



European Personnel
Selection Office

Management Plan 2024

EUROPEAN PERSONNEL SELECTION OFFICE

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Introduction

Established in 2002 as an [interinstitutional office](#), EPSO's core mission is to provide the EU institutions with the workforce that corresponds to their needs. EPSO aims to act as a trusted matchmaker between the EU institutions and high performing professionals and graduates. It thus contributes to the building of the current and future European civil service. This [mission](#) is underpinned by three [guiding principles](#): [precision](#) (using the right type of tests for the right type of profiles), [agility](#) (being adaptable to specific client demands) and [speed](#) (running competitions faster). A drive for innovation underpins all activities.

Working for the EU offers unique and exciting opportunities to give a meaningful contribution to the building and shaping of Europe of the future. The aim is therefore to select passionate and capable people who are motivated to bring along their unique experience and competencies. Making selection processes leaner would help to attract a wider spectrum of candidates, hopefully from a broader geographical base and more diverse origins and backgrounds. This in turn would diversify the current population of civil servants while responding to societal realities and institutions' evolving needs.

The Management Plan sets out the main outputs for 2024. EPSO works under the [strategic guidance of its interinstitutional Management Board](#), which has approved a [5-year roadmap](#) to implement the transformation of the Office. The roadmap translates EPSO's objectives into concrete actions planned over a five-year period. EPSO is currently in [Year 4](#) of the roadmap (08/2023 to 08/2024); [Year 5](#) runs from 09/2024 to 05/2025.

EPSO remains attentive to the present challenges: attracting candidates from a broader [geographical base](#), offering career opportunities for younger people, reaching highly specialised profiles but also talents with non-conventional profiles, from different age groups, with a focus on adjustability and capability to learn and develop throughout the career. EPSO endeavours to be quicker and simpler without compromising on the quality of the laureates. Competitions need to be legally sustainable and technologically up-to-date whilst testing the relevant skills and competencies which staff will require in the future.

EPSO has been confronted with a test delivery crisis since autumn 2023, which has led to the interruption of several competitions and a suspension in the publication of new ones. Recognising that these are not 'business-as-usual' times and with a view to resuming continuity of operations 2024, EPSO will continue its modernisation agenda directing its [focus](#) to:

- Finding a reliable way to [restart and stabilise testing and publications](#) for all competitions as soon as possible and reassessing EPSO's contractual relations with a view to minimising the business dependency on a single mode of delivery. Solutions in the short, medium and long-term will be explored, tested and deployed;
- Ensuring a stable and smooth test delivery with sufficient capacity to meet the Institutions' needs through a reliable [long-term planning process](#) and alignment of test delivery and development. Deploying [modern testing processes](#) to optimise resource utilisation and

reduce time constraints for both candidates and stakeholders. In the second semester of 2023, EPSO launched its first open competitions using a new IT platform based on machine as opposed to human proctoring. Automated proctoring is a novel solution designed to monitor and secure online exams by employing video recording.

- Considerably improving **candidate experience** by ensuring clear and timely communication, especially as regards advance planning of all competition stages, user-friendly interfaces and an optimal testing journey from application to result announcement.
- Upholding the **highest standards of security and integrity**. The objective is to create a testing environment that safeguards candidates' personal information and maintain the integrity of the testing environment This commitment will uphold the reputation of EPSO testing operations and maintain the trust of candidates and stakeholders.
- **Finalising 'old model' competitions** in the first half of 2024 whilst running in parallel 'new model' competitions.
- Transitioning to a **24-language regime** for all tests in competitions as from the next published competitions with the support of modern translation technology.
- Exploring opportunities to expand testing options (online as well as onsite) to reach a **broader candidate pool** Europe-wide, fostering diversity and inclusivity of testing practices, adapted also to candidates with special needs.

Furthermore, as a matter of priority, EPSO will work on:

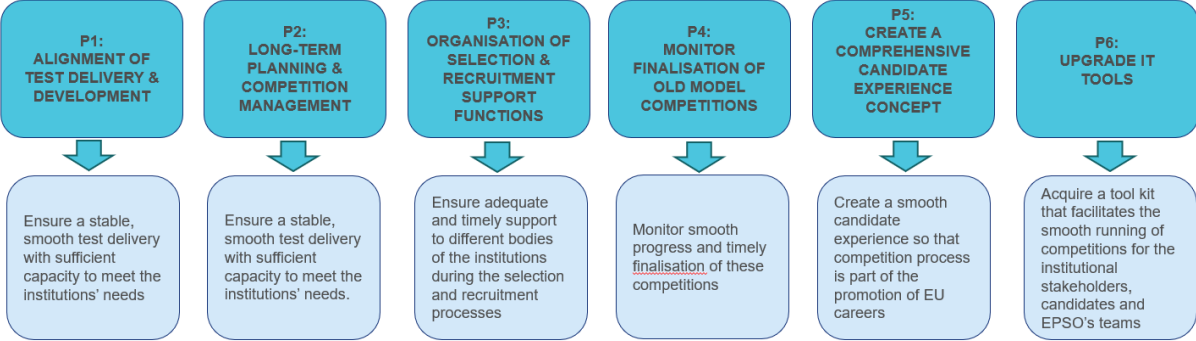
- Implementing the EDPS audit recommendations¹. The audit outcome is an additional factor that EPSO must take into consideration as it seeks to overcome the delivery crisis. EPSO is called to demonstrate that (i) ongoing competitions are put in compliance with the recommendations made in the Report within 3 months (counting from January 2024) and that (ii) these recommendations are duly implemented in any new testing methods.
- Implementing the European Ombudsman's recommendations². EPSO has been asked to improve how it carries out remote testing. Key questions emerging are the impact of remote testing on equality of opportunity; candidates' access to instructions on troubleshooting during tests; requirements regarding equipment and physical testing area and the need for clearer guidelines on complaint handling.

EPSO's transformational effort will continue with the implementation of **6 project priority strands**: i) Alignment of test delivery & development; (ii) Long-term planning & competition

¹ In 2023, the European Data Protection Supervisor (EDPS) conducted an audit at EPSO that focused on the main Legal data protection aspects of remotely proctored testing using external service providers. EDPS delivered its [recommendations](#) on 17.01.2024.

² In 2023, the European Ombudsman opened an own-initiative inquiry into how EPSO carried out 'pre-selection' tests as part of a procedure. The Ombudsman issued its decision on 22.01.2024.

management; (iii) Organisation of selection & recruitment support functions; (iv) Monitor finalisation of old model competitions; (v) Create a comprehensive candidate experience concept; (vi) Upgrade IT tools.



Risk management is embedded in the annual planning process. External factors that might have an impact on EPSO's plans are described in the updated Risk register.

The HR Transformation (HRT) programme of the Commission aims at modernising the corporate HR business processes from 'pre-hire' to 'retire' by implementing a single platform covering also most EPSO processes. The pre-selection, Selection & Recruitment (PSR) part has the highest priority, with strong focus on EPSO's business and IT needs. Development work on HRT is expected to deliver first new IT tools for EPSO in the first quarter of 2024. This will be a critical milestone.

PART 1. Delivering on the political priorities: main outputs for 2024

With the introduction of the new competition model, EPSO's aim is to provide reserve lists to the EU institutions faster and with a higher number of successful candidates.

Ensuring adequate test delivery

EPSO will continue to implement the new competition model fine-tuning it in light of new demands and trends. In 2023, the first experiences with online testing (human subsequently replaced by machine) proved extremely challenging for EPSO and its contractor. The result was an unsatisfactory testing experience for a relatively high number of candidates, which led to a reappraisal and a temporary timeout in competition delivery. Therefore, in 2024, EPSO will focus its efforts on providing a reliable means of test delivery employing new approaches and IT solutions.

Improved planning process

EPSO will continue its efforts to roll out a new planning process, focusing on the early collection of needs from stakeholders and better aligning them with EPSO's delivery capacity.

Collecting interinstitutional feedback

EPSO started intensifying the client focus in 2021, with several systematic actions launched in 2022-2023 to gather feedback from various levels of contributors. It will continue this reinforced approach in 2024 and will consider new initiatives, according to the needs that would emerge while delivering the competitions under the new model.

Regular meetings, both bilaterally and at interinstitutional level, between EPSO and recruiting institutions will continue. They will be intensified and/or adapted where needed.

In 2024, following completion of the first competitions under the new model, EPSO plans to launch a second questionnaire to (middle) managers across all its client EU institutions to measure their satisfaction with the quality and availability of candidates on EPSO reserve lists, and gather their views on a range of related topics. EPSO also wishes to launch a second questionnaire to active Recruiter Portal users to receive feedback and to raise awareness on the improvements being made to the Recruiter Portal.

Test development

EPSO will continue its work with research communities, academia and European and international organisations to identify and discuss the most efficient and evidence-based testing modalities appropriate to large scale global assessment testing.

Following the work on piloting innovative and testing methodologies in 2023, as recommended by the European Court of Auditors, EPSO will roll out in 2024 new testing approaches focused on the assessment of field-related competencies. The progressive

building up of the bank of field-related items will be made available to future competitions, allowing a maximisation of its use and a return on investment for future Subject Matter Experts (SMEs). The use of computer-assisted technologies to assist SMEs in building new items will continue and be intensified by piloting a new method that would be accessible to the Institutions for the CAST P competency testing purposes. New tests of scoring methods (essay and pass/fail marking) will be adopted to streamline the testing process and decrease the burden on markers and Selection Board members. Finally, EPSO will adjust its test portfolio in light of the transition to a 24-language regime.

Support to recruitment services of the institutions

With the new competition model, the assessment of general competencies will be in the hands of the recruiting services. EPSO will propose a three-tier approach of support to recruiters:

- *Tier 1* consists of providing training and scoring material.
- *Tier 2* is the same plus the possibility to ask EPSO psychologists to perform certain assessments through either competency-based interviews, situational competency-based interviews, or case studies.
- *Tier 3* proposes that all general competency assessment is managed directly by EPSO psychologists.

In addition, EPSO staff, in particular the psychologists' network and the test development team, will offer continued support to Selection Boards throughout their engagement. In addition, discussion will be launched on the ways EPSO could best support internal competitions of its client institutions.

Outreach and external relations

EPSO will continue to implement targeted activities with the EU institutions and key stakeholders in 2024. The aim is to focus on underrepresented audiences and to attract candidates with diverse backgrounds to apply for an EU career.

EPSO will endeavour to support Member States with their promotion efforts at national level. The active on-campus presence ensured by the EU Careers Student Ambassadors, as well as through targeted participation in career events, fairs, and other activities, will be maintained and reinforced where possible.

EPSO will seek to further increase the visibility of its website by reaching out to more diverse audiences via specific campaigns and an increased use of staff testimonials. EPSO will strive to enhance the user experience related to digital accessibility features. EPSO will continue to promote competitions and selection procedures via its social media channels.

Equality, Diversity & Inclusion

EPSO's priorities in terms of equality, diversity, and inclusion⁴ are framed in its Equality & Diversity Action Plan. **Increasing the diversity of the candidate pool** is a major objective.

EPSO's actions are based on the analysis of feedback collected during focus group meetings with diversity organisations and staff associations and feedback received from Member States' networks. In 2024, EPSO will run a second diversity survey among former competition candidates to compare outcomes with the 2020 pilot diversity survey and identify remaining gaps in target populations. To systematically collect data on disability, area of residence and the level of education of candidates, specific diversity-related questions need to be added to the candidates' EPSO accounts. The implementation of the revised Equality Mainstreaming Work Plan is ongoing.

Communication with citizens

EPSO's Outreach and External Relations Unit will continue engaging with citizens at various forums (in-person and online) throughout Europe to promote the attractiveness of EU careers in cooperation with Member States' authorities. Maintaining an active presence on social media is an important part of this effort. EPSO's website (<https://eu-careers.europa.eu/>) remains the main gateway to learning about job opportunities with the EU institutions. The Candidate Contact Service (CCS) will strengthen its efforts to assist citizens and reply to queries in a timely manner. The CCS will publish updated FAQs and provide further up-to-date information on the EPSO website.

Multilingualism in the institutions

- **Competitions**

As part of its move to a 24-language regime, EPSO will strive to ensure that all the tests would be available in 24 languages. The choice of languages would be free for the candidates, however, they would be required to use 2 different languages. The only exceptions to the general language regime would be then the linguistic competitions (translators, lawyer-linguists, linguistic assistants) where the definition of languages would be defined according to the needs of the linguistic services.

- **Staff of the institutions**

The *Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities* require staff members to demonstrate their ability to work in a third language before their first promotion after recruitment and before the renewal of a contract for an indefinite period for type 3a contract staff in function group IV. EPSO will continue to meet its responsibility for the definition and organisations of the assessment of linguistic ability by organising 4 sessions of 3rd language Testing and Diploma Evaluation by the Assessment Committee.

PART 2. Modernising the administration: main outputs for 2024

The internal control framework ⁽³⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

EPSO has established an internal control system tailored to its characteristics and circumstances. The effective functioning of EPSO's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

In 2024, EPSO will continue to focus on the effective management of human resources in a context of an ongoing transformation, increased workload resulting from the transition to the new model and the management of the ongoing testing crisis and limited resources. The Office will strive for making the best possible use of all the talent available and develop internal capability where necessary.

The challenge in terms of human resources is to manage the transition from the old competition model to the new one, as both ways of working will continue to coexist still for some time. Therefore, flexible allocation of resources will be needed throughout the year to meet operational needs and avoid bottlenecks in delivery. Special attention will be given to the following aspects: 1) optimising the future workforce, including profiles and categories of staff; 2) flexibility and adaptability; 3) required skills and competencies and 4) staff engagement and meaningful job contents.

1. Optimal workforce

Gender balance

According to the new Decision SEC(2023)200/1 on the Gender target 2023-2024, EPSO does not have a specific target assigned because no retirements are expected. However, the Office will continue to pay attention to gender balance at all levels of its staff, in particular at middle management level.

Geographical balance

Geographical balance being one of the priorities of the HR strategy adopted in April 2022, EPSO will continue its effort in 2024 to improve the geographical balance among its staff to better reflect the diversity of EU citizens, while keeping merit as the primary recruitment

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

criterion. In October 2023, 31% of AD staff working in EPSO comes from one of the currently underrepresented Member States.

Categories of staff

Digitalisation and the implementation of the new competition model mean that jobs are changing. Logistical or technical jobs will decrease or even disappear in 2024 while the number of jobs requiring coordination or specialised skills increases. In this context, EPSO will continue to improve the balance between AD and AST staff (currently standing at 37% ADs; 63% ASTs), so that the profiles match with the evolving needs.

2. Flexibility and adaptability

Alignment of EPSO' structure to the new competition model is necessary. In order to prepare an envisaged reorganisation, cross-Unit/team collaboration and projects will be reinforced. It will allow to test the potential new structure before formalisation. In this context, flexibility of the staff will be key. EPSO staff will be involved and accompanied in the change process by a toolbox of training sessions, collaboration projects and communication initiatives.

In 2024, EPSO will maintain its 'Rapid Response Team', composed of versatile, flexible and responsive colleagues. This mobile structure allows to meet unforeseen gaps, long-term absences or peak periods very quickly.

3. Skills and competencies

In the current context of stretched resources and high workload, development of in-house expertise and growth of managers and staff are crucial elements to ensure that internal capability and competencies match the needs of the Office. Therefore, the improvement of learning, retraining as well as upskilling and competencies are considered as a high priority. Specific training packages in place will be developed further in order to better onboard newcomers and ensure that staff is ready to adapt to the evolving competition model and related internal workflow. These packages are being gradually implemented in 2023-2024. The medium-term objective is to obtain a sufficiently flexible workforce, which can adapt to a changing environment and reinforce other teams as needed.

4. Staff engagement and well-being

The results of the 2021 Staff survey showed a high level of staff engagement (74%). Figures showed that most of the staff feel that their opinion is valued (85%). Their opinion has clearly improved on how internal mobility is encouraged (52%, +13 ppt from 2018) and what the relation between their performance and career progression is (43%, + 20 ppt). In the context of the transformation mentioned above, EPSO will continue its efforts to maintain the high staff engagement level, by involving staff at every step of the process. In 2024, EPSO will continue to pay attention to the distribution of workload and to encourage a healthy work/life balance to foster well-being and mental health of staff. For that purpose, the following key elements will be further underlined:

- Inspiring leadership, based on trust and allowing creativity and participation at all levels, will continue to be promoted. Managers will be encouraged to support colleagues in difficult situations and keep a close eye on fair work distribution. Early and courageous intervention by middle managers is particularly highlighted.
- Straightforward and honest communication with staff is crucial. Therefore, EPSO will continue to organise regular formal and informal meetings between its Director and staff, in different formations and with clear focus on dialogue and interaction. To complement “My EPSO Intranet” which is the main channel of internal communication, the Director started a blog (Minna’s corner) to share personal announcements and reflections. In 2024 EPSO will continue enriching the Intranet and will organise new Townhall events bringing all staff together.
- Staff will be encouraged to participate in the activities organised internally or offered by the corporate *Be Well* programme.

New actions in both domains will be implemented once the results of the 2023 staff survey will be published.

B. Sound financial management

In 2024, EPSO has been allocated a budget of €27,68 M, entirely under Heading VII of the EU budget – Administrative Expenditure.

67% of this amount is co-delegated to PMO, OIB/OIL and DG DIGIT, who manage EPSO’s payroll, buildings, security and IT systems. EPSO will directly manage €9,17 M, which include the budget of EuSA (€2,75 M).

EPSO’s budgetary role mainly consists of managing administrative expenses (for the organisation of open competitions and selection procedures, such as managing two framework contracts for the development and delivery of tests). Ex-post controls carried out in EPSO by DG HR are based on a random sample approach. Ex-ante controls are done following the financial circuits in place, which have been agreed with DG HR, with whom EPSO has a Service Level Agreement on the provision of financial, procurement and internal control services.

The process of optimisation of the budget execution to reflect to the maximum possible the initial budget allocation will continue in 2024.

The finance team will face the challenge of the preparation for the rollout of the new corporate finance system SUMMA, planned for 2025. This will require intense training, learning, mastering it and adapting our way of working, including the financial circuits and workflows.

The performance tables can be found in the annex of this document, page 21.

C. Fraud risk management

EPSO is not in charge of implementing any operational appropriations (budget fully under Heading VII). As EPSO manages administrative expenses only, there is no high risk associated with the spending of its operational budget. Consequently, the risk of fraud with a direct financial impact for the EU remains very low.

EPSO will review in 2024 its Anti-fraud strategy (AFS). Advice will be sought from OLAF, where necessary, to ensure an optimal process. Ethical issues, such as, but not limited to, conflicts of interests, leaking of confidential information, etc., continue to pose a possible risk of fraud for EPSO's selection procedures. EPSO remains fully committed to the corporate anti-fraud strategy and its action plan revised in 2023 and participates in all related meetings organised by OLAF.

D. Digital transformation and information management

Digital transformation

EPSO will have a significant contribution in 2024 to several Digital Transformation objectives. EPSO is a member of the HR Transformation Programme (HRT) of the Commission, which aims to replace the numerous, and in many cases obsolete, internal IT applications in the field of EU staff selection and human resources with modern and up to date ones, increasing efficiency and usability. EPSO will be the front-runner amongst the members of the HR family to have its existing legacy IT applications (and subsequently IT infrastructure and data) replaced with new ones (expected to be delivered in June 2024 through the HRT Preselection Project) using innovative technologies, which are more secure and in line with the EU data protection and information management standards. This will also greatly contribute to the objective of Seamless Digital Landscape, as the Dual Pillar Approach will be applied for the acquisition of the new IT applications (if reusing of existing applications will be concluded to be not possible), replacing the current legacy solutions, contributing to a massive reduction of technical debt.

Finally, as regards the objective green, resilient, and secure infrastructure, EPSO is contributing by having and regularly updating its Information Systems IT security plans (at least every 2 years) by conducting penetration tests, and finally planning to have its current obsolete IT applications replaced by modern cloud-based ones. In addition, for any system procured from external suppliers or for the security of any external accesses to EPSO information systems and data, the expertise and advice of EPSO's IT Security expert and Local Informatics Security Officer (c-LISO) are sought. EPSO's staff are encouraged to update their skills in information management, data protection and cyber security by attending the relevant training courses and awareness-raising events.

Information and IT security rules

EPSO continues to work on improving its IT security environment as guided by Commission Decision 2017/46 and DG DIGIT.S IT Security Standards and Policies. Particular attention has been given to protecting the confidentiality, integrity and availability of sensitive non-classified information held by EPSO. Also, the IT Security plans for the new EPSO tools are currently being drafted in order to be ready by the start of 2024, before entering into production. Additionally, EPSO is rapidly progressing towards the completion of attesting IT security controls contained in the Governance, Risk and Compliance framework.

Whilst all effort is being put into reducing risks to IT assets, challenges still exist trying to reduce risks linked to outdated/legacy systems and technical challenges with EU-Login. This is actively being worked on and other security measures are being developed to reduce risk to Sensitive non-Classified systems. EPSO staff are invited to participate in corporate Cyber Awareness training sessions.

Data, information and knowledge management

In addition to the implementation of corporate initiatives, as mentioned above EPSO participates in HRT with a component specifically dedicated to information and data management and sharing, common to the whole HR family, built in line with the EC Data Platform recommendations regarding best practises, architectures and corporate services/tooling on data integration, management, analytics, AI and innovation. Furthermore, EPSO will set as target to increase the data literacy of its staff.

EPSO ecosystem of competition related SharePoint online sites will continue to be used for all new competitions allowing to share competition related information, inside the organisation but also with other actors (e.g., Selection Board members, subject experts, etc) participating in our processes. A possibility to integrate the SharePoint Online ecosystem with the platform used by the new EPSO tools (ServiceNow) or provide a bridge from one to another will be explored during the Q1 of year 2024 as well as alternative lo code/no code solutions aiming to streamline use experience and enhance security of SharePoint Online platform to be used in the context of EPSO competitions.

A second part of EPSO document management strategy will be put in place to ensure that each colleague will have a clear guidance on where to store different types of documents to avoid duplication and information loss.

Data protection

EPSO will continue to implement the [Commission's Data Protection Action Plan \(C\(2018\) 7432 final](#), in particular further awareness raising amongst EPSO/EuSA staff, by offering *ad hoc* training sessions on specific issues, and also by encouraging staff to participate in the various corporate data protection training courses. Training in data protection matters will

remain mandatory for all staff, with particular emphasis on newcomers and staff dealing with personal data.

In response to the EDPS audit recommendations issued in January 2024, EPSO, in cooperation with the EDPS and the Data Protection Officer, will reappraise the role of the Data Protection Coordinator (DPC) and the assistant DPC. The DPC will also continue to be very closely involved in the HRT project and any other IT projects with data protection aspect, or when a data protection impact assessment (DPIA) is needed.

E. Sound environmental management

At EPSO we have been organising guided walks in the neighbouring parks around our building on a voluntary basis at lunchtime. These guided walks to discover trees are beneficial for **biodiversity** awareness because they allow people to connect with nature in a tangible and educational way. By learning about different tree species, their ecological roles, and the habitats they provide, participants gain a deeper understanding of the intricate web of life within ecosystems. This increased awareness fosters appreciation for biodiversity and encourages individuals to act in preserving and protecting the natural world. Given the success of its activities in 2023, more walks will be organised in 2024 with the idea of discovering other green areas and ecosystems in our city.

Maintaining teleworking and organising work in open spaces both contribute to reducing energy consumption and waste production as they naturally encourage colleagues to limit the use of equipment or paper.

EPSO will continue to participate in various EMAS campaigns and events organised within L-107 in collaboration with the different Directorates-General present in our building.

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

EPSO is undergoing a transformation process, where new and innovative ideas are being elaborated and tested to have more efficient competitions also from the financial perspective. At the same time, EPSO is part of the HR Transformation programme where one of its objectives is to replace EPSO's current legacy IT systems. For this reason, EPSO is reducing investments in its current legacy IT systems (which are quite expensive to maintain/support) while preparing for the migration to the new IT systems that are also capable of leading to economies of scale.

In 2024, we will continue to work together with DG DIGIT on getting optimal service, without compromising business continuity, at reasonable cost.

Our objective is to be faster and more modern, while contributing to the EU's **green** policy. Therefore, and encouraged by the experience gained during the pandemic period, EPSO has moved to a fully digital environment for the delivery of selection tests.

ANNEX: Performance tables - main outputs for 2024

Part 1 - Delivering on the political priorities

General objective 7: A modern, high-performing and sustainable European civil service

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.

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Finalised open competitions under the ‘old’ competition model.	Number of finalised competitions.	100% completed by 31 December 2024.
Completed open competitions under the new competition model: new reserve lists established for all categories of officials (AD, AST and AST/SC).	Delivery rate of successful candidates, as set out in the legally binding notices of competition.	≥90% of the cumulative target figures of successful candidates for reserve lists of open competitions completed by 31 December 2024. Competitions completed based on initially agreed timelines.
Support by EPSO to tailored selection procedures for: 1) temporary agents 2) internal competitions 3) testing organised for Junior Professionals Programmes (JPP).	Delivery of support as set out in the Service level agreements.	100% of candidates applying to the JPP programme are invited to be tested within agreed deadlines in 2024.
CAST Permanent selection (regular testing of pre-selected candidates and introduction of new profiles).	Candidates pre-selected by the institutions are tested and results uploaded in the database. This database of candidates (both applicants and already tested candidates) across all profiles is available to the recruiting services of EU institutions (Recruiter Portal). In order to meet the EU institutions’ needs, EPSO will introduce new profiles into CAST P and update both the Recruiter Portal and the CAST part of its website accordingly.	100% of candidates pre-selected by the EU institutions are invited to be tested within agreed deadlines throughout 2024. 100% of candidates pre-selected by EU institutions based on new CAST P profiles are invited to be tested within agreed deadlines throughout 2024.
Second questionnaire launched to managers and active Recruiter Portal users.	Launched to at least 3000 respondents in all 10 client EU institutions in total.	35% response rate.

General objective 7: A modern, high-performing and sustainable European civil service

Specific objective 2: Improve EPSO's selection methods

Main outputs in 2024: Increase the proportion of field related tests focused on specific skills in the open competitions and provide support to the Institutions for the assessment of general competencies at recruitment stage

Other important outputs

Output	Indicator	Target
Development of a reusable item database for the elaboration of field related multiple-choice questionnaires (FRMCQ).	Number of FRMCQ/year. Number of items/year.	25 3 500
Pilot the use of AI based methodologies in the context of test development.	Use of Automated Item Generation (AIG). Use of automated marking tools.	Proceed with existing approaches and test new tools. Pilot automated marking tool.
Provide support for the assessment of general competencies at recruitment stage (3-tier approach).	Training of recruiters. Assessment performed by EPSO psychologists.	Delivery of standard e-learning modules and ad-hoc advise. Delivery of competency-based interviews, situational interviews and marking of written tests.
Propose to institutions alternative ways to assess competencies within CAST-P.	Propose the use Videorecorded Interview. Propose the use of automated item generation for the development of multiple-choice questionnaires.	Delivery of results of pilot project by Q1 and possible extension Delivery of results of pilot project on finance by Q1 and possible extension to other fields.
Introduce new testing approaches.	Introduction of the field related essay test. Introduction of the pass/fail scoring system.	Pilot the approach in a competition to be published in Q1. Pilot the approach in a competition to be published in Q1.

General objective: A modern, high-performing and sustainable European civil service

Specific objective 3: *EPSO's communication and outreach with potential candidates is proactive and targeted in order to reach a pool of diverse talent in an inclusive manner according to the needs of the recruiting institutions*

Main outputs in 2024:

Communication with citizens and candidates

Output	Indicator	Target
E-mail queries by individual candidates and citizens are answered in the respective, one of 24 official EU languages within the required deadlines.	Ratio of queries per application dealt with in time by EPSO's Candidate Contact Service (CCS).	In 2024, 90% of queries followed-up by CCS within the required deadlines.

EU Careers website

Output	Indicator	Target
Maintain visibility of website in view of reaching targeted and diverse audiences.	Number of visits.	Above 3 500 000 by end 2024.
	Number of visitors.	Around 2 200 000 by the end of 2024.

Social Media strategies and initiatives

Output	Indicator	Target
Enhance visibility on social media, by increasing the number of followers.	Number of followers.	By end 2024, target number of followers: Facebook: 465 000 (442 000 in Oct 2023) Twitter: 42 000 (40 000 in Oct 2023) LinkedIn: 240 000 (234 000 in Oct 2022) Instagram: 75 000 (71 000 in Oct 2023)

Outreach strategy

Output	Indicator	Target
Action Plan with Member States.	Package of materials to support Member States' promotion efforts.	One video tutorial per competition. One webinar per competition
	Implementation of the Outreach action plan Number of playlists with testimonials of EU officials from all Member States.	By the end of 2024, EPSO's YouTube channel will contain at least 25 playlists for Member States.

Output	Indicator	Target
Communication plan on the new competition model.	Package of materials and events for promotion purposes.	Production of brochure and infographics Organisation of at least one webinar for Member States and one webinar for institutional clients.

EU Careers Students Ambassadors

Output	Indicator	Target
Maintain the number of universities represented in all Member States with a focus on high quality, and with a special emphasis on under-represented countries	Number of universities from across all EU Member States participating in the programme. Percentage of Student Ambassadors in under-represented Member States	Maintain number of universities represented to 160. 80% of Student Ambassadors come from the underrepresented Member States.

EU Careers Staff Ambassadors

Output	Indicator	Target
Increase the number and diversity of Staff Ambassadors.	Number of Staff Ambassadors with a diverse profile.	350 Staff Ambassadors by end of 2024, mainly from under-represented Member States.

Diversity and Inclusion

Output	Indicator	Target
Implement new outreach and communication activities according to EPSO's Equality & Diversity Action Plan, including for EPSO's diversity target groups to increase the diversity of the talent pool, with a special focus on ethnic minorities and disability. Implementation of EPSO's contribution to the EU Anti-racism Action Plan.	Number of diversity organisations in EPSO's database.	After revision of the database, it contains 180 valid contacts, which represents at least a 10% increase in 2023. 10% increase in the number of diversity organisations by end 2024
	Enhanced collaboration with selected diversity umbrella and internal staff organisations.	Collaboration ongoing with all selected diversity organisations, including enhanced cooperation with ENAR, ERGO and Diversité Europe via dedicated Focus Group meetings.
	Organisation of information sessions to staff, Selection Board members and EU Careers Ambassadors.	5 Masterclasses/presentations provided to EU Career student and Staff Ambassadors, persons with disabilities, and various networks. At least 1 information session or masterclass per stakeholder in 2024

Output	Indicator	Target
	Development of a new diversity & equality video.	Publication of the video in 2023 (including audio-description). No diversity video is foreseen for 2024, however several diverse staff testimonials should be published on EPSO's website and social media channels in 2024.
	Equality and Diversity follow-up tool implemented (via the EPSO accounts or in the application form) to collect precise data in a structured way, including ethnicity.	Implementation of the follow-up tool, partly via change requests about disability, area of residence, educational level foreseen in 2024, in collaboration with DG DIGIT and in the framework of the HRT-project.
	Launch and analysis of the 2 nd diversity survey.	Preparation, launch, analysis and reporting foreseen in 2024.

General objective 7: A modern, high-performing and sustainable European civil service

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*

Main outputs in 2024:

Other important outputs

Output	Indicator	Target
Delivery of assessments of linguistic ability by EPSO and the Assessment Committee to satisfy the requirement of Article 45(2) and Article 85(3) of Staff Regulations.	Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates.	100% evaluation of files (diplomas and certificates) submitted within the deadline.
Delivery of assessments of linguistic ability by EPSO and the external service providers to satisfy the requirements of Article 45(2) and 85(3) of Staff Regulations.	Delivery of linguistic tests of level B2 in quarterly sessions.	100% satisfaction of requests received for testing third language capabilities.
Delivery of an online satisfaction survey for candidates processed during the year.	Satisfaction rate of candidates with the assessment of their third language abilities.	≥90% satisfaction rate of candidates who reply to the satisfaction survey.

Part 2 – Modernising the administration

A. Human resource management

Objective: EPSO/EuSA employs a competent and engaged workforce and contributes to gender equality at all levels of management.		
Main outputs in 2024:		
Output	Indicator	Target
Categories of staff.	Upgrades from AST to AD.	2 posts in 2024.
Gender balance at MM level: monitoring of the situation in the context of first female appointments	% of men and women	50/50
Skills and competencies.	Number of specific training events, onboarding for newcomers.	2 sessions per year for newcomers. Further implementation of training packages.
Maintain staff engagement <ul style="list-style-type: none"> - Regular communication with staff - Regularly monitor extra-hours - Encourage staff to participate in activities organised internally or at corporate level 	Staff engagement index. Number of staff participating in the activities	Minimum 74%. <ul style="list-style-type: none"> - 3 all staff meetings per year and regular attendance of the Director at unit meetings - Balanced distribution of work between units and teams - 25% of colleagues attend at least one activity
Raise awareness on diversity, equality and inclusion.	Specific training sessions.	2 internal sessions on EPSO Equality and Diversity Action Plan.

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions		
Main outputs in 2024:		
Output	Indicator	Target
Effective controls. Legal and regular transactions.	Risk at payment.	Remains below 2% of relevant expenditure.
Effective controls.	Estimated risk at closure.	Remains below 2% of relevant expenditure.
Effective controls Safeguarded assets. Safeguarded information.	Violation of data integrity: number of events	Remains below 2% of data sets processed in 2024.

Efficient controls.	budget execution and/or timely payments.	99% of the payment volume in amounts paid in time.
Economy of controls.	Overall estimated cost of controls.	Becomes below 10% of funds managed.

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures.

Main outputs in 2024:

Output	Indicator	Target
Assessment of staff conscientiousness/ awareness on fraud-related issues based on an online survey exercise in Q1. General effectiveness weighted percentage of 80% survey response rate or above.	Level of staff awareness.	Level of staff awareness >80%.
Increased training/awareness of Staff on fraud-related issues.	Participation in training sessions.	All new staff participate in the Ethics and integrity training sessions. All new Selection Board members participate in the specific training (also covering ethics and integrity).
Fraud prevention: measures are put in place (mainly at operational level) to prevent fraud as much as possible (Selection Boards training, access monitoring to tools, secured handling of any confidential data, etc.). Report all issues identified at operational level to management and, where applicable, to OLAF.	Number of fraud cases.	Zero-level of fraud.
Implementation of recommendations received from OLAF.	% of implemented recommendations.	100%.
EPSO's anti-fraud strategy is reviewed and updated.	Number of reviews.	At least one review a year (more if triggered by relevant events).

D. Digital transformation and information management

Objective: EPSO/EuSA 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 organisation

Main outputs in 2024:

Output	Indicator	Target
Deployment and usage of the new EPSO IT tools (through the HR Transformation Program).	Percentage of deployment of the new EPSO IT tools.	100%
<p>Digital Culture</p> <p>EPSO will continue embracing the whole landscape of M365 tools, with specific focus on SharePoint Online. Newly designed competition flow will fully cater for this aspiration when implemented. EPSO staff is informed and encouraged to participate in the cyber aware training and activities.</p>	<p>EPSO staff will:</p> <p>a) be able to use basic functions of M365 suite, and be aware of more advanced M365 features necessary to their professional functions and</p> <p>b) have participated in cyber aware training/activities.</p> <p>c) enhance staff skills and competences for effective use of data, information and knowledge, particularly related to the Data Management activities including reporting</p>	<p>100% of EPSO staff able to use basic functions of M365 suite, aware of advanced possibilities related to their professional field and colleagues available to provide support and training on M365 tools.</p> <p>All EPSO staff has participated in at least 4 cyber aware training/activity within 2024.</p> <p>2 EPSO staff will be trained upon EC Data platform supported tools portfolio besides QLIK (e.g. KNIME, Power BI)</p>
<p>Digital-Ready EU policymaking</p> <p>Ensure outputs related to digital consideration that are taken into account in the early stages of the design of policy initiatives.</p>	N/A	N/A
<p>Business-driven Digital Transformation</p> <p>EPSO business processes (considering also EPSO's New Competition Model), are digitally and optimally implemented in the new EPSO IT tools.</p>	EPSO business processes are reconsidered, documented through digital tools and validated.	All the EPSO business processes that need to be reflected in the new EPSO IT tools.
<p>Seamless Digital Environment</p> <p>The new EPSO IT tools are designed to be streamlined, fit for purpose and to replace the current ones (that are running on legacy software) by using state of the art cloud supported technologies.</p>	Percentage of deployment of the new EPSO IT tools.	100%

Output	Indicator	Target
Green, Resilient and Secure Digital Infrastructure Ensure outputs related to the continuous improvement of the department's performance as captured in the risk maturity quadrant (RMQ).	no specific outputs for 2024.	N/A
IT Security plans for the new EPSO IT tools or existing ones older than 2 years	Percentage of completion	100%
Implementation of recommendations of quarterly IT security reports.	% of implemented recommendations	100% of important
Mandatory cybersecurity and information security training for all newcomers.	% of newcomers' attendance	100%
Commitment to 100% migration of the DG/EA personnel to Welcome.	% of EPSO staff migrated	100%
List of actions to implement the corporate principles for data governance for [the service's] key data assets ⁽⁴⁾ .	Percentage of implementation of the corporate principles for data governance for [the service's] key data assets	Target by 2024: 80%
List of key actions on information management and data protection		
Mandatory data protection training sessions for all staff, for newcomers and staff dealing with personal data as a priority.	Training attendance.	100%
Data protection records management.	Number of DP records in DPMS up-to-date.	100%
DPIAs completed where necessary.	Number of processing operations requiring DPIA covered.	100%

⁽⁴⁾ For each key data asset, departments should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

Output	Indicator	Target
DPC involved upfront in all activities (new pilots, new IT tools, etc.) with Data protection element.	Degree of involvement.	100%
EPSO document management strategy in place with clear instructions where to store which types of documents,	Staff familiar with EPSO document management strategy and implementing it in daily work.	100%

E. Sound environmental management

Objective: EPSO/EuSA takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2024:

I. Reducing emissions from staff and expert' business travel and reducing CO2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Remote testing of candidates in open competitions, investing in new digital solutions, reduced missions, organising most internal and external meetings and other events via videoconferencing, use of a low-energy building with smarter use of office space and increased use of teleworking).	Number of candidates tested remotely. Reduction of emissions linked to commuting and missions travel.	-12%

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure.	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action.

III. Organise sustainable events

IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2019 as baseline, as appropriate)
Guided walks to discover trees in the neighbouring parks around our building. Bringing awareness about the importance of biodiversity and about preserving the natural sites in our city.	Number of participants in the EPSO/EuSA staff.	Participation of EPSO staff. Two similar tours a year.

V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Awareness actions in the framework of EMAS corporate campaigns on (for instance): <ul style="list-style-type: none">- Energy and water use- Paper consumption- Digital mindfulness- GPP – biodiversity- Waste reduction/sorting- Mobility	Awareness campaigns in conjunction with the L-107 EMAS team. Awareness walks in the Brussels parks close to our building. Number of participants in the EPSO/EuSA staff.	Maintain or improve the present situation. 100% of corporate or L)107 campaigns shared with EPSO all. Yearly participation to walks: at least 25% of staff