



Brussels, 5.4.2022  
C(2022) 2229 final

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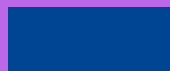
**A new Human Resources Strategy for the Commission**



# A new Human Resources Strategy for the Commission

## Action Plan

Directorate General  
Human Resources and Security



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## AN ATTRACTIVE WORKPLACE FOR ALL

### An attractive workplace

#### 1. A trust-based, inclusive and respectful workplace in line with European values

Action	Description	Lead
<b>Update and implement the diversity and inclusion action plan</b>	Finalise in 2022 an updated action plan based on a broad survey to improve the inclusion of all colleagues, whatever their nationality, gender, disability, ethnic minority background, socio-economic background, age or sexual orientation.	HR
<b>Adopt a new anti-harassment framework</b>	Adopt a new framework based on a broad survey carried out in 2021 to ensure a safe and inclusive environment for all staff, where discrimination is eliminated and human rights are protected. This will include in the first half of 2022 a Commission decision on preventing sexual and psychological harassment, a comprehensive strategy on preventing harassment, and a guide for a respectful and positive workplace.	HR
<b>Improve the attractiveness of all places of employment</b>	Design tailor-made action plans to improve the attractiveness of specific Commission sites; the work for such an action plan for our Luxembourg site has started in 2020 (e.g. preparation of inter-institutional agreement on Luxembourg-specific open competitions).	HR in close cooperation with host Member States and DGs and other institutions on the site.
<b>Enhance the Volunteer for a Change initiative</b>	Develop in 2022 a new volunteering platform matching staff with suitable local volunteering opportunities and design competence-based volunteering initiatives using hackathons. In 2022 revise rules on leaves for volunteering.	HR

## 2. A flexible workplace

Action	Description	Lead
<b>Adopt a new Commission decision on working time and hybrid working with a flexible working environment enabling work from the office and from home, and the right to disconnect.</b>	Adapt to flexible working, with the adoption in 2022 of a new decision on working time and hybrid working, including the right to disconnect	HR
<b>Promote and support flexible ways of working in the Commission</b>	Support staff and managers in working in modern offices and from home.	Flexible Working team (HR, OIB, OIL, DIGIT, SCIC, SG and the One-Stop-Shop for Collaboration)

## 3. A green workplace

Action	Description	Lead
<b>Greening the Commission</b>	Achieve corporate climate neutrality by 2030 as one of the front-runners of the transition. Reduce emissions from buildings, business travel from staff and external experts (pledge on new principles in 2022 and a new mission guide for staff), conferences and staff commuting, assess the emissions linked to teleworking (first results in 2022), promote the circular economy, biodiversity and sustainable food.	HR with OIB - OIL - JRC - SANTE - COMM (Local authorities) - BUDG
<b>Deliver the new buildings policy and adapt implementation based on experience to make a more flexible, cost-effective and green Commission</b>	Make transition to smart, sustainable offices and less office space.	OIB - OIL - JRC - SANTE - COMM (local authorities) - ASOC HR, BUDG

## Ensuring staff well-being and satisfaction

### 4. Life-long practical support and guidance for newcomers, staff and their families and pensioners

Action	Description	Lead
<b>Life-long practical support and guidance for newcomers, staff and their families and pensioners</b>	<ul style="list-style-type: none"><li>- In 2022 implement an improved and broadened welcome programme, with additional support for families. Improve the administrative processes for newcomers.</li><li>- Provide guidance on pensions and administrative formalities and introduce a structured approach on active seniors (including learning from experience of former officials).</li></ul>	HR, DIGIT, PMO (with support from the AIACE)

### 5. New fit@work programme for staff well-being and satisfaction

Action	Description	Lead
<b>Develop an integrated approach for physical and mental well-being that will bring together all wellbeing services under one umbrella</b>	Develop an integrated approach for physical and mental well-being and adopt an action plan in 2022 including telemedicine and virtual psychosocial support, a policy for staff who have recovered from a long-term illness, training of staff in all DGs in a "mental first aid programme" and provision of support and coaching for staff in a caring role.	HR

## FAST AND AGILE SELECTION AND RECRUITMENT MEETING THE COMMISSION'S NEEDS

### Faster and agile selection and recruitment

#### 6. Revisit the external talent pipeline (faster open competitions) promoting the unique opportunity to contribute to the EU project

Action	Description	Lead
<b>A new design for fast open competitions</b>	Redesign open competitions drawing lessons in 2022 from pilots; test using 24 languages and with a reduced emphasis on verbal, numerical and abstract reasoning tests in favour of new more relevant competencies and basic EU policy knowledge for relevant profiles. Speed up competitions through better processes, monitoring and new IT tools.	HR, EPSO and other EU Institutions
<b>Review the recruitment process to make it faster</b>	Speed up the recruitment process, by automating it further and reviewing workflows in 2022, consulting managers, candidates, and HR professionals and anticipating the medical check.	HR

#### 7. Strengthening the internal talent pipeline (regular internal competitions)

Action	Description	Lead
<b>Organise regular internal competitions</b>	Publish in 2022 a schedule of regular generalist internal competitions, offering better career prospects to a wide range of staff. - Planning of additional specialist competitions.	HR and EPSO
<b>Consider a limited extension of the maximum duration for the recourse to non-permanent staff</b>	Decide whether to extend the 7-year limit to employing non-permanent staff in the Commission services, and if opportune implement it in 2022.	HR

## 8. Broaden the Junior Professionals programme and increase mobility for new recruits

Action	Description	Lead
<b>Adopt a decision to broaden the Junior Professionals programme and make it a permanent scheme.</b>	Make the Junior Professionals programme permanent in 2022. Cooperate with other EU bodies to assess the feasibility of a separate, fully inter-institutional programme.	HR, EPSO and other EU institutions
<b>New induction programme.</b>	The programme, focusing mainly on new officials, could include e.g. job shadowing, mentoring, project groups, visits of the other EU institutions, alumni networks; details to be set out in a concept paper in Q3 2022.	HR

## 9. Define the future roles of AST and AST/SC function groups in the Commission and provide new job opportunities

Action	Description	Lead
<b>Define the future needs of the Commission in terms of AST and AST/SC functions.</b>	<ul style="list-style-type: none"> <li>- Consult DGs in Q2 2022 to define the future of the AST and AST/SC function groups.</li> <li>- Improve the alignment between responsibilities and type of post across DGs.</li> <li>- Review the selection and recruitment and overall size of the AST and AST/SC function groups.</li> <li>- Consider giving AST/SC access to AST internal competitions.</li> </ul>	HR ASOC BUDG + SJ



## Balanced, diverse and flexible composition of staff

### 10. Flexible response to evolving needs through recruitment of temporary agents

Action	Description	Lead
Revise the limit on the employment of temporary agents.	Adopt a new decision in 2022 on revision/review of the limit on the employment of temporary agents across the Commission to enable a flexible and timely filling of urgent roles.	HR

### 11. Promoting diverse recruitment of staff and ensure full gender equality at all levels of Commission management by 2024

Action	Description	Lead
Develop and implement a Commission-wide targeted action plan to promote a diverse, inclusive, accessible and respectful workplace	Analyse the first staff diversity and inclusion survey and deliver an updated action plan to promote a diverse and inclusive organisation.	HR and SG

### 12. Geographical balance of all staff will be strengthened based on the development of action plans taking into account the specificities of each Member State

Action	Description	Lead
Design an action plan together with Member States which includes country-specific analyses to understand the reasons for the low representation and a plan to redress these.	Strengthen geographical balance at all levels of staff by designing in 2022 a first draft action plan together with Member States which includes country-specific analyses to understand the reasons for the low representation and a plan to redress these imbalances, including targeted communication campaigns, assistance and training for competitions, talent management support and nationality based competitions.	HR, EPSO, under-represented MS

## A FLEXIBLE AND REWARDING CAREER: INCENTIVISING PROFESSIONAL AND PERSONAL DEVELOPMENT

### Flexible careers

#### 13. Supporting the use of ad hoc project groups and task forces allowing highly motivated and talented staff to gain further experience and career development opportunities

Action	Description	Lead
<b>Support and streamline the use of flexible organisational structures across the Commission, with career recognition, drawing on experience and good practice.</b>	Support and streamline the use of flexible organisation structures such as ad hoc project groups and task forces across the Commission in 2022 to ensure resources are in the right place to meet the Commission needs and provide valuable career development opportunities for talented and motivated staff.	HR

#### 14. Promoting regular internal and external mobility at all levels in all places of employment, including EU Delegations

Action	Description	Lead
<b>Foster staff internal mobility by mapping Commission jobs.</b>	Develop an interactive dashboard for staff and HR professionals which provides a user-friendly and accessible view of all Commission vacancies. This will facilitate career development and planning for staff and managers and will be supported by systematically offering career guidance to staff who reach four years on the job as of 2022. More focus will be given to facilitating the reintegration of staff after mobility to ensure their experiences and skills are valued and harnessed by the Commission	HR
<b>Reorganise and strengthen career guidance, mentoring, coaching and headhunting.</b>	Strengthen and streamline career development opportunities available for all staff including coaching, mentoring, career guidance and headhunting. This will be facilitated by: the setting up of a centralised unit for all career guidance activities in Q1 2022, with career guidance officers who have specific knowledge by policy and profession; a more structured approach to career guidance in the appraisal dialogue; access to structured mentoring schemes; and a pilot project for a specialised team of head hunters.	HR

<b>Support mobility of managers.</b>	Set up a new system of mobility for managers which includes the development of incentives in 2022. The system will be supported by a strengthened system for monitoring mobility appointments and will involve working with managers at all levels to promote internal and external mobility.	HR
<b>Promote external mobility.</b>	Promote external mobility opportunities with other EU institutions/bodies and agencies and international organisations, for staff to develop their career potential, enrich their work experience and gain expertise outside the organisation. This will be initiated in 2022 with a pilot exchange programme for middle managers as part of the EU leadership programme with a focus on better reintegration after mobility and sharing lessons learned for future exchanges.	HR, other EU institutions, bodies and agencies, Member States, international organisations
<b>Promote staff exchanges with Executive Agencies.</b>	Immediately launch a consultation exercise with Executive Agencies to reinforce their attractiveness and promote mobility opportunities with Commission staff to exchange experience, skills and best practice.	HR

## 15. Ensuring career prospects for all categories of staff

Action	Description	Lead
<b>Clarify career prospects for assistants, temporary and contract staff.</b>	Provide increased opportunities to take up coordination roles and lead project groups for talented and motivated staff and foster mobility between staff categories where legally possible. Provide guidance in Q4 2022 to promote mobility between DGs for non-permanent staff, to harness their talent and experience across the Commission.	HR
<b>Career prospects for experienced staff and review career paths for advisers and senior experts/senior assistants.</b>	Make the best use of experienced staff and improve their recognition through mentoring and in selection boards, provide upskilling, for example on digital technologies. Launch a consultation exercise for advisers and senior experts in 2022 to define their roles and responsibilities and suitable mobility opportunities, ensuring that their skills and expertise are harnessed by the organisation and that they are supported in achieving their career aspirations.	HR
<b>External publications for permanent and temporary management positions.</b>	Consider on a case-by-case basis the publication of manager positions externally to support balanced and diverse recruitment of staff and open up career opportunities to a wider pool of staff.	HR

## 16. Improving guidance on learning and the training

Action	Description	Lead
<b>Improve the range of training on offer by developing targeted learning packages for specific expertise or interdisciplinary competencies</b>	Improve the learning and development offer, identifying priorities by the end of 2022. Design learning packages for specific expertise or interdisciplinary competencies, emphasising digital fluency. Provide learning recommendations to staff based on their job descriptions.	HR (coordination with sponsor DGs)

## Performance management

### 17. Identifying talent early

Action	Description	Lead
<b>Strengthen talent management procedures to increase the early identification of talented staff in the Commission and support them in their career.</b>	Set up a system to support the early identification of talent and provide dedicated programmes to support talented individuals in their careers with e.g. pre-management training, career guidance, mentoring and 360-degree evaluation. This approach will be defined in 2022 based on an assessment of best practices.	HR

## 18. Simplifying appraisal reports and self-assessments

Action	Description	Lead
<b>Review and simplify performance appraisal reports to ensure that they are fit for purpose for management and staff</b>	Review and simplify the performance appraisal reports starting with a consultation in 2022. Introduce regular feedback meetings to set objectives and discuss aspirations. Ensure recognition of mobility and functions performed in ad hoc structures and task forces.	HR

## 19. Assisting management in cases of low and unsatisfactory performance

Action	Description	Lead
<b>Provide additional support for management in cases of low and unsatisfactory performance offering rapid solutions and alleviate where possible the additional burden.</b>	Ensure appropriate and timely assistance of management in cases of low and unsatisfactory performance of staff and managers. This will involve structural support, alleviating where possible the additional burden on the manager and colleagues; mobility to more suitable positions and proactive outreach to DGs with guidance.	HR

## 20. Increasing scrutiny upon recruitment and during the probationary period, including for managers

Action	Description	Lead
<b>Improve performance monitoring of staff during their probationary period.</b>	Enhance monitoring of performance and behaviour during the probationary period by increasing support for and accountability of managers in this aspect of their role. Awareness-raising campaign in 2022 and guidelines will further contribute to timely remediation of performance issues.	HR

## SUPPORTING THE CHANGE: TOWARDS STAFF-FOCUSED AND EFFICIENT HR SERVICES

### 21. Refining the HR model toward staff-focused HR services

Action	Description	Lead
<b>Refine the HR model with clear end-to-end ownership to ensure DGs and their staff have clarity on the services offered and know where to go.</b>	Merge the two different actors inside DG HR (AMC and corporate HR) into one in 2022, to enable a clear end-to-end ownership of the processes. Facilitate the work of local HR correspondents in the DGs thanks to portfolio managers in DG HR units understanding local needs and specific features, and ensuring proximity with the DG. Create a dedicated unit to coordinate cooperation with DGs and ensure continuous services improvement.	HR
<b>Implement a new organisational chart of DG HR to enhance HR services for staff.</b>	Implement a new organisational chart of DG HR in mid-February 2022 to reflect the refined HR model and create the right structures with the necessary end-to-end ownership and simplified processes to deliver better services to staff, managers and local HR.	HR

### 22. Easy access to information and support with a new HR helpdesk

Action	Description	Lead
<b>Create a central HR helpdesk to provide a single entry point for all staff and managers, with the options of visiting a physical helpdesk, calling, or asking a question in writing.</b>	Set up a unified HR helpdesk in 2022 building on the experience of e.g. the COVID helpdesk, the Administrative Services helpdesk and the Welcome and Departures Desk. This new helpdesk will provide a coherent and accessible online resource for all staff on HR issues together with as physical, phone or written support for staff and managers.	HR, PMO

### 23. Ensuring efficient and streamlined HR processes

Action	Description	Lead
<b>Review all HR services and processes.</b>	Carry out a full review of all HR services and processes to ensure they are fast, flexible and efficient with clear end-to-end ownership, starting with the processes with dedicated actions in the HR strategy. This approach will be initiated by identifying all HR process owners and deciding on priority processes for service improvement.	HR

### 24. Using technology to enhance HR services for the user

Action	Description	Lead
<b>Develop a new HR IT platform.</b>	Deliver a top-tier commercially available HR IT platform to support the refined HR model and enable effective HR service delivery starting with an integrated pilot of the new platform in 2022. Contributing to the EC Digital Strategy, this new platform, which will be accessible on mobile and aligned with industry best practice, will support staff and managers with all their operational needs and provide strategic insights for local and central HR in implementing the HR strategy.	HR