



Council of the European Union
General Secretariat
The Secretary-General

GSC INTERNAL NOTE
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ACTION PLAN

FOR A MORE DYNAMIC, FLEXIBLE AND COLLABORATIVE GSC

Introduction: Why this Action Plan?

The General Secretariat of the Council is an organisation that works well and delivers on its core tasks: support to the European Council, the Council, the Eurogroup, and their Presidents as well as to their preparatory bodies Coreper, other committees and working parties. Past Presidencies consistently report a high level of satisfaction with GSC services, and GSC staff are highly dedicated and committed to public service. The GSC has adapted to many important changes over the last few years, including successive enlargements and new Treaties.

But the world around us continues to evolve and to present us with new challenges. The European Council has become even more central in the last few years and this development is likely to continue. Media increasingly define a 24/7/365 reality for our main political stakeholders, and IT developments create new opportunities and raise expectations about our services. Generational developments among our own staff raise demands in terms of empowerment, professional management and an inspiring and varied working environment.

As an organisation we have to continue to adapt to these developments to stay relevant and remain an interesting and rewarding place to work for all categories of staff.

That is why I decided towards the end of 2015 to start a collective reflection process. We have already witnessed a number of positive spin-offs of this reflection, but the time has now come to set out the various actions within a single framework to ensure a collective ownership and coherence of implementation. That is the rationale of this Action Plan for a more dynamic, flexible and collaborative GSC.

I. The Process Until Now: Collective Reflection

In January I initiated a collective reflection process among Directors General and Deputy Directors General about the various challenges facing the GSC and what to do about them. Many good ideas were generated, but it was also clear that more work was needed with the involvement of staff other than top management.

I set up five task forces to do this:

- the GSC as the administration of the President of the European Council,
- the GSC and the Council,
- the GSC and communication,
- the GSC resources,
- Europa building.

The task forces comprised both management and non-management staff and were encouraged to consult widely during their work. Their full reports are available [here](#). I myself also had a discussion with the Staff Committee and a meeting with all staff, following which additional inputs were received.

Because of the vote in the UK on 23 June and the extra work and increased uncertainty that followed, I decided to delay the introduction of this Action Plan until now. But the collective process itself has already generated results, for example in terms of enhanced cooperation across DGs. And in a number of areas, work that was already under way has continued, while drawing on the collective reflections that took place.

The Action Plan is therefore not only about new initiatives, it is also an inventory of ongoing work as well as of best practices in some parts of the GSC that should be shared amongst all staff.

II. Shared Objective: A more Dynamic, Flexible and Collaborative GSC

The collective reflection so far has demonstrated that there is a widespread interest in contributing to the development of the GSC. There is a broad perception that our culture is too conservative and should be further developed. At the same time there are very many good ideas as to how to do that.

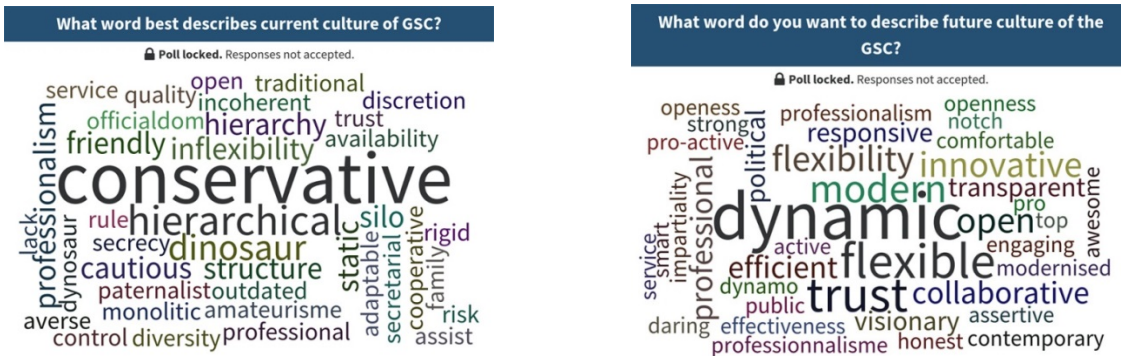


Figure 1: Result of an interactive staff consultation by task force 4 ([interactive consultation](#))

This became particularly clear during an interactive session with staff arranged by the task force on GSC resources (see figure 1). The same message seems to be emerging from the work of the group of independent researchers who conducted a survey of all staff in the spring. Their provisional results confirm that staff are ready for change and think we should become less hierarchical, more transparent, pro-active and stakeholder oriented.

In terms of overall objectives for the change process, the various ideas that have been voiced can be subsumed under three headings which are relevant for all GSC staff:

- More Dynamic

That means more innovative, proactive and assertive, and with a sense of responsibility for moving the Union forward. We must continue to perform the traditional role of the GSC, but we should also have the courage to advise our stakeholders more actively, including through cooperation with other institutions.

- More Flexible

That means able to adapt to a changing environment, more quickly shift resources to where they are most needed and to meet the demands of a society that is increasingly functioning 24/7/365. When everything else changes more rapidly than before, we also have to be able to adapt with the necessary speed.

- More Collaborative

That means less hierarchy, better management, more empowerment, as well as more mobility, information sharing, and work across DGs. We must ensure the best possible working environment for all staff - whether they work in front-line or back office logistic services, translation, secretarial support or policy or legal advice - so they unfold their full potential to the benefit of our stakeholders as well as staff itself.

III. From Reflection to Action: Five Priority Areas

These objectives can only be achieved through a wide range of actions which together constitute a change of culture. The actions fall into the following five priority areas:

1. The GSC as an effective administration for the President of the European Council and the European Council

Rotating and other permanent presidencies rely on their own administrations in addition to the services of the GSC. The President of the European Council has his own cabinet, but we, in the GSC, constitute his only and unique administration. Many efforts have already been undertaken to take account of this fact since the introduction in 2009 of the permanent President of the European Council. But more can and should be done. This is about taking a more political approach, it is about 365/24/7 alertness as well as about the nature, speed and character of written briefs. To ensure continuous learning in this respect, the ongoing contacts between members of the PEC cabinet and GSC staff are being reinforced.

2. Better and more consistent support to the Council and its presidencies

In today's Union, a Member State holds a presidency approximately every 14 years. Unlike in the past, each presidency is actually a new presidency, with relatively limited institutional memory. This increases even more the importance of the GSC's role in providing adequate and coherent advice across sectorial areas, presidency preparations and support of the presidencies. To monitor our results we are further developing our framework for feedback from presidencies. Everyday we have a large number of delegates visiting our buildings and participating in meetings, including frequently at ministerial level. Their trust in our services depend not just on the quality of advice but also - and sometimes even more so - on our ability to provide a professional and up-to-date organisational and logistical framework for meetings.

3. Improved internal and external communication and information

Enhanced internal communication is key to achieving the objectives of this action plan. To achieve this we should all move from a "inform only those who need to know" reflex towards making information more readily available for each other as well as our stakeholders. This development should be driven from the top, and SG-DGs and PEC CAB have therefore started meeting every Monday to discuss the main political events and priorities of the week ahead and share a short summary with all staff. Similar initiatives should be taken at other levels. As regards external communication, it is key to ensure better integration with the policy advice and support the GSC provides as well as with the communication objectives of our main political stakeholders taking account also of the Union's multilingual nature. A new communication strategy will be developed to this effect.

4. Invest in people and management

The staff is what makes the GSC. Its competences, integrity, working environment and motivation in combination with the professionalism of management defines how much we can achieve together. We should therefore aim for a more collaborative way of working with less hierarchy and more empowerment of and trust in individual staff. We should invest more in both people and management, including through training, personal development, mobility, better evaluation tools and foster an environment that preserves a healthy work-life balance and staff wellbeing. As one of the means to measure our results, we will introduce regular staff satisfaction surveys broken down to the level of directorates and, where possible without compromising anonymity, the level of units.

5. Harnessing technology to improve the way we work

In a digital world, communication and IT evolve extremely fast and have become essential services for our stakeholders, who rely on the GSC to provide up to date support and modern solutions. The GSC must therefore make sure that it can meet stakeholders' needs by providing up-to-date tools and software not only for our clients, but also for our staff - for instance by extending our policy on mobile devices.

The various actions under these five headings are different in nature. Some are new and some are just continuation or adjustment of ongoing projects or policies. Some are related to long term objectives and others are easily and quickly implemented. As regards the results of the task force on the Europa Building, the relevant actions are already being implemented, given the timing of the move to Europa, and are therefore not included in this Action Plan.

IV. Next steps: Implementation, monitoring and evaluation

The table in annex sets out the various actions in each of the five priority areas and defines who is responsible for taking them forward within the pre-set deadlines. At the same time, the process needs to be followed globally to ensure that we stay on track and to allow for adjustments and additions to it. Furthermore, all staff has an interest in knowing how work is progressing.

To ensure this :

- Directors General and Deputy Directors General will take stock of the implementation of the action plan regularly, on the basis of a report elaborated by my Cabinet. Progress reports will be published on DOMUS;
- In January 2017 Directors General and Deputy Directors General will evaluate progress and decide on any corrective action needed;
- I will meet with all staff to report and discuss. All comments, criticisms and good ideas can continue to be sent to CABINET.SG@consilium.europa.eu.
- I will meet the Staff Committee to consider their suggestions. The Staff Committee will be consulted in accordance with established practice in the implementation of individual actions.



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35 ACTIONS FOR A MORE DYNAMIC, FLEXIBLE AND COLLABORATIVE GSC

Priorities and related actions	Responsible DG/Service	Proposals/ intermediate phase (where necessary) ¹	Deadline for implementation
Priority 1 : the GSC as an effective administration for the President of the European Council and the European Council			
1. Develop further the analytical capability in the GSC (action relevant for all GSC work, not exclusively support to the PEC) <ul style="list-style-type: none"> ➤ improve forward planning for EC and Council: establish a practice of brainstorming and thematic meetings (with participation of relevant Policy DGs for thematic meetings, or even outside experts). ➤ Prepare issues papers on specific files, also as early warning. ➤ Make use of multiannual rolling programme to liaise also with EP and COM, and coordinate planning. 	GIP and Policy DGs DGF on the tools for the multiannual rolling programme	1 October 2016	Continuous

¹ This concerns actions which require a proposal to the SG, or a two-step approach, such as an assessment or a study, before they can be implemented

<p>2. Strengthen the link between EC and Council:</p> <ul style="list-style-type: none"> ➤ each policy DG to provide ahead of each Presidency a note with recommendations for a possible role for the EC in the fields it covers; ➤ further alignment of the Council agendas with the European Council ones through regular contacts between GIP and relevant DGs, by means of thematic task forces as appropriate; ➤ pro-active provision of information by desk officers (flash notes/emails) to GIP and SG CAB (for the attention of PEC Cabinet), particularly on topics related to EC meetings; ➤ strengthen the link between EC and Council in terms of communication, particularly where Council meetings address issues on the EC agenda. 	<p>GIP in cooperation with Policy DGs. DGF on communication.</p>	<p>October 2016</p>	<p>Continuous</p>
<p>3. Improve the implementation and follow up of EC conclusions:</p> <ul style="list-style-type: none"> ➤ after each EC, GIP to identify the different elements of EC conclusions for implementation/tasking; provide rolling overviews to be discussed by GAC/Coreper. ➤ GIP to set up and make available to PEC Cabinet an internal rolling document tracking implementation, so as to measure progress in the implementation of EC conclusions; ➤ publication of EC follow-up notes on Domus, consider publishing these notes on the European Council/Council website. 	<p>GIP</p>	<p>/</p>	<p>As of October EC 2016</p>
<p>4. Briefings to PEC:</p> <ul style="list-style-type: none"> ➤ continue to strengthen and improve coordination between Policy DGs and GIP, as well as with PEC cabinet. Consider the establishment of an electronic briefing management system. ➤ policy DGs to enhance procedures to respond promptly to briefing requests, and to share better information internally before and after the PEC meeting has taken place 	<p>GIP in cooperation with Policy DGs and DGF</p>	<p>/</p>	<p>15 January 2017</p>
	<p>Policy DGs and DGF</p>	<p>/</p>	<p>15 January 2017</p>

Priority 2 : Better and more consistent support to the Council and its Presidencies

<p>5. Improve the consistency and coordination of advice on (horizontal) issues</p> <ul style="list-style-type: none"> ➤ GSC support in Codecision: publish and implement the report of the task force on codecision (established on 30 May 2016) ➤ GSC support for activities of the Council, its members and other EU bodies in the area of external relations: establish an ad hoc Task Force to make concrete proposals to adjust and clarify if necessary GSC and Council practice and procedures. 	GIP in cooperation with all DGs	1 October 2016	Continuous
	CLS in cooperation with all DGs	/	1 November 2016
<p>6. Improve the information and guidance provided to the Presidency and delegations</p> <ul style="list-style-type: none"> ➤ improve continuity by recommending best practices to Presidencies such as how to associate incoming presidencies, etc. Assess the need for guidance documents. ➤ provide a single overview of GSC services to the Presidency (policy advice, meetings and logistics, communication, external information sources, IT, restaurant services on floor 80, etc.) through mapping and consolidation. ➤ update formats of briefs for the Council Chair, among others to address communication aspects for Ministers ➤ modernise the form and presentation of documents used for European Council and Council as well as their preparatory bodies (e.g. CMs) 	GIP in cooperation with Policy DGs	/	1 October 2016
	GIP in cooperation with all DGs	1 December 2016	15 January 2017
	GIP with DGF	1 November 2016	15 January 2017
	GIP with DGF and DGA	1 November 2016	15 January 2017

<p>7. Review and improve the use of presidency/file fiches to be shared on Agora:</p> <ul style="list-style-type: none"> ➤ promote the systematic update of file fiches, reflecting the state of play of all ongoing files: staff to be informed/trained better on the uses and addressees of the fiches, by GIP and management, as well as through targeted trainings where appropriate ➤ review template(s) in consultation with line DGs so a single fiche can serve several purposes (EP plenary, CCCs, etc.), as well as to facilitate the use of the fiches for both legislative and non-legislative files. 	GIP and Policy DGs, DGA on training	1 October 2016	Continuous
	GIP and DGF	1 November 2016	1 December 2016
<p>8. Develop further the comprehensive Presidency training offer by</p> <ul style="list-style-type: none"> ➤ outlining the standard services provided by policy DGs in preparation of Presidencies. The Presidency Preparation Platform will be integrated in Agora to facilitate the collection and exchange of information across DGs. ➤ integrating policy DGs in the definition of the Presidency training programme. Publicise internally and encourage all desk officers in Policy DGs to participate in at least one training seminar for Presidencies. ➤ exploring new ways of training the Presidency (e.g. trilogue simulation) 	GIP in cooperation with all DGs. DGF on Agora	/	1 November 2016
	GIP in cooperation with Policy DGs	/	1 November 2016
	GIP	/	15 January 2017
<p>9. Develop a methodology for reporting/feedback from outgoing presidencies. At the same time, continue practice of SG meetings with the Permanent Representative following each Presidency, and provide a summary of the feedback.</p>	CAB SG	/	1 October 2016
<p>10. Develop a methodology for internal information exchange and feedback between DGs on working methods during and following each Presidency.</p> <ul style="list-style-type: none"> ➤ establish the practice of Directors' meeting before the start of each new Presidency to identify the specific needs of the incoming Presidency (both technical and political) 	GIP and DGs	/	15 November 2016

Better service during Council meetings			
<p>11. Improve the coordination of Council services for meetings</p> <ul style="list-style-type: none"> ➤ service traitant to incorporate all other services in preparation of meetings: organising preparatory briefing ahead of each Council meeting with the presidency, policy DG, the floor manager (DGA point of contact) and the press officer (where not already implemented) ➤ establish a check-list of services available for Presidencies to be used by service traitant to facilitate the preparation of each meeting . ➤ review the use of helpline mailboxes and phone numbers (see list of functional mailboxes in the report of ask Force 2). Identify contact persons in all services, including in policy DGs (e.g. through Agora) ➤ explore developing a one-stop shop service for GSC staff organising trilogues and other (interinstitutional) meetings in the GSC. ➤ review the standing instructions to take into account the implementation of this action plan, and in particular the move to the Europa building 	all Policy DGs in cooperation with DG A and D GF	1 October 2016	Continuous
	DG A with DG G as pilot	1 November 2016	15 January 2017
	DG A and DGF in consultation with policy DGs	/	15 January 2017
	DGA with GIP	1 November 2016	15 January 2017
	SG CAB	1 December 2016	15 January 2017
	12. Review, modernise and simplify GSC access policy and systems to make accreditation procedures more digital, user-friendly and efficient:	DGA in cooperation with DGF	1 December 2016
<ul style="list-style-type: none"> ➤ consider if there are specific needs for specific categories of users (e.g. journalists who may need later opening hours) ➤ ensure as far as possible mutual interoperability of institutional badges ➤ consider how to facilitate the accreditation during yellow alert: e.g. setting up accreditation desks outside JL 			

Priority 3: Improved internal and external communication and information

<p>13. Improve the internal communication within and across DGs as well as with the PEC CAB. This is a key role and task of management.</p> <ul style="list-style-type: none"> ➤ top management (SD-DGs and CAB PEC) to meet on a weekly basis (each Monday at 9h00) to assess main political events the week ahead. A summary of the meeting to be published on Domus. ➤ improve information flows within DGs: share agendas, templates, reports, and meeting minutes among all, accompanied as appropriate/often as possible by oral briefings from senior and middle management. Ensure that regular staff meetings take place at DG, Directorate and Unit level. ➤ improve information flows across DGs: Encourage staff to share information pro-actively. Establish guidelines for staff to share flash reports from meetings (including relevant WP) or events to other DGs and to SG (to the attention of the PEC also) on politically important topics. 	<p>SG CAB</p>	<p>/</p>	<p>29 August 2016</p>
	<p>Each DG</p>	<p>/</p>	<p>1 November 2016</p>
	<p>GIP in consultation with SG CAB</p>	<p>1 November 2016</p>	<p>15 January 2017</p>

<ul style="list-style-type: none"> ➤ improve transparency and information management: identify documents that should be available to all staff, such as WP/Coreper/Council reports and communication products. Make those available in an easy and accessible place - SharePoint/ Domus/ Agora - organised by content rather than by DGs. ➤ increase awareness and information for staff on global political context and upcoming meetings: disseminate media or other internal products – media monitoring, <i>la quinzaine</i>, PEC articles and speeches, sensitive court cases, or other (new) products such as a GSC monthly newsletter. Assess how to disseminate them (Domus, email, shared drives, new tools, etc.) 	DGF and GIP in consultation with SG CAB	1 November 2016	15 January 2017
	DGF with DGA, all DGs to contribute on the content	1 November 2016	1 January 2017
<p>14. Promote networks across GSC. Encourage the (informal) exchange of information and best practices, innovation, including bottom up.</p> <ul style="list-style-type: none"> ➤ "policy networks" similar to the regular Coreper (1 and 2) Director meetings (already in place) ➤ set up a network on implementation of EC conclusions (and alignment with Council work); ➤ incorporate networking in training & develop more flexible/innovative training modules i.e. workshops, team-buildings, brownbag lunches, joint DGs seminars to exchange best practices, open door days, DGs yearly events, etc. ➤ encourage participation of all GSC officials in networks with other institutions. ➤ develop and make use of the potential and knowledge of trainees and newcomers, e.g. by allowing them to contribute their ideas to an open platform, by encouraging managers to shadow trainees or newcomers, etc. 	GIP in cooperation with DGs	1 November 2016	15 January 2017
	DGA and each DG	1 November 2016	15 January 2017

<p>15. External communication: develop a communication strategy setting out GSC objectives and priorities and key initiatives to improve the impact of the communication activities in support of the Council and the EC. The strategy will provide concrete proposals how to construct communication structures and processes in a more resilient and systemic way.</p>	DGF	15 November 2016	15 January 2017
<p>16. Integrate external communication better in the policy advice provided by the GSC.</p> <ul style="list-style-type: none"> ➤ inform and associate press officers in the preparatory phases of Council meetings, including the preparatory meetings ➤ integrate communication aspects (e.g. lines to take) in briefs for Ministers ➤ clarify and frame the procedures in Policy DGs for working with the press office, to facilitate and speed up replies to press office and web editor requests (contact points), so that all relevant documents and conclusions are available during and after Council meetings. The Press office should put similar procedures in place to respond to Policy DGs request for information. 	Policy DGs with DGF	/	15 January 2017
<p>17. Improve the strategic narrative and communication on European Council policy items, notably by strengthening outreach tools and activities to opinion-formers and multipliers other than media (including staff).</p>	DGF and GIP in cooperation with PEC CAB	1 November 2016	15 January 2017
<p>18. Provide more regular factual information underpinning PEC and Presidency communication in all areas, including by generalising the use of graphic products, charts, tables.</p>	DGF in cooperation with Policy DGs.	1 November 2016	15 January 2017

Priority 4: Invest in people and management

Managers

<p>19. Clarify further the roles and tasks of managers in order to establish a horizontal managers' profile. Provide written mandates to managers assuming a new post that are tailor-made for their new position.</p>	<p>DG A in consultation with SG CAB and DGs</p>	<p>1 November 2016</p>	<p>15 January 2017</p>
<p>20. Training offer for managers - before, during, after:</p> <ul style="list-style-type: none"> ➤ develop training modules to train staff interested and eligible for management positions. ➤ for new managers, develop and adapt the 'starting package' of training modules to the manager's profile, and adapt training for managers who are newcomers to the GSC. ➤ for current managers develop the training offer further to provide support and targeted training at any moment of their career. ➤ train managers to reinforce their attention to staff well-being, including through improved awareness of support available to both management and staff, specially in potentially difficult or conflictual situations. ➤ put in place 360° surveys for all managers as a developmental tool. 	<p>DG A</p>	<p>1 November 2016</p>	<p>15 January 2017</p>

<p>21. Evaluation and follow-up:</p> <ul style="list-style-type: none"> ➤ establish specific evaluation criteria applicable to managers to be introduced in managers' notation reports. ➤ make use of staff surveys on a regular basis. Ensure breakdown of results down to the level of directorates and - where possible without compromising anonymity - to the level of units. Managers to prepare and present concrete action plans to address weak points and reinforce strong ones on the basis of the reports. Hierarchy to follow closely and to take action in case of persistent problems in specific directorates/units. 	<p>DG A in consultation with CAB SG</p>	<p>15 January 2017</p>	<p>Yearly basis</p>
<p>22. Management structure</p> <ul style="list-style-type: none"> ➤ assess how to move to a more horizontal management structure in Policy DGs to empower staff, for example by merging or reducing the number of management layers while providing for alternative career development possibilities. ➤ In parallel, elaborate clear developmental goals (in all DGs) to improve motivation and to place more focus on individual career and development, not necessarily involving managerial responsibility. 	<p>DG A in consultation with SG CAB and DGs</p>	<p>spring 2017</p>	<p>Time frame depends on the outcome of the assessment</p>
	<p>DG A</p>	<p>spring 2017</p>	<p>2017</p>

Staff			
<p>23. Profiles in Policy DGs, clarify roles and tasks:</p> <ul style="list-style-type: none"> ➤ desk officers: set up a task force and develop a generic profile for the work of an AD in a Policy DG, setting out expectations in terms service offer to the Presidency, reporting, PEC support as well as collaboration with other parts of the GSC. ➤ ASTs and SCs: once work on the profile for an AD is completed, a similar process can be undertaken for ASTs and SCs in Policy DGs 	SG CAB	15 January 2017	1 June 2017
<p>24. Improve flexibility and adaptability of the GSC :</p> <ul style="list-style-type: none"> ➤ mobility: develop a comprehensive policy setting out a definition for mobility and implementing rules. Ensure exposure of newcomers to more DGs in their early days through more early-career mobility and/or job shadowing. Consider possibilities for inter-institutional mobility/secondments; ➤ provide additional flexibility in working methods - consider enhanced teleworking, new ways of working, mobile tools 	DGA	1 November 2016	15 January 2017

<p>25. Allocate staff to tasks:</p> <ul style="list-style-type: none"> ➤ by developing a mechanism to identify, to the extent possible, actual current and expected workload in order to determine the available and needed capacity. combined with an early warning system to identify expected peaks in workload. ➤ by providing better tools for the management of tasks.: tools for follow-up of delegated tasks, line management, to-do lists, etc. (e.g. Wunderlist) ➤ by the establishment of pools of volunteering officials wishing to work in different services - even on a temporary basis - to address the fluctuating needs of the institution and for their personal development. May be at GSC level and/or DG level. 	<p>DGA in consultation with DGs</p>	<p>1 November 2016</p>	<p>15 January 2017</p>
<p>26. Propose rules/guidelines on how to implement methods to promote cross functional and cross business working (i.e. "matrix working"), as well as high-level examples, such as cross-sectoral meetings, task forces on horizontal topics or for inter-service consultations - e.g. migration and communication, etc.</p> <ul style="list-style-type: none"> ➤ make better use of existing knowledge and competences of staff. Designate a network of focal points across the GSC, one staff member for each Member State, to support the work of media monitoring and the preparation of PEC briefings, through their knowledge of national media and their national networks. Identify other areas where staff (both AD and ASTs) would develop different skills and support other services. 	<p>GIP, DGF and DGA</p>	<p>1 November 2016</p>	<p>15 January 2017</p>

<p>27. Develop more training/coaching/mentoring:</p> <ul style="list-style-type: none"> ➤ identify horizontal (minimum) training needs/requirements for all staff or for specific staff categories, in the GSC training plan (for management see also action 20). ➤ Promote more job shadowing, mentoring and practical training, before mobility but also for better understanding and information exchange both within and across different services. ➤ Develop further practical training modules adapted to the work of certain categories of staff or departments, particularly where they apply specific processes or use multiple applications (i.e. DQL and Translation service). ➤ identify flexible and easily accessible training to improve the digital skills for all staff, with a view to facilitating the use of new programs and new ways of working, including the use of mobile devices if needed. ➤ make use of high quality on-line courses offered by leading world universities (so called MOOCs - massive open online courses) 	<p>DG A in cooperation with all DGs</p>	<p>15 January 2017</p>	<p>mid 2017</p>
<p>28. Review the Equal Opportunities strategy, among others to increase the gender balance at management level.</p>	<p>DGA</p>	<p>15 January 2017</p>	<p>1 March 2017</p>

<p>29. Amend/update the evaluation system to:</p> <ul style="list-style-type: none"> ➤ reflect better the responsibilities of the different profiles identified for staff and positive practices, to underpin further promotion on the basis of merit ➤ help improve the implementation of the procedures for under-performing staff, including managers ➤ communicate better on key competences or positive practices: e.g. mobility, mentoring, innovation, etc. ➤ (re) - assess the GSC needs and use of contract agents, and where such contracts are needed, improve their organisation and planning, and clarify the procedures both for the department and the individual concerned. 	DGA	1 March 2017	1 January 2018 (with the notation exercise)
	DG A		15 January 2017
<p>30. Evaluate and simplify internal rules, procedures and implementing provisions (i.e. certificates, delegations of powers, etc.) Apply "Better Regulation" principles to the design and drafting of internal rules. Substantially simplify FLEXITIME.</p>	DGA		1 March 2017 For FLEXITIME: 1 September 2017

Priority 5 : Harnessing technology to improve the way we work

<p>31. As part of the review of the GSC's IT strategy, include a more exploratory track based on an agile and quick IT development and consider whether an IT strategy board would provide added value.</p>	DGA	1 November 2016	15 January 2017
<p>32. To promote the use of modern IT systems and tools within GSC, make better use of the existing network of IT correspondents to ensure that each department (DG, Directorate or unit as appropriate) has a person responsible for IT ("Local IT correspondent"). Members of the network should be persons with interest and good knowledge of various IT tools who would</p> <ul style="list-style-type: none"> ➤ bring to the attention of DGA CIS innovative working methods and tools, also drawing on the knowledge of the colleagues in their departments; and ➤ act as a support to the less "techs savvy" colleagues and help them to learn working efficiently using any new tools. 	DGA with all DGs	1 November 2016	15 January 2017
<p>33. Based on the assessment on flexibility of working methods:</p> <ul style="list-style-type: none"> ➤ ensure availability of electronic equipment for staff (tablets, mobile phones, laptops) ➤ modernise Workflow and ensure that all new software programmes, including for translation, are designed to ensure maximum flexibility to meet evolving working needs. 	DGF and DGA	1 November 2016	15 January 2017 For Workflow: 1 January 2018

34. Provide regular communication on existing IT services or IT developments in the pipeline (e.g. one PC policy, teleworking capacity, digital signature, point-to-point videoconferencing, universal wifi, etc.)	DGA	1 October 2016	Continuous
35. Improve infrastructure (as far as feasible) <ul style="list-style-type: none"> ➤ improve provision of IT services/tools in meeting rooms (docking stations, monitoring speaking time, printers, etc.), by consultation with users ➤ improve the website: 'findability', target audiences, upload time, etc. ➤ develop the use of WiFi in the GSC and reinforce its capacity to meet the current requirements, including increased transfers of audio-visual files. 	DGA	1 November 2016	2017
	DGF and DGA	1 November 2016	2017
	DGA	June 2017	Early 2018 (IOLAN)