

DECISION OF THE DIRECTOR



HRP/002/2012

Register N.

FRA Staff Learning & Development Policy

THE DIRECTOR OF THE EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS

(hereinafter referred to as "the Agency");

HAVING REGARD TO Council Regulation (EC) n° 168/2007 of 15 February 2007 establishing a European Union Agency for Fundamental Rights, and in particular Article 15/4.(c) according to which all staff matters fall into the responsibility of the Director;

HAVING REGARD TO the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities laid down by Regulation (EEC, Euratom, ECSC) n° 259/68(1) of 29 February 1968, as amended by Regulation (EC, Euratom) n° 723/2004 of 22 March 2004, and as last amended by Regulation (EU) n° 964/20011 of 26 September 2011, and in particular Article 24a, which states that "The Communities shall facilitate such further training and instruction for officials as is compatible with the proper functioning of the service and is in accordance with its own interest. Such training and instruction shall be taken into account for purposes of promotion in their careers.". Article 24a is applicable by analogy to Temporary Agents and Contract Agents under Articles 11 and 81 of the Conditions of Employment of Other Servants of the European Communities;

HAVING REGARD TO Commission decision C(2008) 6866 of 12.11.2008 laying down rules on the secondment to the Commission of national experts and national experts in professional training, and in particular Article 21, which states that "SNEs shall be entitled to attend training courses organised by the Commission if the interest of the Commission warrants it. The interest of the SNE, in particular with a view to this reinstatement into his original administration after the secondment, may be considered when decision is taken on whether to allow him to attend a training course.";

WHEREAS the Agency applies Commission decision C(2008) 6866 of 12.11.2008 for the secondment to the Agency of national experts;

HAS DECIDED AS FOLLOWS:

Article 1 – Guiding Principles

The Agency's Staff Learning & Development Policy is guided by the following principles:

- (a) Staff learning and development is an integral part of the Agency's Human Resources Policy and shall serve both the Agency's as well as the individual interest and need;
- (b) All staff learning and development activities supported by the Agency shall be in the Agency's interest and meet the needs of a modern EU body;
- (c) The Agency acknowledges that staff learning and development is key to the Agency's effectiveness and efficiency, and thus shall be supported by the Agency's Management, also in view of the staff's overall well being and motivation;
- (d) Staff learning and development activities shall be strategic and continuous in order to help not only to raise the in-house skill set but also to maintain a high learning capacity and readiness by staff to adapt to change;
- (e) Staff learning and development is both a right and a duty for all Agency staff, regardless of their assigned functions or their place of employment. Learning and development shall be inclusive and open to all Agency staff members;

- (f) The Agency follows a holistic approach as regards staff learning and development. Learning and development will be managed by the results, which the Agency wants to achieve for its staff and the organisation as a whole. Learning and development can be realised by different means, with training only being one of the possible methods to achieve this objective. Other methods can be informal learning activities, on-the-job learning, self learning, etc.;
- (g) Staff learning and development is a shared responsibility between the individual staff member, the Head of Department, and the Human Resources Department, and thus, all actors shall fulfil their necessary part towards the realisation of staff learning and development at the Agency;
- (h) Staff learning and development is an investment in people, which shall lead to better achievement of the Agency's activities. All learning activities organised and supported by the Agency shall strive to achieve and maintain the highest quality standards and shall reflect the Agency's values of excellence, professionalism and service. To this end, evaluation exercises and impact assessment of learning and development activities shall be undertaken;
- (i) Learning and development shall take account of and promote the Agency's policies in respect of equal opportunities and diversity.

Article 2 - Objectives

The Agency's staff learning and development policy is designed to realise the following objectives within the scope of making full and best use of the Agency's potential and in line with the Agency's overall goals and objectives:

- (a) Maintain and further develop a highly knowledgeable and skilled workforce;
- (b) Maintain and further develop a workforce with a high learning capacity and readiness to life-long learning, constant improvement of skills, as well as transfer of knowledge and skills to others;
- (c) Maintain and further develop a workforce whose attitudes reflect and promote the Agency's core values of dignity, equality, solidarity, justice, rights and freedoms as well as general values such as professionalism and service excellence;
- (d) Contribute to keeping a highly motivated workforce.

Article 3 - Resources, roles and responsibilities

Staff learning and development is a shared responsibility between all actors involved, i.e. the individual staff member, the Head of Department, the Human Resources & Planning and Administration Department, and the Director.

The **Director** – as the Agency's Authorising and Appointing Authority – is responsible for the overall orientation of the Agency's Human Resources Policy, incl. the staff learning and development policy, as well as its formal adoption.

The **Administration Department** is responsible for the support of in-house staff learning and development activities through the necessary facilities (e.g. training rooms incl. room reservation tools, training room equipment, incl. IT equipment, training room stationary, etc.) as well as ICT support (e.g. development of electronic tools for the administration of staff learning activities, maintenance of FRA Intranet, etc).

The Agency's **Human Resources & Planning Department** is overall responsible for the realisation of staff learning and development mechanisms through various activities as follows: .

- (a) Determine the necessary human resources for the management and organisation of central staff learning and development activities;
- (b) Manage the available budget appropriations for professional learning and development of staff;
- (c) Depending on the budget appropriations for professional learning and development, set annual average learning/training days and learning/training expenditure targets per staff member;
- (d) Draft and implement all relevant staff learning and development policies, rules, guidelines, forms etc.;
- (e) Ensure overall coherence and respect by all staff of the staff learning and development policies, rules, guidelines, etc.;
- (f) Identify and communicate (possibly annually) to all staff the Agency's strategic learning and development needs;
- (g) Communicate recommendations and instructions to all staff regarding the realisation of learning and development of the Agency. This includes for example the identification of learning profiles, compulsory training and good practice learning methods;
- (h) Give advice and consultancy to the Director and the Head of Departments in all matters related to staff learning and development, e.g. identification of learning needs and relevant activities;
- (i) Organise high quality in-house learning and development activities;
- (j) Provide access to high quality external learning and development activities where appropriate;
- (k) Identify needs for relevant electronic tools that help to manage and administer staff learning and development activities, assist in developing them where possible and take care of their implementation and communication to all relevant actors;
- (l) Identify needs for compulsory staff learning activities (e.g. induction training) for all and/or specific posts and functions as well as possible career moves;
- (m) Design and organise the evaluation of staff learning activities;
- (n) Assess the impact of staff learning activities;
- (o) Report regularly to the Director and the Heads of Department on development and results of staff learning and development at the Agency.

The **individual staff member** is asked to play an active role in regularly (at least annually) identifying and communicating her/his learning and development needs to her/his Head of Department, as well as the Human Resources & Planning department. Once a learning need has been identified and agreed upon together by the individual staff member and the Head of Department, this need shall be communicated by the staff member as a formal application to the Human Resources & Planning department. Once approved, the individual staff members shall make all practical arrangements (e.g. mission request for external learning) to allow her/his participation in the identified learning activity. The staff member shall participate timely and actively. Further duties are to report back from the learning activity to the Head of Department and the Human Resources & Planning department by filling out fully all necessary compulsory evaluation forms. All learning shall be applied back at the workplace in as far as useful and possible. Transfer of knowledge to other colleagues is desirable.

The **Head of Department** shall within her/his area of responsibility:

- (p) Ensure effective implementation of the Agency's Staff Learning & Development Policy and related identified strategic learning and development needs;
- (q) Support the Human Resources & Planning department in the identification of the strategic learning and development needs of the Agency and its departments;

- (r) Regularly (at least annually) identify together with their staff learning and development needs and communicate these to the Human Resources & Planning Department;
- (s) Ensure that action is taken by the individual staff member to meet the identified learning and developing needs and that all practical arrangements are taken such as to reserve time for individual staff members to participate in learning activities (e.g. organise a back-up during absence);
- (t) Contribute to the staff members' evaluation of learning activities with their own evaluation of the respective learning, results, and impact for the Agency;
- (u) Organise informal and on-the-job learning activities, such as coaching and mentoring for newcomers, and transfer of knowledge and skills between colleagues in her/his department.

Staff Representatives are invited to analyse, evaluate, comment and communicate their observations to the relevant internal actors, where they consider relevant in order to observe the application of equal opportunities (and other policies and rules in the interest of the staff) in relation to staff learning and development within the Agency.

Article 4 - Priorities

Where limited resources do not allow all identified learning and development needs to be met within a given timeframe, priorities shall be assigned as follows:

- (a) First priority shall be given to meeting needs, which are in the overall strategic interest of the Agency;
- (b) Second priority shall be given to meeting needs, which are primarily in the interest of the Agency's departments;
- (c) Third priority shall be given to meeting needs, which are primarily stemming from personal interests in the wider organisational context; however, they must always also be in the shared interest of the Agency.

Article 5 - Further staff learning and development rules and guidelines

The Human Resources & Planning department is in charge of drafting, implementing, and updating as necessary staff learning and development rules and guidelines further to and in line with this policy. HRP shall consult the Staff Representatives regarding changes and updates of the FRA Staff Learning & Development Policy and any substantial changes and updates of the FRA Staff Learning & Development Guidelines.

Article 6 - Scope and validity

The present decision is only applicable to the Agency's staff members, i.e. temporary agents, contract agents, and seconded national experts in active employment.

The present decision replaces and nullifies decision (EUMC) n° 2003/26 on staff training and enters into force on the date of signature with retroactive validity as of 1 January 2012.

Done in Vienna on: 150212

The Director

Morten KJAERUM