Europeana – Core Service Platform

MILESTONE

MS45: People and Business Support Plan

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REVISION HISTORY AND STATEMENT OF ORIGINALITY

Revision History

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1	17-08-2015	Albert Verhaar	Europeana	1st draft
2	31-08-2015	Jill Cousins	Europeana	Revision
3	04-09-2015	Albert Verhaar	Europeana	Final

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This milestone contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

Table of Contents

Organisation

Optimising the way we operate as an office and as a network might not be a stated priority in our strategic plan but it is an essential building block to achieving our 3 strategic goals. In the past couple of years we have made important strides to becoming a more fundamentally networked organisation; the establishment of the Association and its Members Council, based on our core values, is the foundation for a powerful and innovative force in the sector. However organisational considerations threaten to limit our overall effectiveness.

our vision, our goals are not achievable tomorrow - they require strategy and planning, ongoing progress and longer-term ambition but a lack of structural funding undermines our efforts to work in this way. While on an operational level, project-based funding creates difficulties, including cash-flow issues, that limit our ability to ensure a thriving operation. Solving this is a priority for the next two years.

Transform the organisation from good to great

Europeana has grown over the past 6 years to a network of thousands, with an executive arm (the Europeana Office) of around 50 (excluding The European Library, who continue to be funded by CENL and represent the needs of libraries within the ecosystem). These 50 people represent a wide range of EU nationalities. Whether they are Java developers, UX designers, marketers or community managers, they all share the same values and one passion with our network: to make Europe's heritage available as widely as possible. Over the years we have developed a 'Europeana DNA', attitudes and competencies that inform not only *what* we do but *how* we do things. These are captured in our values (**usable**, **mutual** and **reliable**).

We are reaching the next stage in our existence, where strategic organisational development demands more focus on core activities, clearer processes of decision making and delegation of authority across the organisation. To enable this during 2015 to 2017 we will work towards organisational improvement in various areas.

Task 9.1 Human Resource Management

This task manages human resources for the Europeana DSI making sure that they are employed efficiently and in line with applicable employment laws. The task will make sure that the staff hired has the right skills and competencies to perform the work required by the project. The task will also ensure that our staff has opportunities to develop in their career, increasing their level of engagement and satisfaction with the organisation.

The HR Plan 2016 describes our people strategy and the implementation of specific initiatives to help the organisation going from good to great. The focus will be on:

- Recruitment
- Performance and development
- Organisational culture
- Systems and processes

⇨ *Recruitment*
  Recruitment is a significant portion of our HR activities. Our organisation moves at a fast pace and new combination of skills sets and competencies are often required to deliver our strategy. At the same time, our population is generally young, talented and mobile. This mix makes us confront with a steady amount of vacancies every year. In 2016 we will work on a recruitment strategy that should closely relate to our organisational planning and should define:
  - The set of skills and competencies required in the short and long run;
  - The best channels and tools to attract and recruit our resources (social media, job fairs, internal succession plans, assessment days, behaviour based interview)

- The induction activities that should complete our recruitment cycle. This aims to give our colleagues opportunities to feel part of Europeana from day one. As we all know, a great start is proven to be crucial for the success of any job ventures.
The above plan should be finalised by Q2 2016.

⇨ *Performance and development*
- A new performance frame
We have been assessing employee's performance consistently over the last few years. We have been using a well standardised approach based on ratings, objectives and measures of success. Following some recent reviews, we realised that we need something lighter and more easy to use, something that creates a stronger bridge between performance and career development. Something that reflects our friendly culture and what we believe in.
HR will work on a new performance frame to be presented to the organisation in 2016 and to be adopted as of 2017.
- *Areas for growth, career roadmaps and a training portfolio*
With regards to career development, we aim to define and embed into the organisation a set of areas for growth and success. These areas represent a mix of skills, qualities and competencies that we want everyone to develop and foster at Europeana. Further we plan to set up specific development paths, giving our colleagues the opportunities to grow and the tools they need to orient themselves into any career crossroads at Europeana. Last but not least, we will propose a training & development portfolio that incorporates the use of internal trainings provided by our existing colleagues. Doing so we share and create more knowledge in our organisation, at the same time we foster a culture where everyone feels empowered to learn. Some of these activities have already started in 2015 and the others will be implemented by end of 2016.

⇨ *Organisational culture*
As we know workplaces have cultures too and we strive to make Europeana a place where everyone deeply shares our values (usable, mutual and reliable) and translate them in how they work and relate to each other's. This can be seen in how we communicate, how we work together on a project, how we relate to our mission and vision. We strive for a culture where people feel connected, empowered to take actions and supported. As of 2015 we launched some initiatives on nurturing our organisational culture and we have more to be implemented in 2016. As an example, we launched the coffee with colleagues initiative to create more informal ways to get to know each other's' work and areas of expertise, at the same time to connect better with the bigger picture of our organisation. We've also changed the format of our Business Plan meetings, creating a dedicated forum to discuss organisational challenges. We also plan to launch the half day with colleague initiative where we invite everyone to spend sometimes shadowing colleagues from other teams to build more awareness on what other teams do and create more opportunities for across team collaboration. In 2016 HR will also step up more as a coaching partner for our managers to help them go beyond their specific area of expertise and think more strategically. We see our work on organisational culture a continuous journey that needs everyone's participation and efforts.

⇨ *Processes & Systems*
- Payroll: HR is managing the migration to a new payroll provider that will be effective as of 1 January 2016. This will give us more ownership and control on our payroll operations.
- Playbook: HR is also involved in the creation of a playbook that would incorporate our HR practices, policies and procedures. The purpose here is to generate more clarity and transparency for existing and potential colleagues. This work will also

influence our employer branding preposition which is the way we position ourselves as an employer.

- Employment laws: HR will continue the ongoing activities to ensure our HR practices adhere to our legal frame. It will also continue assessing the risks and opportunities that new employment legislations might bring to our business.

Task 9.2 Programme and Project financial control & coordination

Subtask 9.2.1 Financial control and management of the Europeana services, projects and subcontracts

In close cooperation with task 4.1. (Programme Management), this task produces management reports for the monthly management team meetings and quarterly partner board.

From July 2015 we have put extra resources in financial control and management to able to improve on the more regular financial reporting. From November onwards financial reports will be produces, presented and discussed on a monthly base.

More focus will be on the process around subcontracting in line with Dutch law and EU regulations. Before the end of this year an improved process for subcontracting is in place.

Our front office system for time writing, approval of invoices and HR archive will be updated to a new version by December 2015. At the same time we will change from hosting provider, which will save for about 35% of the regular hosting costs.

Subtask 9.2.2 Financial control and management of the Europeana DSI programme of projects and subcontracts

This subtask includes coordinating the financial reporting of partners and delivery of financial and management reports to the European Commission.

In close collaboration which Programme Management we have set up a communication structure, reporting structure and several formats for reporting. Because the length of the project is for 14 months, we have divided the reporting periods in;
1. April - July 2015 (4 months - internal reporting period)
2. April – October 2015 (7 months - formal EC reporting period)
3. November 2015 – February 2016 (4 months - internal reporting period)
4. November 2015 – May 2016 (7 months - formal EC reporting period)

We have provided all partners financial formats to be able to complete their financial report and to document the financial details. This information is used to create overall financial position of the projects.

For all reporting to the Commission we continue, together with the Project Officer of the Commission, on direct communication, to be able to have good understanding about the progress of the project. Europeana, as coordinator of the project, is responsible for communicating to partners, answering specific questions on progress, financial reporting and budget queries.

A mechanism will be in place to keep overall control of the total finances, including partners. This will be done based on internal monthly progress and finance reports, were partners are delivering this based on the reporting period mentioned above. From November 2015, partners will be asked to provide forecasts to the end of the projects.

Task 9.3 Financial management for the Europeana
This task manages all Europeana services finances. This includes budget management, a yearly audit and financial administration and control, reporting to the Europeana Foundation Governing Board.

"In control about finance"
To be in control about finance is not only about an up-to-date bookkeeping. It requires a complete overview of everything that is spent and anything that is going to be spent.
Financial management will be improved and embedded from November 2015, to be fully transparent, which will be presented to the Europeana Governing Board. This board is financial responsible for all projects and must approve all financial papers. On a yearly base they approve;
* Annual Report
* Budget for 2016

On a quarterly base they approve;
* Report on cash flow management
* Reports on costs expenditures (including all projects)
* Report on Europeana's balance sheet
* Report on Ministry funding

Task 9.4 Business Support

This task is in place to ensure that the Europeana business and business support units can function properly and efficiently. It includes management of the back office systems such as office software and customer relations management and office management tasks.

We want to ensure transparency and visibility of our organizational practices, roles and responsibilities as well as their effectiveness. We will present these as a resource and reference (reflecting our values and tentatively called the Europeana Playbook) and make it available for all office members to contribute to and all network members to read. In addition, we will streamline our workflows and back-office systems to make it easier to report and comply with rules and regulations.

Furthermore we will continue to work closely together with the Royal Library (KB) to make efficient use of their systems. The head office will move back into the Royal Library in The Hague in late 2015 and we believe this will give us a good long term perspective at the heart of one of our most supportive partner institutions.

Subtask 9.4.1 Manage knowledge management and process support tools

We will manage the tools needed to support proper knowledge management, project management and product management processes.

We use different systems for project management, communications and to document our processes, such as Basecamp, Smartsheet. Furthermore a proper archive is necessary to make efficient use of our office data. Employees are using different devices, where it should be possible to have access to a shared environment. This will be prepared in the beginning of 2016 and be effective during 2016 by using VDI (Virtual Desktop Infrastructure) managed by the KB.