



Brussels, 4 December 2013

NOTE FOR THE ATTENTION OF THE STAFF OF DG RTD, ERC EA AND REA

Subject: New organisation chart of DG RTD

Dear Colleagues,

Today the Commission has adopted the **new organisation chart of DG RTD**.

"This reorganisation is the most profound change in the history of DG Research and Innovation. It will mark the start of a new era in which the Directorate-General will become a full and recognised player in the economic policy formulation of the EU. This enormous achievement is the result of the first class work done by the staff of DG Research and Innovation, which has been able to put science and innovation high on the political agenda."

Maire Geoghegan-Quinn

Through this note, I would like to give you more information about our new organisation chart and about the logic behind it.

The reorganisation of our DG is carried out for five main reasons.

1. MOVE TO BECOME A POLICY DG

As you know, the Commissioner and I are keen to turn our Directorate-General into a **policy DG**. This means separating policy making from programme implementation, and strengthening the policy capabilities of the DG. We are not the only ones that go into this direction.

Most Member States have already separated policy making from implementation, whereby the policy making is carried out by the Ministries, while programme implementation has been entrusted to dedicated agencies. We see the same arrangement in the United States, Canada and Australia. Also, inside the European Commission, many DGs have outsourced programme management to executive agencies. Our DG has also done this in recent years, but only to a limited extent.

Whilst we will be separating policy making from implementation, this does not, however, mean that one task is more noble or important than the other! **Both tasks are of equal importance**, but require staff with different competences.

The reorganisation will make it clear that in future **DG RTD will focus on policy related tasks** (e.g. European Semester, Innovation Union, ERA, science policy, strategy development, forward-looking activities, strategic programming, ex-ante and ex-post evaluation, definition of Work Programmes, feeding the results of research projects into policy making), while **the Executive Agencies will have, as their core business, programme and project management** (e.g. managing calls for proposals, handling proposal evaluations, preparing grant agreements, making payments, monitoring projects).

For this reason you will notice in the organisation chart **that the policy units inside our DG will be reinforced**. Furthermore, principal advisers will be tasked with some key policy issues (e.g. European Added Value, Smart Specialisation, relation between science, innovation and economic growth).

In this context, Directorate A will be reinforced with two new units and given a **much more strategic role in the definition and programming of the priorities of the DG** and will, in close cooperation with Directorate R, make proposals to the Director-General on the annual work programme and staff allocation. This will of course happen in close collaboration with all Directorates. In this way, I hope that we can have a **much better definition of our key tasks** and put an end to the many ad-hoc initiatives that are launched each year, consume a lot of staff, and do not always have a high added value.

We have to become **much more selective** in what we do and constantly ask ourselves if possible new initiatives fit within our mission, what their potential

impact will be, if we can deliver them, in what time frame, and how many staff they will require.

A similar role is to be played by the new Directorate C, for our **International Cooperation policy**. Horizon 2020 will be the most open research and innovation programme in the world, which means that researchers from third countries are welcome to join the projects we will fund. On top of this, we will identify with a selected number of countries and on a selected number of topics, **flagship initiatives** for which we will earmark dedicated funds to allow for joint or coordinated calls. It will be up to Directorate C to coordinate this exercise in close cooperation with the other Directorates.

To obtain the necessary scale and scope and to optimise synergies, the parts of the current Directorates B and C which are dealing with the ERA and the Innovation Union policy, will be merged into one Directorate. This Directorate will also be responsible for the main structuring activities of ERA and the Innovation Union.

Inside the Directorates dealing with Key Enabling Technologies and the Grand Societal Challenges, the Units 1 will become the main policy units responsible for strategy development, forward looking activities, the definition of Work Programmes and international cooperation. As mentioned above, they will work in close cooperation with Directorates A, C and R.

Since policy making will become the core business of DG RTD, I have set up a small working group to advise on **output indicators of policy work**. The recent Task Mapping exercise has underlined the need for this!

2. DEPLOYMENT OF NEW MANAGEMENT MODES

The second reason for the reorganisation of our DG is the deployment of the **New Management Modes**. As you know, the proposal of President Barroso for the MFF foresaw a strong recourse to the deployment of New Management Modes.

For DG RTD this means that 75% of the budget under Horizon 2020 will be externalised: 55 % through the Executive Agencies, 12% through JTIs and Art. 185s and 8% through the EIB and the EIT. This entails first and foremost a **reinforcement of the Executive Agencies** with some 1000 staff by 2020.

Alongside this build up, measures will be taken to increase the **attractiveness of Executive Agencies as a good place to pursue a career**, also for Commission officials. One of the visible effects of this is that all management staff being seconded to the Executive Agencies are shown on the RTD organisation chart. I am happy to see that many of the highly qualified RTD staff have expressed an interest to work for one of the Executive Agencies. Some will be appointed immediately in the Executive Agencies in order to help with the necessary build-up and reinforcement of these Agencies. Others will be appointed over the next years through open competitions.

3. STAFF CUTS

Due to the build-up of the Executive Agencies, DG RTD is faced with substantial off-setting of its own staff. This off-setting amounts to 271 officials and 108 contractual agents and will be spread over seven years from 2014 to 2020. The reason that **the off-setting will take a gradual pace** is that the legacy of FP7 will be managed in-house and that it will certainly take until 2017 until the bulk of the FP7 projects has come to completion.

On top of this, there will also be the annual taxation and redeployment of staff.

To a large extent the off-setting and other staff cuts can come from the ca. 300 officials that will retire between now and 2020. However, we have to be careful that we are not only off-setting over the next years, but still have the possibility to recruit new staff with the required profiles.

Directors will be asked to carry out a **detailed planning of the management of the FP7 legacy**. A dedicated Task Force, led by Directorate R, will be created to steer and monitor this. I expect in this context a strong commitment from our first class UAFs.

4. EFFICIENCY GAINS

The fourth reason for the reorganisation is to introduce **efficiency gains**. As you know our DG has currently some 67 units of which several are subcritical (having only around 10 staff). Having many units also tends to lead to a 'silo' mentality. For this reason, we have decided to merge the following units:

- Units 'Strategic Planning and Programming' and 'Interinstitutional Relations' into 'Programming and Interinstitutional Relations'
- Units 'Debt management and guarantee Funds' and 'Budget' into 'Budget'
- Units 'ERA Policy', 'Skills' and 'Joint Programming' into 'ERA Policy'
- Units 'Financial Instruments' and 'SMEs' into 'SMEs, Financial Instruments and State Aid'
- Units 'Food, Health, Well-being' and 'Agriculture, Forestry, Fisheries' into 'Agri-Food Chain'
- Units 'Materials' and 'Nanoscience and Nanotechnologies' into 'Advanced Materials and Nanotechnologies'.

Besides this, it has been decided to establish in DG RTD a **Common Support Centre** as a Directorate to ensure **a consistent and coherent application of the rules and procedures in Horizon 2020**. This was a strong request by the participants in the FP7 projects and was raised by the European Court of Auditors. The CSC will provide services to the family of Research DGs, Executive Agencies and Joint Undertakings, through the following units: common legal support service; common audit service; common service for business processes; common IT services; and common service for H2020 information and data.

We need, however, to also **identify further efficiency gains**, for instance by centralising the country desks and by sharing more functions between units (IT correspondents, communication correspondents). Concrete proposals for this are in preparation.

5. STAFF MOBILITY – 5 YEARS

And the fifth reason for the new organisation chart is that a number of our Heads of Unit are subject to **mandatory mobility** after having been five years in the same job. And there will be more: between now and 2017, approximately 42 Heads of Unit in DG RTD will have to change jobs.

In the next weeks, Directorate R will organise **a series of meetings to plan and organise the implementation of the new organisation chart**. In this context special attention will be paid to the IT system and the office moves. At the same time, Directors will be requested to develop **a new mission statement for their Directorate and for their units and to draft short (2014), medium (2016) and long term (2020) objectives**. This will form the basis for the next strategic programming process, which we will start in early 2014.

I fully realise that these modifications will have an enormous impact on our DG and that it will require some time for the changes to settle down. Many of us will have to get used to a new Unit or a new Directorate, some will have to move to a new office, some even to a new building.

For this reason **I need your full support in helping to implement these changes**. Let's not forget that we work in a first class area in the European Union, which is highly visible on the national and international level. Last week's adoption of Horizon 2020 has once again underlined this.

Last but not least, the Christmas holidays are not far away and I hope to see you all at the Christmas party on 17 December in COVE!



Robert-Jan Smits

For questions related to the organisation chart, you may send an e-mail to:

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