



Management Plan 2024

DIRECTORATE-GENERAL FOR HUMAN
RESOURCES AND SECURITY

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Introduction

The mission of the Directorate-General for Human Resources and Security (DG HR) is to build a high-performing, sustainable, modern, and values-driven organisation that empowers staff to deliver outstanding results. DG HR's management plan presents the main outputs in 2024, which will contribute to the Commission general objective 'a modern, high performing and sustainable European Commission'.

The Commission's Human Resources (HR) strategy

President von der Leyen's political mandate included a request for Commissioner Hahn and DG HR to develop a new HR strategy to continue the modernisation of the Commission and ensure we could continue to respond effectively to new challenges. This came at a time where the world of work was changing, evidenced by global trends towards flexibility and digitalisation of the workplace, accelerated by the coronavirus pandemic.

The HR strategy was developed following an extensive staff consultation at all levels, including senior and political leadership, trade unions and external benchmarking to align the Commission with good practice in other public and private organisations. It was adopted in April 2022 to enable the Commission to perform at the highest level in the interest of all Europeans by offering a modern workplace and rewarding careers that could attract top talent from all Member States.

Vision

The HR strategy sets out a common vision for the Commission in which all staff work in a trust-based environment that **embraces new technologies** as well as **modern and flexible work practices**. This new work environment places more emphasis on tangible outputs and **makes the best use of data** and scientific, empirical evidence to deliver results. There will be more emphasis on **fostering collaboration and mobility** across the Commission to enable an integrated response to complex policy challenges and ensure the right skills are available to respond to evolving priorities in a context of limited resources and increased workload. The Commission must also be a front-runner in promoting the **European Green Deal** and will embed **green and socially sustainable work practices** to achieve corporate climate neutrality by 2030, as set out in the new Greening Communication ⁽¹⁾.

Building on the commitment made by President von der Leyen, DG HR will continue to work toward **ensuring full gender equality at all levels of Commission management by 2024** in addition to **leading by example in inclusiveness and diversity** with actions to ensure our workforce is representative of our society and our working environment is free from discrimination, inclusive and accessible for all. To enable this work culture, trust-based

⁽¹⁾ [People first – Greening the European Commission | European Commission \(europa.eu\)](#)

management is a fundamental principle in the new vision, taking into account the highly professional and motivated workforce in the Commission.

The Commission’s HR strategy and DG HR’s strategic plan 2020-2024

DG HR is already well underway in implementing the actions in the HR strategy and will continue to drive this implementation by delivering outputs which align with the HR strategy’s vision. As the HR strategy was adopted after the publication of DG HR’s strategic plan 2020-2024, the structure of the management plan has been adapted to align with the HR strategy. The result is four new specific objectives which align directly with the four priorities in the HR strategy, and a fifth objective which focuses entirely on security (see Annex 2 for further detail).

Specific Objectives in DG HR’s Management Plan & Examples of Key Deliverables

<p>Specific objective 1: An attractive workplace</p>	<p>Examples of key deliverables in 2024: Implement a new anti-harassment framework, adopt a new decision on absence/sickness management, new guide to missions, harmonised HR policies in agencies, and new Commission intranet.</p>
<p>Specific objective 2: Fast and agile selection and recruitment</p>	<p>Examples of key deliverables in 2024: Implement a new recruitment model, adopt a new decision on temporary agents, and assess impact of joint action plans to strengthen geo-graphical balance.</p>
<p>Specific objective 3: A flexible and rewarding career</p>	<p>Examples of key deliverables in 2024: Implement measures to promote mobility, career talks, a new learning and development delivery model, and a new guide for managers on the management of probationary periods.</p>
<p>Specific objective 4: Supporting the change</p>	<p>Examples of key deliverables in 2024: Gradual roll-out of the HR IT platform, streamlined processes including pre-selection, selection and recruitment capabilities and talent management processes.</p>
<p>Specific objective 5: Foster a secure workplace</p>	<p>Examples of key deliverables in 2024: Adopt a new counter-intelligence strategy, information security Regulation, guidance on security information, and new learning path for Local Security Officers.</p>

PART 1. Delivering on the Commission’s priorities: main outputs for 2024

General objective ‘A modern, high performing and sustainable European Commission’

Specific objective 1: An attractive workplace for all

An attractive workplace

Ethical conduct is at the heart of professionalism of the Commission staff and **ethics** and integrity are an integral part of our organisational culture and an essential key to making the workplace attractive. In 2024, DG HR will pursue its awareness-raising activities with a view to enhancing staff members’ knowledge of the ethical obligations. Notably, it will develop new outreach events specifically targeting senior managers. DG HR will work closely with all relevant actors to ensure an effective implementation of the rules and of the appointing authority’s decisions. It will also support the exchange of good practice between its departments as well as at interinstitutional and international levels. This is a necessary means for the Institution to demonstrate the maturity and robustness of its ethical framework as well as to learn from other good practice and harmonise them across the EU institutions, where possible.



The Commission reaffirms its commitment to a workplace free of all forms of violence, including psychological sexual harassment. This zero-tolerance commitment covers all Commission staff, no matter what their contractual status is, where they are posted, or through what medium the harassment manifests itself.

Following the adoption of a new Commission Decision on the **prevention of and fight against harassment** in 2023, DG HR will release an action plan for harassment prevention and a guide for staff to make clear the types of behaviour that are not acceptable, raising awareness of what harassment is, and where to find information and possibilities for redress. The year 2024 will be dedicated to the implementation of this new victim-centred anti-harassment framework and related communication actions.

The Commission aims to be a **diverse and inclusive workplace**. To this end, in 2024 it will continue implementing its diversity and inclusion action plan 2023-2024. The principal actions to be delivered in 2024 are: work on data collection, the introduction of non-binary gender options in IT systems, promotion of diversity through the Blue Book traineeship and improved accessibility to digital tools for colleagues with disabilities.



In line with the intention expressed in the HR strategy to improve the appeal of specific Commission sites, DG HR aims to ensure a **level playing field** for staff away from EC headquarters: EC staff in EU Delegations, Representations, in Luxembourg and on the Joint Research Centre's (JRC) sites. To this end, the development and implementation of HR policies may include tailoring for site specific needs to ensure that DG HR's 'people first' approach applies to all staff, regardless of their workplace. Similarly, key principles of the HR strategy, such as proactively addressing careers, learning and development and mobility needs, are applied with the aim of covering site specific needs.

The high-level initiative on the **attractiveness of Luxembourg site**, launched at the end of 2020 by Commissioner Hahn, focuses on 12 actions to improve the attractiveness of the EU public service and the EU institutions in Luxembourg. The delivery of the 12 actions is steered by the Secretaries General of the EU institutions present in Luxembourg that report to the Interinstitutional high-level group. In close cooperation with the Luxembourg authorities, the high-level initiative is reporting satisfactory progress. The first exclusive competition for Luxembourg in the domain of nuclear energy has been launched and other competitions will follow in 2024, based on the needs of the Institutions. The interinstitutional job platform for contract and temporary agents aiming to facilitate the mobility on the site, was developed in 2023 and aims to be fully rolled out in 2024. Other initiatives are in the pipeline for 2024, such as summer schools on multilingualism and artificial intelligence. Other measures to attract and retain EU staff in Luxembourg are being discussed for implementation in 2024.



The Commission Decision on working time and hybrid working entered into force in April 2022. It lays down the legal framework for working time and hybrid working and requires DG HR to monitor the implementation. It also includes a legal obligation to evaluate the implementation by September 2023. Based on the findings of that evaluation, while continuing with the current rules, DG HR will **further strengthen this new working conditions environment** by, among other actions, developing further guidance and the sharing of good practice to optimise team cohesion as well as establishing a follow-up action plan in 2024.

The Flexible Working Change Team (HR, Office for Infrastructure and Logistics in Brussels, Office for Infrastructure and Logistics in Luxembourg, DG for Digital Services, DG Interpretation, the Secretariat-General and the Joint Research Centre), led by DG HR, will continue to support the move to **flexible ways of working**.⁽²⁾ This will consist of early interventions to discuss the needs of moving DGs, working with them to include management from the earliest stages in designing their new office space, equipment needs and related behavioural aspects, and running stock-taking exercises and ‘pulse’-type surveys to maintain close attention to DGs’, managers’, and staff experience of the transition to flexible working. Additionally, DG HR continues to lead the roll-out of M365 collaboration tools in the Commission as coordinator of the core team.⁽³⁾

The newly established Centre for Organisational Transformation is a multi-disciplinary team of 35 colleagues from five different DGs (DG HR, the Joint Research Centre, the Secretariat-General, DG for Digital Services and DG Communications, Networks, Content and Technology). It was mandated by the Information Management Steering Board on 14



February 2023 to support change initiatives aimed at transforming how the Commission works. It is led by DG HR and supports the shift to a **more collaborative working environment** through consultancy, capacity building, hosting the

Collaboration Hub, scientific advice and strategic partnerships. The main priority will be to support corporate change projects, M365, flexible working, country knowledge and artificial intelligence. As a second priority, the Centre will support longer-term change processes in response to requests from DGs, strategic reflection processes linked to the new Commission and initiatives for better involvement of stakeholders through participatory processes. It will offer training events and learning resources to enhance the internal facilitation capacity and professionalise Organisational Development practitioners.

The Commission will continue implementing the Communication on **greening the Commission**⁽⁴⁾ and its action plan, to achieve climate neutrality by 2030. It will continue monitoring and reporting this implementation as well as progress towards the greening



targets through the eco-management and audit scheme (EMAS). The Commission will focus in particular on: i) finalising the adoption of and implementing a new guide to missions and a new green mobility plan; ii) working with the Office for Infrastructure and Logistics in Brussels

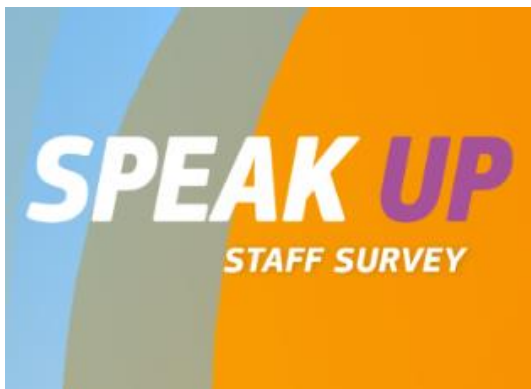
⁽²⁾ It contributes to the implementation of action 7 on flexible working of the rolling action plan of the Information Management Steering Board.

⁽³⁾ It contributes to the implementation of action 5 on collaboration of the rolling action plan of the Information Management Steering Board.

⁽⁴⁾ [People first – Greening the European Commission | European Commission \(europa.eu\)](https://ec.europa.eu/communication/2022/07/22-communication-greening-the-commission)

(OIB) and the Office for Infrastructure and Logistics in Luxembourg (OIL) to continue the transition towards smart, sustainable offices, and reduced office space in line with the New European Bauhaus, whilst continuing close cooperation with the Brussels region on mobility, security and staff well-being; iii) undertaking the Communication progress review; iv) increasing the EMAS registration scope to three additional Commission's representations; and v) continuing intensive internal communication and staff engagement activities as well as outreach towards external stakeholders.

To boost **staff engagement**, next to the continuous communication support of the HR offer with internal communication campaigns and actions, the implementation of the new corporate internal communication and staff engagement strategy will start. A new intranet for the Commission will be launched in 2024, using new technology, better serving user needs and offering more interactivity. As domain leader for internal communication, DG HR leads as business owner on the communication strand of the project and will support other



Commission services in completing their part of the transition to the new intranet. Results of the next edition of the general staff survey, available in the first quarter of 2024, will provide updated information on staff engagement across the Commission. DG HR and the Centre for Organisational Transformation are available to support DGs in interpreting their results and ensuring proper follow-up, engaging managers and staff in further reflections on ways to improve the organisation.

In 2024, DG HR will work on the development of a single portal allowing external candidates to see **multiple opportunities to work in EU institutions** and providing them with a consolidated and clear view of the benefits of working for EU institutions. DG HR will also continue to support social responsibility via volunteering as a way to make a difference, fostering an open outward-looking administration close to its citizens, and being a responsible neighbour in our local communities.

Ensuring staff well-being and satisfaction

While the first year of the **health and well-being strategy** and action plan witnessed significant achievements, it also brought its share of challenges. Adapting to a post-COVID reality and introducing new collaborative workspaces tested the strategy's resilience. However, these challenges underscored the need for adaptable systems and highlighted the importance of cross-service and interinstitutional collaboration. Lessons learned from these experiences have reshaped the strategy's future course, emphasising the importance of preparedness and adaptability.

Looking to the future, the European Commission remains committed to the **health and well-being of its staff**. This includes initiatives for all demographic profiles of staff

members in Brussels, Luxembourg and JRC sites, designed to respond to large scale need, as well as EC staff in EU Delegations, Representations and Cabinets. DG HR will coordinate and help implement specific actions in the 2022-2025 action plan. In 2024, DG HR will continue implementing actions covering physical and mental well-being at the workplace, covering both office and home working. The next phases will focus on the specific set of overarching actions to (i) promote a culture of caring about mental well-being and ii) implement the working time and hybrid working Decision following its evaluation and adopt a new decision on absence/sickness management.

DG HR will continue to reinforce its **health and safety management system** to contribute to the well-being of staff. Specific attention will be given to awareness raising actions in the domain of prevention of psycho-social risks and to first intervention procedures in the context of the new hybrid working environment. Online and in person training on burn-out prevention and recognition both for staff and management will be emphasised as part of the mental well-being pillar of the action plan. This includes training and coaching people to manage and cope with workload.

As part of the follow-up to the COVID-19 pandemic and in case of any new pandemic, the **preparedness of the medical services and support services** has been enhanced. Vaccination campaigns and a close monitoring of the state of health of staff, particularly those occupying specific posts (interpreters, drivers, nuclear inspectors, bodyguards, nursery nurses, etc.) will be a key element in this prevention strategy. Collaboration with local health authorities will continue to allow for timely reaction and assistance of staff, in compliance with each local national health strategy.

DG HR will continue exchanging good practice in HR matters with Member States and third countries through the **European Network for Public Administration** (EUPAN) and the Public Administration Special Groups with accession countries. It is determined to show its leadership as a modern and high-performance organisation. The Commission will take part in the EUPAN ministerial meeting and will steer together with Member States the implementation of the resulting actions.

DG HR will continue to support the harmonisation of HR policies in **executive and decentralised agencies and joint undertakings** and assist them on human resources matters also sharing expertise in facing challenges such as geographical balance. DG HR



will support a robust HR and budget governance in agencies and will consider preparing new legislative initiatives to strengthen these aspects. The pilot exchange programme between executive agencies

and the Commission services (parent Directorates-General, Directorate-General for Budget and DG HR) launched in 2023 received positive feedback from the participating staff and services. A second edition will be launched in 2024.

European Schools offer high quality education, crucial for attracting qualified staff to the European institutions, bodies and agencies and for ensuring their well-being and satisfaction in the long run. The Commission plays a key and active role representing the European institutions in the governance of the European Schools. A recent European Parliament resolution on the European Schools put forward several recommendations for the system. DG HR, together with its partners in the Commission, will closely collaborate with the Board of Governors and the Office of the Secretary-General of the European Schools to set up and follow the corresponding action plan. The Commission follows closely the Belgian authorities' ongoing efforts to alleviate the overcrowding in Brussels schools. These include the opening of a 5th European School by 2028 and exploring the possibility of a hybrid accredited European School to offer schooling for the children of EU staff to complement the offer of the 4th (and future 5th) traditional European Schools.

Specific objective 2: Fast and agile selection and recruitment

Faster and agile selection and recruitment

In the first part of 2024, DG HR will establish a new design of the recruitment phase that takes into account the changes made by the European Personnel Selection Office (EPSO) in its new competition model. While the new EPSO reserve lists will provide more laureates to interview, the EPSO tests will be less extensive compared to previous practice. In 2024, DG HR will therefore implement a **new recruitment model** to ensure that the best suited candidates are hired while harmonising the process at the DG level and guaranteeing the equal treatment of all candidates.

In 2024, DG HR will work towards **re-establishing and increasing the recruitment level of laureates** generated by EPSO to meet again the Commission's recruitment needs. In this context, DG HR will also work with EPSO to ensure that the new competition models allow for the necessary flexibility as regards the appropriate mix of selection tests for specialised profiles. New technologies will also be developed and used in this context, notably via the use of artificial intelligence for data processing and the design of test content.

Fast and agile selection and recruitment will be key to ensure a smooth transition to the new College in 2024, as outgoing Cabinet colleagues are offboarded, and new Cabinet members are onboarded. In this context, pre-selection, selection and recruitment is one of the flagship projects of the HR transformation programme. The new HR IT platform will offer end-to-end support for these processes, starting in 2024. Notably, the process for booking appointments for the recruitment medical examination will be made faster and easier.

In 2024, DG HR will finalise the process to review the **General Implementing Provisions governing the recourse to contract staff**. Based on the experience acquired during the six years elapsed since the latest revision and on the feedback received from our major

stakeholders, the revision should focus on the following improvements: modernisation of the testing process, simplification of the selection process, simplification of the rules applicable to the grading in the function group, improvement of the predictability of the duration of the contracts and provision of guidance to stimulate intra and inter-Directorate-General mobility, notably at the moment of contract renewal. In 2024, the Commission will also launch a new inter-institutional call for tender for the provision of agency staff. This call for tender will result in a new framework contract for the deployment of agency staff for 2024 to 2028 and replace the previous framework contract.

DG HR will continue to deliver on the **planning of internal competitions** published in 2022, in line with the HR strategy and on a planning for specialised internal competitions. In addition, following up on the exercise started in 2022 to define the role and future of the AST and AST/SC function groups, DG HR will deliver on the first AST internal competition open to AST-SC colleagues.

DG HR, together with the Resource Directors Group, will continue its reflections on the **certification programme** and a possible revision ensuring that the programme provides further value and complements both established and emerging pathways for career progression from AST to AD positions.

Following the launch of the new **junior professionals programme** in 2023, which was opened to staff and trainees from executive agencies, DG HR will continue to monitor the programme and evaluate the effectiveness of the new approach. Based on lessons learnt, it will initiate discussions with the other institutions to assess the feasibility of an interinstitutional programme.

The Traineeships Office, which was transferred from Directorate-General for Education, Youth, Sport and Culture to DG HR on 16 September 2023, is responsible for the Commission's **Blue Book Traineeships scheme**. This scheme was established in 1960 and offers a work-based learning experience to young people, fostering their understanding of the EU and its institutions, particularly the Commission, and allowing the Commission to benefit from the fresh knowledge and external perspective of the trainees. The scheme aims to attract the best candidates from both the EU and the rest of the world, regardless of their social, racial or ethnic background. The programme is highly appreciated by recruiting services and opens new opportunities for trainees' professional prospects as well as their potential to become informal ambassadors of European values. The main areas for strategic development in 2024 include: more efficient and transparent application and selection procedures, adequate financial support, and appropriate geographical representation across EU member states as well as diversity and inclusion, with particular attention to applicants with disability or medical condition, applicants from socio-economically disadvantaged, ethnic or racial minority, and people with lesbian, gay, bisexual, trans, non-binary, intersex, queer and other sexual identities (LGBTIQ+). DG HR will also continue working with the Belgian authorities regarding the taxation of Blue Book trainees to improve the conditions for the trainees.

Balanced, diverse and flexible composition of staff

Over the past years, DG HR contributed significantly to the strategic goal of achieving **gender balance at all management levels**, bringing the Commission solidly within what is widely recognised as the gender balance zone. As the von der Leyen Commission approaches the final year of its mandate, DG HR will continue its efforts in this regard. Its mission will continue as the corporate service leading the design, support and enforcement of gender balance in management functions across the Commission.

The Commission aims to remain an employer of choice for diverse and high-quality talents from across all Member States and backgrounds. Building the **workforce of the future** requires an accurate corporate view of the roles and skills needed to achieve policy objectives. With this aim in mind, DG HR will use foresight methods to map the skills and expertise the Commission will need in the coming years. It will determine what profiles the Commission will need and how to obtain them, define any existing gaps and consider different policy options for bridging the gaps (internal re- and up-skilling, improved recruitment, internal mobility and outsourcing). Further to the Communication on artificial intelligence (AI) in the European Commission, AI must be an instrument of support for staff and for human-centric policy making, in line with EU law and fundamental rights ⁽⁵⁾. Therefore, Commission staff will be given the guidance and training they need to become skilled users of AI tools. All staff need to become AI-literate, in particular in the practical skills of formulating prompts and reviewing outputs. The use of AI should help the Commission to do more with a stable level of staff. In 2024, DG HR will focus especially on the AST/SC function group analysing its evolution and future role in the Commission staff.

Following the endorsement of joint action plans to improve **geographical balance** across different categories of Commission staff, in collaboration with the under-represented Member States, the implementation of measures contained therein will continue in 2024. This includes interviewing at least one candidate from under-represented Member States when organising selection of non-permanent staff and applying guiding rates to the selection of Blue Book trainees. Also, the Commission will support measures implemented by Member States, for example by helping with communication and outreach activities targeting potential applicants. DG HR will assess the impact of the measures included in the joint action plans, including on selection and recruitment trends in the first quarter 2024. This will provide a basis for analysis and decision on additional and more targeted measures to address the observed imbalance between nationalities. To this aim, the Commission foresees adoption of General Implementing Provisions giving effect to Article 27 of the Staff Regulations and Article 12(1) of the Conditions of employment of other servants of the European Union. DG HR will also work on improving the visibility of job vacancies to increase the number of applications from under-represented Member States.

Building on the broad consultation carried out in 2022-2023, the new **temporary agent Decision** will be adopted once the consultation with the staff representatives is concluded.

⁽⁵⁾ [European Declaration on Digital Rights and Principles | Shaping Europe's digital future \(europa.eu\)](https://european-council.europa.eu/media/en/press-operations/infoboxes/item-detail/11426)

It should include a clearer grading system and clarify and standardise employment conditions. Guidelines for recruiting units will follow once the decision has been adopted. Several DGs have already started to publish temporary agent positions externally. DG HR will foster the progressive increase of external publications to reinforce transparency and promote a better geographical balance.

Specific objective 3: A flexible and rewarding career

Flexible careers

DG HR will develop a new paper on **mobility**, showcasing the existing mobility schemes and seeking to improve them through additional actions, where possible. A holistic approach is intended to cover all categories of staff.

DG HR will aim at providing more assistance to colleagues to move to posts that have at least an equivalent level in terms of responsibilities (budget-wise, team-wise, etc.) of their current post. Like that, mobility will actively support **career advancement**. Technology will support a dynamic data-driven decision-making process for future mobility procedures and enable accurate interventions regarding mobility, depending on the current Commission priorities.

For all categories of staff, DG HR will bring forward **new mobility opportunities** taking in consideration the current difficulties certain groups of staff are facing. For example, a job-matching platform for officials, more systematic publications on the EPSO webpage of TA and CA posts and a mobility scheme for contract agents in offices are envisaged in addition and complementary to publications under Article 29 of the Staff Regulations. For staff returning from Delegations, discussion to find a broader offer of landing posts in headquarters is foreseen.

DG HR will be among the key players leading corporate efforts to pursue **mobility at management level** both laterally and vertically, with a balanced mix of transfers under Article 7 of the Staff Regulations and publications under Article 29 of the Staff Regulations.

To encourage increased **mobility of all categories of staff** the pilot exchange



programme coordinated by DG HR launched in January 2023 between all executive agencies, parents Directorates-General, DG BUDG and DG HR will continue in 2024. The objective of this exchange programme is to develop projects of common interest between institutions concerned and to reinforce knowledge in specific area of work by giving a wider perspective on Commission and agencies' working method.

Measures are being drawn up to **facilitate movements by middle managers** across DGs, to and from executive agencies, other EU institutions and further afield. DG HR will continue exploring various possibilities, such as a tool to improve the search for opportunities by matching positions in DGs with the skills and interests of managers, benchmarks for each DG to contribute to inter-DG mobility and incentives to encourage mobility.

Additionally, middle managers will benefit from a **more flexible and transparent job market** where DGs will proactively anticipate their needs and advertise posts in the Middle Management network. More support is also foreseen in respect of the reintegration of staff returning to their home-DGs from EU Delegations, Representations, Cabinets or secondment.



A new data-driven interactive **career path dashboard** for staff and HR professionals will be rolled out and will provide a user-friendly view of jobs across the Commission. It will be accessible to all Commission staff and also used specifically as a supporting tool by HR Correspondents and Career Guidance Officers during career talks and career development sessions, thus facilitating a culture of mobility and assisting staff in planning their next career step.

DG HR will continue promoting and implementing **staff exchanges with international organisations** as a tool for increased attractiveness of the organisation, knowledge sharing and advancing the Commission's political agenda. DG HR will continue its endeavours to sign additional partnerships on staff exchanges with like-minded organisations, for example, with the Organization for Security and Co-operation in Europe (OSCE) and the United Nations Development Programme (UNPD).

A **strategy for a more focused use of coaching** to support the organisation in achieving its goals in line with the HR strategy, will be implemented over the next few years, deploying a more pro-active approach and focusing on longer-term development processes. Coaching will help enhance collaboration skills, including a coaching programme specifically for Heads of Unit with their deputy Heads of Unit ('management duo'), team coaching and continued individual coaching.

Career development will be further promoted through various actions. Career talks will continue to be offered to different categories of staff, including for staff after four years in the same job, for newcomers after the first year of service and for staff coming back from representations. Mentoring and job shadowing as ways to support careers will be further enhanced in 2024. In addition, the mobility dashboard developed in



2023 will enable trend analyses and benchmarking to assist a data-driven mobility policy. The successful Career Days will also be organised again in 2024, promoting career development opportunities, including mobility, on all main geographical sites, and focusing on specific areas and populations depending on priorities and needs.

The new and improved **learning and development delivery model**, centred around targeted learning packages per job profiles (defined on the basis of job domains in Sysper), will conclude its first phase by the end of June 2024. They guide around 80% of Commission statutory staff to a dedicated learning offer for their job profile, and for a meaningful career. The packages cater for the skills and competencies that the Commission needs to deliver on its strategic and political priorities and are not fixed in terms of time or content. By mid-2024, DG HR plans to have delivered 17 high-level learning packages for the following job profiles: policymaking, budget & finance, human resources, management, document management, administrative assistance, science & research, international relations, IT, translation & interpretation, audit, statistics, infrastructure & logistics, law, economics, communication and newcomers. These packages will be constantly updated, both now and after June 2024. Learning opportunities can be in person, online, via e-learning, recordings, reading material etc. In addition, to implement action 2 of the Information Management Steering Board's rolling action plan, existing data skills learning packages (integrated into wider learning packages), will be complemented with such offers for data scientists and different IT profiles, so staff can use data effectively for their jobs (already done in 2023 for generalists, policymakers, and managers). In addition, to further strengthen and modernise the scientific base for skills and talent management, DG HR will pursue its cooperation with the Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL) on the modernisation and use of HR taxonomies (systems to classify data, in this case on skills, competencies, qualifications and job profiles) and current IT developments.

Through the Centre for Organisational Transformation, DG HR will support the use of **flexible structures** in the Commission, that can both help to respond effectively to new priorities and projects and to develop skills and careers of the staff involved.

Performance management

As a public institution, the Commission is responsible for ensuring the best possible performance management, including by providing staff training, recognising talent and promoting staff mobility while addressing underperformance when it arises. A new process will be implemented to increase the **early identification of talented staff** in the Commission and support them in their careers. Dedicated programmes and actions will be developed or further strengthened, including a talent management programme preparing the leaders of tomorrow and dedicated learning packages and networks.



While flexible career opportunities will limit cases of staff demotivation and allow staff to have a rewarding career, the Commission will ensure **timely assistance to management in cases of low and unsatisfactory performance** to better detect and deal with such cases, through the support given by the Performance management team in DG HR. This will include individual advice on specific cases,

management of formal underperformance procedures (including Joint advisory committee on professional incompetence and Joint reports committee), an increased focus on management of performance in the appraisal of managers as part of the revamped appraisal report, as well as systematic training of new heads of unit and presentations to Commission managers.

Similar measures will be implemented to ensure the **effective handling of probationary periods** by Commission managers, ensuring that early under-performance is addressed. A new guide for managers on the management of probationary periods, developed and consulted during 2023, will be disseminated to Commission managers through extensive outreach, which will include training sessions for middle managers on the management of probationary periods as well as presentations to senior and middle managers in individual DGs throughout the year. In addition, following the successful roll-out of the revamped appraisal report, guidance and training sessions on staff appraisal will continue to be provided to reporting officers.

Specific Objective 4: Supporting the change: towards staff-focused and efficient HR services

Refining the HR model toward staff-focused HR services

In 2024, DG HR will pursue the development of its **client centric approach** by the continuous monitoring of user feedback on the HR services (through the three main channels: users of the HR service desk and DG HR's intranet, and the HR Correspondents' network). DG HR will also offer specific revamped training sessions on client centricity to better equip primarily HR staff, but also the Commission's HR community, with an upgraded service level.

Easy access to information and support with the HR helpdesk

Aiming at improving the already high quality of the services, DG HR will continue running the **HR service desk** and possibly explore modern technologies, including using artificial intelligence and chatbots, to increase its capacities and efficiency. Besides, the HR service desk will increase coordination with the other helpdesk services in the HR domain, to be

prepared to move towards a common management administrative platform. It will also continue the organisation of specific training sessions for HR professionals.

Ensuring efficient and streamlined HR processes

HR professionals are overly engaged in routine transactional work. To be able to convincingly act as business partners, addressing both priority and strategic needs, DG HR needs to spend more of its efforts on **higher-value services**. This change requires the HR functions to evolve from basic operational support towards proactively addressing strategic requirements of stakeholders. Transactional work should increasingly consist of self-servicing and automation, while high-value services should be personalised, interactive, transparent, and technology-based.

The redesign of HR processes provides a framework that will guide the future implementation of streamlined processes covering all HR capabilities in the HR transformation programme for the European Commission and, whenever necessary and possible, at the interinstitutional level. The objective is to ensure **process improvements**, starting with the pre-selection, selection and recruitment capabilities and then extend it to other capabilities. This continuous process improvement is conducted ahead of any process implementation and integration in the HR IT platform.

In 2024, the **focus will progressively shift** from the pre-selection, selection and recruitment capabilities to the talent management processes in the second wave of the HR transformation programme.

Using technology to enhance HR services for the user

Appropriate digital HR solutions are instrumental for the efficient provisioning of employee-centric HR services. The **HR transformation programme** (HRT) provides a framework for aligning the HR family's business strategies with the operational execution. ⁽⁶⁾ Its objective is to design and implement a new HR IT platform that will help our business to achieve its goals. The aim of the programme is not only to offer a common solution for all EC services but also to achieve business alignment and business process harmonisation, simplification, modernisation and digitalisation to the highest extent.

The programme will address **areas of enhancements** such as the talent portal, mobility, strategic planning, support to Head of Units and efficiency and quality, and deliver progressively through consecutive waves of implementation. The scope of each wave is elaborated with a view to deliver as quickly as possible on business priorities while respecting the vision and principles of the target architecture, technical dependencies, the optimal products roll-out sequencing and to mitigate risks.

⁽⁶⁾ The HR family includes DG HR, the Office for Infrastructure and Logistics in Brussels, the Office for Infrastructure and Logistics in Luxembourg and the Paymaster Office.

The first wave (2023-2024) accelerates the introduction of the 'ServiceNow' platform and prioritises the setting-up of the new 'Staff Matters' portal (HR service desk), a case management solution for the Investigation and Disciplinary Office (IDOC) and the HR capabilities relating to preselection/selection/recruitment and onboarding.

The HR service desk and the IDOC case management system will be rolled out in the Commission by April 2024. The HR service desk will provide a more **client centric approach** and bring the 'Staff Contact' and the current 'Staff Matters' portals under a unified new HR platform. This approach enables a leveraging of the capabilities of the 'ServiceNow' platform for an improved user experience and a more efficient support to staff and pensioners. These applications will be followed by the first releases of the IT tools implementing the new model for external competition and delivering supporting capabilities for the organisation of upcoming internal competitions. These developments are due by mid-2024.

Additionally, the implementation of **selection & recruitment capabilities** will be pursued in 2024 building on the conclusions of the Business Process Optimisation exercise in 2023 and the digitalisation of the first staff onboarding forms. These additional IT solutions should bring key functionalities, in particular the setting-up of a Single Candidate Portal for officials, temporary agents, contract agents, Seconded National Experts, Blue Book trainees, spontaneous applications, a single CV format and candidate profile and an improved Job matching platform. The first results are expected by the end of 2024.

The programme will be accompanied throughout by **communication and change management activities**. They will guide DG HR, the HR family members, as well as DG for Digital Services and other involved stakeholders through the transition from the present state to the future state of HR services.

Specific objective 5: Foster a secure workplace

DG HR will elaborate a comprehensive **counter-intelligence strategy** that takes into account the evolution of the security landscape. The strategy will focus on the human, digital and technical counter-intelligence dimensions.

The proposed **information security regulation** will create a minimum set of information security rules and standards for all EU institutions, bodies, offices and agencies to ensure an enhanced and consistent protection against the evolving threats to their information. These new rules will provide a stable ground for a secure exchange of information across EU institutions, bodies, offices and agencies and with the Member States, based on standardised practices and measures to protect information flows. Negotiations are ongoing between the co-legislators and the Commission expects the Council to adopt a General Approach in the second half of 2024.

DG HR will develop guidance and policies to **ensure security of the Commission's information** stored in the Cloud. The DG will conduct Proofs Of Concept (POCs) on various security-related technologies, such as quantum-proof encryption and artificial intelligence.

It will demonstrate a POC of a quantum-proof Public Key Infrastructure to stakeholders (other institutions and Member States).

DG HR will roll out a new digital tool to **simplify various security-related processes** through digitisation. The security clearances process and the case-handling system for internal investigations will be the target processes for 2024. DG HR will also develop internal rules on security clearances for adoption by the Commission. The aim is to clarify the categories of staff subject to the requirement of a security clearance in relation to their function or tasks.

New or revised e-learning modules will be developed. Together with live training sessions and workshops, they will form a **new learning path for Local Security Officers** available in EU Learn. This new learning package will improve the reskilling and upskilling of Local Security Officers, to streamline and bolster their security knowledge and competence, in line with the HR strategy. It will also contribute to strengthening the security competences and the security culture within the Commission.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework⁷ 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.

The Directorate-General for Human Resources and Security 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

DG HR is working actively to implement the Commission HR strategy and seeking increased efficiency from simplified processes and new IT tools, all while working towards its target of returning 150 FTEs by the end of 2027. As part of the implementation of DG HR's local HR plan, in 2024, DG HR will continue the efficiency gains exercise launched in autumn 2023 and complement it with a workforce planning exercise. Putting people at the centre, DG HR will continue putting a particular focus on client-orientation, collaboration, communication, and information sharing. A 'help the helper' pilot training will be offered to DG HR staff to better handle and prevent empathic distress fatigue. DG HR will moreover continue to intensify its efforts to support staff and managers, ensuring that the organisation can react in an agile and flexible way to meet both staff and organisational needs.

As part of its aim to increase well-being and organisational resilience, DG HR will offer an all staff training course and workshops on effective meetings and further develop the digital skills of its staff. DG HR will continue to boost staff engagement, through regular internal communications initiatives such as all staff town hall sessions and senior management communication. Feedback from staff will be obtained through regular pulse surveys, its new DG HR sounding board and by strengthening internal staff networks. All initiatives will also be accompanied by appropriate internal communications actions.

With a current rate of 44% female Heads of Unit, DG HR will continue putting additional effort into enlarging its pool of potential candidates and making gender balanced first appointments whenever opportunities arise by improving its communication and awareness raising. It intends to achieve this objective through awareness raising of existing vacancies, participation in the Female Talent Development Programmes and bolstering career talks.

(⁷) [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

At end 2023, 58% of the Deputy Heads of Unit in place are women, a significant increase on the situation one year earlier (46,2%). The aim is to maintain the representation of female Deputy Heads of Unit in 2024 with a view to increasing female representation in middle management. To this end, DG HR will continue to closely analyse all appointments to identify staff members who are interested in becoming managers. At the level of senior management, 44% of DG HR occupied senior management positions are currently filled by women.

To foster equality, DG HR will continue to implement the internal dimension of its equality mainstreaming workplan to promote broader diversity, an inclusive working environment, enhance the quality of work and the well-being and motivation of individuals in 2024. In addition, it will follow all corporate measures to improve geographical balance.

B. Sound financial management

DG HR has taken on board the management of the traineeships office in September 2023, together with its financial management, and this will be consolidated in 2024 with the transfer of the system ownership of related IT tools.

In 2024, DG HR will continue its efforts to improve budgetary and financial management to support the various actions implemented under the HR strategy. The focus will be on governance in important areas, such as IT expenditure, to produce gains in efficiency and economy whilst keeping the level of risk acceptable. At the same time, and as in previous years, DG HR will continue its efforts to maintain a very low level of payment delay - below the Commission average, and a high level of implementation of its appropriations.

Preparations to ensure the successful transition from ABAC to SUMMA started in 2023 and will continue during 2024, including the interfacing with local systems such as e-Sire and STAGES, this way tackling the most significant financial management risk. In this regard, DG HR will work with the central services and intensify its efforts to ensure that staff are adequately trained and prepared for the change.

Budgetary pressures will continue in 2024, and this may mean that DG HR will have to take measures to ensure that its priority objectives can be delivered.

C. Fraud risk management

Following DG HR's collaboration with the European Anti-Fraud Office (OLAF) and the rest of Directorates-General towards the new updated action plan for the Commission Anti-Fraud Strategy (CAFS) adopted in 2023, in 2024 DG HR will actively work on the successful implementation of the actions under its domain leadership (learning and development, ethics, recruitment, and security).

There are no significant changes foreseen in the fraud risk environment in DG HR in 2024, with ethics (in particular, conflicts of interests) and falsified document remaining the key risks for the operational activity, and the continuous actions DG HR put in place to tackle them. In 2024, DG HR will assess the need to update its local anti-fraud strategy adopted in 2021. Work will therefore focus on recurrent actions: fraud awareness raising, training on ethics, and including an anti-fraud component in key internal control and risk management processes. Attention will be paid to the potential fraud risks and to the design and development of fraud-related controls that should be embedded in the future IT tools under development by DG HR.

D. Digital transformation and information management

Digital transformation

The HR transformation programme is being delivered through consecutive waves of IT implementation. Each wave focuses on a specific set of HR processes, maximising the added business-value within the available annual budget. All business units in the HR family are engaged in codesigning the new processes and supporting IT solution. In addition, European institutions, bodies and agencies are actively participating in the transformation projects with a view to facilitate sharing of data, processes and IT solutions at interinstitutional level.

The HR transformation programme will further accelerate the introduction of a single engagement layer by putting the new HR service desk and the Investigation and Disciplinary Office in production in the first quarter of 2024. Additional deliveries include the first version of preselection, which addresses internal and external competitions and the improved entry into service processes by the onboarding project. In 2024, the focus will largely be on the implementation of the selection and recruitment processes, aiming to provide the HR family with optimised recruitment processes, with a single candidate portal presenting EU job opportunities and performant job matching capabilities. Moreover, the potential use of artificial intelligence tools will be investigated to support the business process efficiency in the context of HR transformation programme.

DG HR is an active contributor to the implementation of the corporate digital strategy and the close collaboration with DIGIT services on the corporate EC Data Platform will continue along the strands of Data Catalogue, Data Virtualization and Reference Data.

Information and IT security rules

DG HR will further improve the security of its IT systems derived from the current IT security strategy, the Information Technology and Cybersecurity Board decisions, the IT security risk reports and the IT security policy. The general principle for IT systems to use EU Login and a multi-factor authentication will continue to apply. New IT security plans for

compliance with the IT security policy will be drafted for the new HR IT application before its entry into operation. IT security plans will be revised regularly. Implementation of actions coming from the IT security plans should be implemented according to their priorities. DG HR, with the help of its Local Informatics Security Officer, will further raise cybersecurity awareness to its managers. DG HR will consider implementing initiatives to improve the quality of security-related data in the applications 'GovIS2' (governance information system) and 'GRC' (governance risk and control), ensuring accurate and up-to-date information for informed decision-making and operational efficiency.

Data, information and knowledge management

DG HR will continue to upskill its staff through training, guidance and the M365 Champions network. Among the priorities in 2024, DG HR will focus on using Teams – rather than Skype – for calls, meetings and chats, as well as replacing attachments with links where relevant, and engaging in a structured collaboration in Teams through the consistent use of channels with posts and replies.

DG HR will continue to increase the data maturity of the organisation, in compliance with corporate data governance policies. Further efforts will be invested in mapping data assets to data owners and in improving the data access request management process. This will bring more clarity and simplification to supporting those data stewards managing personal data consumption. This process occurs in alignment with the HR transformation programme and will be further supported by dedicated tools provided as part of the programme implementation. DG HR will also continue to encourage staff to further develop data literacy, by following data-related HR training packages.

Data protection

DG HR will ensure that data protection records in the Data Protection Management System are up to date and requests from staff members and citizens to exercise their data protection rights are effectively and timely replied to. DG HR will also ensure that the implementation work on the HR transformation project continues meeting the necessary level of data protection compliance and accountability so that the personal data of staff members are processed in a secure and lawful manner. In relation to the Commission's corporate target of making all Commission staff aware of the data protection rules by 2024, DG HR has already made significant achievements. By the end of 2022, 1 557 participants had attended the relevant training (out of 1 293 HR staff members). In 2024, the HR data protection team will continue organising targeted trainings to ensure that HR professionals stay well informed about the procedures in place, for example in the field of recruitment and the HR transformation programme and for newcomers.

E. Sound environmental management

DG HR coordinates the Commission's environmental management system (EMAS), as well as the implementation of the Greening the Commission Communication and action plan via the EMAS coordination team (HR.D.7). It also promotes 'greening practices' among DG HR staff.

In concert with annual corporate communication campaigns, DG HR will continue to organise and promote awareness raising actions concerning energy, water and paper use, as well as sustainable commuting practices (e.g. EU Mobility Week and VeloMai), greening our professional trips, green public procurement and the organisation of sustainable events. The EMAS Taskforce, established in 2023 and comprising the EMAS teams of DG HR, the Directorate-General for Interpretation (DG SCIC), the Directorate-General for Digital Services (DG DIGIT) and the European Personnel Selection Office (EPSO), will be reinvigorated in 2024, and continue to drive these efforts forward. Following the launch of the 'Green DG HR Team' in 2023, actions continued to attract more interested volunteers to support the design and organisation of innovative, additional green local communication and staff awareness actions. This team will be developed further in 2024. A baseline for emissions related to business travel was established in 2022. The future objective of 50% reduction during 2019-2024, in line with the corporate travel emissions' reduction objective, is set, excluding those missions related to safety and security audits in delegations or, for example, mission activity by the Corporate Project Office (CPO). Moreover, we will promote recommendations for the optimisation of professional travel even for safety and security audits, in line with the Travel Pledge signed by DG HR.

In 2024, DG HR will continue to strongly encourage all operational units to consult the Interinstitutional Green Public Procurement Helpdesk when planning high-value procedures. The aim is to consolidate this as best practice, establish a baseline for future objectives, and promote the use of 'green' offices supplies to all staff. Initiatives to improve economy and efficiency of financial and non-financial activities will be considered.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

In 2024, DG HR will continue to implement the Commission's human resource strategy that sets a vision for a modern, flexible and values-driven organisation that empowers staff to deliver outstanding results. Many actions will have a positive impact in terms of economy and efficiency. DG HR is also reviewing the HR processes to ensure that they are efficient and streamlined.

In addition, in 2023 a bottom-up exercise was conducted in the DG, in which all staff were invited to come up with ideas on how to seek further efficiency gains. A total of 470 efficiency ideas were subsequently collected. Following the assessment of the potential

savings, 62 ideas were preselected and assigned to 8 basic themes (communication, data management, education, ineffective tooling, process design, resources, strategic needs and ways of working). This wide-ranging list will be further reduced with the aim of turning the retained topics into projects that DG HR can start implementing in 2024.

ANNEX 1: Performance tables - main outputs for 2024

Part 1 - Delivering on the Commission's priorities

General objective: A modern, high-performing and sustainable European Commission		
Specific Objective 1: An attractive workplace for all		
Main outputs in 2024:		
Other important outputs		
Output	Indicator	Target
New Commission Intranet	Launch of main corporate assets and transition of most DGs corporate thematic sites and local intranets	Q4 2024
Greening: new guide to missions	Adoption of new decision	Q1 2024
Greening: new green mobility plan	Adoption of a new communication	Q1/2 2024
Greening: progress review	Proposal ready for interservice consultation	Q4 2024
Greening: EMAS registration extension to 3 Commission's representations (Sofia, The Hague and Copenhagen)	EMAS verification certificate	Q4 2024
Diversity and inclusion: non-binary gender option	Introduce non-binary gender option to IT systems	Q4 2024
Diversity and inclusion: data collection	Prepare for introduction of diversity data collection in new HR IT platform	Q4 2024
Promote a culture of caring about mental well-being (ref. Be Well Action Plan 2.1.2)	A dedicated training programme (Learning Hub)	Q3 2024
	Information sessions (Self Care Days, Mental Health Week/Be Well @ My Workplace pilot)	Q3 2024
Adopt a new decision on absence/sickness management (ref. Be Well Action Plan 1.1.2)	New decision on absence/sickness management	Q3 2024
Implement the working time and hybrid working Decision (Action Plan 3.1.1)	Adoption of an action plan following the evaluation of the hybrid working Decision	Q3 2024
Follow-up to internal gap analysis to reinforce health and safety management system (ISO 45001)	Adoption of an action plan to address the gap analysis	Q3 2024
	Start implementing measures of the new approach to 'first intervention teams'	Q1 2024

Output	Indicator	Target
Participate in the European Schools' governance and contribute to their well-functioning and sustainability	Start the gradual implementation of the future Brussels European Schools configuration in view of the opening of the 5th School in 2028 Adoption of an action plan based on the recommendations of the European Parliament resolution on the European Schools	School year 2024/2025 Q4 2024
New mobility paper	Adoption of a paper with new approaches to mobility	Q3 2024
Establishment of a flexible and transparent job market for middle managers	Launch of the job market	Q3 2024
Creation of a match-making platform for AD, AST and AST-SC officials	Launch of the expression of interest exercise	Q4 2024
Second pilot exchange programme between the Commission and executive agencies	Launch of the pilot	Q1 2024
Represent the Commission in the network of public administration contact points (EUPAN) and present good practice in the area	Participation in EUPAN meetings EUPAN Ministerial meeting organised by the Belgian presidency	Throughout the year Q1 2024
Support DG NEAR in the public administration reforms in candidate and potential candidate countries	Participate in Public Administration Reform Special Groups Provide advice on civil service legislation and practices	Q4 2024
Training on ethics	Number of participants in the training courses on ethics, including participation in e-learning courses	7 000
New anti-harassment policy	Implementation Appointment of the Chief Confidential Counsellor (new function) Number of participants in the training courses	Throughout the year Q1 2024 2 000
Interinstitutional job platform for staff on temporary contracts in Luxembourg	Fully operational: governance rules agreed and implemented; platform populated	Q4 2024

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

Specific Objective 2: Fast and agile selection and recruitment

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
New recruitment phase implemented across the Commission, including guidelines for DGs	Recruitment of candidates by DGs from new EPSO reserve lists	Q1 2024
Analyse the feasibility of an interinstitutional junior professionals' programme	Launch an inter-institutional debate to assess the feasibility of setting-up an interinstitutional junior professionals' programme	Q2 2024
Organise the internal competitions according to the planning published in 2022	Publication of the competitions according to the planning agreed	Publication of all the competitions on time
Follow up on the reflections about the certification programme and a possible revision	DG HR will contribute to the discussions on the certification programme and its possible revision	Q1 2024
Temporary agents decision	Adoption	Q1/Q2 2024
Guidelines for recruiting units	Dissemination in all DGs	Q1 2024
Roll-out of Metro-Line – system to monitor the selection, recruitment, and employee internal mobility procedures in the Commission	All DGs covered	Q1 2024
Complete the process to review the General Implementing Provisions governing the recourse to contract staff	Draft ready for interservice consultation	Q2 2024
Conclude a new Framework Contract for the provision of agency staff	Contract signed	Q2 2024
To ensure a balanced and diverse population within the European Commission, new General Implementing Provisions will be introduced in light of Article 27	Draft ready for interservice consultation	Q1 2024
Assessment of measures from the joint action plans to improve geographical balance of under-represented Member States	Assessment performed for all under-represented Member States (based on the collection and analysis of output and results indicators)	Q1 2024
Analysis of skills gaps in the Commission's workforce	Analysis completed and report with policy options and recommendations prepared	Q3 2024
Workforce planning pilot project to support the definition of the future roles of AST/SC function group	Report summarising the findings from the benchmarking exercise of the evolution of the AST/SC function group	Q2/Q3 2024

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

Specific Objective 3: A flexible and rewarding career

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Coaching strategy	Publication and roll-out	Q4 2024
Career days	Delivery of event	Q4 2024
Career talks and coaching for managers following the 360 report	Number of invitations / number of talks	Min. 100 invitations / min. 80 career talks and coaching in total
Interinstitutional Career Guidance Training for Career Guidance Officers	Number of participants / institutions / executive agencies	Min. 8 participants / min. 4 institutions / executive agencies (previous training in 2023 with 18 participants)
Ongoing professionalisation of the Career Guidance Officers and Coaches	Number of training sessions	Min. 12 training sessions
Modernisation and harmonisation of taxonomies	Mapping of ESCO and Sysper taxonomies and project scope definition and incorporation in the HR transformation programme	Q4 2024
Automation of headhunting	Project scope definition and incorporation in the HR transformation programme	Q2 2024
Complete learning packages covering the following job profiles: <ul style="list-style-type: none"> - Policymaking - Budget & finance - Human resources - Management - Document management - Administrative assistance - Science & research - International relations - IT - Translation and interpretation - Audit - Statistics - Infrastructure & logistics - Law - Newcomers - Economics - Communication 	Publication of learning packages	Q2 2024

Output	Indicator	Target
Complete data-related learning packages by adding such offers for data science/stewardship, IT management and IT architecture	Publication of learning packages	Q3 2024
Training sessions to increase awareness and scrutiny on management of probationary periods and underperformance	Number of training sessions for new Heads of Unit	3
Programme for early identification of talent	First programme approved by DG HR	Q2 2024

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

Specific Objective 4: Supporting the change: towards staff-focused and efficient HR services

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
HR single collaborative calendar	Final HR single calendar accessible to all HR staff	Q1 2024
Process review	Identification of the processes considered as priority for revision	Q2 2024
With the breakthroughs of Large Language Models using artificial intelligence, DG HR is now capable of generating multiple choice questions in the context of actual internal competitions in a standardised manner. The current solution relies on the application programming interface version of the GPT4 model to generate items (the question, its answer and the corresponding distractors)	Number of competitions, for which multiple choice questions are partly generated with the help of artificial intelligence.	At least one internal competition
Technological swap for Staff Contact (enabler for future improvements)	Migration of Staff Contact to a new HR IT platform	Q2 2024
Technological swap for Staff Contact (enabler for future improvements)	Migration of Staff Matters website to the new HR Service Desk IT platform	Q2 2024
New HR Service Desk capability - Initial version 1	Ready for production	Q22024
New IDOC Case Management - Version 1	Ready for production	Q1 2024
New Pre-selection, Selection, Recruitment - Initial Version 1	Design & Configuration completed	Q2 2024

Output	Indicator	Target
New Staff Onboarding capability -Initial version 1	Ready for production	Q1 2024
The envisaged platform will deliver the tools to streamline processes, removing friction points, re-using data available, automating process steps and augmenting decision making through AI and providing integrated reporting.	Percentage of optimised processes relating to preselection, selection, recruitment and onboarding delivered in 2024	80%

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

Specific Objective 5: Foster a secure workplace

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Regulation on the information security rules for all EU entities	General Approach by the Council	Q3 2024
Simplified security-related processes through digitisation, such as the security clearances process and the case-handling system for internal investigations	Migration to new system (iTop)	Q4 2024
Rationalised guidance and policies around security of information in the Cloud	Rationalised guidance and policies available	Q3 2024
Commission decision on security clearances	Adoption of the proposal	Q4 20024
Proofs Of Concept (POC) conducted on various security-related technologies, such as quantum-proof encryption and AI	Demonstration of a POC of a quantum-proof Public Key Infrastructure to stakeholders (other institutions and Member States)	Q4 2024
Learning Path for Local Security Officers (LSO)	New/revised e-learning modules available in EU Learn for LSOs	Q2 2024

Part 2 – Modernising the administration

A. Human resource management

Objective: DG HR 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 2024:

Output	Indicator annex	Target
All staff town hall sessions	Number of town hall sessions	6 town hall sessions
Regular debriefing sessions following middle and senior management meetings	Number of debriefings	Weekly sessions (as per middle and senior management meetings calendar)
Female Deputy Heads of Unit	Number of female Deputy Heads of Unit	Maintain the level of >50% of female Deputy Heads of Unit
Participation in the female talent development programme (FTDP)	Number of HR staff participating in FTDP	2 (corresponding to allocated quota)
Information sessions for team managers who are interested in becoming Head of Unit	Number of information sessions for team managers who are interested in becoming Head of Unit	2 information sessions for team managers who are interested in becoming Head of Unit

B. Sound financial management

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 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	1. Number of notifications of incompliance with data protection requirements due to DG HR’s systems and procedures 2. Timely implementation of action plans to address audit recommendations for data security	1. Remains 0 2. Remains 100% of action plans delivered on time.
Efficient controls	Timely payments	Remains at least 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Become < 2% of funds managed

C. Fraud risk management

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) ⁽⁸⁾ aimed at the prevention, detection and correction ⁽⁹⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Completion of actions under DG HR leadership in the updated action plan of the Commission's anti-fraud strategy	Number of actions completed	Complete all 3 actions with DG HR in the lead: 11b on cooperation with other institutions on information security –leaks, common rules, secure exchanges of information, 40 on the mapping of the existing trainings on ethics and anti-fraud and 44 on anti-fraud in the recruitment process.
Contribution to the actions where DG HR adopts a supporting role in the updated action plan of the Commission's anti-fraud strategy	Number of contributions provided	Contribute to the completion of the 4 actions with DG HR in the supporting role
Update DG HR local anti-fraud strategy	Adoption of the local anti-fraud strategy	By the end of 2024
Training and outreach sessions on ethics	Number of corporate ethics training sessions organised in 2024	8
	Number of corporate ethics outreach sessions organised in 2024	30

D. Digital transformation and information management

Objective: DG HR 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 2024:

Output	Indicator	Target
Information related to IT security risk updated in reference system: GovIS	Number of reviews of GovIS information	At least two reviews of the security section of GovIS2 entries
IT security plans	Age of the IT security plans	All communication information systems (CIS) have an IT security plan less than 2 years old

⁽⁸⁾ [Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023 COM\(2023\) 405 of 11 July 2023](#) –‘the Communication on the 2023 revision’ – and the accompanying document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’.

⁽⁹⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Attestation of 55 IT priority controls	Number of communication information systems attested for 55 IT priority controls	100% attestation of compliance
Raising data protection awareness among HR professionals and staff members through targeted trainings.	Number of targeted training sessions Percentage of HR staff that participate in awareness raising at local and central level	At least two given by DG HR's data protection coordinators At least 20%
M365 tools and new ways of working	Percentage of HR staff giving Teams as their preferred tool for calls and meeting in the annual DIGIT survey Percentage of HR staff saying that they mostly send links (rather than attachments)	Above 95% at end 2024 or higher than % recorded in DIGIT survey in January 2024 (data will be available in February 2024) Above 90% at end 2024 or higher than % recorded in DIGIT survey in January 2024 (data will be available in February 2024)
Implementation of the corporate principles for data governance for DG HR's key data assets ⁽¹⁰⁾	Percentage of implementation of the corporate principles for data governance for DG HR's key data assets	80%

⁽¹⁰⁾ For each key data asset, departments should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

E. Sound environmental management

Objective: DG HR takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by its EMAS Correspondent.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions ⁽¹¹⁾	CO2 emissions from DG's staff missions – other than those missions related to safety and security audits in delegations or, for example, Corporate Project Office-related mission activity.	50% reduction ⁽¹²⁾

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure.	Percentage of department's buildings participating in: - end of year energy saving action - summer energy saving action	50% ⁽¹³⁾

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Implement the EC guidelines for sustainable meetings and events	% of green events	100%

IV. Circular economy (green public procurement, waste, biodiversity and sustainable food)

Output	Indicator	Target (2019 as baseline, as appropriate)
Gradual introduction of green public procurement (GPP) criteria in contracts and starting to monitor the process.	% of contracts with 'green' provisions	100% of contracts above 60 000 euro in consultation with the procurement board.

⁽¹¹⁾ Data provided by the Paymaster Office (PMO)/the mission management system 'MiPs+'

⁽¹²⁾ Overall reduction of CO₂ emissions from missions for department from 2019-2024 (%). Overall corporate target is 50 % under the Greening Communication.

⁽¹³⁾ Since L107 represents a centrally located Dynamic Collaborative Space, it remains open during the end-of-the-year and the summer energy saving actions, as a 'hub' for colleagues searching for an office space to work.

V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Awareness actions in the framework of EMAS corporate campaigns on (for instance): <ul style="list-style-type: none">- Energy and water use- Paper consumption- Digital mindfulness- GPP – biodiversity- Waste reduction/sorting- Mobility	Number of awareness/participatory actions % of participants	2 70%

ANNEX 2: Alignment of DG HR’s strategic planning and reporting structure to the new HR strategy

Table 1 shows the mapping of DG HR specific objectives (including headings and result indicators under each objective) in DG HR’s strategic plan 2020-2024 to the priorities in the new HR strategy to show that all the original objectives will be covered in the new reporting structure.

Table 1: Mapping of DG HR specific objectives to corporate HR strategy priorities

DG HR’s strategic plan 2020-2024		HR strategy	
Specific objectives	Headings	Priorities and headings <i>(the text in bold shows the priorities and the text in italic shows the headings where the areas of the strategic plan will be covered in the new proposed structure in Table 1)</i>	Sub-actions
1. Foster a modern and high-performing organisation	Make the organisation agile and fit-for-purpose	3. A flexible and rewarding career <i>- Flexible careers</i>	21/ Support & streamline flexible org structures
	Transform the EC into a data-driven organisation	4. Supporting the change: towards staff-focused and efficient HR services <i>- Using technology to enhance HR services for the user</i>	39/ New HR IT platform
	<i>Acquire and develop specialist data skills</i>	3. A flexible and rewarding career <i>- Flexible careers</i>	30/ Improve range of training by developing targeted learning packages
	<i>Enhance collaboration skills</i>	Output is sufficiently covered under: 3. A flexible and rewarding career <i>- Flexible careers</i>	
	Towards digital transformation	4. Supporting the change: towards staff-focused and efficient HR services <i>- Using technology to enhance HR services for the user</i>	39/ New HR IT platform
	Make the EC an even greener organisation	1. An attractive workplace for all <i>- An attractive workplace - Ensuring staff well-being and satisfaction</i>	7/ Greening the Commission 8/ Deliver new buildings policy
	Foster collaboration with partners (harmonize implementation of policies in agencies, foster partnerships with international org/MS)	Output is sufficiently covered under: 3. A flexible and rewarding career <i>- Flexible careers</i>	
Result indicators	Main: Staff allocation to priorities	3. A flexible and rewarding career	
	Embedding change and innovation	4. Supporting the change: towards staff-focused and efficient HR services	
	Level of satisfaction with HR services	4. Supporting the change: towards staff-focused and efficient HR services	

2. Foster a secure, ethical and engaging workplace	A. Foster a secure workplace	To be covered under objective: 5. Foster a secure workplace	
	B. Foster an ethical workplace	1. An attractive workplace for all - <i>An attractive workplace</i>	2/ Adopt a new anti-harassment framework
	C. Foster an engaging workplace <i>Invest in and promote the health of staff</i>	1. An attractive workplace for all - <i>Ensuring staff well-being and satisfaction</i>	10/ Develop an integrated approach to physical and mental well-being.
	<i>Engage staff (Physical well-being, Mental well-being, Well-being at the workplace, Social integration through volunteering, Corporate Social Responsibility and HR)</i>	1. An attractive workplace for all - <i>Ensuring staff well-being and satisfaction (physical well-being, mental well-being, well-being at the workplace)</i> - <i>An attractive workplace (social integration through volunteering, CSR and HR)</i>	4/ Enhance the Volunteer for Change initiative 5/ A new Commission decision on working time 6/ Promote and support flexible ways of working in the Commission 10/ Develop an integrated approach to physical and mental well-being
Result indicators	Main: Staff satisfaction with the work environment	1. An attractive workplace for all	
	Offer sufficient flexibility in working conditions	1. An attractive workplace for all	
3. Attract diverse and high-quality talents to build the workforce of the future	Ensure a right mix of staff <i>(Revamped talent acquisition strategy, Monitor gender equality)</i>	1. An attractive workplace for all - <i>An attractive workplace</i> 2. Fast and agile selection and recruitment - <i>Balanced, diverse and flexible composition of staff</i>	1/ Update and implement the D&I inclusion action plan 3/ Improve attractiveness of all places of employment 19/ Develop and implement a Commission-wide targeted action plan to promote a diverse, inclusive, accessible and respectful workplace
	Ensure a geographical balance	2. Fast and agile selection and recruitment - <i>Balanced, diverse and flexible composition of staff</i>	20/ Design an action plan together with MS
	Ensure a better matching of selection and recruitment to the needs of the institution <i>(Keep data on available profiles, expected turnover and future needs; Review of competition modalities; Review the selection and use of TAs; Monitor the number of probationers; Review the selection and use of CAs)</i>	2. Fast and agile selection and recruitment - <i>Faster and agile selection and recruitment</i>	11/ A new design for fast open competitions 12/ Review the recruitment process to make it faster 14/ Consider a limited extension of the maximum duration for the recourse to non-permanent staff 17/ Define the future needs of the Commission in terms of AST and AST/SC function groups
	Professionalise and accelerate the recruiting process <i>(HR professionals provide enhanced assistance in selection of candidates; Digitalisation of the recruitment process; AI technologies for screening CVs)</i>	2. Fast and agile selection and recruitment - <i>Faster and agile selection and recruitment</i>	12/ Review the recruitment process to make it faster
Result indicators	Main: Average length of recruiting process	2. Fast and agile selection and recruitment	
	Number of nationalities significantly under-represented in the AD5-8 grade bracket	2. Fast and agile selection and recruitment	
4. Better know,	Modernise the Commission-wide headhunting service	3. A flexible and rewarding career - <i>Flexible careers</i>	23/ Reorganise and strengthen career guidance, mentoring, coaching and headhunting

develop and deploy staff	Mapping of career, learning as well as internal and external mobility paths	3. A flexible and rewarding career - <i>Flexible careers</i>	24/ Support mobility of managers 24/ Promote internal mobility 22/ Foster staff internal mobility by mapping Commission jobs
	Support EU collaboration	Output is sufficiently covered under: 3. A flexible and rewarding career - <i>Flexible careers</i>	
	Learning packages on digital skills	3. A flexible and rewarding career - <i>Flexible careers</i>	30/ Improve the range of training on offer by developing targeted learning packages
	Retain and develop the internal pool of talents <i>(The confirmation of the JPP; planning of more regular competitions; analysis of reasons for resignation)</i>	2. Fast and agile selection and recruitment - <i>Faster and agile selection and recruitment</i>	13/ Organise regular internal competitions 15/ Adopt a decision to broaden the JPP and make it permanent
Result indicators	Main: Staff motivation with job and career/staff motivation index	3. A flexible and rewarding career	
	Staff informed about career management	3. A flexible and rewarding career	
	The reach of the career guidance service and satisfaction with it	3. A flexible and rewarding career	
	Learning packages on digital skills	3. A flexible and rewarding career	
5. Develop and support inspiring, inclusive and people centric and gender balanced managers	<i>DG HR aims at reaching gender equality at each management level; Further specify what is required from managers in terms of technical competencies; soft skills and behaviours</i>	2. Fast and agile selection and recruitment - <i>Balanced, diverse and flexible composition of staff</i> 3. A flexible and rewarding career - <i>Performance management</i>	19/ Develop and implement a Commission-wide targeted action plan to promote a diverse, inclusive, accessible and respectful workplace 31/ Strengthen talent management procedures 34/ Improve performance monitoring of staff during their probationary period
Result indicators	Main: Staff satisfaction with management/management index	3. A flexible and rewarding career	