

Consultancy services for those dealing with HR in EU Institutions

EC DG-HR - HR management modernisation
 This project analysed several of the core HR processes, providing insights and recommendations on how these could be rationalised and optimised. Furthermore, we advised DG HR on potential service delivery models and related staffing scenarios to support the overall HRM modernisation project.

The results achieved in this project were, amongst others, the implementation of innovative models and activation of the right change levers in order to realise a turnaround HR cost while building HR's strategic partnership capability with detailed recommendations on 'The HR Service Delivery Model', HR Staffing, The HR technology

Frontex - HR process redesign
 In 2008 the Council adopted a short term priority regarding the future development of Frontex inviting the Agency to improve its capacity to support operational coordination and consider the establishment of specialised branches. Frontex decided to start with BPM to (re)structure their activities and look into HR automation opportunities and HR process improvements.

The results achieved in this project were, amongst others, revelation of improvement opportunities and bottlenecks; improved internal efficiency; Enhanced clarity on roles and responsibilities; Reduced administrative burden, improved overall quality and increased customer and employee satisfaction

EC - DG HR - Scorecard
 We supported DG HR in the development of a scorecard in the context of optimising the monitoring and decision making process. A well defined set of HR KPI's was implemented in a scorecard tool.

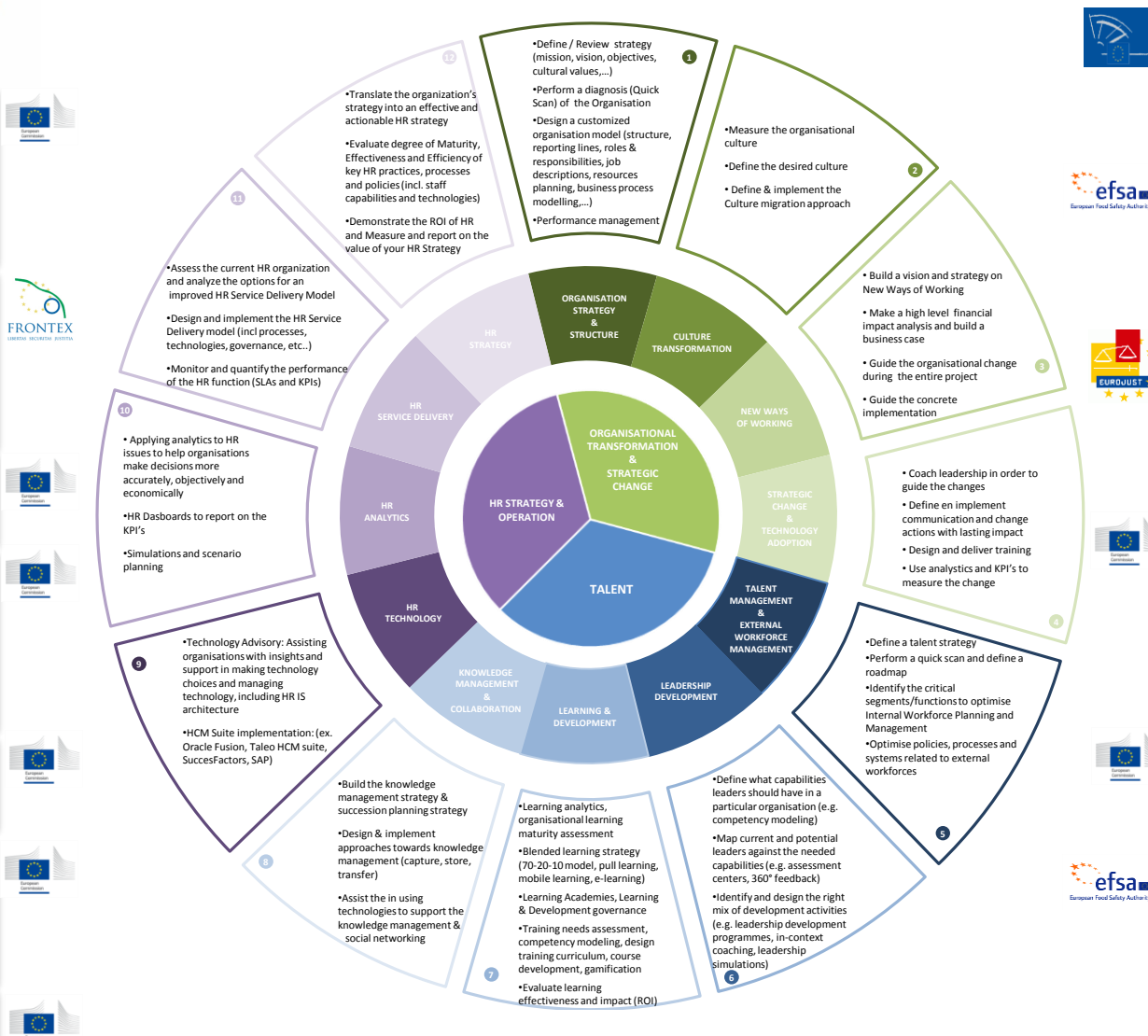
EC - DG CONNECT - Implementation of a 360° feedback exercise
 In a bid to meet the culture change linked to the objectives of the Digital Agenda programme, middle managers expressed the need for a feedback exercise to help them become more conscious of their own strengths and development points. This was achieved through setting-up the goals, scope and project methodology, designing a 360° feedback questionnaire building on DG CONNECT leadership competency model, administering the 360° exercise, providing the 45 participants with individual feedback sessions, providing learning group coaching sessions both for Heads of Units and Directors, and providing top management with talent development guidelines.

EC - DG REGIO - Knowledge Management
 To face current challenges, DG REGIO wanted to implement Knowledge Management. This was an ambitious project, with several components such as processes, technology, culture, etc. DG REGIO asked Deloitte to support that implementation via a pilot phase of six months.

EC - DG HR - Pilot project on customer orientation: "Awareness raising project"
 Deloitte assisted DG HR in organising focus groups as part of a larger project on customer orientation within the DG. Based on the results of previous studies (Deloitte 2005 and 2009) and a customer satisfaction analysis Deloitte provided assistance to different directorates to improve its client orientation. The main deliverable of the project was a set of conclusions and recommendations for the selected units and the methodology for the continuation of this work in the future.

EC - DG Budget - Efficiency improvement programme
 The project was based upon 4 dimensions, namely Organization, Personnel, Processes and IT. For each of these dimensions, the current situation was mapped and recommendations for improvement were made. This was based on a full workload analysis of the DG and qualitative data provided by key stakeholders. Based on the prioritised improvement recommendations, Deloitte supported DG Budget in building an implementation roadmap for efficiency.

General Secretariat of the Council of the European Union - HR services staff satisfaction survey
 Further to several initiatives intended to modernise the human resources environment, the sponsor wanted a view on the people's perception of the modernisation and the real impacts felt on their job. Deloitte provided survey questionnaire co-creation and review services, along with data analysis and reporting to management.



European Parliament - Measurement of progress towards achievement of strategic objectives
 The DG Translation of the European Parliament wanted to analyse its business processes and to identify key performance indicators in order to facilitate the measurement of progress towards the achievement of the strategic objectives of the service.

The results achieved in this project were, amongst others, recommendations for the future organisation and the identification key performance indicators

EFSA - Efficiency of the organisation
 EFSA wanted to ensure that its management systems and infrastructure were effective, that its allocation of resources was optimised and that the organisation could cope with constraints.

The results achieved in this project were, amongst others, a quick scan analysis of the organisation; revised processes (strategic and supporting processes) and a detailed organisation structure for each unit with indication of FTEs, job changes and job profiles for key positions

Eurojust - Organisational structure review including performance management
 Eurojust needed to ensure that its management systems and infrastructure were effective, that its allocation of resources was optimised and that the organisation could cope with constraints.

The results achieved in this project were, amongst others, a detailed organisation structure for each unit with indication of FTEs, job changes and job profiles for key positions; revised job gradings following the new organisation structure; design of detailed optimised HR process descriptions and a new HR service delivery model; a training on project, communication and change management and HR best practice

EC - DG ECHO - HR Management for the Field Network
 Deloitte has provided consultancy services in Talent Management to DG ECHO through the development of a feedback mechanism and performance evaluation scheme for international experts and national staff. This was done through setting up a full performance appraisal cycle (goal setting, talent development opportunities, review cycle) for each audience, running a pilot and providing further recommendations. In parallel, we developed a career path mechanism for national staff. This was done through mapping and standardising the existing job categories in local offices, establishing a competency model for the organisation, drafting detailed job descriptions, and conducting visioning workshops with stakeholders to define a policy proposal for improved career paths for national staff.

EC - DG REGIO - Workload Assessment
 The unfavorable economic outlook in the EU, the reduction of permanent staff by 2% annually and the redeployment tax initiated by the Commission was the trigger for DG REGIO to perform a workforce management exercise. Deloitte supported DG REGIO in improving the Workforce Planning Methodology and in identifying key areas where workforce decrease or increase is needed.

EFSA Academy - definition of best practice models to shape future design of EFSA Academy
 The aim of this project was to produce a document with best practice information and relevant content that can be used to create a vision and an ambition for the EFSA Academy (corporate academy). Deloitte's role was to provide EFSA with information on corporate academies in general, including a qualitative analysis on best practices from the market. Deloitte also took up the role of "sparing partner" for the HR leadership and experts in shaping the vision on the future EFSA Academy

EAS framework contract EPSO/EAS/PO/2010/116

Deloitte brings professional methodological tools and approaches. We can help EU Institutions, Agencies and other bodies to address their external and internal challenges through the alignment of people strategies with organisation strategies. We provide Organisation, Change and Talent solutions to enhance organisational performance, productivity and efficiency through people. We optimize HR Strategy & HR operations in order to fully drive the core processes.

<http://intracomm.ccc.eu-admin.net/home/dgserv/eas/contracts-mgmt.html>

Deloitte | european school of administration

Nathalie Vandaele
 Framework Contract Manager - EAS
 Phone: + 32 2 800 28 13
 Mobile: + 32 497 05 08 60
 E-mail: nvandaele@deloitte.com

Fernando Aguirre Arribas
 Contract Manager - EAS
 Phone: + 32 296 5154
 E-mail: fernando.aguirre-arribas@ec.europa.eu

© 2013 Deloitte