

DG HR Modernisation

Presentation to the Staff Unions, 09/04/2019



NEW HR DELIVERY MODEL

Agenda



June 2018

March 2019

Centralisation of some
processes

Creation of unit HR.R2

Workprogramme 2019

Future of HR modernisation @
CMB

Agenda

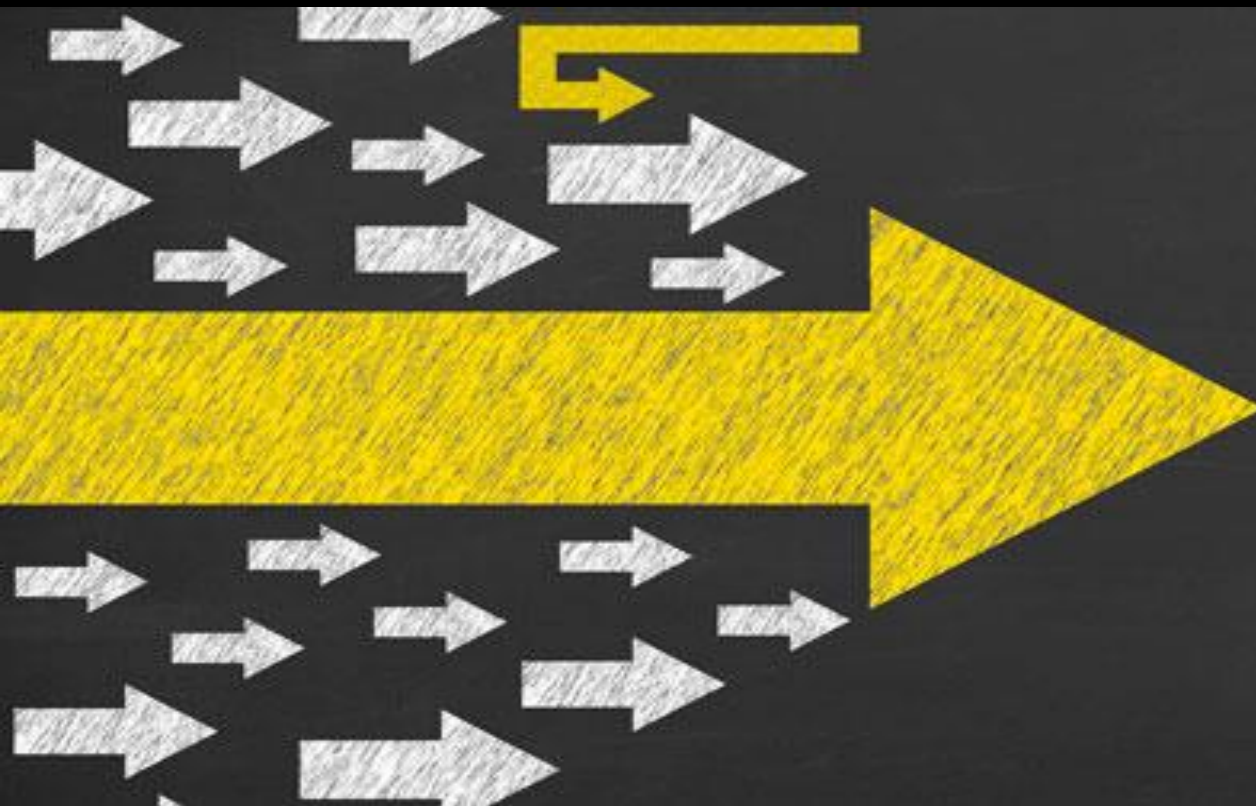
HR modernisation
Communication

NEW HR DELIVERY MODEL

Remember.....







CONTINUITY
OF HR
SERVICES

REVIEW 150 WORKFLOWS

ESTABLISHMENT DGX MOD SC

SIMPLIFICATION AUTOMATION

NEW HR NETWORKS

CONNECTING NEW HR ACTORS

CLARIFYING ROLES & RESPONSIBILITIES

STANDARDISING PRACTICES AND
TEMPLATES

NEW L&D PROGRAMME FOR HR STAFF

FIRST EVOLUTION PACKAGE

COMMUNICATION CAMPAIGN

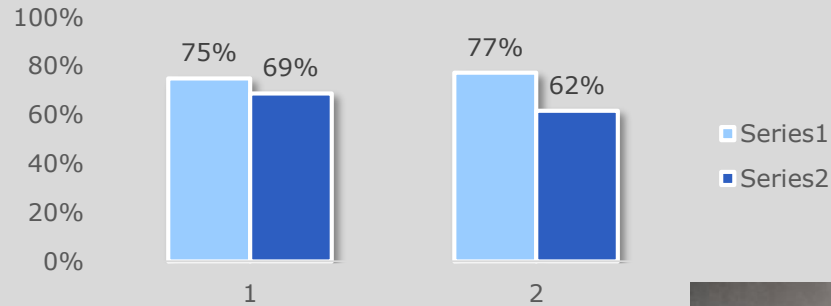
STAFF MATTERS PORTAL

MONITORING TABLE ...



... AND

Positive satisfaction with HR services



"Managers have more work"

"Recruitment is too slow"

"Difficult to find who I should talk to"

"I get contradicting information"



HR.BC concentrating on strategic and support to decision making tasks

Continue working on HR processes – cutting out red tape

Communication and customer orientation

Introducing new proactive services

NEW HR DELIVERY MODEL

Centralisation of some
processes

Creation of Unit HR.R2



Avoid the AMC to be a mail box ...



... do savings reinvested in new services

New services

Better assistance in selection panels

Introduction of a workflow tool for selection and recruitment processes

Starting headhunting

Data supporting HR analysis (trends and benchmarks)

HR conversation with managers

Documentation (extracts) of HR procedures

Organisational development

■ Started
■ On hold

Creation of unit HR.R2



Antje
COLLOWALD
Head of Unit

Objective

Implementation of DG HR financial transactions for DG HR own and co-delegated budget lines



















NEW HR DELIVERY MODEL

Work Programme

2019 (...2020)



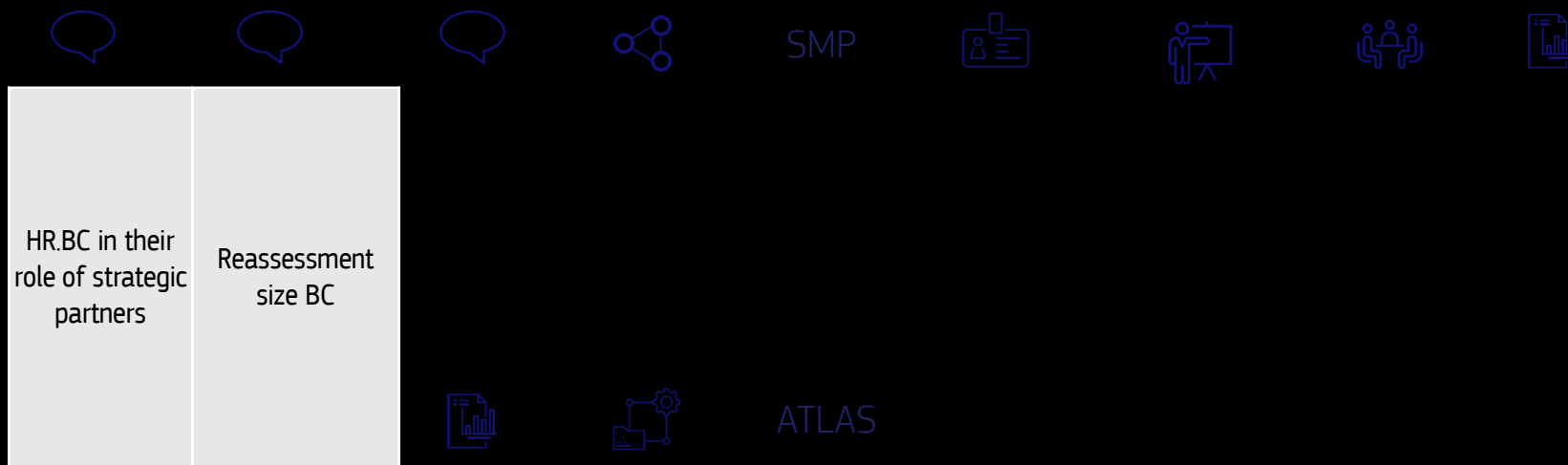
Tasks and projects affecting all actors

 Communication to the Commission on the end of the pilot exercise	 Establishment of a service catalogue	 Communication campaign on the end of the pilot exercise	 HR Networks	 SMP Staff Matters Portal	 HR community - names	 HR professionalisation programme	 HR modernisation DGx steerco meetings	 End of project report
 AIPN Delegations	 Rationalisation and savings in other areas (EPSO, PMO, Islands...)	 (PM) Improve HR analytics, reporting and monitoring	 Data crunching	 ATLAS (PM) Roll out ATLAS	 Develop HR IT tools	 Develop proximity and site-specific services	 Conduct 2018 & 2019 HR survey	 Monitoring Report

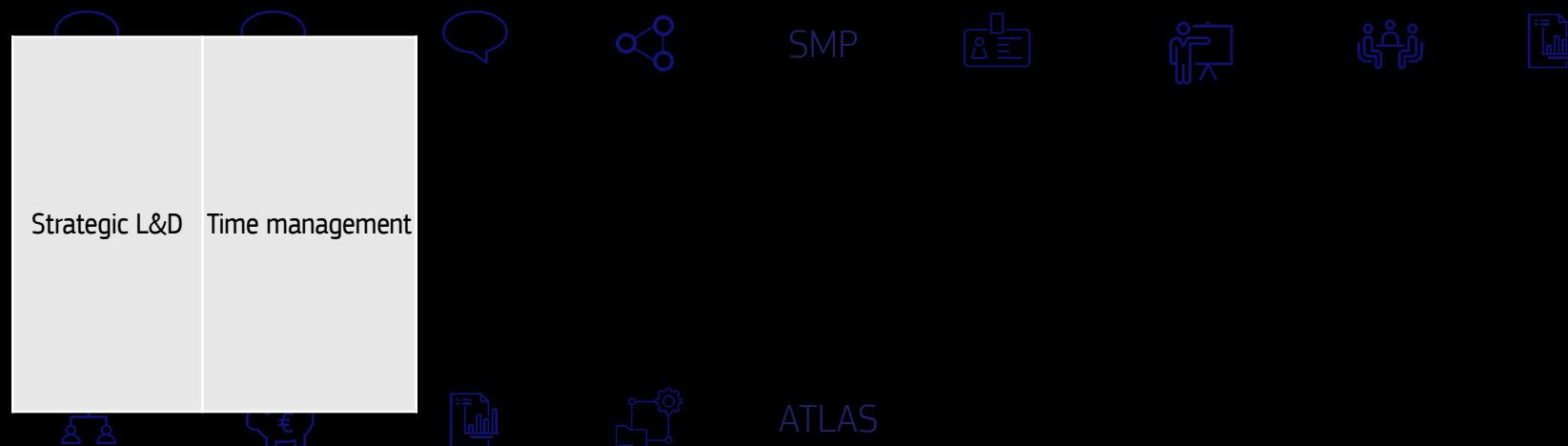
Tasks and projects specific to DG HR

Implementation of HR delivery model - continuous monitoring	BPR on selection processes	Better integration of selection and recruitment processes	Evolution of the delivery model (first evolution package)	New proactive HR services	Standardisation working methods AMC	Reassessment size AMCs	HR corporate leadership	Standard Operating procedures
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Tasks and projects specific to HR.BCs



Second evolution



NEW HR DELIVERY MODEL

Future of HR modernisation



- Adoption of new Synergy & Efficiency Communication

END OF PILOT

- Concentration on projects and improvements
 - **Useful to add more domains and more projects**
 - **Greater benefits in terms of quality of service & sound financial management**
- Progression and workload relief through IT developments
- New set of targets to be reached by 2024

- Under new HR delivery model
 - **Net savings of 148 FTE between 2015 and 2018**
- Importance of quality and speed of service
 - **Prioritising projects to gain greater efficiencies over savings ratios**

Domains specified in 2016	2016 target savings	Net savings made by end 2018	Revised target
HR	310 by 2019 (ratio of 1:40)	148	228-268 by 2024*

- Ensure that managers are satisfied with the services delivered

- Experience gained during the pilot phase
 - Clients expect more quality and proactive services
 - Additional savings require an in-depth review of internal processes and automation
- Projects will be launched in the areas of
 - Selection and recruitment
 - Learning and development
 - Time management
 - HR BC teams

- HR BC work overload
 - **Pilot mission with AMC 3 and their HR BCs**
 - **Identify tasks that are non-HR BC or non-HR**
 - **Solution to transfer these to the relevant actors**
 - **Plan and solve structural issues that will affect many AMC and HR BC teams on the long term**
- Division of tasks between the HR BCs, HR Corporate and AMCs remain to be improved

NEW HR DELIVERY MODEL

What about the staff survey
results ?



	Staff Engagement Index	My Organisation	My Work Environment	My Job	Middle Management	Senior Management Team	Working Methods
Commission	69%	77%	57%	64%	64%	50%	48%
DG HR	70%	79%	60%	66%	63%	47%	46%
HR.DDG.AMC	72%	73%	64%	68%	62%	40%	40%