



Senior Management

Training and Development

Jogchem Schuijt

DG Human Resources and Security

HR.A.2 - Executive Staff and CCA Secretariat



Management in the European Commission

Senior management:

- **Director-General**
- **Deputy Director-General**
- **Director / Principal Adviser**

Middle management:

- **Head of Unit**
- **Advisers**



Management in the European Commission

Function	Total
Director-General	37
Deputy Director-General	45
Director / Principal Adviser	257
Head of Unit	1169
Staff	22290



Training and Development

Starting point

- **No specific framework for senior managers**
- **Continuous development at every stage of their career**



Training and Development

Appointment

- **Induction**
- **Mentoring by peers**
- **Training on finances and programming**
- **Courses by local Human Resources Units in DG**



Training & Development – Appointment

Mentoring

- **Voluntary**
- **Managed centrally by DG Human Resources
(Permanent Rapporteur to the CCA)**



Training & Development – Appointment

Financial training

- **Compulsory courses before taking over responsibility as authorising officer (managing budget)**

Courses at local level

- **To meet specific needs of newly appointed SM**



Training & Development - Later career

Coaching by external consultants

Specially designed training programmes

External courses & fellowships

Mobility

Evaluation



Training & Development - Later career

Coaching

- **Very popular**
- **Limited in time (maximum 12 sessions)**

External training & fellowships

- **High level management courses (1 week or longer)**
- **Fellowship offer includes US (Harvard, MIT etc..), UK and other places (Florence, Singapore etc..)**



Training & Development - Later career

Mobility

- Senior Manager moves to another job every 4 – 5 years
- 2/3 move within the DG and 1/3 to another DG

Evaluation

- Yearly exercise
- Key tool for appointment and mobility



Training & Development – VIP Programme

VIP Programme (Vision, integration, performance)

- **Designed for EU 12 Senior Managers**
- **Objective: successful integration within the European Commission**
- **Thematic seminars and working lunches on issues chosen by participants**
- **Voluntary programme – 80 / 90% attendance rate**



Training & Development – New projects

Senior Management Development Programme

- **Development Centre**
- **Extensive feedback**
- **Personal Development Plan**
- **Two year development programme**
- **Individual support from Human resources experts**



Questions & Answers

Thank you for your attention