



EUROPEAN COMMISSION  
JOINT RESEARCH CENTRE  
Director-General

Brussels, 28 April 2016

**NOTE TO  
MR KENNY, R&D ISPRA  
Ms DI PIETROGIACOMO, R&D SEVILLE**

**Subject: Reply to your letter of 27 April 2016 - Ref. Ares(2016)2025863**

Dear Mr. Kenny and Ms. Di Pietrogiacomo,

Thank you for your letter of the 27 April 2016.

I agree with you that the proposed new organisational chart of the JRC is innovative, and has the potential to allow the JRC to be more productive and successful in the future. This is essential. JRC must move forward to implement our recently approved Strategy. Our new Strategy has provided the JRC with much greater acceptance and understanding within the Commission. We must now build on this and move rapidly towards the Strategy's implementation in order to keep up the positive momentum that we have started. I remind you that in the Communication of 4 April 2016 JRC was placed in the second priority group for the planned allocation of posts. This is recognition of the progress that we have made; I guarantee to you that one year ago this would not have been the case. This progress must now be reinforced, and the new organigramme is an important part of that reinforcement.

I fully accept that the proposed new organigramme is a major change. This is bound to lead to uncertainty and questions from the staff. I have been as open as possible on this subject; I believe that this is really important. We need to involve the staff in the process so that the reasons behind the new organigramme are fully understood. I started this process with the questionnaire on a new organigramme in January. I followed this up with my presentation to all staff on 12 April when I announced the new organigramme. I then posted the draft organigramme on Connected on the 14 April. I also opened a Career Guidance Support Network on the 19 April to provide all staff with practical guidance on the new organigramme and their potential role in it. In addition questions posted on Connected are being answered. I will follow this up with a tour of all sites to present the Strategy and new organigramme, and answer questions.

Of course, by being transparent and open from early in the process, when all the details are not known, brings its own issues. It is not possible to answer all questions immediately; we are currently working on the implementation plan for the Strategy, including the details of the new

organigramme. I recognise that this can lead to concern amongst the staff, but I prefer this to the alternative which is to spring a completed process on the organisation, without benefiting from the organisation's feedback.

However, progress is being made in this area; the Strategy implementation including the organigramme are being detailed. An implementation plan is now near completion, and will be presented to the Directoire in the near future. Once this has been discussed by the senior management I will make it available to all staff on Connected. This will address a number of your stated concerns. For example it will set the process as to how a 70% / 30% division between work programme and support staff will be achieved; I agree with you that much can be achieved by analysing our support processes, and seeking efficiencies.

We have also detailed the scope and role of each Directorate and Unit on the proposed new organigramme. Once this document has been agreed with the relevant services I will also make this document available to all staff. The allocation of staff to new Units is being undertaken by staff in headquarters who are mapping current projects and work areas to the new organisational structure, working closely with the relevant Directors.

It is important to stress that it is my intention that most of the staff will be correctly placed in the new organigramme by the time of its proposed launch on the 1 July. However it will not be the case for all staff. With such a major reorganisation fine tuning will certainly be needed, and I have the agreement of DG HR to continue to make small changes for the remainder of the year.

The ability of the Knowledge Management Units to do their work is one of the core issues of the JRC Strategy 2030. To be successful these Units must work closely with the knowledge production units in order to be aware of, collect and make available the available data, knowledge, tools and methods. They must also work closely with the new Directorate for Knowledge Management to assure coordination, common approaches and the provision of knowledge management tools. It is correct that these Units will be attached to the Knowledge Production Directorates hierarchically. However they also have a clear functional reporting line to the Knowledge Management Directorate. The successful application of this type of matrix management is of course always a challenge, but one that is worth it. The new proposed organigramme seeks to put in place a management structure to facilitate the operation of these Units, overseen by DDGs and Directors with counter-balanced responsibilities. However the real success will occur only if the Directors, Unit Heads, project managers and staff have real openness and a constructive approach.

With respect to the Directorate Resources (Directorate R) in the proposed new organigramme, we have deliberately selected this denomination as it matches what many other DGs have in their management structures. Wherever possible I want to keep the JRC in line with Commission practice.

The answers to the specific questions that you raise I have answered in a separate reply to the Geel CLP, which I will post on Connected.

In conclusion I would like to stress that I welcome this interaction with you. It is vital that the new Strategy and organigramme are fully understood by all staff. It is also vital that I receive feedback so that I can clarify questions, and improve processes where needed. I am happy to answer more questions should you or individual staff members have them. I am also happy to meet the representatives of the CLP at any time should you feel the need.

Yours Sincerely,

Vladimir ŠUCHA  
(e-signed)