



**Management Plan for the Year 2002 for the EFSA
Management Board meeting 18/19 September 2002**

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NOTE TO MANAGEMENT BOARD MEMBERS

This work programme has been prepared to illustrate the budgetary requests and the personnel needs for the period **September to December 2002**.

Most of the activities relate to the establishment phase of the Authority, although some will carry on and develop through subsequent years.

This, therefore, is a period in which the organisation is planning, recruiting and putting in place the requirements of the founding Regulation 178/2002/EC¹. The staff recruited so far on the Authority's budget, together with those provided by the Commission, reflect these set-up activities: planning, development of Information Technology systems, financial matters, human resources, legal advice, development of a communication capability, etc.

It is envisaged that the Scientific Committee and the 8 Panels, which will provide the Authority's scientific opinions, will be in place during the first months of 2003. Until then, scientific opinions will continue to be given by the existing Scientific Committees, with the support of Commission staff. Scientifically qualified personnel are being recruited during the latter part of 2002 to work in parallel with the Commission's staff in order to minimise disruption to the provision of scientific opinions during the hand-over of responsibilities to the Authority and to ensure continuity in on-going work. In addition, scientific personnel will be recruited to plan the Authority's activities related to the collection and analysis of scientific data, networks, emerging risks and technology.

¹ Official Journal L 31, 1. 2. 2002, p1

I. Mission statement and scope of EFSA

The European Food Safety Authority will function at the highest levels of scientific excellence, independence and transparency. It will not only contribute to a high level of consumer health protection in the area of food safety, but also to the maintenance of consumer confidence in the safety of the European food supply.

In this respect, the Authority has a broad remit, allowing it to make scientific assessments of any matter which may have a direct or indirect effect on the safety of the food supply, including matters in relation to animal health, animal welfare and plant health.

The Authority also gives scientific advice on non-food/feed GMOs and on nutrition in relation to Community legislation. It therefore covers all stages of production and supply, from primary production, animal feed, through to the supply of food to consumers.

More specifically, the Authority is responsible for:

- the scientific evaluation of risks;
- the collection and analysis of scientific data;
- safety evaluations of dossiers submitted by industry for Community level approval of substances or processes;
- identification of emerging risks;
- scientific support to the Commission, particularly in the case of a food safety crisis;
- direct communication to the public and other interested parties of information concerning matters within its remit.

II. Overall Policy Objectives

The Authority will deliver the measures foreseen in the Regulation (EC) No 178/2002 of the European Parliament and of the Council of 28 January 2002 and in particular:

- provide scientific and technical advice to underpin European food law;
- ensure the highest scientific quality of its scientific opinions;
- provide easy to understand information about the scientific aspects of the safety of the food chain;
- ensure that emerging risks are identified in a timely manner;
- provide support to the Commission during a food safety crisis;
- build effective information and data collection networks to support the Authority's scientific and technical work.

Short term Objectives for 2002:

- to build the various functions of the Authority through the recruitment of suitable personnel to cover all parts of the Authority's remit;
- to launch the call for expressions of interest for membership of the Scientific Committee and Panels, in order to allow the nomination of the members as soon as possible;
- to secure adequate budget and resources to build the Authority;
- to ensure, in line with the requirements of the Regulation, through collaboration with the Commission, and, as necessary, the other Community Institutions and key stakeholders, that the work of the Authority can proceed without undue delay;
- to ensure that the procedure for the nomination and appointment of the Executive Director is carried out efficiently.

III. Budget

Estimates 2002 in €	Credits on the line
Expenses for Personnel	1.310.000
Building equipment and miscellaneous operating	1.590.000
<u>Total:</u>	<u>2.900.000</u>
Operating expenditure	400.000
<u>Total:</u>	<u>400 000</u>
	<u>3.300.000</u>
<u>Staff on the EFSA budget at year end</u>	
<u>A</u>	<u>19</u>
<u>B</u>	<u>4</u>
<u>C</u>	<u>4</u>
<u>Int</u>	<u>2</u>
<u>From EMEA</u>	<u>0.5</u>
<u>Total:</u>	<u>29.5</u>

IV. Establishment Plan

It should be noted that for most of this period, work will be undertaken by a combination of Commission and Authority personnel. The work programme and the corresponding establishment plan (see Annex 1) therefore take into account the eventual need to replace the Commission's staff by those specifically recruited by the Authority.

As the number of staff in this period is relatively low (only 10% of the total envisaged for the Authority after three years), some are covering several responsibilities. For this reason, a detailed breakdown of staff per activity has not been given.

Executive Director's Office	2 A
Project Management and Planning	2 A
Legal Advice	2 A
Information Technology	1 A, 2 B
Communication	1 A
Human Resources	2 A, 1 B
Finance	1 A, 2 B
Scientific and Operational	14 A, 1 B
Administrative and logistical support	7 C, 1 D
Totals	25 A, 6 B, 7 C, 1 D

*Key: A = A grade administrators and scientists; B = B grade assistants; C = secretaries/clerical officers and assistants; D = skilled employees/workers

Executive Director's Office:

Under Regulation 178/2002/EC, the Executive Director, appointed by and answerable to the Management Board, is responsible for the day-to-day management of the Authority, including the structure, the allocation of responsibilities and tasks, and for the appointment of the Authority's technical, scientific, administrative and communications personnel. The plan allows for an assistant to the Executive Director.

Project Management and Planning:

The day-to-day management of the project to start up the Authority and assure adequate planning and programming of activities. Support to the Executive Director, the Management Board and Advisory Forum, ensuring that the relevant elements of the Regulation establishing the Authority are implemented in the correct sequence to arrive at a functional Authority.

Legal Advice:

To provide legal advice to the Authority on the implementation of the Regulation, and of other regulations relevant to the establishment of the European Food Safety Authority. To prepare legal documents as required and legal guidance and support to the Executive Director and any other sector.

Information Technology:

To develop an Information Technology strategy and implement each element to ensure that the Authority is able to function with adequate internal and external communication and technology equipment and networks. To build a multi-lingual website. To ensure that equipment needs are identified and met. To support the establishment of other functions within the organisation with the timely provision of state of the art IT systems. To provide technical and operational assistance and training to computer system users.

Communication:

To develop a communication function within the overall framework of the remit of the Authority. To build publication capability for the Authority's reports, opinions and other information. To ensure that press relations are dealt with adequately. To plan communication activities during the establishment of the Authority to ensure that these are adequate during the difference phases. To develop relations with key stakeholders.

Human Resources:

To provide Human Resource services to the Authority, including selection, recruitment and grading, personnel policy, taking account of the on-going reform process as applied to Community agencies, career development and training. To advise the Executive Director on the application of the Staff regulation applicable to staff employed by the Authority.

Finance:

To assure effective planning and management of the annual budget and accounts of the Authority. To provide assistance to the development of financial and budget management policy, as well as the establishment of the annual and multi-annual work programme. To monitor and advise on the progress of the implementation of the budget of the Authority and advise the Executive Director. To establish and maintain the necessary links with the Commission, the Budgetary Authority and other Institutions and Bodies.

Scientific and Operational:

Overall co-ordination and management:

To provide an organisational, administrative and IT infrastructure allowing the efficient operation of the reformed Scientific Committee and Panels; to recruit and train the scientific and administrative Secretariat; to minimise disruption in the provision of scientific advice during the transfer of responsibilities from the Commission to the Authority.

To assess the scientific and technical priorities of the Authority; to assess the priorities for the staffing of the scientific and technical functions of the Authority, including emerging risks, networks, scientific data and information gathering.

To identify the scientific work, studies or other actions needed to ensure that the Scientific Committee and Scientific Panels have adequate support in terms of data and information provision and to monitor such work/studies or other actions.

V. Work Programme

A. Management Activities

1. *Overall Project Management - Development of Policy and Strategy, Planning and Prioritisation to build an operational independent Authority*

Purpose:

- Providing an overall direction for the activities of the Authority during the set up phase.
- Planning, organising and prioritising the work of the Authority in order to reach the objectives.
- Ensuring financial and human resources are used in the most efficient and effective manner.
- Ensuring continuity and minimum disruption during and following the transfer of responsibilities from the Commission to the Authority

Objectives:

- To develop provisional planning relevant to the area of activity and coherent with other policies.
- To analyse and define the strategies for the implementation of this work programme.
- To co-ordinate and manage the identified activities needed to build an operational Authority.

Indicators:

- Progress on development of the Authority's objectives during the build-up period
- Comparing achievements with the Work Programme
- Availability of a list of priority tasks for the reference period

2. *Scientific Work*

Purpose:

- Making the Authority operational with regards to its scientific tasks, with particular attention to scientific opinions.
- Ensuring continuity and minimum disruption during and following the transfer of responsibility for scientific opinions from the Commission to the Authority.

Objectives:

- To co-ordinate the transitional phase from the Commission to the Authority.
- To initiate and manage the selection and recruitment procedure of members of the Scientific Committee and Panels.
- To provide an organisational and administrative infrastructure, including the use of a document management system, allowing the efficient operation of the reformed Scientific Committee and Panels.
- To introduce project management and quality assurance principles.
- To identify scientific priorities and to prepare the work programme 2003 for the Scientific Committee and Panels.
- To prepare the contractual links with partners in the scientific field via a call for expressions of interest and commissioning of appropriate studies.
- To establish a list of competent organisations in co-operation with the Member States and to develop scientific networks.
- To establish systems allowing information exchange with the non-food Scientific committees which remain within the Commission.

Indicators:

- The timely selection and recruitment of the Scientific Committee and Panels
- Establishment of administrative and IT infrastructure

- Testing and validating of the document management system
- Amount of quality-management training followed and implemented
- Level of disruption to the delivery of the scientific opinion during the transitional phase
- Information exchange with the non-food Scientific Committees.

3. *Quality Management*

Purpose:

Promoting a culture of continuous improvement by implementing a quality management system to ensure consistency through the Authority's internal procedures and a common methodology.

Objectives:

- To develop a documented manual of procedures in the electronic document management system.
- To identify and develop the key processes which support the policy and strategy of the Authority.
- To provide a structured and systematic approach to the identification of performance indicators and their evaluation.

Indicators:

- Participation in benchmarking networks on Quality Management and Good Practices inside and outside the Authority
- Number and quality level of documented procedures and work instructions with appropriate measures
- Involvement of staff at all levels and in all areas in the quality management process

4. *Advisory Forum and Management Board*

Purpose:

Ensure that the Interim Scientific Advisory Forum and Management Boards meet sufficiently frequently before the end 2002 to fulfil the programme necessary to build an operational Authority.

Objectives:

- Interim Scientific Advisory Forum to meet with adequate support to address the networking activities and the development of close working relationships with the Authority.
- To facilitate the nomination of Member State Representatives to the Advisory Forum.
- To ensure that the relevant documents and support is given to the Management Board in order for it to function and steer the Authority through the final months of 2002.

Indicators:

- Quality and timeliness of the documents provided
- Efficiency of organisation and execution of meetings

5. *Transition of responsibilities to the Authority*

Purpose:

Ensuring that the transfer of responsibilities from the Commission to the Authority is effected with minimum disruption and loss of continuity

Objectives:

- To establish good liaison and co-ordinate actions and activities with the Commission services.
- To establish a clear understanding of the functioning of the activities which are of mutual interest to the Authority and the Commission

Indicators:

- Continuation of the day-to-day business during the transitional phase

B. Administrative and Support Activities

1. Human Resources (planning, selection, recruitment, grading, administration of staff, absence, job descriptions)

Purpose:

- Providing Human Resources (HR) services to the staff.
- Proposing and delivering effective personnel solutions in line with HR planning.

Objectives:

- To undertake selection and recruitment exercises for the Authority; identify and advertise vacancies; to prepare a substantial recruitment exercise for 2003.
- To oversee the management and implementation of rights and obligations in accordance with the staff regulation (CEOS/RAA).
- To ensure that the requirement set in the work programmes translate into job descriptions and an establishment plan for 2003.
- To manage the HR budget.

Indicators:

- Development of an establishment plan for 2003
- Recruitment of adequate staff in predetermined phases
- Establishment of reserve lists
- Number of posts with documented job descriptions

2. Legal matters

Purpose:

Providing legal analysis and advice in support of the Authority's development.

Objectives:

- To ensure fulfilment of all statutory and contractual obligations and facilitate implementation of these.

Indicators:

- Number of requests for legal advice

3. IT Project Management Infrastructure and facilities

Purpose:

- Defining, implementing, maintaining and following-up the IT programmes and projects.
- Implementation and related follow-up of a set of projects as well as defining the technical orientation and contributing to the development of relevant programmes or policies.
- Ensuring sound infrastructure and facilities for the operational requirements of the Authority and its staff.
- Initiating, organising and implementing content exchange and syndication with the external partners of the Authority under the Authority's networking role.

Objectives:

- To provide expertise in IT strategy and architecture.
- To provide IT support to the Authority's staff members.

- To perform cost/benefit analysis.
- To define and manage the physical and logical ICT infrastructure, the databases and application servers, provide access to external and secure source of information (on the Internet or on non- Internet network like IDA TESTA-II), to give access to selected internal resources for identified external partners. Ensure security by defining and applying the ICT security policy to guarantee the persistence of data (backup and recovery strategy) and avoid any undesired intrusion.
- To identify IT needs from the Authority's staff and suggest solutions.
- To manage office automation services.
- To manage the IT budget.
- To define the architecture, plan and deploy a Document Management and Workflow system; to implement and streamline the procedures (both internal and external), build quality elements for the efficient organisation of the Authority's knowledge and expertise, to implement a collaborative environment between the internal staff and external partners.
- To develop and implement a dynamic multi-lingual website acting as a decentralised content management system where the content features (under the responsibility of the authors and content publishers) are clearly separated from the presentation layer, to enhance both the quality and the productivity of the website content.
- To develop and implement systems for the administration management of the Authority (personnel, finance)
- To co-ordinate and manage individual projects.
- To assist in launching, managing and monitoring calls for proposals/tenders, evaluation and selection of projects.
- To anticipate and respond to requests regarding facilities.
- To look for cost-effectiveness in the supply of infrastructure.

Indicators:

- Amount saved by changing/upgrading applications (cost/benefit)
- Development and implementation of projects according to project plan and budget
- Development and implementation of the IT infrastructure elements (hardware and software)
- Payment delays
- % of budget spent in comparison with planning
- Level of service of the Help Desk and support

4. *Training and development*

Purpose:

- Promoting professional development of the Authority's staff (qualification, motivation, matching up to the job, etc.) by means of individual and collective actions of counselling and training.
- Developing and implementing the training and development policy within the Authority.

Objectives:

- To identify the training needs of the Authority's staff both in terms of staff development and the overall training needs of the organisation.
- To prioritise and organise all training needs.
- To arrange induction for all new staff joining the Authority.
- To act as a point of contact for information on training and development for the Authority.

Indicators:

- Number of people requesting a training course
- Replies to evaluation sheets

5. *Publications/Information/Documentation management/Archiving*

Purpose:

Ensuring a systematic and coherent approach in disseminating information and documentation, and in archiving the appropriate documents.

Objectives:

- To collect, archive, secure and make accessible the data, and any other information produced by the Authority during 2002 and any relevant information produced by key stakeholders.
- To disseminate information and publications to appropriate bodies.

Indicators:

- Number of publications (paper, web, webstreaming)
- Identification of target audiences for various publications
- Use of a document management system

6. *Finance*

Purpose:

- Ensuring effective planning and a sound management of budget and accounting.
- Putting the procurement system in place, which allows the smooth functioning of the Authority.

Objectives:

- To co-ordinate, execute and monitor the budget for 2002.
- To implement and ensure coherence with the old and new financial rules.
- To develop the budget for 2003 and beyond.
- To ensure that outside experts, members of Committees, Boards, fora, are properly reimbursed in a timely manner.
- To assist in launching, managing and monitoring calls for proposals/tenders.

Indicators:

- Operating under a financial regulation
- Having a budget and an accounting system in place
- Recruiting and training dedicated staff to perform the tasks
- Payment delays and numbers of payments

7. *Translation/interpretation*

Purpose:

Conducting the Authority's activities during 2002 in appropriate official languages in order to enable other activities to be widely perceived and understood by stakeholders.

Objectives:

- To liaise with SCIC and CDT on translation and interpretation requests.

Indicators:

- Number of translation requests; number of pages to have been translated
- Feedback from Management Board members and others on quality of interpretation

8. *Communication*

Purpose:

Developing a communication policy within the framework activities for the build up of the Authority and an appraisal of the overall strategic needs.

Objectives:

- To define internal and external communication strategies and activities.
- To work closely together with the European Commission and related partners.
- To develop the organisational image and profile through transparency and an open dialogue with interested parties.
- To maintain regular contacts and exchanges of information with EU institutions and other stakeholders.

Indicators:

- Strategic objectives mapped out
- The level at which the Authority is known in Member States and with key stakeholders
- Some of the Authority's pathways operational

9. *Networking*

Purpose:

- Providing sufficient scientific networks to ensure that the Authority can collect and collate scientific data and information.
- Providing links with scientific institutions covering areas within the remit as the Authority.

Objectives:

- To work with the European Commission in order to identify the criteria for the networks which will eventually be part of the Authority.
- To identify with the European Commission the data collection systems currently existing at Community level in the fields within the mission of the Authority, to evaluate these systems and identify areas for improvement.

Indicators:

- The identification of a set of criteria for the networks
- Quantitative and qualitative inventory of the data collection systems

Annex 1 – Establishment Plan 2002

Category and Grade	Requested as of 30.10.02
A1	-
A2	1
A3	1
A4	5
A5	11
A6	-
A7	7
A8	-
TOTAL A	25
B1	-
B2	-
B3	2
B4	-
B5	4
TOTAL B	6
C1	1
C2	-
C3	2
C4	-
C5	4
TOTAL C	7
D1	-
D2	1
D3	-
D4	-
TOTAL D	1
TOTAL POSTS	39