



Management Plan 2019

Directorate General Human Resources and Security
P E R F O R M A N C E T H R O U G H P E O P L E

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TABLE OF CONTENT

PART 1. OVERVIEW OF MAIN OUTPUTS FOR THE YEAR



Organisational DEVELOPMENT

4



Talent MANAGEMENT

7



fit @work

10



Security

13



Legal Affairs

14



Partnership

15

PART 2. ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR



Human Resource MANAGEMENT

17



Financial MANAGEMENT

17



Information MANAGEMENT

18

INTRODUCTION

The general objective of DG HR is to help achieve the overall political objectives, and to support the Commission in effectively and efficiently managing and safeguarding assets and resources, and attracting and developing talents. In 2019 DG HR will continue to implement the strategic framework set for the period 2016-2020 to enhance performance of the Commission through its people. DG HR will deliver key strategic decision and guideline documents, and provide regular services to the clients in order to enhance the performance of the organisation and the performance of the staff members, to increase staff members resilience to cope with the on-going changes, and to reinforce the HR governance structure.

ENHANCE PERFORMANCE THROUGH MANAGEMENT OF TALENT AND DEVELOPMENT OF THE ORGANISATION

 Organisational DEVELOPMENT <small>HIGH PERFORMANCE ORGANISATION</small>	 talent MANAGEMENT <small>the right person in the right place, at the right time</small>
<p style="text-align: center;">Strategic Plan 2016-2020</p> <p>Strengthen sustained organisational performance through fit for purpose structures, planning and allocating human resources for better alignment with Commission priorities. Design and support modernisation projects for efficient collaboration and strengthening internal communication to enhance staff engagement.</p> <p style="text-align: center;">How will this be implemented in 2019?</p> <p>DG HR will analyse the result of the Staff survey 2018 and will help DGs to extract the insights needed to maintain and increase staff engagement and to provide a workplace in which staff can work effectively. In 2019, DG HR will consolidate the processes in the new HR service delivery model. DG HR will pursue its effort to reinforce the resource allocation process in particular with the progressive implementation of ATLAS project. DG HR will also continue to provide leadership for efficiency gains in support services. It will enhance Internal Communication and improve the accessibility of key HR information for staff members and managers. DG HR will accompany and support the Commission through its organisational development activities and enhance its way of collaborating and sharing knowledge.</p>	<p style="text-align: center;">Strategic Plan 2016-2020</p> <p>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".</p> <p style="text-align: center;">How will this be implemented in 2019?</p> <p>In 2019, DG HR will continue to implement the integrated talent Management Framework 2017-2020 and related action plan. In particular, special emphasis will be put on staff mobility, headhunting and career events, and provide opportunity to boost career and to retain highly qualified temporary and contract staff by organising internal competitions on a more regular basis. DG HR will pursue its efforts to develop policy, tools and guidelines for the selection, appraisal and mobility of managers. It will develop the attractiveness of the Commission as an employer and approve the related Communication implementing actions proposed in it, such as the revision of implementing rules for Temporary Agents. In 2019 the strategy on diversity and inclusion will be further implemented and the target of at least 40% of female managers will be achieved.</p>

INTRODUCTION

ENHANCE STAFF RESILIENCE BY PROVIDING A SAFE, HEALTHY AND SUSTAINABLE WORKING ENVIRONMENT


HEALTHY PEOPLE, HEALTHY ORGANISATION

Strategic Plan
2016-2020

The fit@work programme aims at keeping staff fit and healthy in a healthy work environment which respects and seeks to accommodate their and the Commission's needs. The Commission's social impact will be developed through volunteering capacity and the Commission's environmental impact will be reduced by improving our environmental performance.

How will this be implemented
in 2019?

DG HR will monitor and help implement the actions in the 2017-2020 Action Plan with a view to implementing the integrated Health & Wellbeing Strategy. In 2019, DG HR will continue to focus on mental health, work-life balance and social integration.


SECURE ORGANISATION

Strategic Plan
2016-2020

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 2019?

DG HR will reinforce the security framework to protect staff, information and assets by further securing Commission systems and streamlining policies concerning access to Commission buildings, information security and counterintelligence operations.

STRENGTHEN HR GOVERNANCE STRUCTURE FOR A COLLABORATIVE AND ETHICAL ORGANISATION


ETHICAL ORGANISATION

Strategic Plan
2016-2020

Ensure compliance with the core ethical values and obligations enshrined in the Staff Regulations.

How will this be implemented
in 2019?

Implementing Provisions are continuously reviewed to improve their clarity and coherence and staff awareness of existing rules will be enhanced.

Failures to comply with the high standards of ethics and integrity expected of staff will continue to be followed up attentively and sanctioned appropriately.


COLLABORATIVE ORGANISATION

Strategic Plan
2016-2020

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

How will this be implemented
in 2019?

DG HR will review the legal framework governing social dialogue. In addition, DG HR will also pursue its efforts to increase the EC staff presence in Luxembourg to reach the target agreed with the Luxembourgish Authorities. In this context, DG HR will renegotiate the agreement with the hospitals in Luxembourg.

PART 1. OVERVIEW OF MAIN OUTPUTS FOR THE YEAR

The following section presents the key deliverables to be produced specifically for the year and the key regular services provided to the clients to enhance staff members' performance, to enhance their resilience and to strengthen the HR governance.



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

The table below lists the key documents, decisions, strategies, reports and guidelines to be produced during the year in the area of Synergies and Efficiencies, resource allocation, organisation charts and organisational development. A key action for DG HR is to consolidate the HR Service Delivery Model. Following the implementation of the structural changes, the processes need to be continuously improved, in order to provide a better and more efficient service. DG HR will continue supporting Domain Leaders to attain synergies and efficiencies in the horizontal services, to improve services and free up resources for Commission priorities.

An effective allocation of human resources remains a core objective of DG HR, to which the IT tool ATLAS will contribute. During 2019, in the context of the preparation for the next Multiannual Financial Framework, DG HR will contribute to optimise the use of the Commission's administrative budget.

DG HR will continue advising DGs and staff on efficient use of resources. Measures in the fields of organisational development and knowledge management will allow the Commission to react with more flexibility to changes in its environment and make best use of its assets.

Consolidation of the HR Service Delivery Model within the Commission



Consolidate the HR Service Delivery Model resulting in improved and more efficient HR services provided to the Commission departments.

- In 2018, the overall reduction of the HR community, initiated in 2015, amounted to 136 jobs. The HR ratio thus shifted from 1:30 to 1:34 during that period. In 2019, DG HR will explore further efficiency gains in different parts of the HR function, while ensuring that the provision of high-quality HR services in support of the Commission's operation is not affected.

Indicators	Target
Reduction of jobs in HR community	Ratio of 1:40

- Adjust the Staff Matters Portal to further integrate the Information portal with other HR information systems, and with question-tracking system. As of 15 October 2018, 5 000 questions were dealt with via the Staff Matters Portal.

Indicators	Target
Client satisfaction with Staff Matters Portal services	90%

Domain Leadership

Continue assisting domain leaders (COMM, HR, DIGIT, SCIC, OIB, OIL, OP, BUDG) in fulfilling their role of leading and supporting their communities, in order to provide more efficient and effective services.



- Assist the domain leaders with the development of horizontal measures towards the staff of their communities, in particular: identification of the community, outreach and engagement towards the community members, professionalization actions, setting up an assessment framework;
- Assist in identifying and optimising creating synergies between the different domains and enable change processes across domain borders;
- Coordinate the collection of staff savings in the respective communities in the framework established by the CMB;
- Ensure that the cross-domain process of implementing office moves and making available training and meeting rooms are made smooth and efficient for staff and managers.

Indicators	Target
Number of sessions organised with Domain Leaders	6

Resource Allocation and ATLAS



In 2018, ATLAS was introduced in all DGs for basic activity mapping. In 2019, DG HR will encourage all DGs to make full use of the tool

- Progressive introduction of ATLAS for a full use of task and activity mapping through a dedicated module in SYSPER;
- Within ATLAS: screening of Commission jobs; definition, launch, analysis and reporting.

Indicators	Target
Number of DGs making full use of ATLAS	More than 20

Prepare for new Multiannual Financial Framework and New Commission



- Guide HR input to the preparation of the future Multiannual Financial Framework to ensure the optimal use of the budget allocated to the Commission notably under Heading 7, linking to organisational development outreach projects for individual DGs or at corporate level where appropriate.
- Facilitate a smooth transition of the various DGs' organisation chart on the basis of the preferences of the new Commission's President

OD Approach Implementation



- Building on the work on domain leadership, including HR Modernisation, Knowledge Management, support to DGs and the results of the 2018 Staff Survey, develop an Organisational Development strategy and working method for DG HR, identifying suitable areas for organisational improvements and related interventions.

Indicators	Target
Organisational Development Strategy and working method developed and implemented	Dec 2019

- Further strengthen organisational development capacity and capability in DG HR and build strategic partnerships with relevant services in other corporate functions such as for example the One-Stop Shop for collaborative working methods and knowledge sharing.

Indicators	Target
Organisational Development capability building programme developed and implemented	Dec 2019

- Provision of Organisational Development interventions in DGs and communities in institutional priority areas, promoting greater organisational agility, better collaboration, and improved staff engagement.

Indicators	Target
Client satisfaction with Organisational Development interventions	90%

Knowledge Management

Contribute to the implementation of the Communication on Data, Information and Knowledge management (2016), especially by: extending the 2018 communication campaign and its flagship action "Senior Management Roadshow" to 2019; contributing to the cross-DG one-stop-shop to support collaboration: developing learning paths for managers and staff. DG HR will also continue having an active role to extend the usage and functionalities of the Connected platform as part of the Connected Steering Committee.

SPECIFIC OBJECTIVE I.2: EFFICIENT SUPPORT PROCESSES MEETING STAFF AND COMMISSION PRIORITIES

In 2019, DG HR will analyse the result of the Staff Satisfaction survey to extract the insights needed to maintain and increase staff engagement. DG HR will thus help DGs to improve their performance and to provide a workplace in which staff can work effectively.

Staff Survey 2018

- Results analysis,
- dissemination & action plan for HR corporate issues
- Support to DGs to analyse the result and build local action plans



Indicators	Target
Number of DGs having produced action plans by Q2 2019	100%

Internal Communication

- Further develop domain leadership role for IC, in particular
 - Outreach/support to DGs through portfolio management
 - Further promote professionalisation programme within the community
 - Further develop indicators for internal communication activity
- Define priorities for 2019 communication plan and closely cooperate with IC correspondents to ensure corporate messages reach all staff
- Evaluate My IC Mobile pilot and propose way forward
- Improve news management (My IntraComm)



Indicators	Target
Client satisfaction with internal communication services (annual feedback requested)	more than 75%

Efficient, Stable and Future-Proof HR IT Landscape

- Launch the study on the future of HR IT tools: analyse current business processes, data management and IT tools, identify options for the way forward and outline a process to reach the preferred option.
- Define the HR Data Strategy and further develop HR business intelligence services, including data quality and tools.

Indicators	Target
Availability of the study results on the future of HR IT tools and the HR Data Strategy	Autumn

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

In 2019, DG HR will continue to implement the integrated talent Management Framework 2017-2020 and related action plan in order to build a knowledgeable, skilled, flexible, and networked staff at the service of Europe.



Managerial EXCELLENCE

Managers play a main role when it comes to the effective delivery of the Commission's political priorities. They ensure the delivery of results by translating the political vision into concrete, operational objectives. DG HR will provide them with additional tools and feedback mechanisms to excel and to continue to grow in their role as effective, mobile and balanced managers. In addition to a very diverse offer of management courses, a specific external management development programme and dedicated conferences, presentations and similar events, coaching is part of the management development tools used at all levels

Develop and support Middle Managers (MM)



- Roll-out of the development programme for newly appointed middle managers and 360°/180° feedback scheme in the context of management development.

Indicators	Target
Number of newly appointed middle managers having benefited from the development programme.	120

360° feedback for Senior Management



- Following the participation of 127 Senior Managers in 2017 and 2018, the pilot programme will continue and be made available to more senior officials in the context of management development.

Indicators	Target
Number of senior managers having performed a 360°	30

People manager of the future



- The Coaching Guidelines part of the corporate tool kit in the areas of management and organisational development

Indicators	Target
Number of managers and teams having used either internal or external coaching	100?



Recruitment & Performance

DG HR will review the rules applicable to temporary staff, with a view to simplifying rules, optimising the recruitment process and career opportunities. In addition, DG HR will run internal competitions to provide an opportunity for faster career development, to cater for the Commission's need to retain highly qualified temporary and contract staff by appointing them as Officials, and to reduce the relative share of non-permanent staff.

Enhance attractiveness of the Commission as an employer

Draft a communication to enhance attractiveness of the Commission as an employer and implement actions proposed:



- revamp talent acquisition strategy (selection and recruitment. measures on geographical balance; reduction of the time needed to recruit new officials);
- preserve and enhance attractiveness of employment package (career, pecuniary rights, work environment and methods);
- effective communication.

Indicators	Target
Adoption of communication on attractiveness of the Commission as an employer	Winter
Percentage of offers sent within 20 working days after initiation of recruitment procedure.	85

New general implementing rules for Temporary Agents

- Negotiation, adoption and implementation of the revised selection procedure and conditions of employment of Temporary Agents in the Commission.



Indicators	Target
Adoption of the decision	Autumn

Internal Competitions

- Organise internal competitions for 3 function groups: Administrators (AD), Assistants (AST) and Secretaries and clerks (AST/SC), and open to officials, temporary and contract agents.



Indicators	Target
Number of laureates selected	411

Pilot a Junior Professionals Programme (JPP)

- Roll out and follow up of the Junior Professionals pilot Programme extended until 2020 (following the first session launched in 2018) and of selections launched on a biannual basis (up to 25 JPs per session) in 2019 and 2020



Indicators	Target
Number of Junior Professionals by end of 2019	80



Learning & Development

The European Commission is an attractive and modern employer. One of the reasons is the mobility prospects and access to preparation of a career change. Staff have a responsibility to manage their own career, and with the Learning & Development Strategy focusing on the necessary knowledge and skills for the Institution, an emphasis on creating flexibility to adapt, learn and lead change as well as supporting collaboration and knowledge management they can do so. From the induction programme to end of career, staff have the possibility to attend classes, e-learning and other learning opportunities. Being a multilingual workplace one of the key offers is the language courses which enables staff to learn a language to collaborate and work better together. In 2019 there will be a focus on the need and importance of digital learning for language training.

Skills of the Future

- **Design of professional learning paths**

Preparing Commission staff, Policy Officers in particular, for an increasingly complex work context, and defining clear ways for individual development, also to enhance mobility perspectives.



Indicators	Target
Policy Officer path	Autumn

Partnership and mobility

- **Access to language courses**

- Fostering multilingualism and providing a clear vision on the future of language training
- Adapting our language training offer to new generations of participants
- Improving flexibility of language training by offering digital contents as a complement to classroom courses



Indicators	Target
Digital learning strategy for language courses	Autumn

Strategy

- **Evaluation of the L&D strategy**

Review of the priorities in the L&D strategy in view of aligning to a continuously changing work environment



Indicators	Target
Stakeholder consultation	Autumn

Careers

The success of the Talent Management Strategy will heavily depend on the level of motivation and of engagement of our staff throughout their professional career in the Commission and on our ability to make sure that staff members that possess the appropriate skills are at the right place at the right time. This requires a strong personal involvement of the individuals concerned, accompanied by an appropriate support from the Institution. The following actions aims at provide the staff members with tools and forum to enhance their satisfaction with career path and mobility opportunities.

Foster staff mobility

• Headhunting

- Based on the assessment and results of the previous steered mobility exercises (in particular for AST and AST/SC staff in Luxembourg), develop a more customised Headhunting service using various data sources at local and central level, i.e. selection panel and career guidance output, eCV including the career aspirations section, job descriptions
- Pilot phase for headhunting with AMC2 to be launched in January 2019



Indicators	Target
Evaluation of the pilot exercise	End 2019

• Job shadowing

- provide help and support to DGs wanting to develop job shadowing.
- Several exercises launched by AMCs for clusters of DGs to be analysed

Indicators	Target
Number of Job shadowing cases	80

Reinforce career guidance

• Proactive 4-year career talk

Offer staff having been for more than 4 years in a job a career talk with a Career Guidance Officer. Following 2017 pilot exercise (DG HR and DG EMPL), widen the offer to other Commission services.



Indicators	Target
Number of eligible staff who accepted the invitation	40%
Number of DGs involved in the exercise	40

• Career guidance module

Development of a module in SYSPER to record the activity of the 40 AMC Career Guidance Officers (CGOs) to improve monitoring and general feedback to DGs, while preserving confidentiality.

Indicators	Target
Number of staff received by the CGOs.	2 500

Careers events

- DG HR will organise the 4th edition of the Career Day. The initiative allows staff members to explore the different career options available in the Commission and build professional networks.



Indicators	Target
Number of participants to the career day	1 500

SPECIFIC OBJECTIVE II.2: A DIVERSE AND INCLUSIVE TALENT MANAGEMENT.

Diversity

The European Commission is by essence a diverse workplace. Diversity is considered as a richness that should take into account diverse talents reflecting the population that we serve including at all levels of management staff. In 2019, DG HR will implement the Commission Strategy on diversity and inclusion to attract and retain diverse talent including actions to attain the target of at least 40% of female senior and middle managers by the end of the year on which it will report quarterly to the College with a specific emphasis on first female appointments.

Diversity & inclusion Action Plan



- Implementation of a diversity and inclusion action plan

Indicators	Target
Percentage of announced measures achieved	90%

- Monitor the achievement of the 40% of female senior and middle managers by 2019 and further develop the female talent pool

Indicators	Target
% of women in senior and middle management.	At least 40%

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

In 2019, DG HR will implement the fit@work strategic framework 2017-2020 and related action plan aiming at enhancing the health and wellbeing of staff members. The table below highlights a few flagship actions initiatives in each of the 6 domains of the fit@work action plan to be delivered during the year.



PHYSICAL HEALTH

DG HR implements a risk prevention approach regarding the major medical conditions prevalent in society (cancer, diabetes, cardiovascular diseases, etc) to ensure that our personnel maintains a good level of physical health.

Health on-line

Provide staff with a possibility to access online to their health data on confidential and volunteering basis to help them in improving their state of health. After having finalised the technical specifications in 2018, DG HR will launch a pilot exercise in 2019.



Indicators	Target
Launch of the health on-line	Summer

Revise the implementing provisions regarding absences on grounds of health or accident

- Streamline rules and procedures, clarify the different roles of the actors and introduce tools, such as a standardised medical certificate with optional indication of the pathology.
- This indication will help better monitor sickness absences and target area of actions.



Indicators	Target
Adoption of the revised implementing provision regarding absences on grounds of health or accident	Summer



MENTAL HEALTH

Actions will be implemented to ensure higher level of stress resilience of our personnel and to improve factors that contribute to the maintenance of a good level of mental health, with a particular focus on Primary prevention, i.e. elimination of risks at the source.

Integrated approach promoting mental wellbeing at work

- Improve our capacity to prevent psychosocial risks (stress, burnout, depression) by addressing the key five professional factors potentially contributing to them (organisation, job content, working conditions, conditions of life at work and Interpersonal relationships)
- Develop and implement the Fit2Lead programme (top-down approach for mental wellbeing at work).



Indicators	Target
Staff satisfaction with the Commission caring about their health <i>Increase per survey year</i>	5%

Return-to-work support strategy

- Ensure the best possible conditions for staff coming back from a (long) sickness absence to gradually reach their operational capacity taking into account their health situation.



Indicators	Target
Staff satisfaction with the Commission caring about their health	40%



PROMOTION OF PHYSICAL ACTIVITIES

The purpose of the activities under this heading is to fight a sedentary lifestyle by raising the level of awareness and proposing actions that allow our personnel to keep physically active.

Promoting physical activity

- Awareness campaigns via concrete actions such as the European Week of Sport, the Schuman Trophy, as well as the Where2Go app, which includes all activities and events.



Indicators	Target
Participation in the actions and events, and usage of Where2Go app. <i>Target to be set per event</i>	Participation

Encouraging healthier commuting

- Adoption of a mobility policy for our staff with the objective to increase the number of our members of personnel using those alternative means of transport. Vélomai event to raise awareness.



Indicators	Target
Adoption of a mobility policy	Summer



PHYSICAL WORKING ENVIRONMENT

This domain includes actions aiming at improving the quality of the workspace, with particular emphasis on the ergonomic aspects, functionality and comfort of our office space and furniture.

Workspace arrangements

- Contribute to the work of the Steering Committee on the Workplace of the future to deliver a policy paper with options to organize our workspace so that it accommodates the needs for concentration, cooperation, socialisation and learning.



Indicators	Target
Adoption of a policy paper with options to organize our workspace	Summer

Health and Safety



- Carry out an audit on water supply and usage at the Commission Water audit

Indicators	Target
Adoption of the Report	Autumn



WORK LIFE BALANCE

The work in this area aims at ensuring that our staff makes proper use of the various formulas that are in place to achieve a good work/life balance within the 40 hours (or more). The overall impact of the measures available for staff to ensure an appropriate work life balance will be measured through the level of their satisfaction expressed in the staff survey 2018.

Assess & revise 95% part-time formula



- 95% part-time formula with salary reduction:** The impact will be measured through the increase in the number of persons who are using the 95% formula since its introduction in 2016.

Indicators	Target
Satisfaction rates with regard to work-life balance in the staff survey. <i>Increase per survey year</i>	5%

- 95% part-time formula without salary reduction for staff suffering serious hardship:** Revision of criteria the purpose is to make it more accessible to parent with children with disabilities.

Indicators	Target
Adoption of the revision	Winter

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

In 2019, DG HR will continue to implement EMAS, the premium European environmental management system, to continuously improve its environmental performance. DG HR will also reinforce opportunities for staff to engage in voluntary work for the benefit of local communities. The table below lists the key documents decisions, strategy, reports and guidelines documents to be produced during the year.

 **SOCIAL INTEGRATION**

Actions in this domain aim at improving social integration at work as well as better engagement with Society

Corporate Responsibility

The Commission's internal CSR programme promotes caring relationships in three areas:

- caring for our staff (fit@work, and more particularly support in the area of disability);
- caring for society (Volunteer for a Change); and
- caring for the environment (EMAS).



Indicators	Target
Declaration of Intent adopted	Summer

Social Engagement through Volunteering

Priority actions under the corporate volunteering initiative Volunteer for a Change include:

- Policy paper on Volunteering – Review of actions since 2016 and proposals for adjusting and consolidating the framework for volunteering within the Commission
- Corporate flagship events – A further EC Volunteering Week will be organised in autumn 2019 (subject to funding/resources); and a range of other corporate volunteering actions will be organised during the year on the three main sites Brussels, Luxembourg and Ispra as the opportunities arise.
- Volunteering team builds – revised guidelines on volunteering team events



Indicators	Target
Policy paper	June
Number of participants: EC Volunteering Week	800
Number of participants: Other corporate/DG volunteering activities	500

Inclusion of persons with disabilities – Reasonable accommodation

Ensure enhanced application of the existing legal framework so that disadvantages of people with disabilities are compensated and, as far as is reasonable, they are put in similar conditions to work as nondisabled people. (Included in diversity and inclusion action plan)

This area includes increased awareness of the existing financial procedures to help colleagues with special needs. Proposal for adaptation of the provisional guidelines for implementation of the budget heading “supplementary aid for the disabled” concerning welfare appropriations for disabled persons (increased financial support).



Indicators	Target
Adoption of the revision	Autumn

SPECIFIC OBJECTIVE III.1: STAFF WORK IN A SECURE WORKING ENVIRONMENT

In 2019, DG HR will pursue its engagement in maintaining and further reinforcing effective protection of people, assets and information to provide staff with a secure working environment.

DG HR will continue its efforts on codifying security rules and procedures, ensuring that current practices and arrangements are thoroughly reviewed, laid down in a clear and detailed manner, and made available to staff and any potential users. The Security awareness campaign aims at promoting security policies in place and providing practical information to Commission staff in order to strengthen employees' security culture and mitigate security risks. The relationship with the host country is essential to ensure appropriate security protection in the context of specific security projects but also at political level. Finally, in order to continuously ensure that information can be shared safely within the Commission, the RESTREINT UE/EU RESTRICTED system will be upgraded.

<p>Implement a comprehensive Security awareness raising campaign by establishing a detailed action plan</p> <p>To coordinate and implement security related corporate communication and awareness strategies in line with the development of (new) security-related rules and strategy. It includes the organisation of the High-level Annual European Commission Security Symposium and the implementation of a new app-based warning and communication tool as a back-up for NOAH.</p>	<p>Target Autumn</p>
<p>Develop and roll out a new generation of Commission access badges</p> <p>To integrate enhanced security, simplify visual layout and provide multiple functions in a new access badge for each staff.</p>	<p>Target Autumn</p>
<p>Practical guide for staff on investigations and internal guidelines for investigators</p> <p>To update guidance to Commission staff on security inquiries, and refine internal guidance for investigators.</p>	<p>Target Summer</p>
<p>Comprehensive strategy on security operations</p> <p>To review a risk-based strategy on security operations (Counter-Intelligence, Counter-Terrorism, Protection and Open Source Intelligence).</p>	<p>Target Summer</p>
<p>Unauthorised access to Commission premises - Berlaymont</p> <p>To further mitigate risks through overhaul of technical security equipment and procedures at Stevin vehicle entrance of Berlaymont building and to commence construction of the Berlaymont Welcome Centre.</p>	<p>Target Autumn</p>
<p>Commission's security rules</p> <p>Following up the adoption of Commission Decisions (EU, Euratom) 2015/443 on security in the Commission and 2015/444 on the security rules for protecting EU classified information, complete corresponding rules.</p>	<p>Target Autumn</p>
<p>RESTREINT UE/EU RESTRICTED information - RUE-X</p> <p>Launch of the RUE-X system – The pilot and accreditation will be completed in 2019, while deployment will be completed in 2020.</p>	<p>Target Autumn</p>



SPECIFIC OBJECTIVE IV.1: MANAGERS AND STAFF ABIDE BY THE HIGHEST PROFESSIONAL AND ETHICAL STANDARDS AT ALL TIMES

DG HR's role as a guardian of general rules of HR regulatory framework remains a key preoccupation in 2019, through a simplification of the management ethics-related procedures, revision of inquiries and disciplinary procedures, account being taken of the developments in the case-law of the European Union Courts and of the experience acquired in the field of inquiries and disciplinary proceedings. The Commission has committed to step up its attention on and action against all forms of harassment (including sexual harassment). The current scheme should be updated in that context.

Revision of Practical Guide to Disciplinary Proceedings

The Practical Guide will be revised and related actions implemented following adoption of the GIPS



Indicators	Target
Practical Guide to Disciplinary Proceedings	Summer

Revision of the rules on the prevention of and fight against harassment and inappropriate conduct

The Commission Decision on the European Commission policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment will be revised (Decision C(2006) 1624/3). The new Decision will be complemented by a guidance document.



Indicators	Target
Revision of the current Decision and issuing of a guidance document	Summer

Awareness raising actions on ethics

Regular trainings focused notably on prevention on conflict of interest and leaks avoidance. Trainings are made to target different populations and aim ultimately at having the whole Commission staff benefiting from regular refreshers on ethics.



Indicators	Target
Number of DGs receiving training and presentations	10

SPECIFIC OBJECTIVE 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.

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. Since 2015, 34 legal texts have been considered from which 21 texts have been significantly modified and finalised. 18 additional texts are currently being reviewed.



Indicators	Target
Number of legal texts reviewed and certified HR Better Regulation	18 decisions analysed

Internal Data Protection Regulation (IDPR)

Work of three majors decisions (Disciplinary proceedings, medical data and security) on Article 25 upon restriction under the Internal Data Protection Regulation framework.



Indicators	Target
Number of decisions reviewed	3 decisions for adoption

SPECIFIC OBJECTIVE IV.3: COLLABORATIVE AND EFFECTIVE PROFESSIONAL RELATIONSHIPS WITH STAKEHOLDERS AND PARTNERS RELEVANT FOR HR CORE SERVICES

In 2019, DG HR will review the legal framework governing social dialogue. In addition, DG HR will also pursue its efforts to increase the EC staff presence in Luxembourg to reach the target agreed with the Luxembourgish Authorities. In this context, DG HR will renegotiate the agreement with the hospitals in Luxembourg.

Revision of legal framework governing social dialogue

Modernise the legal framework on social dialogue, as much experience has been gained in the implementation of the current rules and practices relating to staff representation.



Indicators	Target
Adoption of the legal framework on social dialogue	Autumn

Raising attractiveness of the Luxembourg site

- Monitor the level of presence of Commission services in Luxembourg in the context of the Georgieva-Asselborn agreement. Maintain regular contacts with Luxembourgish Authorities.
- Communication to staff to promote Luxembourg site (LUXWEB)
- Collaboration with and monitoring of actions by CAS (Interinstitutional Comité d'Activités sociales) and CCPE (Comité du Centre Polyvalent de l'Enfance)
- Renegotiation of the agreement with the FHL (Fédération des Hôpitaux Luxembourgeois)
- Launch of a study on the cost of living in Luxembourg.



Indicators	Target
Staff present in Luxembourg reaching 12,5% of the total EC- staff by 2022	12,5% in 2022

European Schools Governance

Support the European School system to improve its financial governance and to bring clear added value to the attractiveness of the European Civil Service. In particular, DG HR will:

- Closely follow the file related to the setup of fifth European School in Brussels.
- Follow the adoption of an attractiveness package for teachers.
- Follow up the United Nations Convention on Rights of Persons with Disabilities (UNCPRD)
- Follow up Brexit impact on the European Schools System



Indicators	Target
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	Autumn



A- Human Resource Management



B - Financial Management: Internal Control and Risk Management



C Information management aspects

A. HUMAN RESOURCE MANAGEMENT

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.

Implementation of DG HR local Talent Management priorities

- Support the further integration of the AMC directorate in DG HR.
- Ensure the upkeep of knowledge and the development of new skills and knowledge in the DG.
- Continue updating the ongoing Staff Action Plan to reflect the 2018 staff survey results and implement the identified actions.
- Reinforce networks and cross-cutting projects to work together and break silos.

Staff engagement and internal communications

- Ensure effective internal communication to support corporate and local organisational priorities and further enhance staff engagement within DG HR.
- Ensure that staff are generally satisfied with the quantity and quality of internal communication inside the DG and understand HR corporate policies launched in 2019.
- Ensure that community members take part to the Internal Communication Professionalisation Programme.

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.

Revision and documentation of key HR procedures

With the end of the pilot phase, the implementation of the HR Modernisation exercise is now achieved. Focus is now on fully exploiting the potential of this new delivery model. To this aim, the control strategy (i.e. ex-post control, priority of internal control principles) has been adjusted. More specifically, staff in the internal control sector is working closely with staff in charge of the new task - launched in August 2018 - of revising and documenting all HR procedures. This revision will have an impact on the efficiency of key HR procedures and the economy of invested resources. It will equally enforce DG HR's internal control system.

Indicator	Target
Development of a new online tool to manage the HR procedures, and a new methodology to document those process and review them regularly.	Online tool and methodology developed by 31 Dec 2019

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

Centralisation of HR financial transaction management

In the context of the HR Modernisation exercise, it was decided to centralise the management of all HR financial transactions in one unit at DG HR. With the objective to fully leverage the potential for synergies and efficiencies, the management of financial transactions related to HR budget will be moved from the AMCs and a number of DG HR operational units to the Unit “HR.DDG.R2” – Management of HR Financial Transactions”, which took up its functions on 01 September 2018.

Output: Ensure business continuity during the transfer of activities to HR.DDG.R2 under the centralised management of all HR financial transactions initiative. Subsequently, possibilities for improvements in workflows and processes and efficiency gains will be investigated and implemented.

Indicator	Target
No documented breakdown in service.	30 June 2019

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.

Fraud Risk Assessment and Updated antifraud strategy

In depth analysis of the fraud risks revealed no major update of the current strategy is required. The antifraud strategy will be updated in 2019, taking into account the result of the Commission Anti-Fraud Strategy review steered by OLAF. The delay in the adoption of the new Commission Anti-Fraud Strategy led to the decision to postpone the strategy update.

Indicator	Target
Updated antifraud strategy	15 July 2019

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

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.

Indicator: Effective integration of all the local HR units of DGs and services

D. INITIATIVES TO IMPROVE ECONOMY AND EFFICIENCY OF ACTIVITIES

Documentation of procedures

The process of revising and documenting all HR procedures, started in August 2018, will start bearing fruit in 2019, having an impact on the efficiency of key HR procedures and the economy of invested resources.

Charge-back process

The simplified and harmonised set of Service Level Agreements leading to increased oversight and a more efficient recovery of costs for the whole of the DG are now in place. The full impact of the charge-back overhaul will be measured and followed over a longer period.