



# Strategic Plan 2020-2024

EUROPEAN PERSONNEL SELECTION OFFICE

**Contents**

- INTRODUCTION ..... 3
- PART 1. Delivering on the Commission’s priorities ..... 4
  - A. Mission statement ..... 4
  - B. Operating context..... 5
  - C. Strategy..... 6
  - D. Key performance indicators..... 12
- PART 2. Modernising the administration..... 13
  - A. Human resource management ..... 13
  - B. Sound financial management ..... 16
  - C. Fraud risk management ..... 17
  - D. Digital transformation and information management..... 18
  - E. Sound environmental management..... 20
  
- ANNEX [if applicable]: Performance tables ..... 21

## INTRODUCTION

In the period 2020-2024, EPSO will contribute to the general objective of delivering a modern, high performing and sustainable European Commission, while operating in its specific interinstitutional environment.

The key to any modern, high performing and sustainable organisation is its people. The Commission as well as the other EU institutions count on their talented, committed and high performing staff in the delivery of their ambitious and challenging objectives. It is the role of the European Personnel Selection Office to go and find those people – the Office exists to serve the EU institutions in the personnel selection. Client-orientation is thus its guiding principle. In the 5 years to come, EPSO will put a clear focus on building strong partnerships with its stakeholders, working in close collaboration with them and actively seeking feedback from them. The role of EPSO is to offer its expertise – both in the field of test development and design as well as in the practical organisation of competitions and selections – to the EU institutions. It will propose solutions, based on research and analysis, and it is ready and willing to test and pilot these solutions before their wider roll-out.

Modern, effective and significantly faster selection procedures call for optimal use of digital technologies and collaborative tools. EPSO will in the coming years work hard to achieve substantial improvements in this area - to speed up processes, facilitate candidate experience and fully tap into possibilities offered by new technologies.

Communication and outreach remain important components of the core business of EPSO during the reference period. Employer branding is a long-term activity, requiring continuous efforts and contact with the potential candidates and various other stakeholders. Work will be intensified to enhance the geographical balance of the talent pool, and special attention will be paid to the aspects of diversity and inclusion.

The new competition model will be built together with the client institutions, on the basis of the recommendations of the Special Working Group set-up for that purpose and taking into account the upcoming recommendations of the Court of Auditors. At the same time, the pillars of the new corporate HR Strategy for the Commission provide for a significant input and instrumental role of the Office in attracting, retaining and developing staff in line with the organisation's objectives. The integrity of the model will be safeguarded and the legal framework respected, while the ultimate goal remains the same: providing client institutions with a pool of highly talented laureates. Special focus will be put on the duration of competitions.

## **PART 1. Delivering on the Commission's priorities**

### **A. Mission statement**

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.

## **B. Operating context**

The European Personnel Selection Office is an inter-institutional office, which was created on 26th July 2002 and became operational as of 1st of January 2003 .

The rules regarding the organisation and operation of EPSO state that its Management Board is its highest decision-making body. The Management Board is composed of members appointed by the EU Institutions and three staff representatives with observer status. The Director of EPSO is responsible for the overall internal control system and the design, implementation and monitoring of the internal control measures applied within the Office. EPSO forms part of the portfolio of responsibilities of the Commissioner responsible for Budget and Human Resources.

During the period covered by this strategic plan, EPSO's financial and human resources will continue to be subject to close scrutiny, in line with efforts already made by the Office. For this reason, EPSO will continue its endeavours to identify synergies and efficiency gains in 2020 and beyond, in close cooperation with its stakeholders.

Internally, a major challenge and integral part of EPSO's operations in 2020 and beyond will be to focus on delivery of a revised selection model in the light of the recommendations proposed by the inter-institutional Special Working Group on Personnel Selection, particularly concerning the use of languages and testing methodology in selection procedures organised by EPSO and the Institutions. Another important element that will be taken into account while considering the future improvements and measures is the Performance Audit which is being carried out by the Court of Auditors. Their observations on the Office's operations in the previous years from the perspective of cost-efficiency and overall ability to respond to the evolving needs of the stakeholders will feed into the on-going reflections. On this foundation, EPSO will continue to evolve, in close collaboration with the stakeholders, into an ever modern, agile and client-oriented organisation delivering excellent services and timely solutions.

## C. Strategy

Over the period 2020-2024, EPSO will fulfil its mission of serving the EU Institutions by means of a renewed focus on achieving its ambitious 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.

In order to achieve this, EPSO will focus its efforts on a set of three strategic goals, which reflect the significant process made so far and the challenges set at political level:

- **Engaging with candidates**

EPSO has established the EU Careers brand and created more visibility for the Institutions as an employer of choice. Therefore, during the period 2020 - 2024 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 under-represented in the candidate pool, strive to select equal numbers of women and men, and attract candidates of diverse backgrounds and with disabilities in line with the UN Convention on the Rights of Persons with Disabilities.

- **Adapting and improving selection methods**

Building on the work undertaken to create and deploy a suite of dedicated competency-based tests, EPSO will implement further measures to ensure high standards of performance management, fairness and consistency in the delivery of exams in line with internationally recognised best practise. EPSO will also continue to develop and propose a range of new testing tools in line with current trends in selection and methods for the assessment of candidates in order to further improve the efficiency, effectiveness and value for money of the selection process.

- **Contributing to strengthening inter-institutional co-operation in the field of personnel selection by delivering organisational efficiency and cost-effectiveness**

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

In view of a likely shift towards a greater number of more specialised, smaller scale selection procedures, EPSO will seek to develop a range of flexible and cost-effective solutions. In line with its existing Business Process Re-engineering strategy, EPSO will continue documenting and streamlining processes, in order to deliver efficiencies and economies. This will see a 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.

In view of the above and taking into account EPSO's general objective and our main activities - selection of highly qualified staff, evaluation of linguistic abilities and contribution to the running of the certification exercise - the following specific objectives have been identified for the period 2020 -2024:

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

The key to any organisation's success is its staff. EPSO is literally in the frontline position with its mission to select the best people to be recruited by EU institutions. The Office is often the first contact point of the candidates to the European public service, once they have decided to take the step and launch their application. Ideally, EPSO already had an influencing role in the taking of that decision. It is with that consideration in mind that the Office builds a relationship of transparency and communicates positively and proactively with the candidates during the selection procedures. Our future high performing colleagues will be amongst them.

**Specific objective 1: Highly qualified staff is made available to all EU-Institutions by organising open competitions and selection procedures in an inter-institutional context - covering thereby the services' evolving needs.**

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. This objective is achieved by completing the full range of steps needed to select permanent officials (from planning and publication of the Notice of Competition, right up to the publication of the list of successful candidates).

In order to align delivery of its services even more closely to the emerging needs and political priorities of the Institutions and Agencies, EPSO will continue to explore ways of increasing its capacity to provide more assistance to tailored selections, whilst giving priority to open competitions at inter-institutional level. Such assistance can be provided to organise internal

competitions and to help selecting pools of temporary agents and young professionals. In this context, EPSO analyses each request carefully on the basis of the existing chargeback model or revisions thereof. All case-by-case selections are included in the overall annual planning, upon approval by EPSO's Management Board.

Regarding CAST selections, EPSO will continue to make sure that all pre-selected candidates are invited for testing on time. In this respect, EPSO is constantly looking into rendering the selection process more cost-efficient and effective. Furthermore, EPSO will continue to integrate new profiles according to the needs of the institutions.

EPSO's key stakeholders, represented in the Management Board at a strategic level and in the Working Group at a preparatory level, will continue to play a central role in gearing the resources efficiently towards sustainable operations and timely delivery for the benefit of the Institutions. To facilitate this exercise, EPSO will focus on contributing to HR modernisation efforts at corporate level, including development of user-friendly IT tools, and facilitating the sharing of information on operational planning with the recruiting services and other stakeholders, on a regular basis. The ultimate purpose is to increase transparency and predictability of EPSO's future selections, by further standardising and clarifying workflows and definitions of profiles, duties, tasks and selection criteria in the Notices of Competition. EPSO processes are already paperless to a great extent and highly sustainable. With regard to the CAST Permanent selection procedure, EPSO aims, in particular, to satisfy the needs expressed by the institutions to introduce new profiles.

EPSO also contributes to the Certification selection process of AST Officials who may be appointed to a post in function group AD by ensuring that the requirements of Art. 45§a(1)(c) of the Staff Regulations are met in a harmonised and consistent manner. Responsibility and tasks in this respect are divided between the Office and EUSA, with the Office ensuring, in particular, those relating to determination of the contents of the examinations (Annex III, Article 7§2(c) of the Staff Regulations) and management of the examination process.

Further possible improvements to the test content and delivery modes will be explored together with EUSA.

**Specific objective 2: EPSO's communication with citizens is positive and proactive, strengthening the employer brand for the EU institutions and improving the attractiveness of an EU career for the right and diverse talent across the EU.**

EPSO will maintain communication with citizens in EU-27 through different platforms and networks, such as the website, the social media channels, live and online career events and Student and Staff Ambassador programmes. EPSO will also continue to target audiences in underrepresented countries. These are EU Member States from where EPSO persistently encounters challenges to attract appropriate numbers of candidates. Over the next 5 years, EPSO will keep focusing on 12 countries (Austria, Czech Republic, Germany, Denmark, Finland, France, Ireland, Luxembourg, the Netherlands, Poland, Portugal and Sweden) which have been identified as 'focus' countries by the Commission in its report on geographical balance of staff. EPSO will continue to work in close partnership with the national authorities to ensure maximum outreach via a variety of different measures and actions.

EPSO will continue to implement the EU Careers employer branding strategy in close cooperation with all the Institutions and the Member States. For the following years, the aim is to engage and involve also the EU's representations and agencies to be part of the employer branding efforts.

Dedicated external communication activities will remain in place for a targeted population to increase the diversity of potential candidates and ensure a more inclusive approach.

Indeed, the Staff Regulations require that EU institutions recruit staff from the broadest possible geographical basis (Article 27 SR). Therefore, EPSO specifically seeks to address situations of significant imbalance in the Member States, which would be in contradiction with the very principle of equality of citizens of the Union. In this light, EPSO targets populations in under-represented Member States with a view to attract suitable candidates from all over Europe.

To target specific populations and guarantee a more diverse candidate pool, EPSO incorporates various branding elements, such as gender, age, special needs, ethnic and social background, sexual orientation, etc in all its communication tools. EPSO's regularly shares its communication campaign packages for selection procedures with the Member States,

but also with an increasing number of diversity organisations. By ensuring that its web pages are accessible, EPSO has targeted candidates with special needs regularly over the last years and continues to do so.

This to enhance the attractiveness of the EU institutions as an employer of choice. Equality, diversity and inclusion are essential elements of EPSO's communication strategy and will continue to be applied in order to attract a talent pool accessible to candidates with specific needs and of a wide variety of backgrounds .

Collaboration with the other EU institutions will continue and could even be reinforced in this regard.

EPSO will continue to help (potential) candidates understand the career opportunities and selection procedures available in the EU institutions by publishing FAQs and other useful information on the EPSO website. The candidate contact service will continue to answer questions from individual candidates via e-mail. Other means of communication, including those using artificial intelligence and machine learning will be explored.

Furthermore, EPSO will continue to strive for a high satisfaction rate by candidates taking part in the pre-selection tests.

In order to attract more talent with disabilities and specific needs (in line with the UN Convention on the Rights of Persons with Disabilities), EPSO will continue its targeted communication plan and collaboration with EU organisations involved in the promotion and welfare of citizens with disabilities.

**Specific objective 3: EPSO's selection methods are improved by means of innovative technologies and collaborative tools.**

During the period 2020-2024, EPSO will continue to develop and propose a range of new testing tools in line with best practice in selection and methods for the assessment of candidates in order to further improve the efficiency, effectiveness, flexibility and value for money of the selection process.

EPSO's reasonable accommodations procedure for candidates with disabilities and specific needs will continue to be

enhanced based on candidates' feedback, and international best practices.

**Specific objective 4: The linguistic abilities in a third language of staff eligible for a first promotion are evaluated in a harmonised, consistent and cost-efficient manner.**

Under Article 7§2(d) of Annex III of the Staff Regulations, EPSO assumes the "general responsibility for the definition and organisation of the assessment of linguistic ability in order to ensure that the requirements" of Article 45§2 of the Staff Regulations and Article 85§3 of the Conditions of Employment of other services "are met in a harmonised and consistent manner".

In this context, the objective for EPSO remains to assess all staff members who must demonstrate their ability to work in a third language before the end of each promotion exercise, as defined by the Institutions, taking into account that the deadlines vary from one Institution to another. The level of linguistic skill required is Level B2 of the Council of Europe's Common European Framework of Reference for Languages (CEF), which corresponds to the current Level 6 of inter-Institutional language training.

The related performance tables can be found in the Annex to this Strategic Plan.

## **D. Key performance indicators**

The three key performance indicators established by EPSO<sup>1</sup> to help evaluate and report on progress made in relation to our specific objectives are:

1. **Laureate delivery rate**  
Specific objective n° 1 (first result indicator)
2. **Candidate satisfaction rate with EPSO's selection procedures: pre-selection-stage (CBT) and Assessment Centre (AC).**  
Specific objective n° 2 (first result indicator)
3. **Strong awareness of the EU Careers brand, especially online and on-campus**  
Specific objective n° 2 (second result indicator)

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<sup>1</sup> More detailed information on the KPI's can be found in the Annex to this Strategic Plan (performance tables).  
Click on the KPIs to get there.

## PART 2. Modernising the administration

All information / data provided in part 2 of this Strategic Plan concern both EPSO and EUSA.

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission’s system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. EPSO/EUSA has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

### A. Human resource management

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, EPSO/EUSA will develop a local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

Objective: EPSO/EUSA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.	
<b>Indicator 1: Number and percentage of first female appointments to middle management positions.</b>	
<b>Source of data:</b> European Commission [data to be provided by SG / DG BUDG]	
<b>Baseline (female representation in management)</b> (1 December 2019)	<b>Target</b> (2022) <sup>2</sup>
3 (75%)	1 first female appointment for middle management functions.
<b>Indicator 2: EPSO staff engagement index.</b>	
<b>Source of data:</b> Commission staff survey [data to be provided by DG HR]	
<b>Baseline</b> (2018)	<b>Target</b> (2024)
73%	≥ 75% (and above Commission average).

EPSO's HR Business Correspondent function is closely associated with EPSO's operational units and Management. It endeavours to provide useful HR solutions to the challenges the Office faces in the context of staff and budget reduction and a rapidly-changing external

<sup>2</sup> The target will be revised and extended for the period 2023-2024 by January 2023.

environment. In close cooperation with EPSO's/EUSA's management, it will continue to develop and implement the strategic HR planning for the Office and further align its learning and development programme with the main business activities of the Office.

In January 2020, 60% of EPSO's/EUSA's middle management were women (3 out of 5), which is above the target set by the Commission for 2019. Apart from senior and middle management, EPSO employs 24 Administrators, of whom 16 are women (66%). In the future, EPSO will continue to take gender-balance into consideration when recruiting new middle managers and AD-staff.

As far as staff engagement is concerned, EPSO aims to achieve at least the same level of staff engagement in 2020/2021 as in 2018 (73%). The 2018 staff survey revealed that EPSO obtained good results for most of the Staff Engagement factors (such as role clarity, understanding of the Commission's purpose, support of the line manager, teamwork), but that there were some concerns about the career progression and change and innovation. In view of this, EPSO will continue to improve its efforts to promote change and innovative thinking and to involve staff upfront in changes, allowing colleagues to come up with new ideas and feel more involved. The Office will also improve communication on internal job opportunities, and prospects for development.

Based on a comparison of EPSO's performance to date against the defined mandatory indicators and taking into account the detailed results of the latest staff survey, as well as input gathered from staff during an EPSO/EUSA All away Day on 30 April 2019, the following priority actions have been set for the period covered in this Strategic Plan:

1. **Reinforcement of training and development & implementation of learning in the workplace** : the results of the staff survey show that EPSO/EUSA staff members expect more support from their line manager in identifying their training and development needs. The same applies when it comes to implementing learning in the workplace and sharing knowledge. EPSO/EUSA will continue its efforts to offer a large and tailor-made internal training program ;
2. **Efficient use of resources and performance management**: focus areas will be motivating staff to be more effective in their job – amongst others, by improving knowledge sharing, training and collaboration, encouraging internal mobility within EPSO/EUSA and dealing effectively with poor performance within teams. In a context of permanent staff and budget reduction, special attention should be paid to maintain the balance between work life and private life. Additional trainings for managers on psychosocial risks and performance management will be organised.
3. **Continuation of EPSO's local Well-being and fit@work programme**: although the 2018 staff satisfaction survey demonstrated that EPSO's/EUSA's staff members consider that the organisation cares about their well-being, further improvements are required in order to keep our staff fit and healthy, so they can continue to perform well at work over the course of their career. EPSO/EUSA will continue to organise activities according to the corporate fit@work programme put in place by the Commission, and develop/continue with a series of initiatives at local level, with the aim of achieving a

significantly better result in 2020 and beyond. Dedicated social and wellbeing spaces will be set up.

It is important to underline that EPSO/EUSA, whilst implementing the above-mentioned priority actions, will continue to operate under the general framework and procedures established by DG HR of the Commission.

## B. Sound financial management

EPSO will continue to assure sound financial management to answer to the principles of economy, efficiency and effectiveness in order to optimise the use of resources.

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

**Indicator 1: Estimated risk at closure**

**Source of data:** ABAC, ex-post controls, audit reports

Baseline (2019)	Target (2024)
0.5%	< 2% of relevant expenditure

The Service Level Agreement signed with DG HR on 19 October 2011 was revised in December 2017 and fully implemented in 2018. It covers for the provision of support for routine administrative tasks relating to both human and financial resources and foresees the provision by DG HR for:

- The budget-lines managed by EPSO, comprehensive monthly reports on the situation of financial and legal commitments and payments.
- Ex-post controls based on a similar approach to the one used in DG HR itself, implying two angles of control - hierarchy and HR.
- A charge-back process in compliance with the corporate applicable rules in order to accurately reflect and compensate the costs of services provided by DG HR to EPSO

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy<sup>3</sup> aimed at the prevention, detection and correction<sup>4</sup> of fraud.

**Indicator 1: Implementation of the actions included in EPSO's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024).**

**Source of data:** EPSO's annual activity report, EPSO's anti-fraud strategy, OLAF reporting

<b>Baseline</b> (2019)	<b>Target</b> (2024)
By end of 2019, EPSO's anti-fraud strategy was thoroughly updated with all actions defined and implemented.	100% of action points implemented.

**Indicator 2: Level of fraud awareness amongst all EPSO/EUSA staff.**

**Source of data:** EPSO's annual activity report, EPSO's anti-fraud strategy

<b>Baseline</b> (2019)	<b>Target</b> (2024)
By end of 2019, level of fraud awareness was 72% of all EPSO/EUSA staff <sup>5</sup> . The results of the 2020 online survey also showed a high level of fraud-awareness amongst the participants.	Level of fraud awareness amongst all EPSO/EUSA staff ≥ 95%.

EPSO has defined and implemented an Anti-Fraud strategy since 2012 in the context of which it has proceeded with an evaluation of its overall exposure to the risk of fraud. It is revised/updated annually and in case of need. It was last updated in December 2019 and will be regularly updated in line with the Corporate Anti-Fraud Strategy requirements (at least every three years). More specifically, EPSO's anti-fraud strategy has been fully reviewed in 2019 in light of the revised anti-fraud strategy at corporate level (CAFS 2019). Ethics information package will be made available to all staff to create awareness for issues related to fraud. This will enable each staff member to identify issues potentially related to fraud and escalate as necessary. Any possible issues linked to fraud are reported and discussed at the weekly management meeting of EPSO. This procedure is to be seen in the context of compliance monitoring, which is done by the EPSO/EUSA Management team, as part of the regular monitoring of the Internal Control Framework in EPSO/EUSA.

As EPSO is not in charge of implementing operational appropriations, the risk of fraud with a direct financial impact for the EU is very low. For this reason, EPSO/EUSA will continue to focus on awareness-raising activities such as training on Ethics and Integrity and familiarisation with EPSO's Anti-Fraud Strategy during the period covered by this Strategic Plan.

<sup>3</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>4</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>5</sup> As per EPSO Annual Activity Report 2019..

## D. Digital transformation and information management

EPSO has engaged in the modernisation process of its IT solution supporting selection procedures in an integrated HR management landscape. The change of IT systems represents major opportunities for the implementation of the following principles, with a truly digital, user-focused and data-driven transformation:

- maintaining and improving quality of selection tools and optimising business processes
- improving and streamlining the use of new technology and IT tools at all stages of the HR cycle, from attraction to selection, to career development and management.
- providing digital solutions that enhance the candidate and recruiter user experience and; optimising data assets management, access and exploitation, in line with GDPR/IDPR.
- developing data analytics to actively promote candidate diversity and inclusion.
- increased agility: on the one hand greater organisational agility through a more responsive and flexible approach to staffing, better anticipating and responding quickly to future and changing requirements for knowledge, skills and competences; and on the other more flexible, tailor-made and fast selection and recruitment services to meet those needs.
- improve security, ensuring compliance with the Commission's IT-security and information-security policies and standards.

The expected benefits are:

- EPSO and the Institutions will benefit from tools with the right level of adaptability and scalability, allowing to take into account the rapidly evolving needs of the Institutions.
- Full end-users autonomy and ownership, which will also ultimately translate into gains of cost efficiency as well as of speediness of selection process.
- Seamless integration of new types of assessment such as internet based testing (IBT), video interviews, personality tests, artificial intelligence, etc. The new IT systems will allow the Institutions to embrace the latest state-of-the-art technology available on the market in the field of assessment.
- Enhanced look and feel allowing for optimal deployment of branding strategy and user experience (mobile friendly, link with professional networks such as LinkedIn, etc.).
- Single entry point for data capture and full integration in the future corporate data management strategy.
- Full alignment with Corporate HR strategy and integration with the other HR family specific tools as well as with tools outside of the remit of the HR family (e.g. traineeship scheme for the Council or EAC).
- Compliance with the Corporate Digital Strategy.

- Full compatibility with the legal framework applicable to EU selection processes (case law, GDPR, Staff regulations, etc.), also by retaining in-house core sensitive elements such as the results management module.
- Full mitigation of current IT critical risks and rapid reduction of technical debt.
- Increase in satisfaction rate of stakeholders and end-users.

Increased control and overview of incurred costs (following reduction of technical debt).

<b>Objective:</b> EPSO is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission.		
<b>Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions<sup>6</sup>.</b>		
<b>Source of data:</b> EPSO		
<b>Baseline</b> (2019)	<b>Interim milestone</b> (2021)	<b>Target</b> (2024)
10%	50%	100%
<b>Indicator 2: Percentage of EPSO's key data assets for which corporate principles for data governance have been implemented.</b>		
<b>Source of data:</b> EPSO		
<b>Baseline</b> 2020	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
30%	50%	100%
<b>Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance.</b>		
<b>Source of data:</b> EPSO/EUSA		
<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
10%	EPSO/EUSA Management (Director and Heads of Units) 100% Data stewards (one per unit) 100% EPSO staff 80%	EPSO/EUSA staff 100%

<sup>6</sup> The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle - the progress achieved during the last year.

EPSO/EUSA will set up trainings in close collaboration with DG HR and DPO (for all of its staff, incl management) on data protection. The structure of these trainings will be a combination of general data protection matters and situations linked specifically to EPSO's/EUSA's business. The aim is that by the end of the reporting period all staff would have participated in such training.

## E. Sound environmental management

EPSO will continue to promote EMAS corporate campaigns at local level and identify local environmental actions in order to support the Commission's commitment to implement the objectives of the Green Deal for its own administration.

<b>Objective: EPSO takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of its work.</b>		
<b>Main results and outputs in 2020:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Promote staff awareness actions about more efficient use of resources (consumption of energy, water and office paper, CO2 emission, reducing and managing waste, promoting Green Public Procurement.)	No actions	all EPSO/EUSA staff
Raise awareness about the use of resources in EPSO/EUSA (in collaboration with OIB) and communicate observed trends to staff), based verified data from Commission's Environmental Statement (2018 data – per building).	No actions	all EPSO/EUSA staff
Introduce paperless working methodologies at DG level: e.g. e-signatories, financial circuits, collaborative working tools.	No actions	Address to all DGs

## ANNEX - Performance tables

General objective 7: A modern, high-performing and sustainable European Commission		
<b>Impact indicator 1: Image of the European Union</b>		
<b>Explanation:</b> This indicator is based on the question 'In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?' The indicator gives the share of positive and fairly positive views on this question		
<b>Source of the data:</b> <a href="#">Eurobarometer</a>		
Baseline (2019)	Interim milestone (2022)	Target (2024)
43%	Increase	Increase
<b>Impact indicator 2: Staff engagement index in the European Commission</b>		
<b>Explanation:</b> Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it		
<b>Source of the data:</b> <a href="#">European Commission</a>		
Baseline (2018)	Interim milestone (2021)	Target (2024)
69%	Increase	Increase

**Specific objective 1:** Highly qualified staff is made available to all EU-Institutions by organising open competitions and selection procedures in an inter-institutional context – covering thereby the services' evolving needs.

**Result indicator: Laureate delivery rate (administrators, assistants, linguists, specialists: meeting the targets set out in the Notices of Competition).**

**Explanation:** Delivery rate of successful candidates of open competitions on reserve lists, measured in a percentage of the cumulative target figures published in the Notices of Competition

**Source of data:** Notices of Competition, Reserve lists in Recruiter Portal

Baseline (2019)	Interim milestone: (2022)	Target (2024)
≥ 90% of the cumulative published target figures	≥ 90% of the cumulative published target figures	Maintain or increase

**Result indicator: Number of candidates tested**

**Explanation:** Number of candidates pre-selected by recruiting services for testing with EPSO, measured in an absolute number

**Source of data:** Calls for Expression of Interest, CAST lists in Recruiter Portal

Baseline (2019)	Interim milestone: (2022)	Target (2024)
All pre-selected candidates are invited for testing on time. New profiles are being integrated according to the needs of the	All profiles requested by the institutions are being integrated on a regular basis. Furthermore, EPSO is providing the required	EPSO continues to integrate all profiles requested by the institutions on a regular basis and to provide the required testing of

institutions.	testing of candidates as per the Calls for Expression of Interest.	candidates as per the Calls for Expression of Interest. The ultimate goal is to provide an even more cost-efficient and effective selection process.
<p><b>Result indicator: Strategic 3-year planning established on time</b></p> <p><b>Explanation:</b> Strategic 3-year planning is established once a year on time (in early October of year n) for implementation (in year n+1) taking into account EPSO's capacity and budget.</p> <p><b>Source of data:</b> EPSO, EPSO Working Group and EPSO Management Board.</p>		
<b>Baseline</b> (2019)	<b>Interim milestone:</b> (2022)	<b>Target</b> (2024)
The 2020 strategic planning exercise, covering the period 2020-2022, was completed by endorsement of the EPSO Management Board in October 2019.	The 2023 strategic planning exercise, covering the period 2024-2026, to be completed by endorsement of the EPSO Management Board in October 2022.	Complete strategic 3-year planning exercise before October each year in cooperation with the Institutions.
<p><b>Result indicator: Timely delivery of accurate certification examinations in compliance with the Institutions' requirements</b></p> <p><b>Explanation:</b> Delivery of examinations measured in an absolute number in order to enable the examining board to establish Reserve lists of certified Officials.</p> <p><b>Source of data:</b> EPSO unit.01</p>		
<b>Baseline</b> (2019)	<b>Interim milestone:</b> (2022)	<b>Target</b> (2024)
All candidates tested within the deadline and list of certified Officials delivered on time.	100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions	EPSO continues a 100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions

**Specific objective 2:** EPSO's communication with citizens is positive and proactive, strengthening the employer brand for the EU Institutions and improving the attractiveness of an EU career for the right and diverse talent across the EU

**Result indicator: Candidate satisfaction rate with EPSO's selection procedures: pre-selection-stage (CBT) and Assessment Centre (AC).**

**Explanation:** Candidates satisfaction rate measured at two stages in the selection process -1) Assessment Centre stage and 2) pre-selection (CBT) stage – measured as a percentage of all candidates tested at stage 1) and stage 2), respectively.

**Source of data:** Source of data: Candidates' satisfaction surveys (after CBT-stage and AC-stage).

<b>Baseline</b> (2019)	<b>Interim milestone:</b> (2022)	<b>Target</b> (2024)
<u>Assessment Centre:</u> ≥73% satisfied/very satisfied (of which at least 32% very satisfied). <u>Pre-selection stage:</u> ≥90% satisfied.	<u>Assessment Centre:</u> ≥80% satisfied/very satisfied (of which at least 40% very satisfied)  <u>Pre-selection stage:</u> ≥90% of candidates who sat the pre-selection tests are satisfied. Rates set as part of EPSO's	<u>Assessment Centre:</u> ≥90% satisfied/very satisfied (of which at least 50% very satisfied)  <u>Pre-selection stage:</u> Maintain the satisfaction rate of ≥90% of candidates who sat the pre-selection tests also in line with

	mission to provide high quality, efficient and effective selection procedures.	EPSO's mission to provide high quality, efficient and effective selection procedures.
<p><b>Result indicator: Strong awareness of the EU Careers brand, especially online and on-campus.</b></p> <p><b>Explanation:</b> Awareness of EU Careers brand measured by three sub-indicators, namely 1) visits of the EU Careers website, 2) total number of followers on all communication channels (-&gt; social media engagement) and 3) outreach via promotional activities (number of events and visitors, number of applicants). All units are measured in absolute numbers (visits, followers, events, applicants, etc.).</p> <p><b>Source of data: Source of data:</b> EPSO unit.05</p>		
<b>Baseline</b> (2019)	<b>Interim milestone:</b> (2022)	<b>Target</b> (2024)
Number of visits of the EU Careers website: 4,519,990	General target: Annual increase of visits by 10%	Maintain the same annual increase rate for the number of visits of the EU Careers website, aligned with the number and nature of selection procedures published.  Sustain an accessible website (AA standard, according to the UN Convention on the rights of persons with disabilities) with regular screening exercises.
<b>Baseline</b> (2019)	<b>Interim milestone:</b> (2022)	<b>Target</b> (2024)
Social media engagement (number of followers on all social media channels and engagement rates)	Average annual growth of followers per channel: Facebook 5%, LinkedIn: 12%, Instagram: 20%, Twitter: 2%  Target engagement (monthly average): Facebook: 3,000, LinkedIn 1,500, Instagram, 120,000, Twitter: 300	Maintain the same rate of growth for the number of followers and the monthly average target for engagement
<b>Baseline</b> (2019)	<b>Interim milestone:</b> (2022)	<b>Target</b> (2024)
Outreach via promotional activities (number of events and visitors, number of applicants): <ul style="list-style-type: none"> <li>• 970 events (including Ambassador events)</li> <li>• 16,843,662 number of page views EU Careers brand</li> <li>• 4,519,990 number of visits on EU Careers website</li> </ul> Total number of applicants in EPSO selection procedures/competitions: 42.606 (excl. CAST/P)	Maintain the number of activities (events organised by ambassadors and visitors/participants of other events). Establish possible links between the number of events and number of applicants in selection procedures.	Maintain the number of activities (events organised by ambassadors and visitors/participants of other events). Establish possible links between the number of events and number of applicants in selection procedures.

**Result indicator: Targeted communication actions implemented aiming at attracting more talent with disabilities and specific needs.**

**Explanation:** Implementation of targeted communication actions aiming at increasing the number of applicants with disabilities and specific needs measured in absolute numbers (for each action within the result indicator).

**Source of data: Source of data:** Candidate application form, data base of organisations representing disability, EPSO unit.01.

Baseline (2019)	Interim milestone (2022)	Target (2024)
<ul style="list-style-type: none"> <li>A call for collaboration to all EU organisations involved in the promotion and welfare of EU citizens with disabilities was launched on 3/12/2019.</li> <li>In 2019, EPSO received 331 requests for special adjustments of selection tests<sup>7</sup> (competitions and selections).</li> </ul>	<ul style="list-style-type: none"> <li>Disability monitoring tool implemented in the application form.</li> <li>Targeted communication actions and monitoring extended to other diversity and focus groups.</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of candidates (500) with disabilities and specific needs (at least 10% compared to the baseline) applying to EPSO competitions and selections</li> <li>Potential corrective measures and additional actions implemented based on the monitoring's results.</li> </ul>

**Specific objective 3:** EPSO's selection methods are improved by means of innovative technologies and collaborative tools.

**Result indicator: New types of test (content and/or delivery mode) introduced in order to improve the quality of assessment and optimise the use of resources.**

**Explanation:** Implementation of new test concepts and/or new ways to administer tests as laid down in the Notices of Competition / Call for expression of interest.

**Source of data:** Notices of Competition, Call for expression of interest, AC management tool, markers' module

Baseline (2019)	Interim milestone (2022)	Target (2024)
The EPSO Assessment Centre is delivered in different modules and phases, relying on the use of efficient talent-ranking methods	Improve balance between general and specific competencies and enhance more remote assessment.	More digitalised and technology-based selections for improvement of quality and efficiency.

<sup>7</sup> EPSO is not yet monitoring disability but only the number of requests for special adjustments of selection tests. This includes candidates with a permanent or temporary medical condition (including pregnant or breastfeeding candidates). The number represents the requests received per competition/selection published (and not necessarily finalised) in 2019. It does not cumulate requests received from same candidates within a competition. Each candidate is recorded once per competition even if reasonable accommodations were granted at different stages of the competition. As to CAST selections, this number currently only takes into account candidates who benefitted from reasonable accommodations and were tested within 2019.

and remote technologies.	More flexibility for Selection Boards and improved quality at the preliminary phase of the selection process.	
<p><b>Result indicator:</b> <b>The reasonable accommodations procedure for candidates with special needs is constantly improved in line with the best international practices.</b></p> <p><b>Explanation:</b> Implementation of an improved reasonable accommodations procedure including an improved testing experience of candidates using modern technology.</p> <p><b>Source of data:</b> EPSO unit.01</p>		
<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
EPSO started revising the entire reasonable accommodations procedure based on candidates' feedback, performance and best practices.	<ul style="list-style-type: none"> <li>• New simplified and documented reasonable accommodations procedure is implemented together with a toolbox for both candidates and staff involved in defining and organising reasonable accommodations including assessors.</li> <li>• A solution is implemented to allow the use of assistive technology and thereby increase autonomy of candidates with visual impairments during tests (remote testing or any other solution).</li> </ul>	A centralised IT tool allowing better definition and management of reasonable accommodations for EPSO ACCESSIBILITY team including statistics is implemented.

**Specific objective 4:** The linguistic abilities in a third language of staff eligible for a first promotion are evaluated in a harmonised, consistent and cost-efficient manner.

**Result indicator:** **Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates.**

**Explanation:** 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; measured in an absolute number of files (diplomas and certificates) submitted within the deadline evaluated by end of each year by the panel.

**Source of data:** EPSO unit.03

<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
100% of files evaluated within the deadline (636 files in total).	100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.	100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.

**Result indicator:** **Timely delivery of linguistic tests**

**Explanation:** 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.; measured in an absolute number of linguistic tests of level B2.

**Source of data:** EPSO unit.03

<b>Baseline</b> (2019)	<b>Interim milestone</b> (2022)	<b>Target</b> (2024)
All candidates tested within the deadline (291 candidates tested in total).	100% satisfaction by the end of each year of requests received for testing third language capabilities.	100% satisfaction by the end of each year of requests received for testing third language capabilities.