
Preliminary Target Range:	The target level of this KPI is defined at $\geq 75\%$ (interactions acknowledged; time to assess, categorize and assign a ticket to the appropriate level)
KPI owner:	Operations
Reporting frequency:	Annual

KPI No 21: Assessing completion of projects against a (re)baseline of defined quality/cost/time parameters and taking into account the project tolerances

Management Board Format KPI Card	
KPI Number:	21
Name of Metric:	Assessing completion and progress of projects against a (re)baseline of defined quality/cost/time parameters and taking into account the project tolerances
Strategic Goal:	4 Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework
Strategic Objective:	4.2. Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs
Short description:	Assessing the success of all closed/completed projects in respect of meeting scope, time and cost criteria as stipulated in their respective project plans, including the project tolerances set by the project board ¹⁴ . The rating could be a weighted average of the scope, time and cost components of all projects closed during the reporting period.
Basis for calculation:	The eu-LISA Project Management system monitors all projects and records the project performance with respect to scope, time schedule and costs. The monitoring is done against the approved baseline. The baseline can change via the approval of scope, changes, time and/or budget. Exception Reports need to be raised if the project tolerances are exceeded. The total performance is considered against the project (re)baseline and criteria based on the data in the EPM (Enterprise Project Management) system. So these key sub indicators (scope, time, and budget) are grouped in budget, time, and scope. The value of the KPI ₂₁ is expressed as an average percentage of deviation of the sub indicators (from scope, time, and costs) against the approved baseline.
Example:	X projects were assessed during the reporting period and the project management system indicated that their performance in terms of scope was overall 0% of deviation from the approved scope, 5 % of deviation with regards time and 2% of budget deviation. The overall rating for X projects is 2.3% of deviation i.e. <10% of deviation.
Application:	Demonstrates the effectiveness of Project Management (PM) control and oversight.
Preliminary Target Range:	The target level of this KPI is defined at < 10% for deviation to the approved baseline.
KPI owner:	EPMO
Reporting frequency:	Annual

¹⁴ A common policy for the definition of projects tolerances might not be in place by the time the KPI is calculated.

KPI No 22: Project Management: Assessing the compliance of completed projects against eu-LISA Project Management Methodology during the project lifecycle

Management Board Format KPI Card

KPI Number:	22
Name of Metric:	Project Management: Assessing the compliance of completed projects against eu-LISA Project Management Methodology during the project lifecycle.
Strategic Goal:	4 Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework
Strategic Objective:	4.2. Continuously align the business objectives with the capabilities, processes and resource allocation to best serve stakeholders' needs
Short description:	Ex-post control of all closed/completed projects by assessing their capacity to provide the minimum expected project artefacts. The compliance rating of a project should be the sum of the percentage associated to each required project component, when existing. The KPI is based on the number of projects that did reach predefined compliance targets.
Basis for calculation:	eu-LISA Project Management Methodology and Diagram describe the full set of Project Management artefacts. To assess the compliance performance of a project, a subset of main and comparable components is chosen, namely the Project Brief, the Project Initiation Document (PID), the weekly dashboards, the Lessons Learned Report and the End of Project Report. A percentage is associated to each of them: 25% for the Project Brief, 25% for the PID, 25% for the weekly dashboards (weighted by the ratio of weeks when the dashboard has effectively been updated), 10% for the Lessons Learned and 15% for the End of Project Report. The rating for a project is the sum of each artefact percentage if evidence is given of its existence in eu-LISA's EPM Tool. A project is considered as fully compliant if it reaches at minimum the sum of 90%. The KPI, for all completed/closed projects in the reporting period, is expressing the percentage of projects, per size, that did reach the defined compliance value.
Example:	1 large project, 4 medium projects and 5 small projects were completed in Year N: - 4 out of 5 (80%) small projects were fully compliant → the target is reached - 3 out of 4 (75%) medium projects were fully compliant → the target is not reached - the large project (100%) was fully compliant → the target is reached
Application:	Demonstrates the overall capacity of the projects in following the Project Management Methodology.
Preliminary Target Range:	Projects fully compliant with eu-LISA PM Methodology: target is, by project's size: <ul style="list-style-type: none"> • 75% for small projects • 80% for medium projects • 85% for large projects
KPI owner:	EPMO
Reporting frequency:	Annual

KPI No 23: (A) Percentage (%) of audit recommendations implemented within stipulated deadlines and (B) number and age of outstanding recommendations

Management Board Format KPI Card

KPI Number:	23
Name of Metric:	<p>A. Percentage (%) of audit recommendations implemented within stipulated deadlines, of which:</p> <ul style="list-style-type: none"> • Critical • Very Important • Important <p>B. Number and age of outstanding recommendations, of which:</p> <ul style="list-style-type: none"> • less than six months • between six months and one year • more than one year
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework
Strategic Objective:	4.1. Ensure systematic compliance with the EU regulatory framework and general governance requirements
Short description:	The KPI measures the ability of the Agency to implement recs from auditing bodies, namely the European Court of Auditors (ECA), the Internal Audit Capability of the eu-LISA (IAC), and the Internal Audit Service of the European Commission (IAS), according to their requirements on scope, time and quality. The suggested metric will inform on the efficiency and effectiveness of eu-LISA's response capability towards audit recommendations and will give an indication about the likelihood that eu-LISA will meet its objectives.
Basis for calculation:	<p>KPI#23.A is the number of audit recommendations that their owner(s) asserted as being implemented divided by the total number of audit recommendations due to be implemented, expressed as a percentage (%).</p> <p>KPI#23.B is the number and age of outstanding audit recommendations (past due), of which:</p> <ul style="list-style-type: none"> • less than six months • between six months and one year • more than one year
Example:	<p>KPI#23.A - Recommendations implemented within stipulated deadlines (%)</p> <p>eu-LISA receives 15 audit recommendations following audit reports issued during the reporting period (year N), of which 12 having the stipulated deadline due in the reporting period year N. Three recommendations have deadline for implementation after the cut-off reporting date (i.e. in the future). In addition, there is one recommendation received in the previous reporting period (year N-1) but having the stipulated deadline in the current reporting period (year N). So in the scope of the indicator are a total number of 13 audit recs.</p> <p>During the reporting period (year N), the Agency manages to implement 12 recommendations within stipulated deadlines out of the 13.</p> <p>At 31.12. year N, the value of KPI #23.A would be:</p> <p>(12 recs implemented / 13 total recs due) *100 = 92%, of which:</p> <ul style="list-style-type: none"> • Critical (2/2) = 100% • Very Important (5/5) = 100%

	<ul style="list-style-type: none"> • Important (5/6) = 83.3% <p>The one (important) recommendation not implemented has been pending for three months since the stipulated deadline passed and is moved into the scope of KPI#23.B.</p> <p>KPI#23. B - Number and age of outstanding recs</p> <p>The Agency has got five recs past due (not implemented within stipulated deadlines) from the previous reporting period (N-1) with the following breakdown:</p> <ul style="list-style-type: none"> • Less than six months = 3 • between six months and one year = 2; • more than one year = 0 <p>The Agency manages to implement four from the backlog. One rec still was not implemented and has aged even more at the cut-off date (e.g. moved from age "between six months and one year" to age "more than one year").</p> <p>Therefore, the values of KPI#24.B are:</p> <ul style="list-style-type: none"> • Less than six months = 1 (i.e. 3 - 3 + 1) • Between six months and one year = 0 (i.e. 2 - 1 - 1) • More than one year = 1 (i.e. 0 + 1)
Application:	KPI#23 aims at informing that eu-LISA implements each accepted audit recommendation according to requirements, thus providing assurance that its objectives are met as committed in the programming documents.
Preliminary Target Range:	<p>KPI#23.A:</p> <p>eu-LISA has an implementation rate of audit recommendations within stipulated deadlines of minimum 80%, of which:</p> <ul style="list-style-type: none"> • Critical = 100% • Very Important = 90% • Imp Important = 80% <p>KPI#23.B:</p> <p>eu-LISA records at the cut-off date no more than:</p> <ul style="list-style-type: none"> • Four recommendations past due for less than six months • Two recommendations past due old between six months and one year • One recommendation past due older more than one year
KPI owner:	Internal Audit Capability(IAC)
Reporting frequency:	Annual Cut-off reporting date is 31 December of year N

KPI No 24: Absenteeism rate (%) within the reporting period

Management Board Format KPI Card

KPI Number:	24
Name of Metric:	Absenteeism rate (%) within the reporting period
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework.
Strategic Objective:	4.3. Continue to be an attractive employer, retain and continuously develop staff.
Short description:	<ol style="list-style-type: none"> 1. Average number of sick leave days per employee (both uncertified and certified in total). 2. Percentage of staff on a long-term sick leave (above 21 consecutive calendar days) in the reporting period of the total number of staff on 31 December of the reported year. 3. Percentage of staff who did not take any sick leave within the reporting period of the total number of staff on 31 December of the reported year.
Basis for calculation:	The calculations of each metric included in the absenteeism rate is based on the staff leave database containing the number of days on leave per type of leave per each staff member (all staff).
Example:	<ol style="list-style-type: none"> 1. The total number of sick leave days (both: certified and uncertified) in reporting period is divided by the number of staff in place on 31 December of the reported year. 1400 days divided by 172 staff members equals 8.1 days per staff. 2. Counted is the number of staff. The same staff member who was 3 times on a long-term sick leave of a duration of 30 days each with a break when he/she is present at work will be counted once. The same for a staff member on a leave of duration of 8 months. For calculation, 21 consecutive calendar days equals 15 consecutive working days. 3. Counted is the number of staff for whom no sick leave days have been recorded in the reported period.
Application:	Standard HR metric. It is important that the Agency monitors the levels of sickness absence with the average days lost due to sickness per employee to ensure that the absence trends are identified and addressed, to ensure we make the best use of the resources available.
Preliminary Target Range:	<p>The target level of this KPI is defined at:</p> <ul style="list-style-type: none"> • Metric no. 1 < 15 days per staff • Metric no.2 < 10% • Metric no. 3 > 15%
KPI owner:	Human Resources
Reporting frequency:	Annual

KPI No 25: Annual Percentage (%) Staff Turnover

Management Board Format KPI Card

KPI Number:	25
Name of Metric:	Annual Percentage (%) Staff Turnover
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework.
Strategic Objective:	4.3. Continue to be an attractive employer, retain and continuously develop staff.
Short description:	Number of employees leaving eu-LISA job during reporting period for reasons other than end of contract or termination of contract by the Agency, divided by total number of employees, expressed as percentage.
Basis for calculation:	Turnover rate = (number of employees leaving / total number of staff on 31 December of reported year)*100
Example:	Assuming that 5 staff members of 120 would leave the Agency during the reporting period, the annual turnover rate would be 4.2 %
Application:	Standard HR metric that measures the effectiveness of the human resources management system and the overall management of an organisation. Data may be split per Agency location for further analysis.
Preliminary Target Range:	The target level of this KPI is defined at ≤5% for the whole Agency.
KPI owner:	Human Resources Unit
Reporting frequency:	Annual

KPI No 26: Annual Percentage (%) Occupancy rate

Management Board Format KPI Card

KPI Number:	26
Name of Metric:	Annual Percentage (%) Occupancy rate
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework.
Strategic Objective:	4.3. Continue to be an attractive employer, retain and continuously develop staff.
Short description:	Number of posts occupied, divided by total number of authorised posts, expressed as percentage.
Basis for calculation:	Occupancy rate = (number of posts occupied / total number of authorised posts on 31 December of reported year)*100. Issued job offers may be taken into account for the calculation.
Example:	Assuming that establishment plan for the reporting period is 120 posts and 100 posts have been occupied, and 10 job offers were sent to the candidates, the annual occupancy rate would be 91.6%.
Application:	Standard HR metric that measures the effectiveness of the human resources management system and the overall management of an organisation.
Preliminary Target Range:	The target level of this KPI is defined at > 94% for the whole Agency.
KPI owner:	Human Resources Unit
Reporting frequency:	Annual

KPI No 27: Talent retention index

Management Board format KPI Card

KPI Number:	27
Name of Metric:	Talent retention index
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU. regulatory framework
Strategic Objective:	4.3. Continue to be an attractive employer, retain and continuously develop staff.
Short description:	This metric indicates 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.
Basis for calculation:	Average performance of retained staff members VS average performance of people leaving the Agency
Example:	<p>A. Average overall annual performance of staff retained = 3,3 VS</p> <p>B. Average overall annual performance of staff leaving = 2,3</p> <p>KPI would be then the difference between these two figures, hence $B-A (2,3-3,3) = -1$</p>
Application:	The KPI indicates the Agency's the talent retention index, where in case the number is – (negative) the talent is leaving the Agency, while + (positive) suggests that talent is mostly remaining in the Agency.
Preliminary Target Range:	The target KPI is defined in having + positive figure (as calculated above)
KPI owner:	Human Resources Unit
Reporting frequency:	Annual

KPI No 28: Staff engagement level

Management Board Format KPI Card

KPI Number:	28
Name of Metric:	Staff engagement level
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework.
Strategic Objective:	4.3. Continue to be an attractive employer, retain and continuously develop staff.
Short description:	Relative measure of eu-LISA staff engagement at the Agency.
Basis for calculation:	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.
Example:	Engagement rate = Aggregated results of questions covering satisfaction and motivation
Application:	This KPI indicates the overall engagement level of eu-LISA staff
Preliminary Target Range:	The target level of this KPI is defined at $\geq 6.3\%$
KPI owner:	Human Resources Unit
Reporting frequency:	Annual

KPI No 29: eu-LISA external communication impact

Management Board Format KPI Card

KPI Number:	29																																										
Name of Metric:	eu-LISA external communication impact																																										
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework																																										
Strategic Objective:	4.4. Develop and maintain a positive image towards its internal and external stakeholders																																										
Short description:	The results of analysing statistics and trends gathered from the Agency's website and social media accounts is used to facilitate appropriate messages' creation in order to reach a broader audience, boost the Agency's image, and comply with transparency requirements. Data of the analysis related to attendance and satisfaction with the eu-LISA stakeholder visibility events is used to develop content and adapt to customer needs.																																										
Basis for calculation:	<ul style="list-style-type: none"> Website visitors and bounce rate: absolute values logged by dedicated analytics tool (Matomo installed on SharePoint server) Followers, impressions and interactions on social media: absolute value logged in the administrator area of each platform (Facebook, Twitter, LinkedIn) <p>Participation and satisfaction rates for stakeholder engagement events: evaluation forms collected at the end of the events and data analysed.</p>																																										
Example:	<p>Data gathered is compared to previous year or to baseline (set to 2016) to measure growth or performance.</p> <p>Website performance:</p> <table border="1"> <thead> <tr> <th></th> <th>2016</th> <th>2017</th> <th>2018</th> <th>YoY</th> <th>vs. baseline</th> </tr> </thead> <tbody> <tr> <td>Visitors</td> <td>81005</td> <td>61489</td> <td>101580</td> <td>+65%</td> <td>+25%</td> </tr> <tr> <td>Bounce rate</td> <td>37%</td> <td>38%</td> <td>39%</td> <td>-1%</td> <td>-2%</td> </tr> </tbody> </table> <p>Social media followers:</p> <table border="1"> <thead> <tr> <th></th> <th>2016</th> <th>2017</th> <th>2018</th> <th>YoY</th> <th>vs. baseline</th> </tr> </thead> <tbody> <tr> <td>Twitter</td> <td>15</td> <td>458</td> <td>788</td> <td>+2953%</td> <td>+72%</td> </tr> <tr> <td>LinkedIn</td> <td>N/A</td> <td>N/A</td> <td>1452*</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Facebook</td> <td>N/A</td> <td>416**</td> <td>771</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table> <p>* data available only since 31 Aug 2018 ** data available only since 8 Sep 2017</p> <p>Annual conference satisfaction:</p> <p>The following metrics scale is used:</p> <ul style="list-style-type: none"> 5 Highly satisfied 4 Satisfied 3 Slightly satisfied 2 Not satisfied 1 Highly unsatisfied <p>All replies are analysed and the ratio of the highly satisfied/satisfied and slightly satisfied is calculated. KPI value gives the % of respondents who stipulate satisfaction on the positive scale.</p> <p>Annual conference participation:</p>		2016	2017	2018	YoY	vs. baseline	Visitors	81005	61489	101580	+65%	+25%	Bounce rate	37%	38%	39%	-1%	-2%		2016	2017	2018	YoY	vs. baseline	Twitter	15	458	788	+2953%	+72%	LinkedIn	N/A	N/A	1452*	N/A	N/A	Facebook	N/A	416**	771	N/A	N/A
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	2016	2017	2018	YoY	vs. baseline
	120	151	186		
Application:	Monitoring of eu-LISA's social media accounts; dedicated analytics tool for the website; forms for engagement events satisfaction and registration form data.				
Preliminary Target Range:	Website: <ul style="list-style-type: none"> Maintain baseline (as future EES and ETIAS websites will draw traffic to the main website) and keep bounce rate under 40% Social media: <ul style="list-style-type: none"> Add at least 200 followers per platform each year Engagement events: <ul style="list-style-type: none"> Keep satisfaction level above 90% Participation at events: <ul style="list-style-type: none"> 95% of available seats filled 				
KPI owner:	Executive Support and Stakeholder Relations Unit				
Reporting frequency:	Annual				

KPI No 30: eu-LISA internal communication impact

Management Board Format KPI Card

KPI Number:	30
Name of Metric:	eu-LISA internal communication impact
Strategic Goal:	4. Continue to develop an efficient and agile organisation in compliance with the EU regulatory framework
Strategic Objective:	4.4. Develop and maintain positive image towards its internal stakeholders through outreach activities and effective internal communications
Short description:	The results of analysing the statistics and trends of the annual surveys on eu-LISA's internal communication impact are used to measure staff satisfaction with corporate communication identify information gaps and develop information channels.
Basis for calculation:	<ul style="list-style-type: none"> Survey with open and closed questions is carried out on a dedicated online platform smartsurvey.co.uk, which supports centralised administration Data is collected and processed within the tool, while taking into account all necessary security and data protection requirements and safeguarding the respondents' anonymity. <p>The software includes automated analytics tools for measuring the results of the survey.</p> <ul style="list-style-type: none"> Further analysis is performed to apply additional filters (e.g. for analysing the satisfaction rate per Agency site). Related calculations are made by measuring the number of respondents and share of positive/neutral/negative replies in comparison with the respective results of previous year surveys. The following metrics scale is used: <ol style="list-style-type: none"> 5. Highly satisfied 4. Satisfied 3. Slightly satisfied 2. Not satisfied 1. Highly unsatisfied <p>KPI value gives the % of respondents who stipulate satisfaction on the positive scale.</p>
Example:	<p>To measure growth: the number of employees who take the survey (data to quantify staff engagement towards internal communication) and the general satisfaction rate with corporate internal communication tools and activities (data that indicates the share of satisfied customers) are compared against the data of the previous year or the baseline.</p> <p><u>Example 1.</u> Employees' participation rate (%):</p> <p>200 is the total number of employees eligible to take the survey 90 is the number of employees who took the survey $90/200*100$ The participation rate is 45%</p> <p><u>Example 2.</u> General satisfaction with the internal communication channels and actions (%):</p> <p>200 is the total number of respondents who answered the question regarding their satisfaction/dissatisfaction with internal communication 120 is the number of respondents who answered positively to the question (100 highly satisfied, 20 satisfied)</p>

	<p>30 is the number of respondents who answered negatively to the question (25 not satisfied, 5 highly unsatisfied)</p> <p>50 is the number of respondents who answered – slightly satisfied - to the question</p> <p>$170/200*100$</p> <p>The general satisfaction rate is 85%</p>
Application:	Dedicated survey platform with centralised administration
Preliminary Target Range:	<p>Target values:</p> <ul style="list-style-type: none"> - 51% of all the employees participate in the survey - Keep general satisfaction with internal communication channels and actions above 70%
KPI owner:	Executive Support and Stakeholder Relations Unit
Reporting frequency:	Annual