



Management Plan 2023

Directorate-General
for Human Resources and Security

Contents

Introduction..... 3

PART 1. Delivering on the Commission’s priorities: main outputs for 2023 5

PART 2. Modernising the administration: main outputs for 2023..... 17

 A. Human resource management 17

 B. Sound financial management 19

 C. Fraud risk management 20

 D. Digital transformation and information management..... 21

 E. Sound environmental management..... 24

 F. Initiatives to improve economy and efficiency of financial and non-financial activities 27

ANNEX 1: Performance tables 29

ANNEX 2: Alignment of DG HR strategic plan 2020-2024 planning and reporting structure to the new HR strategy 36

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 2023 which will contribute to the Commission general objective 'a modern, high performing and sustainable European Commission'.

Commission's new 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 digitalization of the workplace which were accelerated by the coronavirus pandemic.

This strategy was developed following the most extensive consultation exercise in DG HR involving thousands of staff at all levels as well as senior and political leadership, trade unions and external benchmarking to align the Commission with best practice in other public and private organisations. The result is a new Commission HR strategy, 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 attract top talent from all Member States.

Vision

The new HR strategy sets out a common vision for the Commission in which all staff will 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 sustainable work practices** in order to achieve to achieve corporate climate neutrality by 2030, as set out in the new Greening Communication¹.

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

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

New HR strategy and DG HR’s strategic plan 2020-2024

DG HR is already well underway in implementing the actions in the new HR strategy and will continue to drive this implementation in 2023 by delivering main outputs which align with the vision in the new HR strategy. As the new 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 new HR strategy. The result is four new specific objectives which align with the four priorities in the new 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 Main Outputs

Specific objective 1: An attractive workplace

Examples of main outputs in 2023: Updated Diversity and Inclusion action plan, a new decision on the prevention of and fight against psychological and sexual harassment, support DGs moving to flexible workplace, internal communication and staff engagement strategy.

Specific objective 2: Fast and agile selection and recruitment

Examples of main outputs in 2023: Implement a new competition model, implement new decision on the junior professional programme, adopt a new temporary agent decision, implement and assess measures in joint action plan to strengthen geographical balance.

Specific objective 3: A flexible and rewarding career

Examples of main outputs in 2023: Implement measures to promote mobility, new HR search tool, career talks for newcomers after one year, revised rules for contract agents, new learning packages, new talent management programme.

Specific objective 4: Supporting the change

Examples of main outputs in 2023: Finalise HR service catalogue, review of HR processes prioritised in the HR strategy (pre-selection, HR service desk, IDOC case management), gradual rollout of a new HR IT platform.

Specific objective 5: Foster a secure workplace

Examples of main outputs in 2023: New IT platform for risk management, implement new governance structure for the management of the guard contract, rollout the SUE system for highly classified information, protection of the BERLAYMONT building

PART 1. Delivering on the Commission's priorities: main outputs for 2023

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** are an integral part of our organisational culture.

In 2023, DG HR will pursue its **awareness-raising activities** with a view to enhancing staff members' knowledge of the ethical obligations. 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 exchange of good practices between its departments and at the inter-institutional level.

The Commission reaffirms its commitment to a **workplace free of all forms of violence**, including psychological sexual harassment. This commitment covers all Commission staff, no matter what their contractual status is, where they are posted, or through what medium the harassment manifests itself. According to a 2021 benchmarking study, the Commission leads among EU institutions as regards available harassment prevention measures and can still learn from best practices, including from international organisations. The 2021 staff survey on respect in the workplace provided a valuable input into the revision of the Commission anti-harassment policy that dates back to 2006.

Early 2023, the Commission is expected to adopt a new **decision on the prevention of and fight against psychological and sexual harassment**. In addition, 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.

The Commission aims to be a **diverse and inclusive workplace**. To this end, in 2023 it will start implementing its updated diversity and inclusion action plan, adopted at the end of 2022. The principal actions to be delivered in 2023 are: a comprehensive learning and development offer for all staff as well as targeted training for key groups such as managers and HR professionals; a review of existing recruitment guidelines to offer specific guidance to recruiting services; targeted support to staff in particular groups such as colleagues with disabilities or with an ethnic minority background.

With its Decision on **working time and hybrid working** that came into force on 1 April 2022, the Commission introduced a new flexible framework for its daily work. It includes new arrangements on working time and teleworking with the aim to offer flexible and modern working conditions at the Commission taking into account changes in the world of work and to achieve goals set in the HR strategy. DG HR will continue to monitor the effective implementation and compliance with this Decision and issue guidelines setting out criteria, procedures and good practices, in consultation with the staff representatives. In 2023, DG HR will also carry out an evaluation of the implementation of this Decision. The evaluation will serve as a basis for assessing whether adjustments to the Decision are necessary.

The move to **flexible ways of working** will continue in 2023. The Flexible Working Change Team (HR, OIB/OIL, DIGIT, SCIC, SG, JRC), led by DG HR, has set out its objectives for the year under action 7 on flexible working of the rolling action plan of the Information Management Steering Board. Its efforts will focus on i) supporting those DGs moving into flexible workspaces, ii) building on the lessons learnt during the first stock-taking exercise carried out in the second half of 2022 and iii) offering managers more direct support in managing their teams in the flexible working environment. 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, setting up a roadshow aimed at management teams to explain the key aspects to pay attention to, and running additional stock-taking exercises and pulse surveys to maintain close attention to DGs', managers' and staff's experience of the transition to flexible working. Additionally, DG HR continues to lead the rollout of **M365** collaboration tools in the Commission as coordinator of the core team.

Attractiveness of the Luxembourg Site. Launched end of 2020 by Commissioner Hahn, the High-level group composed of the Secretaries-General of the EU institutions present in Luxembourg has adopted a report detailing 12 actions to improve the attractiveness of the EU public service and the EU institutions in Luxembourg. The implementation has already started and progress is closely monitored in close cooperation with the national authorities (the College of heads of administrations in Luxembourg reports to the High-level group). In 2023, the EPSO Student ambassadors' conference will be organised in Luxembourg and a temporary housing project proposing affordable accommodation for a limited time to newcomers is well advanced as a pilot. A first competition exclusively for Luxembourg is also being organised by EPSO for the Court of Auditors and others will follow, based on future needs assessment.

The Commission will continue implementing the Communication on **greening the Commission**² and its action plan, to decrease greenhouse gas emissions by 60% by 2030 compared with 2005 and achieve climate neutrality through carbon removals. The Commission will complete the work started in 2022 to fully integrate the greening targets and actions in its eco-management and audit scheme (EMAS), to ensure robust implementation and monitoring. It will report transparently on progress through its annual environmental statement, including improved estimates of teleworking emissions.

The Commission will focus in particular on i) adopting a **new guide to missions and a new staff commuting policy** in early 2023, ii) building on lessons learnt to work with OIB and OIL to make 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) working **towards the Communication 2024 progress review** including a possible carbon removal pilot, iv) **increasing its EMAS registration scope** to two additional Commission's representations, v) continuing intensive **internal communication and staff engagement** activities (including through an awareness survey) 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, an update of the existing corporate **internal communication and staff engagement strategy** (adopted in 2007) will be proposed to take account of current needs and priorities. A new intranet for the Commission will be launched in 2023, 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.

Ensuring staff well-being and satisfaction

The staff surveys demonstrated the success of the first **corporate health and well-being programme** with an increase of 18% points in satisfaction ratings with well-being from 2016 to 2018. Health and well-being initiatives needed to be reviewed to better address the need for a post-COVID-19 flexible way of working with a greater emphasis on mental well-being and well-being at the workplace. DG HR continues to contribute to strengthen the Commission's attractiveness by providing an inclusive, collaborative, safe and flexible work environment as well as fostering staff well-being and satisfaction. It includes initiatives for all demographic profiles of staff members in Brussels, Luxembourg and JRC sites to respond to large scale needs. DG HR will coordinate and help implement

specific actions in the 2022-2025 action plan. In 2023, DG HR will focus on implementing actions covering all three pillars - Physical, Mental and Well-being at the workplace, covering both office and home working.

DG HR will also take steps to reinforce its **health and safety management system** to contribute to the well-being of staff. In case of a new pandemic and as a follow-up of COVID-19 pandemic, the preparedness of the medical services and support services has been enhanced. Medical material and a large vaccination centre are foreseen, as well as an IT system to underpin declaration of cases and booking of vaccination slots. The collaboration with local health authorities allows for timely reaction and assistance of staff, in compliance with local national health strategy.

DG HR will continue to support the harmonisation of HR policies in **executive and decentralised agencies and joint undertakings** and assist them on specific policies and reaching their objectives by sharing expertise in areas notably as more female representation in management positions or geographical balance.

European Schools offer high standard quality education, crucial for attracting qualified staff to the European institutions, bodies and agencies. The Commission plays a key and active role representing the European Institutions in the European Schools governance. Opening of the 5th European School in Brussels, scheduled by Belgian authorities for September 2028, and the related reorganisation of the European Schools' landscape in Brussels, is among the top priorities for the European Schools and the Commission alike.

DG HR will continue exchanging best practices in HR matters with Member States and third countries through the **European Network for Public Administration** (EUPAN) and is determined to show its leadership as a modern and high-performance organisation.

Specific objective 2: Fast and agile selection and recruitment

Faster and agile selection and recruitment

Throughout the year, DG HR, together with EPSO, will continue the process of rendering competitions faster and better fit for the recruitment needs, notably through the implementation of a **new competition model**, which will include new planning mechanisms, better support to Selection Boards and the use of new tests. New technologies will also be developed and used in this context, notably via the use of artificial intelligence for the design of test content.

In 2023, DG HR will also start the implementation of the new decision on the **junior professionals programme**, with calls for expression of interest which, inter alia, will also address staff and trainees from executive agencies. Based on the lessons learnt from those

calls, DG HR will also initiate discussions with the other institutions in order to assess the feasibility of an inter-institutional programme.

DG HR will also continue to deliver on the planning of **internal competitions** published in 2022 and on a planning of specialised internal competitions, in line with the HR strategy.

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 prepare for the organisation of the first AST internal competition open to AST-SC colleagues, thus offering additional career opportunities to this category of staff.

Building on the broad consultation carried out in 2022, the new **temporary agent decision** will be adopted. It should include a clearer grading system and clarify and standardise employment conditions. Guidelines for recruiting units will follow. Several DGs have already started to publish TA positions externally. DG HR will foster the progressive increase of these external publications to reinforce transparency and promote a better geographical balance.

The “A to Z” selection and **recruitment processes** that were introduced in 2022 will be further developed and simplified, progressively, following the introduction of the new IT tools that will be provided in the context of HRT. As a first step, the rollout of the new Metro Line (Sharepoint extension) for officials and temporary staff in all Commission DGs will provide a better overview of selection and recruitment processes to all concerned stakeholders.

Balanced, diverse and flexible composition of staff

The contribution of the Directorate-General for Human Resources to **gender balance** in the Commission is two-fold: on the one hand, as corporate service in the lead to design, support and enforce the policies, initiatives and resources aimed at increasing the share of women at all management levels; on the other hand, as one of the Directorates-General that contributes to the attainment of the gender balance objectives overall, in particular by reaching the targets for first female appointments at middle management level in the DG.

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 and highly coordinated corporate view of needed skills and an agile recruitment process. The Commission must, notably, have better insights about its recruitment profiles and make its selection and recruitment procedures faster, more efficient and transparent. This is necessary in the context of both increasing competition for talents and the Commission’s needs to deliver swiftly on its objectives. Its workforce planning and allocation of human resources to its departments should be more profile driven and better adapted to fast evolving needs, primarily in terms of required

competencies and expertise. To this aim, DG HR will screen available workforce planning methodologies (e.g. strategic workforce planning map, 9-box grid, HR dashboarding, compensation and benefits analysis, scenario planning), then select and adapt to Commission needs the most appropriate one. Application of the selected methodology will start in 2023 working towards building the model (“rolling workforce plan”) for the future Commission workforce of appropriate size, shape, cost and agility. To do this, DG HR will in parallel analyse elements and gather data indispensable for populating the model (e.g. mapping of available and future skills needs, analysis of flexibility and costs, demographic trends etc.).

Joint action plans to improve **geographical balance** across different categories of Commission staff will be finalized in collaboration with the under-represented Member States and the implementation of measures contained therein will continue in 2023. In parallel, building on the preparatory work carried out in 2022, the Commission will also adopt General 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. These General Provisions will enable the implementation of additional and more targeted measures to address the observed imbalance between nationalities. Regarding the soft measures, DG HR will work with DGs to improve the visibility of job vacancies possibly yielding more applications from under-represented Member States. Other measures include 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 bluebook trainees. In parallel, the Commission will support measures implemented by Member States, e.g. by helping with communication and outreach activities targeting potential applicants as well as with organization of training sessions for EPSO competitions. At the end of 2023 – beginning of 2024, DG HR will assess the impact of the measures included in the joint action plans, including on selection and recruitment trends. This will provide a basis for analysis and decision on further measures, including the possible organisation of competitions bearing a geographical balance component. Such competitions should be a last resort option and be organised only if all other measures have proven to be insufficient despite the proactive support of the Member State concerned.

To support the delivery of the joint action plans on geographical balance of under-represented Member States, DG HR will devise and start implementing a **targeted communication campaign**, focussing on the attractiveness of the Commission as a value-driven, modern organisation that empowers staff to deliver outstanding results for people across the EU and globally.

More generally, the **implementation of the updated diversity and inclusion action plan** will help to ensure that Commission staff reflect the diversity of the society they serve. It will also give us the means to measure the impact of our actions through

developing a monitoring tool to track the diversity of candidates and staff. Data will be collected on an anonymous and voluntary basis.

Specific objective 3: A flexible and rewarding career

Flexible careers

Mobility is essential to ensure meaningful and rewarding careers for all staff in all places of employment. It also enhances skills required in the dynamically changing geopolitical context that we find ourselves in. To stimulate a mobility culture across the Commission, DG HR will create a **framework for monitoring mobility** based on indicators, trend analysis and benchmarking.

For the **mobility of middle managers across the Commission**, measures are being drawn up to facilitate movements by middle managers across DGs, to and from executive agencies, other EU institutions and further afield. Within the Commission, a tool is being developed 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 will be set. These will be rigorously monitored to assess progress. Finally, incentives to encourage mobility and other career development support measures are also in the pipeline.

To encourage increased **mobility of all categories of staff** (including middle managers) **between executive agencies and the Commission**, a pilot exchange programme coordinated by Directorate-General for Human Resources will be launched in January 2023 between all executive agencies, parents Directorates-General, DG BUDG and DG HR. The objective of this pilot 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.

DG HR will also develop ways to further facilitate the establishment of **flexible structures** that could help broaden career development opportunities.

Career talks are currently being offered to staff after four years in the same job. The project was rolled out in Q2 2022 and will be initially evaluated by Q3 2023. From 2023, a career talk will be offered to **newcomers** after the first year of service. In addition, career talks and coaching support for **managers** will also be offered following the 360 feedback Report. Job shadowing, mentoring, career-related learning, and coaching may also be offered to staff to help mobility and career progression.

Following the delivery of the new, improved version of **Career Days** in Q4 2022, this annual event will be also organised in 2023. This will further promote career development opportunities, including mobility.

Revised **guidelines and model of delivery of coaching** following the analysis of coaching needs in 2022 will be published in 2023. This will enhance coaching as an instrument to support the development of staff and the organisation. In addition, a system of monitoring and reporting on coaching sessions will be implemented in order to further strengthen the service.

An **interactive dashboard for staff and HR professionals** will be developed. It will provide a user-friendly and accessible overview of career paths. This will facilitate career development and planning for staff.

The **headhunting service** will be further strengthened and developed. As part of this, the **HR Search tool** will be made available to HR professionals. After the testing phase in Q4 2022, feedback will be gathered and the full rollout to HR Correspondents will be completed by Q1 2023. External mobility opportunities with other EU institutions/bodies and agencies for staff will be promoted to develop their career potential, enrich their work experience and gain expertise from outside of the organisation.

In 2023, DG HR will start the process to review the **General Implementing Provisions governing the recourse to contract staff**. Based on the experience acquired during the five years elapsed since the latest revision and on the feedback received from our major stakeholders, the revision should focus on the following improvements: 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-Directorates-General mobility, notably at the moment of renewal of the contract.

In the context of implementing the HR strategy, a working group co-chaired by DG HR and DG INTPA has been established to explore options to enhance the **career perspectives for Commission contract agents in EU Delegations**. Within the limits set out by the Staff Regulations and their compatibility with the interests of the service, the working group will analyse and explore different actions in 2023, notably in terms of budget impact. Some actions may require a revision of the current legal framework applicable to the mobility of contract staff in EU Delegations.

The new and improved **learning and development delivery model**, centred around targeted learning packages per job profiles, will continue to be rolled out. These packages will consist of modules, catering for the skills and competencies that the Commission needs to deliver on its strategic priorities and will provide guidance to staff for a meaningful

career. In 2023, DG HR plans to deliver learning packages for the following job profiles: managers, document management staff, administrative assistants, scientists and researchers, international relation officers, IT experts, linguists, auditors, programme/project/process managers and lawyers. In addition, to implement action 2 of the Information Management Steering Board's rolling action plan, a set of data skills learning packages is under development for staff who need to use data to do their job effectively (generalists, policymakers, and specific IT specialisations).

Performance management

As a public institution, the Commission is responsible for ensuring the best possible performance management, including providing staff training, recognising talent and promoting staff mobility while addressing underperformance when it arises. A new process will be implemented to support the **identification of talent**. It will target both newcomers, who will benefit from a career talk early on in their career, and a first talent management programme that will be launched in view of preparing the leaders of tomorrow

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. This will include individual advice on specific cases, management of formal underperformance procedures (including Joint advisory committee on professional incompetence and Joint reports committee), increased focused and scrutiny 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 the probationary period**, ensuring that early under-performance is addressed. A **concept paper on assisted mobility**, setting principles and responsibilities, will be proposed to assist managers in cases when improving performance of the jobholder on the job is unlikely to succeed.

Last but not least, the revamped **appraisal report** will be rolled out to all DGs as well as institutions and agencies having a service level agreement with the Commission, as part of the 2023 annual appraisal exercise.

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

Refining the HR model toward staff-focused HR services

In 2023, DG HR will adopt a more **client centric approach** by enabling the intranet users to easily give feedback on the HR services which will be directly accessible to the business owners to act on it. The feedback loop brought via this closer connection will be part of the future IT platform. The information provided by the clients' feedback will serve as a building block for the continuous service improvement mechanism.

Easy access to information and support with a new HR helpdesk

DG HR will finalise the **HR service catalogue** accessible to the clients to foster more transparency on the processes delivered by DG HR.

To gain **efficiency and quality in the services**, DG HR will coordinate with other helpdesk services in the HR domain.

Ensuring efficient and streamlined HR processes

We will pursue the full **review of all HR services and processes** started in 2022, documenting all HR process owners in the service catalogue, the focus being on the processes related to the priorities of the HR strategy (preselection and selection, the HR service desk and IDOC case management)

Using technology to enhance HR services for the user

Appropriate digital HR solutions are instrumental for the efficient provisioning of employee-centric HR Services. In 2023, DG HR - together with the HR family - will move its digital transformation from ideation to implementation phase. A **new HR IT platform** leveraging commercially available solutions will be rolled out gradually, forming the basis for a continuous improvement approach for processes and services.

DG HR will also foster an increased staff and user experience, bringing **'Staff Contact'** to the new HR platform and preparing the future **'HR Service Desk'** knowledge base as the replacement of the current Staff Matters portal.

Specific objective 5: Foster a secure workplace

Security strategy concept

Taking into account the changing dynamics of the security landscape, DG HR will elaborate a comprehensive security strategy concept, integrating and building on the work achieved through the SIRIUS project (security, intelligence and risk management upgraded strategy) in 2022, in particular the security and risk management concept. The security strategy will include the definition of quantitative and qualitative **key performance indicators** to measure the effectiveness of the security measures and to monitor the achievement of the security objectives.

Common approach on the Information Security Regulation

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 a common approach to be adopted in 2023.

Security clearances

DG HR will continue enforcing a strict policy of security clearances for staff having access to large amount of sensitive non classified information, notably in certain sensitive managerial functions. DG HR will investigate with the Belgian authority the possibility to complement the security clearance process with a **security screening**, if required, for certain sensitive managerial functions, taking into account the urgency of the situation.

Security operations

DG HR will Implement a **new governance structure for the management of the guard contract** in Brussels and Luxembourg, including the integration of the Duty office, Control Room and Guards supervision team/Dispatch. To optimize the monitoring of the execution of the guard service contracts in Brussels and Luxembourg, DG HR has developed a set of key performance indicators, which will be the basis for regular discussions with the guards service providers. The execution of the contracts in Brussels and Luxembourg will be aligned as much as possible.

In Brussels, DG HR will integrate operational entities (Duty office, Control Room and Guards supervision team/Dispatch) to optimize coordination and cooperation on protection and

operations. In 2023, the focus will be on the development of processes and standard operational procedures, to prepare the further integration into **one physical organisational entity** (Integrated Security and Operation Centre – ISOC) in 2025.

DG HR will implement a **new IT platform to manage security risks**, in line with the strategy concept. The tool will allow DG HR to assess, manage and mitigate risks, and monitor key performance indicators.

Classified systems and services

DG HR will accredit and **roll out the Secrete EU (SUE) system** in the Commission and in the Member States to ensure seamless exchange of highly classified information in the EU. This project is coordinated with a similar initiative from the Council. It is highly needed in the current security context and should facilitate defence-related projects and European Foreign Direct Investment screening.

Further to the success and high number of users of the system for exchanging RESTREINT UE/EU RESTRICTED classified information and laptops for classified information exchange (RUE-X and RTOP systems), DG HR will **reinforce the IT infrastructure** for the system, in particular by deploying a back-up site in Luxembourg.

Technical security

DG HR will implement a set of measures to **protect from unauthorised aerial vehicles** (drones), working closely with other EU institutions and stakeholders.

DG HR will set up systems for the **detection and jamming of hostile drones** around EU buildings, in close coordination with the Belgian authorities and the other institutions. It will also develop awareness raising communication on **no-fly zones for the public**.

DG HR will further the works to reinforce the anti-intrusion properties of the **Berlaymont building** and improve its perimeter protection.

Information and IT security rules

DG HR is jointly raising awareness on **secure handling of information** together with SG, DG DIGIT and DG CNECT. In 2023, our awareness raising and training activities will focus on the correct handling of sensitive non-classified information for all staff, and on training relevant users for the SUE and RTOP systems. DG HR will also continue providing intelligence and forensic analysis in the context of its cyber investigations. HR.DS will also continue checking Commission equipment for digital espionage attempts, in particular mobile devices.

PART 2. Modernising the administration: main outputs for 2023

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.

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

Competent and engaged workforce

DG HR is in a transition period, 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. Against this backdrop, in 2023, DG HR will launch a series of initiatives under the 'We are HR' umbrella to address the culture of the DG, with a particular focus on client-orientation, collaboration, communication and information sharing. These initiatives will build on the outcomes of 2021 staff survey and pulse survey results and the 2022 management away day. DG HR will continue to intensify its efforts to support staff and ensure the organisation can react in an agile and flexible way to meet both staff and organisational needs. DG HR organised a series of resilience workshops in 2022 to support staff in becoming more resilient and will continue to offer related sessions in 2023 and draw on the results. The 2021 DG HR staff engagement index was at an all-time high of 75% and DG HR will continue to boost its staff engagement. This will be done through regular internal communications initiatives such as all staff town hall sessions and senior management communication, obtaining feedback from staff through regular pulse surveys and internal staff networks, and involving staff in managing the challenges to ensure staff buy-in. All initiatives will also be accompanied by appropriate internal communications actions.

Gender equality

DG HR had to make three first appointments of women to Head of Unit positions by December 2022, and made five by the end of the year. DG HR has met and gone beyond the target and will continue putting additional effort into enlarging its pool of potential

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

candidates by improving its communication and awareness raising. It intends on achieving this objective through the following initiatives:

- Raising awareness of existing vacancies: ensure that potential candidates are aware of upcoming and current management vacancies by communicating through different channels (e.g., intranet, networks).
- Female Talent Development Programme: identify motivated colleagues with the right profile and ambition to become middle managers and follow them closely throughout and after the programme.
- Bolster career talks: systematically organise career talks with staff members who are interested in becoming Head of Unit to ensure a continuous exchange of information, including advice on career moves and adequate training, as well as regular updates.
- Team Managers Network: set-up bespoke information sessions, in cooperation with the unit dealing with Management Cooperation & Support, for team managers who are interested in becoming Head of Unit to share information on selection procedures, including assessment centres, knowledge development & sharing.

Representation of women in managerial and Deputy Heads of Unit roles: every unit in DG HR includes a Deputy Head of Unit function. All nominations are closely analysed to identify staff members who are interested in becoming managers. Their performance and potential management skills are closely monitored. End of 2022, 46,2% of the Deputy Heads of Unit in place are women. The aim is to increase the representation of female Deputies in 2023. At the level of senior management, 1/3 of DG HR senior management positions are currently filled by women. DG HR will follow the corporate guidelines to fill the 4 vacant positions.

Equality in DG HR: DG HR will plan local actions to promote broader diversity, an inclusive working environment, enhance the quality of work and the well-being and motivation of individuals in 2023. In addition, all corporate measures to improve the geographical balance will be followed.

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 2023:

Output	Indicator	Target
All staff town hall sessions	Number of town hall sessions	6 town hall sessions by Q4 2023 (7 town hall sessions were held in 2022)
Appointments of Female Deputy Heads of Unit	Number of female Deputy Heads of Unit	50% of female Deputy Heads of Unit by Q4 2023
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 by Q4 2023

B. Sound financial management

DG HR has not faced issues related to its financial management and internal control systems. The measures taken to ensure business continuity in financial management, and especially after the HR reorganisation, was the main catalyst for the actions undertaken in 2022.

In 2023 DG HR will continue its efforts to improve budgetary and financial management in order 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 an excellent level of payment delays - below the Commission average, and a good level of implementation of its appropriations.

Other risks for 2023 are associated with 1) preparing for the successful transition from ABAC to SUMMA in 2024 (including the interfacing with local systems) and 2) with the adoption of new financial management tools and systems that derive from the eProcurement suite (contract implementation). In this regard, DG HR will work with the central services and also intensify its efforts to ensure that staff are adequately trained and prepared for the change.

Budgetary pressures – associated particularly with high inflation rates - will probably increase in 2023 and this may mean that DG HR will have to take specific measures to ensure that its priority objectives can be delivered.

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 2023:

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
Effective controls: Safeguarded information	1. compliance with data protection requirements 2. Implementation of action plan to address audit recommendations for data security	1. Zero notifications of lack of compliance due to DG HR’ s systems and procedures. 2. Respect of milestones and deliverables mentioned in the action plan as a follow-up to the audit.
Efficient controls	Budget execution and / or timely payments	remains 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	remains < 2% of funds managed

C. Fraud risk management

Having completed the actions planned in its own anti-fraud strategy, DG HR will support OLAF on the finalisation of the action plan to implement Commission’s anti-fraud strategy in 2023. There are no significant changes foreseen in the fraud risk environment in DG HR in 2023 and thus work will 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.

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) ⁴ aimed at the prevention, detection and correction ⁵ of fraud.

Main outputs in 2023:

Output	Indicator	Target
Distinct fraud risk assessment embedded in the overall risk assessment exercise	Risk assessment deliverables (summary tables and action plans where appropriate)	Q4 2023
Training sessions on ethics	Number of ethics training sessions organised in 2023	8 in 2023 (8 carried out in 2021)
	Number of ethics outreach sessions organised in 2023	30 in 2023 (57 carried out in 2021)

D. Digital transformation and information management

Digital transformation

Following intensive analysis and test-driving, DG HR will start the implementation of a new HR IT platform leveraging solutions from the market. The new solution will conform to the principle and goals of the corporate digital strategy and to corporate architectural principles. The multi-annual roadmap will be implemented in consecutive waves, aligned to the priorities and actions stemming from the newly adopted HR strategy. In 2023, we will focus on delivering: preselection and selection, the HR service desk and IDOC case management. Additional quick wins - supporting process efficiency and enhanced HR services - will be seized and implemented as the new HR platform are gradually made available.

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 Management.

⁴ 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'.

⁵ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Information and IT security rules

DG HR has the intention to further improve the security of its IT systems according to the decisions of the Information Technology and Cybersecurity Board. All IT systems will use EU Login and a multi-factor authentication.

New IT security plans for compliance with the IT security policy will be drafted for the new HR IT application. Regular revisions of IT security plans will be done.

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 raise cybersecurity awareness to its managers.

Data, information and knowledge management

DG HR will further lead the work to support its own units in managing their information and knowledge better and implement more collaborative working methods, notably through the deployment of M365 tools and the relevant guidance. DG HR will also continue supporting all units/services in their migration from Connected and MYIC collab sites.

Based on (1) the re-establishment of data stewardship following the 2022 reorganisation and (2) the development of the learning and development package for data stewards, DG HR will continue the local implementation of the corporate data governance by supporting data stewards to gradually assume their role in data management. This process will be aligned with and facilitated by the digital transformation initiative and the progressive adoption of the new IT platform in selected business areas.

Data protection

DG HR will ensure that data protection records in the Data Protection Management System reflect the reality and are up to date. Also, requests from staff members and citizens to exercise their data protection rights will be effectively and timely replied to. DG HR will ensure that the new HR IT platform to be put in place corresponds to the level of data protection compliance and accountability across the Commission, so that the personal data of staff members are processed in a secure manner. DG HR will continue working on local and corporate level on the implementation of the corporate target that all Commission staff (100%) obtain awareness of data protection rules by 2024. HR DPC team will organise targeted trainings for HR services to ensure that HR professionals are well informed about the procedures in place (e.g. data breach management procedure).

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 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG HR's key data assets ⁶	Percentage of implementation of the corporate principles for data governance for [the service's] key data assets	65% (52% achieved in 2022)
Implementation of a tool aiming at generating multiple choice questions using artificial intelligence: moving from the prototyping phase to a stable minimum viable product that can be used in the context of simulated or real competitions.	Number of simulated or real competitions.	At least one simulated or real competition.
Raising data protection awareness among HR professionals and staff members through targeted trainings	Number of targeted training sessions Percentage of HR staff expected to participate in awareness raising at local and central level	At least one given by HR DPC At least 20% (22% achieved in 2022)
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
Implementation of IT priority controls on relevant systems	Percentage of implementation of IT priority controls on relevant systems in particular compliance with Multi-factor authentication/EU Login	100%

⁶ For each key data asset, services 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.

Output	Indicator	Target
Revised IT security plan	Number IT security plans updated in 2023	2 in 2023 (out of 3 from 2021 and 9 from 2022)

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). At the same time, it also promotes “greening” practices among DG HR staff.

In line with the annual corporate communication campaigns, DG HR will organise and promote staff awareness 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 newly established “EMAS Taskforce for the One” bringing together the EMAS teams of DG HR, DG SCIC, DIGIT and EPSO will help drive these efforts forward.

2023 will also see the re-launching of a “Green DG HR Team”, with a call for interest for volunteers to support the design and organisation of additional green local communication and staff awareness actions.

Moreover, DG HR establish a baseline for its emissions related to business travel (2022) and set future objectives for their further reduction. Similarly, consumption baselines and future reduction objectives will be established for energy, water, paper consumption and waste generation.

Lastly, DG HR will strongly encourage all operational units to consult the Interinstitutional Green Public Procurement Helpdesk when planning their high-value procedures. The aim is to consolidate this information-sharing as a best practice, establish a baseline for future objectives, and promote the use of “green” offices supplies to all staff.

Objective: DG HR 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 2023:

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

Output	Indicator	Target (2019 as baseline, as appropriate)
Priority action to support the Greening the Commission Communication and action plan		
Participation in corporate energy saving actions, by closing down DG/service's buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings.	Number of DG/service's buildings participating in: - end of year energy saving action - summer energy saving action - optimisation of comfort hours and/or comfort temperature	50% of DG/service's buildings participating in - end of year energy saving action - summer energy saving action - optimisation of comfort hours and/or comfort temperature
Other recommended actions		
Staff awareness actions to reduce energy, water and paper use in the framework of EMAS corporate campaigns.	Number of actions	1
	Number or % of staff informed/participated related to <ul style="list-style-type: none"> • Energy consumption • Water consumption • Paperless working methods 	100%
	<ul style="list-style-type: none"> • Energy consumption per DG/service building (MWh/person per year) • Water consumption per DG/service building (m3/person) • Paper consumption per DG/service (prints/person) 	<ul style="list-style-type: none"> • Reduce energy consumption (%)⁷ • Reduce water consumption (%)⁸ • Reduce paper consumption (%)
Establish baseline (2022) concerning energy, water and paper consumption per DG building, in collaboration with OIB/OIL.		

⁷ Overall reduction of energy consumption for DG/service (all buildings) from 2019 to 2023 (%).

⁸ Overall reduction of water consumption for the DG/service (all buildings) during 2019-2023 (%).

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's professional trips (missions ⁹)	Signed the EC DG/service Travel Pledge	Yes
Establish a baseline (2022)	CO ₂ (t) emissions from DG/service's missions	Reduce DG/service's CO ₂ emissions from missions ¹⁰ (%)
Other recommended actions		
Staff awareness actions on sustainable commuting during EU Mobility week and VeloWalk corporate events and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	Number or % of staff informed/participated	100%
	% of sustainable commuters ⁽¹¹⁾ at DG/service	10% ⁽¹²⁾
Staff awareness actions 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

⁹ Data provided by PMO/MiPs.

¹⁰ Overall reduction of CO₂ emissions from missions for the DG/service from 2019 to 2023 (%).

¹¹ Sustainable commuting usually refers to environmentally friendly travel modes, such as: public transport (bus, tram, subway, light rail), walking, cycling, and carpooling.

¹² Based on the results of the corporate staff mobility survey conducted by HR.A.4 during 2022.

III. Reducing and management of waste		
Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Implementation of the EC Guidelines for sustainable meetings and events in all major internal events, e.g. DG HR Christmas Party.	Number of green events	100%
Other recommended actions		
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns.	Number of actions	1
	Number or % of staff informed/participated	100%
Establish waste generation baseline (2022) in DG HR buildings, in collaboration with OIB/OIL.	Waste generation per DG/service building (kg/person)	Y (2022)
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target (2019 as baseline)
Priority action in line with the Greening the Commission Communication and action plan		
Launch of a Preparation Note to all operational units in DG HR to consult the Interinstitutional Green Public Procurement Helpdesk for their high-value procedures.	Y/N	Y
Establish a baseline on the number of contracts (respective value in EUR) including “green” criteria, among high-value contracts.	Y/N	Y
Other recommended actions		
Staff awareness actions on the promotion of “green items” among EC office supplies’ catalogue.	Number of actions	1
	Number or % of staff informed/participated	100%

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

In 2023, 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 positively impact in terms of economy

and efficiency. In particular, DG HR is reviewing the recruitment process to make it faster. DG HR is also reviewing the HR processes to ensure that they are efficient and streamlined.

ANNEX 1: Performance tables

General objective: A modern, high performing and sustainable European Commission		
<i>Specific objective: An attractive workplace for all</i>		
Main outputs in 2023:		
Other important outputs		
Output	Indicator	Target
Training on ethics	Number of staff that attended training courses on ethics, including participation in e-learning courses	3 500 (same target for 2021 and 2022)
New anti-harassment policy, composed of a Commission decision, a guide to staff and an action plan on harassment prevention	Adoption of the Commission decision followed by the release of the guide and the action plan by DG HR	Q1 2023
Greening: new guide to missions for staff	Adoption	Q1/2 2023
Greening: new staff commuting policy	Adoption	Q1/Q2 2023
Greening: first Greening/EMAS integrated action plan	Adoption (EMAS Steering Committee)	Q1 2023
Greening: EMAS registration extension to Nicosia and Budapest Commission's representation	EMAS verification certificate	Q4 2023
Internal gap analysis and follow up to improve health and safety management system (ISO 45001)	Gap analysis carried out	Q4 2023
	Launch of the new approach on evacuation of buildings	Q2 2023
New internal corporate communication and staff engagement strategy	Endorsed by the Corporate Communication Steering Committee	Q2 2023
New Commission intranet	Launch of main corporate assets and transition of several local DG intranets	Q4 2023

Output	Indicator	Target
Preparation of new decision on absence/sickness management (ref. be well action plan 1.1.2)	Draft decision	Q4 2023
Create an integrated approach to mental well-being (ref. be well action plan 2.1.1)	Creation of a single-entry point	Q4 2023
Introduce new special leave to enhance equal sharing of responsibility for a new-born/newly adopted child (ref. be well action plan 2.2.3)	Decision adopted by the College	Q4 2023
Evaluation of the implementation of the working time and hybrid working Decision (ref. be well action plan 3.1.1)	Evaluation finalised	30 September 2023
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 5 th School in 2028	School year 2023/24
	Implementation of the revised cost-sharing mechanism	Q4 2023
Harmonisation of HR policies across agencies with HR model decisions to be adopted by agencies.	Model decision, based on the Commission decision on working time and hybrid working to agencies, agreed by the Commission	Q1 2023

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

Specific objective: Fast and agile selection and recruitment

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Preparation of joint action plans to improve geographical balance of under-represented Member States	Joint action plans prepared for under-represented MS prepared	15 in 2023

Output	Indicator	Target
Targeted communication campaign to support the action plans for ensuring geographical balance	Campaign concept and communication plan adopted	Q2 2023
Development of workforce planning methodology - available methodologies screened and the appropriate one selected and adapted to Commission needs	First actions started – number of outreach events providing EC specific information	10-20 outreach events Q4 2023
Organise external competitions according to a new competition model	First competition published	Q2 2023
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
Implement the decision rendering the junior professionals programme permanent and expanding its scope	First call, on the basis of the decision, open also to eligible staff from the executive agencies	Q1 2023
Analyse the feasibility of an inter-institutional junior professionals programme	Launch the inter-institutional debate to assess the feasibility of setting up an inter-institutional junior professionals programme	Q4 2023
Follow up on the exercise started in 2022 to define the role and future of the AST and AST/SC function groups.	DG HR will prepare for the organisation of an AST internal competition open to AST-SC colleagues,	Q2 2023
Temporary agent decision	Adoption	Q2 2023
Guidelines for recruiting units	Dissemination in all DGs	Q2 2023 (depending on the adoption of the temporary agent decision)
External publication of TA positions	% of TA positions published externally	10% of TA positions published externally in 2023
Rollout of Metro Line	All DGs covered	Q1 2023

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

Specific objective: A flexible and rewarding career

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
New pilot exchange programme between the Commission and executive agencies	Launch of the pilot Evaluation of the pilot finalised	Launch of the pilot Q2 2023 Evaluation of the pilot Q4 2023
Start the process to review the General Implementing Provisions governing the recourse to contract staff	Draft ready for inter-service Consultation and concertation with Unions	Q3 2023
New career talk for newcomers	Communication campaign and launch/number/of invitations / number of talks,	Q2 2023
4 Year Career Talk – initial evaluation	Evaluation finalised Number of invitations / number of talks	Q3 2023 Min. 1 200 invitations / min. 120 talks
Career talks and coaching for managers following the 360 report	Start career talks and coaching for managers Number of invitations / number of talks	Starting Q1 2023 Min. 80 invitations / min. 60 career talks and coaching in total
Annual Career Days	Delivery of the event	Q4 2023
Development of the interactive dashboard	Communication campaign and delivery	Q3 2023
HR Search for HR Professionals	Rollout to HR Correspondents	Q1 2023
Ongoing professionalisation of the Career Guidance Officers and Coaches	Number of training sessions	Min. 12 training sessions in 2023 (8 sessions held since DG HR's reorganisation in 2022)
Inter-Institutional Career Guidance Training for Career Guidance Officers	Number of participants / institutions / executive agencies	Min. 8 participants / min. 4 institutions / executive agencies (previous training in 2021 with 19 participants)
Revised guidelines and model of delivery for coaching	Published guidelines	Q3 2023

Output	Indicator	Target
Design (or further develop/fine-tune existing) learning packages for: <ul style="list-style-type: none"> - managers, document management staff; - economists, administrative assistants, scientists and researchers, international relation officers; - IT experts, linguists, auditors; - programme/project/process managers and lawyers 	Publication of learning packages for managers and document management staff.	Q1 2023
	Publication of learning packages for economists, administrative assistants, scientists and researchers and international relation officers.	Q2 2023
	Publication of learning packages for IT experts, linguists and auditors.	Q3 2023
	Publication of learning packages for programme/project/process managers and lawyers.	Q4 2023
Programme for the early identification of talent	1 st Programme approved by management	Q3 2023
Increased awareness and scrutiny on management of probation period and underperformance	Systematic training of new heads of unit and presentations to Commission managers	Throughout 2023
Rollout of the revamped appraisal report with the 2023 annual exercise	Rollout to the entire Commission and institutions/agencies with SLA	Q1 2023

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

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

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
HR service catalogue	Final HR service catalogue accessible to clients	Q4 2023
Process review	Identification of the processes considered as priority for revision	Q3 2023

Output	Indicator	Target
Technological swap for Staff Contact (enabler for future improvements)	Migration of Staff Contact to a new HR IT platform	Q4 2023
Technological swap for Staff Contact (enabler for future improvements)	Migration of Staff Matters website to the new HR Service Desk IT platform	Q4 2023
New HR Service Desk capability - Initial version 1	Ready for production	Q4 2023
New IDOC Case Management – Version 1	Ready for production	Q4 2023
New Pre-selection, Selection, Recruitment – Initial Version 1	Design & Configuration completed	Q4 2023

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

Specific objective: Foster a secure workplace

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Elaborate the security strategy concept, including the definition of KPIs	Strategy document finalised	Q4 2023
Common approach on the information security regulation	Progress in Council	Q4 2023
Implement a new governance structure for the management of the guard contract in Brussels and Luxembourg.	Brussels and Luxembourg guard services contracts brought under the operational responsibility of HR.DS.1.	Q2 2023
Integrate the Duty office, Control Room and Guards supervision team/Dispatch	Development of processes and standard operational procedures	Q2 2023
Implement a new IT platform for risk management	Collect all relevant documents to be included in the repository	Q3 2023
	Rollout the new IT platform for risk management	Q4 2023

Output	Indicator	Target
Rollout the SUE system for highly classified information in close cooperation with the Council	Rollout of the system in all Member States that are ready for deployment.	Q4 2023
Develop the new infrastructure for RUE-X and RTOP, including the rollout of RTOP to targeted agencies	Back-up system in Luxembourg put in operations	Q4 2023
Implement a set of measures to protect from unauthorised aerial vehicles (drones), working closely with other EU institutions and stakeholders	Study phase. Implementation mainly during 2023	Q4 2023
Protect the BERLAYMONT building by strengthening its external entrances and surrounding accessible glass	Procurement phase	Q3 2023 (Berlaymont entrance)

ANNEX 2: Alignment of DG HR strategic plan 2020-2024 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</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 health of staff</i>	1. An attractive workplace for all - <i>Ensuring staff well-being and satisfaction</i>	10/ Develop an integrated approach for physical and mental well-being
	<i>Engage staff (Physical wellbeing, Mental wellbeing, Wellbeing 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 wellbeing, mental wellbeing, wellbeing 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 Com decision on working time 6/ Promote and support flexible ways of working in the Commission 10/ Develop an integrated approach for 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 max 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	2. Fast and agile selection and recruitment	

	grade bracket		
4. Better know, develop and deploy staff	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 head hunting
	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 Com 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 CG service and satisfaction with the service	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 actions 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	