

EXECUTIVE OFFICE

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RESOURCES AND SUPPORT DIRECTORATE

Draft Multi-Annual Staff Policy Plan 2013-2015 of the European Food Safety Authority

Executive Summary

- As part of the Budgetary Procedure, each EU Agency is asked to present annually a three-year mid-term Staff Policy Plan, following a pre-defined format established by the European Commission.
- EFSA's 2013-2015 Staff Policy Plan considers a new approach to Human Capital and Knowledge management aiming at reinforcing human resource topics crucial to meeting EFSA's mid-term future challenges (e.g. career paths, management of external workforce and competencies, continuous enhancement of science competencies in line with EFSA Science Strategy).
- For the year 2013, the present document is based on the budget proposed by the European Commission to the Budgetary Authority of 77.9 millions Euro, which include EFTA contribution and consider 351 Temporary Agents / Officials.
- In line with the process indicated by the Commission, EFSA provided an initial draft of this document to DG SANCO, DG HR and DG Budget on 2 February. Following European Commission's comments received on 17 April, EFSA has elaborated the present draft for consideration by the Board.
- In accordance with EFSA's Financial Regulation, the Multi-Annual Staff Policy Plan will be sent to the Commission and the Budgetary Authority as soon as adopted by the Management Board.

RESOURCES AND SUPPORT DIRECTORATE

Draft Multi-Annual Staff Policy Plan 2013-2015 of the European Food Safety Authority

COVER NOTE

The elaboration of a mid-term Staff Policy Plan updated annually is a requirement for EU Agencies as part of the annual Budget Procedure. It follows a pre-defined format agreed with the European Commission.

The aim is to allow mid-term planning and ensure transparency on the human resources requirements resulting from EFSA's mission and tasks, providing a basis to ensure that coherent Human Resource Policies are followed in the different bodies of the European Union.

An initial draft of the EFSA Multi-Annual Staff Policy Plan 2013-2015 was submitted to the Commission on 2 February 2012 based on EFSA pre-draft budget assumptions. The European Commission provided comments on 17 April 2012.

EFSA's Draft Multi-Annual Staff Policy Plan 2013-2015 includes and addresses the comments made by the European Commission.

The Management Board is kindly asked to adopt the EFSA Multi-Annual Staff Policy Plan 2013-2015.

Key features of the 2013-2015 Staff Policy Plan

Expected budget staff related expenditure

Having entered a phase of consolidation, EFSA expects to maintain the staff expenditures at around 50% of its budget.

The approach to the management of Human Capital and Knowledge in EFSA that will shape staff needs

Following last year's revision of EFSA's organisational structure, aimed at strengthening its position as a well-established organisation, EFSA continues to align its objectives with the expectations of its stakeholders and partners, focusing on its core mandate – risk assessment and risk communication.

In this respect, the Human Capital and Knowledge management approach is developing in support to the increase of internal productivity and with a view to better address EFSA's core business activities. In particular, the establishment of a dedicated knowledge management function within HR activities has been driven by the need to address revised key principles, amongst which: provide an improved flexible basis for staff to acquire, and develop and maintain a stable body of **knowledge, competencies** and **experience** consistent with EFSA strategies.

EFSA's knowledge management model is aimed at strengthening state-of-the-art competencies (design of a **Scientific skills development programme** and implementation of pilot initiatives, such as communities for the exchange of knowledge and experience among all the professionals interested both inside and outside EFSA) as well as reinforcing the added value of **key EFSA competencies** via *ad hoc* certification programmes.

The analysis for the further development of competencies will consider individual development needs, as well as most importantly **specific strategic competency enhancement needs** and the **2009-2013 EFSA Strategic Plan**.

In particular, as regards specific needs, a scientific training path has been designed as part of an *ad hoc* induction programme to be implemented mainly throughout the first 18 months of service and based on three driving pillars, i.e. the enhancement of **technical competencies**, **sharing of EFSA's best practices workflows and procedures** and the constant **exchange of knowledge** with peer professionals in Europe and outside.

The number of staff in the Agency for the next 3 years

The process to optimally resource the Units and Directorates will need to consider the European Commission indications for an annualised 1% reduction of staff over a five year period (2013-2017), where compatible with the evolution of the mandate and new future activities such as the collection of fees for the application dossiers via the Applications Desk.

EFSA respects the approach for an annualised 1% staff reduction defined by the European Commission and has envisaged a decrease of its overall number of staff for 2013. Consequently, the number of Temporary Agents and Officials will decrease to 351 in 2013.

Notwithstanding the request to continue with the annualised 1% decrease also for 2014 and 2015, EFSA has expressed to the European Commission its position on the need to maintain stable staffing figures over the 2013 to 2015 period, in order to address the evolution of its mandate and subsequent additional future activities.

The reassignment of staff within EFSA via the Internal Mobility Policy will be required in order to achieve an optimal use of its available Human Capital.

Between 2013 and 2015, the number of Contract Agents will remain unchanged at 110, as a consequence of efficiency gains in support functions.

The number of Seconded National Experts in 2012 has already reached 20 (set target for 2013), and this trend is expected to remain stable over the next 3 years.

The overall turn-over ratio including Temporary Agents/Officials/Contract Staff is expected to remain within the average bracket of 5-7% for the coming 3 years.

The knowledge workers, occupying scientific and technical jobs (covered by the different 'Officers' categories), remain the backbone of EFSA capacity to operationalize its mandate.

It is expected that EFSA will continue to recruit additional scientific staff, to be compensated by a reduction of the number of posts currently occupied by administrative/support jobs, in particular assistants.

EFSA will closely monitor the ratio between operational and administrative posts, and will continue to strive to reach the balance of 80% operational vs. 20% administrative posts (at present 78% vs. 22%).

This working hypothesis could be changed would the legislator conclude positively on the introduction of fees for applications. The conditions for the applications related operations would then request to step up investment in areas requiring a stronger work force than what EFSA is able to deploy in current conditions.

Multi-Annual Staff Policy Plan 2013-2015 of the European Food Safety Authority

1 - OVERVIEW ON THE CURRENT SITUATION

1.1 General information on the Agency's activities

1.1.1 Description of EFSA, its mission and programme tasks

Missions and tasks

The European Food Safety Authority (EFSA) was established by Regulation (EC) No 178/2002 of 28 January 2002¹, amended by Regulation (EC) No 1642/2003 of 22 July 2003².

EFSA produces scientific opinions and advice to provide sound foundation for European food safety policy and legislation. It undertakes risk assessment and risk communications to enable effective and timely risk management decisions to be taken by the European Commission, Member States and the European Parliament.

EFSA brings together Europe's best available experts in risk assessment in the field of food and feed safety who act in an independent capacity to provide the European Commission, Member States and the European Parliament with scientific advice of the highest standards. EFSA works closely with national food safety agencies and in open consultation with its stakeholders, proactively seeking input, ensuring the transparency of its procedures and exchanging information with international partners. This puts EFSA in a strong position to assist risk managers in developing coordinated and international approaches based on comprehensive and current assessments and analyses.

EFSA is a responsive and reliable source of support for decision makers. It undertakes to respond quickly and proactively to urgent issues and emerging risks and EFSA's programming will continue to evolve and adapt in line with the priorities and needs of risk managers.

Communicating on risks associated with the food chain is a key part of EFSA's mandate. EFSA strives to ensure all interested parties receive timely, reliable, objective and meaningful information based on the results of its scientific work, in liaison with national food safety authorities and stakeholders, and taking account of the needs of different audiences.

Through its work EFSA contributes to the protection of public health in relation to risks associated with the food chain. Risk management measures and the operation of food control systems are not within EFSA's remit and remain the responsibility of the European Commission, the European Parliament and the Member States.

¹ OJ L 31, 1.2.2002, p.1

² OJ L 245, 29.9.2003, p.4

Structure

EFSA is governed by a **Management Board** appointed to act in the public interest and which guarantees its independence. EFSA's Management Board consists of 14 members appointed by the Council of Ministers, in consultation with the European Parliament, from a list drawn up by the European Commission, and one representative from the European Commission. The members are appointed in a personal capacity on the basis of their expertise, knowledge and experience and not as representatives of the organisations, sector, government or country from which they come. The key tasks of the Board are to appoint the Executive Director, approve the budget and the work programmes and carry overall responsibility for ensuring that EFSA works effectively with its partners across the European Union.

Chaired by the Executive Director, the **Advisory Forum** is at the heart of EFSA's cooperative approach to risk assessment across Europe. The Forum comprises representatives from the national food safety authorities, or those with a similar remit, from all 27 Member States, Norway and Iceland, with observers from Switzerland and the candidate countries. The Forum enables EFSA and the Member States to share risk assessment data, notify new risk assessment issues, share opinions, create liaison groups between Member States and EFSA on emerging risk assessments, co-ordinate risk communication and avoid duplication of work. It also advises on EFSA's priorities for work and its annual work programme. The secretariat of the Advisory Forum is provided by the AFSCO Unit.

The **Executive Director** is the legal representative of the Authority and is responsible for the day-to-day administration of the Authority on all operational matters, staff matters and for proposing budget, work programmes and annual reports to the Board. The current Executive Director, Catherine Geslain-Lanéelle, took up office in July 2006 for a term of five years. Her mandate was renewed for additional five years and thus will run until 30th June 2016.

Several specialized staff members provide support to the Executive Director on matters such as Strategic planning, Quality Management and Internal Audit. The Office of the Executive Director ensures as well the secretary of the Management Board.

The **Scientific Committee and Scientific Panels** are responsible for formulating the scientific opinions from EFSA. Their members are highly qualified experts in the area of risk assessment that are appointed by the Management Board through an open competition for three-year terms that may be renewed. These experts are not EFSA staff members.

The Scientific Panels provide opinions and advice on issues within their respective remits. The Scientific Committee comprises the chairs of each of the Panels and six independent scientists. Its main task is to provide scientific advice on new and harmonised methodologies and approaches in the area of risk assessment. It also provides strategic advice to the Executive Director.

EFSA's ten Scientific Panels are:

- Panel on animal health and welfare (AHAW)
- Panel on food additives and nutrient sources added to food (ANS)
- Panel on food contact materials, enzymes, flavourings and processing aids (CEF)
- Panel on biological hazards (BIOHAZ)
- Panel on contaminants in the food chain (CONTAM)
- Panel on additives and products or substances used in animal feed (FEEDAP)
- Panel on genetically modified organisms (GMO)
- Panel on dietetic products, nutrition and allergies (NDA)
- Panel on plant protection products and their residues (PPR)
- Panel on plant health (PLH)

During 2011 EFSA's internal structure has evolved around an organisational chart (see 1.1.4 below) organised around 5 major organisational blocks:

- **'Scientific Strategy and Coordination' (SCISTRAT)** leading the development and implementation of EFSA's Science Strategy 2012-2016 as well as EFSA's international strategy, and to foster scientific cooperation with Members States and candidate countries in particular through supporting the dialogue with Member States' Food Safety Authorities in the Advisory Forum, and with the Focal Points.

- **'Scientific Evaluation and Regulated Products' (REPRO)** ensuring the support to Panels engaged in the assessment of applications for regulated products and the development of dedicated support to applicants.
- **'Risk Assessment & Scientific Assistance' (RASA)** engaged in risk assessment on issues of relevance to public health at large (Animal health and welfare, Plant health, Contaminants and Biological hazards) and providing technical and scientific support to the Panels and their working groups in the field of Assessment Methodology (Scientific Assessment Support Unit), Data collection (Dietary & Chemical Monitoring Unit) and Biological Monitoring.
- **'Communications' (COMMS)** which aim to provide appropriate, consistent, accurate and timely communications on food and feed safety issues to all interested parties and to the public at large, on the basis of the Communication Strategy 2010-2013.
- **'Resources & Support' (RESU)** delivering a sound control environment for EFSA Budget elaboration and execution, Legal and Regulatory Affairs, Human Capital and Knowledge Management, and integrated centralised support for IT systems and IT services as well as other centralised corporate Services.

Key priorities for 2012

EFSA will continue to support the European food safety system with the objective of further developing its scientific excellence and other core values such as independence and responsiveness; to optimise the use of European risk assessment capacity across the EU; to develop and harmonise risk assessment methodologies and approaches to assess risks associated with the food chain; and to strengthen the scientific basis for risk assessment and risk monitoring as laid down in its 2012-2016 Science Strategy.

In 2012, EFSA celebrates its tenth-year anniversary and will come to the end of the transition between two organisational models. It aims at fully deploying its revised organisational structure and filling all posts allowed by its budget and establishment plan by accompanying, within stable staffing level, the evolution towards a body implementing processes requiring less support posts (assistants and senior assistants) and bringing additional value through a larger share of executive posts (Senior Officers, Officers and Senior Officers).

This is required in coherence with the Science Strategy adopted in 2011 in order for EFSA to:

- Enhance further its work efficiency so to be able to face both the continued high workload in particular in the area of regulated products and health claims as well as the increasingly complex nature of the mandate received while the Panels capacity remain unchanged;
- Face the challenges stemming from new mandates entrusted on EFSA by the European Commission;
- Increase the level of service to applicant companies ;
- Foster an enhanced partnership between EFSA and Member States' risk assessment authorities.

In 2012 EFSA aims to complete the implementation of its revised organisational model and generate the expected efficiency gain particularly through:

- Strengthen planning and monitoring activities at operational level (Planning and Monitoring Teams) and strategic level (Executive Director Office);
- Enhance scientific processes efficiency and centralising support functions;
- Achieve better synergy and exchange of knowledge between internal staff and external contributors (in particular Panels). In this light EFSA will develop an integrated approach to Knowledge Management as part of the Human Capital and Knowledge Management Unit's mission.

In 2012, EFSA will also deliver its first Multi-Annual Plan and carry out a review of its scientific cooperation with Member States with a view to adopting a more strategic, multi-annual approach.

From the perspective of the scientific work programme, EFSA highlights its core public health remit reflecting priorities in Europe related to food borne diseases and nutrition. The evaluation of regulated products and claims will continue to be a prominent feature supported by the Applications Desk Unit being established.

Finally, EFSA continues to promote cooperation with Member States as it is considered an essential and effective way to share workload and build a sense of joint ownership of EFSA's work also by allocating more than 35% of its operational budget.

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Location

The EFSA building in Parma was completed in 2011, purchased within the terms agreed with the Budget Authority and became the fully operational seat of EFSA since 5th of January 2012, bringing together all EFSA staff, previously dispersed in four different premises.

This is expected to contribute to a moderation of resources devoted to the logistic setting arrangements services, even thanks to the larger and more versatile meeting rooms.

Category and grade	Establishment plan 2011		Posts actually filled at 31.12.2010 ³		Posts filled in by external publication in 2011		Promotion / reclassification in 2011		Change in contract/ Departures 2011		Posts actually filled at 31.12.2011 ⁴		
	perm	temp	perm	temp	perm[1]	temp[2]	perm	temp	Changes	Departures	perm/temp		
AD 16	0	0	0									0	
AD 15	0	1		1								1	
AD 14	0	2		0								0	
AD 13	0	0		0		1						1	
AD 12	1	14		7						-1	-2	4	
AD 11	0	11		9		1		1				11	
AD 10	1	7		9				-1	2	-1	-1	8	
AD 9	1	31		28		5		-2	0	-1	-2	28	
AD 8	0	42		38		6		0	2	-1	-1	45	
AD 7	1	58		38		3	3	-2	3	-1	-1	43	
AD 6	1	27	4	37		7	-3	-3	2	-2	-2	41	
AD 5	0	21	1	17		5		-2			-2	19	
Total AD	5	214	5	184	0	28	-3	3	-10	10	-7	-11	201
AST 11	0	0											0
AST 10	0	0											0
AST 9	0	0											0
AST 8	0	1		0									0
AST 7	0	5		3									3
AST 6	0	5		0									0
AST 5	0	22		10					2	-1	-1		10
AST 4	0	38		42		4		-2	2	-1	-2		43
AST 3	0	24		16				-2	7	-1	-1		19
AST 2	0	24		51				-7	5		-2		47
AST 1	0	17		19				-5			-3		11
Total AST	0	136	0	141	0	4	0	-16	16	-3	-9		133
Total	5	350	5	325	0	32	-3	3	-26	26	-10	-20	
		355		330		32		0			-30		334

[1] Recruitment + transfer

[2] All new contracts, including the inter-agency job market

³ Including 15 offer letters sent on that date

⁴ Including 2 offer letters sent on that date

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

EFSA's Establishment Plan (EP) is foreseeing, in terms of grade, a margin to allow promotions in future years. This translates into a larger number of staff holding more junior grades and a lower number of staff deployed holding more senior grades within the limit of EP for total number of AD and AST jobs that can be deployed.

1.1.2.1 Establishment plan posts

Category and grade	Establishment plan 2011 (As per Budget 2011)		Establishment plan 2011 (After MB June 2011 adaptation)	
	perm	temp	perm	temp
AD 16	0	0	0	0
AD 15	0	1	0	1
AD 14	0	2	0	2
AD 13	0	0	0	0
AD 12	1	14	1	14
AD 11	0	11	0	11
AD 10	1	7	1	7
AD 9	1	31	1	31
AD 8	0	39	0	42
AD 7	1	55	1	58
AD 6	1	27	1	27
AD 5	0	21	0	21
Total AD	5	208	5	214
AST 11	0	0	0	0
AST 10	0	0	0	0
AST 9	0	0	0	0
AST 8	0	1	0	1
AST 7	0	5	0	5
AST 6	0	5	0	5
AST 5	0	22	0	22
AST 4	0	38	0	38
AST 3	0	25	0	24
AST 2	0	26	0	24
AST 1	0	20	0	17
Total AST	0	142	0	136
Total	5	350	5	350

For the situation 2013-2015, see point 2 and the annex.

1.1.2.2 Positions financed under administrative expenditure

Number of Temporary Agents/Officials							
	2010	2011		2012	2013	2014	2015
	Actually filled at 31/12/2010	Authorised	Filled at 31/12/2011 ⁵	Authorised	Envisaged	Envisaged	Envisaged
Establishment plan posts: AD	189	219	201	225	231	237	243
Establishment plan posts: AST	141	136	133	130	120	114	108
Total Establishment plan posts	330	355	334	355	351	351	351

Number of Contractual Agents (Long Term)									
	2010		2011			2012	2013	2014	2015
	Actually filled at 31.12.2010	Evolution Envisaged 2011	Filled at 31.12.2011	Offer letters sent	Filled at 31.12.2011 ⁶	Authorised	Envisaged	Envisaged	Envisaged
GF IV	39	60	40	2	42	60	60	60	60
GF III	3	4	3	0	3	4	4	4	4
GF II	47	45	46	2	48	45	45	45	45
GF I	1	1	1	0	1	1	1	1	1
TOTAL	90	110	90	4	94	110	110	110	110

Number of Seconded National Experts								
2010	2011			2012	2013	2014	2015	
Positions actually filled at 31.12.2010	Envisaged 2011	Positions actually filled at 31.12.2011	Offer letters sent at 31.12.2011	Positions actually filled at 31.12.2011 ⁷	Authorised	Envisaged	Envisaged	Envisaged
13	29	14	1	15	29	20	20	20

Prestataires de service						
2010	2011		2012	2013	2014	2015
Actually filled at 31/12/2010	Authorised budget	Filled at 31/12/2011	Authorised	Envisaged	Envisaged	Envisaged
9	11	11	9	0 ⁸	0 ⁹	0 ¹⁰

The evolution foreseen in the number of employment contracts projected in the tables above per type and grade results from the recruitment policy and from the expected evolution of the number of each type of jobs EFSA will need to deploy over the mid term. More details are given in point 1.2

⁵ Including 2 offer letters sent on that date

⁶ Including 4 offer letters sent on that date

⁷ Including 1 offer letter sent on that date

⁸ For 2013, 2014 and 2015 it is envisaged that *Prestataires de service* will be gradually reduced via the use of contract agents on short/medium term employment (ref. point 1.2.1, p. 13). They will only be granted for maternity or parental leave replacements.

⁹ Ibidem

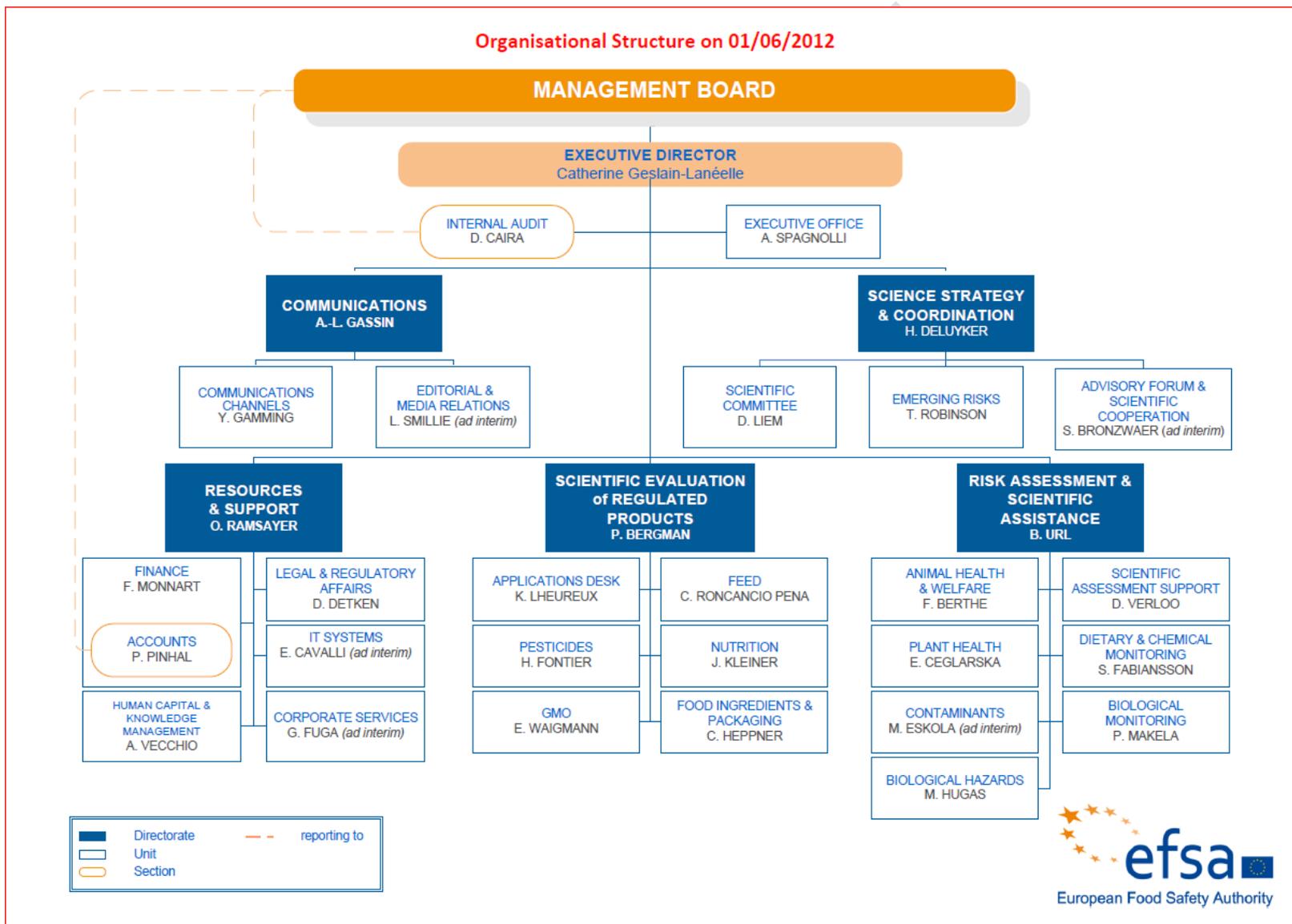
¹⁰ Ibidem

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

<i>Staff Expenditure (in MEUR)</i>	2010	2011	2012 planned	2013 expected	2014 expected	2015 expected
<i>Temporary Agents</i>	29,689,455	29,495,732	30,016,000	30,016,000	30,016,000	30,016,000
<i>Contractual Agents</i>	3,870,423	3,534,471	5,086,000	5,086,000	5,086,000	5,086,000
<i>SNE's</i>	792,934	758,096	935,000	935,000	935,000	935,000
<i>Total staff expenditure</i>	34,352,812	33,788,299	36,037,000	36,037,000	36,037,000	36,037,000
<i>Total overall expenditure</i>	73,808,112	76,130,659	78,279,000	77,910,000	77,910,000	77,910,000
<i>Staff / Overall expenditure</i>	46.54%	44.38%	46.04%	46.25%	46.25%	46.25%

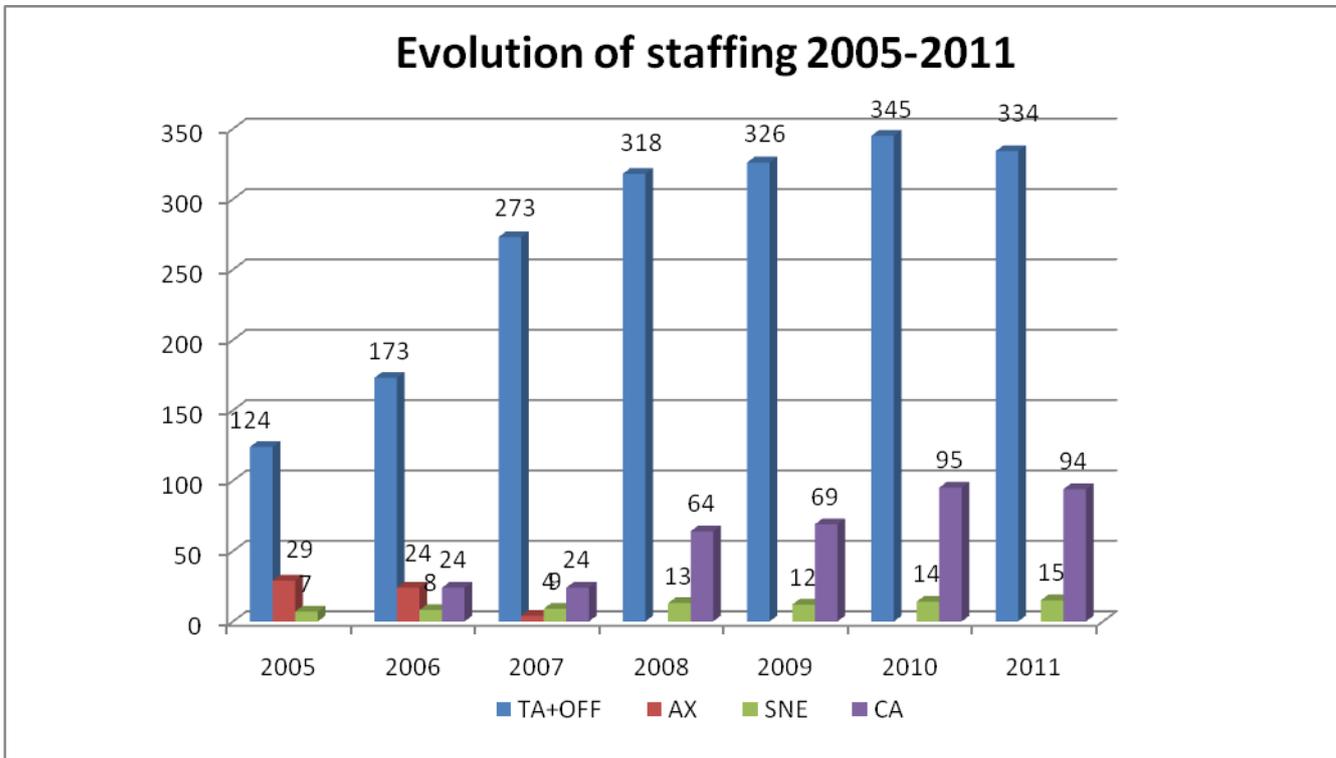
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1.1.4 Organisation and organisational chart at 01.06.2012



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.



Recruitment of temporary and contract agents

EFSA resources are organised in the context of the 2010-2014 Financial Perspective which anticipates that EFSA reaches its full operational size during the period 2010-2012 would no additional legislations require deploying additional services.

By end December 2011, the number of jobs (all staff categories cumulated) deployed reached 90% of the targeted number of jobs targeted for that year (443 out of 494). Concerning Statutory Staff (Officials/Temporary Agents and Contract agents) 92% of positions were occupied.

EFSA decided of a revised organisational model from May 2011. Aligning fully EFSA working modalities to this organisational model will take 2 years and result in:

- An external turn-over within the average of those observed in previous years overall, but higher for some categories of staff more directly concerned by the organisational model evolution;
- The objective to make of the evolution a professional development opportunity for staff, offering them in priority new professional challenges through internal redeployment and requalification;
- As a consequence of the above, external recruitment processes could be launched only in the 2nd part of the year (sequentially to the completion of the phase).

In addition, Seconded National Experts (SNE) candidates appear to have more difficulties to gain clearance from their home organisation to join EFSA on the conditions applicable to the SNE scheme. This category of posts was possible to fill only to 52% of expected level.

Staff Categories	End 2010	Target 2011	Total Contracted ¹¹
Temporary Agents and Officials			
<i>Managers & Officers¹² (AD)</i>	189	219	201
<i>Assistants functions (AST)</i>	141	136	133
Total	330	355	334
Contract Agents			
<i>Officers functions¹³ (CA FG IV)</i>	39	60	42
<i>Assistants functions (CA FG I, II, III)</i>	51	50	52
Total	90	110	94
Seconded National Experts¹⁴	13	29	15
Total all staff categories	433	494	443

Selection procedures

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 EFSA Management Board Governing Board. Both documents have successfully undergone the 110 Art procedure clearance.

Indeed both selection procedures include the following main steps:

1. Setting up of a Selection Assessment Board (SAB) representing the recruiting Unit/Department, another Unit and Staff Committee representative that has to be approved by the Director;
2. Drafting of the vacancy notice and approval by the Director before publication;
3. Publication of vacancy notice on EFSA's website, on the EPSO website, on the EC's Intracomm and in exceptional cases public journals, stating eligibility and selection criteria, indicating type and duration of contract and recruitment grade;
4. Pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice performed by HUCAP Unit staff and endorsed by the Selection Board;
5. Screening of eligible candidates on the basis of CVs according to selection criteria mentioned in the vacancy notice performed by the SAB;
6. 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 prepared by the SAB with the support of HUCAP recruitment officer;
7. Invitation of selected candidates for interview and written tests are sent;
8. Assessment of candidates by the SAB who then proposes a short list of potential successful candidates to the Appointing Authority. The reserve list of most suitable candidates is established by the Appointing Authority. In addition Assessment Centre for managers is used systematically from early 2011 on;
9. All candidates who participated in the interviewing process are informed in writing on the result of the selection procedure.

In addition, selection board guidelines were updated and further trainings in the area of Selection Interviewing Techniques for Selection Board members organised.

¹¹ Including offer letters sent on that date

¹² Also defined as Knowledge Workers.

¹³ Same as above.

¹⁴ Same as above.

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Moreover, as a measure to optimise the processing and confidential treatment of personal data and to enhance the assessment process related to potential conflicts of interest of Selection Board Members, a revision of the procedure concerning the declaration on absence of conflict of interest and the declaration of confidentiality is envisaged.

Grade and function group corresponding to the tasks and to the level of the post:

EFSA has organised the jobs it deployed, within the framework provided by the Staff Regulations, in 3 families of jobs, each of them aiming to fulfil a broad categories of functions required by the processes EFSA implements.

Two of these jobs families deploy so called 'Knowledge Workers' bringing added value by applying complex technical and managerial competences, acting with diverse levels of autonomy to the processes they contribute to:

1. 'Management jobs' family. Only job categories in this family open right to the management allowance and selection is subject to an Assessment Centre
2. 'Operational jobs' family

The third jobs family regroup all jobs bringing support of generic and technical nature to the processes and Knowledge workers jobs.

For each type of job corresponds a standardised job title:

'Management Jobs' Family:

- **Strategic Managers:** provide strategic management and supervise the overall management within the organisation. Typically these posts would be filled by Temporary Agents in the bracket AD11-AD14 at different stages of their career.
- **Operational Managers:** provide operational management for a given area of EFSA's activities and are accountable for the delivery of expected outputs in respect of sound financial management. The more experienced jobholders provide backup to some functions of Senior Managers to ensure business continuity. They are the primary people managers for a given area. Typically these posts would be filled by Temporary Agents in the bracket AD9-AD12 at different stage of their career.

'Operational Jobs' Family:

- **Senior Officers:** are typically engaged in drafting and implementing policies, analysing and advising the hierarchy in specific areas such as science, administration, law, finance, communication. Senior Officers may play a key role in general and budgetary processes, assist the hierarchy in ensuring business continuity, manage a specific scientific subject/programme, coordinate a team's work content or represent EFSA in external activities. The more experienced jobholders provide backup to some functions of Middle Managers to ensure business continuity. Typically these posts would be filled by Temporary Agents in the bracket AD8-AD10 at different stage of their career.
Job titles used for that job category can typically be: Senior Scientific Officers, Senior Financial and Procurement Officers, Senior Legal Officers, Senior Communication Officers, Quality Manager, Team Leader, Senior Project Coordinator, etc.
- **Officers:** under supervision, Officers play a key role in general and budgetary processes, draft scientific papers, coordinate specific areas of work or represent EFSA in external activities. Typically these posts would be filled by Temporary Agents in the bracket AD6-AD8, Contract Agents FGIV and Seconded National Experts at different stage of their career.
Job titles used for that job category can typically be: Scientific Officers, Financial and Procurement Officers, Legal officers, Communication and Press Officers, Quality Officer, Team coordinator, Project Coordinator, etc.
- **Junior Officers:** under direct supervision, Junior Officers contribute to the completion of the above-mentioned tasks and may play a supporting and active role in the development of overall tasks and work. Typically these posts would be filled by Temporary Agents AD5-AD6, Contract Agents Function Group IV and Seconded National Experts at different stage of their career.

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Job titles used for that job category, can typically be: Junior Scientific Officer, Junior Legal Officer, Recruitment Officer, Junior Press Officer, etc.

'Support Jobs' Family:

- **Senior Assistants:** provide support in the drafting of documents and assistance in the implementation of policies and procedures in areas such as administration, law, finance, science, communication, following advice from the hierarchy. A Senior Assistant may also provide assistance in general and budgetary processes and the coordination of administrative work. Typically these posts would be filled by Temporary Agents in the bracket AST4-AST9 and by Contract Agents Function Group III.
Job titles used for that job category can typically be: Senior Assistant Publications, Senior Assistant Events organisation, Web publisher, etc.
- **Assistants:** play a supporting role (secretarial, administrative, financial, communication, etc) under the supervision of a Senior Assistant and or a higher level function. Typically these posts would be filled by Temporary Agents in the bracket AST1-AST3 and by Contract Agents Function Group I and II.
Job titles used for that job category can typically be: Administrative Assistant, Planning and Monitoring Assistant, etc.

On the basis of that scheme, EFSA plans to deploy job function over time as follows¹⁵.

Job Family/Function	2012	2013	2014	2015
'Management Jobs' Family				
Managers (Middle/Senior)	29	29	29	29
'Operational Jobs' Family				
Senior Officer	78	84	90	96
Officer	121	112	112	112
Junior Officer	76	76	76	76
'Support Job' Family				
Senior Assistant	62	61	61	61
Assistant	128	119	113	107
Grand Total	494	481	481	481

EFSA is engaged in a mid term effort to centralise and rationalise some of the support activities as part of the EFSA e³ programme launched in 2010 aiming to increase preparedness for mid term challenges and enhance efficiency. It will result in reduction of support staff deployed.

In this context five Planning and Monitoring Teams are being established (through internal mobility calls) in order to strengthen planning and monitoring at operational level in the light of 'efficiency gains' approach.

Globally, EFSA operational needs mean, as the figures above indicate, that the needs for different type of positions will evolve with the following patterns.

- Managerial positions deployed are expected to remain stable, below 6% of the total number of positions deployed in EFSA
- Operational Knowledge workers, occupying scientific and technical jobs (covered by the different 'Officers' categories), remain the backbone of EFSA capacity to operationalise its mandate. In addition, EFSA is planning a stronger reliance on internal staff over external experts. This will allow to deal more efficiently with routine work (processing applications) and to reduce criticism linked to the fact that scientific experts may be involved in research activities or consultancy

¹⁵ This might be revised on the basis of the precise conclusion of the e³ programme

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with industry. This aims at enhancing EFSA's overall capacity to deploy internal scientific expertise in the execution of its mandate in line with the Science Strategy 2012-2016.

- The number of Support Jobs (Assistants/Senior Assistants) is, as a result of the efficiency gain induced by the revised organisational model and review of processes, expected to reduce over the period and be filled increasingly by staff as long term contract agents rather than Temporary Agents.

In that context, while the number of Support jobs authorised as Temporary Agents is planned to go down from 152 in 2010 down to 108 in 2015 (-29%), EFSA is asking to retain a fixed number of Temporary Agents/Officials in 2014 and 2015 to be able to accommodate the workload and likely additional legislation (novel food, ..) and to achieve the increased reliance on internal Operational Knowledge Workers¹⁶.

In terms of type of contract and recruitment grade for the different type of functions presented above, EFSA will follow the pattern below, recruiting, in line with Staff Regulations principle, at entry level for a given function. EFSA will be seeking, being over its initial growth phase, to rely increasingly on internal staff having progressed in their career to fill its more senior positions instead of relying on external recruitment.

Job Categories	Recruitment level
Manager	Temporary Agent AD 9 and above depending on the level of complexity and span of control
Team Leader	Temporary Agent AD 6-8 depending on complexity and autonomy required
Senior Officer	Temporary Agent AD 8 and Seconded National Experts
Officer	Temporary Agent AD 6 and 7 (depending on technical complexity and autonomy required), Contract Agents FG IV and Seconded National Experts
Junior Officer	Temporary Agent AD 5 or Contract Agents FG IV
Senior Assistant	Temporary Agent AST 4 or Contract Agent FG III
Assistant	Contract Agent FG I, FG II

Indeed, the strategic vision EFSA has to fully deploy its Human Capital will be twofold, i.e. via:

1. *A staffing model recognising our best competencies*: in case a senior position becomes free, EFSA will target more regularly than in the past an internal replacement via internal mobility procedure to grant career opportunities to EFSA's most committed and talented staff. An external recruitment will then take place at entry grade for the more junior posts freed up;
2. *A career development structure clarifying how people can grow and move from one job category to the next one*: we aim at broadening career brackets typically previewed as standard and to integrate the Performance Appraisal exercise as a privileged moment to make career plans.

Duration of employment

Temporary agents (long-term) are offered a contract of five years, renewable for another time limited period not exceeding five years. Renewals for a second prolongation should be of an indefinite character.

Renewals of contract will depend on the business needs for the function and available budgetary provisions.

Contract agents (long-term) are offered a contract of five years, renewable for another time limited period not exceeding five years. Contracts shall be converted into contracts of indefinite duration after the second renewal. As for Temporary Agents, all renewals of contract will depend on the business needs for the function and available budgetary provisions.

EFSA is currently evaluating the possibility to set up contract agents on short/medium term employment.

The criteria that will be used to identify contract agents for short term employment are the following:

¹⁶ EFSA acknowledges the Commission orientation on the staff reduction having included a streamlining of posts in 2013, but considers that definitive conclusion should be accompanied by discussions in 2014 and 2015.

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- 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;
- Specific, time limited projects;
- Reinforcement of existing capacities in support functions when necessary;
- To fill gaps during long-time absences.

EFSA has set up a comprehensive scheme to give the maximum possible effect to Art. 16 of the Staff Regulation, bearing in mind that the staff of EFSA is employed under temporary contracts.

Indeed, staff members who are leaving service, and who wish to engage in an occupational activity, paid or unpaid, within a period of two years after leaving EFSA, must inform EFSA by completing the authorisation application form. A careful screening is conducted and the Appointing Authority may (i) approve the activity, (ii) approve the activity but with certain conditions or restrictions or (iii) forbid the activity.

– Officials / Temporary Agents

On the basis of its missions and tasks set out by EU legislation (Founding Regulation and other legislative acts giving its tasks and responsibilities), EFSA has taken the view that most of its existing workforce can be identified as positions of longer term duration, whether in core business activities (Risk Assessment, Scientific Strategy and Scientific Evaluation, for which continuous expertise needs to be built and maintained) or support activities in the area of Administration.

– Contract Agents

Based on EFSA budget foreseen in the financial perspectives (2010-2014) their number should be established between 20% and 25% of the Establishment Plan.

EFSA recruits contract agents both through the existing Commission's Contract Agent Reserve List (CARL) and through its own selection procedures.

– Seconded National Experts

In line with EFSA's aim to develop active networking and strengthen co-operation with Member States, the recruitment of Seconded National Experts from competent organisations in the Member States is targeted to 29 posts by end 2012 but, because of the difficulties observed in recent years, this target might be review downward.

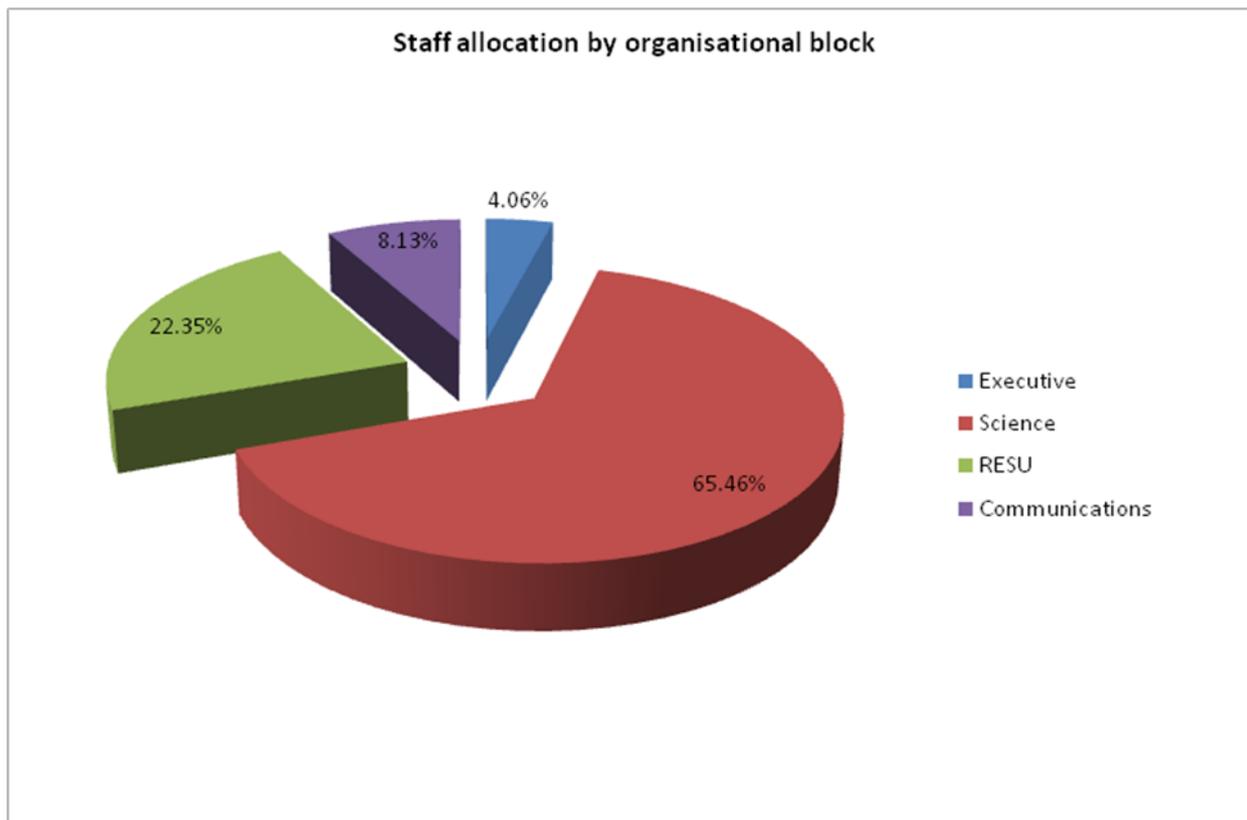
– National Experts in Professional Training

Within the EFSA Executive Director's Decision of 17 September 2009 laying down rules on the secondment of National Experts and National Experts in Professional Training (NEPT), EFSA envisages for 2012 to host 16 NEPT with an average of one per Scientific Unit. Would the assessment of this initiative be positive, it will be repeated in future years.

Staff distribution

On 31st December 2011 the allocation and number of staff was as follows:

	Temporary Agents & Officials	Contract Agents	Seconded National Experts	Offer Letters sent	TOTAL	
Executive Office	15	1	1	1	18	4.06%
Science	221	53	13	3	290	65.46%
Resources & Support	75	21	0	3	99	22.35%
Communications	21	15	0	0	36	8.13%
TOTAL	332	90	14	7	443	100%



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

Evaluation and promotion or reclassification

EFSA's Staff Appraisal and Career Development scheme's key features is to establish an annual dialogue with management / reporting officer on performance, to set up clear and measurable objectives, to put in place meaningful indicators to measure performance against individual objectives and to guide possible promotion opportunities.

Decisions on the promotion and reclassification in grade have been implemented for Temporary Agents, Officials and Contract Agents who are eligible in accordance with implemented rules.

The outcome of the 2011 Promotion/ reclassification exercise resulted in 34 statutory staff members (26 Temporary Agents, 3 Officials and 5 Contract Agents) being promoted/reclassified.

For the coming years the estimation is that between 35 – 40 staff members will be promoted/reclassified, i.e. 10% - 12 % of eligible staff in average.

The promotions are the result of the points accumulated each year following the annual appraisal exercise, respecting as far as possible the average career indications contained in the Staff Regulations as well as a balanced distribution between AD and AST functions.

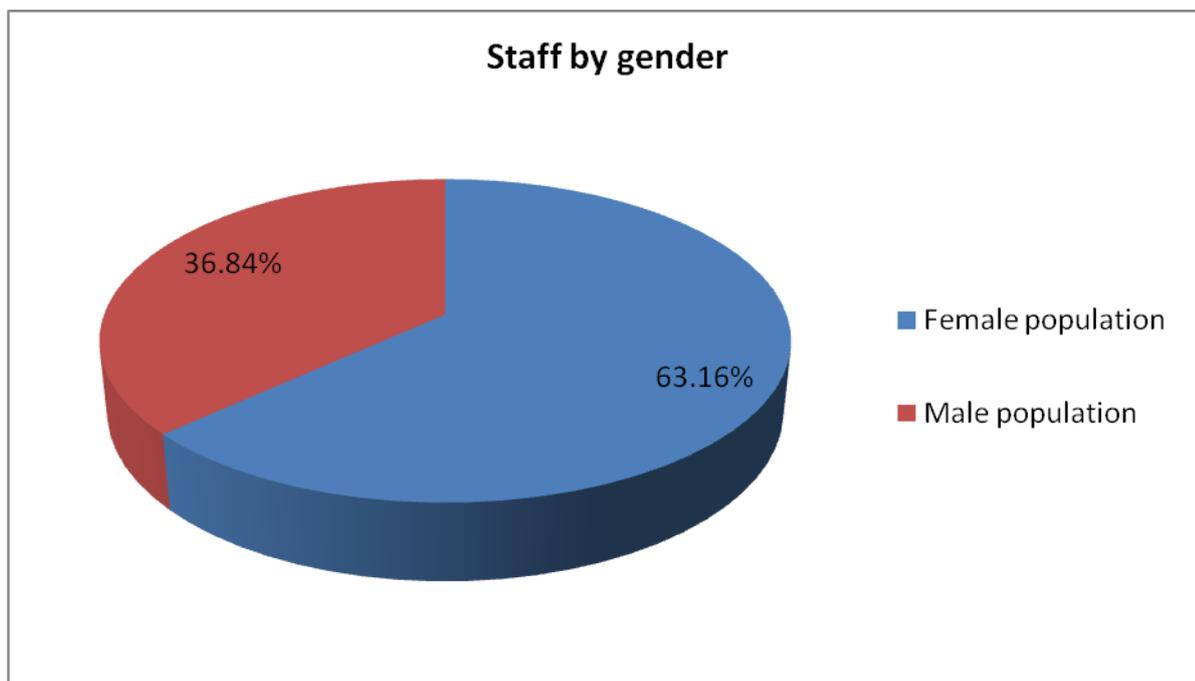
In addition to the job management framework introduced in 2010 covering the different job categories, further qualitative enhancements to this area are being elaborated. The outcome of the appraisal exercise will in future also lead to build for the jobholder a training plan based on the identified needs in order to cater for the career development. A training plan will be designed every year based on these specific needs and in line with EFSA's Learning and Training policy.

The adoption in 2012 by the Commission of a revised standard promotion/reclassification policy, should lead this year to a coordinated and harmonised change to the model policies currently in force in the Agencies. EFSA will adapt to that revised model as soon as defined.

EFSA will also elaborate on IT tools aimed at streamlining the performance management processes.

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

Even if the overall gender balance among EFSA staff demonstrates a female majority as shown in the graph below, a 50-50 ratio is maintained for management positions (Directors, Heads of Unit, Team leaders).



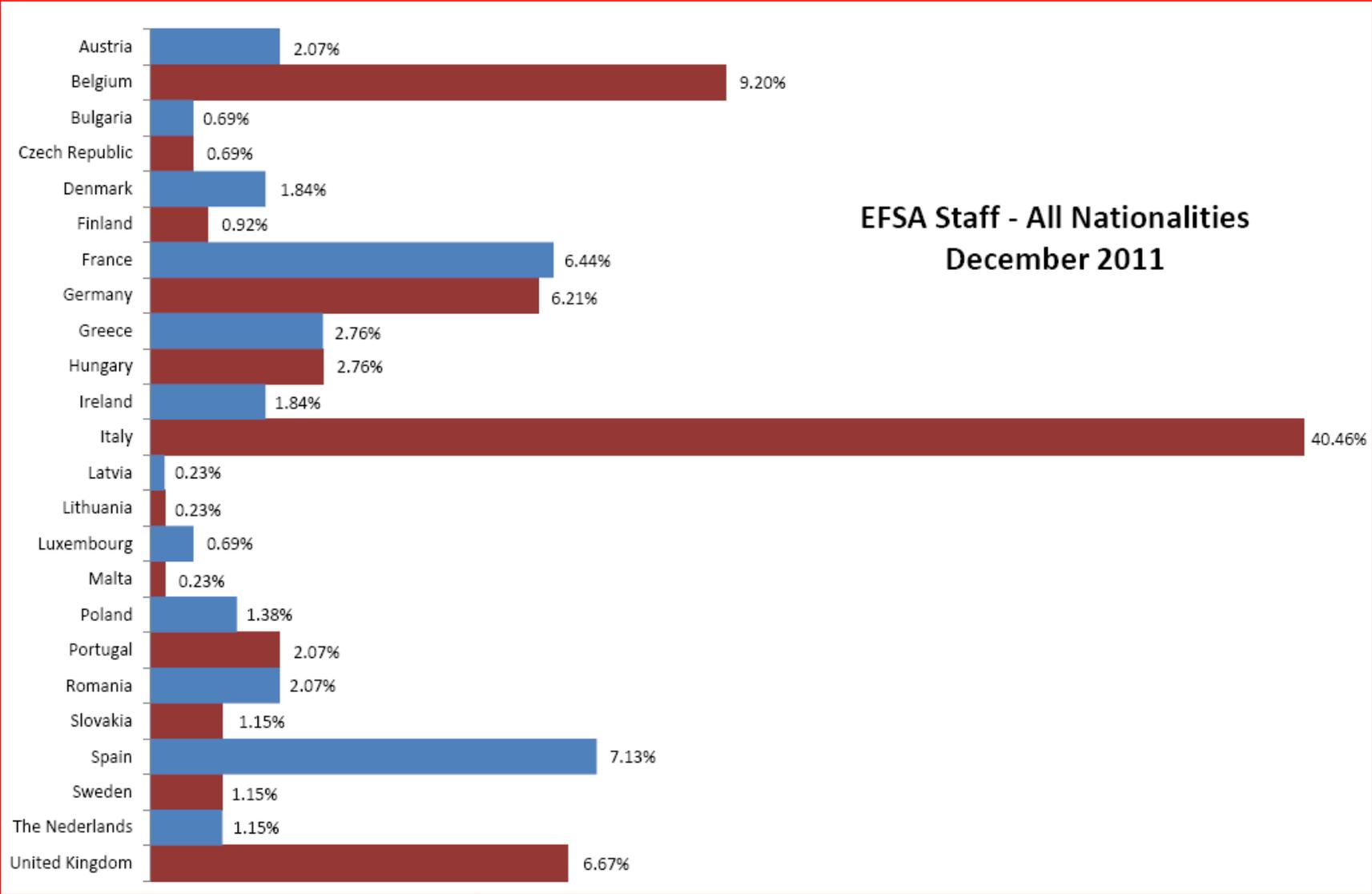
As a measure to promote equal opportunities, the terms of the vacancy notices published prevent any kind of discrimination and the Selection Board's composition is balanced as far as possible.

1.2.4 Statistics on geographical balance

The balanced representation of the demographics of Europe at EFSA is not based on any formal rules but, putting competences first, aims to maintain the plurality of origin required in the EU public service. However, the attention paid to attracting staff members from the full range of Member States has resulted in the below distribution.

On 31.12.2011 EFSA staff, including Statutory Staff and Seconded National Experts, covered 24 nationalities out of a total of 27 Member States.

Staff by nationality



1.2.5 Mobility policy with regard to the different types of employment

Mobility within EFSA

EFSA initiated in 2011 several successful internal selection procedures to support the re-organisation of the Authority, as well as one internal call for volunteers to help out HR Unit with a sudden peak of work.

The current policy facilitates internal moves and candidates that were successful in an internal procedure remain at the same level of grade. Internal publication of vacancies will be considered on a case by case basis depending on internal expertise that may be available.

In 2011, sixteen staff members changed contract, ten staff members were assigned for a temporary transfer and one was extended from 2010.

Mobility amongst Agencies (Inter-agency Job Market)

On 6 October 2009, EFSA joined the Inter-Agency Job Market (IAJM). As for all other agencies, the basis of EFSA'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.

Mobility between the Agencies and the EU Institutions

At present, there is no mobility policy between the Agencies and the EU Institutions.

2 - OVERVIEW OF THE SITUATION OVER NEXT THREE YEARS

In 2012 EFSA will come to the end of the transition between two organisational models and aims to deploy fully its revised organisational structure. In this frame, the development of EFSA Multi-Annual Staff Policy Plan for the next years has been driven by an analysis of the past trends and the following principles:

- Reinforcement of **recruitment strategies**, aiming at filling all posts allowed by its budget and establishment plan;
- Focus on development **and career strategies**, enhancing the role of internal scientific staff versus external experts, thus raising the share of knowledge workers within the organisation, (i.e. by cutting down support/administrative staff and correspondingly increase scientific workers);
- Development of **scientific Learning paths** in full coordination with the EFSA Science strategy and the full use of the development spectrum (action learning, formal classes, elearning and Communities of Knowledge.;
- A **promotion/reclassification** policy impacting 10% of eligible staff on average.

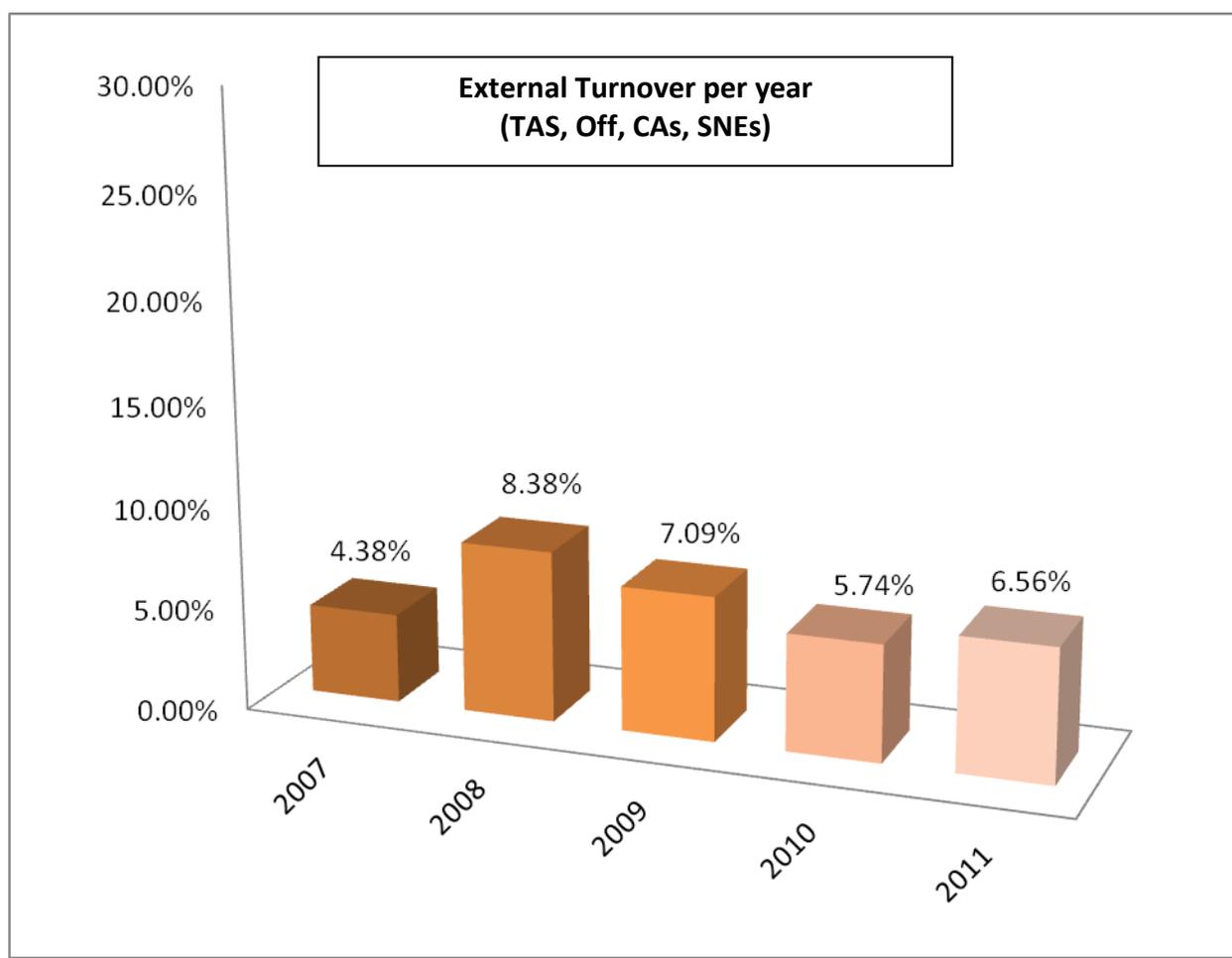
2.1 Turnover due to retirement or termination of employment

2.1.1 Turnover in EFSA because of retirement

In 2011 no Staff member has retired.

2.1.2 Turnover in EFSA because of termination of employment

In 2011, 12 knowledge workers (5.08% of EFSA knowledge workers) and 13 support workers (6.63% of EFSA support workers) terminated their employment, with an overall turn-over ratio, including Temporary Agents/Officials/Contract Staff, of 5.79% (i.e. below the predicted 7%).



2.2 Workload: anticipated changes over the next three-year period

Although the number of requests for EFSA's advice is expected to remain stable over the next three-year period, the overall scientific workload is expected to rise due to the increased complexity and nature of the questions that have to be addressed. In the area of evaluations of dossiers (e.g. GMOs, new legislation on pesticides, novel foods from non-EU countries), the growing demands for further scientific advice on, *inter alia*, environmental risk assessment, post-market monitoring, risk benefit and efficacy and new scientific areas linked to progress in technologies, scientific understanding and risk assessment methods will continue to call for strengthening of resources. As identified in its *Science Strategy 2012-2016*, this trend will require EFSA to regularly review its methods, and will necessitate more cross-discipline work, as well as sharing best practices and joint work with national, European and international bodies. It is anticipated that there will be a growing demand for risk assessments and scientific advice in such areas as animal health and welfare, pesticides, novel foods and enzymes but this may be accompanied by a decreasing demand for advice in the evaluation of claims. By placing a stronger reliance on knowledge workers, routine work can be dealt with, e.g. with the processing of applications. Maintaining and further developing trust in the level of independence of its scientific activities (from data collection to evaluations), will continue to be a high priority. EFSA places great emphasis on ensuring high standards of professional conduct of all those involved in its activities and the rollout, implementation, monitoring and on-going review of its new *Policy on Independence and Scientific Decision-Making Processes* and implementing rules will be implemented to the highest possible standards.

As a result of the overall increased workload described above, it is difficult to see how EFSA can successfully implement its work programme, even allowing for the gains in efficiency achieved with the e³ programme, without being able to rely on a stable body of knowledge and competencies. Therefore, EFSA regards stability of human resources as essential to continue delivering its mission to protect consumers.

Efficiency gains and increase of internal productivity

Efficiency remains a major priority supported by the e³ programme with the objective of optimising organisational performance and preparing for future challenges. In 2011, the e³ programme led to the implementation of business process mapping, organisational design and integrated performance management aimed at putting in place e.g. the new organisational chart, establishing balanced scorecards to monitor organisational performance and fostering priority setting, optimising business processes.

In support to the increase of internal productivity, and with a view to better address EFSA's core business activities, several processes have been initiated. These include: enhancement of information technology (IT) management and tools, establishment of a human capital & knowledge management function, right-sizing of science and support activities, centralisation of functions such as those of planning and monitoring, event/meeting organisation.

The successful establishment of the Applications Helpdesk Unit as from November 2011 has represented a further step in support of scientific activities functions as well as an increase in assistance to applicants.

As regards progress in electronic tools, in September 2011 the migration from SI2 application for financial management to ABAC application, which includes financial monitoring and reporting, has been successfully deployed.

Several calls for internal mobility were successfully launched as complementary action in delivering efficiency gain allowing partial redeployment of support jobs into scientific jobs.

3. Schooling

EFSA considers schooling as an essential part of its Staff Policy by monitoring closely the developments in that regard. In order to facilitate the integration of EFSA staff and their families in Parma and in the absence of International or European schooling facilities in the vicinity, the Italian authorities established and agreed to fund in 2004 a School for Europe ("Scuola per l'Europa").

In October 2006, the School has been accredited as "Associated European School" by the Board of Governors of European Schools and offers a curriculum consistent with the European School system for children up to 5th grade in three language sections (English, French and Italian).

In 2008 the Scuola per l'Europa obtained full accreditation of the curriculum up to the Baccalaureate. In 2009 the convention was signed between the Board of Governors of the European Schools and the Italian government.

In May 2011, the renewal of the Accreditation Agreement was signed.

In 2011, 12 pupils successfully passed the Baccalaureate (100% success rate).

Following the approval of a dedicated law in August 2009 creating a new legal basis for the Scuola per l'Europa, the Italian national authority confirmed working on the implementing provisions that would allow the launch of international teaching staff recruitment for academic year 2011/12 on comparable financial basis than the one offered by the European Schools system.

In addition the permanent building of the school progressed well. The call for the final project of the new school has been successfully concluded and assigned. The Comune of Parma has committed to finalise the new building for the school year 2012-2013. The project is supported by the Italian government for 21 M€.

Expected number of EFSA pupils in the European School:

2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
170	220	250	255	260

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

The following information outlines the state of play of the Implementing Rules at EFSA.

A. Implementing Rules to be adopted without changes compared to Commission ones (so called: by analogy)

I. Already adopted

- Definition of disability
- Parental leave
- Family leave
- Absences due to sickness or accident
- Household allowance Reimbursement of medical expenses
- Persons to be treated as dependent children
- Education allowance
- Determination of the place of origin
- Reimbursement of travel expenses from place of employment to place of origin
- Calculation of pension rights
- Transfer of pension rights

B. Implementing Rules subject to technical adaptations to best fit the Agency specificities

I. Already adopted

- Conduct of administrative inquires and disciplinary procedures
- Classification in grade and step on appointment or engagement
- Mission guide
- Early retirement (Officials & TA) without reduction of pension rights
- Part-time
- Job sharing
- Outside activities and assignments
- Leave on personal grounds for officials and unpaid leave for temporary and contract staff
- Maintaining individual professional standards including professional incompetence
- Leave

C. Implementing Rules requiring more substantial adjustments to best fit the Agency specificities

I. Already adopted

- Establishment of a Staff Committee
- Protecting the dignity of the person and preventing psychological and sexual harassment
- Art. 43 – Appraisal exercise
- Procedure governing the engagement and use of Temporary Agents at EFSA
- Engagement and use of Contract Agents
- Middle management Staff

Under preparation

- Types of posts (However, there is no EC guidance yet)
- Types of duties and corresponding function groups of contract agents (However, there is no EC guidance yet)
- Art. 45 Promotion/Reclassification
- Temporary Management posts

5. TRAINING AND DEVELOPMENT

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As in the past years, the HUCAP Unit is focusing on key areas that derive directly from (1) the 2009-2013 EFSA Strategic Plan, (2) the Career Development Appraisal Cycle results and (3) more general role-based needs (eg; Scientific Officers, Project Managers, etc).

EFSA is currently reviewing its Human Capital Development Strategy to rebalance the entire spectrum of tools and introduce new ways of acquiring key competencies. In particular, we are fostering the introduction and development of the Communities of Knowledge in line with EFSA's Science Strategy objective to build capacity among its own staff and external staff to provide preparatory scientific support at the various stages of the scientific work. Furthermore, we promote key priorities in terms of transparency, independence and coherence by supporting efficient implementation of the 2010-2013 Communications Strategy and learning activities linked to it.

We aim at creating different communities of professionals who share the interest in a topic, a common concern, a set of problems, and who come together to fulfill both individual and group learning goals.

We hope that these communities will focus on sharing best practices and creating new knowledge to advance a domain of professional practice and that we have a cross agency approach on this (i.e. EMA, ECHA).

The road map is as follows:

Phase 1 - Assess: identify the audience, purpose, goals, and vision for the different communities, exploring the possibility to share this experience with other agencies such as ECHA and EMA.

Phase 2 - Design: define the activities, technologies, group processes, and roles that will support the communities' goals

Phase 3 - Prototype: pilot 1 to 3 communities with a selected group of key stakeholders to gain commitment, test assumptions, refine the strategy and establish a success story.

The first 3 phases should end by February 2013

Phase 4 - Launch: roll out the communities to a broader audience over a period of time in ways that engage newcomers and deliver immediate benefits.

This phase should end by December 2013

Phase 5 - Grow: engage members in collaborative learning and knowledge sharing activities, group projects, and networking events that meet individual, group and organizational goals while creating an increasing cycle of participation and contribution.

The 5th phase will be an ongoing one

To complement this action learning approach, EFSA learning offer will be developed this year around the key categories of the job family system (assistants, officers, etc.) with the objective to further link competencies and roles.

To respond to the forthcoming challenges, the priorities will be set on:

- a. **Scientific staff** to provide them with a foundation training package on risk assessment in food safety and expert/master levels courses to support the implementation of the newly drafted EFSA Science Strategy. In addition such hands-on learning path will permit to increase the systematic sharing of best practices among experts. This includes foundation skills as writing and editing, chairing scientific meetings, even via video conference etc.

In particular, the Scientific Development Strategy will be implemented in close cooperation with the 'Knowledge points' network: represented by a senior Staff who will be challenged through e.g. Training needs analysis responsibility, State of art monitoring, etc.

- b. **Managers** to support them in the challenge of enhancing efficiency of the EFSA processes that will be required by the current restructuring of EFSA and the perspectives of zero-growth of the staff. In particular the offer will target change management capabilities as well as organizational alignment and process analysis. This should prepare them to play a key proactive role in the mentioned change process.

Such targeted approach is supported by the extensive investment made in 2011 on all categories when 160 internal training courses were organized with the objective to provide all staff with fundamental skills such as communication, teambuilding, customer orientation.

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The real challenge will be to keep up with the outstanding results reached in 2011 when 11 training days per staff member were reached.

Aiming increase of efficiency and flexibility, a complete EFSA training programme will be designed and implemented in 2012, including e-learning and multi - media training offer.

6. INTERNSHIP

In terms of internships, a new call has been launched in December 2011, aiming at offering 25 traineeships to citizen of EU Member States and acceding countries for a minimum period of 6 months up to maximum 12 months.

The call will support both young people needing practical experience in the EFSA domain as well as-soon-to-be advanced graduates for the preparation of their thesis.

8. STAFF SURVEY

The third EFSA Staff Survey was launched in October 2011. It was made up of over one hundred (100) questions, the majority of which comparable to the previous surveys, divided into thirteen (13) categories ranging from 'Organisational Change' to 'Career Development' and 'Integration and Image'. The response rate was close to 60% with scores on eight (8) out of the thirteen (13) categories having shown an upward trend. The biggest increases are on work/life balance, well being, organizational change and career development. The results will be communicated to the staff in February 2012 and possible improvements will be identified and followed-up by EFSA's Management Team.

9. STAFF WELFARE

In 2012 it is intended to introduce a Well-being area which will include the current staff welfare issues and will enable a larger scope of activities related to the general well-being of staff, for example staff information sessions or training to increase awareness on subjects such as stress management, ergonomics and healthy diets, amongst other subjects to be agreed on.

EFSA awarded a contract to a new Medical Adviser in August 2011 and an All-Staff information session was held in September 2011 to introduce the new service. The feedback received from staff to-date has been extremely positive since the new medical service is available every working day for half a day, which allows more time for staff to discuss work-related issues with the Medical Adviser and facilitates the organisation of annual medical visits. The new enhanced service also allows for the new Medical Adviser to be proactive in the preparation of well-being activities for the benefit of EFSA's staff.

Submitted for adoption in Parma, Italy
on 14 June, 2012

For the EFSA Management Board:

:

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Annex I

Grade	Establishment plan 2012			Posts evolution						Year 2013			Establishment Plan 2013		
	PERM	TEMP	TOTAL	Promotion / Career advancement			Turn-over (departures/arrivals)			Requested (Provisional Draft Budget)					
				PERM	TEMP	TOTAL	PERM	TEMP	TOTAL	PERM	TEMP	TOTAL			
AD16	0	0	0								0	0	0		
AD15	0	1	1								0	1	1		
AD14	0	2	2								0	2	2		
AD13	0	0	0								0	1	1		
AD12	1	14	15		-1	1					1	14	15		
AD11	0	11	11		-1	1					0	11	11		
AD10	1	9	10		-1	2					1	12	13		
AD9	1	33	34		-2	4					1	37	38		
AD8	0	44	44		-4	5					0	47	47		
AD7	1	58	59		-5	8					1	61	62		
AD6	1	27	28		-8	4					1	23	24		
AD5	0	21	21		-4						0	17	17		
Total promotions AD				0	0	-26	26	0	0	0	6				
Total AD	5	220	225	0	0	0	0	0	6	0	5	226	231		
AST11	0	0	0								0	0	0		
AST10	0	0	0								0	0	0		
AST9	0	0	0								0	0	0		
AST8	0	1	1								0	2	2		
AST7	0	5	5		-1	1					0	5	5		
AST6	0	5	5		-1	3					0	7	7		
AST5	0	22	22		-3	6					0	25	25		
AST4	0	38	38		-6	3					0	34	34		
AST3	0	24	24		-3	5					0	25	25		
AST2	0	24	24		-5	2					0	20	20		
AST1	0	11	11		-2						0	2	2		
Total promotions AST				0	0	-21	21	0	0	-10	0				
Total AST	0	130	130	0	0	0	0	0	-10	0	0	120	120		
Total promotions						-47									
Overall Total	5	350	355	0	0	0	0	0	-4	0	5	346	351		

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Annex II

Grade	2013			Year 2014								
	Establishment plan			Staff evolution			Establishment Plan 2014					
	Requested (Provisional Draft Budget)			Promotion / Career advancement in global figures			Turn-over in global figures (departures/arrivals)			Provisional planning		
	PERM	TEMP	TOTAL	PER M	TEMP	TOTAL	PER M	TEMP	TOTAL	PERM	TEMP	TOTAL
AD16	0	0	0							0	0	0
AD15	0	1	1							0	1	1
AD14	0	2	2							0	2	2
AD13	0	1	1			1				0	2	2
AD12	1	14	15		-1	1				1	14	15
AD11	0	11	11		-1	1				0	11	11
AD10	1	12	13		-1	2		2		1	15	16
AD9	1	37	38		-2	4		2		1	41	42
AD8	0	47	47		1	-4	4		2	1	49	50
AD7	1	61	62	-1	1	-4	3			1	60	61
AD6	1	23	24	-1		-3	3			0	23	23
AD5	0	17	17			-3				0	14	14
Total promotions AD				-2	2	-19	19	0	0	0	6	6
Total AD	5	226	231	0	0	0	0	6	0	5	232	237
AST11	0	0	0							0	0	0
AST10	0	0	0							0	0	0
AST9	0	0	0							0	0	0
AST8	0	2	2			1				0	3	3
AST7	0	5	5		-1					0	4	4
AST6	0	7	7			1				0	8	8
AST5	0	25	25		-1	4				0	28	28
AST4	0	34	34		-4	2				0	32	32
AST3	0	25	25		-2	4				0	27	27
AST2	0	20	20		-4			-4		0	12	12
AST1	0	2	2					-2		0	0	0
Total promotions AST				0	0	-12	12	0	0	-6	0	0
Total AST	0	120	120	0	0	0	0	-6	0	0	114	114
Total promotions						-33						
Overall Total	5	346	351	0	0	0	0	0	0	5	346	351

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Annex III

Grade	2014						Year 2015					
	Establishment plan			Staff evolution						Establishment Plan 2015		
	Provisional planning			Promotion / Career advancement in global figures			Turn-over in global figures (departures/arrivals)			Provisional planning		
	PERM	TEMP	TOTAL	PER M	TEMP	TOTAL	PER M	TEMP	TOTAL	PERM	TEMP	TOTAL
AD16	0	0	0							0	0	0
AD15	0	1	1							0	1	1
AD14	0	2	2							0	2	2
AD13	0	2	2		1					0	3	3
AD12	1	14	15		-1	1				1	14	15
AD11	0	11	11		-1	1				0	11	11
AD10	1	15	16		-1	3		2		1	19	20
AD9	1	41	42		-3	5		2		1	45	46
AD8	1	49	50		-5	5		2		1	51	52
AD7	1	60	61		-5	2				1	57	58
AD6	0	23	23		-2	3				0	24	24
AD5	0	14	14		-3					0	11	11
Total promotions AD				0	0	-21	21	0	0	0	6	
Total AD	5	232	237	0	0	0	0	6	0	5	238	243
AST11	0	0	0							0	0	0
AST10	0	0	0							0	0	0
AST9	0	0	0							0	0	0
AST8	0	3	3							0	3	3
AST7	0	4	4							0	4	4
AST6	0	8	8		1					0	9	9
AST5	0	28	28		-1	5				0	32	32
AST4	0	32	32		-5	2				0	29	29
AST3	0	27	27		-2	4				0	29	29
AST2	0	12	12		-4			-6		0	2	2
AST1	0	0	0							0	0	0
Total promotions AST				0	0	-12	12	0	0	-6	0	
Total AST	0	114	114	0	0	0	0	-6	0	0	108	108
Total promotions					-33							
Overall Total	5	346	351	0	0	0	0	0	0	5	346	351

Annex IV

Occupied posts on 31/12/2011				
	TA	CA	SNE	TOTAL
EXECUTIVE DIRECTORATE	15	1	1	17
Office of the Executive Director	4			4
Executive Office	9	1	1	11
Internal Audit	2			2
COMMUNICATIONS (COMMS)	21	15	0	36
COMMS	4	1		5
CHAN	13	8		21
EDIT	4	6		10
SCIENCE STRATEGY and COORDINATION (SCISTRAT)	28	6	2	36
SCISTRAT	2		1	3
SCISTRAT Planning and Monitoring	4	1		5
AFSCO	11	2	1	14
EMRISK	6	2		8
SCOM	5	1		6
SCIENTIFIC EVALUATION OF REGULATED PRODUCTS (REPRO)	115	24	4	143
REPRO	1			1
REPRO Planning & Monitoring	4			4
ANS (future FIP)	11	3		14
APDESK	2	1		3
CEF (future FIP)	14	1		15
FEED	14	4		18
GMO	15	7	1	23
NUTRI	13	4	2	19
PRAS	41	4	1	46
RISK ASSESSMENT and SCIENTIFIC ASSISTANCE (RASA)	78	23	7	108
RASA		2		2
RASA Planning and Monitoring	4	1		5
AHAW	12	3	2	17
BIOHAZ	14	2		16
BIOMO	9	4	2	15
CONTAM	8	3		11
DCM	10	3	2	15
PLH	6	3	1	10
SAS	15	2		17
RESOURCES and SUPPORT (RESU)	75	21	0	96
RESU	3	1		4
ACCOUNTS	3	1		4
FIN	16	3		19
HUCAP	16	4		20
ITOP (future CORSER)	2			2
ITOP (future IT)	28	11		39
LRA	7	1		8
TOTAL	332	90	14	436