

COMMISSION SERVICES WORKING PAPER

**PLANNING AND OPTIMISING COMMISSION HUMAN RESOURCES
TO SERVE EU PRIORITIES**

2011 FOLLOW-UP REPORT

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CONTEXT

This report from the Commission services is the fourth follow-up to the 2007 report on Planning and Optimising Commission Human Resources to Serve EU Priorities (the 'Screening Report')¹.

Part 1 reviews and reports on the Commission's commitment to meet its staffing needs up to 2013 with constant resources through internal redeployment. Part 2 provides the yearly overview of jobs devoted to administrative support and coordination, operational and other (finance, anti-fraud and linguistic) functions.

PART I. FOLLOW-UP ON THE COMMISSION'S COMMITMENT TO CONSTANT RESOURCES

1. No new posts requested thanks to continued redeployment

The Commission remains committed to addressing the challenges of the 21st century by optimising the tools and procedures introduced by the Lisbon Treaty and delivering on the targets of the **Europe 2020 strategy for smart, sustainable and inclusive growth**. As the date of future accessions remains unknown, the Commission's statement of estimates for 2012² does not include any request for additional human resources. It remains in line with the Commission's commitment to meet all staffing needs up to 2013 with **constant resources**, as announced in the 2007 screening exercise on human resources³.

Accordingly, delivering on the EU agenda requires **continuous redeployment of Commission posts**. After the substantial internal reorganisation carried out by the Commission at the beginning of its mandate in 2010, which involved some 1,730 posts, and the creation of the European External Action Service, which entailed the transfer of 1,114 posts, the identified needs will be met through the following measures:

- Some **further** fine-tuning and **reorganisation of Commission services** to adjust to political priorities:
 - In June 2010, the split of the former Directorate-General for Justice, Freedom and Security into two separate Directorates-General, one for Home Affairs and one for Justice, and the transfer of non-discrimination tasks from the Directorate-General for Employment to the Directorate-General for Justice entailed the transfer of some **200 posts**;
 - In June 2010, the reorganisation and reinforcement by redeployment of the Directorate-General for Economic and Financial Affairs to ensure appropriate monitoring of Member States' economic and financial situations affected another **230 posts**.
- In addition, the Commission will **redeploy** in 2012 more than **100 posts between Directorates-General**, identifying all possible efficiency gains, notably in administrative support and coordination functions, also taking account of the synergies gained from the

¹ 'Planning & optimising Commission human resources to serve EU priorities', (SEC(2007)530) of 24 April 2007).

² SEC(2011)498 of 20 April 2011.

³ 'Planning & optimising Commission human resources to serve EU priorities', (SEC(2007)530) of 24 April 2007), expressly assuming the baseline scenario of a stable financial framework, a stable linguistic regime and stable competences for the Commission.

merger of the former Directorate-General for Development and the EuropeAid Cooperation Office, entailing the abolition of a directorate and six units with 35 posts to be redeployed.

- Finally, individual Directorates-General intend to **redeploy internally** almost **480 posts** by 31 December 2012 to sustain operational activities, concentrating on policy-making, as illustrated by Table 1 below.

TABLE 1: INTERNAL REDEPLOYMENT EFFORT WITHIN DGs BY 31 DECEMBER 2012

Internal redeployment effort within individual DGs			
Establishment Plan Posts	Work profiles reduced	Work profiles reinforced	Net result
Admin Support	-109	58	-51
General coordination	-11	37	26
Budgetary management & antifraud	-31	35	4
Law making, monitoring and enforcement	-39	31	-8
Linguistic	0	0	0
Programme management	-137	117	-20
Policy making	-124	186	62
Communication	-26	13	-13
Total DGs	-477	477	0

This cumulative effort enables the **Commission to present a 2012 Draft Budget which, for the third year in a row, requests no new posts** while ensuring a stable level of establishment plan posts. This result is made possible by the release of former D-grade posts as they become vacant (to be converted into appropriations for contract agents as agreed in the framework of the reform of the Staff Regulations), the gradual release of posts agreed on the creation of the Administrative Offices (also to be converted into contract agents), and a request to convert a limited number of appropriations for external personnel into posts (to ensure the required stability of staff in the fields of external aid and audit). The overall impact of requested movements and adjustments on all establishment plans is summarised in Table 2 below.

TABLE 2: 2012 DRAFT BUDGET – OVERALL IMPACT OF REQUESTED MOVEMENTS AND ADJUSTMENTS ON ALL ESTABLISHMENT PLANS

Operating budget (heading 5)	Movements between establishment plans	Transformation of posts into appropriations for external personnel	Transformation of appropriations into posts
Commission operating budget	-1	-11	42
EPSO	-2		
OIB	1	-17	
OIL		-9	
PMO	2	-5	
Total	0	-42	42

2. Adjusting the staff structure to future needs

In the existing stock of establishment plan posts, the 2007 screening exercise revealed a potential mismatch between the existing staff structure and future needs. In particular, the Screening Report pointed to a desirable gradual reduction in clerical tasks as a result of IT developments and the growing need for administrators. The 2012 Draft Budget follows up on the trend envisaged by the budget authority in the last budget procedure, and calls for the

following **budget-neutral upgrading** of existing establishment plans to allow the Commission to serve its political priorities in an optimal manner:

- Conversion of 236 AST6 into 236 AD5 posts in the Commission operating establishment plan;
- Conversion of 41 AST6 posts into 41 AD5 posts in the research establishment plan, with 25 for direct actions and 16 for indirect actions;
- Limited conversion of posts in the establishment plans of the Administrative Offices: 2 AST6 posts into 2 AD5 posts for EPSO, 6 AST6 posts into 6 AD5 posts for OIB, 2 AST6 posts into 2 AD5 posts for OIL, 4 AST6 posts into 4 AD5 posts for OP and 3 AST6 posts into 3 AD5 posts for PMO.

As a general rule, the Commission continues to **allocate staff on a temporary basis** to serve time-limited needs. This mechanism has proved to be a dynamic and flexible way of ensuring adequate staffing to handle workload peaks and to release posts when peaks have passed, contributing to the dynamic management of human resources over time.

Moreover, as announced in the 2007 screening report, the Commission continues to encourage all flexible organisational arrangements. The mechanism of **pooling expertise for specific time-bound tasks** is used to allow the temporary posting of officials to services facing a sustained increased workload. In addition, the constraints of the Commission's zero-growth policy require services to continuously reprioritise activities and hence shift staff. Task Forces are frequently used to adjust to workload peaks and to make the most of the existing scarce resources, as was the case with the recent creation of an International Climate Finance task force within the Directorate-General for Climate Action.

In particular, economies of scale are being exploited through the **pooling of support infrastructures** between Directorates-General in the case of **DG mergers** (creation of a single Directorate-General for Development and Cooperation with the redeployment of some 50 full-time equivalents).

In the case of **DG splits** (creation of two distinct Directorates-General for Home Affairs and for Justice, following the precedent of the DGs for Transport and for Energy, for Environment and for Climate Action), Shared Resource Directorates have been set up to group support and coordination functions. Where **services of a relatively small size** have been created, economies of scale are achieved by having administrative support functions provided by an existing Directorate-General in the same area of activity (e.g. the Directorate-General for Development and Cooperation provides administrative support to the newly created Service for Foreign Policy Instruments).

3. Externalisation possibilities (Executive Agencies)

With regard to the externalisation of programme management to Executive Agencies, the Commission respects its commitment not to create new Executive Agencies beyond those envisaged to cope with the doubling of the research budget and some limited extension of the mandates of existing Executive Agencies.

Since the Commission announced this commitment in the 2007 Screening Report, two research Executive Agencies have been established (the European Research Council Executive Agency — ERC-EA — and the Research Executive Agency — REA) and the mandates of the other executive agencies have been slightly extended following the approval of the Council Regulatory Committee and the positive opinion of the European Parliament. Since the 2010 screening follow-up report, there has been no further extension of the mandates of existing Executive Agencies.

Table 3 below shows that, for the period 2005-2011, the overall number of posts freed due to externalisation to Executive Agencies amounts to 184. A further 7 posts are due to be freed and redeployed in 2012.

TABLE 3: MORE POSTS FREED THROUGH EXECUTIVE AGENCIES THAN INITIALLY ASSUMED

	Executive Agency		Initial assumption as to posts to be freed up to 2012	Establishment plan posts actually freed & redeployed* in 2005 – 2011	Establishment plan posts to be freed in 2012
Operating budget	EACI	Creation of the agency	8	8	-
		Extension of the agency	20	24	1
	EACEA	Creation of the agency	12	43	-
		Extension of the agency	3	3	-
	EAHC	Creation of the agency	10	10	-
		Extension of the agency	12	14	-
	TEN-T EA	Creation of the agency	32	32	-
		Extension of the agency	24	24	-
Research budget	ERCEA	Creation of the agency	-	-	-
	REA	Creation of the agency	38	26	6
Total			159 posts	184 posts	7 posts

* Following actual return (without replacement) of seconded Commission officials.

Finally, following up on the request for information in the course of the 2008 budget procedure and the joint declaration of the European Parliament and Council of 13 July 2007, the Commission has enhanced its reporting on human resources linked to the externalisation to Executive Agencies, both at the time of the creation or extension of agency mandates (with supplementary information incorporated in financial statements, notably on workload indicators) and in the course of the yearly budget procedure (with a specific Working Document on agencies accompanying the Draft Budget and containing an overview of all Executive Agencies plus detailed information by agency).

4. Inter-institutional cooperation

The will to enhance inter-institutional cooperation has been repeatedly confirmed by the budget authority and the Commission. The Commission is committed to examining possible options for further cooperation, such as service-level agreements (SLAs). The forthcoming transfer of the Council's Sickness and Insurance Reimbursement Antenna to the PMO is part of this **rationalisation effort**. It helps to **free up 20 posts** in the Council's establishment plan, while economies of scale allow the PMO to take over this task with only 9 additional contract agents.

As shown in Table 4, this year's screening exercise has identified **1,434 full-time equivalents (FTEs)** providing **services to other institutions or agencies**. An important part of the increase compared to 2010 arises from the creation of the EEAS, to which the Commission is offering services in different areas. These services are covered by SLAs or other agreements between the EEAS and Commission services and are provided in the areas of human resources management, translation, interpretation, IT, internal audit, accounting and document management.

Due consideration has been given to the fact that, following the transfer of Commission staff to the EEAS, including in administrative sections of EU Delegations and in the EEAS central department in charge of the management of Delegations, this institution is now responsible for the administrative management of all staff working in Delegations. As a result, the Commission receives administrative support services from the EEAS for Commission staff serving in Delegations. Calculations for services exchanged between the Commission and the EEAS have been taken into account and may be subject to changes when the new institutional setting comes to maturity.

TABLE 4: THE COMMISSION AS AN IMPORTANT SERVICE PROVIDER FOR OTHER EU INSTITUTIONS AND AGENCIES

Overview of Commission Jobs providing Support Services to other Institutions						
DG	Types of services	Jobs ¹⁾			FTE	
		2007	2008	2009	2010	2011
BUDG	Accounting and financial information systems, budgetary coordination and advice on rules, treasury management		38	45	49	60
COMM	Financial and administrative tasks for European Parliament in shared premises ("European Union Houses") accommodating Representations and Information Offices					17
DGT	Translation services					46
DIGIT	Contract management, account management data centre, development/maintenance of HR systems, logistics			4	12	40
EPSO/EAS	Staff selection through open competitions (EPSO), inter-institutional training programmes (EAS)	~45	44	48	49	71
HR	Social welfare policy, medical services BXL/LUX, European Schools, Training	~20	21	32	29	68
IAS	Provision of internal audit services			33	34	46
OIB	Buildings policy and maintenance, property projects, general services, childcare facilities	~90	110	132	72	86
OIL	Buildings policy and maintenance, property projects, general services, social infrastructures, childcare facilities, canteens	~60	90	113	119	113
OP	Provision of publication services	~170	200	250	251	250
PMO	Individuals' rights, salaries, family allowances, JSIS accident/sickness insurance, pensions, missions, experts and SNE	~110	135	167	100	165
SCIC	Provision of interpretation, management of payment and accreditation tests for freelance interpreters.	~450	420	467	464	469
SG	Inter-service consultations, support for handling parliamentary questions, document management					3
TOTAL		~940	1.058	1.291	1.179	1.434

N.B.:

All figures are reported by DGs. Indicators underlying the respective calculations have been subject to some changes by DGs concerned.

The absence of reported figures in earlier years in case of some DGs does not necessarily mean that these DGs have not provided services to other institutions.

¹⁾ The standard of measurement was updated from *Jobs* or *FTE* into *FTE* for all DGs in 2010, which has influenced the figures.

PART II. UPDATE ON THE ALLOCATION OF COMMISSION JOBS TO ORGANISATIONAL FUNCTIONS

A snapshot of all Commission organisational entities and their jobs as of 18 January 2011 provided the basis for this 2011 job screening update.

To ensure continuity and comparability of data, the Commission followed the same approach as in the screening reports from 2007 to 2010. As in previous years, all jobs inside the Commission ('intra-muros') are counted and categorised into four main function categories ('Operational', 'Administrative Support', 'Coordination', and the neutral category 'Finance and Linguistic'). The analysis distinguishes between the tasks carried out in a departmental local role within the DGs and the horizontal corporate work of central services or administrative offices (or similar work in equivalent settings).

When looking at percentages in Table 5, the reader is reminded that the overall number of Commission jobs decreased compared to last year by some 2,500, largely due to the transfer of Commission jobs to the EEAS. As a result, smaller changes in absolute terms translate into bigger percentage variations.

1. 2011 overview of administrative support and coordination functions

Taking into account all jobs on Commission premises (total 'intra-muros' effort)⁴, Table 5 below indicates that **27.9%** of all jobs are devoted to **administrative support and coordination functions**. This figure of 27.9% continues the reduction path initiated in 2008: from 31.8% in 2007 to 31.7% in 2008, 30.9% in 2009 and 29.5% in 2010.

In 2010, special efforts were made by DGs exceeding the Commission average for jobs in **administrative support and coordination functions at local DG level**. The continued downward trend has been confirmed at local level by a decrease from 11.9% (2010) to **9.7%**. A small increase of the percentage at corporate level from 17.6% (2010) to 18.2% can be observed while in reality there has been a decrease of jobs in this area in absolute terms. Within administrative support and coordination functions, the largest categories (taking corporate and local levels together) continue to be 'Logistics', 'Human Resources', 'Communication / Information', 'Document Management' and 'Information Technologies'.

The figures in the upper part of Table 5 include all intra-muros jobs, as explained above. The overall percentage of jobs occupied by **Commission structural staff** (i.e. excluding trainees and external service providers working in Commission premises)⁵ devoted to administrative support and coordination functions falls from 27.5% last year to **25.7%** in 2011.

If jobs serving other institutions and agencies are neutralised, then the share of Commission structural staff working in administrative support and coordination functions falls from 26.7% (in 2010) to **24.8%**. This latter figure is **the most meaningful overall steering indicator** for the Commission's rationalisation efforts.

⁴ I.e. jobs held by statutory staff (officials, temporary agents, contract agents and local agents) and non-statutory staff such as seconded national experts, trainees, interim staff as well as intra-muros service providers.

⁵ Commission structural staff include all staff having a direct employment contract with the Commission (except trainees), seconded national experts and interim staff. Trainees and intra-muros service providers are excluded.

TABLE 5: COMMISSION'S COORDINATION AND SUPPORT JOBS FURTHER RATIONALISED

Overview of Commission jobs allocated to 4 major categories and their subcategories (in % of total jobs) Percent Year			Administrative Support								Coordination						Ling/Fin		Oper
			Resource Director / Staff	Human Resources	Information, Technologies	Document Management	Logistics	Security	Financial Budget / Accounting	Internal Auditing	Evaluation	Activity Based Management	Inter-Institutional Relations	Communication / Information	Publications / Web editing	Policy Coordination	Linguistics (transl. / interpret.)	Local Finance / Anti-fraud	Operational
Corporate																			
by subcategory	2008		3,0	2,3	0,5	4,2	0,5	1,0	0,2	0,0	0,1	0,3	1,8	1,5	0,4				
	2009		3,5	1,8	0,7	5,4	0,5	1,4	0,2	0,0	0,0	0,3	2,1	1,5	0,3				
	2010		3,5	1,8	0,7	5,0	0,7	1,3	0,2				1,6	0,3					
	2011		3,5	2,0	0,8	4,8	0,6	1,4	0,3	0,0	0,3	2,4	1,8	0,3					
by category	15,9% 2008		11,7								4,1								
	17,7% 2009		13,4								4,3								
	17,6% 2010		13,3								4,3								
	18,2% 2011		13,4								4,8								
Local																			
by subcategory	2008		0,3	2,4	3,5	1,8	3,7	0,5	0,4	0,4	0,5	1,4	0,5	0,5					
	2009		0,3	2,4	2,8	1,9	2,0	0,0	0,3	0,3	0,5	1,3	0,5	0,5					
	2010		0,3	2,3	2,4	1,9	1,7	0,1				0,4	0,4						
	2011		0,2	2,0	2,1	1,3	1,2	0,0	0,3	0,4	0,9	0,4	0,4						
by category	15,9% 2008		12,2								3,7								
	13,2% 2009		9,8								3,4								
	11,9% 2010		9,1								2,8								
	9,7% 2011		7,3								2,4								
Total																			
by subcategory	2008		0,3	5,4	5,8	2,3	8,4	1,0	0,7	0,4	0,5	0,8	3,2	2,0	0,9	7,5	11,4		
	2009		0,3	5,9	4,5	2,6	7,3	0,6	1,4	0,7	0,3	0,4	0,8	3,4	2,0	0,8	7,6	11,5	
	2010		0,3	5,8	4,2	2,6	6,7	0,8	1,3	0,7				2,1	0,7	7,6	12,0		
	2011		0,2	5,4	4,1	2,1	6,0	0,7	1,4	0,7	0,3	0,8	3,3	2,2	0,7	8,0	12,4		
by category	31,7% 2008		23,9								7,8						18,9	49,4	
	30,9% 2009		23,2								7,7						19,1	50,0	
	29,5% 2010		22,4								7,1						19,6	50,9	
	27,9% 2011		20,7								7,2						20,4	51,6	
Without service providers and trainees	29,0% 2009																		
	27,5% 2010		0,3	5,9	2,3	2,7	6,8	0,8	1,0	0,7	0,3	0,8	3,1	2,1	0,7	8,1	12,5	51,8	
			20,5								7,0						20,6		
	25,7% 2011		0,3	5,6	2,1	2,1	6,0	0,6	1,1	0,8	0,3	0,8	3,0	2,2	0,7	8,5	13,0	52,8	
W/o serv. prov. & trainees; Minus Int/Inst Contr	26,7% 2010		0,3	5,7	2,3	2,8	6,5	0,8	0,9	0,7	0,3	0,8	3,2	1,7	0,8	7,1	12,8	53,4	
			19,9								6,8						19,9		
	24,8% 2011		0,3	5,2	2,2	2,3	5,8	0,6	1,0	0,7	0,3	0,8	3,1	1,8	0,7	7,5	13,2	54,5	
			18,1								6,7						20,7		
			Corporate and Local Administrative Support and Coordination											Non-Supp/Coord					
			24,8%											75,2%					

N.B.: Hatched cells correspond to subcategories that do not / no longer exist in that corporate/local role. Certain subcategories have been further split up since 2007.

As explained in previous years, the **job figures for administrative support and coordination functions must be seen in perspective** and the Commission's working conditions need to be kept in mind, in particular the Commission's multi-site presence, its multilingual environment, the increasingly important communication effort to explain EU policies and activities; the increasing importance of inter-institutional relations; and the wide-ranging services provided by Commission services to other institutions and agencies.

2. Overview of operational, linguistic and financial management functions

Commission jobs allocated to **operational activities** now account for **51.6%** (50.9% in 2010) of all jobs performed on Commission premises. Taking into account only **structural staff** and excluding jobs serving other institutions and agencies, the percentage of jobs in operational activities increases to **54.5%** (compared to 53.4% last year). The screening update allows operational and neutral jobs to be split into more detailed work profiles, as shown in Table 6.

Table 6: THE COMMISSION'S OPERATIONAL AND NEUTRAL FUNCTIONS

Commission jobs allocated to operational and neutral categories (in % of total jobs)		OPERATIONAL					NEUTRE		
		Programme Management/Implementation	Law Monitoring/Enforcement	Evaluation/Impact Assessment	Policy Making	Top Operational Coordination	Local Finance, Control	Anti-fraud	Linguistic
Total jobs	2010	23,1	8,1	0,7	17,0	2,0	10,8	1,1	7,6
		50,9					19,6		
Total jobs	2011	25,2	8,9	0,8	14,7	2,0	11,2	1,2	8,0
		51,6					20,4		
Without service providers and trainees	2010	23,0	8,4	0,7	17,5	2,2	11,4	1,1	8,1
		51,8					20,6		
Without service providers and trainees	2011	25,2	9,3	0,8	15,4	2,1	11,9	1,2	8,5
		52,8					21,6		
W/o serv. prov. & trainees; Minus Instit Contr	2010	23,7	8,7	0,7	18,1	2,2	11,7	1,1	7,1
		53,4					19,8		
W/o serv. prov. & trainees; Minus Instit Contr	2011	26,1	9,6	0,8	15,9	2,1	12,1	1,1	7,5
		54,5					20,7		

In the 'Operational' category, the majority of jobs are allocated to 'Programme Management/Implementation' (26.1%) and 'Policy Making' (15.9%), which is the second biggest group. Compared to 2010, a decrease in 2011 in the operational activity of 'Policy Making' can be observed, together with an increase in 'Programme Management/Implementation' and 'Law Monitoring/Enforcement'. This tendency can partly be explained by the transfer of a proportionally high number of policy making jobs to the EEAS.

In the 'Neutral' category, jobs in local 'Financial Management and Control' account for 12.1%, 'Anti-Fraud' activities for 1.1% (compared respectively to 11.7% and 1.1% in 2010) and translation and interpretation functions for 7.5% (up from 7.1% in 2010). As explained in the 2007 Screening Report the activities of staff engaged in jobs classified in 'Local Finance, Control' range from financial management and accounting to internal control, risk management and on-the spot audit activities in Member States and third countries. To a very high degree they go hand in hand with programme management and implementation activities and are often embedded in operational organisational structures.

A more global view of related activity clusters shows that **two thirds of all Commission jobs are linked to core activities** (operational and financial management, law and policy making), one fourth to administrative support and coordination and the rest to linguistic tasks.

3. Executive Agencies

In 2011, the Education, Audiovisual and Culture Executive Agency (EACEA), the Executive Agency for Competitiveness and Innovation (EACI), the Executive Agency for Health and Consumers (EAHC), the Trans-European Transport Network Executive Agency (TEN-T EA), the

Research Executive Agency (REA) and the European Research Council Executive Agency (ERCEA) were analysed using the same methodology as in 2010.

Table 7 shows that, overall, **local administrative support and coordination** jobs in the Executive Agencies have decreased from 14.4% last year to **14.0%** in 2011. Executive Agencies benefit from various forms of direct or indirect assistance from both parent DGs and the Commission's central services, but to a lesser extent than local support and coordination functions within Commission DGs. This explains why the Commission's administrative support and coordination percentage at local DG level (9.7% this year) is lower than the one for Executive Agencies. Moreover, smaller entities generally have higher administrative and coordination job ratios than larger entities due to the fact that there are fewer operational jobs to 'carry' the support structures necessary. The reader should keep in mind that some variances compared to 2010 at sub-category level appear bigger in percentage terms than they really are in absolute terms, due to the smaller number of jobs involved in Executive Agencies.

TABLE 7: COORDINATION AND SUPPORT JOBS ALSO DECREASING IN EXECUTIVE AGENCIES

Overview of the Executive Agencies jobs allocated to 4 major category groups (in % of total jobs)			Administrative Support							Coordination					Fin	Oper
			Resource Director Staff	Human Resources	Information Technologies	Document Management	Logistics	Security	Financial Budget/Accounting	Internal Auditing	Evaluation	Activity Based Management	Inter-Institutional Relations	Communication/ Information	Publications / Web editing	Policy Coordination
Local	Percent	Year														
		2008	3,8	3,0	1,0	1,9			0,7			1,2	0,9	1,6		
		2009	4,6	3,5	1,1	1,4			1,0			1,6	0,6	0,8		
by subcategory		2010	3,5	3,6	1,3	1,5			1,1			1,6	0,5	0,8		
		2011	4,0	3,6	1,3	1,0			1,1			1,7	0,5	0,7		
	14,3%	2008	10,5							3,8					29,2	56,5
	14,9%	2009	11,6							3,4					25,9	59,1
by category	14,4%	2010	11,3							3,1					29,0	56,6
	14,0%	2011	11,0							3,0					29,7	56,3

N.B. Hatched cells apply to Commission departments but not to Executive Agencies.

CONCLUSIONS

In 2011, the **overall figure of 24.8%** of all structural jobs being devoted to the Commission's own administrative support and coordination functions confirms the downward trend initiated in previous years. The share of jobs allocated to operational activities has again increased this year and reflects the redeployment efforts undertaken by the Commission to allocate more jobs to policy priorities.

In line with its 2007 commitment to zero growth in human resources, and despite the need to tackle new political priorities, the Commission will:

- Not request additional posts;
- Cover all staffing needs by internal redeployment;
- Make mainly temporary allocations to its services following regular checking of the match between needs and resources;
- Continue to offer its screening methodology to other EU institutions interested in benchmarking.