

# Human Resources

## Human Resources Policy

Following the review of the Human Resources Reform activities and the publication of its findings, the Human Resources Department set out to further develop, improve and fine-tune implementation concepts in eight key areas: Grade A5 Ad Personam, Promotion and Merit Recognition, Career Management, Human Resources Advisory Services, Annual Assessment, Competency Modelling, Recruitment and Mobility. To this end, a tri-partite committee was formed with members drawn from the ESA Management, the Staff Association Committee (SAC) and the HR Department. This committee developed a set of criteria with which priorities, and subsequently the implementation schedule, could be developed. All of the projects made good progress during the year and are expected to be completed in 2006.

In 2005, ESA became a non-smoking organisation, with appropriate information and medical support provided to all staff and contractors.

## Staff Training and Development

The wide range of training and development activities made available to staff included those centrally driven to serve corporate needs and priorities under the auspices of the Internal University (the principle of which was approved in February), and those instigated locally in each Establishment in response to needs identified by staff members and their managers. They ranged from courses/seminars designed to ESA specifications, to the financing of participation by staff members in external professional training or academic programmes.

In addition to generally promoting networking and the exchange of ideas among staff members, the 15 Internal University programmes available in 2005 focused on:

- Increasing knowledge of ESA, its business and its inner workings.
- Developing technical and functional skills.
- Harmonising practices and reinforcing horizontal skills.
- Promoting understanding of key issues.
- Developing leadership and management skills.

## External Training

Almost 2700 applications for the Young Graduate Trainee (YGT) programme resulted in the successful recruitment of highly motivated recent graduates, contributing to the

total of 196 YGTs working at ESA during the year. The YGTs gain valuable 'hands-on' work experience, preparing them for future employment in space industry or research.

The Internal Research Fellow Programme provided 51 Postdoctoral candidates with the opportunity to carry out research in a variety of disciplines, mainly related to space science, applications or technology, under the supervision of ESA scientists and engineers.

In 2005, 20 External Fellows received ESA funding to conduct research in a university or research institute, and the Agency also hosted 143 university students on internships, the average duration of which was 4 months. In addition, 20 more graduates – 12 Spanish and 8 Portuguese – gained practical experience in space-science and space-applications related disciplines at ESA within the framework of bilateral agreements with these two countries.

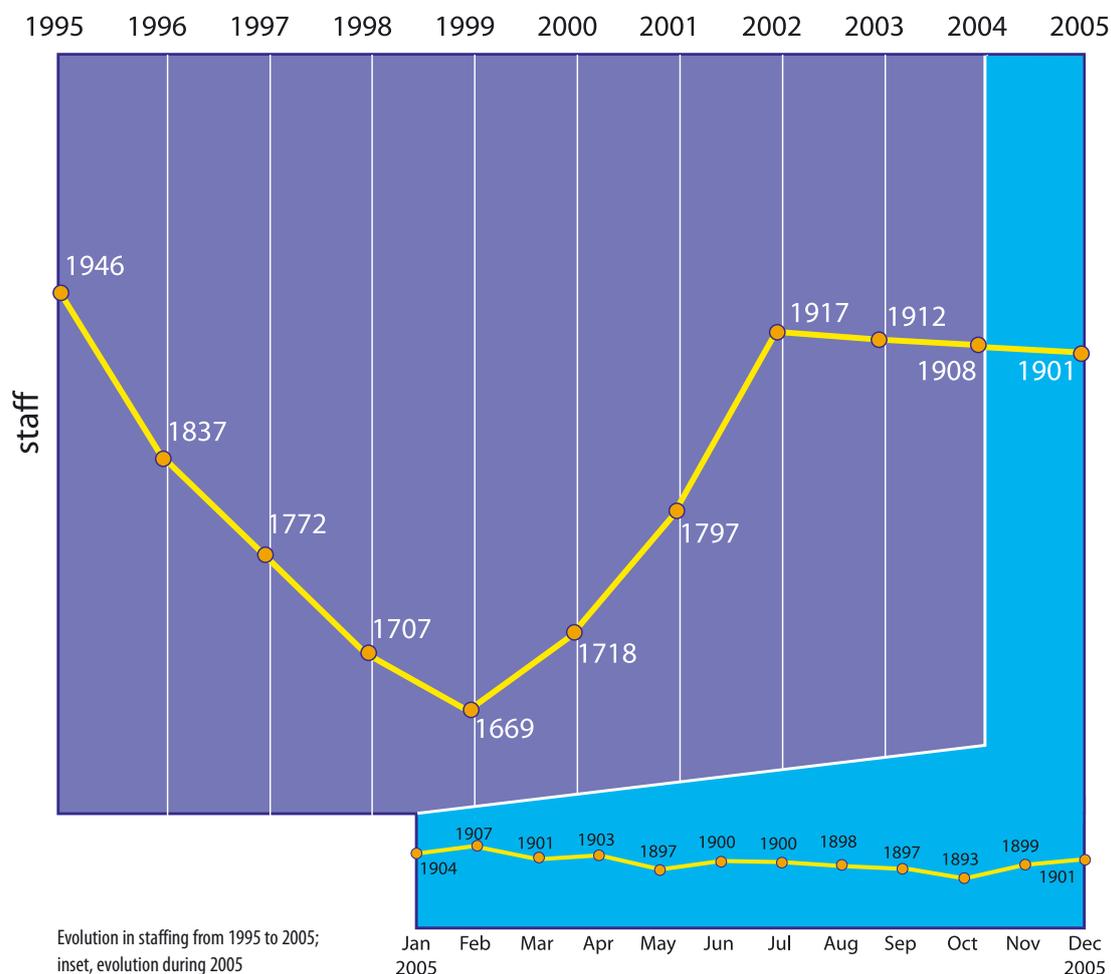
## Equal Opportunity and Diversity Policy

All of the targets defined in the 2002 Action Plan for Phase-1 of ESA's Equal Opportunities and Diversity Policy have been implemented: the NOW programme (for young female trainees) and the female-candidate database for recruitment; childcare facilities in most Establishments and the spouse work-support programme for work/life-balance improvement; self-awareness, communication and leadership training for female career support; a web site dedicated to women working in aeronautics and space (CELEST-IN); the annual International Women's Day event; and seminars for managers providing increased awareness of these issues.

The number of female A-grades increased from 8.1% in 2001 to 12.67% in 2005, with a noticeable increase in female representation particularly in A4, but also in A5 and A6 positions. This was a clear signal that ESA is well on its way to removing the 'glass ceiling' if it maintains the proactive approach adopted a few years ago.

## Coordination

The Coordinating Committee on Remuneration (CCR) finalised a recommendation on the reform of the Education Allowance. This is the first application of the reform of Coordination proposed by the CCR and adopted by the Administrative and Finance Committee (AFC) in



Evolution in staffing from 1995 to 2005; inset, evolution during 2005

2004, which gives the individual Organisations some flexibility in the application of proposed reforms.

Coordination began discussions on the general review of the method for remuneration adjustment, as the method currently in force will end in December 2006.

### Workforce Management

At the end of 2005, ESA had 1901 permanent staff in post, compared with 1908 at the end of 2004 (see graph). Whilst overall staffing therefore remained stable, additional efforts were made to optimise the use of staff in meeting the Agency's mid-term objectives, which resulted in the following guidelines for workforce management:

- Stability of staff resources assigned to space programmes and projects.

- Increase of common technical expertise.
- Decrease of staff resources allocated to basic non-technical functions.
- Rebalancing of project staff between direct team and functional support.

This led, in particular, to more resources being attributed to the Technical and Operational Directorates and to the initiation of a review of the Agency's non-technical processes.

### Pensions and Social Security

At the end of 2005, there were 959 persons in receipt of an ESA pension, compared with 909 at the end of 2004. The Agency's Social Security Scheme was further enhanced with provisions for those persons needing long-term care.