



# **Management Plan 2017**

## European Personnel Selection Office



## Contents

PART 1. MAIN OUTPUTS FOR THE YEAR.....	5
PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR.....	17
ANNEXES TO THE MANAGEMENT PLAN .....	24
<i>Annex 1. Tables</i> .....	25

## 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.

The EU Institutions are currently facing the retirement of a generation of experienced and expert staff, and have to compete effectively in a European and global 'war for talent' in order to attract and select the brightest and best if they are to meet the difficult political challenges that lie ahead. Their ability to do so will also depend on EPSO's own ability to *'be the best at selecting the best'*. Current staff reductions and pressures on the administrative budget mean that EPSO – as an **interinstitutional** office - has a key role to play in ensuring that every new recruit is of the highest quality whilst demonstrating the cost effectiveness and efficiency of its selection process. The planning, employer branding, attraction and selection functions all fall within EPSO's remit and are integral parts of a talent management approach. EPSO, therefore, will continue to play a key part in helping the Institutions meet the particular challenges they face.

For 2017, and given the context set out above, the focus will be on specialist competition procedures which reflect the key priorities for the Institutions, together with other policy and support staff selections and a number of competitions which were postponed from 2016. EPSO will be organising this programme of selection procedures under a revised linguistic regime as endorsed by its Management Board in the light of judgements from the Court of Justice concerning the use of languages in EPSO selection procedures. The deployment of a new 'Candidate Portal' - whereby candidates will be able to manage their accounts, in all 24 official languages – is also expected to be delivered in the first half of 2017.

A second key priority is the introduction of the new permanent selection model for contractual agents (CAST Permanent) for a series of profiles. This new model is based on a talent pool and a more cost-effective approach to testing with the introduction of an 'Entry ticket' (which will mean the possibility to retain valid scores for a predefined period across different profiles). The system will be of huge benefit to both Institutions and candidates alike in terms of time and money savings (only those candidates shortlisted by the services will be tested prior to interview) whilst providing candidates with a more responsive and flexible selection methodology.

Other key priorities will include the introduction of the EPSO ACADEMY which will see the accreditation of the first pilot pool of experts in 2017. Given the success of the pilot project, EPSO will launch a new session to accredit a further 30 experts in staff selection whilst also extending the programme to AST officials. EPSO will also continue to place high importance on ensuring diversity is reflected in all that it does, and in order to attract more talent with disability and allow the EU

institutions to better reflect this diversity target group among staff members, EPSO will be launching a targeted communication plan.

Also, and in line with the Commission's talent management strategy, EPSO will help implement a pilot project for a Young Professionals' Programme during the course of 2017. EPSO's role will be to design and deliver a testing mechanism aimed at selecting up to 40 recent graduates who will participate in a training and development programme.

In 2017, EPSO will handle a budget of around €26.6M (entirely under Heading V – Administrative Expenditure), which also includes the budget of the European School of Administration (EUSA, approximately €6.2M). 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 – currently ranked 15th in the Top 500 graduate employers in Europe. Therefore, during the coming year EPSO will continue to build further on this success, focussing on segmenting the employment market and implementing more innovative strategies to attract the right people. In particular, EPSO will continue to target applicants from Member States which are consistently under-represented in the candidate pool, 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.

## 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 2017:

Output	Indicator	Target/Target date
Reserve lists of AD, AST and AST/SC Officials, as set out in the Notice of Competition. In total, 1319 laureates were requested across all Institutions for 2017 (endorsed by EPSO's Management Board in November 2016) <sup>1</sup> .	<ul style="list-style-type: none"> <li>Laureate delivery rate.</li> <li>Duration of the selection procedure</li> </ul>	<ul style="list-style-type: none"> <li>≥90% of the cumulative published target figures.</li> <li>9 to 12 months for annual cycles and 6 to 9 months for specialist competitions.</li> </ul>
Permanent CAST selection model, including translation of competency tests for 8 profiles into 21 languages	<ul style="list-style-type: none"> <li>Real time updated candidates' database permanently available to recruiting services in the context of CAST Permanent.</li> <li>Number of tested candidates/ Number of successful candidates delivered.</li> <li>Number of competency test items translated into the remaining 21 languages and uploaded into the databank on time.</li> </ul>	<ul style="list-style-type: none"> <li>Publication of CAST Permanent call for expression of interest by January 2017;</li> <li>Successful translation and readiness for operational delivery of 750 test items into remaining 21 languages by 4<sup>th</sup> quarter 2017.</li> <li>Testing by the end of 2017 of all candidates pre-selected by Institutions within agreed deadlines.</li> </ul>
New Framework Contracts for: - delivery of Computer-Based Testing (CBT)	<ul style="list-style-type: none"> <li>Timely completion of the procedures (in collaboration with DG HR.R.3).</li> <li>New Framework contracts awarded and in place.</li> <li>No interruption of services between</li> </ul>	<ul style="list-style-type: none"> <li>Finalisation of the procurement processes with following respective target dates:</li> </ul>

<sup>1</sup> The number of 1319 laureates requested as part of the strategic planning process includes the laureates of the 12 competitions which had to be postponed from 2016 to 2017 following EC Court rulings on the linguistic regime.

<ul style="list-style-type: none"> <li>- provision of Assessment Centre content</li> <li>- delivery of MS Word and Excel tests</li> </ul>	<p>contracts.</p>	<ul style="list-style-type: none"> <li>- MS Word and Excel: May 2017.</li> <li>- CBT: August 2017.</li> <li>- Assessment Centre content: November 2017.</li> </ul>
<p>Translation of Situational Judgement Tests (SJT) into additional languages as part of the implementation of the revised linguistic regime.</p>	<ul style="list-style-type: none"> <li>• Progress made in the preparation, translation by DGT, proof-reading, upload, quality control and trialling of the SJT in the next 4 languages most frequently declared by AD Generalist candidates</li> </ul>	<ul style="list-style-type: none"> <li>• SJT available for operational delivery in the languages to be decided and offered for 2018 AD cycle</li> </ul>

According to its founding decisions, EPSO is responsible for the selection of highly qualified staff on behalf of the Institutions (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 (from planning and publication of the Notice of Competition, right up to 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 and lawyer-linguists.

In 2017, and after having received final approval from the Institutions, EPSO will launch the new CAST Permanent selection model for 8 priority profiles (secretaries, human resources, communication, policy, legal, ICT, finance and project management) requested by the Institutions, based on the preparatory work initiated in 2014, as well as the ongoing pilot-project for the selection of contract staff in the fields of finance and project management by Executive Agencies. The new permanent selection model for contract staff is based on a talent pool and on a more cost-efficient approach to testing with the introduction of the Entry ticket (i.e. the possibility to retain validity of scores for a predefined period across different profiles). The required development of IT systems and tools for CAST Permanent to be fully operational will be completed in early 2017. EPSO will strive to continuously improve these tools based on users' feedback and experience, and there will be further IT developments throughout 2017 to avail of the newest technologies.

In parallel, EPSO will continue to launch separate contract staff selection processes for more specialised profiles to meet specific and targeted recruitment needs expressed by Stakeholders, until such time when specialist selections for contract staff can be fully integrated into the CAST Permanent selection model.

Given the expiry of the current framework contracts in the field of Computer-Based Testing (CBT) delivery in August 2017 and Assessment Centre support in November 2017, as well as the requirement to meet the needs expressed by Stakeholders to be able to deliver specific tests in the field of MS office Tools, EPSO will complete 3 procurement processes with the scope to enter into new contractual relationship(s) to be able to continue delivering test content for EU staff selection procedures for a period of 4 years.

An integral part of EPSO's operations in 2017 will focus upon implementation of a revised linguistic regime following the 2015 and 2016 judgements of the Court of

Justice (concerning the use of languages in selection procedures organised by EPSO for the Institutions). As a result of these judgements, a number of open competitions – including the annual AST/SC and AD cycles - had to be postponed and should be organised in 2017 based on the revised linguistic regime approved by the EPSO Management Board. This entails an even more robust justification on the use of languages to be embedded in the upcoming Notices of Competition and which will be applied to all new selections to be launched; reinforced tools to allow communication in 24 languages with candidates; as well as a new approach to define the five languages that will be retained for the 2017 generalist AD cycle. Compliance with the judgements and implementation of the revised linguistic regime will continue to generate additional work and complexity (additional translation of tests and competency passports, communication with candidates in an increased number of languages, proficiency of selection boards in additional languages, etc...) in a global context of reduced available resources for EPSO and will therefore require careful planning and clear processes.

On this basis, EPSO will be able to publish the AD Generalist cycle in spring 2017 and continue with the organisation of linguists, specialists and contract agent selections in line with the needs expressed by the Institutions. Longer term actions to further implement the revised linguistic regime (such as the translation of additional test content) will also be initiated in 2017.

<b>Specific objective 2: Our business 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.</b>		
<b>Main outputs in 2017:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target/Target date</b>
<p><i>Communication with citizens and candidates in 24 languages:</i></p> <p>Further development of the Candidate Relationships Management (CRM) tool for candidate questions and issues (EPSO online contact form including for complaints and FAQs), and integration into the new Candidate Portal</p>	<ul style="list-style-type: none"> <li>• Further reduce total number of queries received and dealt with by both EPSO's Candidate Contact Services (CCS) and Europe Direct Contact Centre</li> <li>• New dedicated contact form for complaints available</li> <li>• New FAQs on complaints procedures available and up to date</li> </ul>	<p>Reduce by at least 10% (ratio between number of queries and number of applicants in 2017 compared to previous years)</p> <p>2<sup>nd</sup> trimester 2017 for contact form and FAQs</p>
<p>Structured cooperation with Europe Direct Contact Centre to manage general queries from candidates in 24 languages.</p>	<ul style="list-style-type: none"> <li>• Increase the number of queries dealt with by EDCC (instead of CCS)</li> <li>• Organise regular training sessions for the agents (at least 3 per year)</li> </ul>	<p>Increase by 20% (ratio between number of queries and number of applicants in 2017 compared to previous years)</p> <p>2017</p>
<p><i>EU Careers Website:</i></p>	<ul style="list-style-type: none"> <li>• New Candidate Portal launched</li> </ul>	<p>Spring 2017</p>

<p>EPSO Candidate Portal and application form available in 24 languages</p>	<p>successfully</p> <ul style="list-style-type: none"> <li>• Migration into the new system is smooth</li> <li>• Integration of Candidate Portal with website</li> <li>• Number of hits on the new website</li> </ul>	<p>Number of hits increased by 20 % compared to 2016.</p>
<p>Timely handling of requests for review, Article 90 and Ombudsman complaints.</p>	<ul style="list-style-type: none"> <li>• Number of contributions / decisions prepared within the set deadlines.</li> <li>• Maintain the ratio of requests for review that become formal complaints (Article 90 or Ombudsman).</li> </ul>	<p>Target: 90 % End of 2017</p>
<p>Launch of targeted communication plan for candidates with disabilities and/or special needs.</p>	<ul style="list-style-type: none"> <li>• Number of candidates with disabilities and/or special needs applying for selection procedures.</li> <li>• High satisfaction rate amongst candidates with disabilities and/or special needs (accommodation of selection tests).</li> <li>• Number of specific actions adopted in the context of the targeted communication plan</li> </ul>	<ul style="list-style-type: none"> <li>• 250 or more requests for reasonable accommodations in 2017</li> <li>• Satisfaction rate equal or higher than 80 %</li> <li>• 5 actions implemented under the targeted communication plan</li> </ul>
<p>Expansion of new reasonable accommodations procedure for candidates with disabilities and/or special needs.</p>	<ul style="list-style-type: none"> <li>• New procedure expanded to all competitions;</li> <li>• Expand candidate satisfaction survey to all types of selection tests and procedures</li> <li>• Introduction into the Candidate Portal of a new extensive form for collecting and managing relevant information/data for both permanent and actual special needs.</li> </ul>	<p>2017</p>
<p>Website accessibility for special needs citizens</p>	<ul style="list-style-type: none"> <li>• Performance of regular accessibility screenings of the new website and propose solutions to improve accessibility (e.g. produce adapted and easy to read formats)</li> <li>• Reduced number of adapted formats required</li> </ul> <p>Level of AA WCAG (Web Content Accessibility Guidelines) compliance achieved</p>	<p>2017</p>



## Communication

The EU Careers website remains the cornerstone of EPSO's communication efforts. In 2017, the Office will operate a more user-centric 24 language mobile-responsive website with new, cleaner and clearer information architecture as well as new look and feel, an interactive job search tool, and will further develop the Candidate Relationships Management (CRM) tool to deal more effectively with candidates' questions and issues.

The new Candidate Portal, a completely redesigned platform for active interaction between candidates and EPSO, to be launched in spring 2017, will be integrated as a private space within the new website.

## Special needs/reasonable accommodations

In order to continually improve and professionalise its practices in terms of reasonable accommodations of selection tests for candidates with special needs in line with the international best standards, the new procedure designed and tested in 2015 has received a positive outcome. Mainly due to the legal issues surrounding the linguistic regime encountered in 2016, the new procedure tested in 2015 could not be extended to all competitions as initially foreseen. This target will be achieved in 2017.

Furthermore, in order to attract more talent with disability and allow EU institutions to better reflect this diversity target group among staff members, EPSO will launch a targeted communication plan in 2017. A new equality and diversity monitoring form will be developed and integrated in the Candidate Portal and will allow EPSO to monitor gaps, discrimination and progress.

<b>Specific objective 3: EPSO's selection methods are continuously improved, based on experience, best practice and international standards.</b>		
<b>Main outputs in 2017:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target/Target date</b>
Improved Competency Based Interview (CBI).	<ul style="list-style-type: none"><li>• Use of the CBI to assess the competency "Analysis and Problem-solving".</li><li>• Correlations between competencies in CBI &lt;0.6.</li><li>• Increased use of the full scoring scales</li></ul>	2017  Score distribution from 0 to 10.
Introduction of the "split assessment" approach.	<ul style="list-style-type: none"><li>• Implementation of the approach in the context of a specific competition.</li></ul>	2017
Use of the Role Play method	<ul style="list-style-type: none"><li>• Trial of Role play method in a specific competition</li></ul>	End of 2017
Use of the MMI method (Multi mini interview/speed assessment)	<ul style="list-style-type: none"><li>• MMI method to be trialed in a specific competition</li></ul>	End of 2017

Use of the Video-recorded Group exercise	<ul style="list-style-type: none"> <li>• One group exercise room fully operational with the hardware and software allowing the video-recorded Group exercise</li> <li>• Use of the video-recorded group exercise in a specific competition</li> </ul>	2 <sup>nd</sup> semester 2017
--	---	-------------------------------

To meet the changing needs of the Institutions, EPSO will continue to develop and propose flexible, cost-effective testing solutions using modern technology and selection techniques across its competitions. In this context, EPSO will trial new methods in 2017 aimed at improving the quality of assessment as well as increasing the cost-efficiency of Assessment Centres for EU open competitions (such as role play, Multi Mini Interviews<sup>2</sup> and video-recorded group exercises).

The performance of the improved CBI 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. The split assessment (assessors conduct the interviews together but each assessor scores candidates individually) is expected to further increase equality of treatment. The improved competency based interviews as well as the introduction of the split assessment approach have been postponed to 2017 due to the shortfall of suitable open competitions organised in 2016 following the judgements of the Court of Justice on the linguistic regime.

**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 2017:**

Output	Indicator	Target/Target date
Strategic planning 2018 – 2020.	<ul style="list-style-type: none"> <li>• Strategic planning exercise 2018 – 2020 endorsed by EPSO Working Group and Management Board.</li> </ul>	October 2017
Better use of external EU tools to match needs between job seekers and recruiting Institutions	<ul style="list-style-type: none"> <li>• Number of specialist competitions for which ESCO, EQF<sup>3</sup> and Europass 2.0 will contribute to the drafting of competition notices and their interpretation by selection boards</li> </ul>	Second quarter of 2017  70 % or more of all specialist competitions

As in previous years, 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. 2018 until 2020. To facilitate

<sup>2</sup> 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.

<sup>3</sup> ESCO: Multilingual classification of European Skills, Competences, Qualifications and Occupations  
EQF: European Qualifications Framework

this exercise, based on the revised set of instructions from 2014, EPSO will continue to share best practice and guidelines in drafting the nature of duties and requirements and to push forward an even more efficient and effective way to plan this strategic exercise.

The guidelines now include a new 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 to helping 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 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. Available external EU tools (such as ESCO or Europass 2.0) will also be used in 2017 to support the improvement of drafting Notices of Competitions. The ultimate purpose is to decrease the number of complaints from unhappy candidates by harmonising and standardising definitions of tasks, duties and talent screener questions in the Notices of Competition.

<b>Specific objective 5: Recruiting services can identify and recruit appropriate laureates rapidly and effectively.</b>		
<b>Main outputs in 2017:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target/Target date</b>
Quarterly statistics on recruitment rates.	<ul style="list-style-type: none"> <li>Provision of reliable and updated statistical information.</li> </ul>	2017
Proposal to EPSO Working Group for reserve lists to be closed.	<ul style="list-style-type: none"> <li>Acceptance of EPSO's proposal.</li> </ul>	2017

In addition to quarterly statistics on overall recruitment rates, EPSO will continue to provide the Institutions with more 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 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 2017:**

Output	Indicator	Target/Target date
Implemented strategy for digital collaboration and knowledge management in EPSO	<ul style="list-style-type: none"> <li>• EPSO internal collaborative tools (wiki) fully rolled out and used as single knowledge management tool for all EPSO staff</li> <li>• Training delivered to all EPSO units</li> </ul>	End 2017
Business requirements and processes documentation under the umbrella of the "IT vision definition / EPSO modernised IT suite".	<ul style="list-style-type: none"> <li>• Talent Pool Programme processes available in ARIS process repository, including meaningful workload indicators</li> </ul>	80% of QMS elements in place by end 2017. Envisaged elements of QMS to be in place (100%): <ul style="list-style-type: none"> <li>- Process support</li> <li>- Continuous improvement process</li> <li>- Quality planning</li> <li>- Continuous learning</li> <li>- IT products &amp; services quality control</li> <li>- Competitions quality control</li> </ul>
Monitoring of feedback from Selection Board Members (official end reports from open competitions)	<ul style="list-style-type: none"> <li>• Number of recommendations from Selection Board members captured into the monitoring tool and assessed by EPSO</li> </ul>	End 2017  100 % of all new recommendations captured

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. When the EPSO QMO is fully operational it should be able to support all quality actions, including the setting-up and operation of the quality management system (QMS) with its quality policy, objectives and procedures. The QMO will 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.

In line with the Strategic plan to implement a Quality management system by 2018, EPSO will continue to build on the elements rolled out in 2016. The agreed steps towards the EPSO Knowledge Management system (the process of sharing, using and managing all knowledge and information of an organization) will be implemented; core EPSO business processes will be further described using ARIS

(EPSO business process repository); and lessons learnt will further feed the continuous improvement process.

In 2017, EPSO may also initiate a pilot project by which a professional external service provider will perform specific checks of diplomas and work experience evidence submitted by candidates. This pilot project will also depend on further experience with EPSO's own comprehensive eligibility check as well as political endorsement by EPSO's Management Board.

<b>Specific objective 7: The attraction, appointment and workings of selection boards and assessors are further rationalised and professionalised.</b>		
<b>Main outputs in 2017:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target/Target date</b>
New EPSO Intracomm pages on how to become a Selection Board Member	<ul style="list-style-type: none"> <li>• Availability to all Institutions and decentralised agencies</li> <li>• Number of hits on page</li> </ul>	<ul style="list-style-type: none"> <li>• 2017</li> </ul>
Completion of the on-going pilot project of the EPSO ACADEMY	<ul style="list-style-type: none"> <li>• High levels of satisfaction of participants</li> <li>• Successful participation in the translators' board and high number of accredited selection board members ready to act as such on a more regular basis</li> </ul>	<ul style="list-style-type: none"> <li>• 2017</li> <li>• Satisfaction rate min 80%</li> <li>• 10/16 participants accredited. 1<sup>st</sup> pool ready by end 2017</li> </ul>
Launch a new EPSO ACADEMY session in order to create an additional 1 AD and 1 AST pool	<ul style="list-style-type: none"> <li>• Completion of development phase for two pools of participants (1AST+1AD) – 30 places in total</li> <li>• High levels of satisfaction of participants</li> </ul>	<ul style="list-style-type: none"> <li>• 2017 (Accreditation phase will take place later depending on the duration of the competition chosen for the accreditation process)</li> <li>• Satisfaction rate min 80%</li> </ul>
Training on admission/eligibility for SB members within EPSO ACADEMY	<ul style="list-style-type: none"> <li>• A training module will be developed outlining in detail the different steps to be observed by selection boards throughout the admission/eligibility phase</li> </ul>	<ul style="list-style-type: none"> <li>• Target: Second quarter of 2017</li> </ul>

In 2017, 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 IntraComm pages on how to become a Selection Board member will be revised and made 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 or subject matter expert.

The information package for Selection Boards will be further streamlined by regularly updating the Guide for Selection Boards, now available online via a bespoke wiki page. First introduced in May 2015, 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 2017. 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.

The first phase of the EPSO ACADEMY pilot project has been completed with success. Whilst the pilot project is on-going and the first pool of experts are to be accredited in 2017, EPSO has decided, based on highly positive and encouraging results so far to launch a new session offering two additional pools of experts in staff selection and by extending the programme to AST officials.

**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 2017:**

Output	Indicator	Target/Target date
Selection for Young Professionals Programme (pilot project - tbc)	<ul style="list-style-type: none"> <li>Number of candidates selected by use of an E-tray testing in 28 EU Member States and use of Video Remote Interviews</li> </ul>	2017 up to 40 successful candidates
Catalogue of services for EU Institutions, agencies and bodies.	<ul style="list-style-type: none"> <li>Number of EU Agencies and other bodies using EPSO's staff selection services.</li> </ul>	2017  10 EU agencies and other bodies or more using dedicated staff selection services

In 2017 and pending political endorsement, EPSO may launch a pilot project to select 30-40 young professionals to be recruited, trained and developed by the Commission. This should lead to establishing an alternative way of selecting and recruiting talented young people in line with international best practice and contributing to the overall corporate talent management policy.

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. Drafted in 2016, the new online catalogue of services will be in place as of January 2017, 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 2017:**

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"> <li>Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates.</li> </ul>	<ul style="list-style-type: none"> <li>100 % evaluation by the end of the year of files (diplomas and certificates) submitted within the deadline.</li> </ul>
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"> <li>Timely delivery of linguistic tests.</li> </ul>	<ul style="list-style-type: none"> <li>100 % satisfaction by the end of the year of requests received for testing third language capabilities.</li> </ul>
Delivery of an online satisfaction survey for candidates processed during the year.	<ul style="list-style-type: none"> <li>Satisfaction rate of candidates with the assessment of their third language abilities.</li> </ul>	<ul style="list-style-type: none"> <li>≥ 90% satisfaction rate of candidates who reply to the satisfaction survey.</li> </ul>
Amendment to the current framework contract for the delivery of linguistic tests	<ul style="list-style-type: none"> <li>The amendment is in place and covers the delivery of linguistic tests in the 24 official EU-languages at level A2 as well as B2.</li> </ul>	<ul style="list-style-type: none"> <li>February 2017</li> </ul>

With a view to accommodating the exceptional needs of European Parliament (EP) political groups until 2018 (ability in a 3<sup>rd</sup> language at level A2), a process to amend the framework contract was started in October 2016. The measures to secure continuity of service to the EP political groups will continue to be taken on a case by case basis until the amendment is in place in early 2017.

**Specific objective 10: To contribute to the running of the certification procedure.****Main outputs in 2017:**

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"><li>Timely delivery of accurate certification examinations in compliance with the Institutions' requirements.</li></ul>	<ul style="list-style-type: none"><li>100% timely and accurate delivery of list of certified Officials according to the deadlines set by Institutions.</li></ul>
Delivery of examinations in compliance with examining board's expectations.	<ul style="list-style-type: none"><li>Satisfaction rate of examining board with the organisation of tests.</li></ul>	<ul style="list-style-type: none"><li>100% satisfaction of examining board with tests delivered.</li></ul>

EPSO aims to further improve the delivery of Certification examinations and to modernise and rationalise the procedure moving forward. For this reason, EPSO decided to not yet launch a procurement process in 2016 to secure a new framework contract for the delivery of certification tests, as initially foreseen. In 2017, the certification tests will be delivered via an ad hoc procedure, in compliance with applicable financial rules.



## 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 2017:

Output	Indicator	Target
Extended and reviewed EPSO's Learning and Development Strategy	New Learning and Development Strategy in place and aligned with EPSO's specific needs	Mid 2017
Continuation and enrichment of EPSO's fit@work programme by adding new activities such as weekly delivery of bio products, massages; support to new staff initiatives;  Promotion of local activities in other neighbouring DGs open to all staff;  Promotion campaigns of corporate events: conferences/workshops from the medical service, 20kms of Brussels, Ekiden Marathon;  Organisation of a 'Health-Day'	Staff engagement index	Maintain staff engagement index above Commission average.
Installation and inauguration of space (s) dedicated to social/well-being activities.	Availability of facilities (confirmed, agreed and arranged with OIB, where necessary).	Installation in 2017. Staff engagement index above Commission average.
Organisation of trainings/workshops/in fo-sessions notably on: <ul style="list-style-type: none"> <li>The prevention of psycho-social risks at the workplace (training for managers);</li> </ul>	Staff engagement index	<ul style="list-style-type: none"> <li>All newcomers participate in workshop on ergonomics, followed by an on-site visit at the work-place by the medical service</li> <li>Maintain staff engagement index above Commission average.</li> </ul>

<ul style="list-style-type: none"> <li>• Office ergonomics;</li> <li>• Tips on how to improve your resilience</li> </ul>		
--	--	--

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

EPSO participated in the first pilot phase of HR Modernisation as from 15 July 2016 and will continue in 2017 to be supported by AMC 7 (SC11). The definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the newly created HR Business Correspondent in EPSO and will continue to be addressed in the DG Management Plan and Annual Activity Report.

In November 2016, 50% of EPSO's middle management were women (3 out of 6 Heads of Unit<sup>4</sup>), 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 on-going and is expected to be finalised in early 2017. EPSO will continue to take gender-balance into careful consideration throughout 2017.

In 2016, a Task Force on Open and social space with representatives from all units in EPSO conducted research on the possibility to create a dedicated social space within EPSO premises. This output is postponed to 2017 due to other priorities and the need to further consult staff on various options.

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 2017, continued efforts will be delivered to further reinforce the staff engagement and staff well-being levels.

---

<sup>4</sup> Including EUSA

## 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 2017:

Output	Indicator	Target
Ex-post controls	<ul style="list-style-type: none"> <li>Approx. 25 by EPSO Management and 50 by DG HR.R.3 (15 on commitments, 45 on payments and 15 on recoveries)</li> </ul>	No financial transaction earmarked as "unacceptable"
Implementation of the 2016 IAS audit report on procurement	<ul style="list-style-type: none"> <li>New checklist available</li> <li>SLA with DG HR revised and updated</li> </ul>	100% of recommendation implemented

In 2017, EPSO will handle a budget of around €26.6M (entirely under Heading V – Administrative Expenditure), which also includes the budget of the European School of Administration (EUSA, approximately €6.2M). EPSO has several important framework contacts in place, the two most important of which (Computer-based testing and test development) will be renewed in 2017 following completion of the procurement processes.

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

### Main outputs in 2017:

Output	Indicator	Target
Timely execution of payments	<ul style="list-style-type: none"> <li>Percentage of payments on the budget made within the compulsory 30 days limit after receipt of invoices</li> </ul>	>95%
Procurement processes for new Framework contracts	<ul style="list-style-type: none"> <li>Timely completion of the procedure (in collaboration with DG HR.R.3).</li> <li>Number of negative opinions given by GAMA on EPSO/EUSA procedures</li> </ul>	Finalisation of the Call for Tenders with following respective target dates: <ul style="list-style-type: none"> <li>- MS Word and Excel: May 2017.</li> <li>- CBT: August 2017.</li> <li>- Assessment Centre content: November 2017.</li> </ul> Number of negative opinions given by GAMA = 0

**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 2017:**

Output	Indicator	Target
Delivery of the annual i-CAT exercise, including an anti-fraud awareness assessment	<ul style="list-style-type: none"> <li>Level of anti-fraud awareness amongst the participants in the i-CAT exercise</li> </ul>	i-CAT exercise to be organised as part of the preparation of EPSO's 2016 Annual Activity Report (AAR)
Training and dedicated wiki page on EPSO Security and Ethics protocol	<ul style="list-style-type: none"> <li>Number of EPSO staff having followed relevant training</li> <li>Revised security and ethics protocol available to all Staff as part of knowledge Management</li> </ul>	80 % of EPSO staff and all new comers have followed relevant training (100 % target for 2018 as per the Strategic Plan)  Dedicated wiki page to Security and Ethics by end of 2017

**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 2017:**

Output	Indicator	Target
Creation of a dedicated space/page on EPSO's Intranet containing tips and advice concerning information management.	<ul style="list-style-type: none"> <li>Quality of the information provided.</li> <li>Accessibility /readability of the page.</li> <li>Transfer of internal knowledge.</li> </ul>	2017
EPSO Intranet migration to MyIntracomm	<ul style="list-style-type: none"> <li>Migration in place and pages accessible via MyIntracomm</li> </ul>	First quarter 2017
Registered documents are dully filed.	<ul style="list-style-type: none"> <li>Number of registered documents that are not filed</li> </ul>	3 % of all registered documents or lower

In the context of the EPSO Knowledge Management system (the process of sharing, using and managing all knowledge and information of an organization), a dedicated internal Wiki space will be created and will allow easy and fast access to relevant information from all business services within the organisation. EPSO's Intranet will also migrate to MyIntracomm and thereby integrating the corporate tools at

Commission's level. Targets for number of registered documents filed, as per the Strategic Plan (target 2020= 0%) will continue to be monitored.

**E. External communication activities**

<b>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.</b>		
<b>Main outputs in 2017:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Events and Branding	<ul style="list-style-type: none"> <li>• Number of participants at events and presentations by EPSO Staff</li> <li>• Number of events by EU Careers Student Ambassadors</li> </ul>	30.000 participants  800 local events
Social media initiatives	<ul style="list-style-type: none"> <li>• Number of followers on Facebook</li> <li>• Number of subscribers on Youtube</li> <li>• Number of followers on LinkedIn</li> <li>• Number of impressions on Twitter</li> </ul>	<ul style="list-style-type: none"> <li>• 310.000</li> <li>• 3.800</li> <li>• 30.000</li> <li>• 650.000</li> </ul>
Recruitment and training of EU Careers Ambassadors.	<ul style="list-style-type: none"> <li>• Maintain or increase the number of universities represented (91 in 2016) in all Member States with a focus on high quality.</li> <li>• All student Ambassadors given face-to-face training either in Brussels or Member States.</li> <li>• Organise one dedicated event for Universities' career services</li> </ul>	<ul style="list-style-type: none"> <li>• 2017</li> </ul>
Restructured selection and pool of the EU Staff Ambassadors.	<ul style="list-style-type: none"> <li>• At least 1 staff Ambassador per Member State and per Institution.</li> </ul>	<ul style="list-style-type: none"> <li>• 2017</li> </ul>
Further improvement of EPSO Branding.	<ul style="list-style-type: none"> <li>• New refreshed EU Careers and EPSO logo and look &amp; feel rolled out as part of the website revamp.</li> </ul>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> trimester 2017</li> </ul>

Our external communication strategy includes a number of promotional activities which form an integrated approach to attracting the right pool of candidates.

With the launch of a new external website, we took the opportunity to develop a new visual identity. This includes the design of a new logo, the introduction of an adapted colour palette and type font, and the use of new visuals to strengthen our brand identity.

Throughout the first quarter of 2017, this new visual identity will be rolled out over all our communication products, online (website, social media, online adverts and branding) and offline (print, corporate visuals and promotional material).

Our events strategy is mainly targeting European audiences in underrepresented countries. These are Member States from which we would like to attract more candidates. In 2017, we will keep focusing on these countries (DE, DK, FR, IE, NL, PL, SE) by actively participating in career events. These events are organised by Member State authorities or private companies.

The overarching aim of our social media activities is to support EPSO's mission to help the EU Institutions to find the "right person, for the right job at the right time". Through social media we seek to better interact both with:

- interested candidates looking for greater information about EU Careers; and
- existing candidates already within a selection procedure.

In 2017, EPSO aims to further develop its social media strategy to help leverage the power of the medium more effectively. Further research will be carried out to understand how social media is being used for selection and recruitment purposes, and hence how to ameliorate its efficacy and address any potential new legal implications. Facebook, Twitter and LinkedIn will remain the three most used social media sites by EPSO, but others such as Google+ and YouTube channel will also be increasingly capitalised.

In 2017, EPSO will continue its programme of EU Careers Staff Ambassadors who blog about living and working in the EU. And we will maintain an active on-campus presence through the EU Careers Student Ambassadors.

EPSO will also organise in 2017 a pilot event in Brussels for Career Services from a number of EU universities in order to inform about EU Career possibilities and to strengthen the cooperation between our respective business services.

#### **Annual communication spending:**

Baseline (2016): 280.000 €

Estimated commitments (2017): 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')

In January 2017, EPSO will launch a new permanent selection model for contractual agents ('CAST Permanent') for eight priority profiles (secretaries, human resources, communication, policy, legal, ICT, finance and project management). The model is based on the preparatory work initiated by the interinstitutional restricted working group, as well as the ongoing pilot-project for the selection of contract staff in the fields of finance and project management by Executive Agencies. The new permanent selection model for contract staff is based on a talent pool and on a more cost-efficient approach to testing with the introduction of an Entry ticket (i.e. the possibility to retain validity of scores for a predefined period across different profiles). EPSO will strive to continuously improve these tools based on users' feedback and experience.

Due to the legal issues related to the linguistic regime, the deployment of the new CAST Permanent model was postponed to 2017. In this context, an additional action that will be undertaken by EPSO in 2017 is the translation of a

minimum necessary quantity of items covering all aforementioned fields in all 24 EU official languages.

- Customer Relationship Management system

In 2016, EPSO started the implementation of a new communication approach to deal more efficiently with candidates' questions and complaints in 24 languages. Candidates can now find answers themselves in the dynamic and regularly updated FAQs section of the EU Careers website and do not always need to contact EPSO directly. The system is fully accessible to special needs candidates. In 2017, EPSO will continue with the implementation of the new approach by integrating new tools into the Candidate Portal:

- ✓ Queries will be dealt with via pre-defined back office workflows, thus enhancing the management of questions and archiving of correspondence.
- ✓ Statistical feedback will be given to operational units in the Office, leading to improved procedures.
- ✓ New FAQs and a dedicated contact form for complaints will be added.

## **ANNEXES TO THE MANAGEMENT PLAN**



***Annex 1. Tables***

[ANNEX TO BE MADE PUBLIC]

N/A (included in the body document)