

Human Resources



Staff Policy

Training

Statistics

Human Resources

Staff Policy

The reform of the Agency's human-resources policy continued in 2002, focusing primarily on the consolidation of processes, practices and systems, as well as the reinforcement of related information and internal communications. Major areas of activity included:

- The development and implementation of a policy on internal mobility with the objective of facilitating the deployment of staff where their skills are most needed in the Agency, while giving due regard to their career aspirations and the need to sustain their motivation.
- Shortening the staff recruitment/reassignment cycle through improved practices and internal processes.
- Testing and validation of various modules of the new Human Resources Management and Payroll System to be deployed in 2003.
- Developing and launching a human-resources intranet site containing comprehensive and up-to-date information on policies, processes and activities.
- Conducting special recruitment efforts in some Member States, involving ESA's participation in job fairs and other promotional events, to increase awareness of the Agency as a potential employer, in order to raise the number of applications from these countries. Within this effort, emphasis was placed on approaching young professionals in general and female professionals in particular.

equal opportunities

esa

Finding the Right Balance at ESA

WHY
a principle of democracy
moving with European Institutions and Member States

WHAT
greater gender awareness
increased female representation
a better balance between professional and family life

HOW
a balanced work environment linking quality and effectiveness
empowering staff to effect a cultural change
a proactive policy for the benefit of all

Diversity & Gender Equality
SPACE FOR WOMEN

Gender Equality

Following the endorsement by the Ministerial Council in Edinburgh in November 2001 of the Director General's proposed measures to bring greater diversity to ESA staffing, a senior adviser was tasked with implementing a policy for gender equality and diversity.

A global Gender Action Plan was presented to Council in October 2002, reflecting not only the broad guidelines set out in the Ministerial Council Resolution, but also the needs and

suggestions identified in a series of consultations with Agency staff at all levels in the various establishments. This communication effort will be continued to allow the Action Plan to be enriched through a series of regular updates.

The main objectives of the Action Plan 2002-2003 are to:

- encourage a greater awareness of the importance of equal opportunities

- pursue a proactive policy towards the recruitment of women
- provide career support
- put forward practical means of addressing the constraints arising out of the need to reconcile family and work.

Staff Training and Development

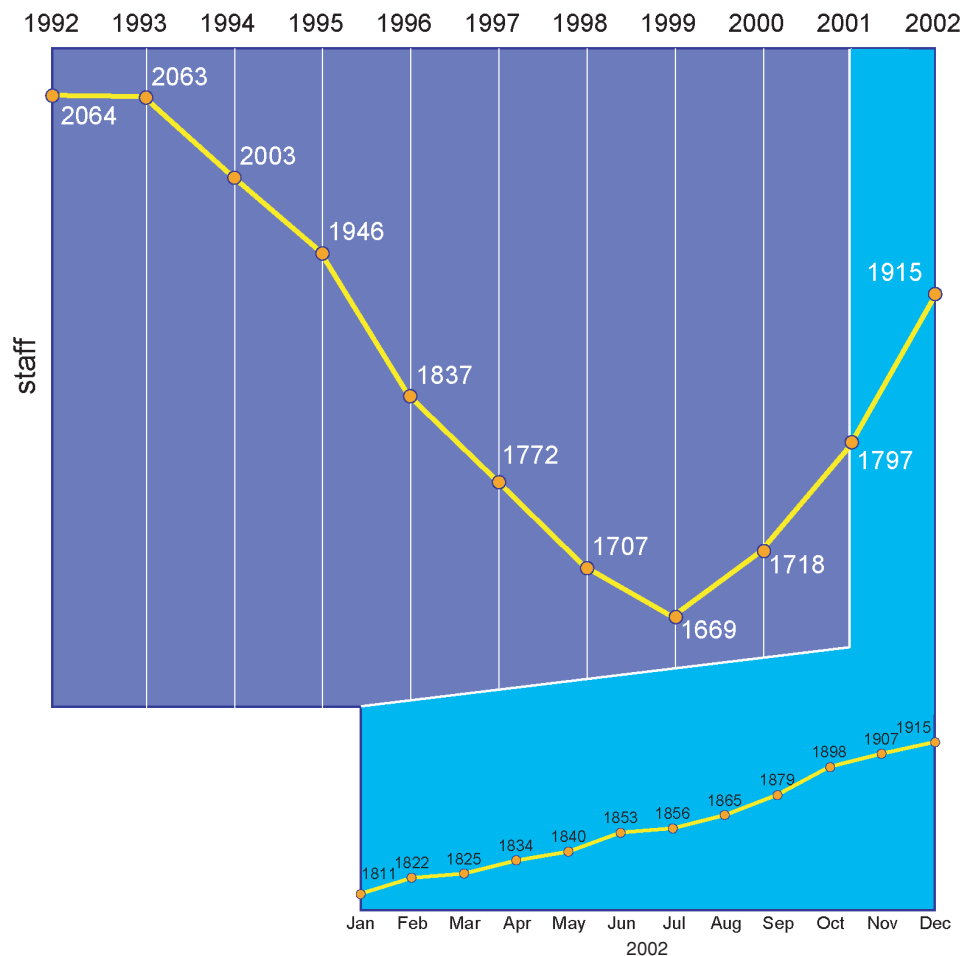
The Management Development Programme was deployed fully in 2002. Its primary focus is on 'people management' and it promotes the fundamental principles of the Agency's Human Resources Policy. It also aims to reinforce the sense of community among Agency managers, and to encourage sharing of experiences. The Programme, consisting of three two-day sessions held in a residential setting over a period of three months has been offered to 78 managers since its inception.

With a view to responding to both operational and developmental needs, a significant

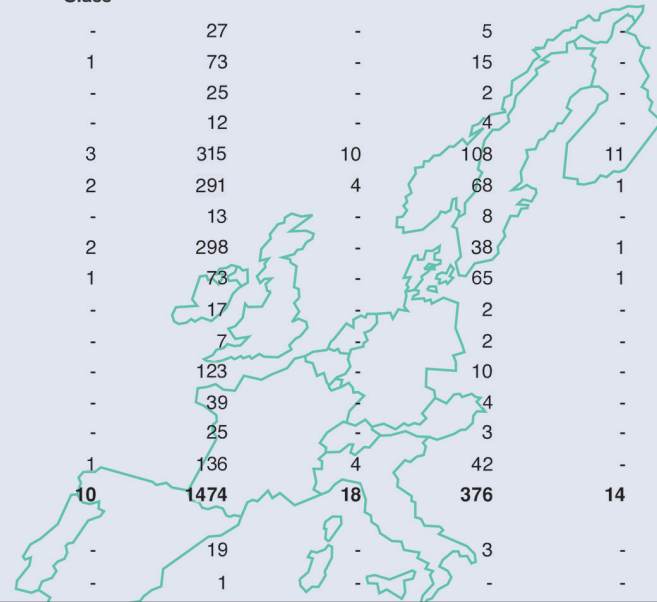
number of learning opportunities were offered to staff members covering technical and/or professional fields, but also in management, communication, personal skills, and information technology. The Agency provided more than 280 days of training on-site, enabling the participation of 1758 persons, whilst another 219 staff members improved their skills by attending 660 days of off-site training.

External Training

The publication of Young Graduate training opportunities on the Web resulted in a significant increase in the number of applications. A total of 133 Young Graduate Trainees began or completed one year of on-the-job training in one of the Agency's establishments. In addition, 24 Spanish and 22 Portuguese young professionals benefited from a two-year training period at ESA in the framework of a specific agreement with these two countries.



Staff evolution from 1992 to 2002



Member States	Hors Class	A	L	B	C	Total Staff
DK	-	27	-	5	-	32
B	1	73	-	15	-	89
DK	-	25	-	2	-	27
FIN	-	12	-	4	-	16
F	3	315	10	108	11	447
D	2	291	4	68	1	366
IRL	-	13	-	8	-	21
I	2	298	-	38	1	339
NL	1	73	-	65	1	140
N	-	17	-	2	-	19
P	-	7	-	2	-	9
E	-	123	-	10	-	133
S	-	39	-	4	-	43
CH	-	25	-	3	-	28
UK	1	136	4	42	-	183
Total	10	1474	18	376	14	1892
Non-Member States						
CDN	-	19	-	3	-	22
GR	-	1	-	-	-	1
Grand Total	10	1494	18	379	14	1915

Staff evolution during 2002

The ESA Postdoctoral Fellowship programme enabled 41 internal fellows to contribute to on-site research activities, whilst 17 external fellows received funding to carry out a research project in a host institute of their choice.

Co-ordination

For the first time in its history, the CCR could not agree on a new salary adjustment method. Therefore, each of the Co-ordinated Organisations' Councils had to decide on a method before 31 December (end date of the previous method).

The ESA Administrative and Finance Committee (AFC) set up a Working Group composed of representatives of the Delegations, the Executive and the Agency's staff members, in order to analyse the three controversial issues - affordability, studies and flexible management of salary scales. The solutions proposed by this Working Group were endorsed by the AFC at its 202nd meeting.

The new method is similar in its technical aspects to the previous adjustment method: it is based on the weighted average of changes in civil-service remuneration in seven reference countries, the national consumer price index in the relevant host state and, to a certain extent, on purchasing-power parity. The affordability clause contained in the method is the result of the negotiations between the members of the tripartite Working Group and takes into consideration the specific situation of the Agency.

Staff

At the end of the year, the Agency had 1915 staff in post, compared with 1797 at the end of 2001.

Pensions

At the end of the year, the number of pension recipients stood at 798, compared with 745 at the end of 2001.