

**FUSION FOR ENERGY**

The European Joint Undertaking for ITER and the Development of Fusion Energy  
**THE GOVERNING BOARD**

**DECISION OF THE OF THE GOVERNING BOARD OF FUSION FOR ENERGY ADOPTING THE  
MULTIANNUAL STAFF POLICY PLAN (2014 – 2016)**

THE GOVERNING BOARD,

HAVING REGARD to the Statutes annexed to the Council Decision (Euratom) No 198/2007 of 27<sup>th</sup> March 2007 establishing the European Joint Undertaking for ITER and the Development of Fusion Energy (hereinafter "Fusion for Energy") and conferring advantages upon it<sup>1</sup> and in particular Article 6(3)(d);

HAVING REGARD to the comments and recommendations of the Administration and Finance Committee,

WHEREAS the Governing Board should adopt the staff policy plan,

HAS ADOPTED THIS DECISION:

*Article 1*

The Multiannual Staff Policy Plan (2014 – 2016) annexed hereto is adopted..

*Article 2*

This Decision shall have immediate effect.

Done at Barcelona, 27 June 2013

For the Governing Board

**Stuart Ward**  
Chair of the Governing Board

For the Secretariat

**Raymond Monk**  
Secretary of the Governing Board

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<sup>1</sup> O.J. L 90, 30.03.2007, p. 58.

**ANNEX**

**MULTIANNUAL STAFF POLICY PLAN (2014-2016)  
OF FUSION FOR ENERGY**

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## 1. The agency's activities

No significant modifications in 2012/2013. Please see a comprehensive description in the annex.

## 2. Staff population and its evolution

### 2.1. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2011 <sup>2</sup>	Staff population in EU Budget 2012 <sup>3</sup>	Staff population actually filled at 31.12.2012 <sup>4</sup>	Staff population in voted EU Budget 2013 <sup>5</sup>	Staff population in Draft EU Budget 2014 <sup>6</sup>	Staff population envisaged in 2015 <sup>7</sup>	Staff population envisaged in 2016 <sup>8</sup>
Officials	AD	35	44	31	44	44	44	44
	AST	16	18	17	18	18	18	18
TA	AD	140	174	146	174	194	194	194
	AST	20	26	24	26	26	26	26
<b>Total<sup>9</sup></b>		<b>211</b>	<b>262</b>	<b>218</b>	<b>262</b>	<b>282</b>	<b>282</b>	<b>282</b>
<hr/>								
CA GFIV		40	60	63	90	90	90	90
CA GF III		36	35	42	50	50	50	50
CA GF II		22	50	20	24	24	24	24
CA GFI		1	5	0	1	1	1	1
<b>Total CA<sup>10</sup></b>		<b>99</b>	<b>150</b>	<b>125</b>	<b>165</b>	<b>165</b>	<b>165</b>	<b>165</b>
SNE <sup>11</sup>		6	10	4	7	7	7	7
Structural service providers <sup>12</sup>		6,40	-	9,55	8,45	8,5	8,5	7,5
<b>TOTAL</b>		<b>316</b>	<b>422</b>	<b>347</b>	<b>434</b>	<b>454</b>	<b>454</b>	<b>454</b>
External staff <sup>13</sup> for occasional replacement <sup>14</sup>		2,58		0,75				

<sup>2</sup> Of which 4 sent (and accepted) Temporary Agent offer letters, and 4 sent (and accepted) Contract Agent offer letters.

<sup>3</sup> As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

<sup>4</sup> Of which 7 sent (and accepted) Temporary Agent offer letters, and 5 sent (and accepted) Contract Agent offer letters.

<sup>5</sup> As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNE).

<sup>6</sup> The extra 20 TA AD6 posts in 2014-2019 are short-term contracts.

<sup>7</sup> Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013-2017.

<sup>8</sup> *Ibid.*

<sup>9</sup> Headcounts

<sup>10</sup> FTE

<sup>11</sup> FTE

<sup>12</sup> **Service providers** are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

<sup>13</sup> FTE

<sup>14</sup> For instance replacement due to maternity leave or long sick leave.

## **2.2. Establishment plan evolution 2012-2016**

Category and grade	Establishment plan in EU Budget 2012		Modifications in 2012 in application of flexibility rule <sup>15</sup>		Establishment plan in voted EU Budget 2013		Modifications envisaged in establishment plan 2013 in application of flexibility rule <sup>16</sup>		Establishment plan in Draft EU Budget 2014		Establishment plan 2015		Establishment plan 2016	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16														
AD 15		1				1				1		1		1
AD 14														
AD 13	9	2			9	2			11	3	11	3	11	3
AD 12	15	10			18	10			18	9	18	9	18	9
AD 11	5	7			5	12			3	19	3	19	3	19
AD 10	6	26			6	32			7	28	7	28	7	28
AD 9	5	26			4	15			3	12	3	12	3	12
AD 8	3	15			1	16			2	31	2	31	2	31
AD 7	1	45			1	65				65		65		65
AD 6		40				19				24		24		24
AD 5		2				2				2		2		2
<b>Total AD</b>	<b>44</b>	<b>174</b>			<b>44</b>	<b>174</b>			<b>44</b>	<b>194</b>	<b>44</b>	<b>194</b>	<b>44</b>	<b>194</b>
AST 11	4				4				4		4		4	
AST 10	2				2				3		3		3	
AST 9	3				4				3		3		3	
AST 8	1													
AST 7														
AST 6	1				1				1		1		1	
AST 5	4	4			5	4			6	7	6	7	6	7
AST 4	1	11				17				18		18		18
AST 3	2	11			2	5			1	1	1	1	1	1
AST 2														
AST 1														
<b>Total AST</b>	<b>18</b>	<b>26</b>			<b>18</b>	<b>26</b>			<b>18</b>	<b>26</b>	<b>18</b>	<b>26</b>	<b>18</b>	<b>26</b>
<b>TOTAL</b>	<b>62</b>	<b>200</b>			<b>62</b>	<b>200</b>			<b>62</b>	<b>220</b>	<b>62</b>	<b>220</b>	<b>62</b>	<b>220</b>

<sup>15</sup> In line with Article 32 (1) of the framework Financial Regulation, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allows for a different % rate.

<sup>16</sup> *Ibid.*

**3. Annual staff-related expenditure in 2012, in absolute terms and as a percentage of the overall administrative expenditure**

	Executed budget 2012 <sup>17</sup> per source of revenue			Executed budget 2012 <sup>18</sup> broken down by titles			
	EU Budget (1)	Other sources <sup>19</sup> (2)	Total (3=1+2)	Title 1 <sup>20</sup> (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
<b>Salaries &amp; allowances (1)</b>	28 075 000		28 075 000	28 075 000			28 075 000
of which establishment plan (officials, TA)	21 650 000		21 650 000	21 650 000			21 650 000
of which external personnel (CA, SNE and External staff for occasional replacement)	6 425 000		6 425 000	6 425 000			6 425 000
of which structural service providers							
<b>Other support/administrative expenditure (2)</b>	13 211 246.99		13 211 246.99	4 612 613.92	8 598 636.07		13 211 246.99
Expenditure related to staff recruitment	905 599.43		905 599.43	905 599.43			905 599.43
Socio-medical infrastructure	1 288 933.51		1 288 933.51	1 288 933.51			1 288 933.51
Training costs	685 950		685 950	685 950			685 950
Mission costs	1 700 000		1 700 000	1 700 000			1 700 000
Information and publishing	295 818.90		295 818.90		295 818.90		295 818.90
Studies / Surveys / Consultations							
IT costs	4 439 190.03		4 439 190.03		4 439 190.03		4 439 190.03
Experts costs							
Postage / telecommunications	368 000		368 000		368 000		368 000
Translation and interpretation costs	41 320		41 320		41 320		41 320
Meetings / Conferences / Receptions / Events	428 728 .57		428 728 .57		428 728 .57		428 728 .57
Auditing and evaluation							
Running costs	1 206 277.52		1 206 277.52		1 206 217.52		1 206 277.52
Rental of buildings and associated costs	1 117 469.95		1 117 469.95		1 117 469.95		1 117 469.95
Research and Development / Innovation							
Movable property and associated costs	701 828.10		701 828.10		701 828.10		701 828.10
Other (please specify) Summer Studentships	32 130.98		32 130.98	32 130.98			32 130.98
<b>% share of salaries, allowances expenditure (1)/(2)</b>	100%						
<b>Other operational costs (3)</b>							

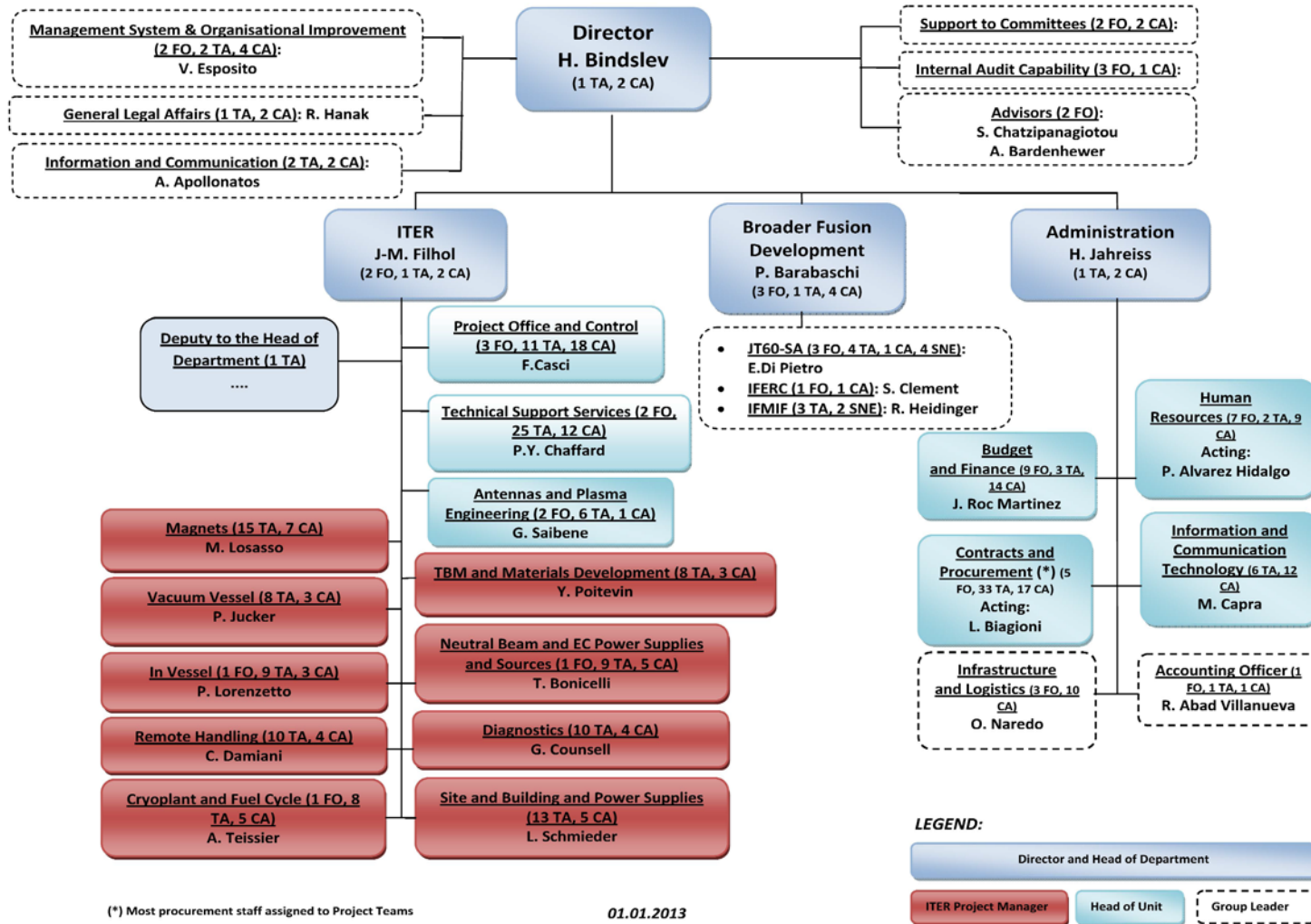
<sup>17</sup> Final executed budget (in commitment appropriations) including carry-overs to 2013, EFTA and third and candidate countries contributions

<sup>18</sup> *Ibid.*

<sup>19</sup> Including i.e. fees, charges, industry associations and Member State contributions; if applicable please also specify below the table the sources of contribution

<sup>20</sup> The total of figures presented under columns "Title 1", "Title 2" and "Title 3" should add up and equal the execution on each title of the budget

### 4. Organisation and organisational chart at 01.01.2013





**Allocated vacant posts:**

- **Director: 1 CA**
  - o Management System and Organisational Improvement: 1 CA
  - o General Legal Affairs: 1 CA
  - o Support to Committees: 1 CA
- **ITER Department: 1 FO, 1 CA**
  - o Deputy to the Head of Department: 1 TA
  - o Project Office and Control: 2 CA
  - o Technical Support Services: 1 FO, 5 TA, 2 CA
  - o Antennas and Plasma Engineering: 1 TA
  - o Magnets: 2 TA, 3 CA
  - o Vacuum Vessel: 1 TA
  - o In Vessel: 1 TA, 1 CA
  - o Cryoplat and Fuel Cycle: 2 TA, 2 CA
  - o TBM and Materials Development: 1 CA
  - o Neutral Beam and EC Power Supplies and Sources: 1 TA, 1 CA
  - o Diagnostics: 2 TA, 1 CA
  - o Site and Building and Power Supplies: 1 TA, 2 CA
- **Broader Fusion Development Department: 1 CA**
  - o JT60-SA: 1 TA, 2 SNE
- **Administration Department: 1 CA**
  - o Human Resources: 1 TA, 1 CA
  - o Contracts & Procurement: 2 FO, 4 TA, 4 CA
  - o Budget & Finance: 1 FO, 2 CA
  - o Accounting: 1 TA
  - o Infrastructure and Logistics: 2 CA

## 5. Overview of the situation over the years 2014-2016

### 5.1. Growth of existing tasks

On 11 December 2012 the Governing Board (GB) of F4E adopted the Resource Estimates Plan of the Joint Undertaking, detailing the extra positions to be requested in 2014 to cover the peak of the construction phase (2014-2019) of the ITER project: 20 extra short-term Temporary Agent posts used mainly to cover the ITER-work needs and the supporting administrative and legal activities.

In order to have a quantitative approach and define the number of staff required, an analysis was conducted based on the current experience at F4E and on the amount of contracts (number, value and complexity) that each staff member is currently managing to determine the workload.

The current organisation and distribution of the responsibilities between F4E and ITER IO were taken into account for the simulation. The analysis took into account the present F4E detailed schedule with the planned dates and values of all contracts to fulfil the EU obligations to ITER IO for the delivery of the in-kind procurements.<sup>21</sup>

Similar considerations were made for the phase immediately after the completion of the in-kind procurements. Taking into account that the impact of contracts closure will not be immediate on the F4E staffing resources, due to the required completion of the F4E administrative procedures and the smooth decrease of the interactions with ITER IO on the completed contracts, a short phasing out period in these activities was also considered.

It must be noted that as of end 2012 F4E is still operating in ramping-up mode, i.e. the largest workload is deriving from starting new activities rather than from implementing running ones. This is clearly shown by the large difference between commitment and payment budgets. Between 2014 and 2015 the turning point will be reached and thereafter the largest part of the workload will be related to implementation and eventually closure.

#### Methodology

On the technical/operational manpower side, future staffing needs have been determined according to two distinct phases:

- Pre-PA activities (typically under ITER Task Agreements);
- Post-PA activities depending on specifications level (Functional Spec, Detailed Design, and Build-to-Print): Design (preliminary, final), R&D, Manufacturing, and Acceptance/Transport/Delivery/Assembly. In this phase, we distinguish:

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<sup>21</sup> A yearly value of the contracts was defined and, on this basis, contracts were classified in different categories: small, medium, large and very large. This approach was followed as, for each category, the budget that each technical officer and procurer can manage varies. In fact, fragmentation of contracts increases the required resources.

In order to take into account the preparation of the specifications and the formalities of the tendering process, a standard duration of 250 working days was added at the beginning of the activities, according to the typical time span experienced by F4E in their procurement activities. As for the implementation phase, the required resources during this procurement phase were calculated.

- Tendering;
- Contract Follow-up;
- Assembly at ITER site.

The EU has already signed approximately 77% of the total PA's value, meaning that the most significant ones have been signed. These signatures have triggered the launch of the most important EU procurements contracts, some of which still need to be signed in the forthcoming couple of years. Furthermore, in the forthcoming years, many of the PAs still to be signed will be at functional specification level. Therefore, design development and R&D tasks will have to be carried out in addition to the normal procurement activities.

On the administrative manpower side the largest part of the foreseen needs are related to the core procurement functions (which encompasses various administrative services: procurement, legal, finance, market intelligence, etc.). Based on the current experience in F4E, criteria were developed for the total number and budget of each contract category for which procurement, legal, and market officers will have to provide support during implementation. Due to the nature of F4E's activities, the role of the administrative staff remains significant also after the conclusion of the contract award procedure and for the whole lifecycle of the contract.<sup>22</sup>

The results of this analysis show a very large peak of needed HR in 2014. However, it has been considered possible to avoid such a large peak by spreading the required manpower over a longer time period resulting in a flatter profile; this takes into account possible delays in the awarding of some contracts originated by the schedule development in the forthcoming years.

#### List of profiles covered by the extra posts requested

General profiles of interest to F4E:

- Procurers from public organisations following the EU procurement directives, with technical procurement expertise (degree in law, economics, engineering or equivalent);
- Economists with expertise in quantitative market analysis/reporting, statistics, IPR/Technology Transfer (degree in economics, engineering or equivalent);
- Lawyers with expertise in public procurement, civil work and construction (degree in Law);
- Estimators with expertise in cost analysis, estimation and control (degree in economics, engineering or equivalent);
- Staff with project management knowledge and experience in document management and process preparation and follow-up;
- Senior/Junior/Assistant Staff with a technical profile (degree and professional experience in engineering or equivalent);

<sup>22</sup> It was determined that an average of 5.3 procedures or large contracts per man-year were followed in 2011 by direct procurement staff (procurement officers). In turn this needed the support from an equivalent number of support staff (lawyers, economists, etc) therefore giving a total figure of 2.7 procedures or contracts/man-year. These indicators are relatively constant also in 2012, and can provide a useful benchmark in terms of direct procurement and support staff needed in view of the future workload peak years.

- Senior/Junior/Assistant staff with experience in Quality Assurance (support for QA inspectors to be sent to the suppliers) and Project Management (i.e. configuration, system engineering, costing, planning, risk).

Technical profiles of interest to F4E:

- Senior experimental physicist/mm-wave engineer for the EC launcher;
- Planning (Primavera) Scheduler/Engineer (Junior/Senior Staff);
- Quality Assurance/Quality Control Officer;
- Support on integration issues and design rules concerning port plug-based systems (e.g. Test blanket modules);
- Accident analysis;
- Mechanical codes and standards for design and manufacturing;
- Seismic engineering.

An important point to be noted is that the analysis has taken into account the current organisation and the current distribution of the responsibilities between F4E and ITER IO. Specific types of activities are directly linked with staff numbers. It is also based on the approved project baseline that foresees the first plasma in November 2020.

However, if a substantial re-organisation of ITER IO would take place in the near-future leading to a re-distribution of roles and responsibilities between ITER IO and the Domestic Agencies, then a re-evaluation of F4E's resources would be needed.

## **5.2. Efficiency gains**

The new Director (who took up duties on 01.01.2013) has committed to initiate an extensive analysis of key processes and procedures in F4E in order to assess where increased efficiency gains can intervene. A set of actions are being launched in the context of the corporate objectives 2013 which aims to:

- review all internal activities, processes, procedures and controls where needed to increase efficiency taking into account the associated risks at corporate and local levels;
- analyse where further decentralisation is appropriate improving the decision making process, and in parallel guarantee that the risks are mitigated;
- Reduce numbers of reviewers and clearly delineate their responsibilities to gain efficiency;
- Implement the tracking of workflow of approval processes;
- etc.

The aim is to set a coherent and coordinated set of actions to further develop F4E's efficiency, including the assessment of current activities and the possible outsourcing that could palliate to human resource constraints.

This assessment will start in 2013 and the results are not yet available at the time of writing this SPP.

### **5.3. Negative priorities/Decrease of existing tasks**

See point 5.2.

### **5.4. Redeployment of resources in view of budgetary constraints**

Along the lines of what it is indicated in the previous points, the analysis of redeployment of resources will only be assessed once the results of the different analysis are available. Nevertheless, in the staffing needs paper presented to the GB in June 2012, it was clear that F4E was not requesting as many resources as deemed necessary in view of the budgetary constraints.

Indeed, it has been considered possible to avoid such a large peak by spreading the required manpower over a longer time period resulting in a flatter profile; this takes into account possible delays in the awarding of some contracts originated by the schedule development in the forthcoming years. The result of this operation is a lower peak value of proposed staff allocation (up to 454 proposed staff allocation versus 480 estimated staff needs in 2014) for three years (2014-2016) before the staffing profile could decrease.

By following this approach, the F4E's staff request of 20 extra short term Temporary Agent posts would allow F4E to carry out the work following the approach explained and reported in the Project Plan (2012 Edition).

Please note as well that F4E has already proposed to redeploy supporting resources by converting 3 SNE and 12 interim into 15 Contract Agent posts in 2013.

In terms of reduction of the existing resources, the analysis is currently ongoing as indicated above, while examining all the possibilities available ensuring nevertheless that F4E can honour its international obligations and commitments.

## 6. Staff policy followed by the agency

### 6.1. Recruitment policy

#### Structural service providers<sup>23</sup>

Key tasks	Tender procedure	Contract Duration
Definition of requirements, development and implementation of an Integrated Project Management Reporting System	Specific contracts implementing a Memorandum of Understanding	2,2 years in total
Customization of applications for system engineering	Open	4 years (until June 2017)
Customization of applications for reporting system	Open	4 years (until June 2017)
Microsoft .Net, SharePoint software development	Open	4 years (until 18/01/2013)
ICT Service Desk, Microsoft System Administration	Open	4 years (until 18/01/2013)
EDB Solution design	Open	4 years (until 05/03/2016)

Other than new information on structural service providers, no significant modifications in 2012/2013. Please see a comprehensive description in the annex.

### 6.2. Benchmarking of the key functions in the agencies

<i>Key functions (examples)</i>	<i>Type of contract (official, TA or CA)</i>	<i>Function grade of recruitment bottom of the brackets published brackets)</i>	<i>Indication whether the function is dedicated to administration support or policy (operational)</i>
<b>CORE FUNCTIONS</b>			
<i>Head of Department (level 2, taking the Director as level 1)</i>	<i>FO/TA</i>	<i>AD 12/13</i>	<i>Administration/policy</i>

<sup>23</sup> Structural service providers are not employed by the agency.

<b>Key functions (examples)</b>	<b>Type of contract (official, TA or CA)</b>	<b>Function group, grade of recruitment bottom of the brackets published brackets)</b>	<b>Indication whether the function is dedicated to administration support or policy (operational)</b>
Head of Unit/Project Team Manager (level 3, taking the Director as level 1)	FO/TA	From AD 9	Administration/policy
Head of Sector ( <b>equivalent to Group/Team Leader at F4E</b> ) (level 4, taking the Director as level 1)	FO/TA	From AD 6	Administration/policy
Senior Officer	FO/TA	From AD 9	Administration support/policy
Officer	FO/TA	From AD 5	Administration support/policy
Junior Officer	-	-	-
Senior Assistant	FO/TA	From AST 3	Administration support/policy
Junior Assistant ( <b>equivalent to Administrative Assistant at F4E</b> )	FO/TA	From AST 1	Administration support
<b>SUPPORT FUNCTIONS</b>			
Head of Administration	TA	AD 13	Administration
Head of Human Resources	FO	AD 12	Administration
Head of Finance	TA	AD 12	Administration
Head of Communication ( <b>equivalent to Team Leader at F4E</b> )	TA	AD 7	Administration
Head of IT	TA	AD 9	Administration
Senior Officer	FO/TA	From AD 9	Administration support
Officer	FO/TA	From AD 5	Administration support
Junior Officer	-	-	-
Webmaster- Editor	-	-	-
Secretary	CA	FG II	Administration support
Mail Clerk	Interim	-	Administration support

<b>Key functions (examples)</b>	<b>Type of contract (official, TA or CA)</b>	<b>Function group, grade of recruitment (or bottom of the brackets published brackets)</b>	<b>Indication whether the function is dedicated to administration support or policy (operational)</b>
<b>SPECIAL FUNCTIONS</b>			
<i>Data Protection Officer</i>	<i>FO</i>	<i>AD 12</i>	<i>Administration support</i>
<i>Accounting Officer</i>	<i>FO</i>	<i>AD 7</i>	<i>Administration support</i>
<i>Internal Auditor</i>	<i>FO</i>	<i>AD 11</i>	<i>Administration support</i>
<i>Secretary to the Director (equivalent to Administrative Assistant at F4E)</i>	<i>CA</i>	<i>III</i>	<i>Administration support</i>

### **6.3. Appraisal of performance and promotion/reclassification.**

The appraisal and promotion exercises are conducted on the basis of the model decision available for agencies and using the quantitative system.

The appraisal exercise aims at assessing individual performance through dialogue with the jobholder, and setting objectives in order to ensure effective work planning. It is carried out on a yearly basis (*n*) with the reference period running from 1 January to 31 December of year of the year prior to the launching of the exercise (*n-1*). The appraisal assesses three main areas of competencies: efficiency, abilities and conduct in the service. On the basis of this assessment, a performance level from I-V shall be awarded (I being the highest level and V being the lowest level).

The promotion/reclassification exercise entails the award of promotion/reclassification points and enables the establishment of a list of staff members who are promoted/reclassified. Except for exceptional circumstances and subject to the availability of resources and/or budgetary posts, staff reaching or exceeding the indicative promotion/reclassification threshold corresponding to his/her grade are promoted/reclassified.

Promotion/reclassification takes place on the 1 January of the year of the exercise (*n*) (or on the first day of the month following that in which the 2 years seniority are acquired).

**Fusion for Energy's intention is to move forward to the new procedures applicable by the European Commission as from 2013.**



### Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2011		How many staff members were promoted / reclassified in 2012		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13	4				
AD 12	17	1	3		6.75
AD 11	1		1		3.6
AD 10	5	2			
AD 9	1	31	1	17	3.3
AD 8	1	1			
AD 7		17		2	2
AD 6	3	58	1	21	2.8
AD 5		1		1	3
<b>Total AD</b>	<b>32</b>	<b>112</b>	<b>6</b>	<b>41</b>	<b>3.58</b>
AST 11	1				
AST 10					
AST 9	1		1		4.8
AST 8	2		1		3
AST 7	3				
AST 6					
AST 5					
AST 4	1	1			
AST 3	1	13		3	3
AST 2	1				
AST 1					
<b>Total AST</b>	<b>10</b>	<b>14</b>	<b>2</b>	<b>3</b>	<b>3.6</b>
<b>Total</b>	<b>42</b>	<b>126</b>	<b>8</b>	<b>44</b>	<b>3.59</b>

### Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2011	How many staff members were reclassified in 2012	Average number of years in grade of reclassified staff members
<b>CA IV</b>	18			
	17			
	16	3		
	15			
	14	11	2	3.7
	13	6	2	2.5
<b>CA III</b>	12			
	11			
	10	5		
	9	7		
	8	2	1	3.5
<b>CA II</b>	7			
	6	1		
	5	14	2	3
	4	8	3	2
<b>CA I</b>	3			
	2	1		
	1			
<b>Total</b>		<b>74</b>	<b>10</b>	<b>2.94</b>

## 6.4. Gender balance

The general orientations aiming to ensure this essential principle will be developed in line with the Commission's policy for these issues.

Parental leave and part-time provisions as well as provisions on handicap – applying by analogy the Commission's decisions on these subjects – are already in force at F4E. They need to be modified following the new Commission rules on these matters. Flexitime is also an important element of the strategy to facilitate work-life balance and thus strengthen equal opportunities. Nevertheless, provisions on flexitime are not yet implemented.

Selection procedures and recruitment still show the predominance of male presence, explained undoubtedly by the core tasks of the organisation which are within a domain predominantly male.

These statistics are based upon the number of persons in place on 31.12.2012.

	EU Official		TA		CA	SNE	Total
	AD	AST	AD	AST			
Women	7	8	24	9	67	0	<b>115</b>
Men	24	9	118	12	53	4	<b>220</b>

## 6.5. Geographical balance

F4E endeavours to obtain a balanced geographical balance. F4E is nevertheless dependent on the nationalities of applicants to the vacancies or calls for expression of interests. As with the balance of gender, the strong representation of certain nationalities is mainly due to the fact that experts in the core tasks of the organisation are heavily represented in those countries, which creates a deficit of applications of certain nationalities of the Member States.

These statistics are based upon the number of persons in place on 31.12.2012.

	EU Official		TA		CA	SNE	TOTAL
	AD	AST	AD	AST			
Austrian			1				<b>1</b>
Belgian		1	6	5	7		<b>19</b>
British	2		12	1	5		<b>20</b>
Bulgarian			1		3		<b>4</b>
Czech			2		1		<b>3</b>
Dutch	1	3	3		1		<b>8</b>
Estonian					1		<b>1</b>
Finnish			3				<b>3</b>
French	4	2	37	4	14	2	<b>63</b>
German	2	1	7		6		<b>16</b>
Greek	1	1	2		3		<b>7</b>

	EU Official		TA		CA	SNE	TOTAL
Hungarian					3		3
Irish			1		1		2
Italian	14	3	31	4	21	2	75
Lithuanian		1		1			2
Maltese	1						1
Peruvian					1		1
Polish			1		5		6
Portuguese			2		5		7
Rumanian			2	1	3		6
Slovak	1						1
Spanish	5	5	28	5	40		83
Swedish			3				3

### 6.6. Mobility (internal mobility, between the agencies and between the agencies and the institutions)

Mobility policy within F4E has been implemented following the internal needs by assigning the related staff to the tasks when needed. Some staff has been transferred between Departments with their position in order to cover the needs of the organisation.

During 2012 calls for expression of interest were launched within F4E in order to allow existing F4E staff to apply for head of unit functions. In addition, F4E staff is entitled to apply to F4E external publications and, if selected, may be offered a new contract of employment. On that basis, staff is given the opportunity to change department or service<sup>24</sup>.

In a later process, once the reorganisation has concluded a general policy for mobility will have to be defined within the limits imposed by the extremely specialised tasks and objectives assigned to F4E. The main priority for the moment is to occupy all the posts allowed by the establishment plan according to the profiles needed and the priorities set.

#### *Mobility between agencies (Interagency Jobmarket)*

F4E aims to ensure that all the conditions required to participate in the Interagency Job Market are met. The Implementing Rule on grading has already being endorsed by F4E's Governing Board.. The Implementing Rule regarding the use and engagement of TAs has been sent to the Commission under the Article 110 procedure and is expected to be endorsed by the GB in the first semester of 2013.

In 2012, F4E has recruited 6 CA from other agencies. Furthermore 3 staff members have resigned in order to join another agency, of which 1 TA and 2 CA.

<sup>24</sup> The needs of the organisation and its staff allocation have been matched in the context of the revised staff allocations which took place in 2012.

### *Mobility between the agencies and the institutions*

By application of the SR, EU Officials can apply to inter-institutional vacancies and be transferred between EU institutions. It should however be noted that only an extremely limited number of positions is published to this effect. Bearing this in mind, and with full respect of the SR and CEOS, the negotiations carried out between DG RTD, HR and the Commission's Trade Unions at the time established a specific procedure for the retransfer of F4E officials to the Commission during the first years of existence of F4E.

In 2012, F4E has recruited 2 CA from other institutions. Furthermore, 1 FO has been transferred back to the European Commission upon request.

## **7. Schooling**

In the absence of a European School in Barcelona and its surroundings, Fusion for Energy has signed Service Level agreements with the following international schools to support access to schooling for the children of Fusion for Energy staff for the direct payment of school fees:

1. American School of Barcelona
2. Deutsche Schule Barcelona
3. Europa International School
4. Hamelin International School
5. Istituto Statale Italiano Comprensivo
6. Saint Paul's School
7. St. Peter's School
8. Escoles Pérez Iborra
9. Lycée Français de Barcelona
10. École Ferdinand de Lesseps
11. The British School
12. Scuola Materna Montessori
13. Kensington School
14. Swiss School
15. Highlands School
16. École Bel Air Sitges

There is also another agreement in place specifically for the needs of a child of one of F4E's staff members.

The measure implies that F4E will be paying directly to the school with which an agreement has been concluded, the registration and tuition fees as well as the transport costs.

For the academic year 2012/2013, 63 parents have made use of this option with 93 children currently enrolled in the above international schools.

## **8. State of play of implementing rules adopted by the agencies consistent with its staff policy**

The following implementing provisions have been adopted by the Governing Board in December 2012: criteria of classification in grade and step upon engagement, part-time work, appraisal of the Director, family leave, parental leave and transfer of pension rights (for these last three rules, these are updates following the entry into force of the new Commission rules).

Overall and with the taking up duties of its Director in January 2013, the organisation should now be stabilised. Fusion for Energy aims therefore at increasing the number of implementing rules to be adopted in the course of 2013. With this in view, an estimated adoption calendar has been approved (see target dates below) and internal arrangements aiming at facilitating the adoption process have been implemented. Additional progress has already been made at the start of 2013:

- the implementing rules on Appraisal and Promotion/Reclassification have been sent to the European Commission for agreement as per Article 110 of the Staff Regulations in January 2013;
- regarding the implementing rules on Prevention of Harassment, Certification and Attestation as well as Engagement and Use of Temporary Agents, the formal implementing rules have been sent for approval to the European Commission;
- the adoption of all these rules by our Governing Board is therefore expected to take place during the first semester of 2013.

Foreseen adoption calendar:

- **Rules applicable by analogy;**

- o Vademecum on absences and sickness (2013);

- **Rules which can be subject to formal/technical adjustments;**

- o Vademecum leave (2013);

- o Outside activities and assignments: here, it must be mentioned that until now F4E was awaiting the European Commission to issue its new rules. Nevertheless, in view of the delay, it was decided to submit a draft in 2013;

- o Attestation (2013);

- o Certification (2013);

- o Interim (2013);

- **Rules subject to more substantial modifications;**

- o Engagement and use of temporary agents (2013);

- o Engagement and use of contract agents (2013);

- o Harassment (2013);

- o Appraisal – Article 43 of the Staff Regulations (2013);

- o Promotion – Reclassification – Article 45 of the Staff Regulations (2013);

- o Middle management (2013);

- o Maintaining individual standards (2014);

- o Disciplinary measures and investigation (2013).

## ANNEX

### 1. The Joint Undertaking's activities

The European Joint Undertaking for ITER and the Development of Fusion Energy (Fusion for Energy or 'F4E') is a Joint Undertaking under the Euratom Treaty established on 19 April 2007 for a period of 35 years by a Decision of the Council of the European Union<sup>25</sup>. The objectives of F4E are threefold:

- To provide Europe's contribution to ITER, an international scientific and technical project of involving the EU Russia, Japan, China, India, South Korea and the United States that aims to demonstrate fusion as a viable and sustainable source of energy;
- To provide Europe's contribution to an international agreement with Japan (the "Broader Approach") to accelerate the realisation of fusion energy through R&D and developing advanced technologies for future demonstration fusion power reactors;
- To prepare and coordinate a programme of activities in preparation for the construction of a demonstration fusion reactor and related facilities including the International Fusion Materials Irradiation Facility (IFMIF).

The Members of F4E are Euratom (represented by the European Commission), 27 EU Member States and Switzerland as a third country which has concluded cooperation agreements with Euratom in fusion. Each Member sits in the Governing Board (GB) which is the main supervisory body of F4E.

In the period until 2020 during which the ITER project is constructed, F4E is managing approximately EUR 6.6 billion. The resources of F4E are provided by contributions from Euratom and the ITER Host State (France) as well as annual membership contributions from the other Members of F4E. In the first five years of its existence, the F4E administrative expenditure amounts to 8-12% of its overall budget.

The seat of F4E is in Barcelona, Spain and following GB decisions on 21 April 2008 and 12 March 2009 respectively, two "antennas" have been established in Garching (Germany) and Cadarache (France). The antenna in Garching is hosting the Broader Approach JT60SA Project EU Home Team; the one in Cadarache hosts the Site and Building and Power Supplies activities.

The Council Decision establishing F4E considers F4E as a Community body and in that context it follows the Staff Regulations (SR) and the Conditions of employment of others servants of the European Communities (CEOS). F4E will adopt general provisions for implementing it in agreement with the Commission (Article 110 of the SR as foreseen by Article 10(2) of the F4E Statutes annexed to the Council Decision establishing F4E).

In the Competiveness Council Conclusions of July 2010 concerning the ITER project, it was requested *inter alia* that F4E adopt an appropriate organisational structure and processes for F4E which meet the demands of the ITER project, adopt and implement monitoring and controlling systems in accordance to industrial standards.

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<sup>25</sup> Council Decision (Euratom) n° 198/2007 of 27.03.2007

Since 2010 the implementation of these requests, including a major reorganisation of F4E has been an ongoing activity.

## **2. Recruitment Policy**

### **Introduction**

The F4E personnel structure consists of professional staff (EU Officials and Temporary Agents), as well as support staff (Contract Agents). In principle, all functions and tasks to be carried out by F4E will have a permanent nature but will be limited to the duration of F4E.

The tasks related to the overall mission of F4E require highly specialised scientific and technical profiles. F4E requires very qualified staff for all of its departments, especially in the core areas related to the ITER and Broader Approach projects, but this is however applicable also for all the staff working in the Administration department since the complexity of the projects and the amount of capital involved are very high. A limited number of staff has to cover the full range of activities related to all the resources of the organisation.

The AD profiles – Officials and Temporary Agents - correspond, in conformity with the Staff Regulations, to principal technical staff, administrators, legal officers, financial officers (senior and junior), senior and junior contract managers, procurement experts to be able to develop the tasks assigned, etc.

Most of F4E support staff consists of Contract Agents (mainly within Function groups III and IV). The positions required for the FG III support profiles are, amongst others, Clerk/Administrative Support, Administrative Assistant, Information Technology/Financial/Budget/Accounting/Human Resources/ Support Assistants, etc. which are developed under the supervision of Temporary Agents or Officials.

FG IV profiles correspond to specialised technical staff (Junior Technical support/Design support Officer and Project Management support staff) and include qualified support specialists in administrative fields such as Publications and Information, IT, Planning and Scheduling, Legal support Officer, etc.

### **Contract duration**

The rules foresee two types of contracts: (i) long term employment and (ii) so-called short term employment. Staff members should be engaged on posts on long term or short term employment depending on the type and duration of tasks (long term employment for permanent tasks, short term employment for tasks of a limited duration – i.e. to cover peaks in workload on a limited period). Up until now F4E has only used the conditions of the long-term assignment.

### **EU Officials on long term employment**

As mentioned previously, F4E Officials are transferred from another EU institution (mainly the European Commission).

### **Temporary Agents on long term employment**

The first contract being offered to the newly recruited is a 5 year renewable contract. It is foreseen to make them renewable once for a further period of 5 years, eventually



followed by an offer for an indefinite period contract as foreseen in the CEOS for a 2a) contract type.

### **Temporary Agents on short term employment**

A few of the above mentioned Temporary Agent contracts could be limited to a period of 5 years (or 5 years plus one extension), along the lines of the different phases of the ITER project (construction, exploitation, decommissioning).

The type of positions may be affected by considerations which are being analysed in relation to the ITER construction work and the activities that F4E will have to deliver in its second phase.

Currently only the Director's contract is foreseen for 5 years with the possibility of only one extension of 5 years (short term employment). However, 20 TA AD6 short-term posts are foreseen for a minimum of 3 years from 2014 to cover the needs of the peak period of the ITER construction phase.

### **Contract Agents on long term employment**

The first contract being offered has a duration of 3 years, can then be renewed once for 4 years, and can be followed by an indefinite contract in conformity with the rules set out by Article 85 of the CEOS.

The vast majority of Contract Agent posts will be under this rule, as support positions will remain needed for the entire lifetime of F4E.

### **Contract Agents on short term employment**

Few (if any) of the Contract Agent contracts are foreseen to be short term for the same reasons that apply to the Temporary Agents. Only a small amount of activities carried out by support staff is focused on the first years of the construction/design phase, and therefore these positions might not be needed on a long term basis.

### **Seconded National Experts**

Seconded National Experts (SNEs) are recruited for an initial period of two years, renewable for another period of two years (up to a total of four years) in accordance to the GB's decision. SNEs are paid by the seconding organisation and receive a daily allowance from F4E. As mentioned above, SNEs were used mostly during the start-up phase to provide missing expertise but F4E's reliance on them has decreased.

### **Selection procedures**

F4E applies by analogy the General Implementing Provisions (GIP) on the Procedure governing the Engagement and use of Temporary Agents as well as the General Implementing Provisions on the Procedures governing the Engagement and use of Contract Agents (GIP) in the agencies. For the selection of Officials, F4E applies by analogy the rules applied by the Commission.

However, for the selection procedures launched up to now, in order to ensure rapid recruitments at the start-up phase, it was decided to derogate from the requirement of written tests. Following consultation with the staff representatives, F4E has recently defined guidelines that establish a framework in which written tests for existing agents will be implemented.

New selection procedures including written tests are expected to be put in place during the first semester of 2013. The transitional period should therefore end at that date.

While no written tests are organised in the context of the current selection procedures, the Selection Committee invites the candidates who best match the criteria laid down in the vacancy notice to an interview. The content of the interview shall follow those proposed for written tests to the maximum extent.

In terms of advertising, following the adoption of the Council decision establishing F4E in March 2007, F4E has been publishing its vacant posts on the career opportunities section of F4E's website as well as on the EPSO site (link in the agencies page).

Since 2007, a total of 221 selections have been launched: 121 positions for Temporary Agents, 40 positions for Officials and 60 positions for Contract Agents.

#### **a) Selection of Established Officials**

Vacant permanent posts intended to be occupied by already established Officials and/or candidates on reserve lists, are filled in conformity with the Staff Regulations. Interviews are conducted by a panel (composed by a representative of the administration and a representative of the concerned department) using pre-defined criteria and a standard evaluation grid.

Since 2007, F4E has launched 45 publications following to a large extent the criteria below:

- AD 5/6 for junior profiles;
- AD 5/9 for profiles not predefined as junior or senior, in order to allow for a larger offer
- of candidates;
- AD 9/11-12 for more senior profiles but non-management positions;
- AD 11/12 for former Heads of Department management posts;
- Within the AST 3/11 – AST5/11 for assistant profiles with non-predefined profile, in order to allow for a larger base of candidates;
- Sometimes other career brackets have been introduced depending on the type of profile sought (AST3-5 or AST 9-11).

Following last year's organisational structure which entered into force on 1 November 2011, the publications for Head of Department (ITER and Administration) were issued at AD13 level. The new middle management posts will range between AD9 and AD13 grades, in accordance with the middle-management decision to be adopted by F4E.

The Heads of Department at F4E are middle-management staff in conformity with the model Implementing Rules to be applied by the agencies on middle-management staff. However, for internal organisational reasons they are considered as an intermediate step between the Director (senior management) and the Heads of Unit (Project managers in the ITER Department).

In accordance with the Staff Regulations, as positions had to be fulfilled first examining the internal applications, and in order to allow the F4E middle management previously in place (established EU officials) to apply (promoted to AD13), the grading and harmonisation of the different vacant positions had to be adapted accordingly. The same applies for the Project Managers positions published.

Furthermore, recruitment at AD13 level has been decided in the past following an agreement between the Governing Board Chair and the Euratom Director from the Commission at the time ensuring that we could recruit the best candidates in line with the level of responsibility and the large number of staff to be managed. In addition it should be noted that the nature of the activities of F4E cannot be compared to that of other regulatory agencies due to its high level of scientific and high-tech complexity.

The Implementing Rules to be adopted according to Article 110 of the SR on middle-management staff will include the grading adapted to the situation of F4E staff. As indicated in the different MSPPs, F4E counts with several FO of AD 13 grades who can legitimately expect a posting as middle-managers.

### **b) Selection of Temporary Agents**

Since 2007, F4E has launched 134 selections, following the criteria below:

- AD5/AD6 for junior profiles (technical and administrative);
- AD9 for senior profiles (technical/scientific experts, group leaders depending on the group and functions to be developed);
- AD 12 for Heads of Department in the old structure. These posts, as mentioned below, in the context of the new organisational structure, have been published at AD13 level;
- AST3 for the assistant positions (technical and administrative).

The posts of Heads of Unit/Project Team Managers below the Head of Department will range between AD9 and AD13 grades, in accordance with the middle-management decision to be adopted by F4E.

### **c) Selection of Contract Agents**

Support staff, working under the responsibility of Temporary Agents or Officials, are employed by F4E as Contract Agents.

In general, the criteria followed for the publication are the following:

- FG II for secretarial tasks;
- FG III for Team Assistants, HR, Finance and Budget, IT Support, etc. (see above);
- FG IV for specific technical functions (Technical support, CAD Design, Project support management, IT, Planning and Scheduling and Legal Officer notably).

F4E concluded a Service Level Agreement (SLA) with the European Personnel Selection Office (EPSO). The aim, among others, was to use the Contract Agent Selection Tool (CAST) database in order to recruit contract agents, in particular for the horizontal and administrative profiles but not exclusively.

However, the SLA agreement has shown its limitations: in relation to administrative posts, most of the candidates included in the EPSO CAST databases are not interested in a post outside Brussels; concerning the technical profiles, very few profiles are actually adapted to F4E needs.

As simplification measure to maximize the use of the CAST application and in order to lighten and speed up the selections following CAST procedures and as well as to obtain accurate information on the interest of the candidates from EPSO CAST

reserve lists to join F4E, F4E has successfully launched on 20/09/2011 a Call for Expressions of Interest for 26 different profiles from FGII to FGIV positions. The aim of the Call is to establish a list of potential candidates per profile consisting of Contract Agents that have already successfully passed CAST Selections organised by EPSO and whose names are placed on the EPSO CAST reserve lists valid to be used by the European Agencies.

To this date, 6 CAST positions have been launched and completed using the system and 4 CAs were recruited. Furthermore, 1 recruitment request is in circulation.

For the purpose of the renewal of CA contracts, it is important to note that F4E wishes to acknowledge the successful completion of an EPSO test (CAST). This would mean that the Contract Agents recruited by F4E that have successfully passed the EPSO written examination would be entitled to obtain an indefinite contract (as mentioned in the dispositions applicable to Contract Agents type 3a regarding the selection procedure) without having to pass again a written exam at F4E.