

Multi-annual Staff Policy Plan 2016-2018 for the European Railway Agency

1. The Agency's activities

The Agency has the vision 'to make the railway system work better for society'.

ERA's mission is to contribute to the creation of an integrated European railway area where railway undertakings can run trains and organise their transport services freely, safely, effectively, and without interruption, allowing the rail transport sector to realise its inherent competitive advantages in relation to other transport modes.

The achievement of the mission can be expressed by the achievement of four operational activities aiming at shaping the base in the European Union for:

1. **A harmonised Safety Framework**
2. **Removing technical barriers**
3. **A single European Train Control and Communication System (ERTMS)**
4. **Simplified access for customers**

In addition, it is an objective for the Agency to support the European Commission in its promotion for the creation of an EU external market for the provision of railway equipment and services.

The Agency strives to implement these activities (the 4 described above plus a horizontal activity "Evaluation, management and resources") and their relevant projects through the delivery of the identified outputs.

The work programme/single programming document reflects in particular the demands on the Agency which continue to evolve also under the existing legal framework. As the amount of secondary legislation based on Agency recommendations increases and the Agency becomes increasingly well-known within the railway sector, the need for in particular dissemination and training grows as well (see explanations in chapter 5.2)

Following an evaluation carried out in 2011 and as part of the 4th Railway Package, the Commission has in January 2013 adopted a proposal for amending the agency regulation (see "new tasks" chapter 5.1). The proposal entails a number of new tasks for the Agency. In anticipation of the adoption of

the legislative texts, the preparatory work has started in order for the Agency to be prepared to take over the new tasks foreseen.

2. Staff population and its evolution

2.1. Overview of all categories of staff

Staff population		Staff population actually filled in 31.12.2013	Staff population envisaged in EU Budget 2014	Staff population actually filled at 31.12.2014	Staff population in voted EU Budget 2015	Staff population in Draft EU Budget 2016	Staff population envisaged in 2017	Staff population envisaged in 2018
Officials	AD							
	AST							
	AST/SC							
TA	AD	97	102	96 ^(*)	104	100	102	111
	AST	42	38	39 ⁽⁺⁾	33	37	37	37
	AST/SC	0	0	0	0	0	0	0
Total TA		139	140	135	137^(***)	137	139	148
Contract Agents								
CA GFIV		2	5	6	6	15	15	15
CA GF III		1	1	4	4	5	5	5
CA GF II		4	6	7	7	7	7	7
CA GFI		3	3	3	3	3	3	3
Total CA		10	15	20^(**)	16^(****)	30	30	30
SNE		5	6	4	8 ^(****)	4	4	4
<i>Structural service providers^(*****)</i>		7	7	7	7	7	7	7
Total		161	168	168	168	178	180	189
<i>External staff for occasional replacement</i>								

(*) 3 offer letters sent in 2014 are counted as posts filled

(+) 39 AST were present at ERA on 31/12/2014 and 2 left on 01/01/2015 (retirement and resignation)

(**) 5 offer letters sent in 2014 are counted as posts filled

(***) The breakdown AD/AST shall have to be adjusted in the course of 2015 in light of the staff actually present.

(****) The Work Programme for 2015 foresees 24 Contract Agents (137 TA + 24 CA + 4 SNE = 165 FTE). In the MASPP 2015-2017 adopted in March 2014 the figures were 138 TA + 16 CA + 8 SNE equalling 162 FTE

(*****) This category is not included in the breakdown of staff presented in the annual Work Programme.

2.2 Establishment plan evolution 2016-2018

Category and grade	Establishment plan in EU Budget 2014		Modifications in 2014 in application of flexibility rule		Establishment plan in voted EU Budget 2015		Modifications in 2015 in application of flexibility rule		Establishment plan in Draft EU Budget 2016		Establishment plan 2017		Establishment plan 2018	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16		-		-		-				-		-		-
AD 15				-		-				-		-		-
AD 14		1		-		1				1		1		1
AD 13		-		-		-				-		-		-
AD 12		-		-		-				-		1		2
AD 11		4		-		5				6		5		5
AD 10		11		-		11				14		16		15
AD 9		29		-		29				31		33		33
AD 8		21		-		21				21		20		24
AD 7		12		-		13				13		14		14
AD 6		24		-		24				14		12		17
AD 5		-		-		-				-		-		-
Total AD		102		0		104		?		100		102		111
AST 11		-		-		-				-		-		-
AST 10		-		-		-				-		-		-
AST 9		2		-		2				3		3		3
AST 8		3		-		3				4		5		5
AST 7		3		-		3				4		4		4
AST 6		2		-		2				3		3		3
AST 5		5		-		5				7		8		8
AST 4		7		-		6				7		9		9
AST 3		8		-		7				6		4		4
AST 2		8		-		5				3		1		1
AST 1		-		-		-				-		-		-
Total AST		38		0		33		?		37		37		37
AST/SC 6		-		-		-		-		-		-		-
AST/SC 5		-		-		-		-		-		-		-
AST/SC 4		-		-		-		-		-		-		-
AST/SC 3		-		-		-		-		-		-		-
AST/SC 2		-		-		-		-		-		-		-
AST/SC 1		-		-		-		-		-		-		-
Total AST/SC		-		-		-		-		-		-		-
TOTAL		140		0		137		?(*)		137		139		148

(*) The breakdown AD/AST shall have to be adjusted in the course of 2015 in light of the staff actually present.

3. Annual staff-related expenditure in 2014, in absolute terms and as a percentage of the overall administrative expenditure

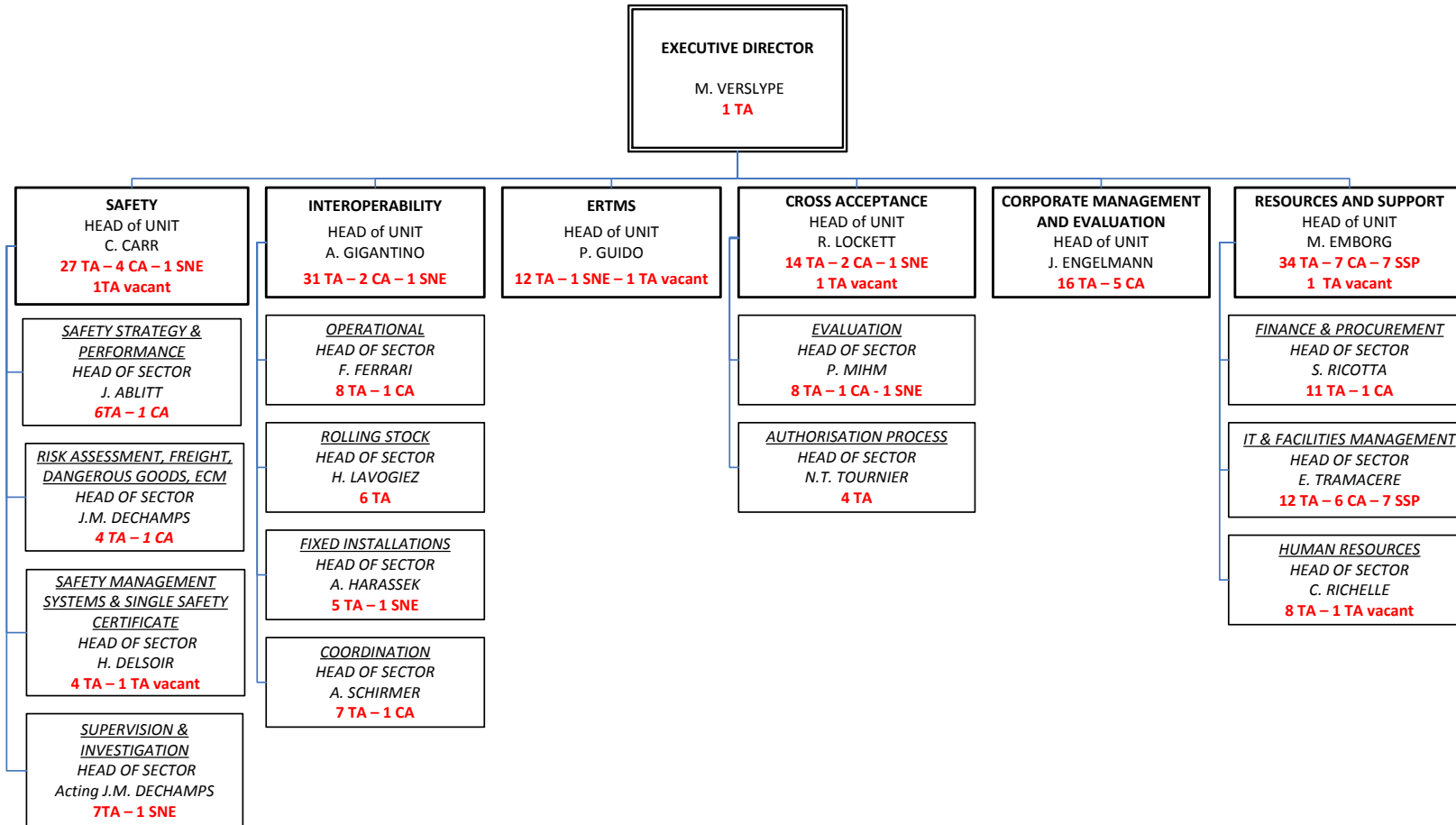
	Executed budget 2014 ¹ per source of revenue			Executed budget 2014 ² broken down by titles			
	EU Budget (1)	Other sources (2)	Total (3=1+2)	Title 1 (4)	Title 2 (5)	Title 3 (6)	Total (7=4+5+6) (7=3)
Salaries & allowances (1)			15 902 700	15 902 700			15 902 700
of wich establishment plan posts (officials, TA)	14 838 491			14 838 491			14 838 491
of wich external personnel (CA, SNE and External staff for occasional replacement)	898 859			898 859			898 859
of wich structural service providers	165 350			165 350			165 350
Other support/administrative expenditure (2)	9 128 254		9 128 254	493 853	2 711 328	5 923 073	9 128 254
Expenditure related to staff recruitment	70 917			70 917			70 917
Socio-medical infrastructure	35 481			35 481			35 481
Training costs	236 168			236 168			236 168
ADMIN Mission costs	147 937			147 937			147 937
Information and publishing	40 550				5 661	34 889	40 550
Studies / Surveys / Consultations	725 709					725 709	725 709
IT costs	3 629 255				1 077 280	2 551 975	3 629 255
Experts costs + OP mission costs	1 588 124				139 548	1 448 576	1 588 124
Postage / telecommunication	139 103				139 103		139 103
Translation and interpretation costs	952 183					952 183	952 183
Meetings / Conferences / Receptions / Events	189 031			3 350		185 681	189 031
Auditing and evaluation	0						0
Running costs	177 694				153 635	24 059	177 694
Rental of buildings and associated costs	1 175 566				1 175 566		1 175 566
Research and Development /Innovation	0						0
Movable property and associated costs	20 535				20 535		20 535

Total Budget (4)	25 030 954		25 030 954	16 396 553	2 711 328	5 923 073	25 030 954
% Share of salaries, allowances expenditure (1)/(2)			174%				
% Share of salaries, allowances expenditure (1)/(4)			64%				
Other operational costs (3)							

¹ Final executed budget (in commitment appropriations) including carry-overs to 2014, EFTA and third and candidate countries contributions.

² Ibid.

4. Organisation chart at 31/12/2014



Notes:

3 TA and 5 CA to whom offer letters have been sent in 2014 are included in the figures – a job offer turned down in December is not included. The Agency Has taken a conservative approach In 2014 in order to meet the requested staff cuts for 2015 where the Establishment Plan foresees a total of 137 posts instead of 140 on 2014. For this reason an additional TA post has remained vacant at the end of 2014.

5. Overview of the situation over the years 2016-2018

5.1 New tasks

Overall, in 2015 and beyond, the Agency will need to continue finalising the full scope of TSI and Common Safety Method (CSM), the next maintenance release of the European Rail Traffic Management System (ERTMS) and the essential of the work in the Cross Acceptance field, while also dedicating important means to communication, dissemination and training. These activities and projects will take the Agency well beyond cruising speed in the coming years. The 165 FTEs³ planned for 2015 will therefore continue to be required in 2016. The regular evolution in the tasks can, as explained below, be absorbed through efficiency gains with the following exceptions:

In 2016, there will be particularly increased demands on the Agency in the following three areas which will require a review of the staff planning:

- The preparatory work enabling ERA to take up the new tasks under the 4th Railway Package has to be intensified;
- In the area of ERTMS, ERA is required to increase its involvement in the deployment phase; and
- The support to the Shift²Rail activities and Joint Undertaking will have to increase.

With the entry into force of the 4th Railway Package, ERA will become important and entirely new tasks such as issuing safety certificates and vehicle authorisations. The skills profiles required for these tasks will be similar to those currently existing at ERA (e.g. engineers/project officers, lawyers,...) and used for the preparatory work. The start of these activities depends on the political decision making process which is ongoing. In the original planning the new tasks were provisionally foreseen as of 2017. Still, the very significant work required to prepare the Agency for these tasks has repeatedly been underlined by the legislator and will have to be intensified in 2016 involving all important stakeholders (in particular the National Safety Authorities and the Commission). However, with the reduction by three posts for Temporary Agents in 2016 (to be reintroduced in 2017) proposed in the Commission's planning, this preparatory work cannot be intensified as needed considering the Agency's existing tasks under the present legislation.

For ERTMS, the ambitious Breakthrough Programme of the European Coordinator, together with the requests of the Commission, consistently demand to the Agency:

- to reinforce the follow up of implementation projects, notably delivering technical evaluations to INEA and DG MOVE on funded projects, which will be significantly expanded with the CEF programme to include also Cohesion Funds;
- to support activities of the European Deployment Manager;
- to support the Commission with the revision of the ERTMS Deployment Plan;
- to accelerate the work on national rules relevant for ERTMS and on the harmonization of related engineering and operational rules for cross border traffic.

New tasks in line of the preparatory work for the legal basis are emerging as well, such as the coordination of railway related EU research activities like the Joint Undertaking Shift²Rail. The Agency has already contributed to the preparation of Shift²Rail, for instance, by having been included in the consultation process of the preliminary draft of the Shift²Rail master plan. Most of the Agency's

³ Not including structural service providers

activity relating to research will be focussing on providing technical support to Shift²Rail, and will depend on available and/or additional resources. A detailed description of ERA's tasks in relation to Shift²Rail can be found in Annex 2.

As a consequence of the above, this plan proposes two measures:

- To increase the number of Contract Agents by six (to 30) from 2016; and
- To advance the introduction of three posts for Temporary Agents original foreseen for 2017 to 2016.

The above will allow ERA to maintain the number of Temporary Agents in 2016 at the level of 2015 (equal to the 2012 level minus 5%). For the years 2017 and 2018 it is proposed to stay with the number of posts for Temporary Agents proposed by the Commission in its Communication from 2013.

5.2 Growth of existing tasks

Under the general Agency's objective of developing an EU Interoperability and Safety framework, the Agency is focussing its tasks in the next years (horizon 2020) on implementing four operational activities:

1. A harmonised Safety Framework
2. Removing technical barriers
3. A single European Train Control and Communication System
4. Simplified access for customers.

For the **1st activity**, the main developments ended in 2012 (less than 10% of the available staff for this priority still working on development) so that a **high transfer of staff to the monitoring and facilitating tasks** is taking place over the next years.

For the **2nd activity**, the main developments have come to an end at the end of 2014, using approximately 60% of the resources in this domain. **Since 2014, a similar shift to the monitoring and facilitating tasks takes place.**

For the **3rd activity**, the balance slowly moves from a 50% development still in 2014 **to higher levels in monitoring/facilitating in the years after 2014** (monitoring of ERTMS investment projects and others).

As the **4th activity** is relatively new as a focal domain (the priority was set in 2012), the development work took around 50% of the available resources over the last 1-2 years, **then moved to a higher allocation of staff to monitoring and facilitating.**

In addition to the 4 operational activities, the Agency groups its horizontal and support functions and tasks under the activity "Evaluation, Management and Resources" covering the work mainly carried out by the Resources and Support Unit, the Corporate Management and Evaluation Unit, international activities and research related activities (including support to Shift²Rail).

In the 1st and 2nd activity, the preparation for the future tasks under the 4th Railway Package has required resources since 2014.

5.3 Efficiency gains

The Agency has started in 2012 with the development and the implementation of an Integrated Management System (IMS) in line with ISO 9001 requirements. IMS has been providing and will continue to do so, according to a programme planning, the necessary basis to ERA staff for clear and better defined processes, procedures, standards, templates and some others including the necessary training which are the indispensable basis for efficiency gains.

In 2014, the Agency documented its planning, monitoring and reporting process with the start of the development of an appropriate IT tool, which will enable ERA to further support its operational and horizontal activities.

As of 1 January 2014 the weekly working time has increased from 37.5 hours up to 40 hours and this additional time has been contributing to efficiency gains.

The Agency has realised the 5% reduction in posts (from 144 in 2012 to 137 in 2015) for Temporary Agents through efficiency gains without having to deny major tasks.

5.4 Negative priorities/Decrease of existing tasks

Please see the explanations in section 5.2 (new tasks). The evolution of the downsizing activities follows the inverse logic of the increasing tasks.

The development tasks are most likely to decrease over time to a “maintenance level” (where applicable, see section 5.2).

Staff carrying out these tasks will evolve more in the direction of monitoring and especially facilitating tasks to be able to really implement what has been developed and to close the feedback loop into necessary amendments of the developments. The advantage of this principle is that the know-how regarding the aim of the developments (what has been their objective?) is fully known among the concerned staff and leads to a high work efficiency in the facilitation area and in the feedback into the functioning.

5.5 Redeployment of resources in view of budgetary constraints

The distribution of staff on the 4 EU operational activities and the horizontal activity, including the types of tasks as described above, is under constant prioritisation discussion with the Commission and other stakeholders (such as Member States, Railway Sector,...).

The prioritization criteria used for defining the right allocations of staff in the work programme have been (still on a more qualitative basis):

- contribution of a task to a strategic priority (strategic compliance)
- economic impact of a task compared to other tasks (importance of the task in the overall task portfolio)
- political/stakeholder necessity to perform the task (urgency)
- tangible planning and sensible resource use (efficiency)

Those criteria will be developed and refined further in the future regular discussions for allocating the resources at the right place, especially to filter out the tasks with the lowest added value to cope with the required efficiency gains. In 2014, resources were rather stretched to the fullest, and any

additional tasks without extra resources would most likely result in re-prioritising and possibly discarding existing tasks which can also be expected for 2015 onwards.

5.6 Consequence of the above on the number of staff in the Agency for the next 3 years

Most of the main needs of the following years can be covered by existing means through the mentioned prioritisation and further efficiency gains.

Still, ERA is planning to engage six additional Contract Agents (FGIV) as of 2016 to strengthen the operational Units and enable them to contribute adequately to the Shift²Rail activities. A description of the foreseen activities and an estimation of resource requirements and tasks for ERA can be found in Annex 2 (Explanatory note to the ERA Administrative Board Number 31 of 19 March 2014). The additional staff will be financed within the limits of the financial resources for 2016 foreseen for ERA in the Commission's communication from July 2013 on the programming of resources for decentralised agencies 2014-2020.

In addition, it is proposed to advance the introduction of three posts for Temporary Agents for work in relation to the 4th Railway Package from 2017 till 2016. In 2016, this staff will mainly be involved in the preparatory work enabling ERA to fulfil its role under the 4th Railway Package. Later, they will become part of the team actually implementing the 4th Railway Package. Even with the proposed advancement of these three posts, the number of posts will in 2016 remain at a level which is 5% lower than in 2012. The effect of not advancing these three posts would be a reduction for just one year of the number of posts with a significant disruption of work, loss of efficiency and administrative costs as a result.

6. Staff policy followed by the Agency

6.1 Recruitment policy

The following general principles guide the application of the legal framework concerning ERA staff:

- a) As a general rule tasks are carried out by Temporary Agents. The main exceptions are for tasks where it is not clear that they are of a long term nature, tasks which do not require the post holder to have completed secondary education and situations where budgetary constraints do not allow for employing Temporary Agents. However, with the continuing reduction in the number of TA/AST posts, there will be very limited scope for recruiting staff for secretarial tasks as temporary agents. It is therefore most likely that new staff in this area will be recruited as contract agents rather than using the new category AST/SC;
- b) Temporary and Contract Agents are as far as possible treated in the same way;
- c) In all vacancy notices, job offers and employment contracts the type of post shall be mentioned whether long-term or short-term (as described in point 6.1 a).

In addition, it should be noted that the Agency does not employ officials. However, there are cases where EU officials have been seconded at their own request and have therefore acquired the status of Temporary Agent.

Selection and engagement procedures:

The procedures for selection and engagement of Temporary Agents and Contract Agents are based on Articles 27-34 of the Staff Regulations and Articles 12-15 of the Conditions of Employment of Other Servants of the European Communities (CEOS), the related Implementing Rules on Temporary Agents and Contract Agents, the Financial Regulation (European Commission and ERA), the Code of Good Administrative Behaviour and the data protection rules.

As nationals of Norway, Iceland and Liechtenstein are eligible for working for ERA, the Agency cannot directly make use of the general reserve lists established by the European Personnel Selection Office, EPSO.

The selection procedures for the recruitment of **Temporary Agents** are carried out in accordance with ERA Decision ERA-ED-DEC-677-2013 adopted on the 11th of November 2013 on Temporary Agents in the European Railway Agency amending Decision N°251/11. The General Implementing Provisions on the procedures governing the engagement and use of **Contract staff** at the European Railway Agency (N° 340/11.2010) was adopted on the 9th November 2010.

The selection procedure is currently being reviewed based on recommendations from the Internal Audit Service, the Court of Auditors and the Decision of the European Ombudsman closing the own-initiative inquiry OI/4/2013/CK into the EU Agencies practices regarding disclosure of the names of the Selection Board members (OI-4-2013-CK-S2014-191669). The new procedure may be summarised as follows:

- The drafting, translation⁴ and publication of a **vacancy notice** fixing amongst other specifications, whether the post is for short-term or long-term employment, eligibility and selection criteria, type and duration of contract and recruitment grade, references to the selection procedure (including participation to other assessment process if applicable, e.g. assessment centres for managerial posts). ERA publishes the vacancy notice (as well as the names and roles in the selection committee⁵) on its website, IntraComm and the EPSO website⁶. Vacancies are also sent to other EU agencies, members of the Administrative Board, the permanent representations of Member States to the EU and national railway organisations. Vacancies are also promoted through specialised press, when appropriate.
- **Applications** are received only by e-mail.
- A **selection committee** is nominated by the Executive Director and is composed of at least three members including the Head of Unit concerned, a representative from the Resources & Support Unit (usually from the HR Sector) and a representative nominated by the Staff Committee. In specific situations experts from outside ERA are invited to be members of a selection committee. The role of the selection committee is to prepare the list of questions and the written test, to select on the basis of eligibility and selection criteria the candidates to be short listed, to conduct the interviews and written tests, to evaluate the replies and integrate the results of all related assessment, to decide on the suitability of applicants and make a recommendation to the Executive Director on the applicant (s) to be included in the reserve list of successful candidates. As a general rule, all members of the selection committee will have followed the relevant training offered by DG HR.

⁴ Will be introduced in the course of 2015.

⁵ id.

⁶ ERA is also party to the agreement on the Inter-Agency Job Market but has so far not made any use of the possibility to recruit staff this way. Once the new rules for 2f Temporary Agents are in place there should be more scope for staff mobility between ERA and other EU agencies.

- The **compliance with impartiality, confidentiality and transparency of procedures** is monitored by the HR Sector and deviances are transmitted to the Executive Director. For example all members of the selection committee complete a 'declaration of confidentiality and conflict of interest' form.
- **Interviews, written tests** and, where applicable, additional assessment are organised by the HR Sector which provides logistic and secretarial support including the scheduling of interviews/test(s), sending invitations to the applicants and responding to queries from invited applicants.
- **Recommendations of the selection committee** are prepared summarising the results of the assessment and drawing up a list of applicants considered suitable for the post. The evaluation sheets signed by the members of the Committee are annexed to the written recommendation.
- The Executive Director adopts a **decision** on the candidates to be entered on the reserve list and any job offers to be made. All candidates are then informed of the result of their application.
- There is **access to information** regarding all stages of the selection procedure for candidates who so request it. Documents are kept by the HR Sector in accordance with the guidelines of the European Data Protection Supervisor.
- A candidate who considers that a mistake has been made regarding the eligibility of his/her application has 20 days to launch an appeal procedure. The selection committee has 45 calendar days to reply to requests for appeal.
- **Data is processed** in accordance with Regulation (EC) N°45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies on the free movement of such data.
- The **engagement procedure** consists of telephone contact with the candidate, confirmation, by e-mail, and exchange of information using the personal data form to calculate monthly salary. The candidate is also required to complete a declaration of conflict of interest. The step at engagement level is calculated, a salary simulation made, and the job offer sent by post. An invitation for a pre-engagement medical is sent together with a request of the necessary supporting document. A contract of employment is then signed following the receipt of all relevant documentation and a medical 'fit to work' certificate.

The procedure applies by analogy to the selection of **Seconded National Experts** with the following exceptions:

- SNEs already in post at the Agency may be members of the Selection Committees for SNE selection only;
- SNEs do not necessarily have to pass written tests;
- SNEs do not need to provide the same number of supporting documents in view of their secondment to ERA;
- SNE do not need to undergo medical examination.

Before the secondment of an SNE is formally agreed, the Agency sends a letter to his/her employer requesting written approval of the secondment and also of the period of secondment concerned (Exchange of letters).

Depending on the function and the level of tasks and within the limits authorised by the establishment plan of the Agency, Temporary Agents are recruited at the following **entry grades**:

- AST 1 to AST 4 for the function group AST
- AD 5 to AD8 for the function group AD

For managerial posts or highly specialised posts, ERA can engage Temporary Agents at grades AD 9, AD10, AD11 or on an exceptional basis, at grade AD12⁷. However, except for the post as Executive Director, no post has so far been filled at a level above AD10.

In the Assistant function group, recruitment at a grade higher than the one provided for above can exceptionally take place on the basis of an analysis of the labour market conditions and the need for particularly experienced staff.

Staff holding a long-term post are normally offered an initial **contract** with a **duration** of four years with the possibility of renewal. The first renewal is normally for two years and any further renewal will be for an indefinite period. For staff holding a short-term post, the duration of the contract depends on the duration of the tasks to be carried out.

a. Temporary agents

In accordance with the Agency Regulation, TA shall be engaged to occupy a post pre-defined as short-term or long-term depending on the duration of the tasks related to it. Each vacancy notice shall indicate whether the post is short-term or long-term:

- 1) *Short-term posts* are posts involving tasks of a definite duration not exceeding the period stipulated in Art. 24(3), first indent, of the Agency Regulation. A TA assigned to a short-term post shall not occupy that particular post for longer than the said period.

TA engaged to occupy a short-term post shall be engaged for the duration of the tasks related to it. The contract may be renewed only once and only if required for the completion of these tasks. However the cumulative duration of contracts shall not exceed the maximum length of the period stipulated in the first indent of Article 24(3) of the Agency Regulation.

- 2) *All other posts are long-term* posts which can be occupied for an indefinite period.

The following list of long-term posts which entail continuous tasks and which can be occupied for an indefinite period has been established:

Heads of Unit

Head of the Executive Director's office⁸

Heads of Sector

In the Executive Director's office⁹:

Administrators and Assistants

Secretaries

In the Resources and Support Unit:

HR Administrators and HR Assistants

Financial Administrators and Financial Assistants

IT&FM Administrators and IT&FM Assistants

Accounting Officer and Accounting Assistant

Secretaries

In the operational units:

Project Officer Administrators and Project Officer Assistants

⁷ See further Annex 1 for recruitment levels for specific posts

⁸ This post no longer exists

⁹ Now part of the Corporate Management and Evaluation Unit

Advisers¹⁰
Data base Administrators and data base Assistants
Secretaries

The decision to renew contracts of employment of Temporary Agents occupying a long-term post shall be taken by the Executive Director based on 2 considerations: the continuity of the post and the competences and performances of the jobholder, in accordance with Decision N° ERA-ED-DEC-678-2013 and the Procedure PRO_STA_01 on “renewal and non-renewal of contracts of employment before the expiry date”..

If a TA or former TA is awarded a second contract of employment in the same function group, this contract shall be considered as a renewal in the sense of Article 8 of the CEOS if the period between the end of the first contract and the starting date of the new contract is less than 6 months. If the period between the two contracts of employment is 6 months or more or if the new contract is in a different function group, the second contract of employment shall be considered a new contract of employment.

Considering the budgetary constraints and the reduction of TA (mainly AST) posts, the policy at the Agency is to grant **unpaid leave**¹¹ on compelling personal circumstances (CEOS, Art. 17) only in exceptional circumstances, if the related workload conditions can be managed, for a limited duration, for an urgent private need which is not covered by the rules on special leave, like sickness of a family member, for a personal development of the staff member which is in the interest of the service or for similar reasons. In such cases, the Agency expects that the staff member will come back to work at ERA after the period of leave. With the increased pressure on the human resources, the Agency has unfortunately had to be increasingly strict in assessing requests for unpaid leave because of the difficulties in temporarily replacing staff on leave.

b. Contract agents

In accordance with Article 85 of the CEOS, contract staff can be recruited for a fixed period of at least three months and not more than five years. Contract Agents are recruited for their specific competence in different areas of administration (finance, HR, IT, logistics, legal, audit, quality management), in the railway domain or to perform manual or secretarial tasks.

This type of contract is usually used to meet specific needs such as:

- Secretarial tasks;
- Coping with temporary peaks in workloads;
- Launching pilot projects or new activities whose long-term commitment in terms of staffing is unclear;
- Replacing staff on long-term absences such as maternity leave, long-term sick leave or CCP;
- Unforeseen deficits in staffing levels and budgetary restrictions in overcoming this problem by recruiting Temporary Agents.

However, increasingly ERA will most likely also have to engage Contract Agents for other tasks.

¹⁰ ERA does not recruit Advisers anymore.

¹¹ Articles 17 and 52 of the CEOS and Commission Decision (C(2013) 9054)

Following the general principle stating that Temporary and Contract Agents are as far as possible treated in the same way, the distinction between short-term and long-term jobs for Contract Agents will follow the same logic as the one for Temporary Agents. As well, the initial contract will normally be for four years unless the duration of the foreseen tasks is shorter.

Types of key functions:

- Administrative and Logistician Support Agents
- Secretaries/assistants
- Project Officers

c. Seconded national experts¹²

In 2009, ERA adopted a decision on the policy and the procedures governing the recruitment and use of seconded national experts in ERA consolidating and simplifying the existing rules (Decision N° 237/2009). SNEs assist ERA staff and cannot perform middle management duties.

SNEs are seconded from their national employer to the Agency's operational units on the basis of their specific competencies and technical expertise in the railway domain.

A possibility to recruit 'cost-free' SNEs also exists where ERA does not pay any allowances or cover any of the expenses related to the performance of their duties during their secondment although ERA has no such SNEs at the moment.

The initial period of secondment may not be less than six months or more than two years. It may be renewed once or more up to a total period not exceeding four years. Exceptionally, ERA's Executive Director may authorise one more extension of the secondment for the maximum duration of one year at the end of the four year period¹³. Each secondment and extension is subject to an exchange of letters. An SNE may be seconded once again provided that the conditions of secondment still exist and a period of at least six years has elapsed between the end of the previous secondment and the new secondment unless the previous secondments lasted for less than four years.

Types of key function:

- Project Officer

d. Trainees

Professional traineeships last between three and five months in accordance with ERA's Decision N°06.2006/2009. Professional traineeships are organised once or twice per year, depending on budget availability.

¹² NB SNEs are not employed by the agency.

¹³ Article 24(3) of the Agency Regulation limits periods of secondment to a maximum of five years.

e. Structural service providers¹⁴

Staff FTE	Tasks	Description	PD per Year	Total PD per Year	Framework Contract	Expiring
4	Service Desk	User support and assistance	220	880	ESP/EISD5 to be signed in May 2015	Date of signature, 3+1 Y
2	Senior Analyst Programmer	Writing/maintenance/prototyping of applications that reflect the specifications.	220	440	ESP/EISD5 to be signed in May 2015	Date of signature, 3+1 Y
1	Webmaster	Creation and staging of web site	220	220	ESP/EISD5 to be signed in May 2015	Date of signature, 3+1 Y

6.2 Benchmarking of the key functions in the agencies

See Annex I.

6.3 Appraisal of performance and promotion/reclassification

The Agency applies ERA Decision N°118/04.2008 on “Staff Performance Appraisal at the European Railway Agency” and N°130/06.2008 on “Staff Reclassification at the European Railway Agency”. The seventh reclassification exercise took place in 2014 and 34 members of staff were reclassified.

The Agency’s reclassification policy complies with the principles established in the Commission’s model decision on reclassification of Temporary Agents. In 2014 there were still no rules in place for the reclassification of Contract Agents.

Nevertheless, the Agency shall adopt new Decisions on performance appraisal and promotion/reclassification as soon as the models have been adopted by the Commission. The draft models of the new Decisions will entail a system without points and will include the reclassification of Contract Agents. The new rules will be applied for the first time for the appraisal and reclassification taking place in 2016.

¹⁴ NB Structural service providers are not employed by the agency.

Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 01.01.2013		How many staff members were promoted / reclassified in 2014		Average number of years in grade of reclassified/promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13					
AD 12					
AD 11				2	4y10m
AD 10		6			
AD 9		24		5	6y
AD 8		24		3	5y
AD 7		2			
AD 6		36		10	4y2m
AD 5		1		1	3y10m
Total AD		94		19	
AST 11					
AST 10					
AST 9					
AST 8		2		1	4y7m
AST 7		1		1	4y8m
AST 6		4			
AST 5		5		1	4y10m
AST 4		5		1	4y
AST 3		6		2	3y8m
AST 2		12		5	4y1m
AST 1		5		4	3y9m
Total AST		40		15	
Total		134		34	

6.4 Gender balance

The following non-discrimination notice is included in all vacancy notices:

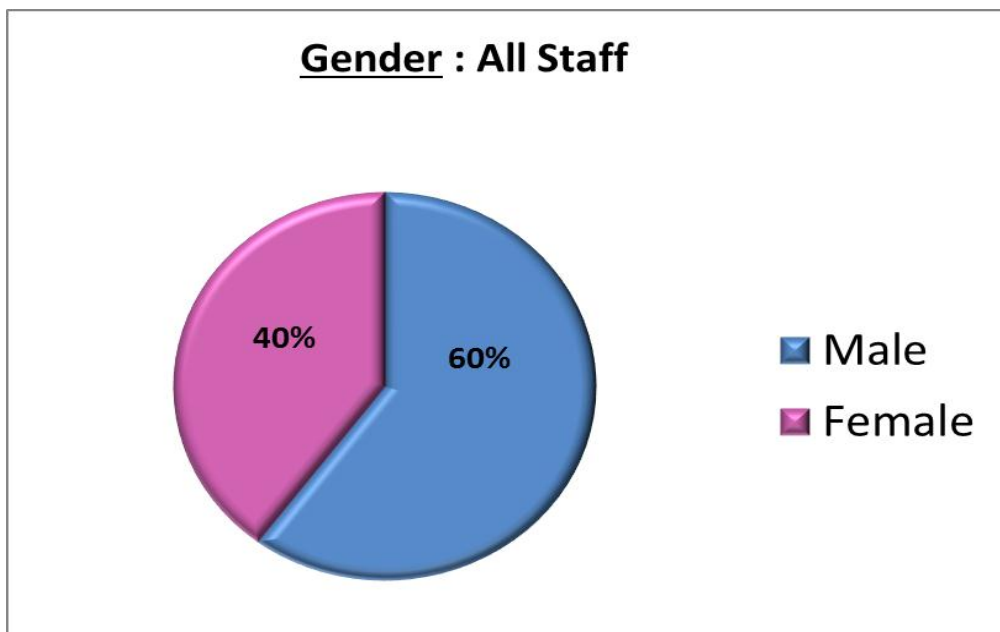
“Equal opportunities: The European Union takes great care to avoid any form of discrimination in its recruitment procedures”.

Applications are encouraged from all candidates and facilities management is prepared to accommodate people with disabilities. A positive discrimination policy however has not been put in place.

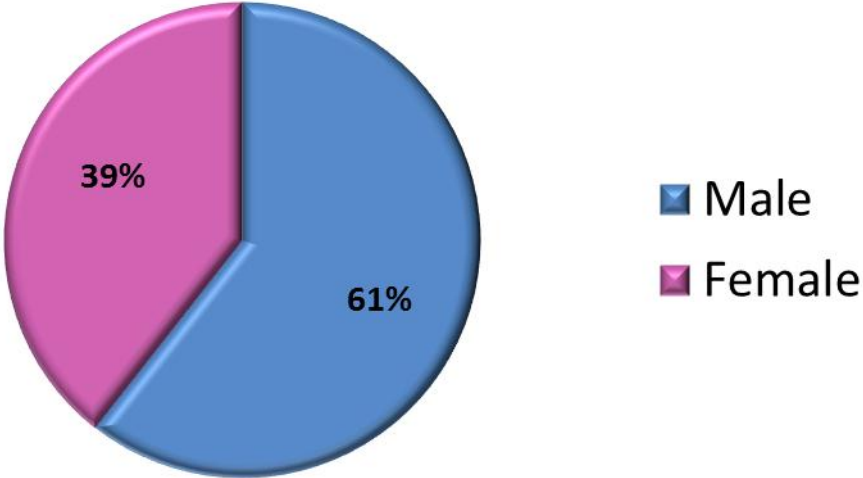
In general, the gender balance at ERA has been stable over recent years. As can be seen from the “All Staff” pie chart, the current figures are 60% male staff and 40% female staff

Looking at the pies by break down by contract type, 73% of the AD are male staff, and 69% of the AST are female staff. SNE figures show a 75% percent male ratio while the CA figures present the most even balance.

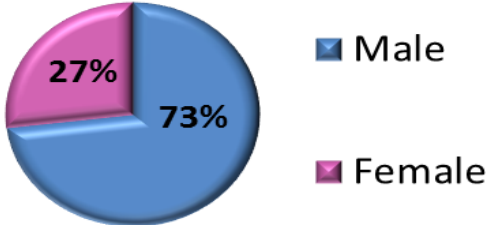
The current **flexi-time** policy and the Decision on **teleworking** of the Agency are designed to facilitate an improved work-life balance.



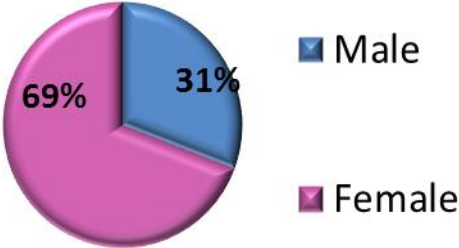
Gender : TA



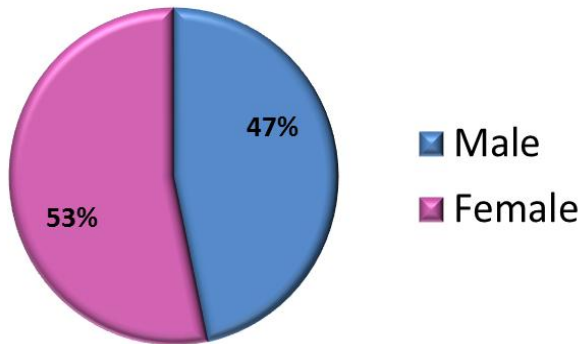
Gender : AD



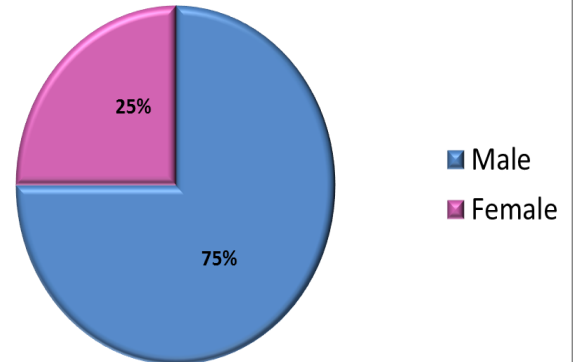
Gender : AST



Gender : CA

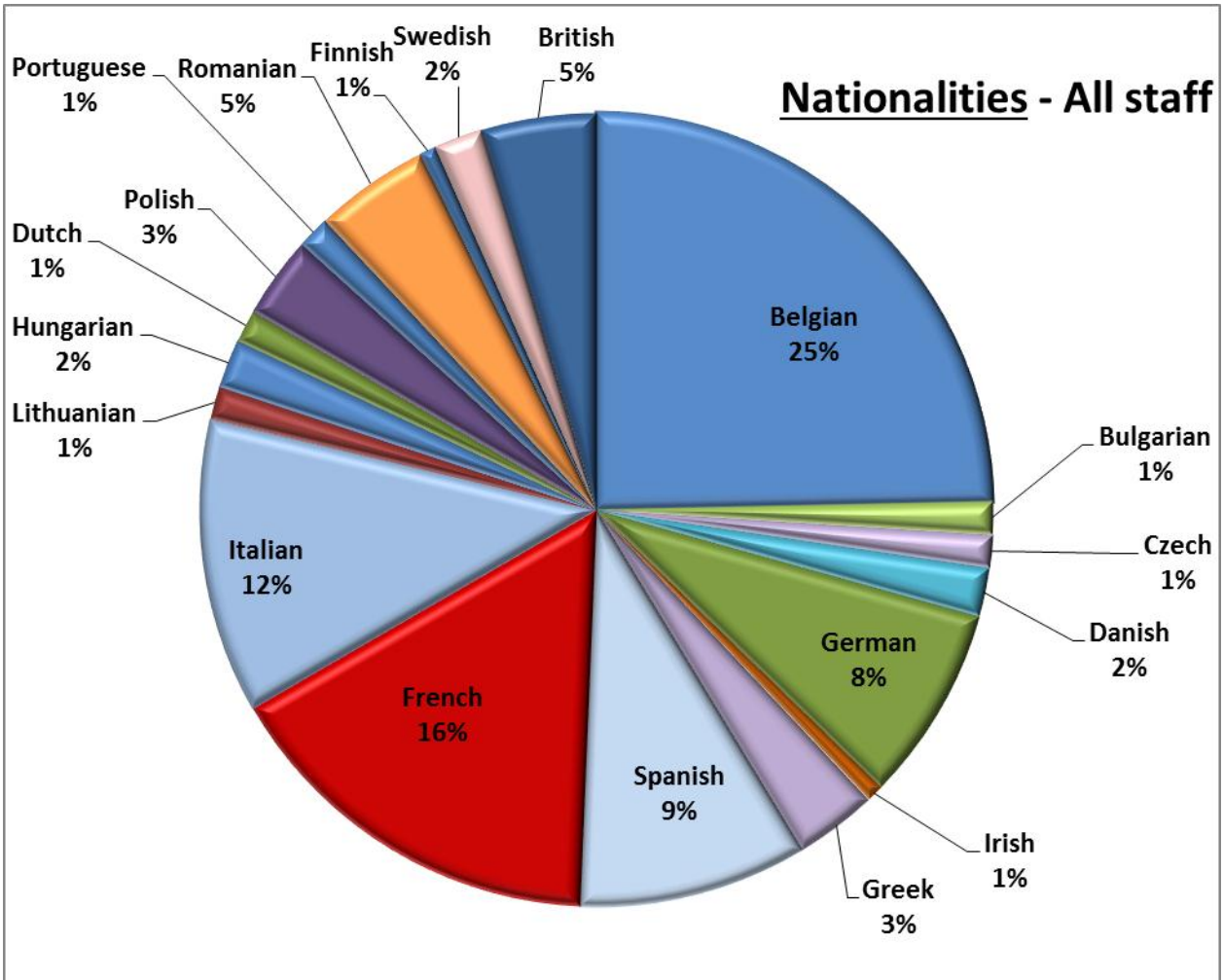


Gender : SNE

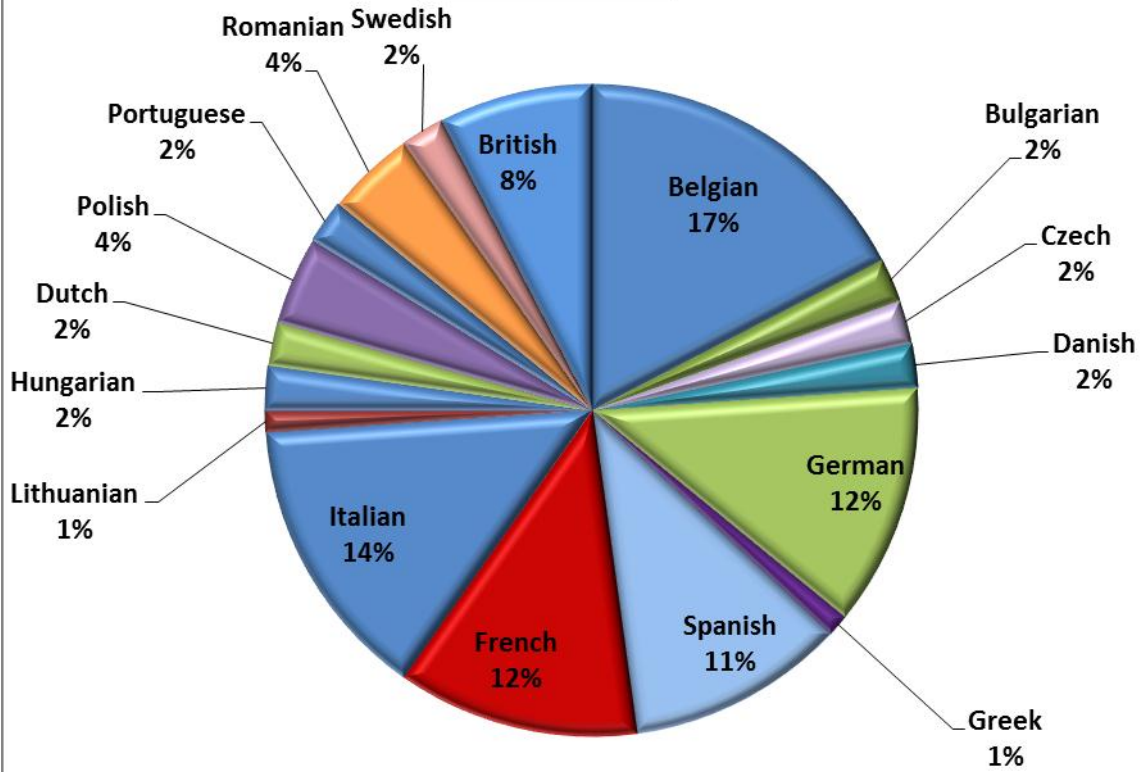


6.5 Geographical balance

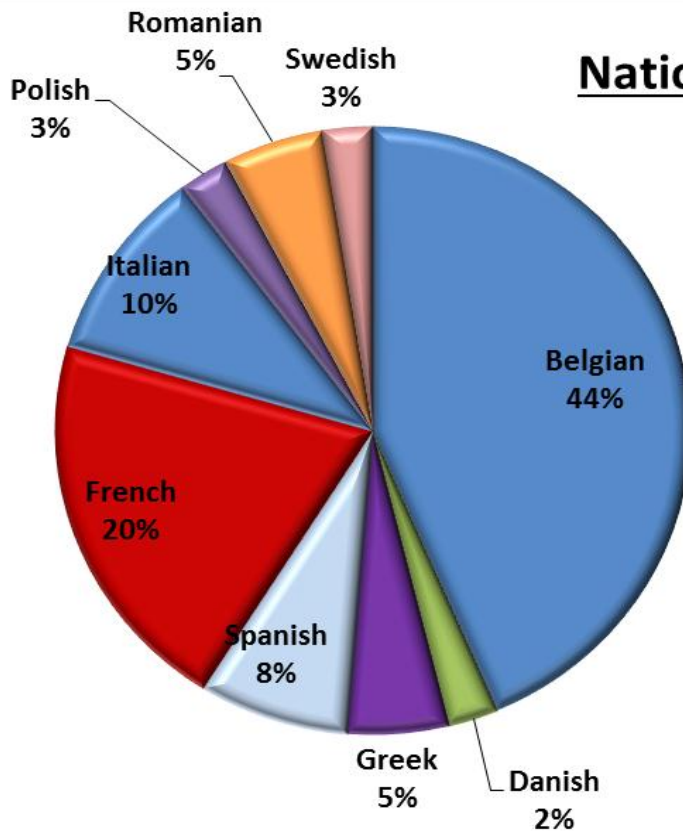
Nationalities - All staff

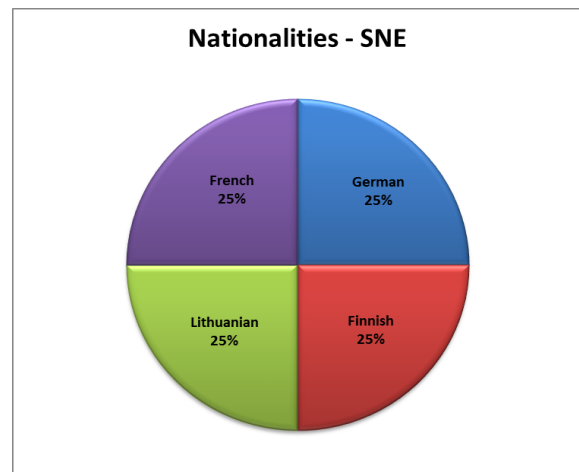
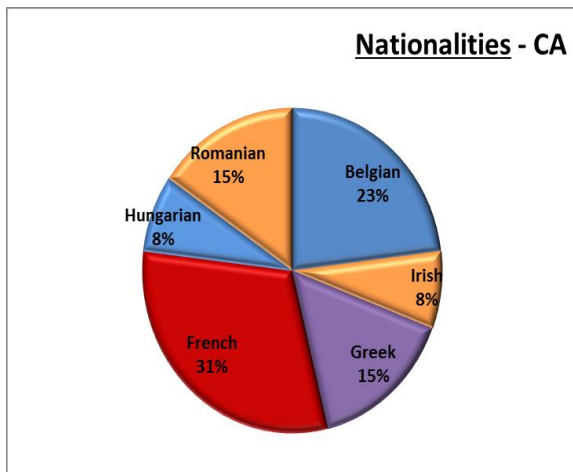


Nationalities - AD



Nationalities - AST





6.6 Mobility (internal mobility, between the agencies and between the agencies and the institutions)

6.6.1 Mobility within the agency

The Agency actively promotes internal mobility but due to the very specific, technical competences of a big part of the staff, internal mobility remains limited.

In April 2014, an “ad interim decision on Internal Mobility at the ERA (ERA-ED-DEC-766-2014) describing the internal mobility scenarios as well as the procedure for publication, application, screening, interviewing and selection of interested internal applicants was put in place. If a staff member has applied and is found qualified (s)he will be transferred to the vacant post. In addition, the Agency has an annual procedure for promoting internal mobility among secretaries.

The above Decision is “ad interim” as the Agency is awaiting the pending adoption by the Commission of the new implementing provisions on the use and engagement of temporary agents 2(f) in EU agencies, which will impact on the internal mobility for temporary agents 2(f).

Furthermore, members of ERA staff can apply for vacant posts within the Agency that are advertised externally. A supplementary agreement in accordance with Article 10 of the CEOS will be concluded as required if existing staff get a new job.

6.6.2 Mobility among agencies (Inter-agency Job Market)

A number of the support staff who have left ERA in previous years have accepted Temporary Agent positions in other agencies. In addition, the recent establishment of a number of new Joint Undertakings in Brussels has led to staff leaving and candidates refusing job offers from ERA. On the other hand, many staff members who took up long-term Temporary Agent positions at ERA come from other EU Agencies. Although ERA has joined the Interagency Job Market, no tangible effect is evident. With the new implementing rules for 2(f) Temporary Agents the situation will change significantly.

6.6.3 Mobility between the agencies and the institutions

Some posts are filled by staff coming from other European institutions (in particular the Commission), although the number remains small. There have also been departures due to a staff member passing competition and attaining the status of official (i.e. 2 in 2013).

6.6.4 Tables for 2014 (Temporary agents, contract agents and SNE's)

	2014	
	New staff	Departing staff
Mobility within the agency	9	9
Mobility among agencies	1	-
Mobility between the agencies and the institutions	4	-
Others	5	7
Total	19	16

7 Schooling

There is no European School in Valenciennes where the Agency is located and the Agency has no arrangements with any international school in the vicinity. The local schooling system has an international section (English) at college and 'Lycée' level, but the students follow the French curriculum working towards the 'brevet' and the 'baccalaureate' awarded by the French Ministry of Education. There are facilities for international schooling in Lille but many staff members send their children to the European School in Brussels (and for that reason choose to live in Brussels and commute from there).

8 State of play of implementing rules adopted by the agencies consistent with its staff policy

8.1 GIPs¹⁵ already into force before 1 January 2014 and not modified by the Staff Regulations modifications

1. Commission decision on general implementing provisions for Article 4 of Annex VIII to the Staff Regulations concerning the taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment (C(2004) 1364 of 15.04.2004);
2. Commission decision on general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on transferring pension rights (C(2004) 1588 of 28.04.2004);
3. Commission decision on general implementing provisions for Article 26 of Annex XIII to the Staff Regulations on transferring pension rights – transitional provisions (C(2004) 1588 of 28.04.2004);

¹⁵ GIP = General Implementing Provision = Implementing Rule

4. Commission decision on general implementing provisions for Article 22(4) of Annex XIII to the Staff Regulations (C(2004) 1364 of 15.04.2004);
5. Commission decision on general implementing provisions on granting the household allowance by special decision (C(2004) 1364 of 15.04.2004);
6. Commission decision of 15.4.2004 on general implementing provisions concerning persons to be treated as dependent children (Article 2(4) of Annex VII to the Staff Regulations) (C(2004) 1364 of 15.04.2004);
7. Commission decision on general implementing provisions for giving effect to Articles 67 and 68 of the Staff Regulations and Articles 1, 2 and 3 of Annex VII thereto (C(2004) 1364 of 15.04.2004);
8. Commission decision on transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities (C(2004) 1613 of 28.04.2004);
9. Commission decision implementing Article 1d(4) of the Staff Regulations (C(2004) 1318 of 07.04.2004);
10. Commission decision introducing implementing provisions on absences as a result of sickness or accident (C(2004) 1597 of 28.04.2004);
11. Commission decision on general implementing provisions for Article 2(3) and Article 30 of Annex IX of the Staff Regulations on the conduct of administrative inquiries and disciplinary procedures (C(2004) 1588 of 28.04.2004);
12. IR on Article 55b of the Staff Regulations concerning job-sharing (C(2004) 1588 of 14.04.2004);
13. IR on the reimbursement of medical expenses (C(2007) 3195 of 02.07.07);
14. Decision ERA/No 118/04.2008 on Staff Performance Appraisal At ERA;
15. Decision ERA/No 119/04.2008 on Staff Reclassification At ERA;
16. Decision ERA/No 151/10.2008 on the Appraisal of the Executive Director of ERA;
17. Missions Guide for Agency staff;
18. General Implementing Provisions for the use and engagement of Contract Staff at the ERA;
19. Decision of the Executive Director of the ERA amending Decision No 25 1/1 1.2009 on Temporary Agents in the European Railway Agency ERA-ED-DEC-677-2013- Engagement And Use Of Temporary Agents;
20. Temporary occupation of Management Posts;
21. Decision on protecting the dignity of the person and preventing psychological and sexual harassment:

8.2 GIPs applying by analogy by 1 October 2014

1. COMMISSION DECISION (C(2013) 8987) laying down general provisions giving effect to Article 8 of Annex VII to the Staff Regulations;
2. COMMISSION DECISION (C(2013) 8985) laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations;
3. COMMISSION DECISION (C(2013) 8970) laying down general implementing provisions concerning the criteria applicable to classification in step on appointment or engagement;
4. COMMISSION DECISION (C(2013) 8971) on general implementing provisions on granting the education allowance (Article 3 of Annex VII to the Staff Regulations);
5. COMMISSION DECISION (C(2013) 9051) on leave;
6. COMMISSION DECISION (C(2013) 9054) on measures concerning leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Union;
7. COMMISSION DECISION (C(2013) 9020) on maternity leave and maternity pay for women whose maternity leave begins before the end of their contract (Articles 17 and 91 of CEOS);
8. COMMISSION DECISION on Article 55a (C(2013) 9046) of the Staff Regulations and Annex IVa thereto concerning part-time work;
9. COMMISSION DECISION (C(2013) 8982) laying down general implementing provisions to Article 7(4) of Annex VII to the Staff Regulations on determining the place of origin;
10. Ad interim COMMISSION DECISION on the use and engagement of TA 2f and SC;
11. COMMISSION DECISION (C(2013) 8979) on types of post and post titles;
12. COMMISSION DECISION (C(2013) 9037) on outside activities and assignments;
13. COMMISSION DECISION (C(2013) 9040) - General Implementing Provisions on removal expenses (Article 9 of Annex VII to the Staff Regulations);
14. DECISION n° 99 of the Administrative Board of the European Railway Agency¹⁶ on working time;

¹⁶ As of 01.01.2014 and in line with Article 110 of the Staff Regulations, it is the Administrative Board which decides on the applicability of the implementing provisions.

8.3 GIPs for which the agency asked for derogation¹⁷ waiting for model decision by the standing working party (ex ante decisions)

None

8.4 GIPs for which the agency asked for an opt-out (typically rules not applicable to the agency)

None

8.5 GIPs submitted to DG HR before or after 1 January 2014 and pending result

1. Decision on teleworking (C(2013) 9045) amending Article 7(5) and (7) of Commission Decision C(2009)10224 of 18 December 2009 concerning the implementation of teleworking in Commission departments from 2010 to 2015;

8.6 GIPs approved by the Commission after 01.01.2014

1. DECISION n°104 of the Administrative Board of the European Railway Agency on the setting up of a Staff Committee at the European Railway Agency;

8.7 GIPs where ERA is awaiting new model decisions by the standing working party

1. The use and engagement of Temporary Agents 2(f)
2. The use and engagement of Contract Agents
3. Appraisal and Reclassification of Temporary Agents
4. Appraisal and Reclassification of Contract Agents
5. Unpaid leave for Temporary and Contract Agents

¹⁷ ERA has not asked for a derogation for these GIPs but awaits the model to be drafted by the Standing Working Party and approved by the Commission.

Annex 1

Key functions (examples)	Type of contract (official, TA or CA)	Function group, grade of recruitment (or bottom of the brackets if published in brackets)	Indication whether the function is dedicated to administration support or policy (operational)
CORE FUNCTIONS			
Head of Department (please identify which level in the structure it corresponds to taking the Director as level 1)	NA	NA	NA
Head of Unit (please identify which level in the structure it corresponds to taking the Director as level 1) Level: 2	TA	AD10	both
Head of Sector (please identify which level in the structure it corresponds to taking the Director as level 1) Level: 3	TA	AD9	both
Senior Officer (Adviser)	TA	AD9	Policy - operational
Officer (Project Officer)	TA	AD6 - AD8	Policy - operational
Junior Officer (Project Officer)	NA	NA	NA
Senior Assistant	NA	NA	NA
Junior Assistant	TA	AST3	both
SUPPORT FUNCTIONS			
Head of Administration	TA	AD10	Administration support
Head of Human Resources	TA	AD9	Administration support
Head of Finance	TA	AD9	Administration support
Head of Communication	NA	NA	NA
Head of IT	TA	AD9	Administration support

Senior Officer	NA	NA	NA
Officer	TA	AD6	Administration support
Junior Officer	NA	NA	NA
Webmaster- Editor	NA	NA	outsourced
Secretary	TA/CA	AST1/FGII	both
Mail Clerk	NA	NA	NA
SPECIAL FUNCTIONS			
Data Protection Officer	TA	AD8	Administration support
Accounting Officer	TA	AD8	Administration support
Internal Auditor	NA	NA	NA
Secretary to the Director	TA	AST1	Administration support

Explanatory note**1. Background**

The Commission has put forward a proposal for a Regulation that will establish the Shift2Rail Joint Undertaking under Horizon 2020 to be funded by the Union and industry contributions (COM(2013)922). This proposal contains also indications about the expected tasks and responsibilities of the European Railway Agency as part of the definition and implementation of the SR2 Master Plan. In the present note these tasks are considered further in order to provide initial estimates of the required resources for the Agency.

2. Outline of activities

In the proposal for a Council Regulation for establishing Shift2Rail Joint Undertaking (S2R Joint Undertaking) under Horizon 2020 possible tasks of the European Railway Agency are outlined in Annex I (para. 2.2) involving (see COM(2013)922 – annexes):

- proposing possible amendments to the S2R Master Plan and to the work plans, in particular to ensure that research needs relating to the realisation of the Single European Railway Area are covered;
- proposing, after consultation with the stakeholders referred to in Article 2(1.e) of this Regulation, technical standards for research, development and validation activities with a view to guaranteeing the interoperability and safety of results;
- reviewing the common developments for the future system and contributing to defining target systems in regulatory requirements;
- reviewing project activities and results with a view to ascertaining their relevance to the objectives identified in Article 2.2 of this Regulation and to guaranteeing the interoperability and safety of research results;

In the following, each of these tasks will be briefly reviewed in order to inform the development of reasonable resource estimates for the Agency. These tasks shall be defined in an agreement with the Joint Undertaking.

In addition, the draft proposal also provides for Agency involvement in Shift2Rail through:

- Membership of S2R Governing Board (1 representative as observer)
- Assistance to S2R working groups in the quality of observer

It is envisaged that the resource requirements linked to these two specific tasks can be covered by the resources estimated in Section 3 of this note.

Dimensions of the Project

- Shift2Rail has a proposed budget of at least 920,000,000 euros
- The proposal submitted by UNIFE envisages 42 discrete projects grouped into 5 pillars plus a number of "horizontal" initiatives.
- Most of the projects have an interface to Agency activities.
 - Two pillars (Signalling and Telematics) cover a roles that are at the heart of Agency activity (ERTMS and Telematics System Authority)
 - Two key objectives of Shift2Rail are the closing of open points in the TSIs and the development of specifications for future rail system (the Target System) as an output from the research.

- The “Master Plan” proposed by UNIFE has over 650 pages

Proposing possible amendments to the S2R Master Plan and to the work plans:

This core task will involve providing independent advice to the Commission on the technical content of the Master Plan. ERA will be the only source of “independent” or “neutral” advice to the Commission. Elements of this activity are

- 1) review of the Master Plan drafted by the Commission;
- 2) identification of needs for amendments of the S2R Master Plan;
- 3) parallel review of work plans put forward by the project teams and proposals for amendments;
- 4) consultation with relevant S2R stakeholders about proposed amendments.

Activities will be undertaken during the initial period (1-2 years) of Shift2Rail where the Master Plan will be established and finalized. Further work will be carried out throughout the period of Shift2Rail to consider any need for further amendments as required in the context of annual work plans.

Proposing technical standards for research, development and validation activities

Our initial view of the possible content of this task is that it will involve the task of defining the process for managing the evolution and development of the (technical content) Shift2rail activities and managing a consultation process during its development.

This is an activity that would be concentrated in the first year with lower resource requirements in later years. ERA resources will be used for both specifying proposals in this domain along with consultation and feedback from concerned stakeholders. It should be noted that ERA involvement in this task will primarily focus on defining relevant technical standards for research in order to ensure overall consistency between S2R and ERA activities rather than managing time-consuming consultation processes.

Reviewing the common developments and contributing to defining target systems

This is likely to involve the review of the activities across work streams to ensure that these are consistent and appropriate relevant / appropriate with respect to the regulatory framework and the strategic evolution of the target railway system . Furthermore, the task could involve analyses of any required changes in the regulatory framework from legal, technical, safety and economic perspectives in order to ensure that any changes are comprehensively considered and represent the most viable solutions.

Experience with earlier research projects has shown that ensuring coherence with the regulatory framework and ERAs activity in the definition of the target system is an essential role that can only be carried out by ERA. Whilst most researchers understand the science of their activity very few understand the regulatory framework to which their outputs must be matched. If outputs do not fit the framework, roles and responsibilities there can be no market uptake. This activity could involve significant resources throughout Shift2Rail period. All 42 projects and the horizontal projects will need to be fully conversant with the principles of the Safety and Technical framework as described in the Directives and accompanying Recommendations.

Reviewing project activities and results

This will provide information about the extent to which the objectives set for Shift2Rail are being fulfilled and are matched to the framework. It will require resources in the beginning to define relevant performance measures and related indicators as well as procedures for review and identification of requirements for coordination. Subsequently, continuous monitoring will be required to ensure there are “no surprises” at the end. Resources will be used to undertake the various review tasks both on a project by project basis and an overall Shift2Rail perspective. As such this review task is optimized by not being limited to a quick assessment of the final deliverables (where there would be no possibility for influencing the project outcomes) but a more intensive involvement not only towards the end of project but throughout in order to ensure that projects are in fact delivering added value and contributing towards the competitiveness of the railway sector and contributing to the Single European Railway Area.

3. Resource estimates (w. justification)

3.1 Overall estimation of Agency resource requirements

Agency resource requirements (excl. meeting attendance)

Assumptions:

Number of individual projects: 42

Number of horizontal projects: 10

Number of general ERA tasks: 4 (as defined in Draft S2R Regulation)

Calculation of total number of ERA activities (assuming that each of the 52 projects involves the 4 general ERA tasks):

Number of ERA activities per year = $4 * (42 + 10) = 208$

Assuming that 1 FTE works 200 days per year it is possible to determine how many days will be available per ERA activity per year according to how many FTEs will be assigned to ERA for S2R

Number of FTEs assigned to ERA	Number of person days per ERA activity per year
1	0,96
2	1,92
3	2,88
4	3,85
5	4,81
6	5,77
7	6,73
8	7,69

Obviously, these calculations are averages and the actual effort required will differ between activities.

The main message from this table is that in order to permit at least 1 week of staff resources for each ERA activity per year would require more than **5 FTEs**.

In addition, 1 FTE is likely to be required for coordination between the different activities.

Agency resources for meetings:

The above calculations do not take into account resources for participation in meetings. Below, an estimate of resources involved for meetings is established.

Assumptions: 42 individual projects, 10 horizontal projects; each project will involve 4 meetings per year

Total number of meeting days per year = $4 * (42 + 10) = 208$

Total number of preparation days = 208 (assuming that 1 day of preparation is required per meeting)

Total number of meeting and preparation days per year = 416

Implied number of FTEs = $416/200 = 2,08$

The main message here is that for meeting attendance in S2R would require at least 2 FTEs.

Estimated total Agency total resource requirements

From the above calculations a total resource requirement estimate seems to be around 8 FTEs over the S2R period, while a lower figure is likely for the first year, around 6 FTEs.

Further underpinning for these estimates is provided from the resources assigned to a EU RTD project, SITPRO plus. This project assessed the impacts of transport projects funded by the European Commission within the 5th and 6th Framework Programmes for Research and Technological Development. Further information about this project available from the following link: http://ec.europa.eu/research/transport/projects/items/sitpro_plus_en.htm. The project is to some extent similar to the foreseen ERA task regarding reviewing the project activities of S2R (although it is very likely that the involvement of ERA will be more in-depth compared to SITPRO Plus, meaning more resource intensive)

The total budget of this 2 year project was 799707 Euros. Assuming that average labour costs per FTE in SITPRO plus was around 40000 EUR it implies that the total number of FTEs would be around 20. This would imply that around 10 persons were working full-time over the two-year period to review the impact of the RTD projects (around 100 projects were reviewed). In comparison, S2R involves around 50 projects and therefore it could be justified that some 5 FTEs would at least be assigned to be involved in the review task (Task no. 4).

3.2 Distribution of Agency resource requirements per task

On the basis of the estimated resources we have distributed these according to the different tasks set out in the Draft Regulation. More resources are foreseen for task no. 3 and in particular task no 4.

Task	Resources	Comments
Proposing possible amendments to the S2R Master Plan and work plans	1 FTE throughout the Shift2Rail period	Given the size of the entire Joint Undertaking 1 FTE responsible for reviewing the Master Plan in the initial phase + similar work with respect to annual work plans throughout the period seems to be in the lower end.
Proposing technical standards for research, development and validation activities	1 FTE throughout the Shift2Rail period	This should allow sufficient resources for both defining processes in the first year and review activities after year 1.
Reviewing the common developments and contributing to defining target systems	3 FTEs (in the first year likely to be closer to 2 FTEs)	It is envisaged that each FTE will be responsible for a set of projects. This task could be linked with the review task.
Reviewing project activities and results	3 FTEs (in the first year likely to be closer to 2 FTEs)	This task could be the most resource intensive. Combining it with the coordination task there would be some 6 FTEs available throughout the Shift2Rail period (assuming a minimum of 42 specific projects as well as 10 horizontal projects each FTE would be assigned at least 8 projects to follow)
Total	6 FTEs (first year) 8 FTEs in remaining period	