAN WHAT IS EXPECTED



WE SHOULD CREATE
HEALTHY HABITS
NOT RESTRICTIONS

III.3. An organisation respectful of its environmental impact and its social responsibility

By implementing EMAS, the premium European environmental management system³, the Commission is committed to continuously improving its environmental performance and increasingly sets an example for other international organisations, public authorities, and the private sector.

More broadly, as an employer the Commission will reinforce opportunities for staff to engage in voluntary work for the benefit of local communities. DG HR will support the Directorate-Generals in their initiatives to facilitate such work, including through the use of volunteering away-days, and special leave.



WE ARE COMMITTED TO A
HEALTHY ENVIRONMENT



WE CARE ABOUT
OUR COMMUNITY

³ Regulation (EC) No 1221/2009 of the European Parliament and of the Council of 25 November 2009 on the voluntary participation by organisations in a Community eco-management and audit scheme (EMAS), repealing Regulation (EC) No 761/2001 and Commission Decisions 2001/681/EC and 2006/193/EC.



SPECIFIC OBJECTIVE III.2: STAFF WORK IN A SAFE AND ATTRACTIVE WORKING ENVIRONMENT

NON PROGRAMME-BASED

Result indicators: fit@work Index

Increase the fit@work indicator by 8 points for a higher satisfaction of staff with the workplace to increase their resilience and performance. The fit@work Index is a composite result of a set of the following key indicators. (See section 1-D for more details)

Baseline	Target
92	100

	Baseline	Target		Baseline	Target
	2014	2020		2014	2020
Physical & Mental Health ⁽¹⁾ PREVENT DISEASE AND HELP STAFF TO RETURN AT WORK Attendance rate	95,7%	97%	Work/Life Balance ⁽³⁾ ENHANCE FLEXIBLE WORKING FORMULAS FOR A BETTER WORK / LIFE BALANCE Staff satisfaction with their work life balance	54%	60%
Physical Activity ⁽²⁾ PROMOTE HEALTH-ENHANCING PHYSICAL ACTIVITIES % of staff practicing sport regularly	64%	75%	Physical Working Environment ⁽⁴⁾ PROVIDE HEALTHY WORKING SPACE Staff satisfaction with their working environment	58,6%	62%
			Supportive Working conditions ⁽⁵⁾ MANAGERIAL & ORGANISATIONAL SUPPORT Staff satisfaction with the management support	59%	65%

Source: (1) 100% - absence rate (2) Number of staff who have declared to regularly practice sport during the regular medical examination – data issue from Medical Service records (3) Staff Survey result "I achieve a good balance between my work life and my private life" (4) OIB/ OIL Survey on staff satisfaction with different aspects of the office environment (5) Staff Survey result * "My manager seems to care about me as a person" // "My manager is considerate of my life outside work and supports the use of flexible working arrangements" //"Senior Management is committed to promoting a fair, flexible and respectful workplace"



SPECIFIC OBJECTIVE III.3: AN ORGANISATION RESPECTFUL OF ITS ENVIRONMENTAL IMPACT AND ITS SOCIAL RESPONSIBILITY

NON PROGRAMME-BASED

Result indicators: Sustainability Index

The Sustainability Index is a composite result of a set of the following key indicators. (See section 1-D for more details)

Baseline		Target	
Tbd		Tbd	

For Environmental impact – EMAS

Reduction of buildings' energy and the vehicle fleet
Reduction of 5% of CO2 equivalents emissions in 2020 compared with 2014 from buildings' energy and the vehicle fleet

1 713 t CO2 / year / person	2014	1 627 t CO2 / year / person	2020
-----------------------------------	------	-----------------------------------	------

For Community involvement

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)
(at the level of teams, Units, Directorates or whole DG)

0	2015	Tbd	2020
---	------	-----	------



DG HR's role as a guardian of the general rules of our HR regulatory framework will remain the dominant pre-occupation in the coming year, together with the extension of partnerships with Institutions and Member States. The specific challenge for the coming years is set out in the following three objectives.

IV.1. Managers and staff abide by the highest professional and ethical standards at all times

The respect of the core ethical values and obligations enshrined in the Staff Regulations is vital for ensuring the credibility of the Commission in the eyes of the citizen.

The promotion of those values is crucial to ensure a correct understanding of the underlying principle of governance, and to ensure that staff conscientiously abide by the rules.

Continued emphasis will be placed on targeted awareness raising and training, including the use of e-learning modules. The related administrative procedures will be further simplified. The process will be enshrined in a general effort to ensure the consistency of the framework in place, leading to the Commission becoming a role model in the domain.

To ensure that the respect of professional and ethical standards remains effective, failures to comply with the high standards of ethics and integrity will continue to be followed up attentively and sanctioned appropriately, as necessary. These decisions will also continue to be communicated as widely as possible in the interests of transparency, prevention, and deterrence.

ETHICS

INTEGRITY
IS DOING
THE RIGHT THING
EVEN WHEN
NO ONE
IS WATCHING

ETHICS

DOING THE RIGHT THING
DOESN'T AUTOMATICALLY
BRING SUCCESS.
BUT COMPROMISING
ETHICS
ALWAYS LEADS TO FAILURE

IV.2. Staff Regulations implementing rules are clear and effectively applied

Providing clear guidance on the Staff Regulations is key to ensure compliance and effective implementation in the Commission.

DG HR will review the Staff Regulations implementing rules with a view to simplifying and ensuring a fair and coherent application by Commission services, through the adoption of legally sound decisions, which will successfully stand up to judicial scrutiny.

DG HR will improve the clarity and coherence of the legal framework governing staff rules notably to

- **Ensure that they are fit for purpose:** ensuring that the legal framework is fit for its purpose and no more complex than necessary to achieve the policy objectives.
- **Focus on HR Priorities:** analysis of the new proposals in the light of the Better Regulation objective and the Commission's HR priorities.
- **Simplify legal texts:** identifying how a revised legal text can alleviate administrative burden.
- **Reduce number of provisions:** ensuring clear legal writing and provisions limited to what is necessary.
- **Eliminate obsolescence & incoherence:** identifying legal texts/provisions which may have become obsolete.



BETTER HR REGULATIONS

WHEN REGULATIONS ARE
EASIER TO FOLLOW,
MORE PEOPLE FOLLOW
THEM



Specific objective IV.1: Managers and staff abide by the highest professional and ethical standards at all times

Non programme-based

Result indicators: Ethical Behaviour Index:

Integrity and ethical values are the fundamental elements of an effective and efficient control environment, taking into account a simplification of business processes through a reduction of hard and costly controls over transactions.

The impact of DG HR actions in the domain of the management of ethical behaviour is measured by the result of preventive and enforcement actions. The Ethical Behaviour Index is a composite result of a set of key indicators (see section 1-D for more details).

Baseline	Target
67	100

Preventive actions:

- % of staff who are aware of / know ethics and discipline policy and rules
- Number of DGs receiving training and presentations

95%	2015	95%	2020
14	2015	40	2020

Procedural efficiency:

- % of internal timeline indicators respected (E2)
- % of 7 e-modules in SYSPER supporting the process of ethics and integrity implemented (E3)

100%	2015	90%	2020
66%	2015	100%	2020

Investigation & Discipline actions:

- Ratio of opened and closed cases (Number of closed cases / Number of opened cases)

1:1	2015	1:1	2020
-----	------	-----	------

Source: Targeted surveys end 2015 & IDOC statistics



Specific objective IV.2: Staff Regulations implementing rules are clear and effectively applied

Non programme-based

Result indicators: Staff Regulation Index:

A sound staff regulation framework is essential for an ethical organisation. DG HR will monitor the result of the simplification exercise of the legal framework, the level of satisfaction with guidance and, finally, with the external confirmation of Appointing Authority decision. The Staff Regulation Index is a composite result of a set of key indicators (see section 1-D for more details).

Baseline	Target
70	100

Better HR Regulation

- Number of legal texts reviewed and certified HR Better Regulation

New	2016	101	2020

Provide clear guidance on the regulatory framework – the Legal Helpdesk is an essential tool to support HR services on Staff Regulations issues and to ensure their compliance.

- Satisfaction with Legal Helpdesk service

94%	2014	97%	2020
-----	------	-----	------

Sound decisions in reply to complaints - More clarity and clearer communication will result in an increased understanding of the existing rules, in turn positively impacting the number of complaints

- Proportion of appeal decisions of the Appointing Authority confirmed by the Court

85%	2010	90%	2020
-----	------	-----	------

Source: DG HR internal monitoring



Partnership

COLLABORATIVE ORGANISATION

Leading the way as a transparent and open public administration



DG HR will enhance collaboration with stakeholders and partners by extending HR services to Institutions. This is set in a single specific objective.

IV.3. Collaborative and effective professional relationships with stakeholders and partners relevant for HR core services

DG HR will enhance collaboration with stakeholders and partners by extending HR services to Institutions, in particular, HR Reporting Services and in playing an enhanced role within the EUPAN Network in the framework of the priorities identified within the EU Semester to modernise national public administrations. Moreover, DG HR will collaborate with other international organisations in order to exchange information and best practices. Finally, DG HR will contribute to the successful implementation of the HR legal frameworks, including by ensuring coherent administrative practices in the Agencies.



DG HR will pursue the cooperation with the Secretary-General of the European Schools (ES) and all the stakeholders in the context of the intergovernmental governance of the ES system to ensure the required infrastructure in a safe and secure environment for the entire Schools community. DG HR in collaboration with DG BUDG will pursue the discussions within the concerned decision-making bodies to improve the accountability and financial governance of the ES system. In order to ensure the sustainability of the ES system in the long term the Commission will play an active role in the reflections on the reform of the education system, the reorganisation of studies and the language policy, in compliance with the 8 key competences for lifelong learning supported by the Commission. The opening up of the system towards the accredited ES, and the cost-sharing with the Member States and with the Institutions and Bodies with an administrative budgetary autonomy will also be among the objectives to be pursued in the future, taking into account the inter-governmental system inherent to the European School Governance.



Partnerships

COLLABORATIVE ORGANISATION

Leading the way as a transparent and open public administration



Specific objective IV.3: Collaborative and effective professional relationships with stakeholders and partners relevant for HR core services

Non programme-based

Result indicators: Partners Satisfaction Index

The effectiveness of services delivered to stakeholders & partners will be measured through their level of satisfaction. The Partners Satisfaction Index is a composite result of a set of key indicators (see section 1-D for more details).

Baseline	Target
53	100

Agencies

- Number of ex-ante agreements for adoption of Staff Regulations implementing rules.
- Satisfaction of Agencies with services and management of the 'helpdesk' function

11	2015	15	2020
77%	2014	80%	2020

Institutions:

- Number of service level agreements on HRMIS signed with new clients

New	2016	2	2020
-----	------	---	------

European Schools

Eligible parents get a place for their children. & better cost sharing of the financing of the EU schools with other Institutions and EU bodies

- 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)⁴
- Proportion of the ES budget covered by the Member States

100%	2015	100%	2020
1,3 %	2015	6 %	2020
19 %	2015	19 %	2020

Source: DG HR internal monitoring

⁴ Target to be adjusted in keeping evolution of enrolled students for Institutions / Bodies concerned

Part 1 – Strategic Vision 2016-2020

D – Key Performance Indicators





DG HR will continuously monitor its progress towards establishing objectives and targets to ensure a smooth implementation of the strategic framework 2016-2020, and to implement corrective actions, if necessary.

A series of indices have been defined to provide an integrated framework to facilitate a monitoring at the level of specific objectives, HR priorities, and at Directorate General level. This Performance Index framework is further explained in the frame on the right.

DG HR, via its People Index, intends to increase the performance of the organisation by 32 points by 2020, providing an ambitious challenge.

To achieve this objective, DG HR will increase the following 5 indices:

1. Organisational Development Index by 37 points,
2. Talent Management Index by 29 points,
3. Security Index by 19 points,
4. fit@work Index by 39 points,
5. Legal Affairs and Partnerships Index by 39 points,

As a result of the both HR staff Experience and DGs & Institutions experience Index are expected to be increased respectively by 8 points and 33 points.

PERFORMANCE INDEX FRAMEWORK

Specific Objectives

For each specific objective, DG HR identifies a series of indicators which are the most relevant to monitor the achievement of set objectives.

For each indicator, a baseline and target have been identified.

An index combining all the indicators for one specific objective has then been established representing therefore a composite result of the indicators.

The aggregation method is defined so that 100 represents the target.

The baseline provides an indication on how far DG HR is towards achievement of the defined target.

HR Priorities

This method allows an aggregation of specific objectives indices at HR priorities level, as shown in the figure on the next page.

DG HR

Finally, an index has been established at DG HR level providing a high level index aggregating the HR priorities index.

Milestones

The Strategic Plan 2016-2020 and the Management Plan 2016 have been designed to show a continuous and proportionated progress towards defined objectives during the next years.



DG Human Resources & Security

PERFORMANCE THROUGH PEOPLE



Organisational Development
HIGH PERFORMANCE ORGANISATION



Talent management
RIGHT PERSON IN THE RIGHT JOB AT THE RIGHT TIME



fit@work
HEALTHY PEOPLE, HEALTHY ORGANISATION



Security
SECURE ORGANISATION



Legal affairs
ETHICAL ORGANISATION



Partnerships
COLLABORATIVE ORGANISATION



Staff
HR CUSTOMER EXPERIENCE



DGs & Institutions
HR CUSTOMER EXPERIENCE



Part 2 – Organisational Management

SOUND RESOURCES MANAGEMENT





A. Human Resource Management

I. Percentage of female representation in middle management

Within DG HR, gender distribution has improved over the years, but disparity still remains. DG HR has been continuously monitoring the outflows and recruitment of both men and women continuously to fill any potential gaps and achieve a balanced representation at all levels. A detailed analysis and forecast was presented in the DG HR Plan for 2015-2017 along with a number of proposed actions as well as KPIs to track the evolution. Recently, DG HR has injected additional effort in the area in order to achieve the 40% of women in middle management target by, for example:

- Introducing the following sentence in management notices: "Given the low representation of women in management functions, the Commission would particularly welcome applications from women." (following the Commission Decision PV(2015)2135 of 15/07/2016).
- Extending the deadline for applications if there are no female applicants.
- Systematic use of assessment centres for middle managers in order to make the selection process more objective and to eliminate/minimise bias.
- Training selection panel members on objectivity and interviewing skills, and ensuring mixed panels.

II. Staff engagement

The local talent management priorities for 2016 as well as the DG HR Staff Opinion Action Plan for 2016 contain numerous actions aimed at improving staff engagement. Two of the three local talent management priorities are specifically targeted at connecting, supporting and motivating employees: namely, reinforcing local networks and cross-cutting projects to work together and break silos, and promoting and organising career management initiatives and services for staff. The DG HR Staff Opinion Action Plan for 2016 also includes staff engagement initiatives, such as including staff in Management meetings and organising bi-annual panel discussions with Directors.

III. Staff well-being

Staff well-being is at the heart of the local fit@work programme. A rolling programme has been developed for 2016 and a range of activities will be organised throughout the year. Most of the actions focus on mental health (e.g., mental well-being at work lunchtime session), physical activities (e.g., lunch walks), safe and attractive working environment (e.g., office ergonomics training), supportive working conditions (e.g., psychosocial risks management lunchtime session) and physical health (e.g., blood pressure testing). The DG HR Staff Opinion Action Plan for 2016 also includes a number of actions which target staff well-being. These address both the psychological and physical dimensions of health at work, for example, lunch-time conferences on stress prevention and general nutrition and fitness, as well as local fit@work services (e.g., food delivery and chair massage).



Part 2 – Organisational Management

SOUND RESOURCES MANAGEMENT



Objective 1: 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.

Non programme-based

Result indicators:

Percentage of female representation in middle management	Baseline	Target 2020	Percentage of staff who feel that the Commission cares about their well-being	Baseline	Target 2020
	34,6%	40%		35.3%	65%
	Source: SYSPER			Source: Annual Staff Survey Results 2014	
Staff engagement index	Baseline	Target 2020			
	64.9%	75%			
	Source: Annual Staff Survey Results 2014				

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 give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Non programme-based

Result indicators:

Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions	Baseline	Target 2020	Estimated overall amount at risk for the year for the entire budget under the DGs responsibility.	Baseline	Target 2020
	< 2% Errors	< 2% Errors		N/A	N/A
	Source: Ex Post Control Exercises			Source:	
Estimated future corrections	Baseline	Target 2020			
	N/A	N/A			
	Source: N/A				



Part 2 – Organisational Management

SOUND RESOURCES MANAGEMENT



Objective 2: Effective and reliable internal control system in line with sound financial management.

Non programme-based

Result indicators:

Conclusion reached on cost effectiveness of controls

Baseline		Target 2020	
budget dedicated to control 2014	<4%	budget dedicated to control	Maintain <4%
Source: Favourable conclusion on the Cost of Control.			

Objective 3: Minimisation of the risk of fraud through 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.

Non programme-based

Result indicators:

Updated anti-fraud strategy of DG..., elaborated on the basis of the methodology provided by OLAF

Baseline	Target 2020	Fraud awareness is increased for target population(s) as identified in the DG's AFS	Baseline	Target 2020
Review of current anti-fraud strategies & identify weaknesses.	Update anti-fraud strategy. Taking account of other Services/DGs in the Admin family.		0 = Currently not required.	All Authorising Officers submit summary of their Risk Assessment including Fraud Risks.
Source: Internal Control Review			Source: [DG's AFS]	

Regular monitoring of the implementation of the anti-fraud strategy and reporting on its result to management

Baseline	Target 2020
Staff aware of Whistle-blowing	25% improved awareness results
Source: Survey will be run regularly by IDOC	



C. Information management aspects

Objective 1: Information and knowledge in the DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable					<input checked="" type="checkbox"/> Non programme-based	
Result indicators:						
Percentage of registered documents that are not filed (ratio)	Baseline 2015	Target 2020	Number of HAN files readable / accessible by all units in the DG	Baseline 2015	Target 2020	Source: HAN statistics
	1,82%	0%		0,22%	0,22%	
	Source: Hermes-Ares-Nomcom (HAN)					
Number of HAN files shared with other DGs	Baseline 2015	Target 2020	Percentage of units using collaborative tools to manage their activities	Baseline 2015	Target 2020	Source:
	0,13%	0,13%			40	
	Source:					
Number of cases where an important document could not be retrieved and resulted in a report to the DMO (register of "exceptions" to be created)	Baseline 2015	Target 2020	Existence and degree of implementation of a documented strategy to harness knowledge of DG staff	Baseline 2015	Target 2020	Source:
	0	0		Yes, high	Yes, high	
	Source:					
Percentage of briefings managed in accordance with a uniform business process and using a common tool	Baseline 2015	Target 2020				
	0%	100%				
	Source: BASIS implemented in 2016					