



Management Plan 2018

European Personnel Selection Office



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INTRODUCTION

EPSO's role is to serve the EU Institutions by providing high quality, efficient and effective selection procedures that enable them to recruit the right person, for the right job, at the right time.

Over the coming year, EPSO will continue to pursue its strategic goals set out in its vision. This vision – which has an over-arching aim of making EPSO "the best at selecting the best" - has three pillars:

- To be the best international public sector selection service through a process of continuous improvement based on best practice and international standards and developments in selection policy and practice.
- To evolve into the leading centre of expertise and excellence to support the European Institutions broader HR and talent management strategies
- To help provide a European Civil Service that is of the highest quality and representative of the diversity of the European citizens it serves.

Against a background of rapid societal and technological change, an increasingly competitive employment market – especially in some member states and for some profiles, the retirement of a generation of experienced officials, and major shifts in the world of work more generally, EPSO's focus should be on enabling the EU Institutions to continue to be able to attract high calibre candidates from across the Union. While part of this challenge can be met by the Institutions through their own Talent Management or HR strategies, EPSO can make a significant contribution in a number of ways. This includes a modern and effective employer branding and marketing strategy, and ever more rapid, user-friendly, effective and modern selection processes that both attract and select the best, and at the same time present a forward-looking and dynamic image for the Institutions as an employer of choice.

Over the coming year, EPSO will therefore focus on a number of key areas aimed at improving the quality of selection procedures and EPSO's capacity to deliver:

- Following completion of two major ongoing public procurement procedures, EPSO will conclude and implement new contractual arrangements for the delivery of Computer Based and Internet Based Testing, as well as support for the Assessment Centres and delivery of tests;
- Delivery of a new IT tool in 24 languages;
- Erasmus + collaboration with Universities of Saarland, Rotterdam and Delft on the use of big data, artificial intelligence and algorithms in recruitment;
- Completion of work to produce a revised employer brand and introduction of new orientations enhancing attractiveness of the European Institutions as a place to work;
- Formulation of proposals for innovations in testing, including extension of the entry ticket (used in CAST Permanent); IBT; Remote Video interviewing; Personality evaluation; Values and strength-based testing and simulation exercises;
- Introduction of active diversity monitoring and other measures in order to ensure greater diversity among the EU's workforce.

For 2018 the operational focus will continue to be on the implementation of a full programme of selection procedures for generalist and specialist officials, as well as the consolidation of the new CAST Permanent selection system following adoption by the Commission of the new general implementing provisions. In addition, EPSO will continue to ensure the full implementation of a revised linguistic regime following the 2015 and 2016 judgements of the Court of Justice on the use of languages in selection procedures organised by EPSO for the Institutions.

In 2018, EPSO will handle a budget of around €26.2M (entirely under Heading V – Administrative Expenditure), which also includes the budget of the European School of Administration (EUSA, approximately €6.0M). This includes several important framework contracts that EPSO has in place - the most important of which relate to Computer-Based Testing and test development.

In parallel to all of the above, EPSO will continue to focus its efforts on its set of five strategic goals as defined in its Strategic Plan for 2016-2020, which reflect significant progress made so far and the challenges set at political level:

- **Engaging with candidates**

EPSO has established the 'EU Careers' brand and made the Institutions an employer of choice – still ranked 15th in the Top 500 graduate employers in Europe. Therefore, during the coming year EPSO will continue to build further on this success, notably by reviewing its Employer Branding Strategy to ensure the Institutions remain attractive choices of employment for people coming onto the job market. EPSO will also work hard with its contacts in those Member States (focus countries) which are consistently under-represented in the candidate pool by the use of a targeted campaign strategy developed together to address the individual needs in each of these eight countries of focus, strive to select equal numbers of women and men, and attract candidates with disabilities in line with the UN Convention on the Rights of Persons with Disabilities.

- **Adapting and improving selection methods**

EPSO will continue to implement measures to ensure high standards of performance management, fairness and consistency in the delivery of exams in line with internationally recognised best practise.

- **Improving the recruitment process**

EPSO will continue to work with the Institutions to further improve the speed and quality of the hiring process, optimise the annual alignment of supply and demand for laureates and - together with Selection Boards - deliver its selection procedures in a timely manner.

- **Improving organisational and cost-effectiveness**

EPSO will continue to focus on improving internal processes through a quality control mechanism, implementation of knowledge management, systemic use of collaborative tools and the design and implementation of new IT systems in conjunction with DG DIGIT.

- **Contributing to the development of the EU Institutions' HR policy & practice**

EPSO will continue to support the development of a corporate talent management policy as well as continue to deliver a catalogue of flexible, adaptive and customer-oriented services which can be offered to all EU Institutions, agencies and bodies to enable EPSO to meet the ever changing stakeholder needs.

Finally, 2018 will see the appointment of a new Director of EPSO.

PART 1. MAIN OUTPUTS FOR THE YEAR

Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 1: Highly qualified staff are made available to all EU Institutions by organising Open Competitions and selection procedures in an inter-institutional context – covering thereby their needs.

Main outputs in 2018:

Output	Indicator	Target/Target date
Reserve lists of AD, AST and AST/SC Officials, as set out in the Notices of Competition. In total, 1 173 laureates were requested across all Institutions for 2018 (endorsed by EPSO's Management Board in November 2017).	<ul style="list-style-type: none"> • Laureate delivery rate. • Duration of the selection procedure. 	<ul style="list-style-type: none"> • $\geq 90\%$ of the cumulative published target figures. • 9 to 12 months for annual cycles and 6 to 9 months for specialist competitions.
Consolidation of the Permanent CAST selection model, including availability of new competency tests for eight priority profiles in 24 languages and a series of new profiles for manual and administrative support work in Function Group I.	<ul style="list-style-type: none"> • Candidates' database permanently available to recruiting services and updated in real time in the Recruiter Portal in four different Function Groups. • Number of tested candidates/ Number of successful candidates delivered per Function Group. • Number of competency test items available in 24 languages and uploaded into the databank on time. • Number of new profiles added at the request of Institutions. 	<ul style="list-style-type: none"> • Testing of all candidates pre-selected by Institutions within agreed deadlines throughout the year. • Upload of 650 competency tests in 24 languages for Function Groups II, III and IV. • Successful proofreading and upload of the remaining 100 test items into remaining 21 languages by 1st semester 2018. • Availability in the selection procedure of new profiles matching Institutions' needs.

<p>Translating, proofreading and uploading of: a) Prioritising & Organising and IT-Literacy tests into 5 additional languages and b) Situational Judgement Tests (SJT) into 2 additional languages.</p>	<ul style="list-style-type: none"> • Progress made in the preparation, translation by DGT, proof-reading, upload, quality control and trialling of: <ul style="list-style-type: none"> - SJT in 2 additional languages, - Prioritising & Organising + IT literacy tests in 5 additional languages. 	<p>Prioritising & Organising and IT Literacy tests available for AST-SC cycle 2017/2018 and SJT available in 2 additional languages for AD cycle 2018.</p>
<p>New framework contracts for:</p> <ul style="list-style-type: none"> - provision of Assessment Centre content - delivery of Computer-Based Testing (CBT) - provision of translation tests for Translator competitions - delivery of MS Office skills tests 	<ul style="list-style-type: none"> • Timely completion of the procedure (in collaboration with DG HR.R1). • New framework contracts awarded and in place. • No interruption of services between contracts. 	<p>Finalisation of procurement processes with following target dates:</p> <ul style="list-style-type: none"> - AC content: March 2018 - CBT: August 2018 - Translators: 2nd semester 2018 - MS Office skills: mid 2018 (for deployment at AC-phase of the AST-SC cycle 2017/2018)
<p>Tool to upload candidates' supporting documents.</p>	<ul style="list-style-type: none"> • % of documents uploaded. 	<ul style="list-style-type: none"> • 100% of documents uploaded.

According to its founding decisions, EPSO is responsible for the selection of highly qualified staff on behalf of the Institutions whilst the recruitment of staff from reserve lists remains the responsibility of the individual Institutions. The actions under this activity cover the full range of steps needed to complete the selection process of permanent officials (from planning and publication of the Notice of Competition, right up to the publication of the list of successful candidates). Open Competitions are organised for generalists and experts at different grades and categories (AD, AST and AST/SC) and in different fields and languages. The latter includes linguistic competitions for translators, interpreters, lawyer-linguists, proof-readers and linguistic assistants.

In 2018, the efforts will continue to focus on full implementation of the revised linguistic regime following the 2015 and 2016 rulings of the Court of Justice on the use of languages in selection procedures organised by EPSO for the Institutions. As a result of these judgements, each Notice of Competition now contains a very robust justification on the use of languages stemming from the specific needs expressed by the recruiting services and based on clear empirical evidence (languages declared by candidates for the generalist cycles or statistical in-house data for specialist competitions).

For the generalist cycles (AD and AST levels), 2018 will be the first year to allow the Institutions to draw the lessons (on the basis of complete sets of data for finalised competitions) from the new approach to organising such competitions on the basis of the top languages declared by candidates and matching the interests of the service.

Moreover, in addition to the efforts already undertaken in the field of communication in 24 languages, EPSO will also deploy a number of tests in additional languages both at CBT and Assessment Centre stages in 2018, strengthening thereby even further compliance with the above-mentioned Court rulings.

When it comes to selecting contract agents, EPSO will continue to consolidate the new CAST Permanent selection model launched in 2017 for eight priority profiles in Function Groups II, III and IV (secretaries, human resources, communication, policy, legal, ICT, finance and project management). The permanent selection model for contract staff is based on a talent pool and on a more cost-efficient approach to testing, with the successful introduction of the Entry ticket allowing the retention of the validity of candidate scores for a predefined period across different profiles. The model also offers more flexibility as testing windows are organised regularly throughout the year. To meet specific and targeted recruitment needs expressed by its Stakeholders in this context, EPSO remains committed to further improving this new selection model further, by adding new profiles and tests (based on recruiters' feedback and experience) as well as potential IT developments to avail itself of the latest technologies. The current CAST Permanent Call will be reinforced by a series of new profiles in Function Group I, targeting manual and administrative support workers. EPSO will also start delivering competency tests for the eight priority profiles in all official EU languages.

The current framework contract in the field of Computer-Based Testing (CBT) delivery was extended by one year (until August 2018 for lots 1, 2 and 4) to ensure continuity of service in light of the delays encountered in the finalisation of the specifications due to the consequences of the revised linguistic regime. EPSO will complete this procurement process in 2018, in parallel with that for Assessment Centre support and for the delivery of tests in the field of MS Office skills; with scope to enter into new contractual relationship(s) to continue delivering assessments within EU staff selection procedures for the next 4 years. In addition, a new call for tender will be launched and finalised in 2018 to support the selection of texts for translation tests within linguistic competitions, which will further streamline and simplify the work of the Selection Boards.

In order to further improve cost-effectiveness, efficiency and user-friendliness of processes, EPSO intends to deploy a new tool to upload supporting documents online by candidates (currently the originals of supporting documents are scanned manually by EPSO staff at the Assessment Centre). The uploaded documents will then be verified by EPSO or an external specialised service provider.

Specific objective 2: Our communication with potential and current candidates is positive and proactive, in order to contribute to a strong employer image for the EU Institutions and improve our ability to attract the right talent.

Main outputs in 2018:

Output	Indicator	Target/Target date
<p><i>Communication with citizens and candidates in all 24 EU official languages:</i></p> <p>Further development of the candidate relationship management (CRM) tool for candidate</p>	<ul style="list-style-type: none"> Stabilise the number of queries dealt with by EPSO's Candidate Contact Service (CCS). Issue tracker is accessible via EU-Login. Organise internal (JIRA) training for colleagues. FAQs are regularly updated, new ones 	<ul style="list-style-type: none"> Number of queries comparable to 2017 figures. Second semester 2018 for the accessibility of Issue Tracker. Throughout 2018 (training + FAQ updates)

questions and issues.	released.	
Structured cooperation with Europe Direct Contact Centre (EDCC) to manage general queries from candidates in all 24 official EU languages.	<ul style="list-style-type: none"> Stabilise the number of queries dealt with by EDCC. Organise regular training sessions for the EDCC agents. Quality control review of the answers by EDCC. 	<ul style="list-style-type: none"> Number of queries of EDCC comparable to 2017 figures. At least 3 training sessions per year. At least 2 quality control reviews per year.
<p><i>Legal matters:</i></p> <p>Timely and effective handling of requests for review, Article 90 and Ombudsman complaints, access to documents requests, and EDPS complaints.</p>	<ul style="list-style-type: none"> Number of contributions / decisions prepared within the set deadlines. Maintain the ratio of requests for review that become formal complaints (Article 90 or Ombudsman). 	<ul style="list-style-type: none"> 95 % of procedures completed within set deadlines. End of 2018 (compared to 2017)
<p><i>Special needs/ reasonable accommodations:</i></p> <p>Launch of 2018 targeted communication plan for candidates with disabilities and/or special needs.</p>	<ul style="list-style-type: none"> Number of candidates with disabilities and/or special needs applying for selection procedures. High satisfaction rate amongst candidates with disabilities and/or special needs (accommodation of selection tests). Number of specific actions adopted in the context of the targeted communication plan. 	<ul style="list-style-type: none"> 250 or more requests for reasonable accommodations in 2018. Satisfaction rate equal or higher than 80 %. 5 actions implemented under the targeted communication plan.
Expansion of new reasonable accommodations procedure for candidates with disabilities and/or special needs.	<ul style="list-style-type: none"> Expand candidate satisfaction survey to all types of selection tests and procedures. Continue with the new extensive form for collecting and managing relevant information/data for both permanent and actual special needs. 	<ul style="list-style-type: none"> Second semester 2018
Website accessibility for special needs citizens.	<ul style="list-style-type: none"> Performance of regular accessibility screenings of the new website and propose solutions to improve accessibility (e.g. produce adapted and easy to read formats). Reduced number of adapted formats required. Level of AA WCAG (Web Content Accessibility Guidelines) compliance 	<ul style="list-style-type: none"> End of 2018 The website is fully AA WCAG

	achieved. <ul style="list-style-type: none"> • Delivery of analysis by Web Content expert. 	compliant.
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Communication and employer branding

The cooperation with Europe Direct will continue. The Candidate Relationships Management (CRM) tool will be enhanced with a new specific form for candidates who wish to submit a complaint, supported by appropriate back-office workflow functionality.

Additional external communication activities are detailed under point E (page 23 of this document).

Legal matters

Since 2015, EPSO has been conducting analyses and implementing a series of measures aimed at reducing the number of complaints lodged by candidates, and in particular requests for review (RfR), within the framework of a project originally labelled as "Proactively improving communication with candidates". In order to further improve the pre-emption of potential complaints, the efforts in 2018 will be focused on a more cross-cutting approach involving all business services within EPSO and by further optimising specific working processes within the various stages of the EU selection procedures.

Special needs/reasonable accommodations

In order to continually improve and professionalise its practices in terms of reasonable accommodations for candidates with special needs and in line with international best practice and the United Nations Charter for Persons with a Disability, the new procedure designed and tested in 2015 was rolled out in 2017. The procedure will continue to be monitored and improved further throughout 2018.

Following the launch of a first targeted communication plan in order to attract more talent with disability and allow EU institutions to better reflect this diversity target group among staff members, EPSO will develop a new equality and diversity monitoring form which will allow the Office to monitor gaps, discrimination and progress (pending appropriate IT prioritisation). For 2018, the targeted communication efforts will continue by means of a new communication plan.

Specific objective 3: EPSO's selection methods are continuously improved, based on experience, best practice and international standards.

Main outputs in 2018:

Output	Indicator	Target/Target date
Assessment of motivation of candidates applying for an EU career.	New interview on verifying motivation.	<ul style="list-style-type: none"> • 2018 (as soon as agreement reached with Institutions, decision to be taken when to phase in).
Delivery of remotely proctored internet-	Pilot project for the delivery of remotely proctored internet-based tests, e.g. with	<ul style="list-style-type: none"> • Second semester 2018 (after entry

based tests.	PM ² testing.	into force of the new CBT Framework contract).
Creation of a pool of Source Persons for AC exercises.	Availability of pool of Source Persons identified and duly trained.	<ul style="list-style-type: none"> • 2018 (pool built throughout the year)
Certification against ISO 10667-1:2011 standard.	<ul style="list-style-type: none"> • Launch of middle value procurement process for ISO certification. 	<ul style="list-style-type: none"> • 2018 • Valid ISO certificate for 3 years.
Improved Competency Based Interview (CBI).	<ul style="list-style-type: none"> • Use of the questionnaire on work situation preferences (GCSSQ) to structure and streamline the CBI. • Correlations between competencies in CBI <0.6. • Increased use of the full scoring scale. 	<ul style="list-style-type: none"> • 2018 (exact date depending on competitions identified). • Score distribution from 1 to 10.
Introduction of the "split assessment" approach.	<ul style="list-style-type: none"> • Implementation of the approach in the context of a specific competition. 	<ul style="list-style-type: none"> • 2018 (exact date depending on competitions identified).
Use of the MMI method (Multi Mini Interview/Speed Assessment) ¹ .	<ul style="list-style-type: none"> • MMI method to be trialled in a specific competition. 	<ul style="list-style-type: none"> • 2018 (exact date depending on competitions identified).
Use of the Video-recorded Group exercise.	<ul style="list-style-type: none"> • One group exercise room fully operational with the hardware and software allowing the video-recorded Group exercise. • Use of the video-recorded group exercise in a specific competition. 	<ul style="list-style-type: none"> • 2nd semester 2018

To meet the changing needs of the Institutions, in 2018 EPSO will continue to trial, develop and propose flexible, cost-effective testing solutions using modern technology and selection techniques across its competitions, in order to ensure the quality of assessment as well as increasing the cost-efficiency of Assessment Centres for EU open competitions. The outcome of the different trials and test analysis is reported to the interinstitutional Working Group and, when deemed necessary by the Working Group, to the Management Board of EPSO, for decision on the potential future implementation of the new tools and methods in EPSO's selection procedures.

Whereas some of the improvements have already been subject to pilot projects in 2017 (such as the role play method or the pool of AC source persons), other outputs have

¹ Multi Mini Interviews (MMI) method consists of replacing the traditional panel interview with a series of short interviews, one to one, with each member of the panel. Each interview lasts 10 minutes maximum and focuses on a limited number of well-defined aspects of the candidate.

been postponed due to unavailability of supporting framework contracts or difficulties to identify suitable target competitions. In this context a number of outputs initially foreseen in 2017 are now expected in 2018:

- The performance of the improved Competency Based Interview will be measured by clear psychometrics to confirm that different competencies assessed are clearly measuring different facets of the candidates, and the assessors will be further encouraged to make full use of the entire scoring scale to allow for better differentiation between candidates. Once this target is attained, the questionnaire on work situation preferences will be deployed, in order to further enhance the validity of the competency based interview.
- The split assessment (each assessor scores candidates individually), the MMI and the video recorded group exercise are also expected to further increase equality of treatment.
- A new motivation interview will be proposed to EPSO stakeholders to assess candidates' reasons for applying for an EU career.
- The creation of a pool of available Source Persons to develop generic Assessment Centre exercises not directly linked to specific competitions in 2018 will increase the efficiency of the test development phase, whilst at the same time generating further savings linked to the reusability of test material.
- In 2018 and based on a new expected framework contract, EPSO will also start delivering remotely proctored internet-based testing as a pilot project which will be assessed in view of potential further extension.
- Finally, EPSO will achieve formal recognition of the quality standards of the EU selection processes by applying for certification against the related ISO norm. EPSO already successfully completed self-certification in early 2017 and in 2018 targets certification against the first part of the ISO 10667 norm which concerns Assessment service delivery (procedures and methods to assess people in work and organizational settings).

Moreover, the Strategic Plan 2016-2020 identified the use of content analysis techniques in the Talent Screener phase, as well as the trialling of the gaming approach in selection, as interim milestones for 2018 to further improve the quality of assessment. In this context, EPSO has already initiated a pilot project with 3 different universities (Rotterdam, Delft and Saarland) to complete the trials on content analysis techniques in 2018. Regarding the gaming approach (a testing method based on serious games putting the candidate in a work-related virtual environment to assess his/her reactions and decisions), EPSO is monitoring current changes and improvements in the domain in order to possibly launch a trial.

EPSO will equally continue to take all required actions to ensure the appropriate gender balance of laureates in the context of the AD-cycle (interim milestone for 2018: $\geq 44\%$ of female laureates).

Specific objective 4: Recruitment needs are clearly identified up-front in close cooperation with Institutions, aligning thereby supply and demand for laureates.

Main outputs in 2018:

Output	Indicator	Target/Target date
Strategic planning 2019 – 2021	<ul style="list-style-type: none"> • Strategic planning exercise 2019 – 2021 endorsed by EPSO Working Group and Management Board. 	<ul style="list-style-type: none"> • October/November 2018

Better use of external EU tools to match needs between job seekers and recruiting Institutions.	<ul style="list-style-type: none"> Number of specialist competitions for which ESCO, EQF² and Europass 2.0 will contribute to the drafting of Notices of competition and their interpretation by selection boards. 	<ul style="list-style-type: none"> 70 % or more of all specialist competitions.
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EPSO will complete the strategic planning exercise together with its stakeholders, enabling its Management Board to decide on the target figures of laureates for the coming three years, i.e. 2019 until 2021. To facilitate this exercise and as in previous years, EPSO will continue to share best practice and guidelines in drafting the nature of duties and requirements.

The guidelines include a method of role-profiling, in order to reinforce the entire planning process and unify the common framework further across the Institutions and decentralised agencies. Role-profiling aims to establish a closer correlation between business strategies and jobs by identifying those roles that are essential for an organisation to remain efficient and effective. Likely to emphasise alignment with the Institutions' key needs and future strategies, it is paramount to achieving results in the medium and long-term and in helping to identify skills and knowledge-gaps as part of talent management.

In parallel, EPSO will continue to further adapt the Notices of Competition (including the Calls for CAST and Temporary Agent selections) and improve the existing descriptions of jobs and duties per position and in line with each staff category, with a view to increasing consistency amongst profiles whilst fulfilling Institution-specific needs. Following the discussion initiated with Stakeholders and the first actions taken in 2017, available external EU tools (such as ESCO, EQF or Europass 2.0) will systematically be used in 2018 to support the improvement of the drafting of Notices of Competitions. The ultimate purpose is to decrease the number of complaints from disgruntled candidates by harmonising and standardising definitions of tasks, duties and Talent Screener questions in the Notices of Competition.

Specific objective 5: Recruiting services can identify and recruit appropriate laureates rapidly and effectively.

Main outputs in 2018:

Output	Indicator	Target/Target date
Quarterly statistics on recruitment rates.	<ul style="list-style-type: none"> Provision of reliable and updated statistical information. 	<ul style="list-style-type: none"> 2018 (every quarter)
Proposal to EPSO Working Group for reserve lists to be closed.	<ul style="list-style-type: none"> Acceptance of EPSO's proposal. 	<ul style="list-style-type: none"> Last quarter of 2018

In addition to quarterly statistics on overall recruitment rates, EPSO will continue to provide the Institutions with detailed statistics on the progress of recruitment within the first six months following the availability of each new reserve list. In cases such as for an AD Generalist selection, EPSO will also provide competition-specific statistics on

² ESCO: Multilingual classification of European Skills, Competences, Qualifications and Occupations
EQF: European Qualifications Framework.

laureates' nationality, gender, last employer, age, languages, diplomas and relevant work experience.

Specific objective 6: Existing processes are re-engineered, including the use of digital technologies and collaborative tools, to make them more cost-effective, efficient, agile and rapid.

Main outputs in 2018:

Output	Indicator	Target/Target date
Consolidation of EPSO main internal collaborative tool (EPSO Knowledge garden) as map to retrieve information about the organisation.	<ul style="list-style-type: none"> • Training on the collaboration tool integrated in new Learning & Development Framework and delivered to EPSO staff. 	<ul style="list-style-type: none"> • End 2018 • 60% of EPSO staff trained.
Re-engineering of the Talent Screener and Admission phases.	<ul style="list-style-type: none"> • Number of Requests for Review accepted by the Selection Boards. 	<ul style="list-style-type: none"> • Reduced number compared to 2017 figures.
Implemented Quality Management Office Strategy.	<ul style="list-style-type: none"> • Quality Management Strategy endorsed by Management. • Quality Management points discussed periodically in Planning and Operational Meeting (Pops) and Management Meeting. 	<ul style="list-style-type: none"> • 100% of QMS elements in place by end 2018.
Business requirements and processes documentation under the umbrella of the revisited IT strategy implementation.	<ul style="list-style-type: none"> • Progress of IT strategy implementation. 	<ul style="list-style-type: none"> • End of 2018
Monitoring of feedback from Selection Board Members (official end reports from open competitions).	<ul style="list-style-type: none"> • Number of recommendations from Selection Board Members captured into the monitoring tool and assessed by EPSO. 	<ul style="list-style-type: none"> • End 2018 • 100% of all new recommendations captured.

Talent Screener and admission re-engineering

In 2018, EPSO will substantially increase the quality and efficiency of the eligibility and Talent Screener phases by re-engineering these procedures. This will entail, amongst other things, more involvement of the admission team in the preparatory work for the Selection Boards. Additional quality control checks will also be implemented for these phases.

In addition, EPSO will increase the cost-effectiveness of Admission and Talent Screener processes by putting in place new, more user-friendly IT tools for the Selection Boards. The new features should include the possibility to assign specific files to two or more assessors with external access, similar to the marking model.

Artificial Intelligence and Big Data belong to the fastest developing ideas of today's world. EPSO will explore the current developments in these areas, liaising with other DGs

which have experience in using these tools, so that the new technological development in text analytics can simplify the work of the Selection Boards during the eligibility checks.

All the above actions aim to further reduce the number of requests for review for the Talent Screener and admission phases which are ultimately upheld by the Selection Boards.

Quality management

The goal of Quality Management is to ensure that products and services meet customer requirements, underpinned by a set of processes for the planning, monitoring and control of product development and service performance. In line with the Strategic plan to implement a Quality Management System (QMS) by 2018, EPSO will continue to build on the elements rolled out in 2017 in view of consolidating a fully operational Quality Management Office (QMO) able to support all actions with its quality policy, objectives and procedures. The QMO will continue to support the effective rollout of Quality Assurance, Quality Control and continuous improvement actions which will be facilitated by the use of digital technologies and collaborative tools. From an IT quality perspective, QMO will continue supporting the decision making process which led to a new IT strategy on how to improve the IT delivery model.

Knowledge management

The agreed steps towards the EPSO Knowledge Management system will be continued in 2018 by consolidating the main internal collaboration tool (EPSO Knowledge garden Wiki) as the main map to follow in order to retrieve up to date information about the organisation.

Specific objective 7: The attraction, appointment and workings of selection boards and assessors are further rationalised and professionalised.		
Main outputs in 2018:		
Output	Indicator	Target/Target date
Launch of a new EPSO Academy session in order to extend the pool of experts in staff selection	<ul style="list-style-type: none"> • Preselection and training of the first group of participants (AST) • High level of satisfaction of participants after the 1st phase (training and development) 	<ul style="list-style-type: none"> • 1st semester 2018 • Satisfaction rate min 80%
New learning modules available in EPSO Academy based on analysis of needs.	<ul style="list-style-type: none"> • Analysis of needs. • Number of new learning modules. 	<ul style="list-style-type: none"> • First semester 2018 • 100% of needs covered by available/new learning modules.
Timely appointment of Selection Boards.	<ul style="list-style-type: none"> • All requests for appointments by EPSO processed on time. • Core Selection Boards in place. 	<ul style="list-style-type: none"> • 2 months prior to start of competition • 1 month prior to kick-off meeting.

In 2018, EPSO will continue to use its in-house networks and communication channels to raise awareness and to attract new Selection Board members across the Institutions. In this context, the EPSO My IntraComm pages on how to become a Selection Board member are available to all the Institutions and decentralised agencies. As in the past, EPSO will also ensure participation in different network meetings and career days organised by the HR departments within different Institutions, to explain how to get involved in staff selection as a board member, marker, source person or subject matter expert.

The information package for Selection Boards will continue to be regularly updated, including the online Guide for Selection Boards. The commitment letter - clarifying the rules of conduct and explaining what the appointment as a member of a Selection Board entails - will continue to be applied to all competitions in 2018. Both the Guide and the letter serve the purpose of further reducing the withdrawal rate amongst Selection Board members by giving them all the necessary information on how EPSO competitions are organised and how the timely delivery of laureates can be guaranteed in an optimal way.

After the successful roll-out of both the initial pilot project and an additional session of the EPSO Academy, EPSO will launch a new EPSO Academy session in 2018 for an additional pool of experts in staff selection at AST level (thus aligning the number of ADs and ASTs trained in-depth to deliver assessments at the highest level of quality). The EPSO Academy will not only integrate some of the lessons learned from past sessions, but new learning modules, if required, based on needs analysis, will also be deployed.

Specific objective 8: A comprehensive offering of flexible and adaptive services – including expertise in the field of assessment, selection, occupational psychology, psychometrics and employer branding – as well as support to ensure the implementation of talent management strategies in the EU Institutions are provided to help meet challenging stakeholder needs.

Main outputs in 2018:

Output	Indicator	Target/Target date
Catalogue of services for EU Institutions, agencies and bodies.	<ul style="list-style-type: none"> Number of specific selection services organised for EU Agencies and other bodies on top of standard planning. 	<ul style="list-style-type: none"> 1 or 2 tailored medium sized selections organised on top of EPSO standard planning.

In addition to the EU Institutions, and in view of pooling resources and recruitment goals, EPSO also provides tailored selection services and support to the decentralised EU agencies and bodies across Europe. The new online catalogue of services, introduced in early 2017, is now fully operational, detailing the eight categories of services available, which include communication with candidates and jobseekers; talent management to select and recruit the best; diversity; testing candidates; giving guidance on legal issues and providing training.

Specific objective 9: The linguistic abilities in a third language of staff eligible for a first promotion (officials, contract staff in function group IV, temporary agents assisting political groups in the European Parliament and temporary agents in agencies) are evaluated in a harmonised, consistent and cost-efficient manner.

Main outputs in 2018:

Output	Indicator	Target/Target date
Delivery of assessments of linguistic ability by EPSO and the evaluation committees to satisfy the requirements of Article 45(2) and Article 85(3) of CEOS.	<ul style="list-style-type: none"> Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates. 	<ul style="list-style-type: none"> 100 % evaluation by the end of the year of files (diplomas and certificates) submitted within the deadline.
Delivery of assessments of linguistic ability by EPSO and the external service providers to satisfy the requirements of Article 45(2) and Article 85(3) of CEOS.	<ul style="list-style-type: none"> Timely delivery of linguistic tests of levels B2 and A2. 	<ul style="list-style-type: none"> 100 % satisfaction by the end of the year of requests received for testing third language capabilities.
Delivery of an online satisfaction survey for candidates processed during the year.	<ul style="list-style-type: none"> Satisfaction rate of candidates with the assessment of their third language abilities. 	<ul style="list-style-type: none"> ≥ 90% satisfaction rate of candidates who reply to the satisfaction survey.

With a view to accommodating the exceptional needs of European Parliament (EP) political groups until 31st August 2018 (ability in a 3rd language at level A2), measures for language assessment at this level have been put in place since September 2016 and will continue to be applied until the end of summer 2018.

Specific objective 10: To contribute to the running of the certification procedure.

Main outputs in 2018:

Output	Indicator	Target/Target date
Delivery of examinations in order to enable the Examining Board to establish Reserve lists of certified officials.	<ul style="list-style-type: none"> Timely delivery of accurate certification examinations in compliance with the Institutions' requirements. 	<ul style="list-style-type: none"> 100% timely and accurate delivery of list of certified officials according to the deadlines set by Institutions.

<p>Delivery of examinations in compliance with Examining Board's expectations.</p>	<ul style="list-style-type: none"> • Satisfaction rate of examining board with the organisation of tests. 	<ul style="list-style-type: none"> • 100% satisfaction of examining board with tests delivered.
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EPSO aims to further improve the delivery of certification examinations and to modernise and rationalise the procedure. An extensive review of the certification process was conducted in 2017 involving EUSA, EPSO and representatives of the Institutions, the outcome being expected for 2018 with impact on the 2018/19 exercise.

For this reason, EPSO decided not to launch a procurement process to secure a new framework contract for the delivery of certification tests, as initially foreseen. In 2017, the certification tests were delivered via an *ad hoc* procedure, in compliance with applicable financial rules. In 2018 the aim is to use the CBT contract to deliver the written tests for this procedure thereby improving the efficiency and synergies in using an existing contract.

Following the successful development and use of a standalone internal IT tool for managing the communication with candidates and the delivery and marking of tests, EPSO will continue to use this system for the next exercises, as well as further fine tune some of its features.

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions

Main outputs in 2018:

Output	Indicator	Target
<p>Continuation and enrichment of EPSO's fit@work programme by adding new activities based on the corporate 2018 fit@work strategy.</p> <p>Promotion of local activities in other neighbouring DGs open to all staff.</p> <p>Introductory training sessions to volunteering.</p> <p>Promotion campaigns of :</p> <ul style="list-style-type: none"> - corporate events such as 20 kms of Brussels, Ekiden Marathon, VeloMai, the European Week of Sport, the European Week of Health and Safety at work, with the organisation, when appropriate, of local activities; - conferences/ workshops from the Medical Service. 	<ul style="list-style-type: none"> • Staff engagement index. • Number of EPSO staff who participated at least once during the year in fit@work related activities. • Percentage of staff who feel that the Commission cares about their well-being. 	<ul style="list-style-type: none"> • Maintain staff engagement index above Commission averages. • 50% of EPSO staff participated at least once in fit@work related activities. • 50% of staff feel that the Commission cares about their well-being (interim milestone 2018)
<p>Installation and inauguration of space (s) dedicated to social/well-being activities.</p>	<ul style="list-style-type: none"> • Availability of facilities (confirmed, agreed and arranged with OIB, where necessary). 	<ul style="list-style-type: none"> • Installation in 2018. • Staff engagement index above Commission average.
<p>Organisation of a 'Health-Day'</p> <p>Organisation of trainings/workshops/</p>	<ul style="list-style-type: none"> • Staff engagement index. 	<ul style="list-style-type: none"> • Maintain staff engagement index above Commission average.

<p>info-sessions notably on:</p> <ul style="list-style-type: none"> - The prevention of psycho-social risks at the workplace (training for managers); - Office ergonomics; - Inclusion and diversity; - Tips on how to improve your resilience. 		
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Since July 2016, EPSO has participated in the HR Modernisation pilots and is supported by AMC 7 (SC11). The local HR BC team in EPSO (which also fully covers the European Administration School) accounts for 1.5 FTE and reports directly to the Director of the Office. Bi-weekly bilateral meetings are organised with the Head of Unit and the deputy Head of Unit of the AMC to ensure smooth coordination and follow-up on both sides on all HR related matters. EPSO is also fully integrated and active in the recently established HR BC Network at corporate level.

In the context of the end of the pilot phase in 2018 for the HR modernisation process, EPSO will continue to strengthen its cooperation with AMC7 to support and implement its local HR strategy. It should be noted in this regard that EPSO's HR strategy may be reviewed and adapted in the course of 2018 given the upcoming change at the Office's top management (new Director of EPSO to be appointed in 2018).

In November 2017, 60% of EPSO's middle management were women (3 out of 5 Heads of Unit), thereby already exceeding the target of 40 % related to female representation as expressed in the Strategic Plan 2016-2020. Another selection and recruitment procedure for a Head of Unit position (Head of EUSA) is still on-going. Following the new quantitative targets of first female appointments at middle management level³, EPSO has an additional quantitative target to appoint one additional woman by November 2019. However, it should be noted that the ability to reach this target is restricted in light of the very limited pool of Head of Unit positions in EPSO's establishment plan. The current vacancy for the Head of the School has also been published (before the Commission adopted the new quantitative targets) at senior middle management level (AD13/AD14), which makes a first appointment of a female candidate currently impossible in light of the compulsory 2 years of previous experience in a management position. As in the past, EPSO will continue to take gender balance into careful consideration throughout 2018.

The installation of a dedicated space for social well-being activities in EPSO premises is still under review as it fits into a broader reflection on the rationalisation of available space and the current lack of suitable meeting rooms. However, suitable space in the EPSO building will continue to be found on an ad hoc basis to support all fit@work activities until a dedicated space has been identified in 2018.

The organisation of a Health day by the Medical Service, initially planned in 2017, is postponed to 2018 according to the planning of the Medical Service.

³ SEC(2017)359 final

Following the latest staff survey (2016), the staff engagement index continued to increase in EPSO compared to the previous survey (2014) and is above Commission average. Despite a very small reduction in the level of EPSO staff who feel that the Commission cares about their well-being compared to the 2014 survey, results remain largely above Commission average. In 2018, continued efforts will be delivered to further reinforce the staff engagement level to reach the target of 72% as foreseen in the Strategic Plan 2016-2020.

B. Financial Management: Internal control and Risk management

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Main outputs in 2018:

Output	Indicator	Target
Legality and regularity of the underlying transactions in the DG.	<ul style="list-style-type: none"> Estimated residual error rate. 	<ul style="list-style-type: none"> Below 2%
Ex-post controls.	<ul style="list-style-type: none"> Approx. 25 by EPSO Management and 50 by DG HR.R.1 (15 on commitments, 45 on payments and 15 on recoveries). 	<ul style="list-style-type: none"> No financial transaction earmarked as "unacceptable".
Implementation of the 2017 IAS audit report on IT Programme and Project Management in the HR family.	<ul style="list-style-type: none"> Action plan approved and covering all recommendations in the remit of EPSO. Number of recommendations implemented. 	<ul style="list-style-type: none"> 100% of recommendations with target date in 2018 implemented.

In 2018, EPSO will handle a budget of around €26.2M (entirely under Heading V – Administrative Expenditure), which also includes the budget of the European School of Administration (EUSA, approximately €6.0M).

Objective 2: Effective and reliable internal control system in line with sound financial management.

Main outputs in 2018:

Output	Indicator	Target
Timely execution of payments.	<ul style="list-style-type: none"> Percentage of payments on the budget made within the compulsory 30 days limit after receipt of invoices. 	>95%
Procurement processes for new Framework contracts.	<ul style="list-style-type: none"> Timely completion of the procedure (in collaboration with DG HR.R.1). 	<ul style="list-style-type: none"> Finalisation of the Call for Tenders with following respective target dates: <ul style="list-style-type: none"> - Assessment Centre

	<ul style="list-style-type: none"> Number of negative opinions given by GAMA on EPSO/EUSA procedures. 	<p>content: February 2018</p> <ul style="list-style-type: none"> MS Word and Excel: Mid 2018 CBT: August 2018 <ul style="list-style-type: none"> Number of negative opinions given by GAMA = 0
Implementation of the new Internal Control Framework.	<ul style="list-style-type: none"> Completion status of the implementation of the revised internal control framework. 	<ul style="list-style-type: none"> 100% of monitoring criteria in place and principles assessed as "present and functioning".
Delivery of the annual i-CAT exercise (including an anti-fraud awareness assessment).	<ul style="list-style-type: none"> Level of general effectiveness weighted percentage in i-CAT exercise 	<ul style="list-style-type: none"> i-CAT exercise to be organised as part of the preparation of EPSO's 2017 Annual Activity Report (AAR). General effectiveness weighted percentage of 90% or above.

Based on the new forward planning of procurement process for EPSO/EUSA⁴, the finalisation of a number of calls for tender has been postponed to 2018.

As far as the guarantees concerning the legality and regularity of transactions performed by EPSO are concerned, it is worth mentioning that the target for the indicator "estimated overall amount at risk" identified in the Strategic Plan 2016-2020 has been revised in order to correct the observed misalignment with the indicator on the "estimated residual error rate". The Strategic Plan has been updated accordingly with a new target of 180K€ for the estimated overall amount at risk.

The Annual Activity Report for 2016 referred to a cost of internal control higher than initially envisaged. This was mainly the result of the lower number of payments made by the Office following the issues encountered with the linguistic regime of open competitions. This situation has improved throughout 2017 and therefore, the initial target threshold of 11.3% for the cost of internal control is maintained in 2018.

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Main outputs in 2018:

Output	Indicator	Target
Training on Ethics	<ul style="list-style-type: none"> Number of EPSO staff having completed the Ethics training. 	<ul style="list-style-type: none"> 100 % of EPSO staff and all newcomers have followed relevant training on Ethics (target as per the Strategic Plan).

⁴ Ares(2017)5057461

Updated anti-fraud strategy for 2018-2020 available, communicated to all staff and implemented.	<ul style="list-style-type: none"> • Level of anti-fraud awareness amongst staff. • % of implementation of actions planned for 2018 in the anti-fraud strategy. 	<ul style="list-style-type: none"> • All staff aware of EPSO anti-fraud strategy. • 100% of actions planned implemented.
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Following the appointment of a new Director of the Office, the anti-fraud strategy will be reviewed and adapted to meet possible new requirements under the vision and strategy of EPSO defined for the 5 years mandate. As EPSO is not in charge of implementing operational appropriations (budget fully under Heading V), the risk of fraud with a direct financial impact for the EU remains very low.

C. Better Regulation

N/A (EPSO does not manage Regulatory acquis)

D. Information management aspects

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.		
Main outputs in 2018:		
Output	Indicator	Target
New EPSO intranet maintained and updated.	<ul style="list-style-type: none"> • Quality and regularity of the information provided. 	<ul style="list-style-type: none"> • Throughout 2018 (Intranet is updated on a weekly basis whenever required).
EPSO Knowledge Garden (Wiki) maintained, updated and increasingly used as main EPSO information & knowledge management tool.	<ul style="list-style-type: none"> • Number of Knowledge Garden pages having clear responsible business service and being up to date. 	≥ 90%
Registered documents are duly filed.	<ul style="list-style-type: none"> • Number of registered documents that are not filed. 	≤ 2% of all registered documents (interim milestone 2018).

EPSO's Intranet, which was successfully integrated into the corporate Commission's MyIntracomm website in July 2017, will be increasingly used for internal (EPSO staff) and external (other EC colleagues) communication. Its content will be continuously updated.

EPSO Knowledge Garden (Wiki) will continue to grow as the main EPSO information and knowledge Management tool. A compulsory Wiki crash course will be fully integrated in the new EPSO Learning & Development Framework for 2018-2020.

As far as the number of (not RfR) registered documents are concerned, the substantial efforts undertaken by EPSO in 2017 to reach the 0% (2020 target set in the Strategic Plan) will be continued in 2018. EPSO will also strive to reach the interim milestones set in the Strategic Plan respectively for the percentage of HAN files readable by all units in the DG and the percentage of HAN files shared with other DGs.

E. External communication activities

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Main outputs in 2018:

Output	Indicator	Target
Social Media strategy and initiatives.	<ul style="list-style-type: none"> Increased visibility and interactivity of EPSO and EU Careers on social media, by: <ul style="list-style-type: none"> - Increasing the number of social media posts. - Increasing the numbers of followers on social media. 	<ul style="list-style-type: none"> Target number of followers (by end of 2018): <ul style="list-style-type: none"> - Facebook - 400.000 - Twitter - 40.000 - LinkedIn - 37.000 - Youtube - 4.500 - Instagram - 4.000 Target engagement (monthly average): <ul style="list-style-type: none"> - Facebook - 3.000 - Twitter - 300 - LinkedIn - 300 - Instagram - 300
<p><i>EU Careers website:</i></p> <p>Layout, content and functionalities are further improved (V2.0).</p>	<ul style="list-style-type: none"> New functionalities on the website (improved search tool for available selection procedures, new form for complaints, certain selection procedures more visible, easier accessibility, improved search for reserve lists, FAQs section includes a new myth busting part, etc.). A new myth busting section on the homepage of EPSO's website and EPSO's Intranet is created. 	<ul style="list-style-type: none"> Increase the number of visits to the website in 2018 by 20% compared to 2017. In 2018, the website should get around 4.326.882 visits. Number of visits to website from mobile devices (smartphones and tablets) accounts for ≥30% of total number of hits. The website is mobile responsive.
<p><i>Employer Branding:</i></p> <p>The EU Careers brand is well established, recognised and strengthened.</p>	<ul style="list-style-type: none"> Maintain and/ or improve the ranking of EU Careers in recognised fora (Trendence, Universum). Refresh and relaunch our Employer Value Proposition (EVP). Create promotional video materials with staff ambassadors. Continue our cooperation with employer branding experts and implement recommendations (Road map) from the two EU Careers branding day 	<ul style="list-style-type: none"> Throughout 2018

	workshops organised in 2017.	
Reach the correct candidate population via appropriate and targeted employer branding activities, incl. media campaigns	<ul style="list-style-type: none"> • Number of candidates per competition corresponds to the individual KPI targets set at the outset of the competition. • Specific campaigns are run for open competitions and in particular for certain profiles (such as linguists and specialists). • Attractiveness of promotional and branding events (live and online events) 	<ul style="list-style-type: none"> • 100% for generalists competitions/ 95 % for specialists competitions/ 95% for linguistic competitions. • In average 10 campaigns per year. • 20.000 visitors/attendees per year across all events.
Analysis of candidate survey results.	<ul style="list-style-type: none"> • The Assessment centre survey results (sent to all participants shortly after the AC) are continuously analysed, reviewed and followed up internally. • Level of overall satisfaction rate of all candidates. 	<ul style="list-style-type: none"> • ≥ 90% of candidates for the AC survey are satisfied.
EU Careers Ambassadors – recruitment and training.	<ul style="list-style-type: none"> • Maintain or increase the number of universities represented in all 28 Member States with a focus on high quality. • All student ambassadors given face-to-face training (in Brussels or in the Member State). 	<ul style="list-style-type: none"> • At least 115 universities, from across all EU MS participate in the programme in 2018. • All student ambassadors are properly trained by EPSO staff.
EU Staff Ambassadors - new mandate	<ul style="list-style-type: none"> • The mandate for the staff ambassadors is redefined. • Number of staff Ambassadors per MS and per Institution. 	<ul style="list-style-type: none"> • End of 2018 • At least one representative per MS (interim milestone 2018) and per Institution by the end of 2018.

External communication strategy and employer branding

EU Careers employer branding and its further strategic development will remain one of the main priorities of EPSO in order to ensure the appropriate attractiveness level for the EU Institutions. A number of related actions will be conducted in 2018 by EPSO such as the refreshing and relaunching of the Employer Value Proposition as well as the continuous efforts of targeted communication in Member States from which the current shortfall of applicants does not allow to ensure full and appropriate geographical balance (focus countries).

EPSO's external communication strategy also includes a number of promotional activities.

In this context, EPSO communicates with EU citizens with the aim of:

- raising awareness about career opportunities in the EU Institutions
- informing potential candidates about job profiles, events and upcoming competitions
- attracting the right candidates to the selection procedures and competitions to become staff members

In order to achieve this, EPSO will continue to use the following set of tools and projects in 2018:

- EU Careers brand
- website in all 24 EU official languages
- extensive use and presence on social media (Facebook, LinkedIn, Twitter, Instagram)
- participation in and organisation of career events (both live and virtual)
- presentations, seminars and conferences for students, university career services, career advisors, journalists and other multipliers
- EU Careers Student Ambassadors programme: every academic year, selected students from high ranked universities across the EU are given a mandate to promote EU Careers on their campus. This programme started in 2010 and has grown every year.
- the use of EU officials as Staff Ambassadors
- media campaigns to promote published competitions

The events strategy will continue targeting audiences in underrepresented countries. These are EU Member States from where EPSO persistently has challenges in attracting appropriate numbers of candidates. In 2018, EPSO will keep focusing on these 8 countries (CS, DE, DK, FR, IE, NL, PL and SE) by working in close partnership with the national authorities to ensure maximum outreach via a variety of different measures.

Social media will be used further as a cost-effective and targeted way of reaching key audiences, including through EU Careers Staff Ambassadors, who will provide regular inputs on living and working in the EU. EPSO's active on-campus presence through the EU Careers Student Ambassadors, as well as through targeted participation in careers events, fairs and other activities will also be maintained with additional emphasis in 2018 on the quality of the participants and their input. Moreover, EPSO will continue to build up on 2017 successful pilot events for university career services in order to help them support and inform better the EU careers student ambassadors.

Annual communication spending:

Baseline (2017)	Estimated commitments (2018)
250.000€	300.000 €

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG

• **Permanent selection model for contractual agents ("CAST Permanent")**

Following the successful launch in early 2017 of the new permanent selection model for contractual agents ("CAST Permanent") for eight profiles in function groups II, III and IV, a substantial number of improvements will be implemented in 2018 to achieve the best possible efficiency and effectiveness of this new model:

- Deployment of competency tests in all 24 languages
- Adding several function group I profiles (currently not covered by the CAST Permanent)
- Deploying further IT improvements to fix initial bugs but also introduce new features and additional automation

After a full year of operating at cruising speed, EPSO will also be able to review and draw first lessons of the new model and reflect with Stakeholders on the potential deployment of key elements (such as the Entry ticket) to other selection processes.

• **Implementation of new common interinstitutional rules on the contribution for travel expenses of candidates.**

Based on the discussions of an interinstitutional working group chaired by the Committee of the Regions, a set of new common rules on the contribution for travel expenses for candidates will be adopted by the end of 2017 by all Institutions and implemented by EPSO as of 1st January 2018. The new rules will allow for:

- Harmonisation of current different rules (and their interpretation) across various institutions
- Increased transparency for candidates
- Reinforced sound financial management (such as through the introduction of a compulsory 3 months deadline to lodge expense claims)
- Increased possibility to ensure better coverage of expenses of candidates with duly justified special accommodations.

Annex 1. Tables

N/A