

Multiannual Staff Policy Plan 2012-2014 (version 30 March 2011 – ref.: 2011-1504)

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 ETF¹ 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 policies². 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 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 aligned its ETF functions to reflect updates in 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.

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.

² 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.

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 carrying out its functions, the ETF has clustered these eight functions into four main functions³:

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;

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: Disseminates and exchanges information and experience in the international community (agencies, regional platforms and councils, bilateral and international organisations and donors).

In 2009, 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. 2012 will be the third year of the Mid Term Perspective and the third year of operation under the recast regulation. The overall objective of the work programme for 2012 is to integrate the requirements of recast mandate with the external assistance priorities identified for partner countries.

³ This clustering was approved by the ETF Governing Board in November 2009.

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 2010		Posts actually filled at 31.12.2009		Posts filled in by external publication in 2009-2010		Promotion / reclassification in 2010 ⁴		Departures 2010		Posts actually filled at 31.12.2010	
	perm	temp	perm	temp	perm	temp	perm	temp	perm	temp	perm	temp
AD 16				0								0
AD 15				0								0
AD 14		1		1								1
AD 13		3		0								0
AD 12		5		6							-1	5
AD 11		13		11								11
AD 10		4		3								3
AD 9		18		10				2				12
AD 8		4		6				-2				4
AD 7		10		12		9					-1	20
AD 6		1		1								1
AD 5				0								0
Total AD	59	0	50	0	9	0	0	0	-2	0	57	
AST 11				0								0
AST 10		3		0								0
AST 9		6		5				1				6
AST 8		2		3				1				4
AST 7		7		7				-1			-1	5
AST 6		10		7				0			-1	6
AST 5		4		3				-1				2
AST 4		5		3		1						4
AST 3				3				2				5
AST 2				5				-2				3
AST 1				0								0
Total AST	37	0	36	0	1	0	0	0	-2	0	35	
Total	96	0	86	0	10	0	0	0	-4	0	92	

* 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 2009⁵ 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).
- for 2011⁶ a reduction in the Establishment Plan in the number of Temporary Agents Function Group AST (from 37 in 2010 to 35 in 2011) in favour of an increase in the number of Function Group AD (from 59 in 2010 to 61 in 2011).

The above has been done with a view to increase the number of experts positions and therefore to increase ETF expertise in particular.

⁴ For clarity, please note that the following TAs have been reclassified in 2010: 2 AST2, 1 AST5, 1 AST6, 2 AST 7, 1 AST8 and 2 AD8

⁵ Governing Board decision GB/08/DEC/010 of 24/11/2008

⁶ Governing Board decision GB/10/DEC/010 of 25/08/2010

In 2010, a huge effort to fill in the 10 positions vacant end 2009 has been made. Indeed, 10 new Temporary Agents have been recruited in 2010. However, 4 Temporary Agents have left the ETF during 2010, leaving 4 vacant posts end 2010. For budgetary constraints in 2011, the ETF will only be in the position to fill in those posts gradually in 2011.

Those 4 vacant posts shall be used as follows:

- 2 Junior Specialists (AD5) – estimated starting date: between mid and late 2011,
- 1 Junior Legal Advisor (AD5) – estimated starting date: early 2011,
- 1 Specialist (AD7) – estimated starting date: between mid and late 2011.

In addition, two Temporary Agents, AD posts will become vacant (1 resignation and 1 pension age) early 2011 and it is planned to fill the future vacant post as follows:

- 1 Specialists (AD7) – estimated starting date: February 2011.
- 1 Deputy Director (AD12-13) – estimated starting date: between mid and late 2011

ETF works with 8 DGs in the European Commission, as well as with the Council and the European Parliament as main stakeholders, delivering core business activities in 30 countries outside the EU.

The complexity of the ETF's work and the high demand for representation at top management level in the Agency's interactions with ministers and presidents of social partner organizations create a very high workload and travel burden for the ETF Director.

The function and responsibilities of the Deputy Director are expected to include coordinating operational work and leading efficiency improvement of ETF activities, in addition to providing back-up for the Director and potentially sharing some of the more institutionalized representative functions (e.g. participation in DGVT, ACVT, missions to partner countries, corporate events).

The proposal is not to go back to the configuration with two deputy directors as in the first 10 years of ETF, but to have only one deputy position.

1.1.2.2 Positions financed under administrative expenditure

Number of Contract Agents							
	<i>Posts actually filled at 31.12.2009</i>	<i>Envisaged 2010</i>	<i>Posts actually filled at 31.12.2010</i>	<i>Envisaged 2011</i>	<i>Envisaged 2012</i>	<i>Envisaged 2013</i>	<i>Envisaged 2014</i>
GF IV	3	4	4	4	4	4	4
GF III	18	17	17	17	19	21	22
GF II	12	13	11	13	11	9	10
GF I							
TOTAL	33	34	32	34	34	34	36

In 2011, 2 Long Term Contract Agents shall be recruited to fill in vacant positions in support functions.

Number of Local Agents							
	<i>Posts actually filled at 31.12.2009</i>	<i>Envisaged 2010</i>	<i>Posts actually filled at 31.12.2010</i>	<i>Envisaged 2011</i>	<i>Envisaged 2012</i>	<i>Envisaged 2013</i>	<i>Envisaged 2014</i>
AL/N2	3	3	2	2	2	2	2

The Agency employed until September 2010 3 Local Agents. Now, the ETF is currently employing 2 Local agents. None of those exercised their right to conversion into Contract Agents as per the Annex to the Staff Regulations.

Number of Seconded National Experts						
<i>Posts actually filled at 31.12.2009</i>	<i>Envisaged 2010</i>	<i>Posts actually filled at 31.12.2010</i>	<i>Envisaged 2011</i>	<i>Envisaged 2012</i>	<i>Envisaged 2013</i>	<i>Envisaged 2014</i>
1	4	2	2	2	3	4

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

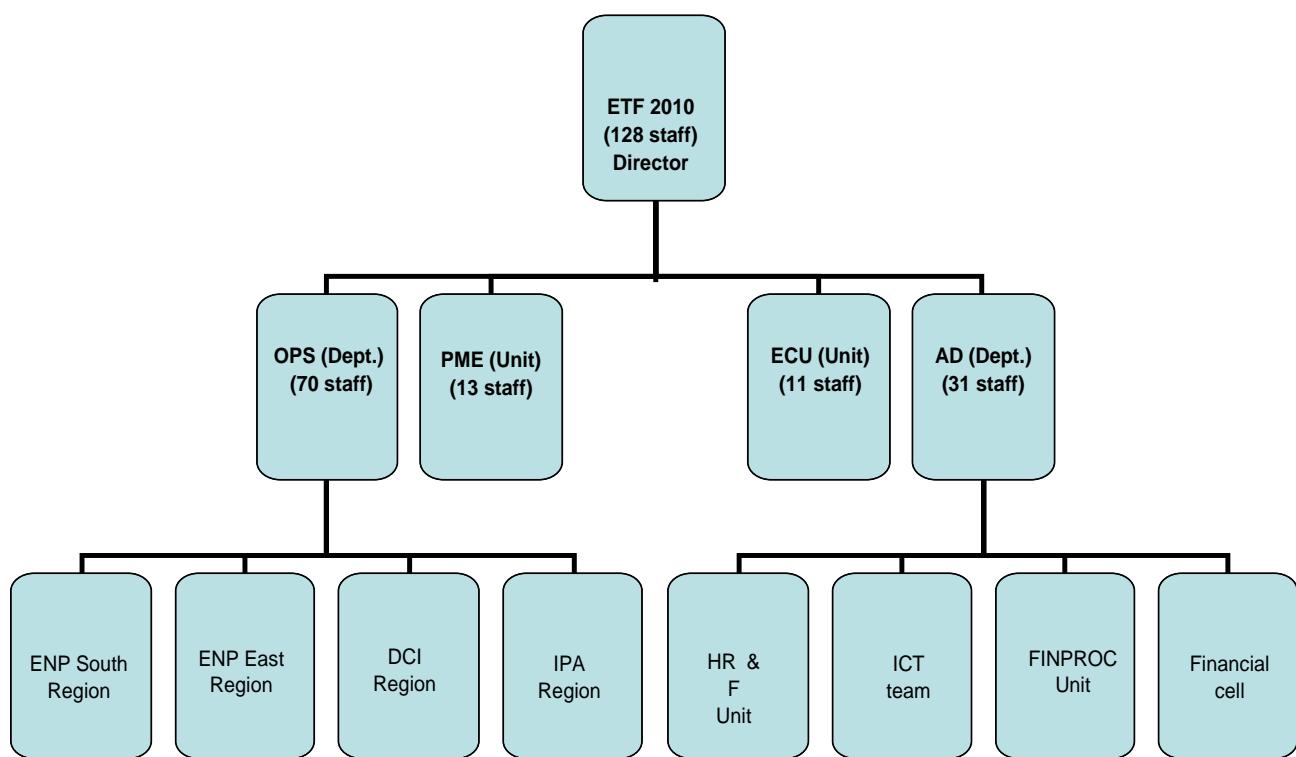
Title 1	Initial 2010 budget	2010 % of total	Initial 2011 Budget	2011 % of total
Temporary Agents salaries & allowances	10 398 406	53%	10 603 100	53%
Contract Agents salaries & allowances	1 427 284	7%	1 545 000	8%
Local Agents Salaries & related costs	167 440	1%	120 000	1%
Seconded National Experts	300 000	2%	125 000	1%
Other ⁷ Title 1 costs	1 628 870	8%	504 230	3%
Title 1 total	13 922 000	72%	12 897 330	65%
Title 2	1 481 000	8%	1 430 670	7%
Title 3	4 057 000	21%	5 522 000	28%
Total Titles 1+2+3	19 460 000	100%	19 850 000	100%

Earmarked Revenue

Title 4	503,728 81	
Title 5	-	
Title 6	-	
Total Titles 4+5+6	503,728 81	
Grand total (all titles)	19 909 728 81	
		19 850 000

⁷ 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 31.12.2010.



Organisational structure	CA	END	LA	TA	Grand Total
Operations Department					
OPS Core (Senior Manager, Knowledge Management & support staff directly reporting to him)	4			5	9
OPS-IPA (Instruments for Pre-Accession)	3			14	17
OPS-ENP South (European Neighbourhood Partnership Instrument)	2			16	18
OPS-ENP East (European Neighbourhood Partnership Instrument)	2	1		9	12
OPS-DCI (Development Co-operation Instrument)	4	1		9	14
Sub-Total Operations Department	15	2	0	53	70
Administration Department					
AD Core (Senior Manager, accounting & support staff directly reporting to him including a CA used to replace absent staff within ETF)	2			4	6
AD- ICT (ICT Infrastructure & Support Team)	2			2	4
AD-FINPROC (Finance & Procurement Unit)	4			4	8
AD-HR & F (Human Resources & Facilities Unit)	2		1	6	9
AD-Financial Cell	3			1	4
Sub-Total Administration	13	0	1	17	31
Corporate coordination & communication level					
DIR (Directorate)				3	3
ECU (ETF Communication)	2		1	8	11
PME (Planning, Monitoring & Evaluation)	2			11	13
Sub-Total Mixed	4	0	1	22	27
Grand Total	32	2	2	92	128

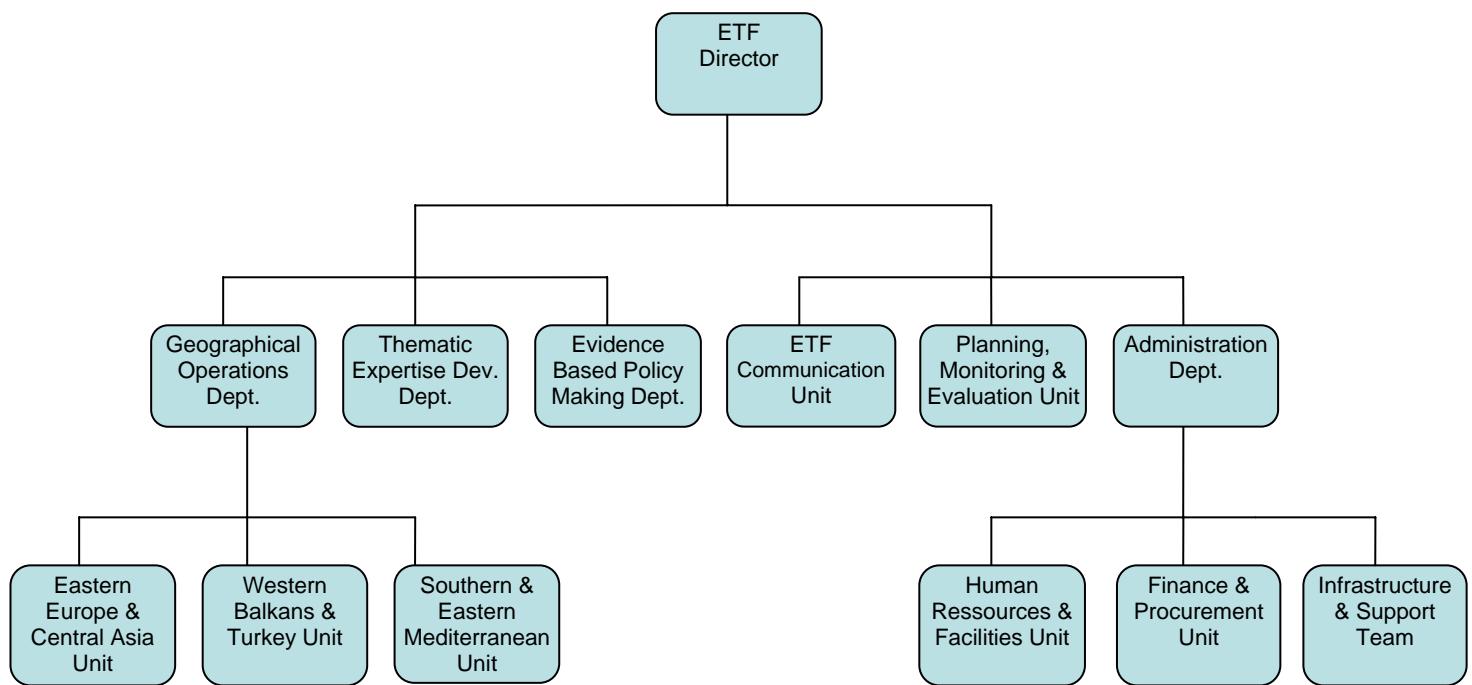
It has to be noted that a new structure has come into effect on 1st January 2011.

ETF's recast regulation approved at the end of 2008 and the Midterm Perspective 2010-13 include a number of key developments that have an impact on ETF's work. While the ETF Strategic Framework was revised in 2009, the existing organisational structure dates from 2006, and was shaped to meet the needs of the previous strategy 2007-10. While this structure has been effective in delivering results, scope for improvement has been identified, in particular regarding the focus of individual portfolios, the relationship and prioritisation between country-level and thematic tasks, realistic planning and management of activities and budgets, as well as emerging and ad hoc requests.

In 2010, the Operations Department analysed its structure and processes to ensure that they are aligned efficiently and effectively with its new strategic and operational framework. The analysis took into consideration not only the challenges of the new strategic framework but also lessons learned from the organisational approach 2007-10. The review also took into account developments in the ETF's external context beyond the immediate control of the agency to ensure that the ETF remains responsive in its operations to deal with changes in the environment. Such developments include:

- the new EU policy frameworks (for example EU 2020, a new impetus for VET);
- the establishment of the EU External Action Service;
- increasing priorities in certain regions (for example, Eastern Partnership, ENP South/Occupied Palestinian Territory, Tunisia);
- uncertainty regarding the priorities in other regions (for example, Central Asia).

In 2010, the ETF also conducted a review of its Administration Department with a view to improving efficiency and reducing the resources devoted to administrative activities. The resulting reorganisation has reduced the number of units in the Administrative Department by one and the number of staff from 40 to 31. The new organigramme effective from 1 January 2011 is as follows:



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 & Facilities 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;
- 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;
- pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR & Facilities 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;
- 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

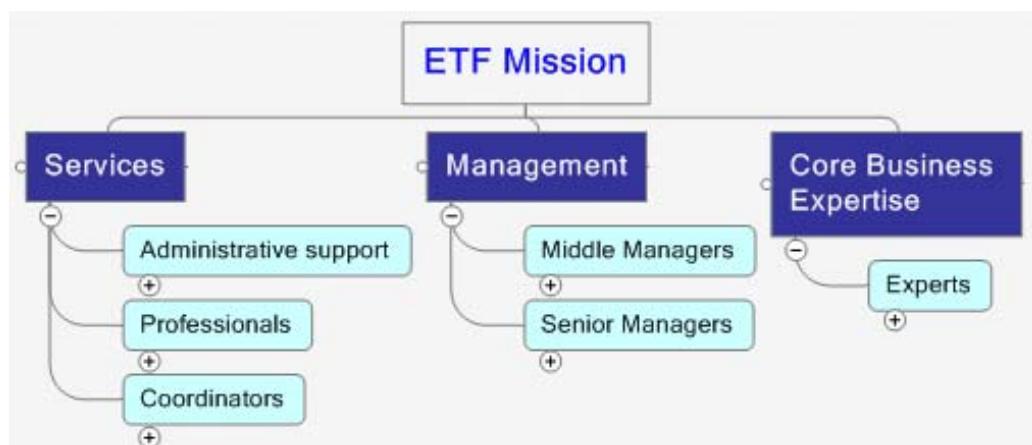
As requested by DG HR, the ETF has individualised short and long term employment types. For Temporary Agents, the entry grade may be linked to those types of employments.

- 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 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 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, renewable 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. 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, in 2010 zero non-managerial AD9 and above out of 10 recruitments, which is equivalent to 10%.

- Contract Agents on long term employment

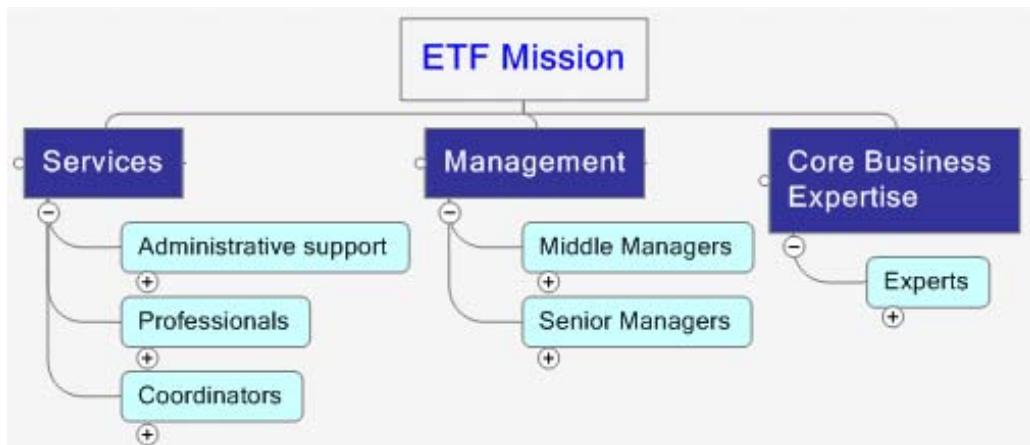


Diagram 1

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:

- FG I for archivist, mailing and mass copy support staff (manual and administrative support tasks)
- FG II for Administrative and Technical Support Staff in the Service category (clerical and secretarial tasks; financial, HR, IT, project or other support and assistance)
- FG III for Administrative and Professional Staff in the Service category (financial, HR, IT, project or other officers)
- FG IV 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 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 31/12/2010, none is of a short term nature. 2 were of a short nature and their contract ended during 2010.

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/reclassification.

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 team for archiving⁸;
- staff members who wish to appeal can do so in accordance with article 43 of the Staff Regulations.

An implementing rule concerning Annual Dialogue has been recently drafted and sent to DG HR for agreement in accordance with Article 110 of the Staff Regulations.

⁸ The ETF has developed an Electronic system to support the Annual Dialogue exercise which leads to secured electronic archiving.

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 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 2010 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 has been recently reviewed. An implementing rule concerning reclassification of Temporary Agents has been recently drafted and sent to DG HR for agreement in accordance with Article 110 of the Staff Regulations.

It is quite different from the procedure in place since 2000. For instance, the existing scheme does not refer to (merit) points and does not refer to an average career. Indeed, in the current scheme, only outstanding performance may be rewarded by a promotion/reclassification as mentioned in the HR strategy of September 2007.

Once the revised promotion/reclassification policy has been adopted by ETF Governing Board, it means that compared to past years, the number of promoted/reclassified people will be significantly higher. Until now indeed, the promotion rate was on an average equivalent to 10% of all staff per year while in accordance with Annex I of the Staff Regulations the concept of average career implies promotion rate at 20%-30% instead and this starting progressively (under the transition period) from 2012.

The overall consequences of the implementation of a revised promotion policy are that both the budget and the establishment plan will need to be adapted towards clear increase over the years.

It is expected that the new policy could apply in 2012 for performances of 2011.

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 (92), Contract Agents (32), Local Agents (2) as well as Seconded National Experts (2) on 31/12/2010.

Function Group	F	M	Grand Total
Temporary Agents AD	29	28	57
Temporary Agents AST	26	9	35
Contract Agents FGII	8	3	12
Contract Agents FGIII	14	3	18
Contract Agents FGIV	4		3
Local Agents AL/N2		2	3
Seconded National Exp.	1	1	1
Grand Total	82	46	128

1.2.4 Statistics on geographical balance.

The table below comprises Temporary Agents (92), Contract Agents (32), Local Agents (2) as well as Seconded National Experts (2) on 31/12/2010.

Nationality	Total	Percentage
A	3	2%
B	8	6%
BG	1	1%
CZ	2	2%
D	9	7%
DK	4	3%
E	4	3%
EE	2	2%
EL	2	2%
F	7	5%
FIN	3	2%
Fyrom	1	1%
GB	11	9%
I	44	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%
RUS	1	1%
TUN	2	2%
TUR	2	2%
UKR	1	1%
Grand Total	128	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.

However, we are aware that the ETF is at a mature stage and by its size it can only offer:

- limited career advancement perspectives to its staff while larger agencies which have been more or less recently created are actively recruiting experienced staff from other agencies including ETF and sometime offering longer initial contractual perspective (5+5 instead of 3+3 usually in the 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.

This means that the recent years tendency of having a low number of colleagues leaving the ETF and leaving the ETF to work in other agencies/institutions may change over time.

Year	Staff recruited FROM other institutions/agencies	Staff leaving the ETF TO join other institutions/agencies
2007	4	4
2008	5	0
2009	2	1
2010	4	1
Total	15	6

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 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 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 until the model from DG HR is adopted leading to an increase in that percentage close to the double (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 & 2010, 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 2014 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 maximum retirement age of 65 years during 2011 and 2 during 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) 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 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 themes⁹ for the period 2010-13 where considerable support is necessary for the further sustainable development of partner country VET systems.

⁹ Approved by the ETF Governing Board in November 2009.

- 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.

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:

	Staff (posts)						Distribution %	
	Budget (million €)	OPS	ECU	PME-DIR	AD	Total Posts		
Theme A: Vocational education and training system development and provision	12.307	46.5	12.0	18.0	29.0	83.1	79.4	62%
Theme B: Labour market needs and employability	4.169	15.8				28.1	26.9	21%
Theme C: Enterprises and human capital development: education and business partnerships	3.375	12.8				22.8	21.8	17%
Total	19.850	75.0	12.0	18.0	29.0*	134	128.0	

* 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 Communication¹⁰, the ETF's resources will provide support as follows:

	Staff (posts)						Distribution %	
	Budget (million €)	OPS	ECU	PME-DIR	AD	Total Posts		
Instrument for Pre-accession Assistance	6.451	24.4	12.0	18.0	29.0	43.6	41.6	32.50%
European Neighbourhood and Partnership Instrument - South	3.970	15.0				26.8	25.6	20.00%
European Neighbourhood and Partnership Instrument - East	3.176	12.0				21.4	20.5	16.00%
Development Cooperation Instrument	2.283	8.6				15.4	14.7	11.50%
Innovation and Learning	3.970	15.0				26.8	25.6	20.00%
Total	19.850	75.0	12.0	18.0	29.0*	134	128.0	

* 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.

¹⁰ 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).

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 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 2011

Table: Number of outputs in the financial perspective¹¹ for 2011, function and region.

ETF functions	Enlargement	European Neighbourhood South	European Neighbourhood East	Central Asia	Innovation and Learning Programme	TOTAL
Input to commission programming and EU policy development	9	9	5	4		27
Capacity building	26	17	17	15		75
Policy analysis	4	2	2	2	7	17
Dissemination and networking	8	4	2	1	10	25
Total outputs	47	32	26	22	17	144

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=2011)

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

- The ETF is planning to deploy in 2011 up to 95 long-term Temporary Agent and 1 short term Temporary Agents posts, the final number (maximum 96) depends on the 2011 budgetary constraints.
- In 2011, as a consequence of selection procedures launched in the past and forthcoming ones, it is planned to recruit up to 5 new Temporary Agents. It has to be noted that the budget appropriation for 2011 does not allow the salary related payment of 96 FTE Temporary Agents. For this reason we are banking on the regular reduction in the FTE due to part time, parental leave etc. and it was decided to postpone the filling in of vacant posts until mid-end 2011.
- 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 for 2011.

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

- The ETF is planning to have in 2012-2014, up to 95 long term Temporary Agent Posts and at least 1 short term Temporary Agents posts. .

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

- In 2012-2014 continuous strengthening of expertise task force will be the priority as well as providing the adequate organisational support in order specialists can concentrate on the core business and ETF continues increasing its efficiency as a whole.
- In 2012-2014 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 automatic and increased number of reclassifications due to the planned implementation of a revised promotion policy on the model from DG HR implying the concept of average career.
- The ETF workload is influenced by the state of relations between the EU and the different partner countries and this can generate additional workload. The ETF has been assessing the impact on staffing of ETF's new mandate. According to ETF's time tracking records for 2009 & 2010, it can be noticed that staff members are performing well beyond the normal working time of 37.5 hours per week. Therefore, in order to meet the increasing demand for its services resulting from developments in relations between the EU and specific partner countries, ETF would ideally require a corresponding increase in its workforce starting from 2012. However the ETF is aware that this is unlikely to come about in the current financial perspective. The ETF is therefore deferring a request for additional staff until 2014.

The requirements from ETF in its centre of expertise activities would require the ETF to adapt its Human Resources as follows as at the latest as from 2014:

- Reinforce expertise function by concentrating recruitments on specialists/senior specialists (+ 4 Temporary Agents - AD)
- Support specialists/senior specialists with administrative staff (+ 2 Contract Agents)

In 2012, it is therefore expected to start the year with the Establishment Plan fully implemented (96 Temporary Agents). In addition, due to the planned implementation of a revised promotion policy, following the EC model (points and average career system), the ETF promotion rate over years will increase towards 20-30% compared to the past usual rate of 10%. In the first years and starting from 2012, as there is a transition period with higher points thresholds, it is expected that the promotion rate will be somewhat below 20%. Then we have the natural inflation rate of 2%, the automatic increase in step, as well as possible increase in weighting factor and usual yearly salary adaptation that must be taken into account.

In terms of human resources, for 2012 the ETF will have to maintain overall the 2011 staffing levels. ETF will aim to deploy 134 temporary, contract and local agents and seconded national experts however with an estimated full-time equivalent of 129.5¹². The budget forecast for Title 1 given in the preliminary draft estimate of revenue and expenditure has been developed on the basis of very tight assumptions. Human resources are expected to be distributed as follows:

Contract types	Jobs (target occupancy)	Planned FTE
Temporary Agents	96	92
Contract Agents	34	33.5
SNEs	2	2
Local Agents	2	2
Total	134	129.5

¹² The difference between FTE and the number of staff members under contract is explained by part-time working, parental leave, unpaid leave and positions that will have to be kept vacant (by postponing start of service later in the year in order to make some savings as Title 1 is not sufficient to pay for all posts on a full time basis).

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 school 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).

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, 28 Implementing Rules have been adopted by the ETF Governing Board and 6 shall be submitted for their approval in 2011. They are as follows:

Nº	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

The following implementing rules have been sent to DG HR early December 2010 and will be submitted to the ETF Governing Board once approved by DG HR:

1. Performance Appraisal
2. Promotion/Reclassification
3. Annual Leave and Special Leave (revised version)
4. Part time (revised version)

Planned for end 2011: Disciplinary issues, early retirement, promotions for Contract Agents

ANNEX 1– Adaptations to the establishment plan in the year 2012 and indicative adaptations in 2013 & 2014

Grade	Year N-1 (2011)			Year N (2012)											
	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															
AD15															
AD14	1	1												1	1
AD13	4	4												4	4
AD12	4	4												9	9
AD11	12	12												9	9
AD10	4	4												4	4
AD9	11	11												11	11
AD8	5	5												4	4
AD7	18	18												17	17
AD6															
AD5	2	2												2	2
Total AD	61	61		0	7	0	0	0	0	0	0	0	0	61	61
AST11															
AST10	4	4												4	4
AST9	6	6												6	6
AST8	1	1												5	5
AST7	6	6												6	6
AST6	7	7												4	4
AST5	1	1												3	3
AST4	5	5												5	5
AST3	2	2												2	2
AST2	3	3													
AST1	0														
Total AST	0	35	35	0	7	0	0	0	0	0	0	0	0	35	35
Overall Total	0	96	96	0	14	0	0	0	0	0	0	0	0	96	96

Grade	2012			Year 2013											
	Establishment plan			Staff evolution						Organisational evolution			Establishment Plan 2013		
	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															
AD15															
AD14	1	1											1	1	
AD13	4	4											4	4	
AD12	9	9											11	11	
AD11	9	9											9	9	
AD10	4	4											6	6	
AD9	11	11											10	10	
AD8	4	4											5	5	
AD7	17	17											13	13	
AD6															
AD5	2	2											2	2	
Total AD	0	61	61	0	9	0	0	-2	2	0			61	61	
AST11															
AST10	4	4											5	5	
AST9	6	6											8	8	
AST8	5	5											5	5	
AST7	6	6											6	6	
AST6	4	4											5	5	
AST5	3	3											4	4	
AST4	5	5											2	2	
AST3	2	2													
AST2															
AST1															
Total AST	0	35	35	0	9	0	0	-2	2	0			35	35	
Overall Total	0	96	96	0	18	0	0	-4	4	0	0	0	96	96	

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			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													6 6	
AD12	11	11													9 9	
AD11	9	9													10 10	
AD10	6	6													6 6	
AD9	10	10													11 11	
AD8	5	5													4 4	
AD7	13	13									2				14 14	
AD6															4 4	
AD5	2	2									2					
Total AD	61	61		0	9	0	0	-2	2	0	4			65	65	
AST11		0													0	
AST10	5	5													5 5	
AST9	8	8													9 9	
AST8	5	5													5 5	
AST7	6	6													6 6	
AST6	5	5													5 5	
AST5	4	4													4 4	
AST4	2	2													1 1	
AST3															0	
AST2															0	
AST1															0	
Total AST	35	35		0	9	0	0	-2	2	0				35	35	
Overall Total		96	96	0	18	0	0	-4	4	0	0	4	0		100	100