

Table of contents

Die Entscheidung by Alison Mooney

9

Introduction

Power broker in the Brussels system – Political adviser, strategist,
administrator and agent of change *by Martin Westlake* 13

Innovation in the European Parliament *by Susanne Altenberg* 19

A supranational administration *by Giancarlo Vilella* 27

Klaus Welle's major reforms in the EP administration

1. Introducing strategic planning 35

Strategic Execution Framework *by Ana Cabanelas Álvarez* 37

The creation of the European Strategy and Policy Analysis
System (ESPAS) 2009-2015 *by Franck Debié* 45

European added value and the Cost of Non-Europe *by Lauro Panella* 55

Creating a strategic foresight culture *by Eamonn Noonan* 63

2. Optimising the allocation and management of resources 69

Monitoring progress in the administration
by the Corporate Strategy and Innovation Office 71

Making the EP more secure *by María José Martínez Iglesias* 79

Promoting gender balance *by Olga Kosmidou* 87

Green Parliament and EMAS *by Anna Schade* 93

Towards a New World of Work *by Leena Maria Linnus* 101

Transforming translation *by Valter Mavrič* 109

From desktop to laptop *by Walter Petrucci* 119

Professional training *by Karine Auriol* 127

Career differentiation *by Andrea Mraz-Androvicova* 135

Geographical balance in the European Parliament Administration
by Jurij Tomac 143

Encouraging social dialogue <i>by Sandra Volante</i>	151
Leadership in COVID-times - Confronting the Corona virus <i>by Petra Claes</i>	155
Klaus Welle's strategy to enhance Parliament's administrative capacity despite financial constraints <i>by Kirsten Lüddecke</i>	163
3. Leveraging parliamentary power	171
The EU legislative cycle: A Parliament perspective <i>by Riccardo Ribera d'Alcalá</i>	173
Creating the European Parliamentary Research Service (EPRS) <i>by Anthony Teasdale</i>	185
Unused opportunities under the treaties <i>by Etienne Bassot and Rafał Mańko</i>	191
La mise en œuvre du traité de Lisbonne et le Parlement européen <i>by Freddy Drexler</i>	199
Partis politiques et fondations politiques au niveau européen : 20 ans d'évolution <i>by Didier Klethi</i>	211
Klaus Welle and the Lead Candidate/Spitzenkandidaten process <i>by Martin Westlake</i>	219
Linking the levels for better EU law <i>by Klemen Žumer</i>	225
Parliamentary offices outside the EU <i>by Piotr Nowina-Konopka</i>	235
Developing a right of legislative initiative <i>by Micaela Del Monte</i>	243
4. Outreach to citizens	251
Le Campus des Visiteurs du Parlement Européen à Bruxelles <i>by Juana Lahousse-Juárez</i>	253
The institutional election campaign 2019 <i>by Jaume Duch Guilot</i>	259
Showcasing Europe: The House of European History <i>by Dr Constanze Itzel</i>	265
EYE: Teen spirit for Europe <i>by Klaus Löffler</i>	277
Klaus Welle and the Jean Monnet House <i>by Martí Grau Segú</i>	281
The European Parliament and EU National Parliaments: From Rivals to Partners <i>by Katrin Ruhrmann</i>	289

5. The seats of the European Parliament	295
Le siège du Parlement à Strasbourg <i>by François Gabriel</i>	297
Le Secrétariat général du Parlement européen à Luxembourg <i>by Ludovic Delepine</i>	305
6. Klaus Welle and key EU policy actors	313
The Bureau of the European Parliament <i>by Paolo Martinelli</i>	315
The Conference of Presidents of the European Parliament <i>by Ana María Fernández Perles</i>	323
The role of the Cabinet of the Secretary-General <i>by Christian Mangold</i>	331
The European Parliament administration seen from the European Council <i>by Desmond Dinan</i>	341
Different institutions, same objective: The fight for a better and stronger Europe <i>by Jim Cloos</i>	349
L'administration du Parlement Européen vue par la Commission <i>by Pascal Leardini</i>	355
The EP administration seen from the European External Action Service <i>by Stefano Sannino</i>	363
The European Parliament's administration viewed from the European Committee of the Regions <i>by Petr Blížkovský</i>	367
The European Parliament administration seen by the European Economic and Social Committee <i>by Gianluca Brunetti</i>	371
EP Pöttering Presidency, 2007-2009, <i>by Prof Hans-Gert Pöttering</i>	377
EP Buzek Presidency, 2009-2012, <i>by Maciej Popowski</i>	385
European Parliament President Martin Schulz 2012-2014, first mandate <i>by Richard Freedman</i>	389
EP Tajani Presidency, 2017-2019, <i>by Antonio Tajani</i>	399
Klaus Welle and the Sassoli Presidency <i>by Lorenzo Mannelli</i>	403
EP Metsola Presidency, 2022, <i>by Roberta Metsola</i>	409
Interim President 2014 <i>by Gianni Pitella</i>	413
7. The European Parliament of the Future <i>by Alessandro Chiocchetti</i>	419
8. Being Secretary-General <i>by Klaus Welle</i>	427
Acknowledgements	435