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Cette newsletter électronique est publiée par l'unité Communication et gestion de l'Information, DG Admin D5 The European Administrative School (EAS) is responsible for the organisation and delivery of the training cycle and the EPSO/EAS management board approved its proposals for the content of the courses at its meeting of 20th October 2005.

already underway in most of them. It should be completed by the end of

The training cycle will amount to approximately 300 hours broken down into 2 main parts:

- A "common core": mostly skills-based modules to be followed by all participants. Total course time about 28 days.
- 7 specific modules lasting for 10 to 12 days of which participants
 will attend one. The choice of module will be made by the line
 manager in consultation with the participant. The principle is that
 participants will take a module in a subject they are already familiar
 with. More details are shown in the boxes below.

Languages — Courses will be given in English and French but no one will be allowed to follow the programme in their Nonmother tongue. French and native English speakers will have the choice between the two languages. Tests will also be in English and in French following the same rule as for the training cycle.

Preparatory work — Rarticipants will be expected to undertake some preparatory work and reading in their spare time.

Training areas - Common core Analysing, negotiating, problem-solving - Analytical skills/creative problem solving - Political awareness/dealing with different stakeholders/negotiation and persuasion Processing information and communicating - Synthesising written and oral information - Presenting information orally and in writing - Chairing and taking part in meetings - Public speaking/Presentations/Briefings Organising time, tasks and people - Time management - Task allocation/delegation - Team-building/Motivation/Handling conflict Knowledge -EU decision-making procedures -Principles of Budget and Financial management

Place of delivery — Common core modules will be offered in both Brussels and Luxembourg in English and French. Arrangements for specific modules will depend on the number of participants for each subject.

Design of the programme — The design and detailed content of the different modules of the programme is a joint effort between the EAS, the central training units of the institutions represented in the EAS Interinstitutional working party and the expertise of external consultants.

Tests — The written and oral tests will be organised during or at the end of the corresponding

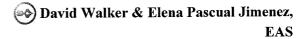
modules. EPSO and EAS are responsible for determining the content of tests and their organisation.

Timing — The common core will be delivered in a block of five consecutive weeks starting at the end of May next year. The only exception is the module on EU decision making procedures and principles of budget that will follow the budgetary procedure from March onwards.

Training areas - Specific fields
Public Administration and human resource mgmt
Work in a political secretariat
Project management
Audit
Financial and contract management
EU Law
Communication Policy

The specific modules will be delivered in the first two weeks of October.

Next steps — As soon as candidates have been selected, the EAS will organise an **information meeting** to explain the training cycle in detail. It will also put in place the procedures for **choosing** the **language** and the **specific module** to be followed and continually update information on its newly created website.





Anticipating Risk Management

→ What is risk management?

In simple terms, risk management is nothing more than:

- Making a careful analysis of what, in relation to your activities and objectives, could go wrong.
- Judging whether you have taken enough precautions to address the potential issues,
- If necessary, taking further actions.

Effective risk management is a fully integrated and natural part of the regular management activities and should rather be seen as a way of enhancing the existing planning and decision making processes than as an isolated administrative exercise.

→ What is the added value for me as a manager?

As a manager in the Commission, you are responsible for achieving your operational objectives (linked to the Commission's overall objectives via the Annual Management Plan) in an effective and efficient way. You are also responsible for ensuring that activities and transactions under your control comply with applicable rules and regulations, for adequately managing and protecting your staff and assets (i.e. €, equipment, premises, etc.) and for compiling reliable, relevant and timely reporting (financial reporting and other). By systemically identifying and managing risks in relation to all these responsibilities, your chances of assuming them successfully will undoubtedly increase. Also, risk management can be an **effective tool for triggering and supporting change and innovation**.

→ What is new compared to previous years?

Risk management as part of the everyday management and control activities (e.g. via verifications, evaluations, analyses, etc.) has, to some extent, always existed in the Commission. Risk management as a **concept** was initially introduced via the Internal Control and Risk Self Assessment (ICRSA) in 2001 and several DGs have taken own initiatives in this