2020-063

From:	Executive Director
To:	Members of the Management Board
Prev. Doc:	2019-278; 2020-062
Subject	Change request to the Management Board on updating the Agency's corporate key performance indicators

eu-LISA   **LIMITED BASIC**

European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
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Cover note

Update of eu-LISA corporate key performance indicators

Dear Members of the Management Board,

The current set of 28 eu-LISA corporate Key Performance Indicators (KPIs) was adopted during the Management Board meeting in March 2017 to provide the Board and Management of the Agency with an overview and assurance of the organisational performance. In June 2019, the Management Board invited the Agency to initiate a revision of the corporate KPIs. During the meeting of the Board in November 2019, a revised set of corporate KPIs was presented, after which eu-LISA was asked to test and finalise the revised KPI set and prepare it for adoption during the regular meeting of the Management Board in March 2020 .

Testing took place during January-February 2020, resulting in further fine-tuning of the KPI description cards. In addition, based on the experience so far all targets values of the KPIs were fine-tuned.

The updated KPI set reflect evolution of eu-LISA's organization as well as revised long-term strategy and the new establishing Regulation, which gives the Agency an extended mandate. In addition, the Agency has gained experience in applying the KPIs since 2017 and identified further needs to improve performance measurement.

Main changes proposed:

This is a proposal a) to fine-tune the existing set, and b) to create new KPIs to reflect the Agency's performance more transparently and accurately. An overview below contains all updates made, including justifications for including additional KPIs.

Security

- **KPI 1: Percentage (%) of security objectives implemented as defined per legislation (revised)**
  2017 wording: Number of identified critical shortcomings during security tests
  Justification: This update ensures a more precise depiction of security requirements implemented in accordance with the legal acts.
- **KPI 2: Number of emergency drills/security and business continuity related exercises performed annually**.
  2017 wording: Percentage of identified security risks treated by assured security controls
  Justification: The proposed new definition of the KPI has an increased focus on business continuity to ensure enhanced resilience, following the changes in the systems architecture in view of interoperability.

Operations

- **KPI 5: Wide Area Network (WAN) availability (for SIS and VIS systems)**
  Justification: The reference to Eurodac WAN was removed, as this is outside the Agency's responsibility.
- **KPI 20 (old 22): eu-LISA Service Desk Performance**
  2017 wording: Member States Systems Service Desk Performance
  Justification: The target value was updated to reflect the current data.

Procurement

- **KPI 17 (old 18) Efficiency of the procurement process**
  2017 wording: Procurement compliance with the Agency's Procurement and Acquisition Plan (PAP)
  Justification: Following the 2018 audit report on procurement performed by the Internal Audit Service of the Commission, the Agency accepted the audit recommendation to '*Ensure accurate reporting of KPIs in the Annual Activity Report (AAR) and comparability of information between the AAR and the Work Programme.*' This KPI was revised accordingly, measuring the ratio of cancellation of major procurement procedures. Cancellations reflect the overall result of the Agency procurement processes and their effectiveness. Cancellations represent a cost for both the Agency and economic operators, even though they are at times unavoidable despite the quality of the procedures and checks.

- **KPI 18 (old 19) Acquisition management: procurement projects on schedule**
  2017 wording: Procurement project management: % of main procurement projects on schedule
  Justification: The KPI was amended to reflect reliability, accuracy, transparency and add some flexibility to the measurement process, and to improve the link to procurement planning reflected in the Single Planning Document (SPD).

Corporate Services

- **KPI 15 (old 16) Environmental indicator (replacing the old KPI)**
  2017 wording: Average square meters of office space per full-time equivalent (FTE)
  Justification: This KPI will enable the Agency to evaluate, report on, and improve its environmental performance; will contribute to the efforts of reducing the Agency's environmental impact, strengthen legal compliance and employee involvement and save resources (including financial resources). The CO_2 emissions are estimated according to the average emission factors of CO_2 of the IPCC guidelines v_2006. This indicator is based on relevant sources with background documentation and technical reference.

Training for MS

- **KPI 16 (old 17) Training for Member States on core systems (reviewed)**
  2017 wording: eu-LISA training course external participant satisfaction
  Justification: Target value scale was updated to correspond to the values in the current external participant satisfaction questionnaire.
  The trainee satisfaction rate should be measured using the 6-point (previously was 5-point) metric scale with equal (3 positive and 3 negative) points: 6 Highly Successful; 5 Successful; 4 Slightly Successful; 3 Slightly Unsuccessful; 2 Unsuccessful; 1 Very Unsuccessful. The target level of this KPI is defined at > 4 (was 3).

EPMO:

- **KPI 21 (old 23) Assessing completion and progress of projects against a (re)baseline of defined quality/cost/time tolerances (reviewed)**
  2017 wording: Project Management: assessing completed projects against defined quality/cost/time parameters

Justification: The KPI was updated to reflect the fact that a project board sets tolerances on the baselined plan, cost and quality of the project. The project manager is responsible to keep the project within the set tolerances through exception reporting.

- **KPI 22 Assessing the compliance of completed projects against eu-LISA Project Management Methodology during the project lifecycle (new)**
  Justification: This KPI is based on ex-post control of project compliance with eu-LISA Project Management Methodology, and it is a good indicator of the maturity of the Agency in terms of Project Management.

Audit:

- **KPI 23 (old 24) (A) Percentage (%) of audit recommendations implemented within stipulated deadlines and (B) number and age of outstanding recommendations (updated)**
  2017 wording: Percentage of audit recommendations implemented within stipulated deadlines
  Justification: The KPI was reviewed based on the general comment of the European Commission made on 29.08.2019 to the Interim report on Single Programming Document 2019-2021, and the Commission inputs in the last ACFC meeting on the need of showing the age of outstanding audit recommendations and for clearer presentation. At the 29.10.2019 meeting, ACFC gave a positive opinion on this KPI.

Human resources

- **KPI 13 (old 14) Ratio (%) of administrative resources and ratio (%) of operational resources compared to all human resources within the Agency (staff and SNEs)**
  2017 wording: Ratio (%) of administrative resources to operational resources
  Justification: The KPI was refined to calculate the ratio of administrative resources and ratio of operational resources compared to all human resources within the Agency, taking into account the eu-LISA staff (TA and CA) and the SNEs (the Seconded National Experts).
- **KPI 24 (old 25) Absenteeism rate (%) within reporting period (reviewed)**
  2017 wording: Percentage of uncertified vs certified absence days from work within reporting period
  Justification: The KPI was reviewed to take into account the average number per employee, both for uncertified and certified absence. Added metric on long-term sick leave shows the trend of specific and important absenteeism. Old metric compared only two types of absences, not giving enough information on the trend of absenteeism as a whole.
- **KPI 26 Annual percentage (%) occupancy rate (new)**
  Justification: This standard HR metric shows how effectively the Agency is using available human resources.
- **KPI 27 Talent retention index (reviewed; updated Staff performance index)**
  Justification: The KPI is intended to indicate the statistical tendency of potential talent leaving the Agency, which will allow the Agency to monitor a specific aspect of staff turnover and performance, and put corrective talent retention measures in place. The new metric (A. Average overall annual performance of staff retained *versus* B. Average overall annual performance of staff leaving) represents talent retention, taking into account the performance of the staff who are leaving.
- **KPI 28 Staff engagement level (reviewed)**

Justification: The KPI was fine-tuned to indicate the overall engagement level of eu-LISA staff. Measurement shall be performed every second year based on survey questions that assess factors such as the effort and motivation they put into their daily activities. Engagement rate = aggregated results of questions covering satisfaction and motivation.

eu-LISA external and internal communication:

- **KPI 29 eu-LISA external communication impact (reviewed)**
  2017 wording: eu-LISA web-based visibility
  Justification: eu-LISA's online visibility KPI now includes social media and the Annual Conference in addition to the initial web-based analytics.

- **KPI 30 eu-LISA internal communication impact (new)**
  Justification: This KPI is based on the annual staff survey to measure staff satisfaction with internal communication in order to identify information gaps and develop information channels.

KPIs proposed to be deleted permanently:

- **Ratio (%) of activities identified in the Annual Work Programme met or on schedule**
  Justification: Proposed to be deleted, as this KPI does not provide added value.

Dear Members of the management Board,

The Agency has put considerable effort into this exercise and I am confident that its content meets the high standards of the Board. The Agency invites the Management Board to adopt the updated and refined set of corporate key performance indicators.

eu-LISA will continue performing regular reviews of the corporate KPI set in the future, to ensure their continuous alignment with the evolution of the Agency's operations and mandate .

Krum Garkov

Executive Director