

Multi-annual Staff Policy Plan 2013-2015

1 - GENERAL OVERVIEW OF THE CURRENT SITUATION OF THE AGENCY.

1.1 General information on the Agency's activities.

The European Training Foundation (ETF) is a specialised agency of the European Union based in Turin, Italy.

The ETF¹ provides advice and assistance to the European Commission and 30 partner countries for the reform of human capital development policies under the European Union's external relations instruments. The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.

The founding Regulation of the ETF was recast in December 2008. The recast regulation maintains the mission of the ETF namely to:

- contribute to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in candidate and potential candidate countries;
- contribute to prosperity and development in the European Neighbourhood region through cooperation and partnership in human capital policy development and implementation;
- contribute to development cooperation in human capital development with a focus on Central Asia;
- support the European Commission and partner country development policies through innovation and learning

The recasting of ETF's regulation realigned ETF's functions with EU policies in Education and Training and External Assistance. It also introduced increased flexibility in the ETF's geographical scope, to allow the Commission to use ETF's expertise outside its 30 partner countries to include other countries that are at comparable stages of development and facing similar socio-economic challenges.

In fulfilling its mandate the ETF is tasked with the following functions:

F1: Supporting the EU's external assistance policies through input to Commission sector programming and project cycles;

F2: Supporting partner country capacity building in human capital development to further build their capacity in policy development, policy in action and policy progress reviews;

¹ The ETF was established by Council Regulation No. 1360 in 1990 to contribute to the development of education and training systems in partner countries.

F3: Providing policy analyses through evidence-based analysis on country or cross-country policy reforms to support informed decision-making on partner country policy responses; and

F4: Disseminating and exchanging information and experience in the international community (agencies, regional platforms and councils, bilateral and international organisations and donors).

2013 is the final year of the ETF's multiannual work programme (Mid-Term Perspective) for the period 2010-2013. The Mid-Term Perspective introduced the Torino Process as a key strategy to guide ETF's planning. The Torino process was designed to match ETF's functions and the European Commission's assistance programmes more closely with the human capital development priorities of ETF partner countries.

In 2013, the ETF will complete the series of outputs planned for the period, drawing on lessons learned during these years through its annual monitoring, evaluation and reporting processes. The ETF will also incorporate the conclusions obtained from the European Commission's external evaluation of the ETF undertaken in 2011 on the performance of the ETF during the period 2006-2010.

Additionally, the ETF's work programme will also be shaped by the findings of the ETF's own mid-term evaluation of its Mid Term Perspective. This will be conducted in 2012 and will be prepared to highlight functions and themes requiring further attention in 2013 in order to fulfil the objectives of the Mid-Term Perspective.

The work programme during the year will follow closely the priorities of the European Commission and the needs identified by the ETF's partner countries through the 2012 Torino Process update of partner country priorities and progress. Key activities will include actions to support the role human capital development is playing in promoting economic recovery, the mobility of skills recognition, and effective governance in lifelong learning and links between vocational education and the labour market.

ETF's work will be further shaped by results from the ETF's Performance Quality Management System which will report in 2012 comprehensively for the first time across the full range of ETF departments and processes.

In addition to the objectives set out in the ETF multiannual work programme, ETF has been requested by the Commission to increase its activities in the Southern and Eastern Mediterranean region in the context of the follow up to the ENP Joint Communication "A new response to a changing Neighbourhood" in the fields of Education Culture and Youth. The new activities will be financed from an additional budget allocation of €2 million in 2012/13 to be implemented via a separate title in the ETF budget. These additional funds represent a 150% increase in ETF's annual budget allocation for the Southern and Eastern Mediterranean region from 0.67m€ to 1.67m€.

At the same time, ETF has been requested by the Commission to initiate support to Libya in 2012. In 2013, ETF will be fully operation in Libya in a post-conflict situation, similar to that experienced in Kosovo. Moreover, it is expected that by 2013 the situation in Syria will allow ETF to resume operations there, also in a post-conflict situation. ETF calculates that an increase in activity on this scale would require increasing the current HR allocation to this region from 15 FTE to 21 FTE².

² However, 2013 budget does not allow for that. This why, unfortunately, the ETF cannot request those additional posts.

1.1.2 Figures reflecting staff population and evolution.

Vacancies:

Of the 6 vacant posts in the establishment plan at the end of 2011, 3 represent posts for which candidates selected in 2011 could not take up their posts for personal reasons until early 2012:

- 1 Junior Legal Advisor (AD5) –starting date: 16 January 2012
- 1 Deputy Director (AD12) – starting date: 1st February 2012
- 1 Junior Specialist (AD5) – starting date: 1st March 2012

The remaining 3 will be filled in 2012 from selection procedures launched in 2011 and currently ongoing:

- 2 Specialists (AD7) – estimated starting date: mid 2012
- 1 Senior Specialist (AD9) – estimated starting date: mid 2012

ETF's turnover rates and post occupancy rates for establishment plan posts over the past 3 years are as follows:

	Posts	Occupancy Rate	staff turnover
2010	96	93.5%	4.5%
2011	96	95.2%	5.5%
2012 (forecast)	96	97%	5%

The occupancy rate is the average occupancy rate for establishment plan posts over the whole year (as opposed to the situation at year end). It is determined by the turnover rate, considering a “structural” 3-month lag between a staff member departing and a replacement being recruited, and also the staggering of recruitments over the year for budgetary management purposes.

Staff reduction 2013-2017:

As a centre of expertise on human capital development in third countries, ETF has striven to maximise the number of core-business experts it deploys relative to its administrative and support staff. ETF recruits its experts as temporary staff in function group AD. Since 2004, ETF has anticipated the Commission in recruiting staff for secretarial/clerical functions exclusively as contract agents and progressively upgrading vacant AST posts on its establishment plan to AD posts in order to recruit more core business experts. From 54 AD and 42 AST in 2008, ETF now deploys 61 AD and 35 AST staff. Of the 96 posts on ETF's establishment plan, 46 are allocated to core-business expertise, 12 to management positions and 26 to professional staff in key functions essential to the operation of the Agency, such as ICT, legal advice, HR, finance, budget, accounting, planning, quality and internal controls and project coordination. Only 12 establishment plan posts are currently allocated to general administrative and support tasks, representing the legacy of former staff policies.

The ETF will encourage internal mobility when there will be a natural departure in the positions carrying out core or operational tasks. However, it has to be considered that the Internal Mobility has its limitations as staff competences on horizontal administrative tasks are largely different from those of specialised staff working in core business activities.

Without prejudice to possible new tasks assigned to it in future, ETF is committed to implementing the 5% staff reduction outlined in the Commission Communication on the

Multiannual Financial Framework over the 2013-2017 period. It views this as an opportunity to make ETF a more efficient organisation and intends to take a strategic approach in further reducing the number of administrative and support staff relative to experts. ETF considers it a matter of vital importance for the Agency to maintain, and if possible to increase, the number of core business experts it deploys. At the same time, it cannot afford to cut back unduly on core management and professional staff essential to the functioning of the Agency. These two categories comprise 78% of ETF's establishment plan.

While ETF can commit itself to reducing its overall staffing level by 5% over the 2013-2017 period, its ability to reduce its establishment plan without compromising the efficiency and effectiveness of the organisation and without terminating contracts is dependent on the voluntary departure of non-core administrative staff occupying temporary agent posts. No staff members in this category will reach retirement age in the next 5 years, and turnover in this staff category is historically low.

ETF therefore intends to reduce its overall staffing by 5% in the period to 2017 by not replacing non-core administrative and support staff leaving the Agency during this period, regardless of contract status. It will reduce its establishment plan according to the voluntary departure of temporary agents in this category, but is not in a position to define a precise quota or calendar for this adaptation.

Staff population (category, grade, function)		Staff population actually filled at 31.12.2010	Staff population envisaged in 2011	Staff population actually filled at 31.12.2011	Staff population envisaged in 2012	Staff population envisaged in 2013 ³	Staff population envisaged in 2014 ⁴	Staff population envisaged in 2015 ⁵
OF.	AD	0	0	0	0			
	AST	0	0	0	0			
TA	AD	57	61	55	61	62	62	62
	AST	36	35	35	35	34	34	34
Total AD+AST		92	96	90	96	Up to 96	Up to 96	Up to 96
CA GFIV		4	4	4	5	4	4	4
CA GF III		7	17	15	20	20	20	19
CA GF II		11	13	13	11	11	10	9
CA GFI		0	0	0	0		0	0
Total CA ⁶		32	34	32	36	35	34	32
Local Agents		2	2	2	2	2	2	2
SNEs		1	4	1	2	2	2	2
Total		127	136	125	136	Max. 135	Max. 134	Max. 132
<i>Prestataires de services⁷</i>		2.5	2.5	2.5	2.5	2.5		

³ The figures for 2013, 2014 and 2015 should reflect the staff cut policy presented by the Commission (to the agency's best estimate).

⁴ Ibidem

⁵ Ibidem

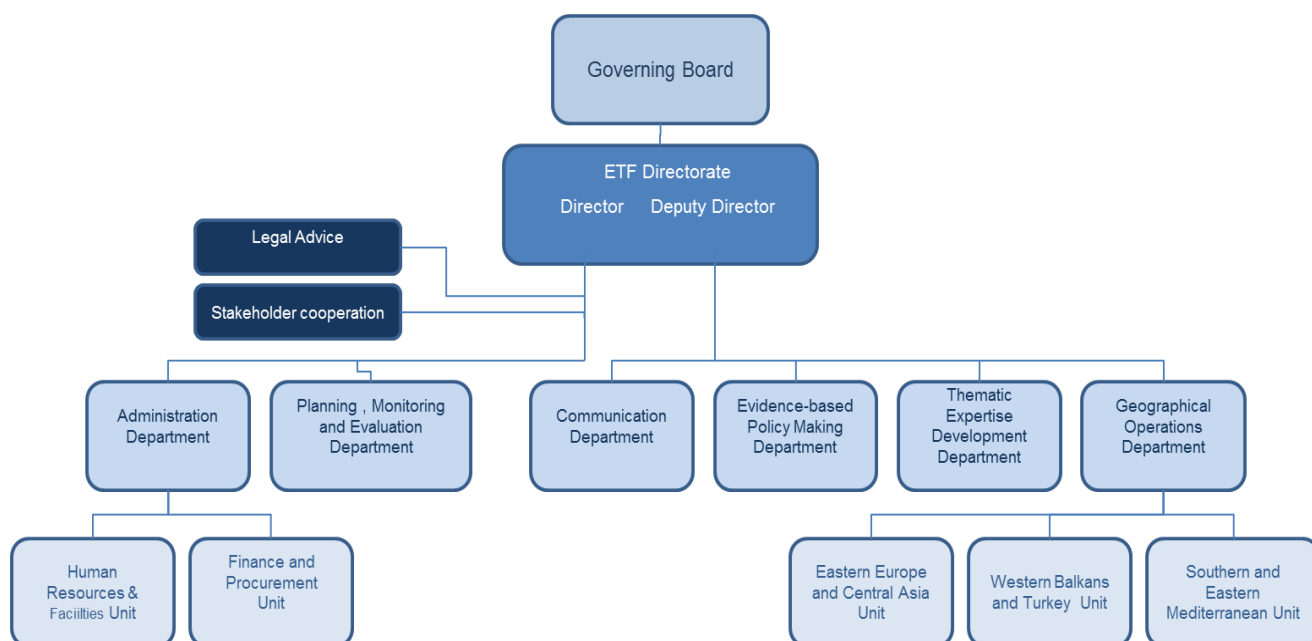
⁶ Headcount

⁷ Average annual volume of ICT development (1FTE) and reception service (1.5 FTE). Security and cleaning services not included

1.1.3 Current annual staff-related expenditure, in absolute terms and as percentage of the overall annual expenditure.

Title 1	Initial 2011 Budget	2011 % of total	Initial 2012 Budget	2012% of Total
Temporary Agents salaries & allowances	10 603 100	52.1%	11 084 634	55.3%
Contract Agents salaries & allowances	1 545 000	7.6%	1 656 200	8.3%
Local Agents Salaries & related costs	120 000	0.6%	130 000	0.6%
Seconded National Experts	125 000	0.6%	68 000	0.3%
Other ⁸ Title 1 costs	504 230	2.5%	680 020	3.4%
Title 1 total	12 897 330	63.4%	13 617 854	67.9%
Title 2	1 430 670	7.0%	1 496 000	7.5%
Title 3	6 022 000	29.6%	5 030 676	24.6%
Total Titles 1+2+3	20 350 000	100%	20 144 530⁹	100%
Earmarked Revenue				
<i>Title 4</i>	266 383			
Total Earmarked	266 303			
Grand total (all titles)	20 616 383		20 144 530⁹	

1.1.4 Organisation and organisational chart at 31.12.2011.



⁸ Other Title 1 costs include, amongst others, costs for missions (BL1300), recruitment (BL1180), socio medical (BL1430), meetings (BL1700), staff development (BL1440), supplementary services (BL1172 and 1177)

⁹ The 20,144M€ referred to there, include additional 100,000€ ETF has returned in 2010, which normally are contributing to the grant ETF should receive in 2012

Organisational structure	CA	SNE	LA	TA	Grand Total
ETF Operations					
<i>GEO (Geographical Operations Department) (Senior Manager & Financial Cell)</i>	4			1	5
<i>GEO-SEMED (Southern & Eastern Mediterranean Unit)</i>	1			11	12
<i>GEO-WBT (Western Balkans & Turkey Unit)</i>	2			9	11
<i>GEO-EECA (Eastern Europe & Central Asia Unit)</i>	3			12	15
<i>EBP (Evidence-based Policy Making Department)</i>	4			6	10
<i>TED (Thematic Expertise Development Department)</i>	1	1		15	17
Sub-Total Operations Department	15	1	0	54	70
Administration Department					
<i>AD Core (Senior Manager, accounting Financial Cell and support staff including a CA used to replace absent staff within ETF)</i>	5			4	9
<i>AD- ICT (ICT Infrastructure & Support Team)</i>	2			2	4
<i>AD-FINPROC (Finance & Procurement Unit)</i>	2			4	6
<i>AD-HR & F (Human Resources & Facilities Unit)</i>	3		1	5	9
Sub-Total Administration	12	0	1	15	28
Corporate coordination & communication level					
<i>DIR (Directorate, including Legal Advice and Stakeholder Cooperation)</i>	0			6	6
<i>COMM (Communication Department)</i>	3		1	7	11
<i>PME (Planning, Monitoring & Evaluation Department)</i>	2			8	10
Sub-Total Mixed	5	0	1	21	27
Grand Total	32	1	2	90	125

1.2 General presentation of the staff policy followed by the Agency.

1.2.1 The agency's recruitment policy as regards the selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles.

1.2.1.1 Selection procedure

There is no major difference in selection procedures for Contract or Temporary Agents. Both are governed by the Staff Regulations and their respective Implementing Rules as adopted by ETF Governing Board.

Both selection procedures include the following main steps:

- setting up of a Selection Assessment Board (SAB) representing the recruiting Unit/Department, HR and Staff Committee representative that has to be approved by the Director;
- drafting of the vacancy notice and approval by the Director before publication;
- publication of the vacancy notice at least on the website of the ETF and on the EPSO website fixing eligibility and selection criteria (including competences needed and assets), indicating also and amongst other things the type and duration of contract and the recruitment grade;

- questions for the interview and written test covering the specific competences in the area of expertise, general aptitudes, language abilities, knowledge on European integration and the institutions are prepared by the SAB with the support of HR staff;
- pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR staff;
- screening of eligible candidates on the basis of CVs according to selection criteria mentioned in the vacancy notice is performed by the SAB;
- each time the SAB meets, minutes are drafted and included in the recruitment file;
- invitation of selected candidates for interview and written tests are sent;
- assessment of candidates by the SAB who then proposes a short list of potential successful candidates to the Director. The reserve list of most suitable candidates is established by the Director;
- all candidates who participated in the interviewing process are informed in writing on the result of the selection procedure.

For selection procedures on the basis of EPSO established reserve list, the details can be found in ETF related implementing rule.

1.2.1.2 Contract duration, entry grades and job profiles

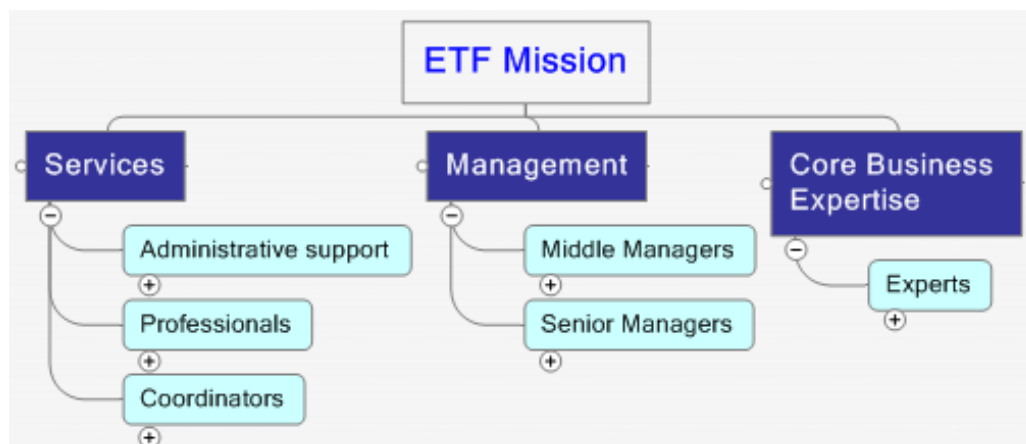
As requested by DG HR, the ETF has individualised short and long term employment types. For Temporary Agents, the entry grade may be linked to those types of employments.

- Temporary Agents on long term employment

The criterion of the ETF in the identification of a post as being of a long-term nature is the following:

- Posts covering tasks of a permanent nature (administration, operations, managerial related functions) necessary to safeguard continuously required competences in the specific area.

Temporary Agents on long term employment can have job profiles in all categories mentioned in the **diagram 1** below.



For tasks of a permanent nature at an administrative support and junior professional level no further recruitment will normally take place as Temporary Agents for grade from AST 1 to

AST 3 (as mentioned from 2007 ETF MSPP onwards), and this type of tasks will be normally covered by Contract Agents.

This does not mean that currently employed Temporary Agents on these tasks will see their contractual relationship with ETF altered, but that when one of these positions becomes vacant, unless Internal Mobility or Interagency Job Market is activated, it will be replaced by a Contract Agent.

As a result the current balance between Temporary Agents AD and AST staff shall evolve in time. This can already been witnessed by the evolution of ETF Establishment Plan for 2007 (minus 5 AST posts at the lowest grades) and in the Establishment Plan for 2008 (minus 4 AST posts at the lowest grades too), in that of 2009 (minus 5 AST and plus 5 AD) and finally in that of 2011 (minus 2 AST and plus 2 AD).

Temporary Agents, who will take up posts having a long term perspective, will be normally recruited at the levels indicated below taking into account, in particular, the job market for the specific job profiles concerned:

- AST 4 as an ad-hoc decision for Senior Assistants/Professionals where specific technical knowledge is required and longer professional experience (posts such as IT officers, budget officer, HR officer, project officer ...)
- AD 5 to AD 7 for posts such as Specialist (Expert functions), Professionals/Senior Professionals where specific deep technical knowledge is required (posts such as Legal advisor, Liaison officer etc.)
- AD 9 for Middle Managers and AD 9 (or above) for Senior Managers. The exact grade will depend on the complexity of the Unit/Department and the level of expertise required.

Long-term Temporary Agents are generally offered contracts of up to 3 years that may be renewed for another fixed period of up to 3 years. Further renewal may lead to prolongation of an indefinite character as per article 8 of the CEOS. All renewals of contracts are subject to availability of budgetary provisions, assessment of ETF planned needs for the future, and to regular and thorough monitoring of performance (ability, conduct and efficiency).

- Temporary Agents on short/medium term employment

Temporary agents on short/medium term employment can have job profiles in all categories mentioned in the above diagram 1 and in particular for the following posts:

- the post of Director is renewable once for a fixed period and hence is considered short term;
- recruitments of Senior Specialists at AD9 level from selection procedures launched from 2007 onwards are considered as short-term.

This will lead to regularly updated (through 10 years maximum contractual cycle) influx of new expertise in coherence with the Mid Term Perspective adopted by the Governing Board and ETF recast Regulation.

Temporary Agents, who will take up posts having a short/medium term perspective, will be normally recruited at the levels indicated below taking into account, in particular, of the job market for the specific job profiles concerned:

- AD14 for the post of Director;

- AD 9 for posts such as Senior Specialist.

Short/medium term Temporary Agents are offered contracts of up to 5 years that may be renewed for another fixed period of up to 5 years.

NB: Recruitment of non-management staff at grade AD 9, and above in exceptional cases, shall remain within the limits of 20% of recruitments per year (averaged over five years) for long-term employment within the Agency. Middle management (as defined in the ETF implementing rule on middle and senior management) is not part of the 20% restriction.

Year	Recruitment of non-management staff at AD9 and above	N° of recruitments in the given year
2007	2	8
2008	1	5
2009		6
2010	0	10
2011	0	3
Total of 5 years	3	32
Average %	9%	

- Contract Agents on long term employment

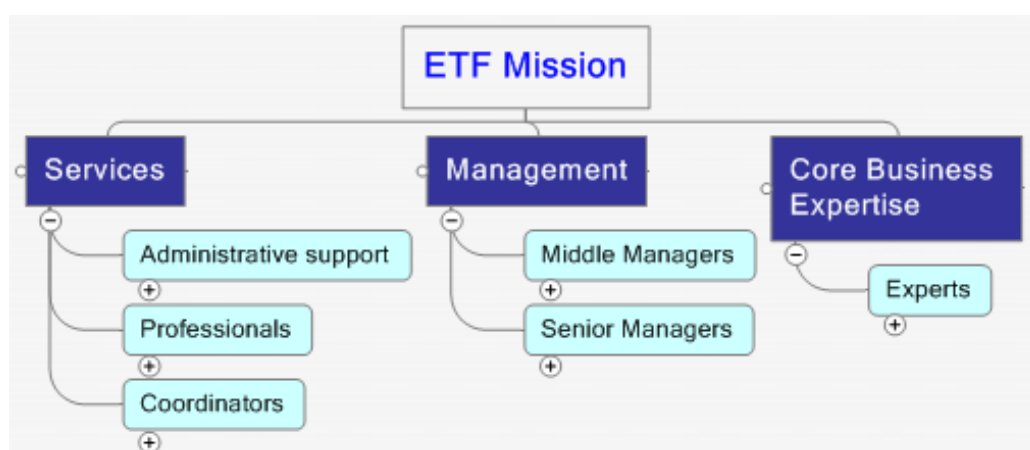


Diagram 1

Contract Agents on long term employment can have job profiles in the above Service area (administrative support and professionals categories).

The criterion of the ETF in the identification of a post as being of a long-time duration is the following:

- Posts covering tasks of a permanent nature (administrative or operational support tasks) in order to safeguard continuous support in general administrative or operational areas to Temporary Agents.

The recruitment Function Groups and grades for Contract Agents are as follows:

- FGI for archivist, mailing and mass copy support staff (manual and administrative support tasks) under the supervision of Temporary Agent.

- FGII for administrative and technical support staff in the Service category (clerical and secretarial tasks; financial, HR, IT, project or other support and assistance) under the supervision of Temporary Agent.
- FG III for administrative and/or professional staff in the Service category (executive and/or technical tasks such as financial, HR, IT, project) under the supervision of Temporary Agent.
- FGIV for professional staff in the Service category where specific deep technical knowledge is required (administrative, advisory tasks...) under the supervision of Temporary Agent.

Rules on grading of Contract Agents are laid down in the ETF general implementing provisions governing the procedures on recruitment and use of Contract Agents adopted by the ETF Governing Board, in line with article 110 of the Staff Regulations.

Long-term Contract Agents are offered contracts of up to 5 years that may be renewed for another fixed period of up to 5 years. Further renewal may lead to prolongation of an indefinite character in line with article 85 of the CEOS and the related ETF Implementing Rules. All renewals of contracts are subject to availability of budgetary provisions, assessment of ETF planned needs for the future, and to regular and thorough monitoring of performance (ability, conduct and efficiency).

- Contract Agents on short/medium term employment

Contract Agents on short/medium term employment can have job profiles in the Service category only (administrative support, professionals) in the above diagram 1.

The ETF criteria used to identify contract agents for short term employment are the following:

- Reinforcement of capacities in areas of work needing staff within a specific area of expertise for a limited time period or where long-term requirement has not yet been defined.
- To work with specific, time limited projects.
- Reinforcement of existing capacities in support functions when necessary.
- To fill gaps during long-time absences.

Out of the 32 Contract Agents that are in post on 31/12/2011, none is of a short term nature.

Short-term Contract Agents are offered a contract whose duration depends on the reason for their recruitment. Their contract duration shall be limited to the duration of the particular situation that leads to their recruitment (replacement of staff in maternity or parental leave, extra workforce or specific expertise needed etc...). If the duration of the particular situation that led to their recruitment extends, their contract may be extended in line with article 85 of the CEOS and the related ETF Implementing Rule.

- Seconded National Experts

In February 2009, the ETF adopted a revised Director's decision laying down the rules on the secondment of national experts and national experts in professional training to the European Training Foundation.

Seconded National Experts (SNE) should enable the ETF to benefit from the high level of their professional knowledge and experience, in particular in areas where such expertise is not readily available.

As the ETF wants to foster the exchange of professional experience in, and knowledge of, education and training systems, SNEs shall mainly occupy positions in the Expertise category.

The initial period of secondment may not be less than six months or more than two years. It may be renewed one or more times up to a total period not exceeding four years.

1.2.2 The agency's policy as regards performance appraisal and promotion.

As mentioned in the ETF HR strategy, formal management of performance is carried out through the Performance Appraisal System (recently renamed as Annual Dialogue) which, for staff whose contribution exceeds expectations, may result in a re-grading if the qualitative demands of the work which they are carrying out merit reward at a higher grade. However, not all noteworthy achievements are on a scale which merits reward at a higher grade and the ETF will strive to give recognition to those by other means, such as highlighting them in the staff newsletter; allowing the individual staff development opportunities to take their achievement further; recognising collective team performance etc. Annual Dialogue meetings will also be used to identify new opportunities for staff development via a Learning Development Plan and staff may be encouraged to apply their competences to new fields of work or within a different context (e.g. through internal mobility or internal temporary assignments).

1.2.2.1 Performance appraisal policy

The ETF has a recently reviewed its Annual Dialogue procedure which embraces the setting of objectives, their mid-year review, the yearly appraisal of the performance and the setting of an Annual Learning & Development Plan (ADP). In this Annual Dialogue reviewed procedure, the ETF focussed in particular on:

- emphasising the importance of constructive, regular and open feedback throughout the year;
- easing the process of setting objectives by providing examples and by introducing areas of focus of those objectives (efficiency & abilities and conduct);
- ensuring better coherence and consistency throughout the organisation;
- introducing an electronic system with workflow.

In brief, the process implies that:

- each jobholder has his/her objectives fixed at the beginning of the year N by his/her Reporting Officer as well as his/her Annual Learning & Development Plan;
- these objectives can be reviewed in the course of the year to reflect evolving expectations from the sector concerned;
- each job holder is encouraged to meet regularly with his/her Reporting Officer to review progresses, identify difficulties and adapt objectives when needed;
- at the beginning of the year N+1, all job holders do a self-assessment of their performance in relation to the objectives set for the year N;

- the respective Reporting Officers review those self-assessments and make their own analysis and assessment;
- staff members are invited to discuss their performance with their Reporting Officer and get the final written feedback report for closure and eventually add their final comments;
- those feedback reports are then sent to the HR team for archiving¹⁰;
- job holders who wish to appeal can do so in accordance with article 43 and/or 90 of the Staff Regulations.

An implementing rule concerning Annual Dialogue (“performance appraisal”) was sent to DG HR in December 2011 for agreement in accordance with Article 110 of the Staff Regulations on the basis of the planned revision entering into force in 2012 in the Commission. The main change compared to existing system is that the so-called “Countersigning Officer” is now playing the role of “Appeal Assessor” for appeals as per article 43 of the Staff Regulations.

It is expected that the revised policy applies in 2012 for performances of 2011.

1.2.2.2 Promotion/Reclassification policy

Currently and in brief, the existing policy is that on the basis of the past performance as well as a supporting note from the respective Reporting Officer, a promotion board (composed of the Head of HR, one Senior Manager and a Staff Committee representative), established by the Director, proposes to the Director a short list of staff members to be considered for reclassification/promotion on the basis of merit and outstanding performance.

The Director takes decision considering the limits authorised by the ETF’s establishment plan and budget.

The latest promotion procedure dates back March 2011 and the decision on the deployment in ETF of a promotion/reclassification scheme was backed up by ETF Governing Board in February 2000 (pre-dating the 2004 revision of the Staff Regulations and consequently the principles of short and long term employment do not appear in that scheme).

On the basis of EC model (with points system), an implementing rule concerning reclassification of Temporary Agents was therefore drafted and sent to DG HR for agreement in accordance with Article 110 of the Staff Regulations on 6/12/2010.

However, in the course of 2011, the Commission changed its procedure (towards no points system any longer). We therefore decided to withdraw the implementing rule sent in December 2010 which was on the basis of points system in order to review it and adapt it, as in the Commission, towards a no point system, which indeed, is as we currently have.

The revised implementing rule concerning promotion was sent to DG HR in December 2011 for agreement in accordance with Article 110 of the Staff Regulations. The main changes compared to the revised Commission rule is that the implementation of the reclassification is on 1st July. Indeed, due to yearly budgetary constraints we will have to keep the 1st July as date of implementation of the new grade as it is currently the case under the Governing Board decision of February 2000. The main change compared to our existing rule is that our Promotion Board is currently composed of the Head of HR, one Senior Manager and a Staff Committee representative while in the revised rule it will be composed of all Senior Managers

¹⁰ The ETF has developed an Electronic system to support the Annual Dialogue exercise which leads to secured electronic archiving.

(but the Director) and with a Staff Committee representative (as observer) with a view to reinforcing the corporate decision.

It is expected that the revised policy is adopted for an implementation in 2013 for performances of 2012.

1.2.3 Statistics and general orientations to promote equal opportunities and concrete measures planned in order to ensure equal treatment among the staff members.

The ETF adopted in September 2005 a policy on equal opportunities.

Over the years the number of female staff employed in the AD function increased to reach the same number of male staff. Now the number of female staff employed in the AD function is higher than the male staff employed in that category.

However, the imbalance that can be noted is amongst Assistants where male staff members are under represented. Although the ETF is committed to increase the number of male staff members employed in the Assistants functions, it has to be noted that applications for assistants positions are largely from female candidates.

The table below comprises Temporary Agents (90), Contract Agents (32), Local Agents (2) as well as Seconded National Experts (1) on 31/12/2011.

Status & Function Group	F	M	Total
Temporary Agents AD	28	27	55
Temporary Agents AST	26	9	35
Contract Agents FGII	10	3	13
Contract Agents FGIII	14	1	15
Contract Agents FGIV	4		4
Local Agents AL/N2		2	2
Seconded National Experts	1		1
Grand Total	83	42	125

TA, CA, LA, SNE	F	M	Total
AD associated level	33	27	60
AST associated level	50	15	65
Total	83	42	125

Managerial positions	F	M	Total
Middle Managers	3	1	4
Senior Managers	2	5	7
Total Managers	5	6	11

1.2.4 Statistics on geographical balance.

The table below comprises Temporary Agents (90), Contract Agents (32), Local Agents (2) as well as Seconded National Experts (0) on 31/12/2011.

Nationality	Total	Percentage
A	3	2%
B	9	7%
BG	1	1%
CZ	1	1%
D	8	6%
DK	4	3%
E	7	6%
EE	2	2%
EL	2	2%
F	7	6%
FIN	3	2%
Fyrom	1	1%
GB	10	8%
I	43	34%
IRL	2	2%
L	1	1%
LV	1	1%
MAR	1	1%
NL	6	5%
P	1	1%
PL	3	2%
RO	6	5%
TUN	1	1%
TUR	1	1%
UKR	1	1%
Grand Total	125	100%

1.2.5 Mobility policy in regard to the different types of employment.

Mobility within the agency.

The ETF adopted an internal mobility policy in June 2006 giving the possibility to staff members to express their interest for internal position that are published internally. Successful candidate would not have any change in Function Group nor grade. This policy is currently under revision. The revision will foster on clarifying further the procedure.

Mobility among agencies (Inter-agency Job Market).

The ETF disseminates its vacancy notices to the other agencies and publishes the vacancy notices of other agencies as a basic principle.

The ETF takes part in the interagency job market in accordance with the agreement between agencies signed in this respect. The basis of the Agency's participation in the interagency job market is to offer possibilities of mobility to staff in agencies by assuring a continuation of careers and grades.

Since the ETF signed this agreement, the ETF launched 2 vacancy notices via the Inter-agency Job Market and successfully recruited 1 colleague thanks to this agreement (in 2009).

Mobility between the agencies and the institutions.

The ETF has no post of Officials and mobility is not applicable to Temporary Agents.

Nevertheless, what can be noticed is that recruitment of staff from other agencies/institutions and recruitment of ETF staff by other agencies/institutions were initially roughly balanced. In the recent years it seems that we are attracting more people from other agencies/institutions. The main parameter that may have an influence on these flows could be that the ETF, through its location and possibly working conditions, attracts colleagues from other agencies/institutions. Especially for job profiles in the Service or Management categories we always receive applications from colleagues working in other agencies/institutions.

Year	Staff (TA+CA) recruited FROM other institutions/agencies	Staff (TA+CA) leaving the ETF TO join other institutions/agencies
2007	4	4
2008	5	0
2009	2	1
2010	4	1
2011	2	3
Total	17	9

2 OVERVIEW OF THE SITUATION OVER NEXT THREE YEARS

The development of the ETF multiannual Staff Policy Plan is driven by 4 main principles:

- Phasing in of a broadened thematic mandate and geographic scope within renewed external relation policies as part of the recast regulation that was approved in December 2008;
- Deployment of Contract Agents (first recruitments took place in 2006) within the limit set by the Staff Regulations and ETF specific Implementing Rules;
- Estimated average turnover of 4 to 6 staff members per year (lowering over time compared to initial years of the ETF) with replacement in line with the Staff Regulations and related implementing rules and policy expressed in this paper;
- Forecast rate for promotion of an average over time of 15% of all staff as long as compatible with the limits authorised by the agency's establishment plan.
- The Agency is currently assessing the impact on staffing of ETF's new mandate and the increase in demand for its services. According to ETF's time tracking records for 2009-2011, it can be noticed that staff members are performing well beyond the normal working time of 37.5 hours per week. The ETF therefore intends to continue assessing this data over time to see if this tendency will continue when it has achieved a higher occupation rate of its establishment plan (2012-2013).

2.1 Turnover due to retirement or termination of employment.

2.1.1 Turnover in the agency because of retirement.

Two persons will reach the maximum retirement age of 65 years during 2012.

(Remark: the above mentioned figure reflects the maximum mandatory retirement age and alterations are possible due to individual staff decision to retire earlier).

2.1.2 Turnover in the agency because of termination of employment.

Based on recent trend, the ETF estimates the number of ends of service (other than retirement) at an average of 5%. This is lower compared to past years when it was 9% and above, in particular between 2007 and 2008 when it was 11%, due to the end of Tempus Technical Assistance activities at the ETF in June 2008. It has to be noted that, at any point in time, natural turnover is creating vacant posts of between 3% and 5% in the Establishment Plan. This usually corresponds to the difference between short notice period given by departing staff and the longer recruiting time needed especially for highly skilled staff already in employment at the time of job offer.

Replacements will be done in accordance to the logic exposed under 1.2.

2.2 Workload.

The ETF's 2013 work programme is framed by its Mid-Term Perspective 2010-13. This document sets out the key orientations for the ETF's work over the four-year period. In 2013, the ETF's work programme will support two strategic objectives related to the recast regulation and defined in the Mid-Term Perspective. These are to:

1. build partner country capacities in planning, designing, implementing, evaluating and reviewing evidence-based policies in vocational education and training reform (both in initial and continuing training);
2. support relations, where relevant, between EU internal and external relations policies;

In order to achieve these mid-term objectives, the ETF's specific objectives for 2013 for the first main objective are to:

- 1.1. reinforce the holistic, evidence-based analysis of VET reform in partner countries through the Torino Process;
- 1.2. strengthen the capacity of partner countries to develop and apply tools for evidence-based policy making

For the second main objective, the ETF's specific objectives for 2013 are to:

- 2.1. improve labour market analysis and forecasting in the partner countries and support them in reviewing vocational education and training systems to make them more relevant and raise quality;
- 2.2 support the EU external policy instrument programming cycle and, when relevant, the external dimension of internal policies;
- 2.3. disseminate relevant information and encourage exchange of experience and good practice with and among the partner countries in human capital development.

The objectives are translated into the content related activities by grouping them into three core themes¹¹ for the period 2010-13 where considerable support is necessary for the further sustainable development of partner country VET systems.

- A. Vocational education and training system development and provision in a lifelong learning perspective.
- B. Labour market needs and employability and support to self-employment, with a particular emphasis on disadvantaged adults.
- C. Enterprises and human capital development: education and business partnerships.

In addition to the objectives set out in the ETF multiannual work programme, ETF has been requested by the Commission to increase its activities in the Southern and Eastern Mediterranean region in the context of the follow up to the ENP Joint Communication “A new response to a changing Neighbourhood” in the fields of Education Culture and Youth. The new activities will be financed from an additional budget allocation of €2 million in 2012/13 to be implemented via a separate title in the ETF budget. These additional funds represent a 150% increase in ETF’s annual budget allocation for the Southern and Eastern Mediterranean region from 0.67m€ to 1.67m€.

At the same time, ETF has been requested by the Commission to initiate support to Libya in 2012. In 2013, ETF will be fully operation in Libya in a post-conflict situation, similar to that experienced in Kosovo. Moreover, it is expected that by 2013 the situation in Syria will allow ETF to resume operations there, also in a post-conflict situation. ETF calculates that an increase in activity on this scale would require increasing the current HR allocation to this region from 15 FTE to 21 FTE¹².

In the absence of any perspective of a staff increase in the short-medium term, the increase in activities in the Southern and Eastern Mediterranean region will have to be achieved by deprioritising, with the agreement of the Commission, activities in other regions.

¹¹ Approved by the ETF Governing Board in November 2009.

¹² However, 2013 budget does not allow for that. This why, unfortunately, the ETF cannot request those additional posts

Analysis

Resources breakdown by theme

As a reflection of the thematic approach, the ETF plans to allocate its human resources among the three core themes in the following way:

	Budget	Staff (posts)						Distribution
	(€)	ETF operations	COMM	PME-DIR	AD	Total Posts	Total FTE	%
Theme A: Vocational education and training system development and provision	€12.087m	45.6	12.0	18.0	29.0	81.0	77.7	60.0%
Theme B: Labour market needs and employability	€5.036m	19.0				33.8	32.4	25.0%
Theme C: Enterprises and human capital development: education and business partnerships	€3.022m	11.4				20.3	19.4	15.0%
Total	€20.145m	76.0	12.0	18.0	29.0	135	129.5	

* Out of those 29, 1 CA is used on a rotating basis to fill in temporarily gaps in the whole ETF further to maternity leave, parental leave or long sickness absences. Therefore staff working for AD in reality are 28.

Resources breakdown by area of support

Annually, in line with the Commission's Communication¹³, the ETF's resources will provide support as follows:

	Budget	Staff (posts)						Distribution
	(€)	ETF operations	COMM	PME-DIR	AD	Total Posts	Total FTE	%
Instrument for Pre-accession Assistance	€6.043m	22.8	12.0	18.0	29.0*	40.5	38.9	30.0%
European Neighbourhood and Partnership Instrument - South	€4.432m	16.7				29.7	28.5	22.0%
European Neighbourhood and Partnership Instrument - East	€3.626m	13.7				24.3	23.3	18.0%
Development Cooperation Instrument	€2.014m	7.6				13.5	13.0	10.0%
TED	€2.820m	10.6				18.9	18.1	14.0%
EBPM	€1.209m	4.6				8.1	7.8	6.0%
Total	€20.145m	76.0	12.0	18.0	29.0	135	129.5	

* Out of those 29, 1 CAs is used on a rotating basis to fill in temporarily gaps in the whole ETF further to maternity leave, parental leave or long sickness absences. Therefore staff working for AD in reality are 28.

To meet its objectives the ETF's work programme is designed to achieve specific outputs. These outputs underpin the European Commission's annual subvention to the ETF and were established in the financial perspective in the Commission's proposal for the recasting of the

¹³ Proposal for a regulation of the European Parliament and of the Council establishing a European Training Foundation (recast), COM(2007) 443 final of 25 July 2007, 2007/0163 (COD).

ETF regulation in 2006. The outputs are aligned with the ETF's main functions. The following table gives the number of outputs that the ETF will achieve in 2013.

Table: Number of outputs¹⁴ in the financial perspective¹⁵ for 2013, function and region.

ETF functions	Enlargement	ENP South	ENP East	Central Asia	Thematic expertise development	Evidence-based policy making	Total
Input to Commission programming	12	10	6	2	-	-	30
Capacity building	20	19	18	17	-	1	75
Policy analysis	5	7	3	2	9	1	27
Dissemination/ Networking	5	5	4	4	4	3	25
Total outputs	42	41	31	25	13	5	157

2.3 Consequences of 2.1. and 2.2. on the number of staff in the agency for the next 3 years.

As reported in Section 1.2, without prejudice to possible new tasks assigned to it in the next financial perspective, ETF is committed to implementing the 5% staff reduction outlined in the Commission Communication on the Multiannual Financial Framework over the 2013-2017 period. It views this as an opportunity to make ETF a more efficient organisation and intends to take a strategic approach in further reducing the number of administrative and support staff relative to experts.

While ETF can commit itself to reducing its overall staffing level by 5% over the 2013-2017 period, its ability to reduce its establishment plan without compromising the efficiency and effectiveness of the organisation and without terminating contracts is dependent on the voluntary departure of non-core administrative and support staff occupying temporary agent posts. No staff members in this category will reach retirement age in the next 5 years.

ETF therefore intends to reduce its overall staffing by 5% in the period to 2017 by not replacing non-core administrative and support staff leaving the Agency, regardless of contract status. It will also reduce its establishment plan in line with the voluntary departure of temporary agents in this category, but is not in a position to define a precise quota or calendar for this adaptation.

ETF will absorb the forecast increase in activity in the Southern and Eastern Mediterranean region through efficiency gains where possible and by internal redeployment.

¹⁴ In line with the targets established for ETF in 2012 in the financial perspective in the European Commission's proposal for the recasting of the ETF regulation in 2006.

¹⁵ COM(2007) 443 final, Annex 8.1 Objectives in terms of their financial cost.

Staff population (category, grade, function)		Staff population envisaged in 2012	Staff population envisaged in 2013 ¹⁶	Staff population envisaged in 2014 ¹⁷	Staff population envisaged in 2015 ¹⁸
Officials	AD	0	0	0	0
	AST	0	0	0	0
TA	AD	61	62	62	62
	AST	35	34	34	34
Total AD+AST		96	Up to 96	Up to 96	Up to 96
CA GFIV		5	4	4	4
CA GF III		20	20	20	19
CA GF II		11	11	10	9
CA GFI		0	0	0	0
Total CA ¹⁹		36	35	34	32
Local agents		2	2	2	2
SNE		2	2	2	2
Total		136	Max. 135	Max. 134	Max. 132

3. SCHOOLING.

Turin has a range of schooling opportunities at different levels. This is due in particular to the presence in Turin of the International Labour Office (ILO) activities predating the establishment of the ETF and to specific efforts made by the Italian Authorities. This diversified offer targeting a broader community than ETF staff has proven not to need specific agreements with eventual direct financial contribution to be put in place.

Nevertheless, the schooling available in Turin does not cater sufficiently for all nationalities and this might be a barrier for staff in mid-career.

Amongst the schools of main interests, we can find the following three:

- **Altieri Spinelli:** international state school covering ISCED 0 to 3. In every grade of school, the teaching of languages is carried out by Italian state teachers and by English, French and German mother tongue advisors. It has to be noted that this schools is on the process of reviewing its international CV due to budget constraints.
- **International School of Turin:** private, college-preparatory school offering a complete academic program in English covering ISCED 1 to 3. The school's curriculum is

¹⁶ The figures for 2013, 2014 and 2015 should reflect the staff cut policy presented by the Commission (to the agency's best estimate).

¹⁷ Ibidem

¹⁸ Ibidem

¹⁹ Headcounts

international and leads to the completion of both the American college preparatory diploma and the International Baccalaureate (IB) Diploma.

- **Lycée français Jean Giono:** French school, covering ISCED 0 to 3 offering curricula in French and Italian as well as in English (gradually from 2009).

It has to be noted that a revised Site Agreement which is in the process of ratification by the Italian authorities contains a new clause on schools as follows:

"Italy shall do its utmost to provide adequate school education at kindergarten, primary and secondary level for the children of the Foundation's staff, and shall guarantee multilingual tuition in line with the system adopted in the European Schools."

4. STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY THE AGENCY CONSISTENT WITH ITS STAFF POLICY.

By decision of the ETF Governing Board, the ETF applies by analogy all European Commission Implementing Rules until all specific provisions have been adopted by the ETF.

Until now, 30 Implementing Rules have been adopted by the ETF Governing Board and 4 shall be submitted for their approval in 2012. They are as follows:

N°	Description
1	Taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment
2	Transferring pension rights
3	Transferring pension rights - Transitional measures
4	Purchase of additional pension rights
5	Granting the household allowance by special decision
6	Persons to be treated as dependent children
7	Determining the place of origin
8	Family allowances to be paid to a person, other than the official, who has custody of one or more of the official's dependent children
9	Grant of the education allowance
10	Travel expenses from the place of employment to the place of origin
11	Parental leave
12	Family leave
13	Transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities
14	Facilities for disabled persons
15	Introducing implementing provisions on absences as a result of sickness or accident
16	Leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Communities
17	Outside activities and assignments
18	Provisions governing the recruitment and use of Contract Agents
19	Part time
20	Engagement of Temporary Agent and its amendment
21	Grading of Temporary Agents and its amendment
22	Reimbursement of medical expense
23	Staff Committee Regulations
24	Performance appraisal of Director
25	Temporary management posts
26	Middle management
27	Missions

28	Anti-harassment
29	Annual Leave and Special Leave
30	Part time

The implementing rule on “performance appraisal” and that on “promotion” have been sent to DG HR in December 2011 and will be submitted to the ETF Governing Board once approved by DG HR. The implementing rule on “pension transfers” was approved by DG HR in 2011 and will be submitted to the ETF Governing Board in the coming months.

In addition, if possible, it is planned to send to DG HR before end of 2012 the following ones:
disciplinary issues and early retirement.

Establishment plan posts

Category and grade	Establishment plan 2011		Posts actually filled at 31.12.2010		Posts filled in by external publication in 2010-2011		Promotion / reclassification in 2011		Departures 2011		Posts actually filled at 31.12.2011	
	perm	temp	perm	temp	perm	temp	perm	temp	perm	temp	perm	temp
AD 16												
AD 15												
AD 14		1		1								1
AD 13		4										
AD 12		4		5								5
AD 11		12		11				3				14
AD 10		4		3				-2				1
AD 9		11		12				-1		-1		10
AD 8		5		4				4		-2		6
AD 7		18		20		1		-4		-1		16
AD 6				1								1
AD 5		2				2				-1		1
Total AD		61		57		3				-5		55
AST 11												
AST 10		4										
AST 9		6		6								6
AST 8		1		4								4
AST 7		6		5				3				8
AST 6		7		6				-3				3
AST 5		1		2				1				3
AST 4		5		4				-1				3
AST 3		2		5								5
AST 2		3		3								3
AST 1												
Total AST		35		35								35
Total		96		92		3				-5		90

ANNEX 1– Adaptations to the establishment plan in the year 2013 and indicative adaptations in 2014 & 2015 (the figures represent maximum values. ETF will adapt its establishment plan according to its strategy for implementing the 5% staff cut as and when non-core administrative and support staff occupying establishment plan posts leave the Agency while respecting the overall limitation on total staffing set out in sections 1.1.2 and 2.3)

Grade	Year N-1 (2012)			Year N (2013)												
	Establishment Plan			Staff evolution							Organisational evolution			Establishment Plan 2013		
	Authorised			Promotion / Career advancement			Turn-over				New posts			Estimation (Provisional Draft Budget)		
	Perm	Temp	Total	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total	
AD16																
AD15																
AD14		1	1											1	1	
AD13		4	4											4	4	
AD12		8	8											10	10	
AD11		10	10											8	8	
AD10		3	3											3	3	
AD9		11	11											12	12	
AD8		9	9											6	6	
AD7		12	12						1					15	15	
AD6														3	3	
AD5		3	3												0	
Total AD		61	61	0	7	0	0	1	0	0	0	0	0	62	62	
AST11																
AST10		5	5											7	7	
AST9		4	4											3	3	
AST8		5	5											5	5	
AST7		6	6						-1					6	6	
AST6		2	2											1	1	
AST5		4	4											6	6	
AST4		3	3											1	1	
AST3		4	4											5	5	
AST2		2	2													
AST1			0													
Total AST	0	35	35		0	7	0	0	-1	0	0	0	0	0	34	34
Overall Total	0	96	96	0	14	0	0	0	0	0	0	0	0	96	96	

NB: the estimation for the Establishment Plan 2013 (62 AD and 34 AST), is subject to the Governing Board approval as per article 32 of the Financial Regulation.

Grade	2013			Year 2014															
	Establishment plan			Staff evolution						Organisational evolution			Establishment Plan 2014						
	Requested (Provisional Draft Budget)			Promotion / Career advancement in global figures			Turn-over in global figures (departures/arrivals)			New posts			Maximum - Provisional planning						
	PERM	TEMP	TOTAL	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total				
AD16																0			
AD15																		0	
AD14		1	1														1	1	
AD13		4	4														5	5	
AD12		10	10														10	10	
AD11		8	8														8	8	
AD10		3	3														4	4	
AD9		12	12														12	12	
AD8		6	6														7	7	
AD7		15	15														15	15	
AD6		3	3																0
AD5			0																
Total AD		62	62	0	7	0	0	-2	2	0					62	62			
AST11															2	2			
AST10		7	7														5	5	
AST9		3	3														5	5	
AST8		5	5														5	5	
AST7		6	6														4	4	
AST6		1	1														4	4	
AST5		6	6														6	6	
AST4		1	1														2	2	
AST3		5	5														1	1	
AST2																			0
AST1																			0
Total AST		34	34	0	7	0	0	-2	2	0					34	34			
Overall Total		96	96	0	14	0	0	-4	4	0	0	0	0		96	96			

Grade	2014			Year 2015													
	Establishment plan			Staff evolution						Organisational evolution			Establishment Plan 2015				
	Requested (Provisional Draft Budget)			Promotion / Career advancement in global figures			Turn-over in global figures (departures/arrivals)			New posts			Provisional planning				
	PERM	TEMP	TOTAL	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total		
AD16															0		
AD15																	0
AD14		1	1													1	1
AD13		5	5													7	7
AD12		10	10													9	9
AD11		8	8													8	8
AD10		4	4													6	6
AD9		12	12													13	13
AD8		7	7													6	6
AD7		15	15													12	12
AD6			0														0
AD5			0														
Total AD		62	62	0	7	0	0	-2	2	0				62	62		
AST11		2	2											3	3		
AST10		5	5												5	5	
AST9		5	5												6	6	
AST8		5	5												5	5	
AST7		4	4												4	4	
AST6		4	4												5	5	
AST5		6	6												5	5	
AST4		2	2												1	1	
AST3		1	1													0	
AST2																0	
AST1																0	
Total AST		34	34				0	7	0	0	-2	2	0				34
Overall Total		96	96	0	14	0	0	-4	4	0	0	0	0	96	96		