European Commission

NEXT HR

RETHINKING OUR ORGANISATION

FOCUS GROUPS

Working Document

7 June 2021

European Commission

DISCLAIMER

This document intends to provide the members of focus groups with a draft organisation chart aiming at identifying strengths, weaknesses, risks and opportunities of the proposed structure, as well as identifying the practical modalities to implement it. The staffing figures are rough estimates only.

It does not prejudge the final organisation chart that will be adopted by the College.

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NEXTHR

DG HR Units and DGs contributions

Each unit in DG HR and 22 DGs provided over 1.000 inputs by answering a set of questions focused on

- the structure of the DG,
- the new HR Strategy,
- client and stakeholder orientation and
- working together.

Guiding Principles

The NEXTHR should be based on the following 4 guiding principles:

1. Enhancing customer orientation
2. Simplifying our organization and our processes
3. Strengthening ownership and accountability for HR and Administrative processes.
4. Enhancing collaboration among all DG HR staff and HR BCs

Political Orientations toward Org. Chart

Discussion with Commissioner Hahn on a first Organisation chart

Focus Groups

To carry out a SWOT analysis of the proposed organisation chart and identify practical arrangements for implementation

Adoption

Implementation

European Commission

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DG HR | Directorate-General for Human Resources & Security

COMMISSIONER: JOHANNES HAHN

DIRECTOR-GENERAL

- ASSISTANTS TO THE DIRECTOR GENERAL
- STRATEGIC PLANNING *Incl. HR BC, HR Int. Comm.*
- OPERATIONS DEPUTY DIRECTOR-GENERAL
  - SERVICE & OPERATIONS
  - HR INFORMATION SYSTEMS
- DIVERSITY AND INCLUSION OFFICE
- PRINCIPAL ADVISER FOR EQUAL OPPORTUNITIES
- PRINCIPAL ADVISER HR PROFESSIONALISATION & CUSTOMER ORIENTATION
- PRINCIPAL ADVISER FOR LUXEMBOURG SITE COORDINATION
- EXECUTIVE STAFF HORS CLASSE ADVISER

ORGANISATIONAL STEERING
- HR POLICY DEVELOPMENT
- ORGANISATIONAL PERFORMANCE, RESOURCE ALLOCATION & STRUCTURES
- CAREER DEVELOPMENT
- BUSINESS INTELLIGENCE & REPORTING
- CORPORATE COMMUNICATION *Incl. Social dialogue*

RECRUITMENT & MOBILITY
- RECRUITMENTS AND MOBILITY OF ADs
- RECRUITMENTS AND MOBILITY OF ASTs
- RECRUITMENTS AND MOBILITY OF CONTRACT AGENTS AND EXTERNAL STAFF
- MIDDLE MANAGEMENT *Incl. CAB Support*
- SENIOR MANAGEMENT *Incl. Head hunting*

CAREER SERVICES
- COMPETITIONS *Incl. Relations with EPSO*
- PERFORMANCE MANAGEMENT
- SCOUTING & CAREER GUIDANCE
- LEARNING & DEVELOPMENT

ATTRACTIVE WORKING ENVIRONMENT
- WORKING TOGETHER, TIME MANAGEMENT, WORKING METHODS
- SOCIAL SERVICES *Incl. Welcome / Retired staff and relations with PMO*
- PHYSICAL ENVIRONMENT *Incl. Greening, Building Logistics, Wellbeing & relations with OIB/OIL*
- MEDICAL SERVICES BRUSSELS
- MEDICAL SERVICES ISPRA
- MEDICAL SERVICES LUXEMBOURG
- MEDICAL ABSENCES

DEDICATED HR SERVICES
- DELEGATIONS
- LUXEMBOURG Career
- LUXEMBOURG Attractive Working Environment
- JRC

GENERAL AFFAIRS
- BUDGET & FINANCES
- INTERNAL CONTROL & PROCUREMENT
- AGENCIES, EUROPEAN SCHOOLS
- INVESTIGATION & DISCIPLINARY OFFICE
- EU CIVIL SERVICE *Incl. International & Interinstitutional cooperation*
- ETHICAL CONDUCT
- APPEALS & CASE MONITORING

HR SECURITY
- PROTECTION & OPERATIONS
- INVESTIGATIONS & ANALYSIS
- TECHNICAL SECURITY
- INFORMATION SECURITY / INSPECTIONS
- HORIZONTAL TASKS

This organisation chart does not include Advisors positions.

○ Units Middle and Senior management have a reporting line to the Hors Classe Adviser for Executive Staff

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European Commission

DG HR | Directorate-General for Human Resources & Security

COMMISSIONER: JOHANNES HAHN

DIRECTOR-GENERAL

- 15 SERVICE & OPERATIONS
- 25 HR INFORMATION SYSTEMS
- OPERATIONS DEPUTY DIRECTOR-GENERAL
- ASSISTANTS TO THE DIRECTOR GENERAL
- 20 STRATEGIC PLANNING *Incl. HR BC, HR Int. Comm.*
- DIVERSITY AND INCLUSION OFFICE
- PRINCIPAL ADVISER FOR EQUAL OPPORTUNITIES
- PRINCIPAL ADVISER HR PROFESSIONALISATION & CUSTOMER ORIENTATION
- PRINCIPAL ADVISER FOR LUXEMBOURG SITE COORDINATION
- EXECUTIVE STAFF HORS CLASSE ADVISER

85 ORGANISATIONAL STEERING

- 15 HR POLICY DEVELOPMENT
- 15 ORGANISATIONAL PERFORMANCE, RESOURCE ALLOCATION & STRUCTURES
- 15 CAREER DEVELOPMENT
- 15 BUSINESS INTELLIGENCE & REPORTING
- 25 CORPORATE COMMUNICATION *Incl. Social dialogue*

175 RECRUITMENT & MOBILITY

- 55 RECRUITMENTS AND MOBILITY OF ADs
- 40 RECRUITMENTS AND MOBILITY OF ASTs
- 45 RECRUITMENTS AND MOBILITY OF CONTRACT AGENTS AND EXTERNAL STAFF
- 25 MIDDLE MANAGEMENT *Incl. CAB Support*
- 10 SENIOR MANAGEMENT *Incl. Head hunting*

135 CAREER SERVICES

- 20 COMPETITIONS *Incl. Relations with EPSO*
- 20 PERFORMANCE MANAGEMENT
- 30 SCOUTING & CAREER GUIDANCE
- 65 LEARNING & DEVELOPMENT

245 ATTRACTIVE WORKING ENVIRONMENT

- 85 WORKING TOGETHER, TIME MANAGEMENT, WORKING METHODS
- 35 SOCIAL SERVICES *Incl. Welcome / Retired staff and relations with PMO*
- 35 PHYSICAL ENVIRONMENT *Incl. Greening, Building Logistics, Wellbeing & relations with OIB/OIL*
- 35 MEDICAL SERVICES BRUSSELS
- 15 MEDICAL SERVICES ISPRA
- 25 MEDICAL SERVICES LUXEMBOURG
- 15 MEDICAL ABSENCES

165 DEDICATED HR SERVICES

- 30 DELEGATIONS
- 55 LUXEMBOURG Career
- 10 LUXEMBOURG Attractive Working Environment
- 70 JRC

120 GENERAL AFFAIRS

- 30 BUDGET & FINANCES
- 20 INTERNAL CONTROL & PROCUREMENT
- 15 AGENCIES, EUROPEAN SCHOOLS
- 15 INVESTIGATION & DISCIPLINARY OFFICE
- 15 EU CIVIL SERVICE *Incl. International & Interinstitutional cooperation*
- 20 ETHICAL CONDUCT
- 20 APPEALS & CASE MONITORING

240 HR SECURITY

- PROTECTION & OPERATIONS
- INVESTIGATIONS & ANALYSIS
- TECHNICAL SECURITY
- INFORMATION SECURITY / INSPECTIONS
- HORIZONTAL TASKS

Includes an estimate of potential staffing for each entity, excluding service providers and including Contract Agents financed by Service Level Agreements

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FOCUS GROUPS

FOCUS GROUPS

Focus on the Organisational Structure

Topics reported by more than one unit

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FOCUS GROUPS

The objectives of the focus groups are:

- To analyse the DG HR Units and DGs contributions, related proposals for improvement, and the **draft organisation chart**.
- To carry out a **SWOT analysis** identifying strengths, weaknesses, risks and opportunities of the proposed structure for the topic assigned to the focus group.
- To identify the **practical modalities** to implement the proposed structure
- The Focus group provides **results** and **recommendations** to the NEXT HR Steering group by the **23 June**.

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FOCUS GROUPS

Each focus group analyses the proposed draft new structure, and assesses the strengths, weaknesses, risks and opportunities of the structure for the related group topic.

1. Would this new structure allow DG HR to provide a **better service to its customers?**
2. Would the proposed structure **simplify our organisation and our processes?**
3. Does the proposed organisation chart **clarify ownership?**
4. Would the proposed structure **strengthen collaboration among all DG HR staff and HR BCs?**
5. What are the **practical modalities** needed to implement the proposed structure?

FOCUS GROUPS

1. Would this new structure allow DG HR to provide a better service to its customers?

In particular by reducing the number of HR actors from 3 (HR Corporate, HR AMC, HR BCs) to 2 (HR and HR BCs), and by providing opportunities to streamline the processes

Strengths	What are the advantages of the proposed structure compared to the current one in terms of service to our customers?
Weaknesses	What are the disadvantages of the proposed structure compared to the current one in terms of service to our customers?
Risks	What are the risks related to the proposed structure, what mitigating measures should we implement?
Opportunities	What are the opportunities for further improvement in the coming years?

Assessment

In additional the leader asks each member to rate the improvement from 1 to 10.

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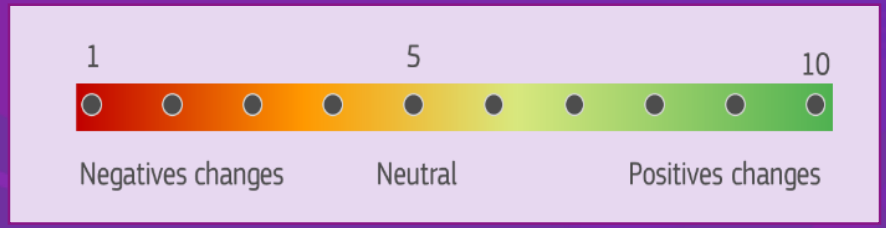

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FOCUS GROUPS

2. Would the proposed structure simplify our organisation and our processes?

In particular by reducing the number of HR actors from 3 (HR Corporate, HR AMC, HR BCs) to 2 (HR and HR BCs), and by providing opportunities to streamline the processes

Strengths	What are the advantages of the proposed structure compared to the current one in terms of simplification?
Weaknesses	What are the disadvantages of the proposed structure compared to the current one in terms of simplification?
Risks	What are the risks related to the proposed structure, what mitigating measures should we implement?
Opportunities	What are the opportunities for further improvement in the coming years?

Assessment

In additional the leader asks each member to rate the simplification from 1 to 10.

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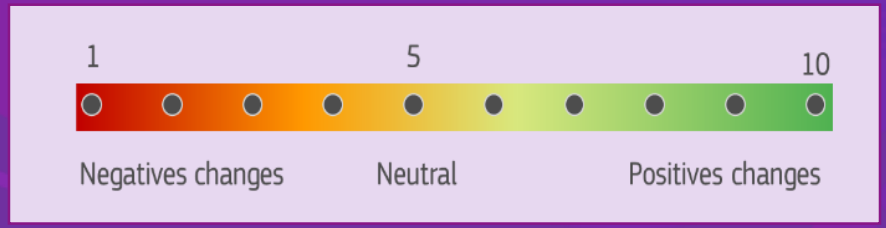

FOCUS GROUPS

3. Does the proposed organisation chart clarify ownership?

In particular by ensuring that one entity manages the process from beginning to end and delivers a complete service to our clients

Strengths	What are the advantages of the proposed structure compared to the current one in terms of ownership?
Weaknesses	What are the disadvantages of the proposed structure compared to the current one in terms of ownership?
Risks	What are the risks related to the proposed structure, what mitigating measures should we implement?
Opportunities	What are the opportunities for further improvement in the coming years?

Assessment

In additional the leader asks each member to rate the enhancement of ownership from 1 to 10.

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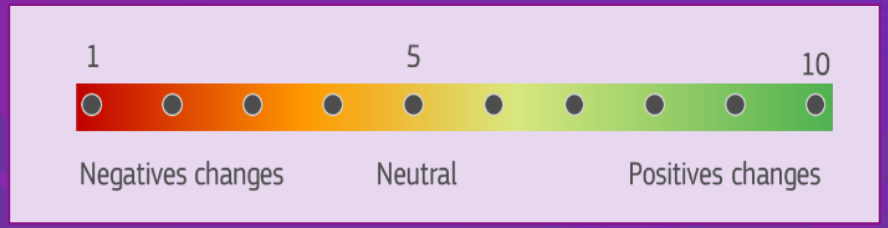

FOCUS GROUPS

4. Would the proposed structure strengthen collaboration among all DG HR staff and HR BCs

In particular by ensuring proper coordination between policy development and implementation, the promotion of project-based working, enhancing collaboration and information flow and by fostering a culture of trust and sense of belonging

Strengths	What are the advantages of the proposed structure compared to the current one in terms of collaboration among all HR staff and HR BCs?
Weaknesses	What are the disadvantages of the proposed structure compared to the current one in terms of collaboration among all HR staff and HR BCs?
Risks	What are the risks related to the proposed structure, what mitigating measures should we implement?
Opportunities	What are the opportunities for further improvement in the coming years?

Assessment

In additional the leader asks each member to rate the strengthening of collaboration among DG HR staff and HR BCsfrom 1 to 10.

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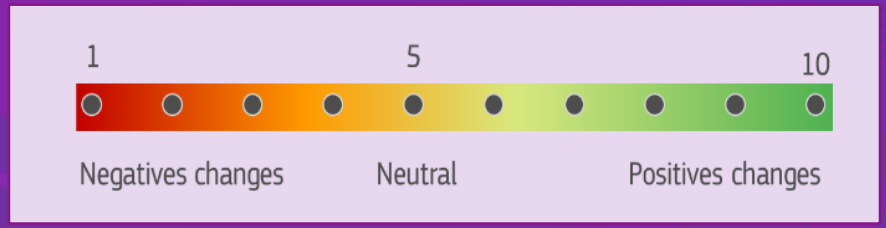


FOCUS GROUPS

5. What are the practical modalities needed to implement the proposed structure?

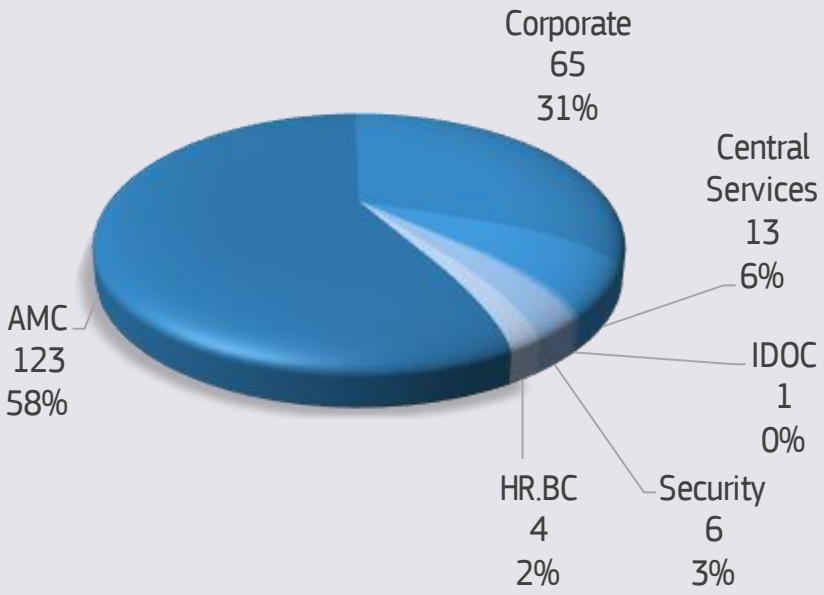
Focus groups members identify the practical modalities need to ensure a smooth implementation and ensure business continuity. The table below identify some areas, focus groups is free to report others

Staffing	Allocation of staff, Mobility of staff, recruitment of staff, career talk, communication, training etc…
Information System	Change in Sysper2, change in other Information System
Processes	Review of processes, procedures
Other	Changes in AOSD / AIPN

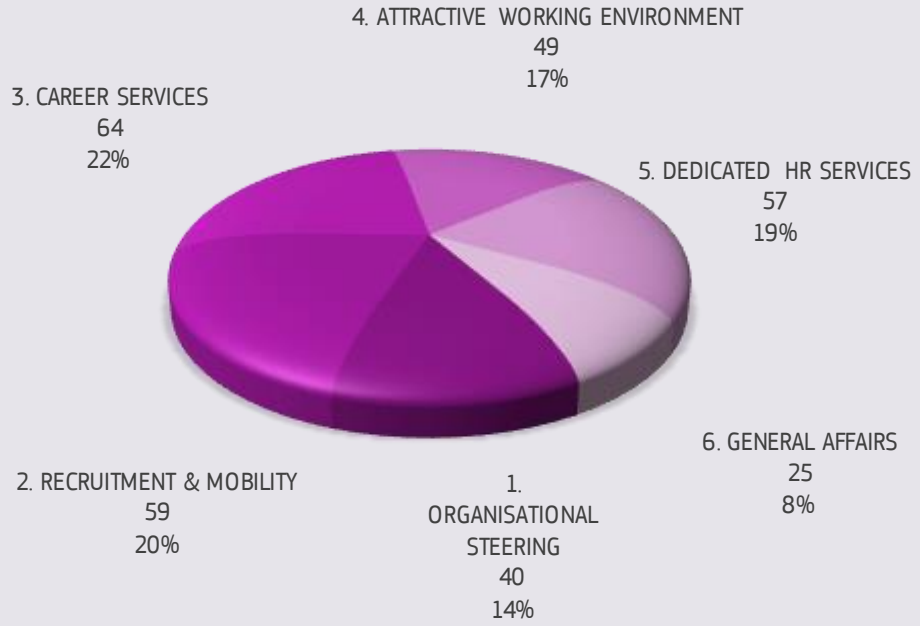
Number of Volunteers: 214

Number of Focus Groups Members (Participation in multiple groups): 294

Members per Entity



Members per Focus Group



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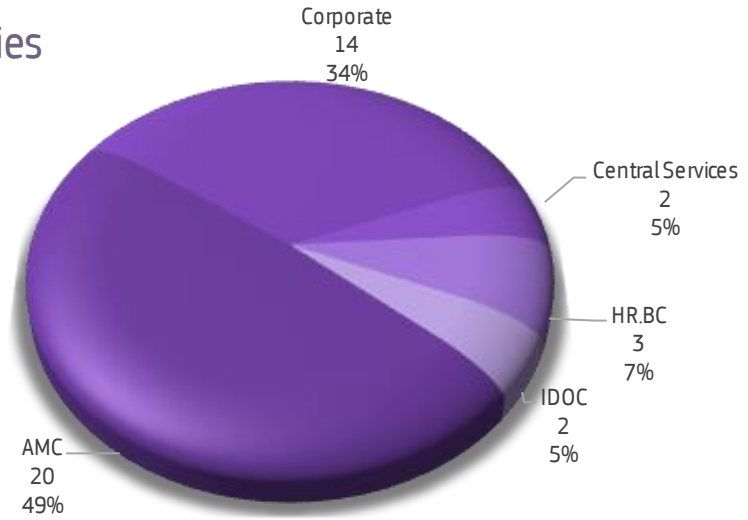
1. ORGANISATIONAL STEERING

Members	
SAINT AUBIN Bertrand	**HR.01**
DELLI PAOLI Romuald	***HR.01***
BOERSMA Erik	***HR.R.1***
SYAUSWA Lwanzo	HR.A.1
HECTOR Sara	HR.A.1
MANZONETTO Matteo	HR.A.2
FRANCKAERT Marie-Odile	HR.A.2
VILLANUEVA FERNANDEZ Luis	HR.A.3
LEDOUX Laure	HR.A.4
OLSSON Anna	HR.AMC
MANDLER Anette	HR.AMC.1
SPITZER Harald	HR.AMC.2
VEIGA Manuela	HR.AMC.3
DIERICX Marie-France	HR.AMC.3.002
FIERS Laetitia	HR.AMC.3.003
VOYATZI Meropi	HR.AMC.5
SOMAKIAN Rouzanna	HR.AMC.5.002
ASSUMMA Stefania	HR.AMC.5.002
BOLTIN Mojca	HR.AMC.6
WENTZEL-FROBERG Kirsten	HR.AMC.6.001
MORIN-KOHN Blandine	HR.AMC.6.002

Members	
FABER Ildiko	HR.AMC.6.004
DEVOUCHE Anne	HR.AMC.7
DE ALMEIDA GOMES Maria De Fatima	HR.AMC.7.001
LO BUE ODDO Paola	HR.AMC.7.001
LUCAS Edmond	HR.AMC.8
GUNA Miana	HR.AMC.8.002
IORGA Anamaria	HR.AMC.8.002
DI FABIO Fabiana	HR.AMC.8.004
DUMITRACHE Mihai Serban	HR.B.1
HENEGHAN Mary	HR.B.3
LAPLATTE Guillaume	HR.B.4
SCHUIJT Jogchem	HR.B.4.003
FRANCOIS-PONCET Florence (ECFIN)	HR.BC.ECFIN.R.1
STAGELL Wivica	HR.BC.FPI
PIPILIAGKAS Nikolaos	HR.BC.MOVE.SRD
PASCAL Andrea	HR.C.1
KEARNEY Barbara	HR.D.1.001
NORTON LEVY Sharon	HR.D.1.001
ALECSE Romana	HR.D.1.004
MIHAYLOVA Polya	HR.IDOC
VOISIN Manon	HR.R.2

40 Members from

21 entities



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HR.R.2	1
HR.AMC	1
HR.AMC.1	1
HR.AMC.2	1
HR.AMC.3	3
HR.AMC.6	4
HR.AMC.7	3
HR.AMC.8	4

HR.A.1	2
HR.A.2	2
HR.A.3	1
HR.A.4	1
HR.B.1	1
HR.B.3	1
HR.B.4	2
HR.C.1	1
HR.IDOC	1
HR.BC	3

1. ORGANISATIONAL STEERING

	Entity Mission	Processes	KPIs	Volumetry	Comments	Staff Sourcing
ORGANISATIONAL STEERING 85	To design and manage HR Policy; to manage the Organisation Structure, Organisational Performance and Senior staff career development.					
HR POLICY DEVELOPMENT 15	To design and manage HR Policy and their evolution.	Organise the evolution of HR Policies in general to deliver a better functioning and modern institution. This includes consultation of stakeholders and policy design.	Policy designed responding to the HR strategic objectives of the institution.			Staff from HR.B, HR.D, plus staff from HR.AMCs
ORGANISATIONAL PERFORMANCE, RESOURCE ALLOCATION & STRUCTURES 15	To ensure that the organisation structures and resources allocations are fit for purpose. To manage the organisation structures (org charts), and resources allocations. To facilitate organisational change.	Organisation changes. Resources (staff) allocations (Option: EC job quotas management) Management of 'surcharges'				Staff from HR.A1 working on Org Charts and Allocation Staff from HR.A2
CAREER DEVELOPMENT 15	To establish and manage a mapping of career paths per domain. To manage career development of middle & senior management staff. To identify and nurture management talent.	Define career paths. Career Structure Define competency framework for head hunting.				From HR.B3, HR.B4 and HR.AMC TEAMS 3
BUSINESS INTELLIGENCE & REPORTING 15	To manage HR data and to provide business intelligence and reporting	Data management, Business Intelligence, Reporting				HR.A5
CORPORATE COMMUNICATION *Incl. Social dialogue* 25	to manage internal communication, My Intracomm, and relation with trade unions and staff representatives (social dialogue).	All related to internal communication, social dialogue and MyIC.				From HR.A4 except HR internal communication; Plus HR.E1 Social Dialogue

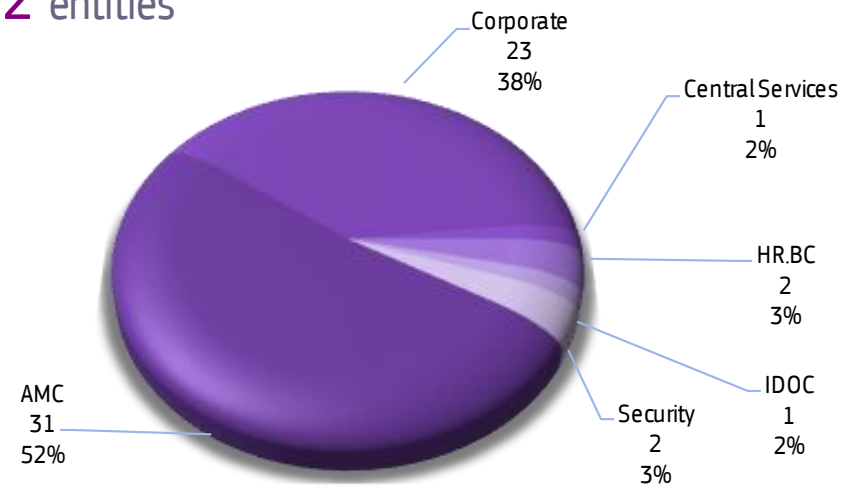
2. RECRUITMENT & MOBILITY

Members	
VEIGA Manuela / SPITZER Harald	**HR.AMC.3 /2**
KOZAK Oliver	***HR.A.2***
SLOWIK Przemek	HR.A.1
VAMOS Muriel	HR.A.3
KRIEGSMANN Anamaria	HR.A.3
ROCHON Stephanie	HR.A.3
DE HEUG Ariane	HR.AMC.1
SNEYERS Danielle	HR.AMC.1.002
VAN BUGGENHOUT Sonja	HR.AMC.1.002
MANEA Alin	HR.AMC.2.001
DE BONT Karen	HR.AMC.2.002
GOZZI Jenni	HR.AMC.2.002
BRIOLO Carmen	HR.AMC.2.002
MILHE Romain	HR.AMC.2.003
PERITORE Sarina	HR.AMC.2.003
DIERICX Marie-France	HR.AMC.3.002
LONNOY Bernard	HR.AMC.3.002
BARES Sylvie	HR.AMC.4.002
WAGENER Luce	HR.AMC.4.002
DE SCHAMPHELAERE Lindsay	HR.AMC.5.002
BORGHINI Veronica	HR.AMC.5.002
DEHOMBREUX Frederic	HR.AMC.5.002
VAN DE VOORDE Inge	HR.AMC.5.002
REUTER Karin	HR.AMC.5.002
ASSUMMA Stefania	HR.AMC.5.002
BOLTIN Mojca	HR.AMC.6
ALEKSONYTE-CORMIER Zivile	HR.AMC.6.002
DE ALMEIDA GOMES Maria De Fatima	HR.AMC.7.001
BARTOLOMEO Faby	HR.AMC.7.002
JABLONKA Regine	HR.AMC.7.002

Members	
SUAREZ CAPETA Magali	HR.AMC.7.002
MARTIN DOMINGUEZ Maria Del Carmen	HR.AMC.7.002
LUCAS Edmond	HR.AMC.8
IORGA Anamaria	HR.AMC.8.002
MATTHEI-SOCHA Anna	HR.AMC.8.002
WENG Uwe	HR.AMC.8.002
DUMITRACHE Mihai Serban	HR.B.1
JORDANT Manuela	HR.B.1.001
MACALUSO Marta	HR.B.1.002
PERVULESCU Catalina	HR.B.1.004
GALLARDO Manuel	HR.B.1.004
BANKOVSKA Katerina	HR.B.1.004
ZAFIRIADIS Alexia Despina	HR.B.3
DE KONINCK Valerie	HR.B.3.004
LAPLATTE Guillaume	HR.B.4
HAGMAN Johan	HR.B.4.001
SCHUIJT Jogchem	HR.B.4.003
ARNAL Isabelle	HR.B.4.003
MARINO Alessandra	HR.B.4.003
STAGELL Wivica	HR.BC.FPI
MICHIELS Johan	HR.BC.REGIO
MIRABELLA Gaetana	HR.C.2
ALECSE Romana	HR.D.1.004
CUCCOVIA Lina	HR.D.1.006
PANIS Valerie	HR.DS
ORTEGA SANCHEZ Aurora	HR.DS.2.003
MICHIELS Stephanie	HR.E.2
BELTIC Alina-Mihaela	HR.E.3.001
GIMENEZ GONZALEZ Luis Javier	HR.R.1.001

59 Members from

22 entities



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HR.AMC.1	3
HR.AMC.2	6
HR.AMC.3	3
HR.AMC.4	2
HR.AMC.5	6
HR.AMC.6	2
HR.AMC.7	5
HR.AMC.8	4
HR.A.1	1
HR.A.2	1
HR.A.3	3

HR.B.1	6
HR.B.3	2
HR.B.4	5
HR.C.2	1
HR.D.1	2
HR.DS	1
HR.DS.2	1
HR.E.2	1
HR.E.3	1
HR.BC	2

2. RECRUITMENT & MOBILITY

	Entity Mission	Processes	KPIs	Volumetry	Comments	Staff Sourcing
RECRUITMENT & MOBILITY 175	To provide efficient and effective recruitment for all categories of staff and servants; to organise and manage mobility.	All recruitment processes end-to-end, including related AA Powers	Aggregation of KPIs of depending entities			
RECRUITMENTS AND MOBILITY OF ADs 55	To organise & manage the mobility and recruitment of AD Officials & Temporary Agents in an efficient and effective manner. (Option: To support Executive Agencies and other depending entities for their TA recruitment, especially in their start up or grow phases, To manage the EC job quotas (budgetary coverage of posts)	Article 7, 29, Recruitments (incl. AA) - from opening to on boarding. Point of contact (Helpdesk) for BCs and Recruiting managers, recruitment and on boarding with other entities (Medical Service, OIB, DIGIT, PMO)	Speed & quality of recruitment, client satisfaction	745 recruitments, 2463 mobilities		HR.B1 HR.AMC TEAMS 2
RECRUITMENTS AND MOBILITY OF ASTs 40	To organise & manage the mobility and recruitment of AST Officials & Temporary Agents in an efficient and effective manner. (Option: To support Executive Agencies and other depending entities for their TA recruitment, especially in their start up or grow phases, To manage the EC job quotas (budgetary coverage of posts)).	Article 7, 29, Recruitments (incl. AA) - from opening to on boarding. Point of contact (Helpdesk) for BCs and Recruiting managers, recruitment and on boarding with other entities (Medical Service, OIB, DIGIT, PMO)	Speed & quality of recruitment, client satisfaction	559 recruitments, 1553 mobilities		HR.B1 HR.AMC TEAMS 2
RECRUITMENTS AND MOBILITY OF CONTRACT AGENTS AND EXTERNAL STAFF 45	To organise & manage the recruitment of Contract Agents, SNEs, Interim agents and external contractors for the EC and Offices. (Option: To support Executive Agencies and other depending entities in their CA recruitment, especially in their start up or grow phases).	Recruitments (incl. AA) - from opening to on boarding. Point of contact (Helpdesk) for BCs and Recruiting managers, recruitment and on boarding with other entities (Medical Service, OIB, DIGIT, PMO)	Speed & quality off recruitment, client satisfaction	1403 recruitments		HR.B1 HR.AMC TEAMS 2
MIDDLE MANAGEMENT 25 *Incl. CAB Support*	To manage all aspects related to Middle Management Policies and their execution. To provide support to Cabinets including BC function for Cabinets	Appointments, promotions, performance, evaluation, careers and training of Senior Managers			Has a functional reporting line to the Hors Classe Adviser for Executive Staff	From existing HR.C1 HR.C2 plus staff from HR.AMC TEAM 2 dealing with Management procedures Part HR.AMC 5 dealing with Cabinet
SENIOR MANAGEMENT 10 *Incl. Head hunting*	To manage all aspects related to Senior Management Policies and their execution. To organise Head Hunting for identifying external potential candidates for Senior Management positions	Appointments, promotions, performance , evaluation, careers and training of Senior Managers. Senior Management head Hunting.			Has a functional reporting line to the Hors Classe Adviser for Executive Staff	

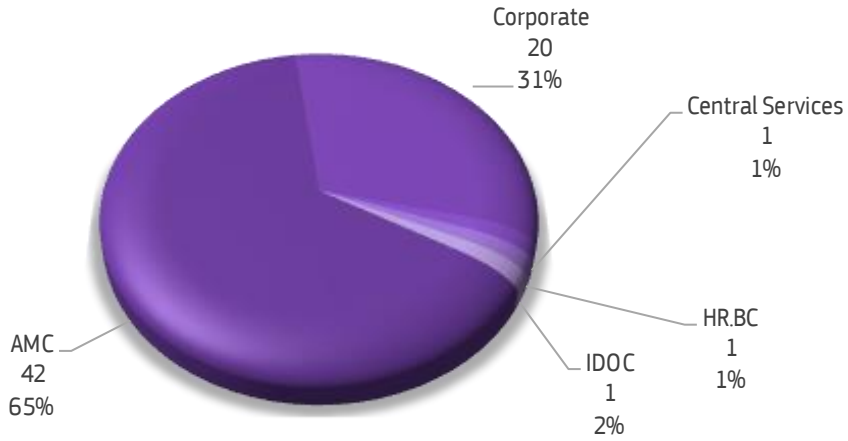
3. CAREER SERVICES

Members	
STRICKLAND Ella	**HR.C.2**
GORGEMANS Agnes	***HR.AMC.7.003***
HESTER Zachary	HR.A.2
VAMOS Muriel	HR.A.3
KRIEGSMANN Anamaria	HR.A.3
ROCHON Stephanie	HR.A.3
MASTROJENI Vittorio	HR.AMC.1.003
CARRIAT-RIETSCH Anne	HR.AMC.1.003
JAKOBY Gabriele (HR)	HR.AMC.1.003
TOTARO Sergio	HR.AMC.1.003
HAUK-BOTYKAI Bea	HR.AMC.2.001
HANON Benedicte	HR.AMC.2.002
BURGHIU-ZUBER Mariana	HR.AMC.2.003
MILHE Romain	HR.AMC.2.003
QUILEZ FOURNIER Marcos	HR.AMC.2.003
PERITORE Sarina	HR.AMC.2.003
VERHASSELT Christel	HR.AMC.2.003
RICCI Elisabetta	HR.AMC.2.003
VEIGA Manuela	HR.AMC.3
LONERO Graziana	HR.AMC.3.003
PFISTER Christelle	HR.AMC.3.003
FIERS Laetitia	HR.AMC.3.003
DONNELLY Linda	HR.AMC.3.004
ROTHE Susann	HR.AMC.4.003
VITANOVA Eva	HR.AMC.4.003
GIACOMELLO Sara	HR.AMC.4.003
ROTHE Susann	HR.AMC.4.003
Elaine BURKE	HR.AMC.4.003
FABRIS Valérie	HR.AMC.4.003
LIPPEMEIER Ute	HR.AMC.4.003
VAN DE VOORDE Inge	HR.AMC.5.002
ASSUMMA Stefania	HR.AMC.5.002
DELGRANGE Cecile	HR.AMC.5.003

Members	
DURIEZ Marigael	HR.AMC.5.003
DORLO Carlo	HR.AMC.5.003
CAUWE Emmanuelle	HR.AMC.5.003
KOZLOWSKA-KATO Edyta	HR.AMC.6.003
CLASEN Bjorn	HR.AMC.6.003
PIASKOWY Katarzyna Anna	HR.AMC.6.003
LO BUE ODDO Paola	HR.AMC.7.001
BRENNAN Kevina	HR.AMC.7.003
GORGEMANS Agnes	HR.AMC.7.003
BOULANGER Jana	HR.AMC.7.003
ORSINI Sauro	HR.AMC.7.003
HOFFMANN Michael	HR.AMC.8.003
LEBORDAIS Caroline	HR.AMC.8.003
SORESCU Mihai	HR.AMC.8.003
THEUNISSEN Michelle	HR.AMC.8.003
DEMIAN Adelina	HR.B.1.002
MERCIER Sophie	HR.B.3
LUYTEN Herman	HR.B.3
ZAFIRIADIS Alexia Despina	HR.B.3
KICHAOUT Nadia	HR.B.3.001
CELLUPRICA Chiara	HR.B.3.004
DE KONINCK Valerie	HR.B.3.004
NOWAK Dominika	HR.B.3.006
LAPLATTE Guillaume	HR.B.4
HAYNES Sophia	HR.B.4.001
BRYK Pawel	HR.B.4.001
HOOGHE Celine	HR.B.4.003
HAYNES Sophia	HR.B.4.003
FRANCOIS-PONCET Florence	HR.BC.ECFIN.R.1
ALECSE Romana	HR.D.1.004
BELTIC Alina-Mihaela	HR.E.3.001
JARDINE Norman	HR.PA.01

64 Members from

18 entities



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HR.B.3	7
HR.B.4	5
HR.C.2	1
HR.E.3	1
HR.BC	1

3. CAREER SERVICES

	Entity Mission	Processes	KPIs	Volumetry	Comments	Staff Sourcing
CAREER SERVICES 135	To manage staff careers and development		Aggregation of KPIs of depending entities			
COMPETITIONS *Incl. Relations with EPSO* 20	To manage the relation with EPSO on an operational basis to ensure a sufficient and fit-for-purpose, timely and sufficient sourcing of potential new recruits in all staff categories.	EPSO competition, CAST tests, Internal Competition, JPP Calls.	Adequate Sourcing (sufficient amount of new recruits to fulfil the needs of the institution)			HR.B1 Sector Competition Part of HR.AMC TEAM 1
PERFORMANCE MANAGEMENT 20	To manage Evaluation, Promotion, Underperformance of Officials and CA.s To support Agencies and other EC-dependent bodies in their Evaluation / Promotion / Underperformance management	Evaluation / Promotion / Underperformance	Client satisfaction. Efficiency of processes (e.g. performance evaluation)	32 236 CDRs		From HR.B2 plus staff in HR.AMC TEAM2 dealing with performance and promotion management
SCOUTING & CAREER GUIDANCE 30	*Talent Spotting & Career guidance* To develop and maintain an efficient internal job marketplace. To support staff in developing their career by career guidance.	Scouting = internal Head Hunting/Job Hunting, CGO Services, Coaching.	Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided. Client satisfaction. Resource/Quality ratios for coaching.	3 744 actions		From HR.B4, from HR.A.2 and from HR.AMC TEAMS 3
LEARNING & DEVELOPMENT 65	To provide an L&D infrastructure and services to the EC. To procure and manage external L&D services.	L&D processes, L&D brokering		184 519 course attended		From HR.B.3 and from HR.AMC TEAMS 3

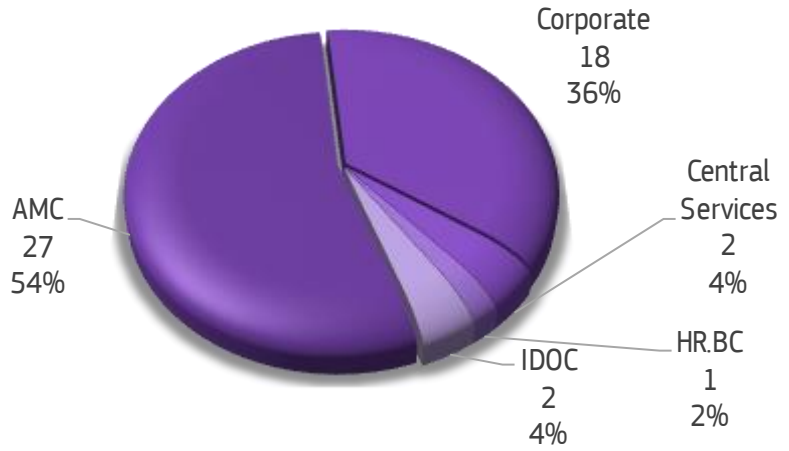
4. ATTRACTIVE WORKING ENVIRONMENT

Members	
DUFORT Geraldine	**HR.DIO**
HENEGHAN Mary	***HR.B.3***
THERACE Aurelie	HR.A.1
HESTER Zachary	HR.A.2
BLASIG Ludger	HR.A.2
IZYDORCZYK Anna	HR.A.2
ROCHON Stephanie	HR.A.3
MARTINEZ MARTI Nuria	HR.A.5
OLSSON Anna	HR.AMC
LOMBART Claire	HR.AMC.1.002
SCHOLLAERT Laurence	HR.AMC.1.002
DELFOSSE Laurence	HR.AMC.1.004
HAUK-BOTYKAI Bea	HR.AMC.2.001
MANEA Alin	HR.AMC.2.001
PERITORE Sarina	HR.AMC.2.003
FIERS Laetitia	HR.AMC.3.003
DONNELLY Linda	HR.AMC.3.004
FABIANEK Alice	HR.AMC.3.004
SZULC Dominika	HR.AMC.4.004
VAN DE VOORDE Inge	HR.AMC.5.002
ASSUMMA Stefania	HR.AMC.5.002
DUERKOOP Katrin	HR.AMC.5.003
DORLO Carlo	HR.AMC.5.003
CORDERROURE I CARBONELL Merce	HR.AMC.5.004
DE HENAU Amelie	HR.AMC.5.004
LO BUE ODDO Paola	HR.AMC.7.001
SAMB KASLOVA Laura	HR.AMC.7.004

Members	
MESTANOVA Vladislava	HR.AMC.8
VANKRUNKELSVEN Noemi (HR-GEEL)	HR.AMC.8.002
WIERZBA Paulina Katarzyna	HR.AMC.8.002
ZENEVICIUTE Agne	HR.AMC.8.002
DI FABIO Fabiana	HR.AMC.8.004
FEIL Bernadett	HR.AMC.8.004
GAUDINA-WIKSTEDT Camilla	HR.AMC.8.004
MORAVEK Manuela	HR.AMC.8.004
DEMIAN Adelina	HR.B.1.002
SARRION MARTINEZ Pilar	HR.B.4.003
MICHIELS Johan	HR.BC.REGIO
KEARNEY Barbara	HR.D.1.001
NORTON LEVY Sharon	HR.D.1.001
OJALA-SEPPANEN Outi	HR.D.1.001
MALLIA Antoine	HR.D.1.001
VIN Caroline	HR.D.1.001
BELBEOCH Gwenn	HR.D.1.004
WANSINK David	HR.D.2
KURZAWA Virginie	HR.D.ADV01
BELTIC Alina-Mihaela	HR.E.3.001
BOERSMA Erik	HR.R.1.001
BUESING Susanne	HR.R.1.001

49 Members from

20 entities



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HR.B.1	1
HR.B.3	1
HR.B.4	1
HR.D	1
HR.D.2	1
HR.E.3	1
HR.BC	1

4. ATTRACTIVE WORKING ENVIRONMENT

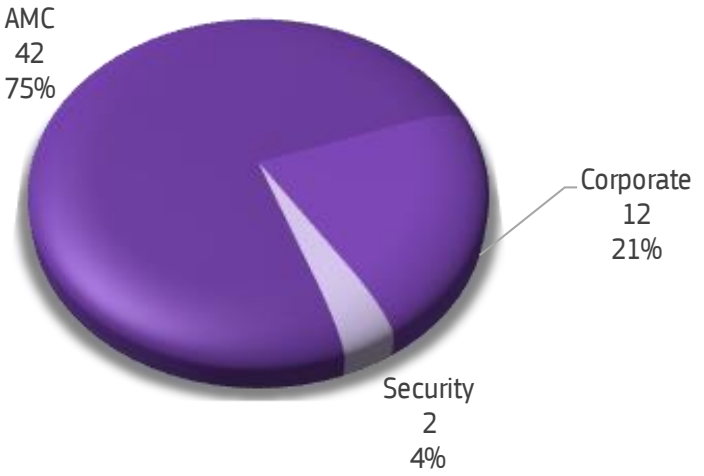
	Entity Mission	Processes	KPIs	Volumetry	Comments	Staff Sourcing
ATTRACTIVE WORKING ENVIRONMENT 245	To provide Working Environment & Conditions that are optimally fit to help staff in their working and non-working activities as well as setup to attract and maintain staff.	All existing Dir processes				
WORKING TOGETHER, TIME MANAGEMENT, WORKING METHODS 85	To manage all aspects related to working conditions, such as time management, telework and absences. To provide guidance and services for staff and managers related to these topics.	Time Management, Telework, Special Leaves, Leave Management,	Client satisfaction, speed and ease of processes, efficiency of processes, time needed to resolve cases			From HR.D1 and from HR.AMC TEAMS 4
SOCIAL SERVICES 35 *Incl. Welcome / Retired staff and relations with PMO*	To provide social support to staff and pensioners. To manage all aspects related to psycho-social risks and mental wellbeing. To manage the relation with pensioners. To manage the relations with PMO. To manage Personal files	Social Services to staff and pensioners. Services to pensioners. (Option: End of service transactions)	Efficiency of processes. Client Satisfaction.			From HR.D1, from HR.E.3 (Personal files)
PHYSICAL ENVIRONMENT 35 *Incl. Greening, Building Logistics, Wellbeing & relations with OIB/OIL*	To manage the relation with OIB & OIL. To manage the EMAS programme. To manage Health & Safety at work. To manage wellbeing policies.	Building policies. Comités Immobilier. EMAS, H&S, Greening. Wellbeing. Fit@Work.				From HR.D2 and from HR.AMC TEAMS 4
MEDICAL SERVICES BRUSSELS 35	To manage all aspects related to health issues (physical and psychological) on the Brussels site	All medical processes (recruitment check, periodic checks etc.)	Efficiency of processes. Client Satisfaction. Time for recruitment checks. Speed of handling of invalidity cases (reduction of pending invalidity cases).	8541 medical checks		HR.D3
MEDICAL SERVICES ISPRA 15	To manage all aspects related to health issues (physical and psychological) on the Ispra site			3207 medical checks		HR.D4
MEDICAL SERVICES LUXEMBOURG 25	To manage all aspects related to health issues (physical and psychological) on the Luxembourg site			1048 Medical checks		HR.D5
MEDICAL ABSENCES 15	To manage all aspects related to health issues (physical and psychological)			63000 medical certificates		HR.D6

5. DEDICATED HR SERVICES

Members	
SPITZER Harald	**HR.AMC.2**
VANHAVERBEKE Nancy	**HR.AMC.4**
ARNAL Isabelle	***HR.B.4.003***
VAN DEN BROUCKE Sarah	HR.A.1
BLASIG Ludger	HR.A.2
NOLASCO Patricio	HR.AMC.4
DESPRET Alix	HR.AMC.4
BRICHAU Rudy	HR.AMC.4
POLLICINO Martina	HR.AMC.4
HOLM Petra	HR.AMC.4
SWIATECKA Iwona	HR.AMC.4
THOT Annika	HR.AMC.4
MULLER Dominique	HR.AMC.4
GELE Jeannick	HR.AMC.4
LUTJE SPELBERG Sabine	HR.AMC.4
CRAHAY Cécile	HR.AMC.4
BORGHINI Veronica	HR.AMC.5.002
CORDERROURE I CARBONELL Merce	HR.AMC.5.004
LARSSON Maria	HR.AMC.5.004
SCHILDBOECK Ingrid	HR.AMC.5.004
BOLTIN Mojca	HR.AMC.6
WENTZEL-FROBERG Kirsten	HR.AMC.6.001
MORIN-KOHN Blandine	HR.AMC.6.002
ALEKSONYTE-CORMIER Zivile	HR.AMC.6.002
NEISIUS Dominique	HR.AMC.6.002
WARTON-WOODS Margaret	HR.AMC.6.003
PIASKOWY Katarzyna Anna	HR.AMC.6.003
FABER Ildiko	HR.AMC.6.004
PARSZYK Anna	HR.AMC.6.004
FRANKEN Benvenida	HR.AMC.8
GRAY James	HR.AMC.8
MESTANOVA Vladislava	HR.AMC.8
DI GIOIA Elena (HR-ISPRA)	HR.AMC.8.002
IACONINOTO Paola	HR.AMC.8.002
LEVORATO Monica	HR.AMC.8.002
VANHOVE Stephanie	HR.AMC.8.002
WIERZBA Paulina Katarzyna	HR.AMC.8.002
ZENEVICIUTE Agne	HR.AMC.8.002
CHATZI Eleni	HR.AMC.8.003
HOFFMANN Michael	HR.AMC.8.003
LEBORDAIS Caroline	HR.AMC.8.003
SORESCU Mihai	HR.AMC.8.003
THEUNISSEN Michelle	HR.AMC.8.003
FEIL Bernadett	HR.AMC.8.004
MORAVEK Manuela	HR.AMC.8.004
MACALUSO Marta	HR.B.1.002
DEMIAN Adelina	HR.B.1.002
BANKOVSKA Katerina	HR.B.1.004
LAPLATTE Guillaume	HR.B.4
SCHUIJT Jogchem	HR.B.4.003
METZMEIER-WEISS Petra	HR.BC.ESTAT
ALECSE Romana	HR.D.1.004
GRIFFA Chiara (HR-ISPRA)	HR.D.5
ORTEGA SANCHEZ Aurora	HR.DS.2.003
HEED Kristina	HR.DS.3.001
BINGEN Georges	HR.PA.02
SOLOVIEVOVA Katarina	HR.PA.02

57 Members from

13 entities



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HR.B.4	3
HR.D.5	1
HR.DS.2	1
HR.DS.3	1
HR.BC	1

5. DEDICATED HR SERVICES

	Entity Mission	Processes	KPIs	Volumetry	Comments	Staff Sourcing
DEDICATED HR SERVICES 165	To provide dedicated HR services to Luxembourg, JRC and the Delegations	All processes related to recruitment & Mobility and Career Development to Luxembourg, the JRC and the Delegations.			Dir Based in Lux	
DELEGATIONS 30	To manage all aspects related to Recruitment & Mobility and Career and Attractive Environment for Delegations (except Medical Services). The unit works in close collaboration units based in Brussels with the same scope.	All processes of the Recruitment & Mobility and Career and Attractive Environment Directorates, but dedicated to delegation (except Medical Services)	Client satisfaction. Speed & quality of recruitment. Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided. Resource/Quality ratios for JPP calls, certification, internal competition (eg. Number of selections vs effort and time). Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided.			From HR.AMC 4
LUXEMBOURG Career 55	To manage all aspects related to Recruitment & Mobility and Career for Luxembourg. The unit works in close collaboration units based in Brussels with the same scope.	All processes of the Recruitment & Mobility and Career Directorates, but dedicated to the site of Luxembourg.	Client satisfaction. Speed & quality of recruitment. Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided. Resource/Quality ratios for JPP calls, certification, internal competition (eg. Number of selections vs effort and time). Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided.			From HR.AMC 6, HR.B1 and HR.D1
LUXEMBOURG Attractive Working Environment 10	To manage all aspects related to Attractive Environment for the site of Luxembourg (except Medical Services). The unit works in close collaboration units based in Brussels with the same scope.	All processes of the Attractive Environment Directorate, but dedicated to the site of Luxembourg (except Medical Services).	Client satisfaction, speed and ease of processes, efficiency of processes, time needed to resolve cases			From HR AMC 6
JRC 70	To manage all aspects related to Recruitment & Mobility and Career and Attractive Environment for the JRC (except Medical Services). The unit works in close collaboration units based in Brussels with the same scope.	All processes of the Recruitment & Mobility and Career and Attractive Environment Directorates, but dedicated to the JRC (except Medical Services)	Client satisfaction. Speed & quality of recruitment. Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided. Resource/Quality ratios for JPP calls, certification, internal competition (eg. Number of selections vs effort and time). Number of mobility originating supported by the internal job marketplace. Number of Career Guidance provided.			From HR.AMC 8

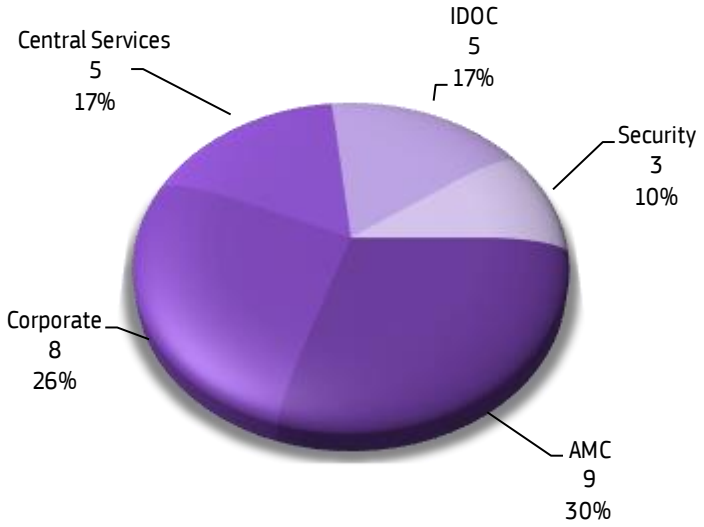
6. GENERAL AFFAIRS

Members	
SAKKERS Ewoud	**HR.E1**
DE ALMEIDA GOMES Maria De Fatima	***HR.AMC.7.001***
EWERTZ Antje	HR.A.1
MANZONETTO Matteo	HR.A.2
KOZAK Oliver	HR.A.2
WALTER Martina Carlotta	HR.A.4
VOYATZI Meropi	HR.AMC.5
DEMIRDJIEV Stanislav	HR.E1
MALESTROIT Karine	HR.AMC.5.002
PIASKOWY Katarzyna Anna	HR.AMC.6.003
DEVOUCHE Anne	HR.AMC.7
SARACCO Roberta	HR.AMC.8.001

Members	
GUNA Miana	HR.AMC.8.002
MATTHEI-SOCHA Anna	HR.AMC.8.002
DUMITRACHE Mihai Serban	HR.B.1
HABIAK Magdalena	HR.D.1.003
CUCCOVIA Lina	HR.D.1.006
MADEJA Leszek	HR.DS.4
SULE Satish	HR.DS.4.001
PAALANEN Eva-Liisa	HR.DS.4.002
SCHLEE Sabina	HR.E.4
BOERSMA Erik	HR.R.1.001
DI TULLIO Roberto	HR.R.1.001
VOISIN Manon	HR.R.2
COLLOWALD Antje	HR.R.2
LIPPS Matthias	HR.R.2

25 Members from

12 entities



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HR.A.4	1
HR.B.1	1
HR.DS.4	3
HR.E.4	1

6. GENERAL AFFAIRS

	Entity Mission	Processes	KPIs	Volumetry	Comments	Staff Sourcing
GENERAL AFFAIRS 120	To manage the internal resources of DG HR and external cooperation, To deliver legal advice and manage all HR-related legal aspects					
BUDGET & FINANCES 30	To manage all aspects related to budgetary and financial resources within DG HR	All Financial and Budgetary processes. Relations with DG BUDG.		309 millions in commitment, 15919 financial transactions		HR.R.1
INTERNAL CONTROL & PROCUREMENT 20	To monitor the implementation of Internal Control and to manage the procurement board	ICS related processes. Reporting and Planning. Procurements (including delivering advice for procurements and managing procurement processes)		+/- 17 large procurement file handled		HR.R.2
AGENCIES, EUROPEAN SCHOOLS 15	To manage aspects related EU schools and Agencies and depending bodies	All processes linked to EU schools and relations with Executive Agencies and other depending bodies				From HR.E4
EU CIVIL SERVICE *Incl. International & Interinstitutional cooperation* 15	To deliver HR-related legal advice, to manage the evolution of the SR and CEOS. To manage HR related Data Protection aspects. To manage international and interinstitutional cooperation	SR, CEOS related processes. Legal advice processes. Data Protection processes. This includes consultation of stakeholders and policy design. Organise and manage the cooperation with other institutions and international bodies.	Successful relations and cooperation at international/interinstitutional level	1 500 legal advices per year, 100 DP data records handled, 300 DP consultations		HR.E1 - Social dialogue +staff from HR.E4
ETHICAL CONDUCT 20	To manage all aspects related to professional ethics. To manage the relations with the Ombudsman	Ethics processes, Ombudsman processes, harassment-related processes, Confidential Counsellors.		3 456 requests		From HR.E.3
APPEALS & CASE MONITORING 20	To manage appeals (Article 90)	Appeals and complaints workflows		661 cases handled		HR.E.2

OTHER ENTITIES

	Entity Mission	Processes	KPIs	Comments	Staff Sourcing
STRATEGIC PLANNING *Incl. HR BC, HR Int. Comm.* **20**	To lead the transformation and development projects of DG HR, in order to make policy design an operational reality. To monitor HR policy implementation and impact. HR BC team. To provide IT, logistics and document management services to the staff of DG HR. To provide HR internal Communication services to DG	Transformation projects	New HR Policies successfully implemented	New HR policies developed in the HR Policy Development unit needs to be implemented successfully. Implementation requires transformation of the Operations. The unit organises, monitors and reports on these transformation projects. Also at the service of HR staff (IRM, LOG SPOC, DMO, replacement pool) + assignment of the staff put @ disposal outside, or seconded in the interest of the service.	HR.01 Local Internal Comm from HR.A.4 From HR.A.2
SERVICE & OPERATIONS **13**	To provide a single point of contact at high level (BC & DG), to be the focal point of the combination of all HR services per DG, to manage the HR Service Catalogue, to follow up and support HR Strategies at the level of Client DGs, to orchestrate different HR services to help DGs attaining their HR Strategic objectives, to provide HR Transformation project support to clients DGs	All (in monitoring), except Ethics, Security, Legal, MM & SM, Ethics. Service catalogue	Customer Satisfaction per DG, Aggregation of KPIs of Operations entities per DGs	The unit will also serve as feedback channel for the DG/DDG. Staff will be i.a. portfolio managers with very good knowledge on HR operations, in charge of several DGs.	Part of HR.A1 (portfolio managers), part of AMC TEAMS 1.
HR INFORMATION SYSTEMS **25**	To provide IT tools and services to DG HR. To orchestrate IT developments and support across the HR Family. To support IT Governance across the HR Family. To provide Business Process Improvement (BPI) support for HR entities.	IT procurement, development, relations with suppliers (internal & external), HR IT Budget Management	Aggregation of measurable business improvements linked to IT deployment and BPI (using the same metrics as operational entities)		HR.A.3

NEXT HR

RETHINKING OUR ORGANISATION

European Commission