

**Survey on staff satisfaction**  
**Reorganisation of DG GROW (Spring 2015)**  
**Final report**

Suite à la réorganisation annoncée par la DG GROW, R&D a lancé une enquête anonyme à tout le personnel en mai 2015. En effet l'impact de cette réorganisation a suscité de grandes inquiétudes vis-à-vis du personnel imposant les réductions suivantes:

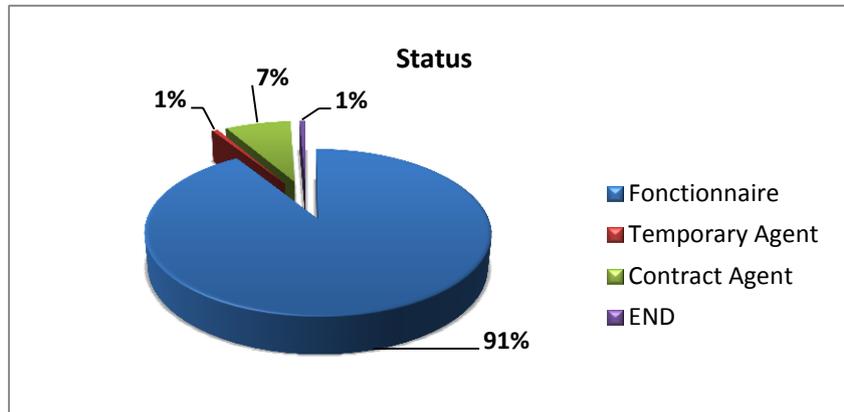
- 2 directions
- 7 unités
- 200 postes

157 collègues ont répondu à cette enquête et en majorité des femmes.

## Your Profile

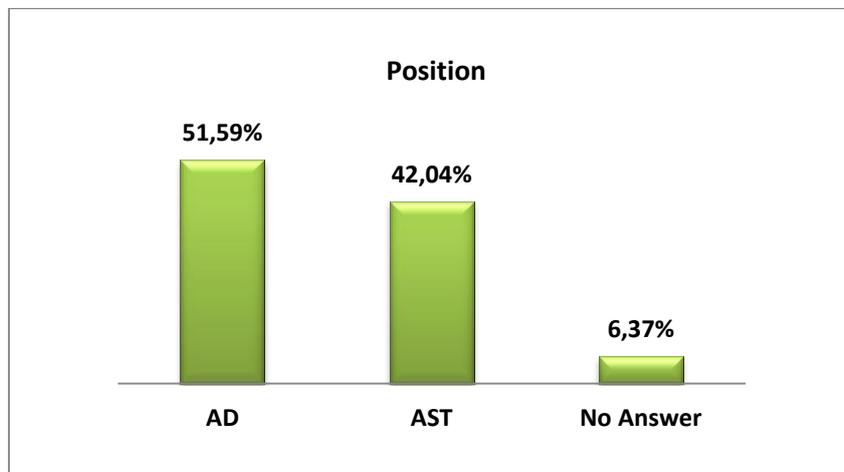
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### Status



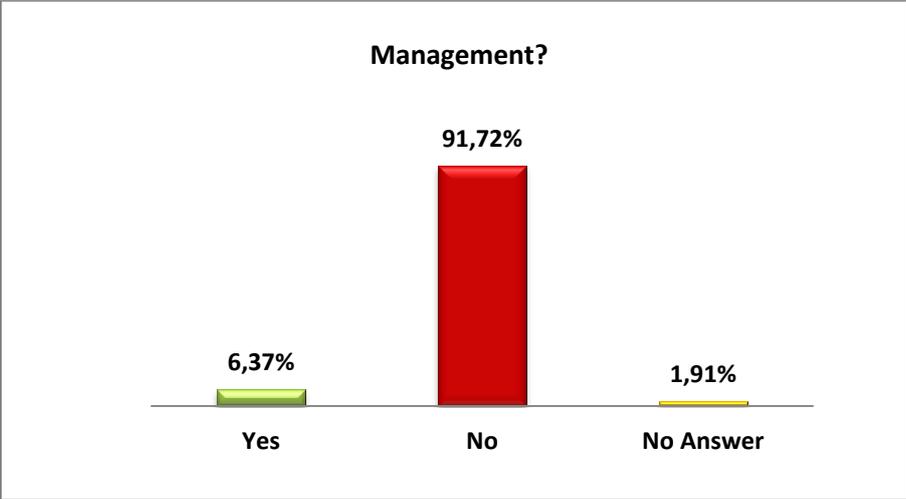
Sur les 157 réponses obtenues, 91% des collègues ont un statut de fonctionnaire et 7% un statut d'agent contractuel.

### Position



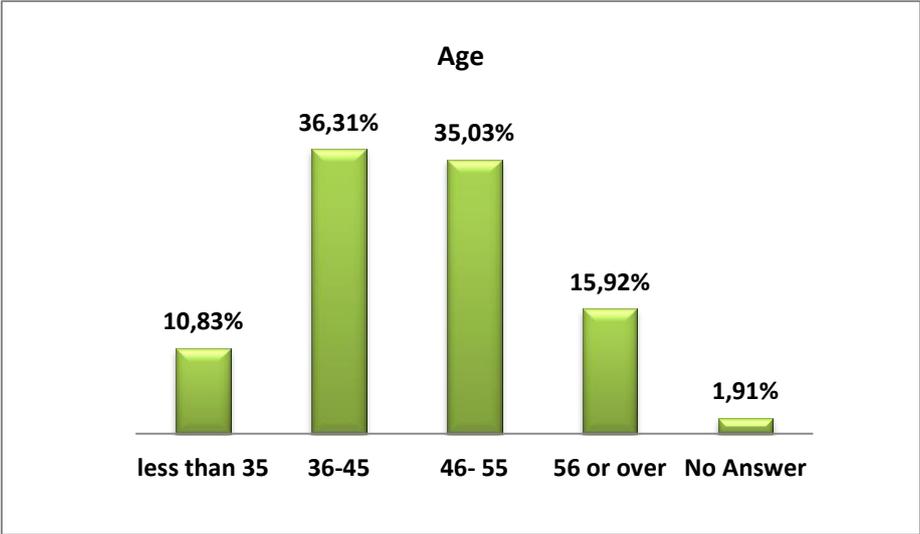
51.59% des collègues occupent des fonctions d'AD contre 42.04% d'entre eux des fonctions d'AST.

**Management**



Seulement 6.37% des personnes ayant participé à l'enquête occupent un poste de management.

**Age**



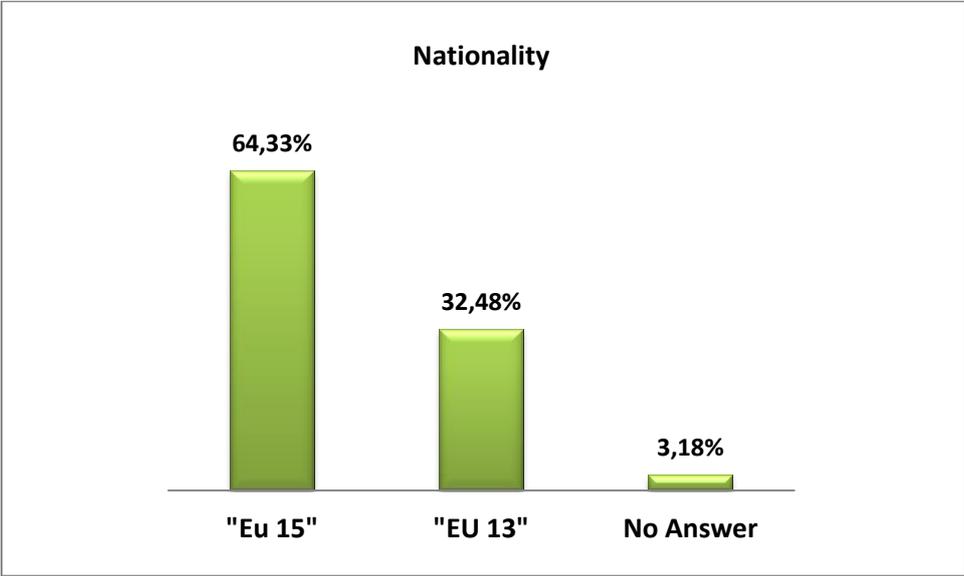
La majorité des personnes ayant répondu à l'enquête ont entre 36 et 55 ans (71.34%), puis viennent les plus de 56 ans (15.92%) et les moins de 35 ans (10.83%).

**Recruited**



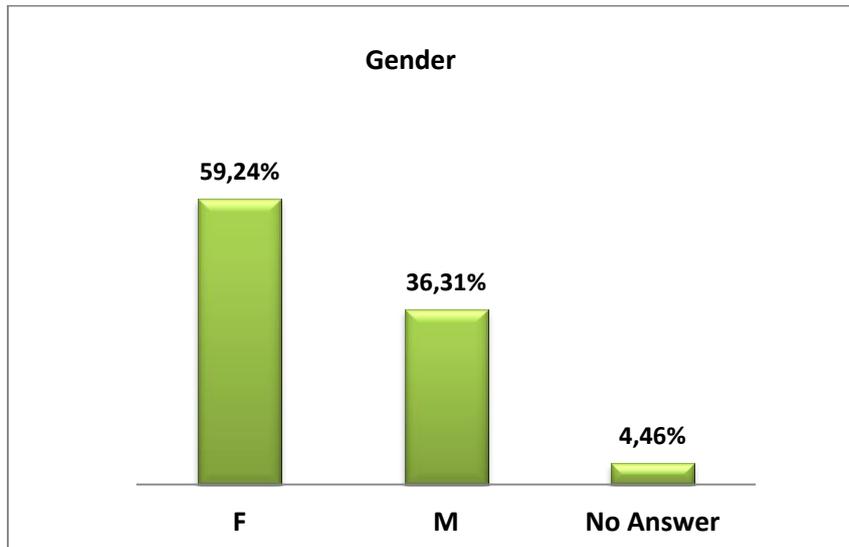
Les collègues ayant été recrutés après 2004 ont nettement répondu à l'enquête à hauteur de 50.32%.

**Nationality**



Les collègues ressortissants des Etats membres "EU 15" ont été les plus nombreux à avoir répondu (64.33%).

## Gender



Les femmes ont répondu en majorité à cette enquête 59.24% contre 36.31% pour les hommes.

## Analyse:

The survey proved to be representative despite a sensitive context of reorganization and promotion procedure running in the same moment.

The colleagues clearly declared that:

- almost half of colleagues consider that neither skills nor competences are allocated to the best extent in the new organization of DG GROW;
- 87% consider this reorganization was not aligned with the EC objectives under Juncker commission mandate and consider it as unstable;
- -84% consider that this reorganization went against the announced objectives on increase of female management where only female colleagues were dismissed from management position on policy officers assignments unlike all male colleagues being reassigned to organization chart positions;
- 95% consider that this reorganization was not prepared and implemented in a professional and humanly acceptable manner;
- 96% consider it was not managed in a transparent and participative manner as the colleagues declare that the HR management and communication of change were of poor quality;
- over 85% demonstrate that essential elements of modern personnel policy were not respected where job descriptions, objectives are not adapted and staff not properly informed on contributions to their annual performance evaluation;

The major concern and dissatisfaction expressed by colleagues is the poor quality of information and consultation related to the changes that affected them. Over 54% declared to have been severely affected by the reorganization and over 41% others declared to have been affected but at smaller scale. Where almost 86% were not consulted or informed in any manner ahead of the official announcement on 22/4/2015 and only some 3,8% declare that they were consulted ahead of the announcement and had the chance to express their opinion or choose among different options.

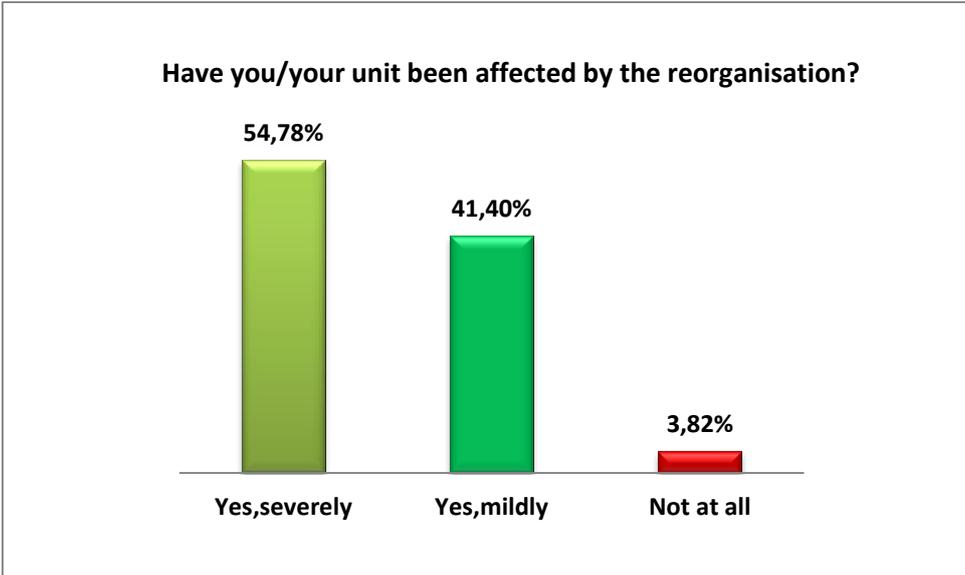
This lack of information and proper consultation is a confirmed trend in the management of change of career in DG GROW. Indeed, even after the official publication of the new organization chart, and in time ahead to its entry into force on 1/6/2015, 80,25% were not involved in the fine-tuning of the task distribution between the newly formed directorates or units. For those consulted, less than 10% had the opportunity to express their opinion or preferences. The lack of personal management is proven also by the fact that 40% of colleagues learned about the change of their position by other means than their hierarchy or management including by the very impersonal Sysper notification, e-mails or other means.

The definition of clear tasks and objective is part of the CE HR management. Still over 85% of colleagues were not able to respond neither in positive nor in negative on their vision on their assignment or future tasks as on the effective date of entry into force of the new organization chart. This large number of colleagues was not able to assert that a new job description or a new set of objectives were set for them to fit the new organization. Only 11,6% were aware that a contribution to their annual performance evaluation has been drafted, while this contribution accounts for almost the half of the annual performance report.

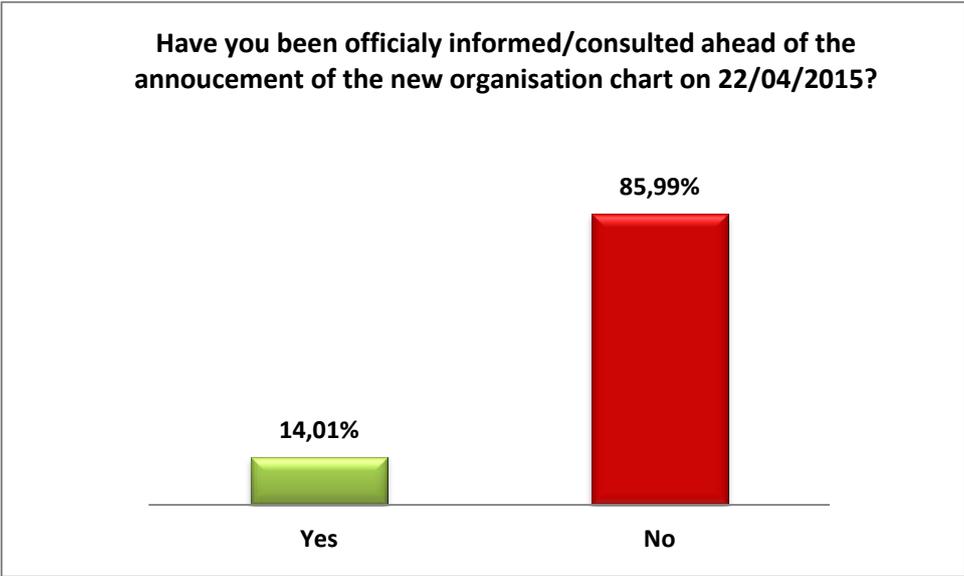
## Questions

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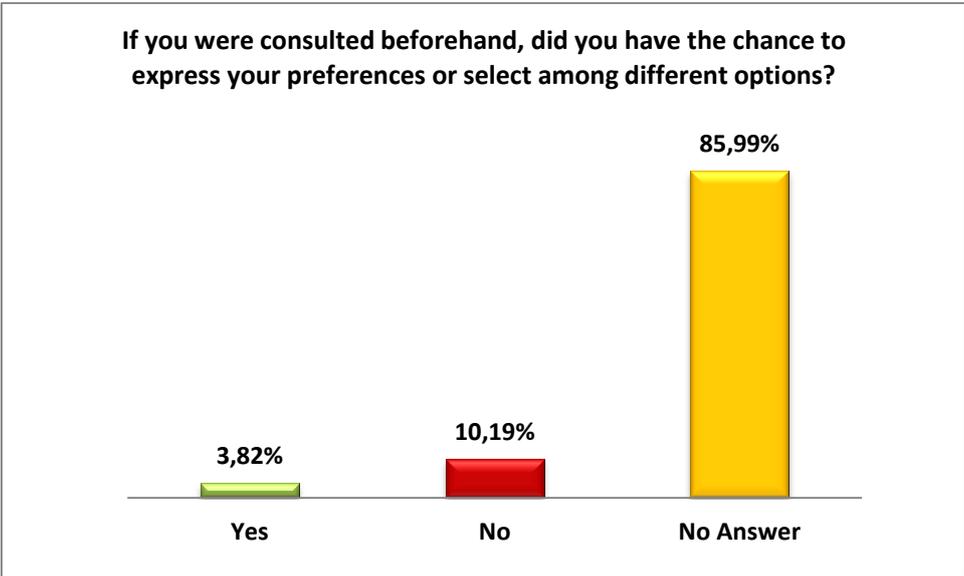
### 1. Have you/your unit been affected by the reorganization?



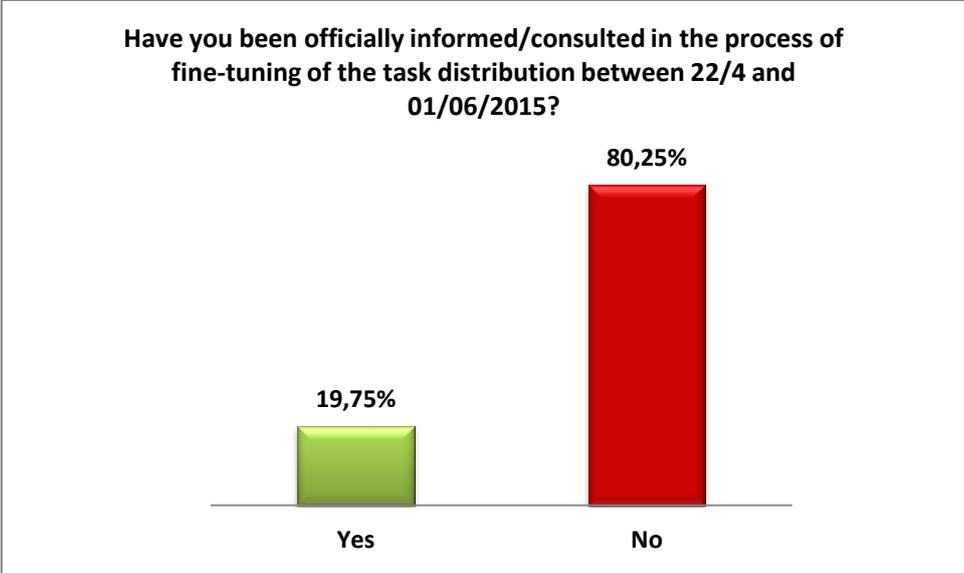
2. Have you been officially informed/consulted ahead of the announcement of the new organisation chart on 22/4/2015?



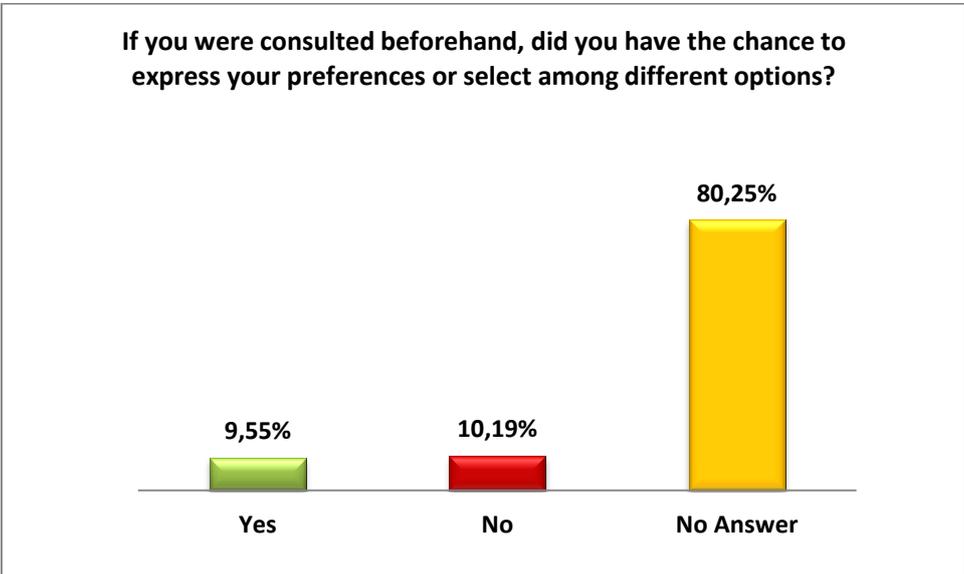
2.1. If you were consulted beforehand, did you have the chance to express your preferences or select among different options?



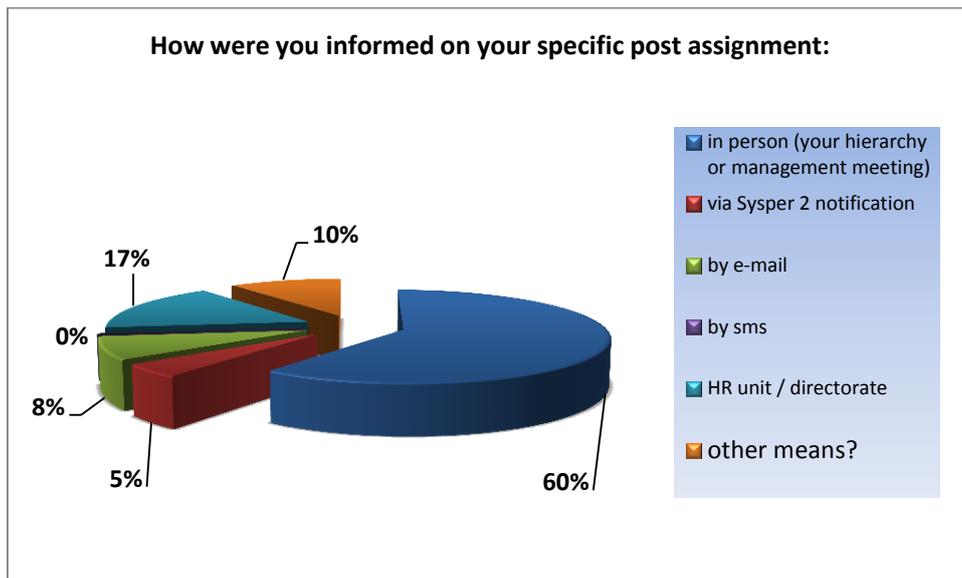
3. Have you been officially informed/consulted in the process of fine-tuning of the task distribution between 22/4 and 01/06/2015?



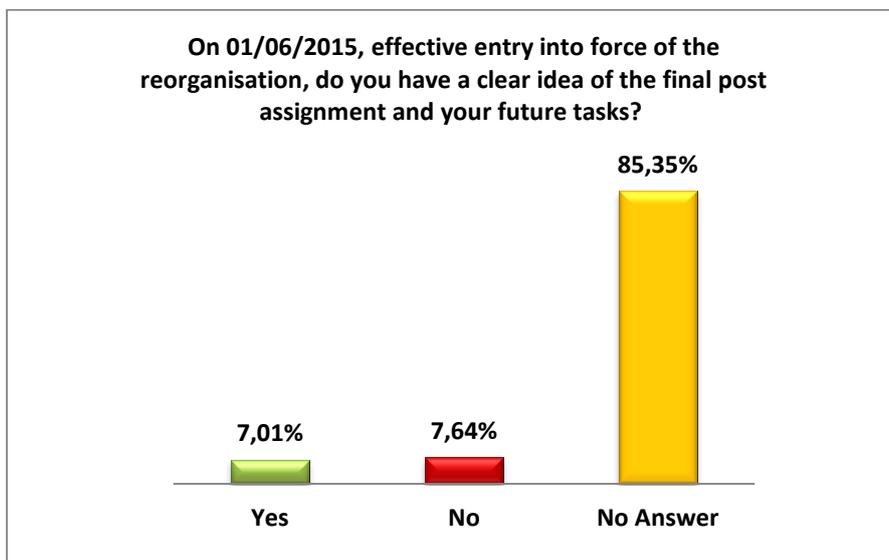
3.1. If you were consulted beforehand, did you have the chance to express your preferences or select among different options?



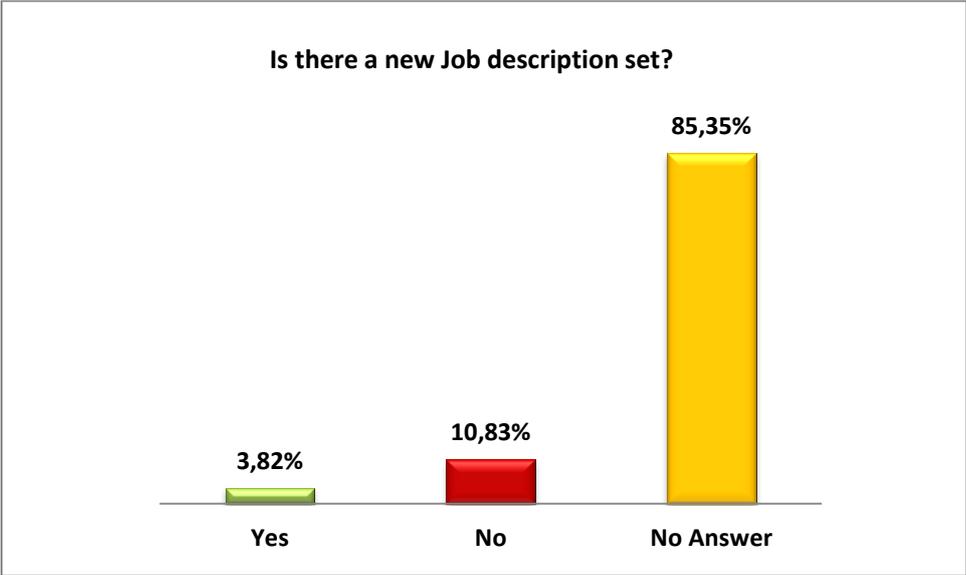
4. How were you informed on your specific post assignment?



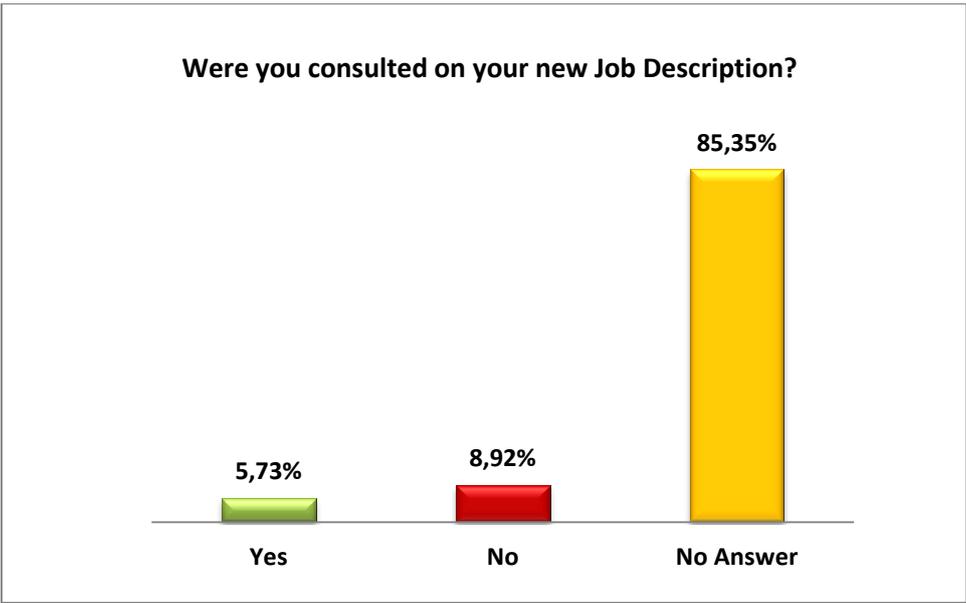
5. On 01/06/2015, effective entry into force of the reorganisation, do you have a clear idea of the final post assignment and your future tasks?



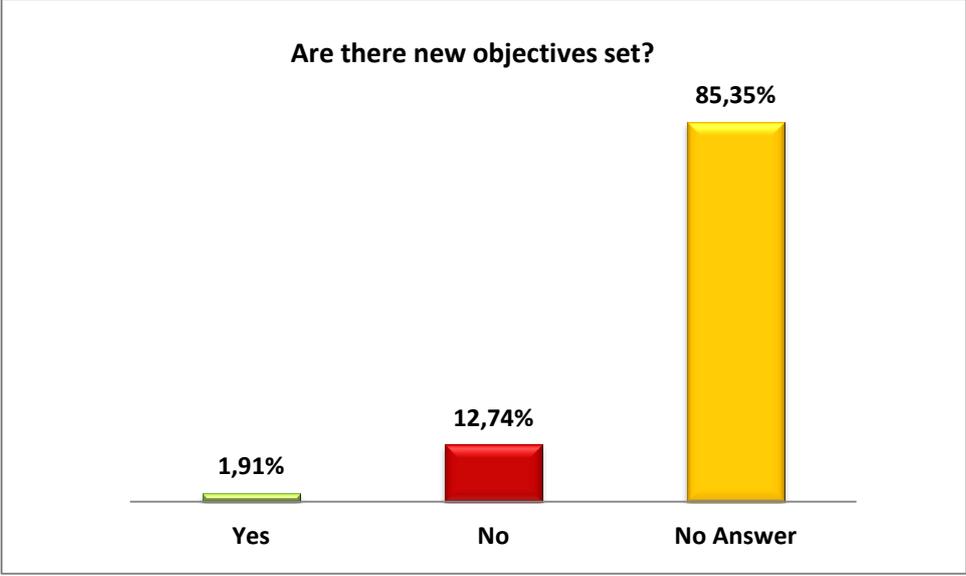
5.1.1. Is there a new Job description set?



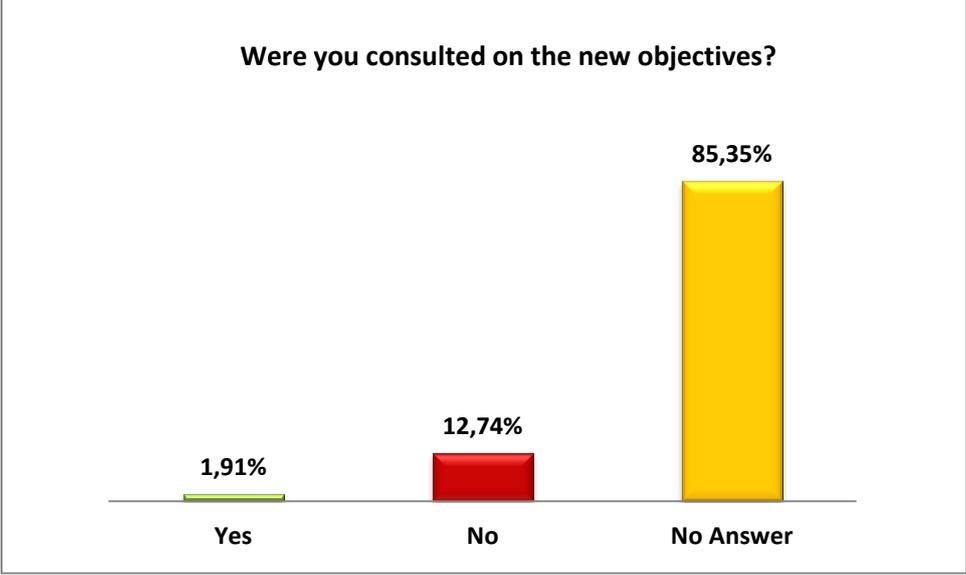
5.1.2. Were you consulted on your new Job Description?



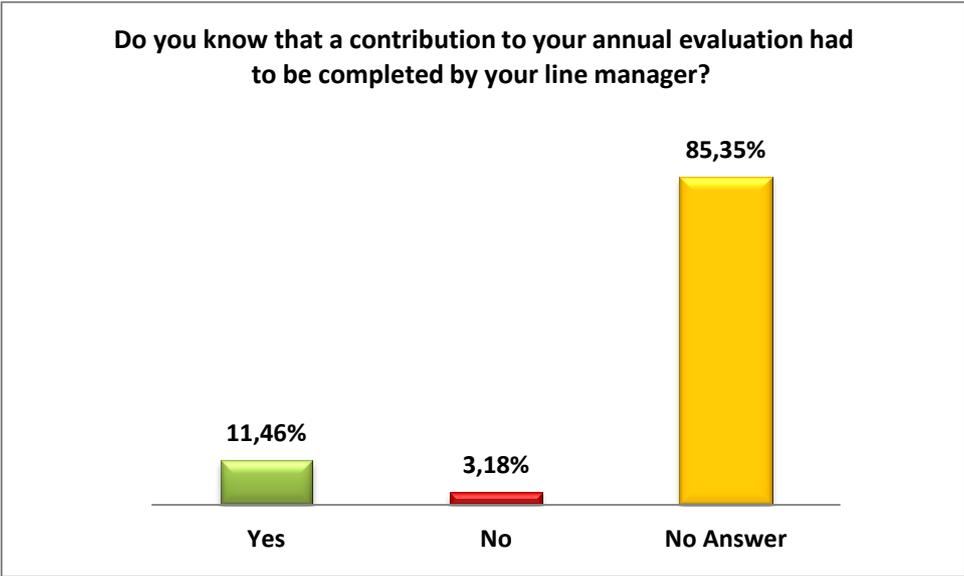
5.2.1. Are there new objectives set?



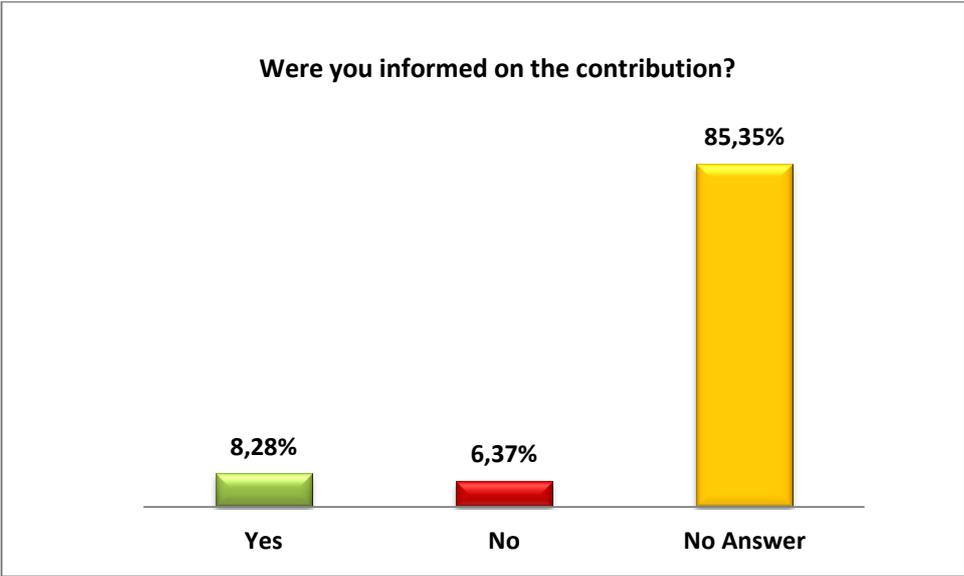
5.2.2. Were you consulted on the new objectives?



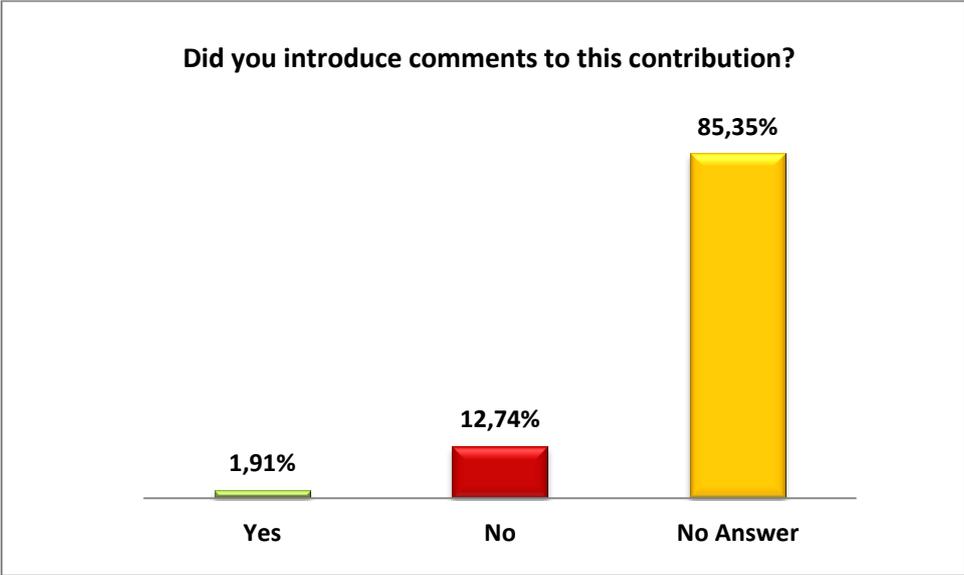
**5.3.1. Do you know that a contribution to your annual evaluation had to be completed by your line manager?**



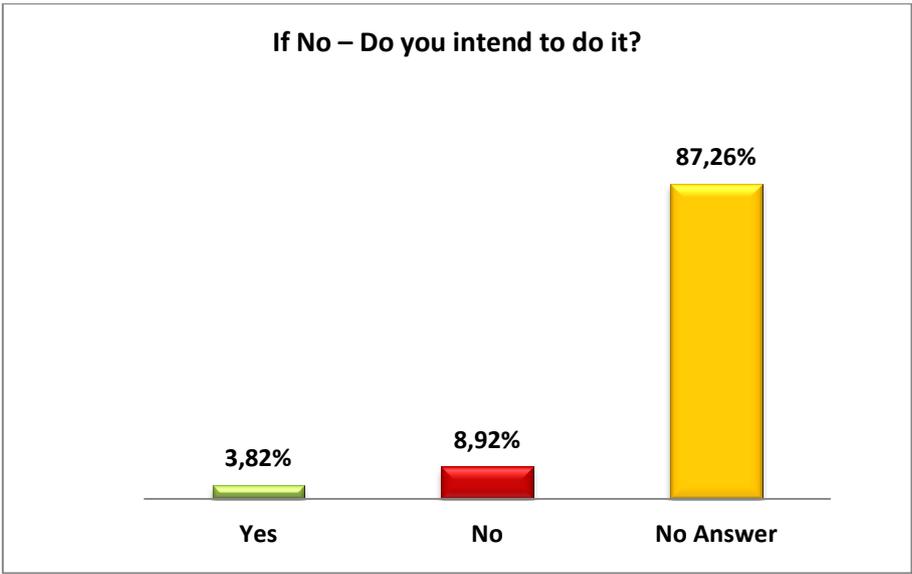
**5.3.2. Were you informed on the contribution?**



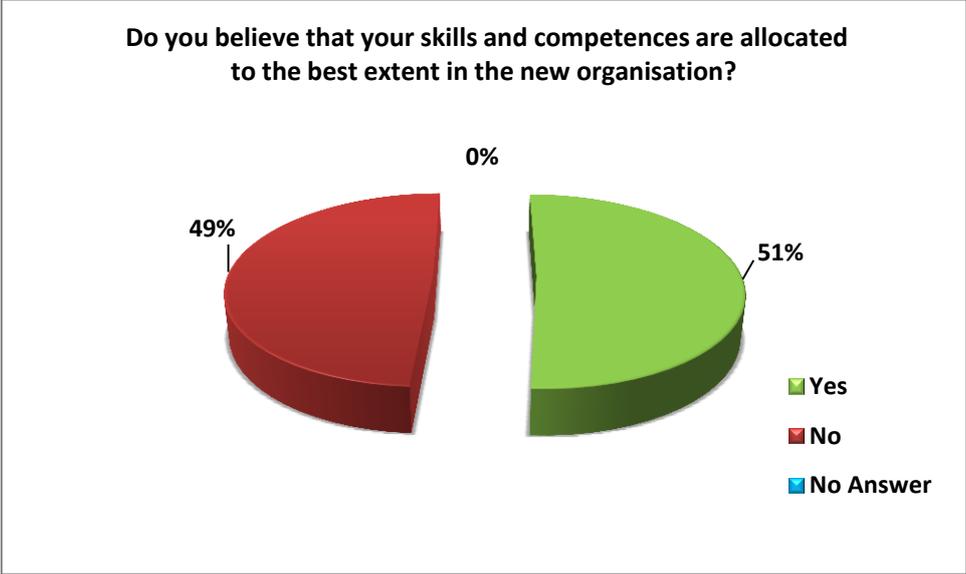
5.3.3. Did you introduce comments to this contribution?



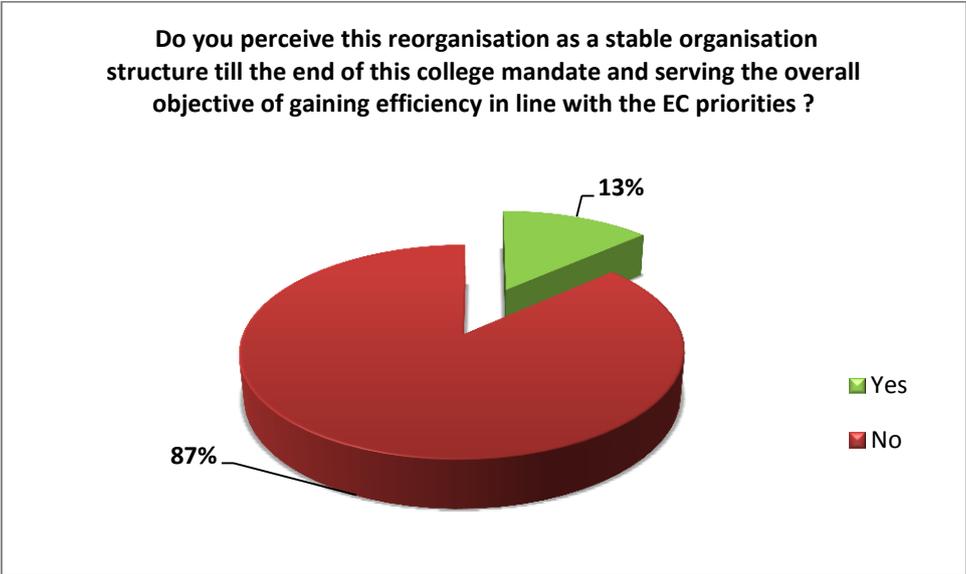
5.3.3.1. If No – Do you intend to do it?



6. Do you believe that your skills and competences are allocated to the best extent in the new organisation?



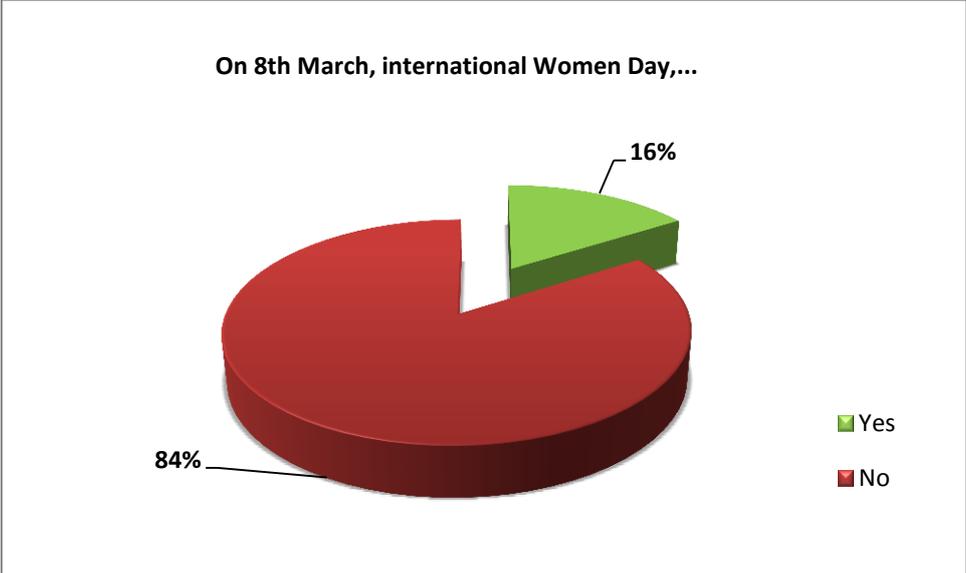
7. Do you perceive this reorganisation as a stable organisation structure till the end of this college mandate and serving the overall objective of gaining efficiency in line with the EC priorities?



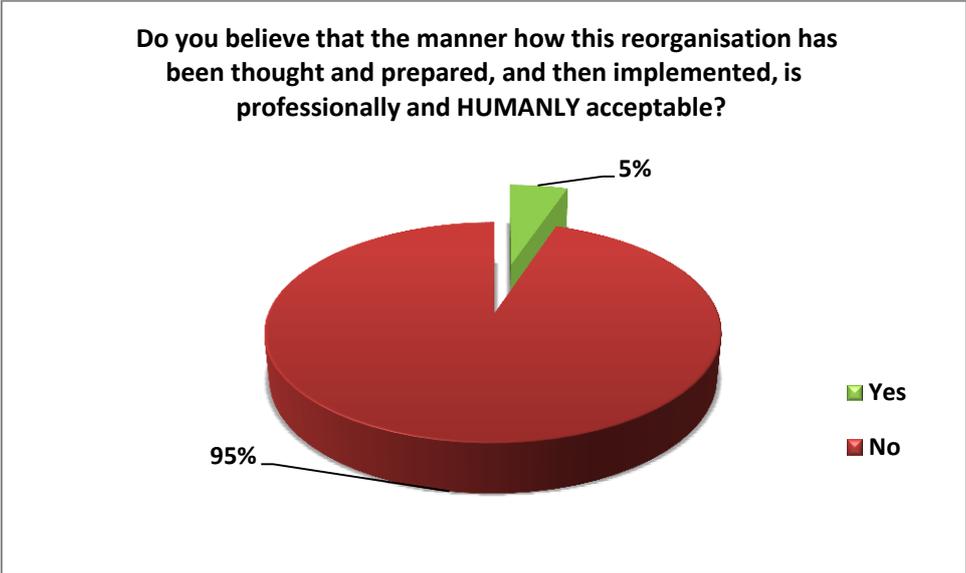
8. On 8th March, international Women Day, the Commission declared that it aims at 40% female management.

Given the absolute fact that 2 female colleagues have been simply dismissed from middle management positions despite very positive appreciation by colleagues and line managers, and deliverables at high standard, and the fact that the absolute share of women in management position have dimensioned (i.e. now HoU – 18,51%, more than twice less than the announced target! ) and this with particular impact for post-2004 women,

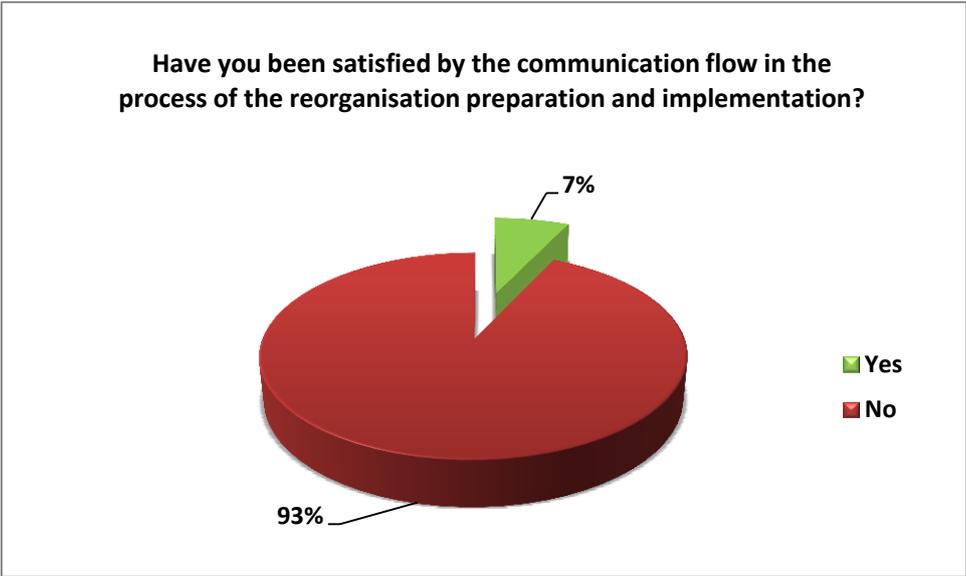
Do you believe that this reorganisation has been thought trough and implemented as positive step for achieving the announced gender balance of the management positions with at least 40% of female management as announced on 8 March 2015?



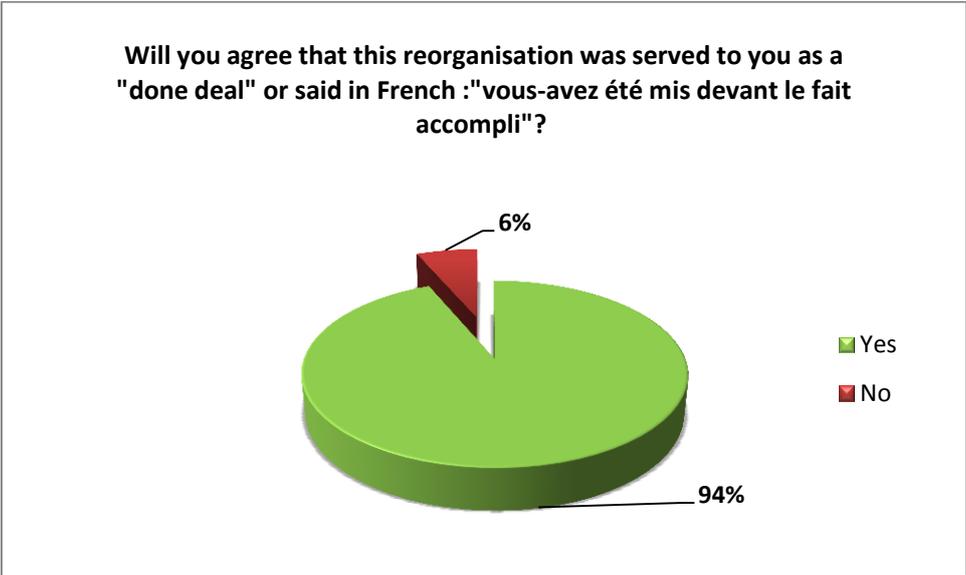
9. Do you believe that the manner how this reorganisation has been thought and prepared, and then implemented, is professionally and HUMANLY acceptable?



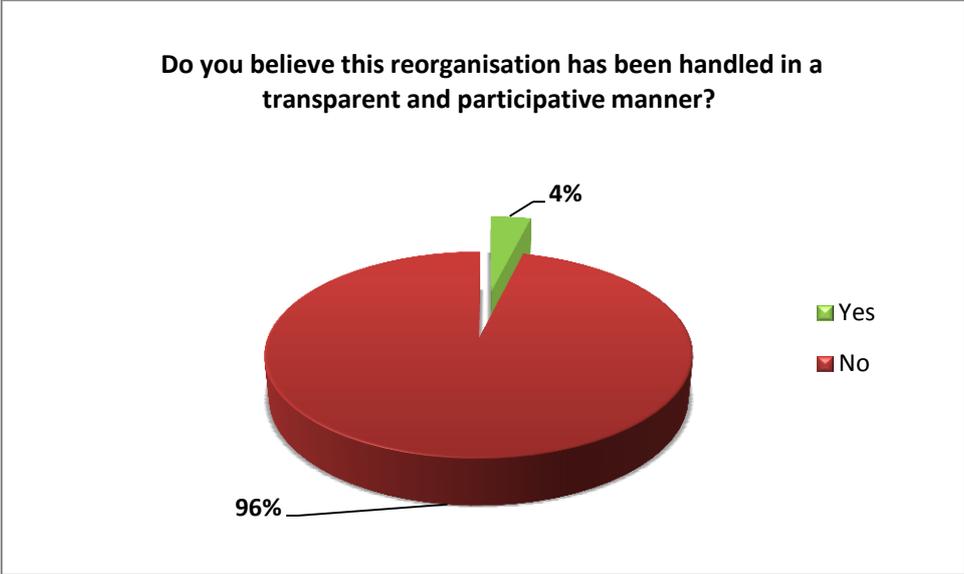
10. Have you been satisfied by the communication flow in the process of the reorganisation preparation and implementation?



11. Will you agree that this reorganisation was served to you as a "done deal" or said in French: "vous-avez été mis devant le fait accompli"?



12. Do you believe this reorganisation has been handled in a transparent and participative manner?



Annex:

13. Please feel free to add some "tweet-large" comment :

The resources and task allocation of my unit are still uncertain.

The most incompetent reorganisation ever.

Looks like there will be another reorganisation soon

C'est le bordel

This "reorganisation" is the most chaotic and disastrous I have seen in my entire career

Not only the reorg. has been done badly; moreover it has been done in 3 steps that was cumbersome and lead to chaos

We have and are being treated as pieces of furniture. The Care4Change team put in place could not offer support: they also lack all info!

This reorganization was done in a very non-professional way, much worse than what you could see in 'developing' public administrations

This is just chaotic. Very badly done. Without respect and consideration.

I received contradicting messages about continuing/stopping work on reports (ECR, EUIS). I am worried about ownership of the work done.

INSULT - and an HYPROCRISY. A DISGRACE... After the "German wave", the "Italian wave" followed. Let's wait what the Polish one will bring...

Totally random outcome reflecting power struggles between GROW directors and with Cabinet.

The worst is the lack of info - even HR is not informed. Since the 1st reorganisation on 1/1, I feel like being in a no-man's-land.

Why no gender balance? Woman+men still think We are best placed to take care of house etc. W can easily find job after 10y break, a M cannot!

I have to specify that the HR unit was never consulted or part of the negotiations and was also "mise sur le fait accompli"

I have the feeling that I'm not treated like a human being! Following the reorganisation a new head of unit has been appointed: 'wait & see'

The whole big mess, nothing seems to have been thought out or prepared properly. Staff are numbers - like it or lump it.

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| <b>A call for expression of interest was organised in January 2015. In this case internal mobility (prior to reorganisation) was well handled.</b>   |
| <b>Je travaille dans les ressources humaines et mêmes nous n'avons pas été impliqués ni informés de tout les processus.</b>                          |
| <b>Et ce n'est pas encore fini... voyons si notre DG est confirmé!</b>   |
| <b>the last 3-4 years DG ENTR serves as example of how to destroy a well-functioning organisation and how to demotivate personnel</b>                |
| <b>No communication, no consultation. I feel like furniture moved around...and for what?</b>   |
| <b>Although I was neither informed nor consulted on the whole reorganisation I felt I was well treated in my position.</b>                           |
| <b>5 JUNE - STILL NOT ABLE TO ACCESS MY COMMON DRIVE, SYSPER, etc.</b>   |
| <b>Now we are getting used to a reorganisation with every new commissioner and every new DG. Now we wait to learn who the new DG will be!!!</b>      |
| <b>Coming from another more democratic institution I was literally chocked by the way the reorganisation was implemented.</b>                        |
| <b>After months of non-communication/consideration, DCC/Commissioner have managed to kill the little motivation that was left among GROW staff</b>   |
| <b>Choquée de la manière &amp; grave dont on traite le personnel y compris les CdU, bougé comme des pions sans même en parler au préalable.</b>      |
| <b>L'absence de transparence, le sentiment d'impuissance, d'insécurité, d'inutilité (vous partirez avec vos dossiers...) = demotivation!</b>         |
| <b>This reorganisation could serve as a case study for don'ts in a business school</b>   |
| <b>I think HR has performed very poorly. Because SYSPER is still not up to date, people don't have access to ARES &amp; MIPS in their new Units.</b> |
| <b>This reorganisation is a trial run of the method that the ruthless reorganisers want to apply to the Commission as a whole.</b>                   |
| <b>Mushroom' management style reorganisation, completely imposed, not even the HoUs were aware of what was going on.</b>                             |
| <b>Si on retire 200 postes d'AST avec une grosse charge de travail, je ne sais pas comment on va</b>   |

|   |
|---|
| <b>gérer avec une secrétaire en moins!</b>  |
| <b>When will we see VP Georgieva and Commissioner Bienkowska to explain to staff this severe reorganisation and its aims?</b>                                   |
| <b>Since 2004 I have already seen 6 reorganisations: one each two years. So many changes for nothing to change - rather to worsen it.</b>                       |
| <b>I lost motivation - thinking of changing DG</b>  |
| <b>Change not used to improve management in ENTR/ GROW. Good people removed and mediocre management was left untouched/changed to other good post</b>           |
| <b>Awful questionnaire with many loaded questions ("Will you agree that....?"). But, then again, good to let off steam... ;-)</b>                               |
| <b>The 'last chance' Commission seems to be doing its best to become the last Commission!</b>   |
| <b>I am extremely disappointed with the way this was dealt with</b>   |
| <b>Competence merit doesn't count. Post assignment arbitrary. Transparency zero. Procedures: if something is simple, let's make it difficult. Demotivating.</b> |
| <b>Everything that shouldn't have been done has been done</b>   |
| <b>My directorate has been re-organized with 4 units but in the meantime 4 inter-unit clusters were put in place!!!</b>   |
| <b>Je n'ai pas eu de réel changement (même chef, même directeur, mêmes tâches)</b>  |
| <b>My situation was handled transparently but many colleagues from other units were not informed before or given a choice of the future tasks</b>               |
| <b>EC needs to match competences/talents with posts not blindly reshuffle staff across the organigram.</b>  |
| <b>A poor joke like many (most?) things taking place in the Commission!</b>   |
| <b>Apart from personal misgivings of colleagues concerned, this reorganization has also nasty effects for the institution as a whole</b>                        |
| <b>No one consulted me for anything. I accidentally found out that I was being transferred during a coffee break. i was shocked!</b>                            |
| <b>As usual, first priority is about accommodating incumbent Directors and Heads of Unit, then comes the reflection about the files themselves.</b>             |

Les gens ne sont pas utilisés &agrave; leur juste valeur, le savoir-faire et l'expérience sont bafoués.

The reorganisation is a "done deal" in my case since I am a contract agent and I was told my contract will end on XX/XX/2015. Hurray!

I'm satisfied as such. However, I have new colleagues with the same profile and there is not enough tasks for every one of us. Very unplanned!

I have the equivalent of 2 FULL-TIME JOBS (a colleague left without being replaced) -WITH NO BACKUP. And that's supposed to work?

It has been clear that all Italian and Spanish HoU, Deputy and directors saved their position at their best convenience.

In times of change communication (and the methods of communication) is key! Platitudinous video message by the management are not enough.

This reorganisation was made through hearsays and rumours. This is what created real stress.