

## **Multiannual Staff Policy Plan 2011-2013**

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

#### **1.1 General information on the Agency's activities.**

##### **1.1.1 Description of the agency, its mission and programmed tasks.**

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

The ETF<sup>1</sup> provides advice and assistance to the European Commission and 29 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 ETF provides services to a range of stakeholders and clients with shared interests in the contribution that human capital development can make to EU external assistance objectives and to the Commission's actions in relation to the external dimension of its internal policies<sup>2</sup>. These stakeholders include European institutions such as the European Commission, the European Parliament, related European agencies and EC Delegations, as well as policy stakeholders in partner countries. The ETF also works with the international donor community to exchange information and lessons learned in the assistance field.

Following a process commenced in December 2006, the founding Regulation of the ETF was recast in December 2008. The recast regulation maintains the key functions of the ETF established at its inception, namely

- 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

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

<sup>2</sup> For example actions in the area of human capital development related to increased coherence, effectiveness and visibility of the EU. Europe in the World. COM (2006) 287 Final.

The recasting of ETF's regulation has aligned its ETF functions more closely to the changes that have been developed in recent years in the EU policies in Education and Training and External Assistance. The recast regulation also introduces increased flexibility in the ETF's geographical scope, to allow the Commission to use ETF's expertise outside the 29 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:

- to provide information, policy analyses and advice on human capital development issues in the partner countries;
- to promote knowledge and analysis of skill needs in national and local labour markets;
- to support relevant stakeholders in partner countries in building capacity in human capital development;
- to facilitate the exchange of information and experience among donors engaged in human capital development in partner countries;
- to support the delivery of Community assistance to partner countries in the field of human capital development;
- to disseminate information and encourage networking and the exchange of experience and good practice between the EU and partner countries and amongst partner countries in human capital development issues;
- to contribute, at the Commission's request, to the analysis of the overall effectiveness of training assistance to the partner countries; and
- to undertake such other tasks as may be agreed between the Governing Board and the Commission, within the general framework of the regulation.

In 2010, the ETF's Governing Board approved a new Mid Term Perspective for the period 2010-2013. The new Mid Term perspective was developed in the context of the economic crisis which is forecast to have substantial and long lasting effects on the growth prospects of the economies of ETF partner countries. The new Mid Term perspective therefore has been designed to give a strong emphasis on support measures that will support economic recovery and minimise the social impact of the crisis by finding the skills necessary to foster productivity and employment and by reinforcing social cohesion through civic participation. 2011 will be the second year of the Mid Term Perspective and the third year of operation under the recast regulation. The overall objective of the work programme for 2011 is to integrate the requirements of recast mandate with the external assistance priorities identified for partner countries.

## 1.1.2 Posts filled in the current year and figures reflecting staff evolution.

### 1.1.2.1 Establishment plan posts

Category and grade	Establishment plan 2009		Posts actually filled at 31.12.2008		Posts filled in by external publication in 2009		Promotion / reclassification in 2009		Departures 2009		Posts actually filled at 31.12.2009	
	perm	temp	perm	temp	perm <sup>3</sup>	temp <sup>4</sup>	perm	temp	perm	temp	perm	temp
AD 16												0
AD 15												0
AD 14		1		1		1				-1		1
AD 13		3										0
AD 12		8		7		1 <sup>5</sup>				-2		6
AD 11		10		12						-1		11
AD 10		5		3								3
AD 9		13		11						-1		10
AD 8		11		7						-1		6
AD 7		8		8		4						12
AD 6		0		1								1
AD 5		0										0
<b>Total AD</b>		<b>59</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6</b>	<b>0</b>	<b>50</b>
AST 11												0
AST 10		3										0
AST 9		8		5								5
AST 8		4		2				1				3
AST 7		7		7				0				7
AST 6		10		8				-1				7
AST 5		4		2				1				3
AST 4		1		3				0				3
AST 3				3				0				3
AST 2				6				-1				5
AST 1												0
<b>Total AST</b>		<b>37</b>	<b>0</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>
<b>Total</b>		<b>96</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6</b>	<b>0</b>	<b>86</b>

\* For the situation 2011-2013, see point 2 and the annex 1.

ETF Governing Board, on the basis of article 32 of the Financial Regulation, validated for 2009 a reduction in the Establishment Plan in the number of Temporary Agents Function Group AST (from 42 in 2008 to 37 in 2009) in favour of an increase in the number of Function Group AD (from 54 in 2008 to 59 in 2009) with a view to increase the number of experts positions and therefore increase ETF expertise in particular.

In addition, in the light of the non approval in May (contrary to expectations) by the European Parliament of the proposed recast regulation, ETF was asked by the Budgetary Authority to put in reserve close to Euro 2 Millions and 17 Temporary Agents in 2009. This

<sup>3</sup> Recruitment + transfer

<sup>4</sup> All new contracts, including the inter-agency job market

<sup>5</sup> AD12 recruited on a Senior Management post further to inter-agency job market.

explains that, on 31 December 2008, ETF deployed 10 fewer Temporary Agents than its establishment plan would have allowed.

In December 2008, the European Parliament cleared ETF's recast regulation and consequently the 2009 possible budget reserve was not implemented. But that decision came late in the year and therefore it did not allow the ETF to fill in all vacant posts by end 2008.

In 2009, 2008 vacant positions have been gradually filled and 6 new colleagues started in 2009. However these 6 newly filled positions were counterbalanced by 2 factors which led to still 10 posts remaining vacant at the end of 2009:

1. 6 staff members left the ETF during 2009;
2. The need to adapt the profiles of the vacancies and positions to better reflect the objectives of the work programme 2010 and the ETF's Term Perspective 2010-2013 led to a pause in recruitment in the middle of the 2009.

Please find below the selection procedures launched **in 2009**:

<b>Contract type</b>	<b>Grade</b>	<b>Recruitment type</b>	<b>Post</b>	<b>Department/Unit</b>
TA	AD7	Reserve list External Recruitment	HCD Specialists - Education experts in the field of equity and access to education and training	OPS
TA	AD7	Reserve list External Recruitment	HCD Specialists - Entrepreneurship skills development	OPS
TA	AD7	Reserve list External Recruitment	HCD Specialists - VET School development	OPS
TA	AD7	Reserve list External Recruitment	HCD Specialists - Qualifications and international mobility	OPS
TA	AD7	Reserve list External Recruitment	HCD Specialists - Labour market economist & employment policy	OPS
TA	AD7	Reserve list External Recruitment	Stakeholder Management and International Cooperation Officer	OPS
TA	AD7	Reserve list External Recruitment	Monitoring and Evaluation Officer	OPS
TA	AD9-AD12	Inter Agency Job Market	Head of Administration	AD

Starting from the 10 posts still vacant at the beginning of 2010, with recruitments finalised in 2009 based on the newly stated objectives for 2010, already two posts have been filled in January 2010, and by the end of May 2010 another three posts will be filled in. The other 5 vacant posts will be filled in the second half of 2010, due to the budget availability which does not allow to have the full 96 posts filled in for the whole year.

**Early 2010**, the following 5 new Temporary Agents shall start:

- 1 HCD<sup>6</sup> Specialist (AD7) and 1 Stakeholder Management & International Cooperation Officer (AD7) - in January 2010,
- 1 Monitoring & Evaluation Officer (AD7) - in March 2010,
- 2 HCD Specialist (AD7) – Mid-April and in May 2010

In the **second half of 2010**, it is planned that the following 5 new Temporary Agents shall start:

- 1 Middle Manager (AD9) – estimated starting date: June 2010,
- 1 Procurement Officer (AST4) – estimated starting date: June 2010
- 3 HCD Specialists (AD7) – estimated starting date: September 2010

#### 1.1.2.2 Positions financed under administrative expenditure

Number of Contract Agents							
	<i>Posts actually filled at 31.12.2008</i>	<i>Envisaged 2009</i>	<i>Posts actually filled at 31.12.2009</i>	<i>Envisaged 2010</i>	<i>Envisaged 2011</i>	<i>Envisaged 2012</i>	<i>Envisaged 2013</i>
<b>GF IV</b>	3	3	3	4	4	4	4
<b>GF III</b>	16	18	18	17	19	21	22
<b>GF II</b>	12	12	12	13	11	10	9
<b>GF I</b>							
<b>TOTAL</b>	31	33	33	34	34	35	36

In 2010, while 2 Short Term contract agents will end their service in September 2010, it is currently planned that the following 3 new Contract Agents shall start:

- 1 Communication Officer (Long Term FGIII) – estimated starting date: September 2010
- 1 Assistant (Long Term FGII) – estimated starting date: April 2010 (maternity/long absences rotating compensation in the ETF)
- 1 Statistical Officer (Long Term FGIV) – estimated starting date: September 2010

<sup>6</sup> Human Capital Development refers to the expertise field of ETF core business.

Number of Local Agents							
	<i>Posts actually filled at 31.12.2008</i>	<i>Envisaged 2009</i>	<i>Posts actually filled at 31.12.2009</i>	<i>Envisaged 2010</i>	<i>Envisaged 2011</i>	<i>Envisaged 2012</i>	<i>Envisaged 2013</i>
<b>AL/N2</b>	3	3	3	3	3	3	3

The Agency is currently employing 3 Local agents, which did not exercise their right to conversion into CA as per the Annex to the Staff Regulations.

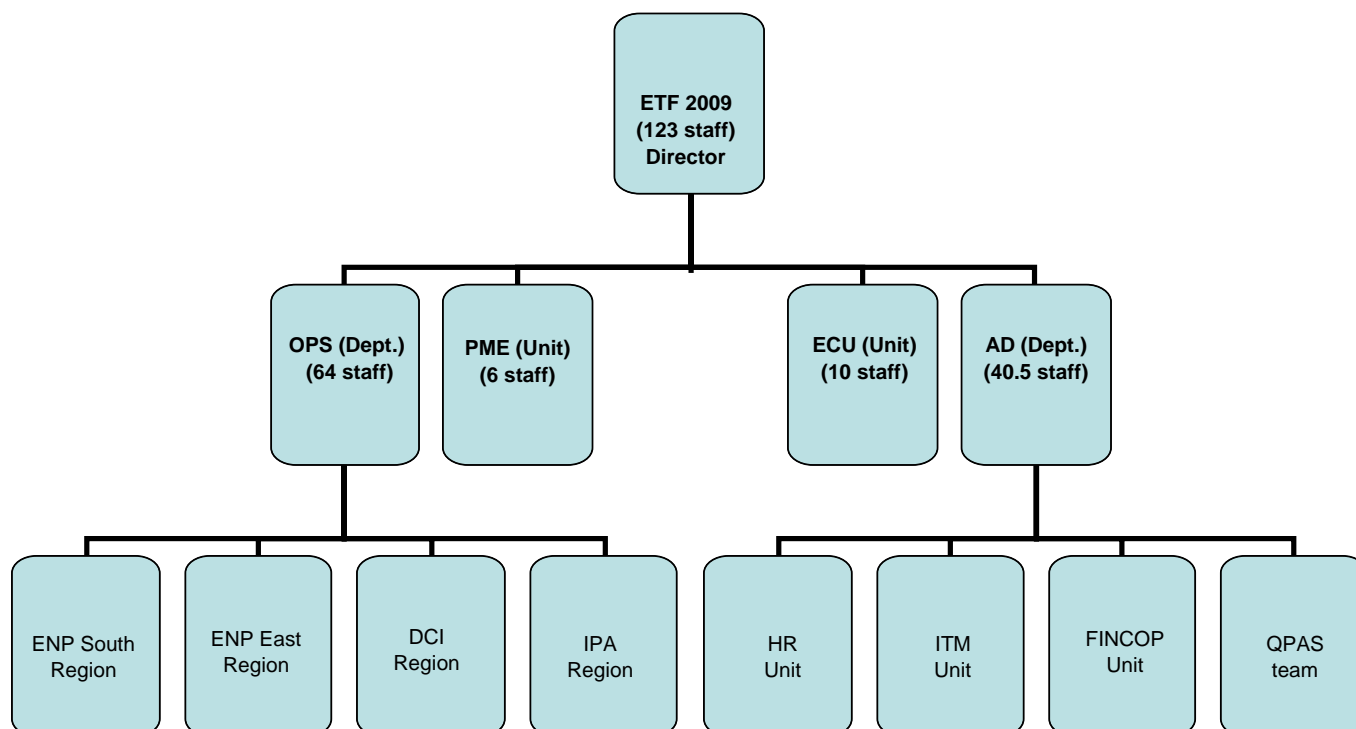
Number of Seconded National Experts						
<i>Posts actually filled at 31.12.2008</i>	<i>Envisaged 2009</i>	<i>Posts actually filled at 31.12.2009</i>	<i>Envisaged 2010</i>	<i>Envisaged 2011</i>	<i>Envisaged 2012</i>	<i>Envisaged 2013</i>
4	4	1	4	4	5	5

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

<b>Title 1</b>	<b>Initial 2009 budget</b>	<b>2009 % of total</b>	<b>Initial 2010 budget</b>	<b>2010 % of total</b>
Temporary Agents salaries & allowances	10.265.000	52%	10.398.406	53%
Contract Agents salaries & allowances	1.300.000	7%	1.427.284	7%
Local Agents Salaries & related costs	157.000	1%	167.440	1%
Seconded National Experts	300.000	2%	300.000	2%
Other <sup>7</sup> Title 1 costs	1.797.000	9%	1.628.870	8%
<b>Title 1 total</b>	<b>13.819.000</b>	<b>70%</b>	<b>13.922.000</b>	<b>72%</b>
Title 2	1.750.000	9%	1.481.000	8%
Title 3	4.303.000	22%	4.057.000	21%
<b>Total Titles 1+2+3</b>	<b>19.872.000</b>	<b>100%</b>	<b>19.460.000</b>	<b>100%</b>
<b>Earmarked Revenue</b>				
<i>Title 4</i>	<i>429.109</i>		<i>503,728.81</i>	
<i>Title 5</i>	<i>651.869</i>		<i>-</i>	
<i>Title 6</i>	<i>-</i>		<i>-</i>	
<b>Total Titles 4+5+6</b>	<b>1.080.978</b>		<b>503,728.81</b>	
<b>Grand total (all titles)</b>	<b>20.952.978</b>		<b>503,728.81</b>	

<sup>7</sup> 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)

### 1.1.4 Organisation and organisational chart at 31.12.2009.



Organisational structure	CA	END	LA	TA	Grand Total
<b>Operations Department</b>					
OPS Core (Senior Manager and support staff directly reporting to him)	3			5	8
OPS-IPA (Instruments for Pre-Accession)	2			16	18
OPS-ENP South (European Neighbourhood Partnership Instrument)	3			15	18
OPS-ENP East (European Neighbourhood Partnership Instrument)	3	1		6	10
OPS-DCI (Development Co-operation Instrument)	2			8	10
<b>Sub-Total Operations Department</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>50</b>	<b>64</b>
<b>Administration Department</b>					
AD Core (Senior Manager and support staff directly reporting to him)	1			5	6
AD- ITM (Infrastructure & Technologies Management Unit)	3		2	5	10
AD-FINCOP (Finance & Procurement Unit)	6		1	3,5	10,5
AD-HR (Human Resources Unit)	2			6	8
AD-QPAS (Quality control, Planning & Administrative Support Team)	4			2	6
<b>Sub-Total Administration</b>	<b>16</b>	<b>0</b>	<b>3</b>	<b>21,5</b>	<b>40,5</b>
<b>Mixed activities</b>					
DIR (Directorate)	1			1,5	2,5
ECU (ETF Communication)	1			9	10
PME (Planning, Monitoring & Evaluation)	2			4	6
<b>Sub-Total Mixed</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>14,5</b>	<b>18,5</b>
<b>Grand Total</b>	<b>33</b>	<b>1</b>	<b>3</b>	<b>86</b>	<b>123</b>

## **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 Unit 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;
- pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR Unit 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;
- 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 recruitment officer;
- 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.

Concerning Job profiles, the ETF has adopted a specific Job Description framework on 17 July 2007 to provide a coherent basis for deployment of its human resources and support internal mobility. It also defines categories of jobs that the ETF needs to deploy in order to achieve its mission. It has to be noted that the Job Descriptions framework is currently under revision to take account of lessons learnt, Mid-Term perspective, ETF recast regulation and career development (a policy on career development is currently under preparation).

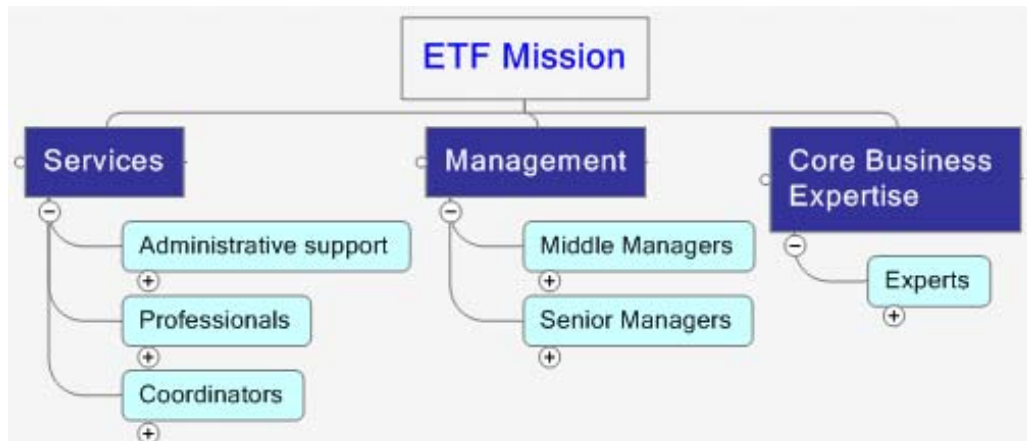


Diagram 1

#### - 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 above diagram.

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 SPP 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) and in that of 2009 (minus 5 AST and plus 5 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 Human Capital Development 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 3 years, renewable for another fixed period of 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 a thorough examination of the performance (including conduct and efficiency). Renewals also depend on available budgetary provisions and ETF planned needs for the future.

#### **- 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 Human Capital Development 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 Human Capital Development Specialist.

Short/medium term Temporary Agents are offered contracts of up to 5 years, renewable for another fixed period of up to 5 years.

NB: Both for Long-Term and Short/Medium Term Temporary Agents, recruitment 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. In 2007 the ETF recruited 2 non-managerial AD9 out of a total

number of 8 recruitments and in 2008 1 non-managerial AD9 out of a total number of 5 recruitments and in 2009 zero non-managerial AD9 and above out of 6 recruitments, which is equivalent to 16%.

ETF needs to face the recast regulation since 2009 so the needs to adapt its expertise profile might make it difficult to stay strictly within this limit in the first years following the adoption of the recast regulation.

### - Contract agents on long term employment

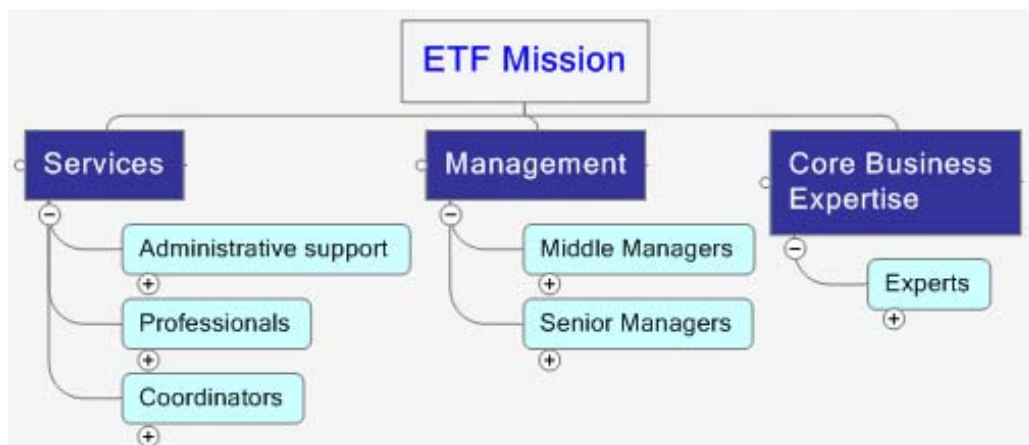


Diagram 1

Contract agents on long term employment can have job profiles in the above Service category only (administrative support, professionals).

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)
- FGII and III for Administrative and Technical Support Staff as well as Professionals in the Service category (clerical and secretarial tasks; financial, HR, IT, project etc. support and assistance)
- FGIV for Professionals in the Service category where specific deep technical knowledge is required (administrative, advisory tasks...)

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, renewable 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 a thorough examination of the performance (including

conduct and efficiency). Renewals also depend on available budgetary provisions and ETF planned needs for the future.

### **- 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 33 Contract Agents that are in post on 31/12/2009, 2 (FGIII) are of a short term nature. This short term nature is linked to the replacement of staff in parental leave.

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 European Training Foundation (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 (Human Capital Development Specialists).

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/reclassification.**

ETF has adopted a HR strategy on 24 September 2007.

Indeed, 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 Personal 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 a Personal Development Plan (PDP). 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 (for instance, objectives in the area of innovation, of teamwork/cooperation, of knowledge management & development etc.);
- ensuring better coherence and consistency throughout the organisation;
- introducing an electronic system with workflow.

In brief, the process implies that:

- each staff member has his/her objectives fixed at the beginning of the year N by his/her Line Manager and/or Team coordinator as well as his/her Personal Development Plan;
- these objectives can be reviewed in the course of the year to reflect evolving expectations from the sector concerned;
- each staff member is encouraged to meet regularly with his/her Line Manager to review progresses, identify difficulties and adapt objectives when needed;
- at the beginning of the year N+1, all staff members do a self-assessment of their performance in relation to the objectives set for the year N;
- the respective Line Managers and/or Team coordinators review those self-assessments and make their own analysis and assessment;
- the Countersigning Officers (hierarchical superiors of Line Managers/team coordinators) add their own analysis;
- staff members are invited to discuss their performance with their Line Manager and get the final written feedback report for closure and eventually add their final comments;

- those feedback reports are then sent to the HR for archiving<sup>8</sup>;
- staff members who wish to appeal can do so in accordance with article 43 of the Staff Regulations.

An implementing rule concerning Annual Dialogue will be drafted once a decision on the future promotion/reclassification policy has been taken.

#### 1.2.2.2 Promotion/Reclassification policy

Currently and in brief, the current policy is that on the basis of the past performance as well as a supporting note from the respective Line Manager, a promotion board, 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 2009 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).

The promotion scheme as adopted in 2000 will be reviewed during 2010. Discussions are currently taking place at management level in the ETF with regard to a draft promotion/reclassification implementing rule which follows the model provided by DG HR. That model is quite different from the procedure in place since 2000 and therefore thorough analysis is needed. For instance, the existing scheme does not refer to (merit) points and therefore no automatic promotion/reclassification after a certain number of years can take place. Indeed, in the current scheme, only outstanding performance may be rewarded by a promotion/reclassification as mentioned in the HR strategy of September 2007. In addition, there are no mark/points in the annual feedback report as overall. There is an "assessment descriptor" (objective met above expectations, object met as expected, objective met with development needs, objective not met...) for each feedback but linked specifically to each objective and not to the overall performance.

If Management decides to go for that new model, it means that the current feedback form and Annual Dialogue procedure must be adapted and that contrary to past years, the number of promoted/reclassified people will be much higher (and therefore both the budget and the establishment plan will need to be adapted) if and once this policy has entered into force.

Until now indeed, the promotion rate was on an average equivalent to 10% of all staff per year. With a system of points (which contrary to the current ETF promotion policy where it is possible for a staff member to remain indefinitely at the same grade without being promoted), which integrates the concept of an average career, it implies promotion at some point also for those in a slow career trajectory and therefore those 10% will automatically increase.

#### 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.

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<sup>8</sup> The ETF is currently developing an Electronic system to support the Annual Dialogue exercise which will lead to secured electronic archiving.

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 (86), contract agents (33), local agents (3) as well as Seconded National Experts (1) on 31/12/2009.

<b>Function Group</b>	<b>F</b>	<b>M</b>	<b>Grand Total</b>
AD	26	24	50
AST	26	10	36
II	9	3	12
III	16	2	18
IV	3		3
AL/N2	1	2	3
n/a (SNE)	1		1
<b>Grand Total</b>	<b>82</b>	<b>41</b>	<b>123</b>

#### 1.2.4 Statistics on geographical balance.

The table below comprises temporary agents (86), contract agents (33), local agents (3) as well as Seconded National Experts (1) on 31/12/2009.

<b>Nationality</b>	<b>Number</b>	<b>Percentage</b>
A	3	2,4%
B	7	5,7%
BG	2	1,6%
CZ	1	0,8%
D	7	5,7%
DK	4	3,3%
E	4	3,3%
EE	2	1,6%
EL	1	0,8%
F	7	5,7%
FIN	2	1,6%
Fyrom	1	0,8%
GB	11	8,9%
I	48	39,0%
IRL	3	2,4%
L	1	0,8%
LV	1	0,8%
MAR	1	0,8%
NL	6	4,9%
P	1	0,8%
PL	2	1,6%
RO	4	3,3%
TUN	2	1,6%
TUR	1	0,8%
UKR	1	0,8%
<b>Grand Total</b>	<b>123</b>	<b>100,0%</b>

### 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 and it is currently under revision.

#### *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 are roughly balanced. Two major parameters have an influence on these flows:

1. 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.

2. At the same time, the ETF which is at a mature stage and by its size can only offer:

- limited career advancement perspectives to its staff while larger agencies which have been recently created are actively recruiting experienced staff from other agencies including ETF;
- temporary and contract agents positions (no Officials in the establishment plan), and therefore a proportion of ETF staff prefer to pass "concours" and leave the ETF to become Officials in the Commission.

Contract Agents to which mobility applies have only been recently engaged and therefore no useful statistics can be provided.

In addition, 2008, due to the end of the Tempus Technical Assistance in the ETF, a particular large amount of colleagues left the ETF in 2007 to join other Institutions/agencies, which distort the usual balance as can be seen from the table hereafter.



Year	Staff recruited <b>FROM</b> other institutions/agencies	Staff leaving the ETF <b>TO</b> join other institutions/agencies
2007	4	4
2008	5	
2009	2	1
Total	11	5

## **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 Rule;
- Estimated average turnover of 6 staff members per year with replacement in line with the Staff Regulations and related implementing rules and policy expressed in this paper;
- Forecast rate for reclassification/promotion of an average over time of 10% of all staff as long as compatible with the limits authorised by the agency's establishment plan and budget unless the model from DG HR is adopted leading to an increase in that percentage (indicative percentage fixed by grade).
- 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, 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 (2010-2011). Based on the results, the ETF may seek a corresponding increase in its establishment plan from 2012 onwards.

### **2.1 Turnover due to retirement or termination of employment.**

#### **2.1.1 Turnover in the agency because of retirement.**

One person will reach the retirement age of 65 years during 2010, one during 2011, 2 in 2012.

(Remark: the above mentioned figures reflect 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) to an average of 5%. This is lower compared to past years when it was at 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 2011 Work Programme will support two strategic actions related to the recast regulation that will characterise the Mid-term perspective for the period 2010-13:

1. to contribute to the interplay between EU internal policies and the implementation of its external relations policies in human capital development through vocational education and training reform;
2. to contribute to the development of partner country intelligence and capacities in planning, designing, implementing, evaluating and reviewing evidence based policies in vocational education and training reform.

In order to achieve the strategic objective of supporting the interplay between EU internal policies and the implementation of its external relations policies, the ETF's specific objectives are to:

1. improve labour market analysis and forecasting about the partner countries and support them in reviewing vocational education and training systems in this light (New skills for new jobs);
2. support the EU external policy instrument programming cycle;
3. disseminate relevant information and encourage exchange of experience and good practice between the EU and the partner countries and among the partner countries in human capital development;
4. contribute to the analysis of the overall effectiveness of external assistance to the partner countries in the field of human capital development;

In order to achieve the strategic objective of contributing to the development of partner country intelligence and capacities, the ETF's specific objectives are to:

5. support relevant stakeholders, particularly the social partners, in the partner countries to increase their involvement in vocational training reforms and develop their capacity for becoming key actors in those reforms;
6. build partner country capacity to analyse and interpret trends and challenges and design, implement, evaluate and review evidence based policies in human capital development;

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

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

## Analysis

### Resources breakdown by theme

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

Theme	Budget %
Vocational education and training system development and provision	62%
Labour market needs and employability	21%
Enterprises and human capital development: education and business partnerships	17%

### Resources breakdown by area of support

Annually, in line with the Commission's Communication<sup>9</sup>, the ETF's resources will provide support indicatively as follows:

Area of support	Budget %
Pre-accession Region	32.5%
European Neighbourhood Region	32.5%
Central Asia	15%
Innovation and Learning Programmes	20%

<sup>9</sup> 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).

In 2011, the outputs for the ETF will be as follows<sup>10</sup>:

**Number of outputs in the financial perspective<sup>11</sup> for 2011, region and function.**

Type of Output	Region	2011
<b>HRD policy review</b>		
	Pre-accession	4
	Neighbourhood	4
	Central Asia	2
<b>Total 1</b>		<b>10</b>
<b>Capacity building actions</b>		
	Pre-accession	30
	Neighbourhood	37
	Central Asia	17
<b>Total 2</b>		<b>84</b>
<b>Support to programming cycle</b>		
	Pre-accession	8
	Neighbourhood	10
	Central Asia	4
<b>Total 3</b>		<b>22</b>
<b>Dissemination and Networking</b>		
	Pre-accession	7
	Neighbourhood	7
	Central Asia	4
<b>Total 4</b>		<b>18</b>
<b>Innovation and learning</b>		
		10
<b>Total 5</b>		<b>10</b>
<b>TOTAL</b>		<b>144</b>

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

2.3.1 Corresponding to the PDB transmitted to the budgetary authority for the first following year (N=2010)

The ETF needs to adapt its workforce with highly qualified Human Capital Development specialists in additional fields as per its recast regulation entered into force end 2008.

- The ETF is planning to deploy in 2010 up to 95 long-term Temporary Agent and 1 short term Temporary Agents posts, the final number (maximum 96) depends on the 2010 budgetary constraints.
- In 2010, as a consequence of selection procedures launched in the past and forthcoming ones, it is planned to recruit up to 10 new Temporary Agents (5 AD starting in the first part 2010 plus 4 AD and 1 AST later on).

<sup>10</sup> Outputs as projected for the ETF under its Recast regulation. Brussels 25.7.2007 COM 443 final: annex 1

<sup>11</sup> COM(2007) 443 final, Annex 8.1 Objectives in terms of their financial cost.

- Future retiring staff members will be replaced in line with the Staff Regulations and related implementing rules and policy expressed in this paper. The adaptation of the planned forthcoming Establishment Plan has been done in order to reflect these factors as well as possible reclassifications.

### 2.3.2 Indicative for the three consecutive years (N+1-N+3)

- The ETF is planning to have in 2011-2013, up to 95 long term Temporary Agent Posts and at least 1 short term Temporary Agents posts. .
- In 2011-2013 continuous strengthening of expertise task force will be the priority as well as providing the adequate organisational support in order HCD specialists can concentrate on the core business and ETF continues increasing its efficiency as a whole.
- In 2011-2013 the future retiring staff members will be replaced in line with the Staff Regulations and related implementing rules and policy expressed in this paper. The adaptation of the planned forthcoming Establishment Plan has been done in order to reflect these factors as well as possible reclassifications.
- 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, 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 (2010-2011). Based on the results, the ETF may seek a corresponding increase in its establishment plan from 2012 onwards.

The requirements from ETF in its centre of expertise activities would require the ETF to adapt its Human Resources as follows during 20011-2013:

- Reinforce expertise function by concentrating recruitments on HCD specialists/senior specialists
- Support HCD specialists/senior specialists with administrative staff

The planned recruitments for 2010-2011 to replace regular turnover and strengthen capacities for ETF recast regulation, an average forecast promotion rate of 10% of staff and the automatic increase in step, as well as possible increase in weighting factor and usual yearly salary adaptation leads to a Title 1 budget for 2010 at the same level as in 2009 + 1% for a limited natural increase. In future, it is expected that ETF Title 1 budget will come back to a more stable situation and includes a more appropriate inflation rate of 2%.

From 2011 onwards, the budget requested includes the following:

- reallocation of operational mission expenses for core ETF operations from Title 1 to Title 3 (- 88% of usual total mission expenses) as approved by the ETF Governing Board in November 2009. Mission costs associated with administrative operations will remain in Title 1. This obviously implies an abnormal difference with 2010 Title 1 budget
- natural inflation rate of 2%

Planned staffing budget for Title 1 over the coming years and comparison with 2007:

	2007	2008	2009	2010	2011	2012	2013
<b>Title 1</b>	13,819,000	13,050,900	13,819,000	13,922,000	13,023,000	13,300,000	13,578,000

Evolution:

From 2007 to 2008	-768,100	-5.9%
From 2008 to 2009	768,100	5.6%
From 2009 to 2010	103,000	0.7%
From 2010 to 2011	-899,000	-6.9%*
From 2011 to 2012	277,000	2.0%
From 2012 to 2013	278,000	2.0%

*\* it appears as a reduction compared to 2010 because of the reallocation of operational mission expenses for core ETF operations from Title 1 to Title 3 (- 88% of usual total mission expenses)*

### **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 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).

#### **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, 24 Implementing Rules have been adopted by the ETF Governing Board and 4 to 7 shall be submitted for their approval in 2010. They are as follows:

<b>N°</b>	<b>Description</b>
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

The following implementing rules have recently been approved by DG HR and will be submitted shortly to the ETF Governing Board:

Temporary management posts  
Middle management  
Missions  
Anti-harassment policy

*Planned for end 2010/2011:*  
*Performance Appraisal (2010)*  
*Promotion/Reclassification (2010)*  
*Leave (2010)*  
*Disciplinary issues (2011)*  
*Early retirement (2011)*

## ANNEX 1– Adaptations to the establishment plan in the year 2011 and indicative adaptations in 2012 & 2013

Grade	Year N-1 (2010)			Year N (2011)														
	Establishment Plan			Staff evolution									Organisational evolution			Establishment Plan		
	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			0											0	0			
AD15			0											0	0			
AD14		1	1											1	1			
AD13		3	3			2								4	4			
AD12		5	5		-2									4	4			
AD11		13	13			1								12	12			
AD10		4	4		-1	1								4	4			
AD9		18	18		-1	2								11	11			
AD8		4	4		-2									5	5			
AD7		10	10					-1	1					18	18			
AD6		1	1											0	0			
AD5		0	0											0	0			
Total AD		59	59	0	-6	6	0	0	0	0	0	0	0	59	59			
AST11			0												0			
AST10		3	3			1								4	4			
AST9		6	6		-1	2								6	6			
AST8		2	2		-2	1								1	1			
AST7		7	7		-1									6	6			
AST6		10	10											7	7			
AST5		4	4											3	3			
AST4		5	5			1								5	5			
AST3			0		-1									2	2			
AST2			0											3	3			
AST1			0											0	0			
Total AST	0	37	37	0	-5	5	0	0	0	0	0	0	0	37	37			
Overall Total	0	96	96	0	-11	11	0	0	0	0	0	0	0	96	96			



Grade	2011			Year 2012														
	Establishment plan			Staff evolution									Organisational evolution			Establishment Plan 2012		
	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												0			
AD15			0												0			
AD14		1	1											1	1			
AD13		4	4											4	4			
AD12		4	4											4	4			
AD11		12	12											12	12			
AD10		4	4											4	4			
AD9		11	11											11	11			
AD8		5	5											7	7			
AD7		18	18											16	16			
AD6		0	0												0			
AD5		0	0												0			
Total AD	0	59	59	0	6	0	0	-2	2	0				59	59			
AST11															0			
AST10		4	4											4	4			
AST9		6	6											8	8			
AST8		1	1											4	4			
AST7		6	6											5	5			
AST6		7	7											10	10			
AST5		3	3											4	4			
AST4		5	5											2	2			
AST3		2	2												0			
AST2		3	3												0			
AST1															0			
Total AST	0	37	37	0	6	0	0	-2	2	0				37	37			
Overall Total	0	96	96	0	12	0	0	-4	4	0	0	0	0	96	96			

Grade	2012			Year 2013														
	Establishment plan			Staff evolution									Organisational evolution			Establishment Plan 2012		
	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												0			
AD15			0												0			
AD14		1	1											1	1			
AD13		4	4											5	5			
AD12		4	4											4	4			
AD11		12	12											12	12			
AD10		4	4											3	3			
AD9		11	11											11	11			
AD8		7	7											8	8			
AD7		16	16											15	15			
AD6			0												0			
AD5			0												0			
Total AD	0	59	59	0	6	0	0	-2	2	0				59	59			
AST11															0			
AST10		4	4											5	5			
AST9		8	8											8	8			
AST8		4	4											4	4			
AST7		5	5											5	5			
AST6		10	10											10	10			
AST5		4	4											4	4			
AST4		2	2											1	1			
AST3			0												0			
AST2			0												0			
AST1			0												0			
Total AST	0	37	37	0	6	0	0	-2	2	0				37	37			
Overall Total	0	96	96	0	12	0	0	-4	4	0	0	0	0	96	96			