



European
Commission

Management plan 2022

DG INFORMATICS

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INTRODUCTION

The Directorate General for Informatics (DIGIT) is the Commission's service that drives the institution's digital transformation by providing modern, secure and user-centric IT solutions. In light of the digital acceleration that the Commission experienced since the past years, in particular as a consequence of the social restrictions imposed by Covid-19 pandemic), DIGIT has been at the forefront of groundbreaking changes in the way the Commission works and delivers on its political priorities and in reshaping the institution's working mindset and landscape from its core.

The following Management Plan identifies **key initiatives** that DIGIT will launch in 2022. Priorities for the next year will contribute to the achievement of two of the General Objectives stemming from the headline ambitions of President Von der Leyen. In fact, DIGIT is supporting the transition towards a **modern, sustainable and high-performing european public administration** (General Objective #7), and is also contributing to the objective of making **Europe fit for the digital age** (General Objective #2). This is also in line with DIGIT's Strategic Plan covering the 2020-2024 mandate of the von der Leyen Commission.

The fast-paced evolution of digital technologies and their impact on business processes demands the right operational setting: for this reason, a **new digital strategy (NDS)** will reinforce the existing European Commission Digital Strategy (ECDS) adopted in 2018. The new strategy will reflect fundamental changes already occurred in the institution, building on the novelties already implemented with the previous ECDS, taking stock of the lessons learned, and taking into account new digital trends and political priorities (especially in the aftermath of the Covid-19 breakout, which triggered fundamental changes in the Commission's working patterns).

While the new digital strategy will provide a new long-term framework for key initiatives to drive the full digitalisation of the Commission, DIGIT will keep its focus on other relevant files. The work will continue on the **implementation of the flexible working paradigm**, which currently enables a hybrid setup consisting in combination of remote work and presence in the office. DIGIT is also committed to look at the **continuous improvement of IT workplace solutions**, and efforts will converge in the optimisation of IT helpdesk, reimagining the Proximity Support Team in a more user-centered and friendly way, consolidation of M365 and videoconferencing, and migration to the WELCOME domain. **Protecting the Commission's IT assets and staff from cyber-threats** remains another crucial priority and represents a growing challenge, especially in light of security incidents which increased in number and sophistication since the beginning of the COVID-19 pandemic. On this regard, the adoption of a **Regulation of the European Parliament and of the Council on measures for a high common level of cybersecurity at the Union Institutions, Bodies and Agencies** (commonly known as **Cyber Regulation** and planned for adoption in the first quarter of 2022) is a concrete example of how DIGIT's commitment to enhance the corporate cybersecurity goes hand in hand with the concept of expanding the protection from cyber-threats as wide as possible across Europe and among European Institutions, Bodies and Agencies. As **Staff awareness** is instrumental for the

implementation of successful cyber-security measures, a fundamental strand of DIGIT's work will still be dedicated to awareness-raising campaigns targeting all Commission staff. This is part of a broader 'mindset shift' of the institution's working culture, which is ultimately another important enabler of digitalisation.

When looking at digital solutions enabling for a more agile and efficient Commission, an important novelty for 2022 will consist in the implementation of a **Dual Pillar Approach**. This **innovative strategic framework** will support the digital transformation of the institution by aligning internal business practices with proven market solutions, rather than adapting/building software and fitting them to existing business practices. This new approach of procuring corporate IT solutions is in line with the Reusable Solutions Platform (RSP) and with the 're-using first' principle (which implies that existing IT solutions are taken into consideration in the first instance when addressing Commission's business needs). In 2022, DIGIT is also featuring in the **new Commission Work Programme (CWP)** with a **REFIT initiative** that will contribute to the headline ambition on 'Europe fit for digital age': this is the proposal for an **EU governments interoperability strategy**, and is building on the milestones already achieved through the European Interoperability Framework (EIF). This represents DIGIT's 'external' hat, dedicated to the **support of digital transformation of European Public Administrations** through **interoperable digital public services**. As also envisaged in the Commission's Communication on '**Shaping Europe's digital future**', the scope of the EU governments interoperability strategy is to create an '**interoperable Europe**', and to identify and implement at EU level a common interoperability governance that can foster cross-border coordination, boost innovation in the public sector, and provide a common framework for secure and borderless data flows and services within the European public sector.

A crucial component of the Commission's digitalisation process cannot be ignored: the increasing use of digital technology has introduced considerable benefits and facilitated the overall core business processes of the Commission, providing smarter solutions and enabling new working features which were unthinkable until few years ago. '**Green and digital**' undergo a **twin transition** and they really are two faces of the same medal: Information technology is supporting emission savings (if we look at the way digital documents and processes are steadily replacing the use of paper and paper-based processes, for instance), but at the same time, within IT itself further improvements are possible as well. In this respect, the Commission has carefully considered the impact of digitalisation in terms of carbon emissions, and **DIGIT – as IT domain leader – is moving to enforce more sustainable, environment-friendly solutions** via its procurement practices to contribute to the reduction of the institution's environmental footprint. The new Digital Strategy will embed green principles and reflect the conclusions of the upcoming **Communication on Greening of the Commission**, that aims at making the institution carbon-neutral by 2030.

Exploiting the potential that digital technologies can release for building a more inclusive, equal and diverse workplace, in 2022 DIGIT will also look at new initiatives for guaranteeing accessibility and user experience through adequate digital tools, delivering on the key actions embedded in the DIGIT Equality Action Plan.

PART 1. Delivering on the Commission's priorities: main outputs for 2022

A. General Objective 7 – A modern, sustainable and high-performing european public administration

Specific Objective 7.1 – A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities

Shaping a digital Commission fit for the digital age requires the digitalisation of the core processes of the Commission. This digitalisation aims to modernise and transform fundamentally the current processes rather than just replicating current processes electronically. This implies strong business rationalisation, clear simplification and solid streamlining to support and empower all the Commission services. It is possible by exploiting fully the capabilities offered by digital technologies, while unlocking the potential of the Commission's data.

In 2022, DIGIT will continue enabling the digital modernisation of its partner DGs. Following **the endorsement of the Dual Pillar Approach**, DIGIT will put it in motion in order to support and accelerate the modernisation of the DGs. This will be instrumental to implement the digital solutions modernisation plan advocated by the European Commission Digital Strategy.

In line with the annual work plan agreed with each partner, DIGIT will, inter-alia, deliver and operate flagship digital solutions in the domain of human resources, document management, decision making, procurement, grants, etc.

In particular:

- ✓ In the **human resource management domain**, DIGIT will, in partnership with the HR family (HR, PMO, EPSO), leverage the Dual Pillar Approach to delivery the first steps of the Human Resources Transformation programme (HRT). Concretely, the objective is to transform and modernise the Human Resources processes in line with market standards by relying on ready-made market solutions.
- ✓ In the **document management** domain, DIGIT will, in strong partnership with SG, evolve the Hermes Ares NonCom (HAN) platform in conformity with the Dual Pillar Approach so as to replace custom components/functionalities by out-of-the-box features of documentum. In addition, DIGIT will delivery the first phase of the Archiving Management System project implementing the core functionalities. This will allow to phase out of Archis the current legacy system.
- ✓ In the **legislative lifecycle management** domain, DIGIT will, in strong partnership with SG, continue the investments to offer even more seamless, integrated and intuitive processes through Decide (the legislative platform of the Commission). In

addition, the security of documents will be further improved by offering electronic seal and electronic signature in the module “decision” of Decide.

- ✓ In the **procurement domain**, DIGIT will, in collaboration with JRC, RTD and BUDG, implement the workplan adopted by the Grant and Procurement Steering Board (GPSB) focusing on the development of the solution and its gradual roll out.
- ✓ In the **grant management domain**, DIGIT will, in cooperation with DG RTD , implement the workplan adopted by the GPSB. In particular, the scope of the platform will be extended by onboarding new programmes.

The digital modernisation of the Commission goes through the **Reusable Solution Platform (RSP)**. In line with the Dual Pillar Approach, the RSP will be enhanced by enriching it with relevant commercial tools (e.g. low-code/no-code solution), facilitating the integration with ready-made market solutions and expanding the number of reusable solutions.

The Reusable Solutions Platform will drive reuse, enable common user experiences, bring standardisation, reduce redundancy, increase interoperability, reinforce security, speed-up delivery time and lower development costs for all DGs.

Specific objective 7.2 - The Commission exploits the potential of data, information, knowledge and content management for policy shaping, communication, citizens and staff engagement

To become a modern, more efficient and user-centric institution, the Commission needs to **exploit the potential deriving from data management**. The correct use of data is a powerful enabler of collaborative working, communicating and engaging with staff, citizens and stakeholders. For this reason, DIGIT has been contributing to the **development of a corporate ecosystem and technical platforms** that can fully unleash the potential behind data, information, knowledge and content management.

The **implementation of platforms to support the data, information, knowledge and content ecosystem** represents the major outcome of this objective. The priority in 2022 will be on improving a set of established digital platforms that are already supporting the presence of the Commission at internal and external level. This includes 1) the **EC corporate data platform** (as implementation of the DataStrategy@EC for the set-up of the EC data ecosystem), 2) the **Europa** Web Publishing Platform – the Commission’s web-presence platform, 3) the **Future of Europe** online platform and solutions such as **EU Survey** to enable the engagement with EU citizens, 4) the **EC Collaborative platform** (Single Integrated Framework for Collaboration) that ensures collaboration and engagement with staff – M365, CIRCABC and Wikis, combined with the internal communication platform (**My IntraComm**), and 5) **EU Academy** - the e-learning platform created in joint venture with JRC to address knowledge-building needs of professional audiences and citizens by delivering tailored training programmes, courses and events in a cooperation mode between ‘course owners’ and ‘learners’.

By end of 2021, a **new Information Management Steering Board Work Programme** will be adopted, replacing the existing one and introducing a rolling action plan made by 10 actions that will cover the timeframe from 2022 until 2024.

Emerging technologies, and in particular **Artificial Intelligence** “AI”, have become an area of strategic importance with potential to be a key driver for digital transformation of public administrations. In 2022, DIGIT will propose an **AI@EC package**, which will combine the required framework, code of conduct, governance and flagship projects planning. The European Commission has a lot of data that will be the fuel of AI and help the Commission in its transformation becoming a data driven organisation.

Emerging technologies are one of the dimension of the digital **innovation** initiative which will aim to set up in 2022 a digital innovation framework (governance, enablers, procedures) for the Commission.

Specific Objective 7.3 – A digital delivery model supports the Commission as a world-class agile and collaborative ‘open administration’

The Commission will become a digitally transformed, user-focused and data-driven administration only if its digital delivery model evolve to foster agility, co-creation and innovation. This delivery model should be based on an inclusive approach, incorporating contributions from all DGs to make IT development more consistent across the institution. Following the endorsement of the Dual Pillar Approach (DPA), the digital delivery model will largely evolve in 2022 to enable the DPA. The rationale of the DPA is both to reinforce further the role of the RSP and established corporate solutions when it comes to Re-Use and to leverage ready-made market solutions (i.e. Buy) each time it is possible. Building something completely new outside the RSP should be the last resort. DIGIT will apply this approach when delivering digital solutions. More importantly, **DIGIT will evolve the internal catalogue of services to align them with the requirements of the Dual Pillar Approach.**

In addition, DIGIT will also continue to focus on the following key areas:

- ✓ **Enrich the set of DevSecOps services** to enable the DGs to fully automate their software delivery process. In practice, this automation will allow Commission services to test (continuous testing), to release (continuous integration) and deploy (continuous integration) their digital solutions faster, more efficiently and with less costs.
- ✓ **Establish a working culture based on open source principles.** In 2022, the The Open Source Programme Office (OSPO) will implement relevant initiatives under 2022 action plan. In particular, DIGIT will create a public repository (code.europa.eu) where the the open source projects of the Commission will be published. This will give more visibility to those projects and allow the public at large to (re-)use and contribute to those projects. DIGIT will also actively animate the open communities in order to further promote the open source culture.
- ✓ **Establish a solid foundation for corporate approach for Mobile Applications.** In 2022, DIGIT will pursue the implementation the action plan endorsed by the ITCB. Concretely, as part of the Digital Solutions Modernisation Plan (DSMP) DIGIT will continue to help DGs to explore and identify mobile opportunities with the view to transform their portfolio of digital solutions and services. After creating, a first version of the EC mobile standard and setting up the Mobile Solutions Office in 2021, DIGIT will setup and rollout a set of mobile related services to support DGs (e.g. guidance on following the mobile standard, finding synergies with already existing mobile apps, ect). In particular, the mobile services will enable the DGs to deliver consistently and efficiently state-of-the-art mobile apps. This is part of a broader project, the EC Mobile initiative, that aims at bringing together all the work done Commission-wide on mobile, converging into a coherent and consolidated proposal for a mobile-enabled Commission. Under the EC Mobile initiative hat, DIGIT is committed to provide necessary support to DGs and to ensure coherence across the institution by providing consultancy and guidance when needed. It remains the

responsibility of individual owner DGs to ultimately deliver the mobile apps. Finally, DIGIT together with other stakeholders (DG COMM, OP, ...) will continue working on enriching the EC mobile standard with more content.

- ✓ **Establish a solid foundation for a corporate user experience (UX) practice.** In line with the action plan for a user-focused Commission, after setting up and adopting UX processes in 2021, DIGIT will (1) scale-up the UX practice and (2) strive for **Integrated user-experience services in 2022**. Concretely, DIGIT will evolve the UX framework, measure the impact of UX, share success stories etc.

Specific Objective 7.4 - A Commission resilient to ever evolving digital security threats

Securing the ever evolving digital working environment of the Commission remains one of the key challenges that DIGIT faces. As a consequence, the **constant improvement of the corporate cybersecurity posture** is one of the top priorities of DIGIT's mission.

In 2022, the focus will be on **extending the existing IT security services** to cover the evolution of the Commission's IT environment, and **provide support to other stakeholders in improving their maturity**.

In a context of rapid evolution and escalation of cyber-threats, it is pivotal to **invest more in prevention and preparedness** against cyber attacks. DIGIT will focus on this specific objective by considering two dimensions: in the first place, investing in **capabilities development** (in response to the evolution of the Commission's IT environment and the new ways of working), and secondly by **increasing the maturity of DIGIT's services** as well as of the processes operated by other DGs and supported by DIGIT. The current risk governance and compliance management must keep the pace with the evolution of the Commission's operational landscape. To do so, DIGIT will take into account the role of system owners and reduce the complexity of the IT security risk management (ITSRM) currently in place. In addition, stronger attention will be dedicated on compliance to standards. **Cybersecurity starts with compliance to frameworks and controls**, therefore DIGIT will look at introducing new mandatory controls to securise the Commission's landscape. The **implementation of new security rules and standards** will not happen only through existing tools (such as GovSec, currently used by Commission's IT System Owners to perform risk assessments and develop Security Plans to cover their systems), but simplified alternatives will soon be available for less complex systems and cases. The above-mentioned initiatives aim at facilitating the overall implementation of IT security standards and controls, and ultimately will support the effective preparation of security plans.

A more complex exercise will also be on the way in 2022, and will entail a closer relation between cyber awareness and governance. The **awareness raising initiatives** that DIGIT implements across the Commission staff on a regular basis will be better integrated with the governance, by disseminating the results of cyber-awareness raising exercises across the DGs through reporting to the governance (i.e. ITCB). This will trigger the implementation of more strategic decisions that would consolidate IT security in the Commission.

The response to the increasing number of security incidents is also part of DIGIT's plan for 2022. This will translate into an **enhanced preparedness in our defensive capability**, which will start by **reviewing a certain number of repetitive tasks and procedures**, as they represent the ideal weak point for external attacks. In addition, the **Detection and Response** capability will be reinforced also for mobile equipment, as this contributes to enlarge the attack surface.

DIGIT is also playing a leading role in the **preparation of a ‘Regulation on measures for a high common level of cybersecurity¹ that applies to EU Institutions, Bodies and Agencies (EUIBAs)’**. This represents an important political priority, drafted following extensive dialogue with EUIBAs. The cyber Regulation will provide – upon its adoption expected in 2022 – a **consistent security framework that will better protect all EU personnel, data, communication networks, information systems and decision-making processes**. The Regulation also seeks to enhance the overall security culture of EUIBAs, and by doing so it will strengthen the role and mandate of CERT-EU, the entity responsible of the cyber threat intelligence within the Commission.

¹ Proposal for a regulation of the European Parliament and of the Council on measures for a high common level of cybersecurity at the Union Institutions, bodies and agencies

Specific Objective 7.5 – The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace

An efficient, flexible and high-performing working environment depends on a secure, functional and reliable digital infrastructure. Part of DIGIT's mission is to ensure the continuous improvement of the corporate working environment by focusing on two strands: the **Digital Workplace (DWP)** – which defines and implements the Commission's working setup – and the **corporate infrastructure**, which represents the backbone of the Commission's operational and functional capability.

In the context of the Digital Workplace, in 2022 DIGIT will deliver on the following priorities:

- ✓ **To adapt the current IT support service** (which provides substantial technical help and expertise to Commission staff encountering issues related to IT systems and devices) **to a flexible working paradigm**. Following the pandemic crisis that forcibly accelerated the introduction of remote working, and made teleworking the 'new normal', it is now time to fit the existing IT support solutions to a changed organisational landscape (which includes new building strategy and flexdesking). A key feature of the revamped IT support will be the **introduction of an 'IT butler service'** dedicated to the resolution of tickets coming from 'VIP' staff (Directors and Deputy Directors General, members of the Cabinet, etc).
- ✓ **To continuously improve Sensitive Non Classified (SNC) protection mechanisms for hybrid videoconference meetings** and for inter-institutional communication.
- ✓ **To activate a hybrid setup for corporate emails**, with a part on premise and a part on Cloud M365. This will require the specific permission to move mailboxes directly to the cloud, aiming at moving the entire mailbox system exclusively in the cloud in the longer term. The challenges related to this project are closely linked to the security of the architecture setup, as well as to the implications at data protection level.
- ✓ **To continue the migration towards WELCOME domain**. At the same time, more efforts will be dedicated to increasing the operational maturity, security and resilience of the core services (such as mail and Unified Corporate Communication/UCC backend) by migrating them to WELCOME.
- ✓ **To enlarge the current Digital Workplace offering** to Commission sites not based in Brussels/Luxembourg (e.g. JRC, and possibly involving Commission's Representations). This would also include supporting the European External Action Service and other European bodies to reach full IT autonomy
- ✓ **To complete replacement of residual telephony systems in Commission building** with a transformed telephony solution without legacy for service and emergency phones.

As regards the **running and improvement of the digital infrastructure**, main focus in 2022 will be on **cloud services** (public and on premise) and **data-centre services**. Cloud adoption is expected to provide operational services that will facilitate and boost practical


cloud use. This can be achieved by building the necessary enablers for seamless and secure integration between cloud-based and on-premise services (which would facilitate public cloud usage). As a second step of this process, DIGIT will also supervise the **creation of services that would facilitate lifecycle management and reduction of legacy**, and will focus on the creation of cloud-friendly and future-oriented service building blocks as enablers for moving out of legacy technology.


B. General objective 2: A Europe fit for the digital age

Specific objective 2.1 - The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market

DIGIT can rely on well-established tools and solid expertise on the implementation of EU policies and modernisation of administrations and businesses, and interoperability represents the privileged channel for enhancing the ambitious objective of making Europe fit for the digital age. Since 2021, the **Digital Europe Programme** joined the existing pool of interoperability policies that are currently driving and coordinating the modernisation of public administrations across Europe.

On 10 November 2021 the Commission adopted the **Digital Europe Work Programme** (DEP WP), which outlines the general objectives, scope and expected outcomes and deliverables in the area of the **European Digital Government Ecosystem (EDGES)**. The implementation of the actions framed in the DEP WP under DIGIT's flagship will take place as of 2022 (this also includes actions originally planned for 2021, since they were reported to the next year following the late adoption of the DEP WP). Key actions embedded in the DEP WP aim at reducing the digital administrative barriers and facilitate the free circulation of goods, services, people and capital. In 2022, the preparation for the WP 2023-2024 will start and relevant outputs of the ISA² final evaluation (adopted on the 17/12/2021) will be taken into account. The Digital Europe Programme also promotes seamless and secure data flows, and using interoperability as enabler it will foster Europe's digital autonomy by supporting digitalisation of economy and society.

Another significant novelty that will be implemented in 2022 is the DIGIT-led **REFIT proposal for an EU governments interoperability strategy**. This initiative, included in the  Commission Work Programme 2022², is part of a series of burden reducing and simplifying actions. The primary goal is to establish a common interoperability governance at EU level, in order to ensure cross-border coordination, support public sector innovation and define minimum common specifications for secure and borderless public sector data flows. The biggest challenge for the next year lays in the identification of a common regulation whose objective is to **reinforce the role of Chief Information Officers** (CIOs) at EU level. CIOs can in fact deeply influence different policies across the EU, and supervise digital checks, standards and technical specifications. This proposal will be based on the EIF back to back impact assessment and evaluation to be presented to the RSB in January 2022.

² Initiatives that are part of the Commission Work Programme 2022 are marked with the following icon 

Specific objective 2.2 - Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services.

Digital Solutions for EU-wide services are large-scale IT systems supporting the implementation of EU policies, delivering user-centric and reusable digital solutions which support EU-wide public services. The governance and responsibilities for the implementation and operation of these systems are distributed and done in collaboration between the Commission and the Member States.

One important policy for 2022 is the **Single Digital Gateway** with the definition and support to the implementation of the **Once Only Principle**. This will result into having a greater number of public services online and cross-border, facilitating the lives of the citizens, the businesses and the public administrations. DIGIT will work closely with DG GROW and the Member States to provide the guidance, the solutions and standards agreed.

In 2022 DIGIT will kick-off the gradual move to the next generation of TESTA, the future Pan-European Secure Network, looking at improving the delivery of digital services for European public administrations, European Institutions and Agencies and thus contributing to the Digital Strategy objective of providing high quality, trusted, borderless, digital public services, facilitating the free flow of data and boosting the digital single market.

Regarding advanced remote digital signature capabilities, in 2022, DIGIT will continue the extension of its usage within the European Commission and mostly in the European Institutions. This will contribute to the Digital Strategy objective of supporting the Commission's political priorities and activities with secure, state-of-the-art, digital solutions.

Innovation and the usage of emerging technologies is also very important to contribute to better public services and in 2022, DIGIT will move the usage of Blockchain from a pilot approach to production. The European Commission (CNECT and DIGIT) and the Member States have committed to working together towards realising the potential of blockchain to deliver EU-wide cross-border public services. DIGIT will explore the use of the Document Traceability Use Case capabilities according to the needs of the European Commission and move the Education Use Case (currently being piloted) to production. This will enable students to share their diplomas, and other education credentials, with universities and employers directly from digital wallets in a secure and verifiable way.

PART 2. Modernising the administration: main outputs for 2022

The following section of the Management Plan introduces actions and initiatives that are critical for the execution of DIGIT's strategic objectives, and – on a broader perspective – contribute to the delivery of all Commission's priorities. The Commission as modern administration depends on efficient management of human, financial and IT resources, relies on effective internal control and anti-fraud frameworks, and makes the best use of internal and external resources. In order to further improve internal business processes and ensure a stronger risk management and a strengthened risk assessment exercise which goes beyond the standard corporate requirements, DIGIT will launch a pilot in 2022 looking at improving IT risk management through a dedicated IT Risk Officer function. If the results of the pilot will prove successful, this initiative will be further consolidated during 2023, with the ultimate goal of establishing a permanent IT Risk Officer role in the DG.

The internal control framework³ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls. DIGIT has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

For DIGIT to accomplish its daily business and strategic objectives, attracting and retaining skilled and motivated staff is crucial. DIGIT Human Resource Management in 2022 will continue to focus on the engagement and development of its staff pool to enable successfully meeting the growing tasks and challenges of its expanding portfolio in the von der Leyen Commission. The main focus areas can be grouped under the following headings:

- HR strategic planning
- Talent management
- Staff Engagement & Wellbeing

HR Strategic Planning

Following the overarching principles set by the soon to be published EC HR Strategy, DIGIT will draft a HR policy implementation plan in 2022. The DIGIT HR Strategy will be in line with the main EC HR priorities. The new local strategy will mirror the relevant parts of the future corporate strategy and will develop DIGIT-specific strands wherever needed. From this perspective, the local strategy will accompany, drive and support the possible reorganisation of DG DIGIT. Regardless of the priorities identified in the framework of the

³ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

reorganisation, the local strategy will address a number of topics of strategic importance to DIGIT:

- 1. HR planning related to the consolidation of the Digital Pole in Luxembourg**
Based on the 2015 agreement between the Luxembourg authorities and the Commission, DIGIT will continue its efforts to rebalance its staffing in favour of the Luxembourg site. This will affect more specifically activities linked to the IT Security, the Data Services and the Local Data Centre Consolidation. The local HR function in DIGIT will, in this perspective, devise and implement HR plans aimed at ensuring a quicker and more efficient reallocation of resources in order to reduce the vacancy rate. In this perspective, the recent publication of dedicated temporary agent lists and the ongoing organisation of a new ICT competition should provide the required pool of new resources.
- 2. Phasing-out of DIGIT's role as domain leader in SER⁴ ICT**
DIGIT will continue to play its outward role as domain leader in SER ICT and provide HR-related support and advice to other DGs and services for the completion of the remaining projects, especially datacentre consolidation and e-procurement.

Talent management

Know-how, competencies, experience and innovation, constitute the main competitive advantages for any organisation. DIGIT's needs for qualified staff across our organisation are pressing, and retention of qualified staff is a priority for 2022. We envisage the following actions in order to meet our needs:

- 1. Leadership Development**
Specific actions aimed at building a strong and inspiring management and a pre-management team in DIGIT. Such actions will make full benefit of all tools already available at corporate level (ad hoc training, coaching, seminars ...) and other internal actions, ideas and good practices implemented over the last few years. Actions in 2022 will focus on leadership development and professionalisation of our pre-management team, as this is of crucial importance for DIGIT's succession planning in the coming years. The appointment of a Deputy to the Director in each of its Directorates in November 2020 allows for a shift away from deputising based solely on seniority, to a focus on senior management potential – with the target of 55% female Deputies to the Directors providing an additional boost towards gender equality. Additionally, DIGIT is committed to strengthen its project management approach at all levels, including management.
- 2. Learning & Development**

⁴ Synergies and Efficiencies Review

Learning and Development in DIGIT will continue to foster the skills and competencies of colleagues and contributes to sustain their motivation and engagement. This is an important element in DIGIT's retention efforts. In collaboration with the Account Management Center, DIGIT aims to bridge the gap between the existing competencies and the competencies needed, in support of strategic objectives mentioned above. A main tool for this will continue to be a comprehensive and well-balanced external training plan with the highest possible learning return on investment. To further increase this return, knowledge sharing will be encouraged through online blogs of participants to learning activities. In 2022, we will focus our efforts on the development needs of recently recruited staff, as well as upskilling the skills set of existing staff in order to keep up with the latest developments in the IT world and in digitising public administrations.

3. **Gender Equality and Diversity**

Gender equality has been a leading principle in DIGIT human resource management in the past and will naturally continue to be in 2022. A central target linked to this priority area of the Von der Leyen Commission is 50% female managers on all levels by 2024. In DIGIT, this translates into the concrete target of two additional first female appointments to middle management by 2024. In order to achieve this DIGIT will continue facilitating the appointment of women to pre-management roles of Team Leader, Head of Sector or Deputy Head of Unit as an effective way to prepare for middle management positions. In line with the College decision on measures to reach gender equality at all levels of management by the end of 2024, DIGIT will work towards a quota of 50% female Deputy Heads of Unit. The internal (and external) pool of female talent will strongly be considered in any internal succession planning in middle management. Further proactive efforts to this end include support through targeted individual coaching packages and external trainings. Finally – also in line with the College decision on gender equality – in order to especially promote the development of female middle managers for senior management positions, DIGIT has appointed 3 out of the 5 (60%)⁵ Deputy Directors positions to women.

4. **Workforce planning**

With a view to making best use of staff, the DIGIT HR Board will pay the greatest attention to the (re-)allocation of posts in line with priorities, workforce planning and the succession of colleagues leaving DIGIT. In this context, close collaboration with middle and senior management and focus on the right person at the right place on a case by case basis will create excellent opportunities of career developments of colleagues at all levels.

⁵ Commission Decision on measures to reach gender equality target: 55% female Deputies to the Directors

Staff Engagement & Wellbeing

Engagement and wellbeing efforts will continue to be made in 2022. A central instrument to measuring the level of staff engagement and wellbeing is the bi-yearly staff survey, in which staff give feedback on various categories of their work life. A survey was foreseen for 2020, however due to the disruption of the COVID-19 crisis, it was postponed until 2021. This will serve as the main next benchmark for staff engagement and wellbeing in DIGIT. In 2022, DIGIT will aim to continue the positive trend of past surveys in its staff engagement index⁶, which can be attributed to the close follow-up of the feedback received in the past surveys through action and development plans.

Internal and External Communication

A crucial factor in staff engagement is consistent communication to staff. In collaboration with the internal communications unit, the DIGIT HR Business Correspondent will ensure that DIGIT staff is kept updated and engaged regarding any corporate and local HR activities. This will be done through well-established channels, such as MyDIGIT intranet, monthly newsletters (DG Internal: MyDIGIT; DG external: BeDigital), town hall events, regular information sessions, and of course direct correspondence. This is especially important in regards to high stakes topics, such as the post-COVID work practices and the upcoming DG HR reorganisation and associated changes to the DG HR delivery model. Additionally, branding DIGIT as an attractive workplace in order to attract and retain qualified staff will be the focus of DIGIT's outreach activities in the HR domain. The DIGIT HR BC has – and will continue to – complement central HR communication on this topic with a tailor made and personal communications at DG level. **DIGIT Communication Strategy**, DIGITAL NEXT, will support delivering key messages about DIGIT's contribution to the Europe fit for the digital age priority. In line with the political priority of the Commission and to contribute with concrete actions towards corporate efforts on Equality, Diversity and Inclusion with enabling digital technologies, initiatives such as accessibility, user experience and inclusiveness, availability of adequate digital tools, access to innovation and processes linked to culture change will be delivered through **DIGIT Equality Action Plan** established as a rolling set of actions in 2020. The Plan will further ensure equality, diversity and inclusion mainstreaming across DIGIT portfolio.

Lessons learnt from the COVID-19 crisis

In the context of the COVID-19 crisis the need for a review of the traditional idea of staff working in offices was clearly identified and the return to normality will require a redefinition of a number HR "habits" and assumptions. This includes the return to the office in a new office set-up, which for DIGIT already happened in 2021, with the move to dynamic working space in The One (L107) in Brussels and the refurbished open space in the Drosbach building in Luxembourg. This move during lock down triggered an extensive communication campaign and accompanying change management measures in order to

⁶ The engagement index is an aggregated employee satisfaction score based a number of questions relating to of job, workplace, development and wellbeing. The latest figure in the 2018 staff survey was 68% (EC average: 69%).

reduce any detrimental impact on staff. A more permanent telework based on a stable and even wider provision of high-end tools will probably become the new norm and will trigger changes at many levels. In this perspective, DIGIT is fully committed to such a paradigm shift and will continue to provide all the first hand expertise, experience and ideas needed to help the central services redefine the HR function for the whole European Commission. Additionally, in 2022 DIGIT will continue its (off-premises) externalisation approach based on three axes: wider use of Proximity Time & Means contractual mode; externalisation of some time-and-means and service mode contracts (currently performed on-premises). Collaboration with the Security Directorate of DG HR on the implementation of the security guidelines on in-house service providers will continue.

B. Sound financial management

DIGIT has set up internal control processes aimed at ensuring the adequate management of the risks related to the **legality and regularity of the underlying transactions**, taking into account the multiannual character of programmes as well as the nature of the payments concerned. The objective remains to ensure that the DG has reasonable assurance that the total amount of any financial operation authorised during the reporting year which would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2 % of the total expenditure. DIGIT also set up internal control processes aimed at ensuring the adequate management of the risks relating to the revenues of DIGIT which concern services provided internally to other Commission departments and services, and those provided externally to other institutions, agencies and bodies. This process consists essentially of a series of sub-processes such as delivery of services, cost calculation and **charge back**.

Regarding the safeguarding of assets, DIGIT is the Commission's 'management centre' (centre de gestion) for all IT equipment installed in the premises of the Commission in Brussels, Luxembourg, Strasbourg and Dublin (Grange). The general policy is that all PCs, laptops, screens, printers, photocopy machines, scanners, servers, network devices, smartphones and tablets have to be mentioned in the inventory. All steps from ordering to decommissioning of a good are recorded and managed through ABAC Assets modules. ABAC Assets is linked with SAP for accounting purposes (valuation and depreciation). The operational risks are limited as many inventory actions are automatized.

Controls aim at safeguarding the assets DIGIT purchases and manages on behalf of all the DGs and services of the Commission, such as:

- ✓ Physical check of all assets and non-assets;
- ✓ Itemised checks when writing off obsolete, lost or damaged goods, as well as ongoing registration in ABAC Assets of all logistical movements (deliveries, moves, swaps, withdrawals, etc.);
- ✓ (In) tangible assets and inventories follow formal procedures for disposal of assets

Furthermore, a number of controls are in place to ensure the safeguarding of information. In order to avoid sensitive information being “lost” (abused, made public) or its integrity breached (data altered), DIGIT makes sure that internal rules on data protection in line with Commission’s rule, and internal rules on treatment of sensitive information are being met.

C. Fraud risk management

DIGIT contributes to the implementation of the **Commission Anti-Fraud Strategy (AFS)**, notably as Lead DG for **action 30** of the action plan: “Regularly revise and update the corporate IT security strategy and monitor its implementation. Optimise the systems of the Commission and the executive agencies for secure operation of e-procurement, e-grants and other channels of e-governance.”

In addition, **DIGIT implements its own anti-fraud strategy (AFS)**, which focuses on measures to prevent fraud in its procurement activity, implementation of the contracts and management of external service providers, which are considered as domains embedding some fraud risks. DIGIT’s anti-fraud strategy has been updated in 2020 to reflect changes in the CAFS. The current strategy covers the period 2022-2022, and will be updated as needed by the end of 2022. The action plan accompanying DIGIT AFS has also been reviewed accordingly in 2020, taking the DG’s main fraud risks into consideration. The action plan will be implemented and updated if needed in line with potential organisational changes and revision of processes linking to fraud prevention.

D. Digital transformation and information management

Fulfilling its role as ICT domain leader, **DIGIT has been the major driving force** – in close collaboration with other Horizontal Services⁷ – **of the digital transformation of the Commission**. To implement the digital transformation process – fast-paced and dynamic by definition – in a public administration as complex and diverse as the Commission, several aspects and enablers must be taken into account.

In 2022, a major initiative in support of the corporate digital transformation will be the **adoption of a new Digital Strategy (NDS)**. The new corporate framework will give direction on key principles and measures to support the full achievement of a digitally transformed Commission that able to address in a faster and more efficient way the new EU priorities, and that can drive – through enhanced trans-European systems – the modernisation of European Public Administrations. The adoption and launch of the new strategy is planned by second quarter of 2022.

⁷ DIGIT benefits from the close collaboration with SG and HR for the implementation of the ‘digital Commission’.

As mandated by the Mission Letter to Commissioner Hahn⁸, DIGIT will keep supporting the development of **digital skills** among the Commission staff in close cooperation with DG HR. This includes the **organisation of training courses and the provision of supporting material designed and made accessibly via the Digital Workplace Portal** by the cross-DG M365 team (with the material being updated and further developed as soon as new M365 features will be published). Also, following the definition of a specific range of digital skills for different staff categories corresponding to a precise level (basic, intermediate, advanced, expert), DIGIT will keep implementing – together with DG HR and EUSA – the **Digital Leaders Circle**, a digital skills programme for senior managers (Directors General and Deputy Directors General) at more strategic level.

Data Protection remains a crucial area of interest for DIGIT, in particular given the implications related to the compliance of personal data processing when linked to the acquisition of new softwares and IT products.

In 2022, priority will be given to the following actions which will support the enhanced level of data protection compliance across the DG:

- Continuation of efforts to ensure DIGIT's access to international IT services in compliance with the Schrems-II requirements.
- Trainings/Awareness-raising: Review of material, inclusion of security-specific aspects and organising sessions (probably VC).
- Creation of a wiki for easy access to informative material and templates, FAQ etc.
- After a general review of Service Level Agreements with other institutions, focus will now be laid on Memoranda of Understanding with DGs/Services, as well as free-of-charge services not systematically covered by an agreement.

Information Management: DIGIT is actively involved in the implementation of the data, information and knowledge management strategy included in the Rolling Action Plan 2022-2024 steered by the [Information Management Steering Board](#). In fact, one specific objective of DIGIT's Strategic Plan is also partially covering this particular strand, therefore relevant outputs falling under this domain are listed in the output table linked to the Specific Objective #2 of the present Management Plan.

E. Sound environmental management

DIGIT promotes the EMAS corporate campaigns at local level and identifies local environmental actions and corporate initiatives in order to support the Commission's commitment to implement the objectives of the Green Deal for its own administration, including becoming climate neutral by 2030.

⁸ [Mission Letter to Commissioner Hahn](#)

In particular, as of 2022 DIGIT will start implementing some key measures specifically focusing on the reduction of carbon-emissions related to the use of digital technology. This will concern the consolidation of Commission's Local Data Centres, communication campaigns actions targeting the whole Commission Staff on a sustainable use of digital technology and consequent reduction of digital waste, extensive use of Green Public Procurement criteria in the purchase of corporate IT device, and ultimately appropriate recycling of corporate IT devices as well as reduce the amount of IT systems.

A special focus is on staff participation and awareness, supporting the corporate environmental actions of central services.

ANNEX 1 Performance tables

General objective 7: A modern, high-performing and sustainable European Public Administration

Specific objective 7.1: A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Co-delivery with RTD and the business stakeholders of the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of grant management	<p>Onboarding of new programmes</p> <p>Modernise the Submission & Evaluation Portal (SEP) ecosystem</p> <p>Implement other DIGIT actions as agreed in the workplan for the SEP and CAP solutions</p>	100% by December 2021
Co-delivery with the business stakeholders of the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of SEDIA	<p>Support the new business processes of Pillar assessment and Domain specific facts</p> <p>Implement other DIGIT actions as agreed in the workplan for the Funding & Tender portal and Participant register solutions.</p>	100% by December 2021
Co-delivery with JRC, RTD and BUDG and the business stakeholders of the priorities of the Grants & Procurement Steering Board (GPSB) in the domain of eProcurement	<p>Corporate roll-out of the solution for specific contracts under Framework contracts.</p> <p>Support for other types of contracts and procedures</p> <p>Develop a clear roll-out and migration strategy for eProcurement – SUMMA</p> <p>Coordinate successfully the IT programme and the collaboration with SUMMA</p> <p>Implement other DIGIT actions as agreed in the workplan of eProcurement</p>	100% by December 2021
Co-delivery with BUDG of a proposal to ITCB for a corporate solution for programming, budget	Present the Business case for Multi-annual programming and planning to ITCB and set up the	Q1 2022

planning and forecasting	corporate governance	
Co-delivery with DEVCO/NEAR/FPI of the priorities in the domain of External Actions for the specific processes and IT solutions in the OPSYS programme	Implement the IT workplan and cover the agreed capabilities for the digital solutions in the OPSYS programme	100% by December 2021
Co-delivery with HR, PMO and EPSO of all the priorities of the HR family	For all PMO declarations, delivery of a fully paperless and automated workflow for the processing of support documents. List of remaining DIGIT actions as agreed in the workplan	100% by December 2021
Co-delivery with HR, PMO and EPSO of the HR Transformation Programme	Series of deliverables to support the HR Transformation as agreed the workplan. NB: HR Transformation is considered as the Minimum Valuable Product for DPA	Q4 2022
Co-delivery with the SG of all the priorities in the domain of document management.	In line with the DPA, identify custom components or functionalities to replace with out-of-the-box features of Documentum. Offer new integration models with the HAN platform. It will enable client systems to benefit from the file management and preservation features of HAN without the need to store the content in the central Hermes repository Deliver the first phase of the AMS project implementing the core functionalities which will allow to phase out the legacy system in use (Archis) List of remaining DIGIT actions as agreed in the workplan	Draft paper and review by HAN governance by 2022 Major scenarios to be implemented in 2022, the remaining ones in 2023. Production release in Q1-Q2 2023. 100% by December 2021
Co-delivery with the SG of all the priorities in the domain of legislative lifecycle management.	Further integration of EdiT in different modules of Decide to support the decision in view of the pilot phases in 2022 and 2023. Electronic seal and signature implemented in Decide Decision Start the work on removal technological debt of old modules	Integration of Edit in the modules of Decide at 50% by end 2022 (with the goal of finishing by end 2023)) Q4 2022 50% of the work done by end 2022 (with the goal of finishing by

	of Decide (eGrefte, VISTA and ASAP) List of remaining DIGIT actions as agreed in the workplan	end 2023) 100% by December 2021
Design, deliver and manage the Reusable Solutions Platform.	Delivery according to the workplan endorsed by the RSP Steering Committee (ITCB).	RSP wave 4 fully operational by Q4 2022
Foster reuse through the Reusable Solution Platform	Cost avoidance resulting from reuse of RSP	By December 2022, cost avoidance equivalent to 250 FTEs

General objective: A modern, high-performing and sustainable European Public Administration

Specific objective 7.2: The Commission exploits the potential of data, information, knowledge and content management for policy shaping communication, citizens and staff engagement

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
EC data ecosystem (DataStrategy@EC - EC data platform)		
EC data ecosystem DataStrategy@EC deliverables: data platforms; data analytics; contribution to the deliverables for data catalogue, data policies and governance, data skills and trainings.	IMSB Rolling Action Plans (RAP) milestones realised DataStrategy@EC Action Plan milestones realised Support to DataStrategy@EC actions provided Operational coordination of the DataStrategy run BI@EC (Business Intelligence) strategy in place AI@EC (Artificial Intelligence) package set-up	100% of 2022 IMSB RAP deliverables produced (e.g. 2 executive cockpits – Commissioner and Director General versions) 100% 2022 DataStrategy@EC Action Plan milestones realised BI@EC strategy in place by 2022Q4 AI@EC package released by 2022Q2
EC data platform	Ready-to-use environments ready to deployment - on cloud and first instance on prem	Ready-to-use cloud data environment available according to ISMB RAP by end 2022 Ready-to-use on premises data environment available according to IMSB RAP by end 2022 2 releases of the data platform
EC Collab – Single Integrated Framework for Collaboraiton		
Single Integrated framework for collaboration (EC Collab): toolset of corporate integrated collaborative solutions built around M365	Implementation of the integration/migration/ phase-out phase of the single integrated framework for collaboration according to the detailed roadmap Actions identified for change management implemented Feedback from users Communication actions implemented	Regular use of the single integrated framework for collaboration solutions (M365, CIRCABC, Wikis, other solutions based on corporate technologies) for staff daily work – target 70% staff. Initial steps for the migration of content, phase-out of discarded solutions, streamlining of knowledge management and communication according to SIFC integration roadmap: preparation phase (2022Q2); initiation of the operational phase (end 2022). Change management for the single integrated framework for collaboration implemented by 2022Q2. Communication initiatives to staff (continuously during 2022)

Collaboration solutions (CIRCABC, Connected, Yammer, Wikis)	Collaboration solutions running and available to staff and other users New required features implemented User feedback Progressive preparation for the phase-out of Connected	Support and maintenance of collaborative solutions Development of relevant features Preparation of the phase-out implementation Preparation of the phase-out of Connected (target phase-out date is December 2023)
Communication Platform (Intranet)		
My IntraComm: development of the intranet platform and provision of technical support	My IntraComm running and available to staff and other users New features implemented Future intranet developed according to roadmap	My IntraComm up and running Future intranet contribution provided
Europa Web Publishing Platform		
Web Presence of the Commission	Availability of the platforms – according to SLA criteria Completion of the migration of target web sites migrated to the new Europa web publishing platform or to Open Europa Europa search and web analytics services available Feedback from users	All selected corporate sites migrated to the new platform Selected new features implemented Availability of corporate supporting services (search, web analytics)
Engagement Platforms and solutions		
Citizens engagement platform (ensuring functioning of the platform)	Availability of the platform for the future of Europe Conference Number of users Feedback from users Number of citizens engagement initiatives supported by the platform	Future of Europe Conference online platform up and running (90% availability); business owner operational targets achieved and agreed features released Extension of the use of the platform to other citizens engagement initiatives
EU Survey: EC survey tool	Feedback from users Number of scheduled surveys run Critical issues solved New features implemented	Provision of the service Evolutive maintenance Incorporation of new features Support to public consultations Support to internal surveys
EU Academy	Availability of the EU Academy platform	EU Academy platform up and running (90% of availability) Business owner operational targets achieved and agreed features released
Data, information and knowledge management		
IMSB Rolling Action Plans implementation - Monitoring	Number of IMSB monitoring report	2 IMSB monitoring reports produced.
Innovation		

ICT innovation	ICT innovation framework implemented (operational model, selected enablers, roadmap of events and activities) Number of co.innovation projects launched, run and accomplished ICT innovation governance in place	iLab operational model in place by 2022Q2 Co-innovation framework in place by 2022Q2 Enablers in place – implementation according to 2022 roadmap Establish a roadmap of events; roadmap released by 2022Q1 ICT innovation projects identified – annual cycle ICT innovation governance running and used by end 2022
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General objective: A modern, high-performing and sustainable European Public Administration

Specific objective 7.3: A digital delivery model supports the Commission as a world-class agile and collaborative 'open administration'

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Evolve DIGIT catalogue of services to align them with the requirements of the Dual Pillar Approach	Set of services created or updated cross-DIGIT (e.g. architecture, market ready solutions, enhanced RSP, data, cloud/infrastructure, security, etc.),	By end 2022
Complete the set of DevSecOps "foundation" services to enable the DGs to fully automate their software delivery process (production faster, more efficiently and with less costs).	Number of DGs with at least one project completely onboarded Number of projects with a completely automated software delivery process	5 by end 2022 15 by end 2022
Establish a solid foundation for a corporate working culture based on open source principles (as described in the Open Source Strategy)	Delivery according to the action plan endorsed by Commission as part of the Open Source Strategy	Actions for 2022 fully implemented by December 2022
Establish a solid foundation for corporate approach for Mobile Applications in the European Commission.	Delivery according to the Mobile Applications Action plan endorsed by the ITCB	Actions for 2022 fully implemented by December 2022
Establish a solid foundation for a corporate user experience (UX) practice in the European Commission.	Delivery according to the UX action plan endorsed by the ITCB	Actions for 2022 fully implemented by December 2022

General objective: A modern, high-performing and sustainable European Public Administration

Specific objective 7.4: A Commission resilient to ever evolving digital security threats

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Implementation of Cybersecurity Aware Programme reaching out a certain percentage of staff and activities	Equally weighted compound index composed of the: <ul style="list-style-type: none"> • Number of staff participated to the programme • Delivery of the phishing exercises • Number of developers using the dedicated training platform 	100% by Q4 2022 (25% participation of total staff population, 4 fake phishing exercises, 400 developers trained)
Delivery of IT security risk management review, IT security risk management advisory and IT security risk management query service requests at the agreed level	Equally weighted compound index composed of the: <ul style="list-style-type: none"> • Number of security plan reviewed • Number of ITSRRM Advisory and Query service requests treated 	100% by Q4 2022 (100% of the received security plans are reviewed and 100% of the received advisory and query requests are treated, up to the service delivery capacity upper ceiling of 100 working days)
2022 IT Security and Risk Report covering all the EC departments, produced as annual exercise underpinning the implementation of the European Commission Digital Strategy and the IT Security Strategy. The report will reflect several dimensions of maturity including the compliance status.	Availability of the annual and interim ITSRR reports	Q4 2022
Tailored periodic reports on IT security threats, risks, incidents and ongoing actions delivered by cLISO service to each department using the service	Number of reports delivered per department	2 reports per DG by Q4 2022
All the DG's, in particular the LISO and SSO roles, are on-boarded on the GRC system and at least one IT system attested compliance for all the prioritized controls identified by DIGIT.	Number of DGs on-boarded to the GRC system with at least one IT system attested for compliance with the prioritized controls	100% by Q4 2022

Output	Indicator	Target
Red Team exercises	Availability of the service and number of Red Team exercises conducted	Service available and at least two exercises performed (cloud & on-premises) by Q4 2022
Asset Inventory and Vulnerability Management (AIVM) in the cloud	Availability of the service for the major cloud providers	Discovery and vulnerability assessment of AWS & Azure cloud assets by Q2 2022
<u>Cyber Security Monitoring service:</u> Improvement of the monitoring scalability notably through playbook development, automation orchestration and machine learning by using a SOAR (Security Orchestration, Automation and Response) platform	Ratio: Number of playbook available on SOAR platform vs number of security monitoring use cases	80% by Q4/2022
<u>Cyber Threat Hunting service:</u> Upscale the current threat actors tracking with an automated enrichment pipeline and provide briefing on those threat actors moves to management	On-time delivery of the pipeline	Pipeline in place by Q4/2022
<u>Cyber Security Incident Response service:</u> Development of technical capabilities to provide incident response for mobile environment and applications.	Availability of the technical capability	Technical capabilities to provide forensic capability for iOS devices available by Q4/2022.
<u>Cloud:</u> Implementation of a technical solution and related processes for container security (log file visibility and response actions)	On-time implementation of the milestones of the agreed plan	Pilot for Public Cloud (AWS, Azure) by Q4/2022
<u>Strategic projects:</u> Finalise the procedures for on-boarding non-ITIC ⁹ environments to Carbon Black Cloud, integrated with DIGIT.S2 Security Services	Endpoint Detection & Response (EDR) Service Bundle agreement and deployment with at least one (1) non-ITIC customer.	Deployment of EDR service to one non-ITIC customer by Q2/2022

⁹ ITIC: IT Infrastructure Consolidation

General objective 7: A modern, high-performing and sustainable Public Administration

Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
CoP – Cloud on Prem: expansion of the Containers service	Number of operational Kubernetes clusters in use	At least 50
CoP – Cloud on Prem: Introduction of the Object Storage Service	Roll-out and Availability of the Service in the CoP market place and in the DIGIT Service Catalogue	Available by Q2 2022
CAMS Service - Cryptographic Assets Management Service:	Availability of the Service in the DIGIT Service Catalogue	Available by Q2 2022
PAM Service – Privileged Access Management	Secured Administration of Cloud (On Prem and Public) and Data Centre services:	At least 5000 targets by Q4 2022
DC Rooms Strategy approved by ITCB	Increased WIND server installation capacity	New room in WIND operational by Q4 2022 ¹⁰
General availability of cloud-native operational service: supporting shift towards cloud-enabled delivery models for the corporate digital infrastructure	Availability of Cloud-native operational service in the Service Catalogue	Cloud-enabled operational service available in 2022
Availability of cloud-enabling New Deployment Model (NDM) as a service: Paving the way for adoption of cloud-based delivery models, while ensuring corporate alignment and control	Release of first major NDM-enabled service: Weblogic 14, which is the main technology underpinning the large majority of EC Information Systems	First major NDM-enabled service available in 2022: Weblogic 14
DWP - Roll-out of the secure WELCOME domain	Number of users migrated	75% of users migrated by end 2022

¹⁰ Rental contract needs to be signed by OIL

Output	Indicator	Target
DWP – adaption of support to new ways of working	<p>Number of Techbars available in buildings re-organised as Dynamic Collaborative Space (DCS) in line with OIB building policy and roadmap</p> <p>Number of buildings equipped with smartlockers.</p> <p>Implementation of a new Call Center as a Service (CCaaS) solution.</p> <p>The welcome centre in building PLB3 becomes the default location for providing IT equipment to newcomers in BXL.</p> <p>Availability of a dedicated 'IT Butler Service' dedicated for VIP support.</p>	<p>At least 3 Techbars, re-organised as DCS, implemented in buildings by end of 2022</p> <p>Smartlockers in use in 10 buildings</p> <p>Pilot for new CCaaS solution finalised by end 2022</p> <p>Building PLB3 is the default location for providing IT equipment to newcomers in BXL by Q1 2022.</p> <p>'IT Butler Service' dedicated to VIP support (Level of director and above) available by Q4 2022.</p>
DWP – continuous improvement	<p>Hybrid cloud e-mail infrastructure</p> <p>Expansion of SNC-proof functionality in M365</p>	<p>Integration of on-premise Exchange with M365 by EOY</p> <p>E2EE for 1:1 Teams calls by EOY</p>
DWP - expansion	<p>Prepare for JRC WELCOME migration</p> <p>Investigate COMM Representation WELCOME migration</p>	<p>Due diligence for JRC migration to DWP and WELCOME</p> <p>Infrastructure design for JRC migration to DWP</p> <p>Proposal for a possible integration of COMM Representations into DWP</p>
ServiceNow platform as a Service	<p>Foundational data in the platform</p> <p>Integration with corporate systems</p> <p>Platform Governance</p>	<p>CMDB: integrating with at least 3 corporate inventories.</p> <p>Integrations: integrating with at least 3 corporate systems (e.g. EU login, COMREF, JIRA).</p> <p>API available for customers to build integrations for at least 3 processes (incident, request, change).</p> <p>Governance proposal validated.</p>
New IT Service Management tool	IT Service Management processes implemented in the tool	At least 5 processes implemented in the tool (e.g. Incident, request, change, problem, knowledge management).

Output	Indicator	Target
Infrastructure Cost Control Tool	Improved usability and user training. Advanced cost control features (alerts, improved forecast) Full replacement of Unified Reporting	Launch of regular workshops during 2022 to collect feedbacks from users in order to improve tool usability. Implementation of suppliers Dashboard, Co-financing dashboard for Cloud and alerting system Phase out Unified Reporting.
Cloud Broker Procurement - access to major cloud service providers -CSP- (infrastructure, managed service for operations and development)	Provide access to CSPs to EU bodies that do not have access to the contracts of the broker Deliver managed services to interested entities	1 Contract signed in Q1 2022 2nd Contract signed by October 2022 Comply with the demand (max. capacity of 5 competitions)
Cloud Governance – assess and leverage business stakeholders understanding of usage of cloud services	Assessment of the understanding cloud in the business community Leverage knowledge of the business community	1 study delivered S1 2022 1 communication campaign Q3 2022 Permanent support with FAQ made available
Cloud Governance – outstanding blockers of the cloud adoption identified and addressed	Prioritisation of outstanding cloud adoption blocker or enablers performed Solution to blockers defined and validated through Cloud Council working groups	Blockers identified and prioritised, validated by the ITCB Jan. 2022 5 outstanding blockers or enablers addressed in 2022
Cloud Security - HR.DS Outsourcing Recommendations mapped to technical controls	Technical implementation of HR.DS Outsourcing Recommendations documented for architectures of reference and for SaaS	SaaS rules defined by Q3 2022 Corporate architecture rules defined by Q4 2022
Cloud Security - Identity and Access Management for Cloud Administrators	A policy for administrative accesses to AWS control plane for all types of Commission & Executive Agency environments is defined and planned	Policy defined by June 2022 Implementation plan by Dec. 2022
Cloud Security - Cloud Landing Zone	Number of Azure Active Directories migrated or phased out, in favour of the consolidated governed Active Directory for IaaS/PaaS Commission and Executive Agencies operating with a set of predefined security controls and integration with the security services.	40 Directories by October 2022. At least 65% of the cloud resources protected with the secure landing zone by end of 2022.

Output	Indicator	Target
	Review of the operating model of the Landing Zones (i.e. definition of the central managed service)	Program validated by the ITCB Q3 2022

General objective 2: A Europe fit for the digital age


Specific objective 2.1: The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market

Main outputs in 2022:

Other Important Outputs

Output	Indicator	Target
Co-deliver with DG MOVE and DG GROW the obligations related to the Mobility Package I and the posting of drivers	In partnership with DG MOVE and DG GROW, implement the Directive 2020/1057 related to the Mobility Package I, to support the submission and the control of submitted posting of drivers declarations.	February 2022
Co-deliver with DG MOVE and EMSA the Reporting Interface Moduel (RIM) in the context of the European Maritime Single Windows Environment (EMSWe)	First version of RIM delivered	Summer 2022
Co-delivery with DG JUST and DG FISMA of trans-European digital solutions in the domain of Company Law and Justice	In partnership with DG JUST, extend BRIS (Business Registers Interconnection System) functionalities to implement the Mobility Directive (EU) 2019/2121. These functionalities will allow Business Registers to exchange information concerning cross-border company conversion, merger or division Some information on such cross-border mobility of companies should be also made available to interested parties on the e-Justice Portal pages.	Q4 2022

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
 ¹¹ Interoperable Europe Policy Initiative – Legislative Proposal	Policy Proposal adopted by the College	Adoption by Q2 2022

¹¹ This initiative is linked to the Commission Work Programme 2022

External communication actions		
Output	Indicator	Target
Organisation of SEMIC conference	Number of participants	SEMIC will be organised in the 2 nd half of 2022, to continue the promotion and awareness raising of semantic interoperability, aiming at 300 participants.
Organisation of webinars to increase awareness among EU public administrations about existing building blocks and reusable interoperability solutions that can contribute to the digitalisation of cross-border and cross-sector EU public services	Number of webinars Number of participants	Up to 20 webinars organised in 2022 Depending on the content, format and target audience of the webinar, reaching a number of participants between 25 and 200.
Other important outputs		
Output	Indicator	Target
Launch of Govtech Incubator under Digital Europe Programme	Call for Framework Partnership Agreement launched	Q2 2022
Implementation of Digital Europe Work Programme	Implementation of 2021/2022 Work Programme (delayed because of delayed adoption in November 2021 only)	Q4 2022
Cooperation with Member States central digital transformation offices in Government Interoperability Expert Group	Number of Expert Group meetings called by Commission.	At least 3 by Q4 2022

General objective 2: A Europe fit for the digital age

Specific objective 2.2: Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
EU digital solutions (EU Building Blocks and trans-european systems)	Continue to develop and provide the building blocks of DEP to the Member States.	<p>Deploy new maintenance releases for all relevant eIDAS-related Building Blocks</p> <p>Release in production the European Blockchain Services Initiative (EBSI) technical infrastructure.</p> <p>Support the implementation of the Once Only Principle Technical System (OOPTS).</p>
Identity and Access Management (IAM) – EU Login: integration and architecture evolution	Continue to improve EU Login by deploying additional features to improve security and user-friendliness	<p>Continue to improve EU Login to cater for sustained growth and ensure long term resilience and reliability of the service.</p> <p>New release of EU Authenticator, the next generation of EU Login mobile application, integrating EU Sign-specific functionality</p> <p>Improve EU Login user interface</p>
Identity and Access Management (IAM) – EU Sign: extending service integration in view of roll-out	Broaden the integration of EU Sign with main EC systems. Enable adoption of electronic signature for a larger user community within EC.	<p>Finalise the integration with EU Login to move away from the use of SMS as part of the signature process.</p> <p>Integrate EU Sign with several more applications, both in EC and other EUIBAs.</p> <p>Increase EU Sign reliability by enabling local EU Sign Connectors to run on client premises for selected customers.</p> <p>Explore providing EU Sign service to cloud-based clients.</p>
Identity and Access Management (IAM) – EU Access: increase service , extending service integration	Make EU Access available to systems beyond the pilot implementation Erasmus+, enabling integration of EC systems.	<p>Increase adoption of EU Access as a corporate access management solution.</p> <p>Improve solution resilience by adopting DIGIT DevSecOps tools and processes..</p> <p>Deploy EU Access self-service kiosk</p>
TESTA: complete the procurement for the future pan-european secure network	Award contract and start first phase of the implementation (Key documents, Planning, Design)	Manage the implementation of the new TESTA Framework contract.

ANNEX 2 Performance tables - Modernising the administration

Objective: DIGIT employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

Main outputs in 2022:

Output	Indicator	Target
Number and percentage of first female appointments to middle management positions.	Female representation in Management Baseline 01.02.2020: 6/20 female MMs	+2 first female appointments by 2024.
DIGIT staff engagement	Staff Survey 2021: Staff Engagement Index Baseline 2018 staff survey: 68%	1) Staff Engagement Index: 72% (+4%)
Wellbeing & Work-Life Balance	Staff Survey 2021: 1) "I feel that this organisation cares about my wellbeing at work" Baseline 2018 Staff Survey: 51%	1) 60% (+9%)
	2) "I have a good balance between my work and private life" Baseline 2018 Staff Survey: 66%	2) 70% (+4%)
Learning & Development	Optimal planning and execution of DIGIT's L&D needs through external training budget plan.	Full coverage of identified learning needs of DIGIT staff by external training budget of DG HR in 2022 (or best possible in the context of the continued COVID-19 disruption)

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure

Output	Indicator	Target
Effective controls: Safeguarded assets	(In)tangible assets and inventories follow formal procedures for disposal of assets	Ensure correct imputation in accounting system and compliance with regulatory provisions
Effective controls: Safeguarded information	Data breaches reported to the EDPS within the 72 hours deadline from detection	100% data breaches reported within the 72 hours deadline from detection
Efficient controls	Time-to-pay	remains > 95 % of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains < 1% of funds managed

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽¹²⁾ aimed at the prevention, detection and correction ⁽¹³⁾ of fraud.

Main outputs in 2022:

Output	Indicator	Target
Identify and assess fraud risk	Update the risk register, considering the risk of fraud	Yearly completion
Raise fraud awareness	Number of anti-fraud training/information sessions	1 session/year
Raise fraud awareness	Realise a fraud-awareness survey	1 survey/year
Strengthen fraud prevention in the procurement process	Review that the preventive actions have been followed	Yearly completion
Strengthen ex post controls to detect potential fraud	Implement the ex-post controls procedure	Yearly completion

⁽¹²⁾ Communication from the Commission ‘Commission Anti-Fraud Strategy: enhanced action to protect the EU budget’, COM(2019) 196 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

⁽¹³⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Objective: DIGIT is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DIGIT's key data assets	Percentage of implementation of the corporate principles for data governance for [the service's] key data assets	Interim milestone by 2022: 50%
Launch of Interservice consultation for the adoption of the Commission's New Digital Strategy (NDS)	ISC launched and NDS adopted	New Digital Strategy adopted by Q2 2022
List of key actions on information management and data protection	<p>Availability of training and learning material (including revamped web pages).</p> <p>Creation of wiki access for informative material and templates, FAQ, etc.</p> <p>Training/awareness raising sessions on data protection delivered</p>	<p>Training and learning material for specific audience and revamped, and web pages are available in DIGIT by end of 2022.</p> <p>Wiki page available by 2022</p> <p>Regular training/awareness raising sessions on data protection organised for DIGIT Staff in 2022</p>

Objective: DIGIT takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2022:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to reduce paper in the framework of EMAS corporate campaigns and/or DSMP Paperless cluster awareness actions about DG's total energy and paper consumption in collaboration with OIB/OIL ⁽¹⁴⁾ where appropriate.	Number of actions ⁽¹⁵⁾	2 by end of 2022
	Number or % of DIGIT staff informed	100 % (1/ via DIGIT monthly newsletter sent to staff email address –; 2/ via DIGIT newsroom (article posted on DIGIT Intracomm)

⁽¹⁴⁾ See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

⁽¹⁵⁾ Indicative actions include local staff awareness actions (e.g. info-fairs) and messages by senior management.

Output	Indicator	Target (2019 as baseline)
Participation in the end of the year energy saving action, by closing down DG's buildings during the Christmas and New Year's holiday period.	Number of buildings participating	At least 2 of the buildings occupied by DIGIT are participating to the initiative
Paperless working methods at DG level (such as paperless working: esignatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or DSMP Paperless cluster raise awareness about DG's office paper use in collaboration with OIB/OIL where appropriate.	Number or % of staff informed/participated	100 % of DIGIT Staff informed (1/ via DIGIT monthly newsletter sent to staff email address; 2/ via DIGIT newsroom (article posted on DIGIT Intracomm))
	Reduction of paper consumption in % (compared to 2019 baseline ¹⁶)	Reduction of paper consumption by 20%

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of events organised	1 campaign/event organised by end of 2022
	Number of people reached by awareness raising events/actions	100% of DIGIT Staff, Staff from other DGs possibly involved upon joint initiatives with other DGs

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	Organisation – in cooperation with other DGs – of a collection campaign of old household electronic appliances, to promote awareness on waste reduction, recycling and circular economy	Campaign launched by February 2022
Implementation of the EC Guidelines for sustainable meetings and events , e.g. reduce/eliminate single-use plastics, gadgets/gifts.	Number of green events	100% of events organised in DIGIT will follow the implementation of EC Guidelines for sustainability

¹⁶ Number of printed pages by DIGIT in 2019: 1.721.313

IV. Promoting green public procurement (GPP)

Output	Indicator	Target (2019 as baseline)
Gradual introduction of GPP criteria in contracts and starting to monitor the process ⁽¹⁷⁾ .	% of contracts relevant for the application of GPP criteria	100 % of relevant contracts

⁽¹⁷⁾ For information, technical support is provided by the Interinstitutional GPP Helpdesk. See also GPP webpage on MY IC for EU reference/guidelines by DG ENV.