

susceptibles d'apparaître dans le cadre des procédures de marché public. Compte tenu de leur nombre et de leur diversité, les marchés publics génèrent des questions spécifiques qui ne peuvent pas toujours être prises en compte dans un Vade-mecum nécessairement de nature générale. Pour les **questions non couvertes** par le Vade-mecum, vous pouvez vous adresser au service **BUDG SFC HELPDESK**.

Enfin, le Vade-mecum est un document d'information et d'explication qui n'a pas de valeur légale. Ce sont en tout état de cause les dispositions du NRF et de ses ME, ainsi que les précisions apportées par la jurisprudence, qui prévalent.

 **Martin Bilbao, DG Budg D2**

The European Administrative School **Learning together**

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Setting-up an **inter-institutional European Administrative School (EAS)** was agreed in principle by the Secretaries-General of all the European institutions at their meeting on 28th October 2003. The idea to provide certain training to staff of all the institutions is closely linked to the Reform of personnel policy and the forthcoming modification of the Staff Regulations.

The aim is to help fostering **common values and a spirit of European collaboration**, while connecting the various schools of public administration in the Member States. It should also bring about **economies of scale**, through pooling the resources of the Institutions. The creation of an EAS is **particularly relevant to the reinforcement of management training**, as introducing management approaches is an integral and important part of our new human resource policy. Furthermore, the **possibility to transfer between function groups** via a new 'certification' mechanism in the proposed new career structure works in favour of an inter-institutional approach, as an **EAS should offer** the means of operating the **harmonised preparatory training activities**.

In October 2002 the Secretaries-General of all European institutions mandated an inter-institutional working group under the chairmanship of the Commission (Jürgen Schmehr) to report on the available options regarding the nature and activities of such a school. Following reports on the possible areas of responsibility of the EAS, its organisation, the way in which training should be delivered, and a first indication of the budgetary implications, draft legal texts were prepared for consideration and approval at the Secretaries-General's meeting of 28th October 2003.

The report recommends that **EAS should concentrate on three missions** on behalf of all Institutions:

- **Contribute** to improving the work of the European public service as part of a **global process of change in the administrative culture**;
- **Help all new recruits to the Institutions familiarise** themselves with the services and to **create an esprit de corps** by means of inter-institutional induction courses;
- Contribute to **individual career development**, which is progressively linked to life-long learning and promotion on merit.

Following these recommendation, the Secretaries-General decided that the extent of training covered by the **EAS should evolve over time**. It will **start in 2005** with a limited number of training areas, principally **management and induction courses, followed by the mandatory preparatory training for certification**. As a precursor to the EAS, induction courses for new recruits will be organised, on an inter-institutional basis, **from summer 2004**. Other possible training areas will be examined after some three years of experience.

Initially, the EAS will be **attached** for administrative purposes to another existing inter-institutional organisation, **EPSO**. This will provide a number of synergies. After three years, this arrangement will be reviewed.

It is planned that the school acts as the **hub of a network made up of the current Human Resource and Training units of the Institutions** as well as a European-level network of administrative schools and external partners. The EAS may profit from the expertise and training experience of its national partners, as the European institutions have only a very small in-house faculty. Administrative schools in the Community will certainly profit from networking through systematic exchange of experience and identification of good practice.

Now is time for the wide-ranging consultation and decision making process. If everything goes well, the formal establishment of the school will take place in summer 2004. In time to get all the practical arrangements prepared for an operational start in January 2005.

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Administrative Guide

The conduct expected of Commission officials

Action 92 of the Reform White Paper called for **raising awareness of staff on ethics and standards**. In particular there is a need to highlight forms of **conduct which might lead to unintentional errors, conflicts of interest and irregularities** both in implementing programmes and projects and in general professional life. **The administrative guide is part of that information campaign.**

Since 1999, several initiatives have been launched to improve the way the Commission informs its staff on their **obligations** — whose basic reference is in the Staff Regulations — and to make sure that the regulations in force are respected (**codes of conduct, whistleblowing procedures** and **IDOC** — Investigation and Disciplinary Office).

In addition to the Staff Regulations and implementing rules, there is a considerable body of codes and guidance, which we all need to know about. So as to provide a global view of these different elements, new staff receive induction training courses called “Working together”. This **Administrative Guide (AG)** is designed to ensure that existing staff are informed.

The guide is **not a legal document**; it was designed to provide a **starting point** from where links are made to the text of the various regulations. It aims to improve and enhance the ethical quality of conduct in the Commission’s day-to-day administration and the implementation of programmes and projects. Its purpose is to **explain**, in a clear and straightforward manner, the **statutory provisions for staff** and to **provide practical guidance** on these.

The AG describes the organisation of the Commission’s administration (legal basis, the Commission’s administration, its functions and how it works). It also gives guidance on the conduct of officials in working life and on their **obligations**, covering areas such as:

- **Good administration** — good governance, codes, media relations, NGOs, interest groups;
- **Independence, loyalty, assistance/advice & responsibility** — relations with superiors and colleagues, role of management;
- **Obligations & duties, dealing with finances** — comprehensive overview on rules, conflicts of interest;
- **Accountability and freedom of expression/discretion**;
- **Under-performance, wrongdoing and whistle-blowing.**

It also features the **official’s rights**: privileges, gender mainstreaming, trade unions, public elective office, complaints.

Finally, the AG goes over the **risks** which may arise from staff members’ individual behaviour, such as conflict of interests when **dealing with finances** (programme and project management). To this end, the **relevant articles** of the Staff Regulations are **explained**,