

# Human Resources

## Human Resources Policy

The review of the HR Reform process was concluded in the summer with a report containing more than 20 recommendations. This document forms the basis for an implementation process due to begin in early 2005.

Meanwhile, the following major tasks were undertaken during the year:

- The design of a teleworking scheme, aimed at creating a more flexible working environment for staff and allowing a better work/life balance.
- A survey of working-time arrangements was performed with a view to identifying the degree of satisfaction with the measures (part-time scheme, parental leave, etc.) introduced in 2001, and reflecting on possible improvements for the future.
- Some modules of the new Human Resources Management and Payroll System were validated and their deployment will start early in 2005, in particular with the new Payroll System.
- In order to foster mobility towards external institutions, as well as mobility between ESA places of work, a policy has been designed to cover cases of short- and medium-term

mobility. In the frame of this policy and of the increased cooperation with the European institutions, opportunities for secondment were posted and the secondment of ESA staff members to EU institutions has started.

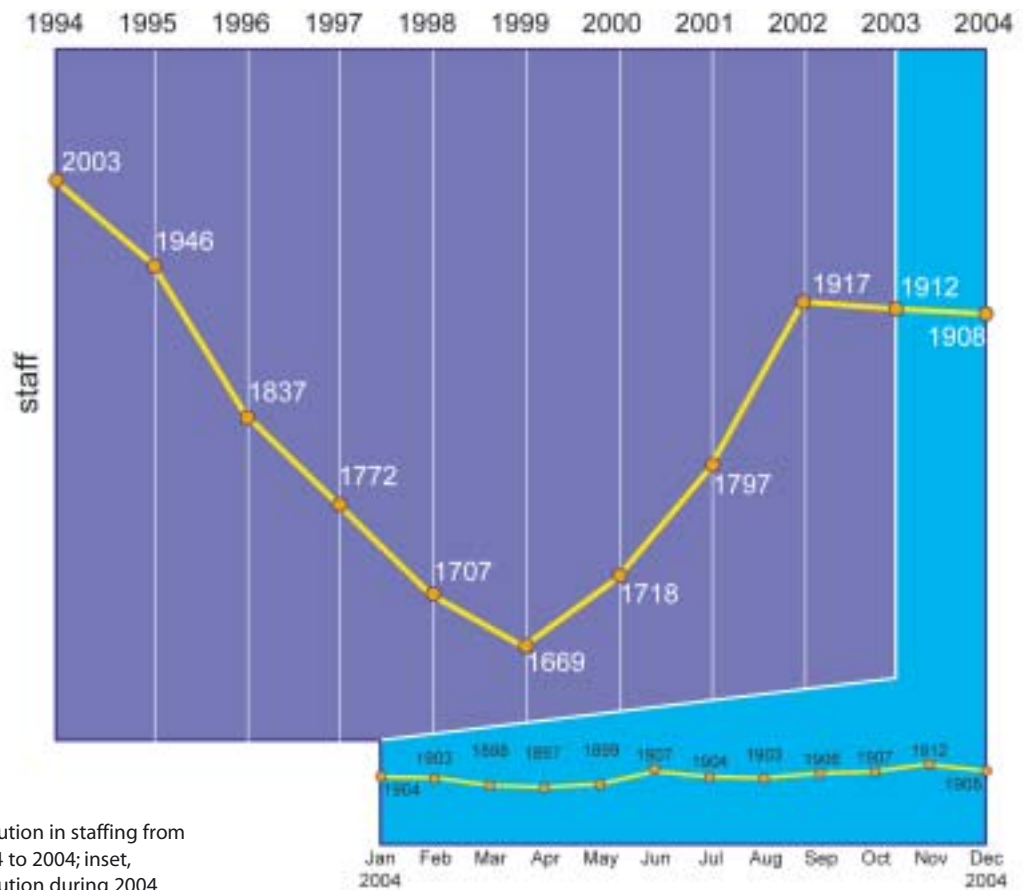
- The Agency launched internal information and support campaigns in order to become a non-smoking organisation.
- ESA participated in job fairs and other promotional events in several Member States in the context of special recruitment and promotional efforts to raise the number of job applicants from these countries.

## Staff Training and Development

Concerned about staff maintaining and enhancing their professional and personal competences, the Agency has been offering a wide range of training opportunities at its various Establishments, covering the technical fields, but also management, communication, personal skills and information technology.

To better prepare ESA staff members for dealing with new increasingly diverse and complex challenges, steps have been undertaken to establish an Internal University specifically targeting the development of the specific competences required to support ESA's strategies and needs. In parallel with establishing a robust conceptual basis for such an Internal University, several existing corporate programmes have been re-designed to better respond to this imperative, and new ones introduced. Particular attention has been paid to improving the induction and orientation of new staff members in order to promote their alignment behind common corporate objectives. 'Introducing ESA', a 90-minute web-based learning application was launched providing an overview of the Agency, its purpose, its institutional and decision-making framework, its main areas of activity and its key internal processes, and a number of complementary seminars are under development for 2005. A 'Seminar on the European Union' was conducted at all Establishments to raise awareness about the EU, to provide basic knowledge about its institutions and decision-making processes, and to inform staff about the evolving relationship between





Evolution in staffing from 1994 to 2004; inset, evolution during 2004

ESA and the EU. Other programmes have focused on developing essential attributes such as leadership and negotiation skills.

More than 4300 man-days were devoted to staff training across ESA's Establishments in 2004, including the participation of 450 staff members in the corporate educational programmes.

### External Training

Over 2300 applications for the 2004 Young Graduate Trainee (YGT) programme resulted in the successful recruitment of highly motivated young men and women, contributing to the total of 137 YGTs, compared with 101 in 2003. These YGTs gained valuable 'hands-on' work experience, preparing them for future employment in the space industry or research.

30 Internal Research Fellows (compared with 36 in 2003) were given the opportunity to carry out research in a variety of disciplines, mainly related to space science, space applications or space technology, under the supervision of ESA scientists and engineers.

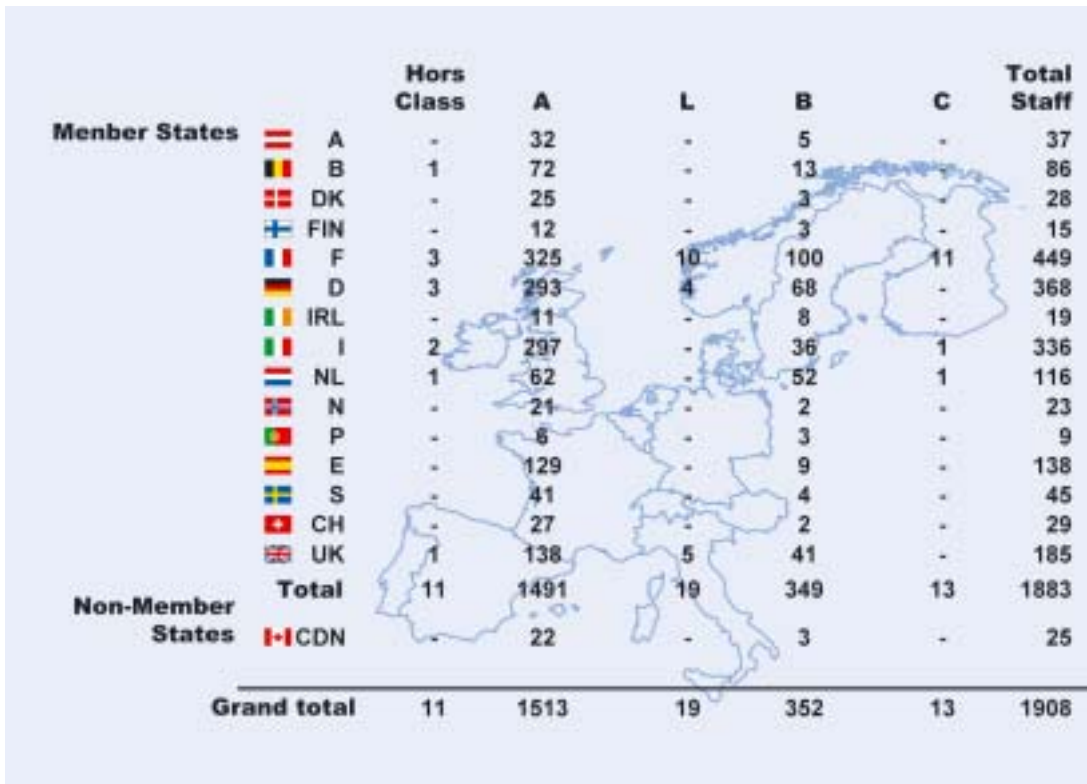
20 External Fellows received ESA funding to carry out research at a university or research institute in 2004. 19 Spanish and 28 Portuguese graduates benefited by gaining practical experience at ESA in engineering and scientific disciplines related to space applications, within the framework of bilateral agreements with these two countries.

ESA also hosted 56 university students on internships during 2004.

### Gender Equity

It was a year of action for equal opportunities, with the implementation of concrete measures supporting the Equal Opportunities and Diversity Policy introduced in 2002.

The emphasis continues to be on the long-term objective of increasing female representation in science and engineering and at managerial level. Meanwhile, career development for female staff in all categories is supported by a range of new tools including networking, mentoring and specific personal development and leadership training.



Staff distribution by nationality and category at the end of 2004

To help staff achieve a better balance between their professional and family lives, childcare facilities have been arranged at all Establishments, involving the building of new facilities that are already open or soon will be.

The Agency is linked into a wide range of equal-opportunity networks, in both the private and public sectors, for the exchange of best practices.

### Coordination

The year was a turning point in the history of the Coordination system, with the adoption of the reform of its regulations by the six Coordinated Organisations and its progressive implementation by the members of the Coordination system. The Administrative and Finance Committee (AFC) adopted the Regulations concerning the reform of the Coordination system at its 213th meeting on 22 April. The reform is based on a number of recommendations made by a group of

independent experts, and the changes concern, on the one hand, the introduction of a certain flexibility for the individual Organisations and, on the other, an amendment to the Coordination process to facilitate the reaching of consensus.

In its 160th Report, the Coordinating Committee on Remuneration recommended that Councils adopt a new procedure for calculating the daily rates of subsistence allowance. The Coordinating Committees also began a review of the system for the education allowance, which is still ongoing.

### Staff

At the end of 2004, the Agency had 1908 staff in post, compared with 1912 at the end of 2003.

### Pensions

At the end of 2004, the number of pension recipients stood at 909, compared with 856 at the end of 2003.