

Human Resources

Human Resources Policy

The continuing reform of the Agency's human resources policy focussed primarily in 2003 on the consolidation of processes, practices and systems, as well as the reinforcement of related information, and internal as well as external communication. Major areas of activity included:

- The development and promotion among the Agency's managers of a policy framework outlining the general philosophy and principles underpinning human-resources management at ESA and illustrating the linkages between its various policies.
- The development of internal guidelines for conducting recruitment activities.
- The development and launch of a 'Careers at ESA' website, carrying comprehensive and up-to-date information of interest to potential external applicants.
- The development of a self-assessment tool designed to enhance staff members' knowledge of their behavioural competences relevant to the ESA workplace.
- The launch of a review of the human-resources reforms, to be completed in early 2004.

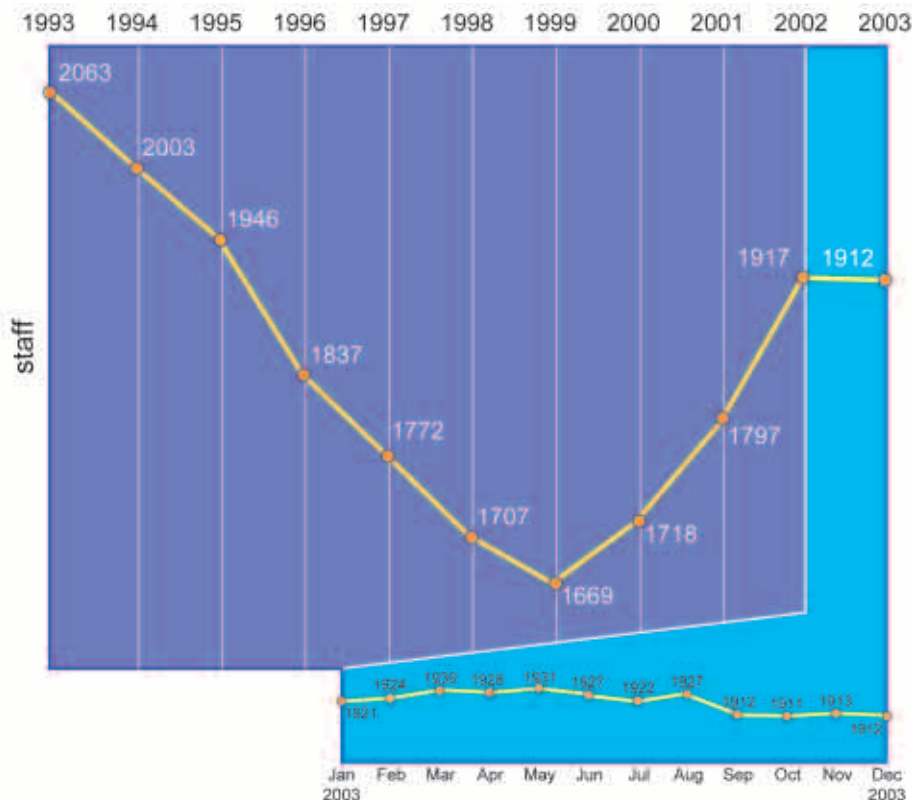
Staff Training and Development

A Leadership Development Programme was implemented to better meet the specific needs of ESA's Division Heads. This new programme, as well as the Management Development Programme, targeting the needs of ESA's first-level managers and the Fundamentals of People Management targeting those who are not currently in a management role, but are eager to either learn more about people management, to test their interest in, or to prepare for, eventual accession to management, are all aimed at optimising leadership and management skills and attitudes within the Agency. 84 staff completed these programmes in 2003.

With a view to meeting both operational and developmental needs, a significant number of learning opportunities were offered to staff members during the year, covering technical and/or professional fields, but also in management, communication, personal skills, and information technology. Based on a large variety of events focussing on both corporate and local needs, the Agency's training and development activities covered a total of more than 5400 man/days.



The 'Careers at ESA' page on the Agency's website



Staff evolution from 1993 to 2003; inset, evolution during 2003

External Training

The publication of Young Graduate training opportunities on the web resulted in a significant increase in the number of applications. In 2003, a total of 142 Young Graduate Trainees began or completed a year of on-the-job training in one of the Agency's establishments. In addition, 22 Spanish and 34 Portuguese young professionals were benefiting from a two-year training period at ESA in the framework of specific agreements with these two countries.

In 2003, the ESA Postdoctoral Fellowship programme enabled 46 internal fellows to contribute to on-site research activities, while 24 external fellows received funding to carry out research projects in a host institute of their choice.

Gender Equity

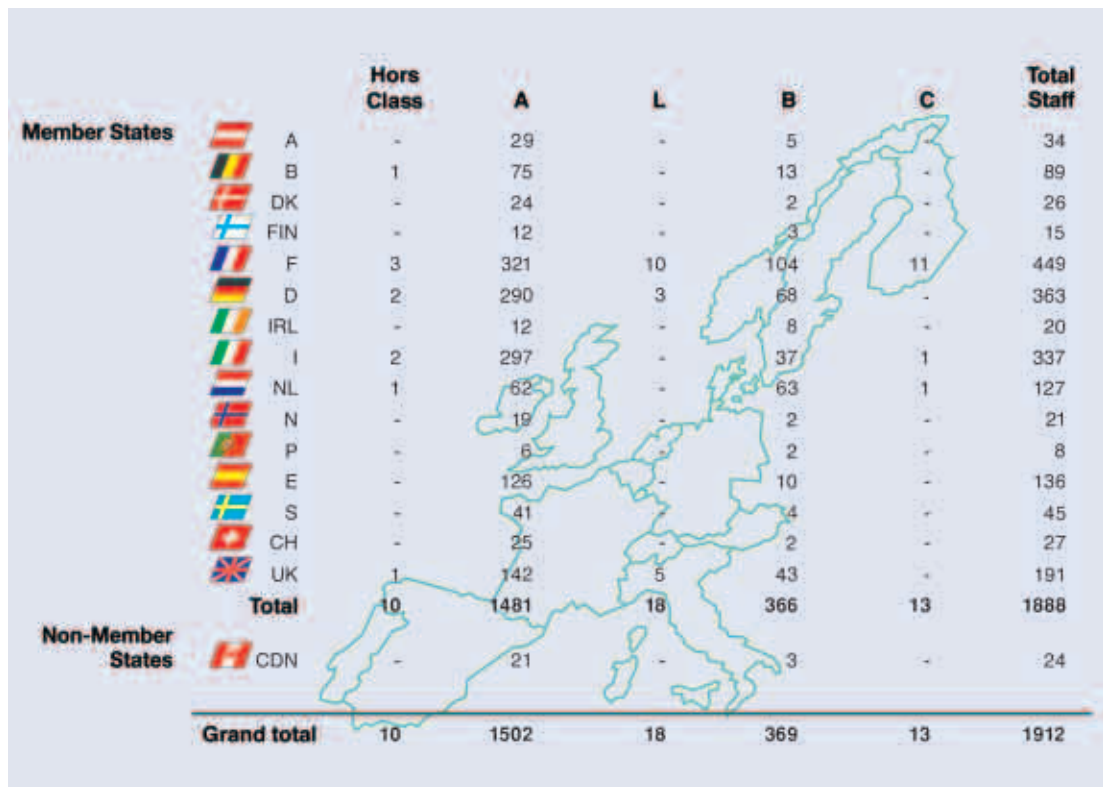
The policy for gender equality and diversity is being developed according to the guidelines set out in the Action Plan presented to Council in October 2002: greater female representation in particular in technical and scientific

functions, development of careers for women, and improvement of the balance between professional and family life.

The first concrete results are encouraging: female representation in the A-grade band is steadily increasing: from 8% in 2001 to 11% in 2003; the Agency is creating childcare facilities in the various Establishments; and a range of tools targeting female personal development and leadership are being validated.

Coordination

In 2002, the Councils of the Coordinated Organisations instructed their management teams to look into ways in which the system of Coordination, which had been encountering difficulties for some time, might be improved. In particular, the system had not responded well to changes in the political environment in which the Coordinated Organisations operate. The Committee of Representatives of the Secretaries/Directors General (CRSG) of the six Coordinated Organisations therefore set up a group of independent experts to analyse the situation.



Staff distribution by nationality and category at the end of 2003

In their final report, the Experts concluded that Coordination should continue, but can only succeed if it is thoroughly reformed and updated, which requires a review of the governing Regulations. The changes proposed by the Experts included the introduction of a certain flexibility for the individual Organisations and amendment of the Coordination process itself.

After discussions at several sessions of Coordination, most delegations of the Coordinating Committee on Remuneration (CCR) agreed in December on a new set of Regulations implementing several of the Experts' recommendations. These new Regulations provide an appropriate legal and organisational framework for a more balanced and more efficient functioning of Coordination,

which better reflects current realities and individual needs. Although there was no consensus (two delegations withholding agreement), there was broad support from all three Co-ordination Committees for these new Regulations.

The new Regulations will be submitted to the Councils of all six Coordinated Organisations for approval.

Staff

At the end of 2003, the Agency had 1912 staff in post, compared with 1917 at the end of 2002.

Pensions

At the end of 2003, the number of pension recipients stood at 856, compared with 798 at the end of 2002.