



European
Commission

Management Plan 2020

EUROPEAN PERSONNEL SELECTION OFFICE

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INTRODUCTION

The role of the European Personnel Selection Office is to serve the EU Institutions by performing efficient and effective selection procedures that enable the recruitment of the right person, to the right job, at the right time. These are our future colleagues who will be shaping Europe together with us.

EPSO's aim is to ensure the availability of highly qualified laureates and successful candidates. The Office communicates positively and proactively with the citizens and candidates who look at the EU Institutions as an employer of choice.

The Office seeks constructive partnerships with its stakeholders, and commits to do its utmost to respond to their needs. In collaboration with the client institutions, EPSO will work towards more timely and more agile selection procedures based on modern technology. The goal is to deliver a geographically balanced and diverse talent pool for the EU Institutions.

EPSO has a unique role as an inter-institutional public sector selection office, and it offers expertise both in the field of development and design of tests as well as in the organisation of competitions and selections. It strives for continuous improvement of its processes by exchanges of best practices and by using latest research, innovative technologies and collaborative tools in its selection methods. In 2020, a special effort will be made in order to establish a regular and smoothly functioning feedback system with the client institutions.

EPSO will work towards the achievement of the specific objectives set in its Strategic planning 2020-2024, which refer to the excellence of the laureates delivered; efficiency of the external communication; improvements in the selection methods, as well as to the delivery of the third language assessment.

In the course of the year, a clear step forward is expected in several important initiatives where the state of reflections has reached sufficient maturity or where contextual elements, such as the COVID-19 crisis or organisational developments, will contribute to the advancement of projects. New ideas will also be launched and piloted, in consultation with the stakeholders. The foundation of these developments rests on the recommendations of the inter-institutional Special Working Group on personnel selection, digitalisation and use of innovative technologies, as well as the upcoming recommendations from the Performance audit on EPSO's cost-efficiency by the Court of Auditors.

PART 1. Delivering on the Commission's priorities: main outputs for the year

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

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 2020:

Other important outputs

Output	Indicator	Target
Reserve lists of AD, AST and AST/SC Officials, as set out in the Notices of Competition.	<ul style="list-style-type: none"> Laureate delivery rate 	<ul style="list-style-type: none"> ≥90% of the cumulative published target figures of laureats.
In total, 1 821 laureates are requested across all Institutions for 2020 in the context of the annual planning exercise.	<ul style="list-style-type: none"> Duration of the selection procedure 	<ul style="list-style-type: none"> 9 to 12 months for annual cycles and <10 months for specialist competitions, depending on the number of candidates and the subsequent organisation of these competitions with or without computer-based tests upfront.
Permanent CAST selection model	<ul style="list-style-type: none"> Database of candidates (both applicants and tested candidates) across four function groups permanently available to recruiting services and updated in real time in the Recruiter Portal. 	<ul style="list-style-type: none"> Testing of all candidates pre-selected by Institutions within agreed deadlines throughout the year.
	<ul style="list-style-type: none"> New profiles introduced (with appropriate test content) matching Institutions' needs. 	<ul style="list-style-type: none"> New profiles/ new test content added at the request of the Institutions.
	<ul style="list-style-type: none"> High-quality test content 	<ul style="list-style-type: none"> Refreshment of test content in those domains where existing material might have become overexposed.
Strategic planning 2021 – 2023 (for EPSO's selection procedures)	<ul style="list-style-type: none"> Strategic planning exercise 2021 – 2023 endorsed by EPSO Working Group and Management Board, in line with the existing guidelines or updates thereof. 	<ul style="list-style-type: none"> October/November 2020
New framework contracts following	<ul style="list-style-type: none"> Timely completion of 	<ul style="list-style-type: none"> Preparing draft technical

the outcome of the Special Working Group or necessary to cater for new working methods following the Covid-19 situation.	procurement procedures (in collaboration with DG HR.R1). <ul style="list-style-type: none"> • New framework contracts awarded and in place. 	specifications to finalise in the second semester 2020.
Delivery of examinations in order to enable the Examining Board to establish Reserve lists of certified Officials.	<ul style="list-style-type: none"> • Timely delivery of Certification examinations in compliance with the requirements set by the Institutions. 	<ul style="list-style-type: none"> • 100% timely and accurate delivery of list of certified officials according to the deadlines set by the Institutions.

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

In 2020, the efforts will focus on full implementation of a multilingual and multifaceted approach to organising selection procedures for the Institutions. Notices of Competition now contain a reinforced justification on the use of languages for different phases of each individual selection and application forms are available in all 24 EU official languages. At present, the overall language regime continues to follow the logic, stemming from the needs expressed by the recruiting services, and is based on detailed statistical data. Specific measures are also taken to ensure that test material (multiple-choice questions and assessment centre exercises) is available in the required languages for all competitions and selection procedures. Based on the outcome of forthcoming Court rulings, recommendations of the Special Working Group and Management Board concerning the evolution of the entire selection model, the linguistic regime may be further adapted in 2020.

The permanent selection model for contract staff is based on a talent pool and on a more cost-efficient approach to testing, with the successful introduction of the Entry ticket allowing the retention of the validity of candidate scores for a predefined period across different profiles. The model also offers more flexibility as testing windows are organised regularly throughout the year with an increasing number as of 2019. To meet specific and targeted recruitment needs expressed by its stakeholders, EPSO remains committed to further improving this new selection model by adding new profiles and tests (based on recruiters' feedback and experience), shortening timelines, potential IT developments to avail of the latest technologies, and by refreshing test content – where necessary – with the support of subject-matter experts designated by EPSO stakeholders. In 2020, the current CAST Permanent Call will be reinforced by a series of new profiles such as experts in the fields of security and building management as well as regional security officers.

As in previous years, EPSO will complete the strategic planning exercise (for EPSO's selection procedures) together with its stakeholders, enabling its Management Board to confirm the target figures of laureates for the coming three years, i.e. 2021, 2022 and 2023. To facilitate this exercise, EPSO will continue to share best practice and guidelines in drafting the nature of duties and requirements and to push forward an even more efficient and effective way to plan this strategic exercise upfront.

In parallel, the planning will include one or two tailor-made selections to be launched each year. These selections will be integrated into EPSO's operational planning, upon endorsement by the Management Board, taking into account the existing chargeback rules, when applicable. With regard to the CAST Permanent selection procedure, EPSO in particular aims to satisfy the needs expressed by the institutions to introduce new profiles.

Regarding the Certification selection, EPSO aims to further improve the delivery of the examinations and to modernise and rationalise the procedure. Those possible improvements to the test content and delivery modes will be explored together with EUSA.

Pending the implementation of the outcome of the Special Working Group set-up to recommend a new selection model, EPSO will start preparing the launch of new calls for tender in order to respond to the needs to have new tests available. Also, EPSO might have to launch further calls for tender due to the specific situation caused by COVID-19 and the need to adapt the ways of working and delivering tests.

Specific objective 2: EPSO's communication with citizens is positive and proactive, in order to strengthen the employer brand for the EU Institutions and improve the attractiveness of an EU career for the right and diverse talent across the EU.

Main outputs in 2020:

External communication actions

Output/ Result	Indicator	Target
Communication with citizens and candidates	<ul style="list-style-type: none"> Ratio of queries per application dealt with by EPSO's Candidate Contact Service (CCS). 	<ul style="list-style-type: none"> In 2020, the average number of queries should stay comparable to 2019 figures, i.e. one query per 4 applications
<ul style="list-style-type: none"> Maintenance of the candidate relationship management tool (Issue Tracker) for candidate questions and issues in all 24 EU official languages. 	<ul style="list-style-type: none"> Number of colleagues trained in using the tool 	<ul style="list-style-type: none"> 100% of selected colleagues trained in using the tool
	<ul style="list-style-type: none"> Number of colleagues using the tool 	<ul style="list-style-type: none"> 100% of selected colleagues using the Issue Tracker tool.
<ul style="list-style-type: none"> FAQs available on EU Careers website are regularly reviewed and updated, new ones added 	<ul style="list-style-type: none"> Number of FAQs reviewed/updated/added 	<ul style="list-style-type: none"> At least 5 new FAQs are added

as new processes are implemented.		
<ul style="list-style-type: none"> Structured cooperation with Europe Direct Contact Centre (EDCC) to manage general queries from candidates in all 24 official EU languages. 	<ul style="list-style-type: none"> Ratio of queries per application dealt with by EDCC. 	<ul style="list-style-type: none"> Maintain the ratio of queries per application at 1 query per 100 applications.
	<ul style="list-style-type: none"> Number of participants / overall usefulness of the event for attendees 	<ul style="list-style-type: none"> Numerical target Organise at least 3 training sessions per year for the EDCC agents
<p>Legal matters</p> <ul style="list-style-type: none"> Timely and effective handling of Article 90 and Ombudsman complaints, access to documents requests, and EDPS complaints. 	<ul style="list-style-type: none"> Number of contributions/ decisions prepared within the set deadlines 	<ul style="list-style-type: none"> In 2020, 95% of procedures completed within set deadlines.
<p>Accessibility of EU Careers website</p>	<ul style="list-style-type: none"> Reduced number of issues flagged in the accessibility screenings of the website. 	<ul style="list-style-type: none"> In 2020, accessibility check (early 2020) and delivery report by Web Content expert from DG COMM.
	<ul style="list-style-type: none"> Continuous improvement of accessibility. 	<ul style="list-style-type: none"> Based on this evaluation, target is to have most of the selected sample pages very close to meeting WCAG 2.1, Conformance Level AA.
	<ul style="list-style-type: none"> Level of AA WCAG (Web Content Accessibility Guidelines) compliance achieved as certified by DG COMM. 	<ul style="list-style-type: none"> 2nd semester 2020
	<ul style="list-style-type: none"> Delivery of final report by Web Content expert from DG COMM. 	<ul style="list-style-type: none"> Further improve accessibility features on the new website (ongoing migration to Drupal 8)
Other important outputs		
Output	Indicator	Target
<p>Social Media strategy and initiatives.</p> <ul style="list-style-type: none"> Enhance visibility on social media, by increasing the number of followers 	<ul style="list-style-type: none"> Number of followers on social media. 	<p>By end 2020 Target number of followers:</p> <ul style="list-style-type: none"> Facebook: 400,000 Twitter: 40,000 LinkedIn: 100,000 YouTube: 6,500 Instagram: 35,000
<ul style="list-style-type: none"> Increase engagement on social media 	<ul style="list-style-type: none"> Number of engagement (shares, likes, clickthroughs, comments) 	<p>Target engagement (monthly average):</p> <ul style="list-style-type: none"> Facebook: 3,000 Twitter: 300 LinkedIn: 1,500 Instagram: 120,000
<p>Increase synergies with the other EU Institutions (sharing material, visuals, campaigns, posts)</p>	<ul style="list-style-type: none"> Number of posts promoting campaigns, vacancies and traineeships of other EU 	<ul style="list-style-type: none"> At least 3 posts per channel monthly

	institutions, bodies, agencies	
EU Careers website: Increase visibility of website	Number of visits.	<ul style="list-style-type: none"> Increase the number of visits to the website in 2020 by 10% compared to 2019 (target for 2020: 4 970 000 visits).
<ul style="list-style-type: none"> Layout, content and functionalities are further improved (v2.0). 	<ul style="list-style-type: none"> Continuous implementation of new functionalities on the website to make sure the website is increasingly user friendly. Continuous improvements in the organisation and display of content in order to make information easier to access 	<ul style="list-style-type: none"> Dedicated landing pages for running campaigns. Launching of project for EU Agencies to publish their temporary vacancies directly themselves on the EU Careers website. Interlink EPSO website with websites of all EU Institutions' and Bodies' (develop and publish dedicated page on their jobs/career pages and ask them to add EU Careers informations on their jobs pages). Proceed with migration to Drupal 8.
Employer Branding: Objective: The EU Careers brand is well established, recognised and strengthened.		
1. Continue to implement the new employer branding strategy, including socialising the new Employee Value Proposition, Shaping Europe together, with main stakeholders.	1. Number of contacts made during the campaign/implementation of branding strategy	10 Institutions
2. Establishing the Employer Branding Network as an arena for planning actions to improve the EU's employer brand. The network consists of high-level HR and communication representatives of all Institutions. Two network meetings will be organised in 2020.	Number of contacts / percentage of newcomers (if applicable); number of attendees at the network meetings	20 participants (2 per Institution)
Reach the correct candidate population via appropriate and targeted employer branding activities, incl. media campaigns		
1. Specific media campaigns are run for open competitions and in particular for certain	Reach out to EU citizens	50 000 people reached per 500€

	profiles (such as linguists and specialists) via social media (mainly Facebook and LinkedIn).		
		Link clicks	1 500 links clicks per 500€ budget
2	Attractiveness of promotional and branding events (live and online events).	Number of attendees	20.000 visitors/attendees per year across all events.
	<p>Analysis of candidate survey results.</p> <p>The results of the assessment centre survey (sent to all participants shortly after the AC) are analysed, reviewed and followed up internally by the units concerned (01, 02, 04 and 05).</p> <p>A specific internal wiki is set up in 2020 to identify areas for further improvement, if flagged by candidates, and their implementation.</p> <p>If necessary introduce new questions into the survey.</p>	Level of overall satisfaction rate of all candidates.	≥ 90% of candidates for the AC survey are satisfied.
	<p>EU Careers Student Ambassadors – recruitment and training.</p>		
1.	Maintain or increase the number of universities represented in all Member States with a focus on high quality.	Number of universities from across all EU MS participating in the programme	Benchmark is 144. Target: increase number of universities represented
2	All Student Ambassadors receive training (in Brussels or in the Member State).	Percentage of student ambassadors receiving training	Target: 100% Student Ambassadors trained by EPSO staff
	<p>EU Staff Ambassadors - new mandate</p> <p>Objective: Maintain or increase involvement from Staff Ambassadors</p>		
01.	EPSO's target is to maintain and/or increase the diversity by the end of 2020.	Number of Staff Ambassadors (covering all MS and all Institutions).	124

02. By end of 2020 EPSO will ask Staff Ambassadors for concrete job descriptions and testimonials to be used for the EPSO website and social media	Number of job descriptions and testimonials obtained	10
Activities:		
Bi-weekly newsletter (via email) to share information and encourage Staff Ambassadors to spread the word within their networks	Number of newsletter subscribers	130
Setting up a collaborative platform together with DG HR	Number of EU Careers Staff Ambassadors for pilot phase	50
Targeted communication plan aiming at attracting more candidates with disabilities and specific needs continues to be implemented.	<ul style="list-style-type: none"> the number of targeted actions implemented in order to reach out to candidates with disabilities and specific needs a data base of national and EU disability organisations allowing a better reach out to persons with disabilities and specific needs 	<p>At least the following 5 targeted actions implemented:</p> <ol style="list-style-type: none"> Update regularly the equal opportunities webpage on EU careers website with practical information for persons with disabilities and specific needs Promote the EU career among students with disabilities and national disability organisations by organising a masterclass on diversity with a special focus on disability for EU career ambassadors. Publish a practical manual on how to request special adjustments of selection tests as a result of a compilation of useful information for the candidates. Publish the overview of possible accommodations in selection tests on EPSO's website Spread the call for cooperation to all EU national disability organisations (all disability organisations having joined the disability network ¹ receive information on EPSO's competitions upon publication)

¹ EPSO started creating the data base of disability organisations in 2020 following the call for cooperation to all EU organisations involved in the promotion and welfare of persons with disabilities launched in December 2019,. There is hence no baseline yet.

Communication strategy and employer branding

In 2020, EPSO will implement its **new communication strategy**. EPSO communicates with EU citizens in view of:

- informing them about career opportunities at the EU institutions
- increasing awareness of the EU as an employer of choice amongst the target audience
- ensuring constructive candidate relations throughout the selection process.

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

- the EU Careers brand
- the website in all 24 EU official languages
- the user interface of the EPSO account and the application form for EPSO's selection procedures available in all 24 EU official languages to improve the candidate experience
- extensive use and presence on social media (Facebook, LinkedIn, Twitter, Instagram)
- participation in and organisation of career events (both live and virtual)
- presentations, seminars and conferences for students, university career services, career advisors, journalists and other multipliers
- EU Careers Student Ambassadors programme: every academic year, selected students from highly ranked universities across the EU are given a mandate to promote EU Careers on their campus. This programme started in 2010 and has grown significantly every year, from about 20 participants to 150
- the use of EU officials as Staff Ambassadors – currently there are about 114 staff members representing all 28 Member States (including UK)
- media campaigns to promote published competitions.

Implementation of the **EU Careers employer branding strategy** both in-house and among key stakeholders will remain one of the main priorities of EPSO in order to ensure the attractiveness of the EU institutions as an employer of choice. During 2019, EPSO established a systematic cooperation with all Institutions by creating an employer branding network chaired by EPSO and attended by HR and communication representatives of the Institutions. The purpose of the network is to identify topics and staff members for employer branding purposes; incorporate the EU Careers Employer Value Proposition messages into local institutional communication; to discuss and share anonymised HR data to be able to conduct employer attractiveness checks; and to create an action plan for each Institution to contribute to an improved employer brand of the EU. A greater collaboration with the the EU representations, information offices and agencies is envisaged for 2020 to localise the employer branding messages in the underrepresented Member States.

The **events strategy** will also continue targeting audiences in underrepresented countries. These are EU Member States from where EPSO persistently encounters challenges to

attract appropriate numbers of candidates. In 2020, EPSO will keep focusing on 12 countries (AT, CZ, DE, DK, FI, FR, IE, LU, NL, PL, PT and SE) which have been identified as underrepresented 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, and will increase its efforts to measure the impact of its promotional actions and public activities in view of assessing its strategy to attract sufficient numbers of right candidates.

EPSO's active on-campus presence through the EU Careers Student Ambassadors, as well as through targeted participation in careers events, fairs and other activities will also be maintained with additional emphasis in 2020 on the choice of activities, the need to target the right profiles and the aim to reach out to high quality audiences. Moreover, EPSO will continue to organise a yearly seminar for university career services across all Member States in order to help them support better the EU Careers Student Ambassadors.

Social media will continue to be used as a cost-effective and targeted way of reaching key audiences. EPSO will maintain its interactive engagement with followers, by means of posting questions, promoting shares with friends and placing an emphasis on personalised content. This implies the direct involvement of the EU Careers Staff Ambassadors, who provide regular contributions on what it is like to work in the EU institutions. EU Careers Student Ambassadors are also encouraged to share their experience as Ambassadors by occasionally taking over the EU Careers Instagram account for 24 hours.

Attracting more than 12,300 visits per day, the **EU Careers website** continues to be one of the most visited europa.eu sites and the number one source of information for applicants interested in a career in the EU Institutions. The number of visits increased by almost 15% compared to 2019. In order to continue with this progress, further improvements will be made in the website's look and feel. The main focus in 2020 will be to incorporate all future improvements and changes to the new Drupal 8 website. The migration and revamping of the site will run until autumn 2021.

Regarding **social media**, in 2019 there was a big increase in followers on the newest channels (Instagram +631%, LinkedIn +47%) and a steady increase on Facebook (+6,2%) and Twitter (+4,2%). In 2020 EPSO will continue to deliver targeted communication campaigns to promote competitions and selection procedures through all the social media channels. It will also increase cooperation with other EU Institutions and Bodies by promoting their campaigns, traineeships, vacancies on our channels.

Communication with candidates and citizens

The **Candidate Contact Service** (CCS) deals with one-to-one communication on specific issues between candidates and EPSO. In 2020, the aim is to stabilise the number of queries received by regularly updating the FAQs, archiving outdated ones and adding new ones

whenever necessary. New colleagues in charge of correspondence with candidates will be trained to use the CCS relationship management tool, Issue Tracker.

The cooperation with the Europe Direct Contact Centre (EDCC) for more general applicant and candidate questions will be maintained. In 2020, EPSO will train the call centre agents whenever necessary (at least three training sessions) and undertake at least two quality control reviews on the EDCC's answers (content, respect of deadlines).

Diversity, special needs and accessibility

EPSO will continue to implement the targeted communication plan aiming at attracting more candidates with disabilities and specific needs by organising various actions and collaborating with national disability organisations.

In 2020, EPSO will continue increase the diversity of its candidate population, extend the established database of disability organisations and monitor and resolve flagged accessibility issues of the EU-careers website in order to achieve level AA of the Web Content Accessibility guidelines.

Legal Matters

In 2020, the Legal Sector will continue to ensure that the applicable legal framework is observed throughout EPSO's activities – from policy development to the operation of individual competition procedures. The team will continue to provide and continuously improve legal advice to management, staff and selection boards and the timely and effective handling of administrative complaints under Art. 90 of the Staff Regulations, requests for access to documents under Regulation (EC) No. 1049/2001, complaints to and queries from the European Ombudsman and of legal files related to the protection of personal data. The Legal Sector will continue to work closely with the Commission's Legal Service for litigation concerning EPSO before the EU Courts. The team shall maintain regular contact with other services (in particular with the European Ombudsman's Office, the European Data Protection Supervisor's Office, the Legal Service and the Secretariat-General of the Commission).

In 2020, the overall aim of the Legal Sector will remain the efficient management of the above legal procedures with strict observation of applicable deadlines and the delivery of legally sound advice contributing to the success of EPSO's core operations and strategic projects.

Annual communication spending:

Baseline (2019)	Estimated commitments (2020)
370.000€	360.000€

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

Main outputs in 2020:

Other important outputs

Output	Indicator	Target
Delivery of remotely proctored internet-based tests.	<ul style="list-style-type: none"> Following a pilot project for the delivery of remotely proctored internet-based tests, EPSO envisages to roll out this delivery model in a staggered approach, most probably starting with essay-type exams. 	Second semester 2020
Further enhance the use of more profile-related testing in order to balance the assessment of various competencies and skills.	<ul style="list-style-type: none"> Use in specific competitions such as specialised and internal. 	Second semester 2020
First steps towards delivery of continuous testing for CAST selection procedures: 'shopping card'.	<ul style="list-style-type: none"> Provide the institutions with a possibility to keep better track of pre-selected candidates sent for testing. Ultimate goal is to eliminate testing windows by allowing candidates pre-selected by the institutions to test according to the timing of the interview. 	Second semester 2020
Introduction of the "split assessment" (each assessor scores candidates individually) approach.	<ul style="list-style-type: none"> Implementation of the approach in the context of a specific competition using customised software. 	<p>2020 first semester: test new functionalities in the scoring tool.</p> <p>2020 second semester: use split assessment in a specific competition.</p>
Use of the MMI method (Multi Mini Interview/Speed Assessment) ² .	<ul style="list-style-type: none"> Use of the MMI method in the frame of the earmarked competitions. 	<p>2020 first semester : analysis of the results of the AST-SC07 where MMI was used.</p> <ul style="list-style-type: none"> 2020 Second semester: MMI is proposed to Institutions for implementation in future competitions
Further enhancement of the reasonable accommodations procedure for candidates with disabilities and specific needs	<ul style="list-style-type: none"> Proposal of an improved reasonable accommodations procedure. A compilation of useful information within a practical manual on how to request special adjustments for candidates. 	<ul style="list-style-type: none"> Last trimester 2020 Last trimester 2020

² Multi Mini Interviews (MMI) method consists of replacing the traditional panel interview with a series of short interviews, one to one, with each member of the panel. Each interview lasts 10 minutes maximum and focuses on a limited number of well-defined aspects of the candidate.

In 2019, the institutions decided to establish a **Special working group** in order to review the selection model EPSO has been using since the implementation of the EPSO Development Programme in 2010. The outcome was presented to EPSO's Management Board which mandated a special Task Force to look further into the findings and propose actions for implementation. The outcome of these discussions should be available in the course of 2020. On that basis, EPSO will propose a new selection model to meet the needs of the Institutions. This model will be based on flexible and cost-effective testing solutions using modern technology and selection techniques, in order to ensure the quality of assessments across EU selections. EPSO will also prepare remote, paperless solutions, allowing substantial gains in terms of logistical and human resources, while continuing to fully ensure the objectivity and fairness of the selection methods. The outcome will be reported to the interinstitutional Working Group and to the Management Board of EPSO for decision.

Whereas some of the improvements have already been subject to pilot projects or implementation in 2019 (such as the pool of assessment centre source persons, the reviewed validation process for assessment centre exercises and the multi-mini interview method), other outputs have been postponed awaiting the outcome of the special working group on future EPSO competitions or technical constraints mainly on the contractor's side. In this regard, the following outputs initially foreseen for 2019 are now expected to be delivered in 2020:

- In 2020, and once the technical obstacles overcome, EPSO will start delivering remotely proctored internet-based testing as a pilot project which will be assessed in view of potential further extension.
- EPSO will further enhance the use of machine assisted screening tools in order to assist and complement the Selection Board in the screening of thousands of applications. Machine Assisted Content Screener (MACS) has been developed in house and successfully trialled in several competitions. MACS will be recommended whenever a specialist competition will be subject to a substantial number of applications (>1000) using Talent Screener as a preliminary phase.
- The split assessment (each assessor scores candidates individually) now using customised software is also expected to further improve the process. Split assessment will also allow more flexibility for assessors and will facilitate remote scoring.

Moreover, the Strategic Plan 2016-2020 identified the use, as a potentially new method, of content analysis techniques (e.g. algorithms). To this end, EPSO participated in the Big Data Personal Assessment (BDPA) Erasmus+ project with three universities (Rotterdam, Delft and Saarland) and various private companies. In January 2020, a dedicated website was officially launched and EPSO delivered an anonymized database for didactic purposes. The database will remain accessible to the academic public in 2020.

Regarding the continuous testing for CAST selection procedures, EPSO is aiming at improving efficiency and effectiveness of the process in rendering the institutions even more independent from EPSO with regard to interviewing and recruiting candidates. However, as

the implementation depends on IT development, EPSO can – at this stage – only improve the possibility to keep better track of the pre-selected candidates sent for testing.

In 2019, EPSO started revising the entire reasonable accommodations procedure based on candidates’ feedback, performance and best international practices. In 2020, we will continue this process and propose an improved procedure for reasonable accommodations together with a practical manual on how to request special adjustments of selection tests as a result of a compilation of useful information for the candidates.

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 2020:

Other important outputs

Output	Indicator	Target
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.	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 Article 85(3) of CEOS.	Timely delivery of linguistic tests of level B2.	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
Procurement processes for new Framework contract	Completion of the procedure (in collaboration with DG HR.R.1).	Completion expected in summer 2020

In 2020 a procurement procedure will be completed in order to secure a new framework contract for third language testing. Based on the new four year framework contract adequate planning will be established to ensure timely delivery of tests.

PART 2. Modernising the administration: main outputs for the year

The internal control framework³ 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.

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

EPSO has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service'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

For its HR management, EPSO is supported by Account Management Centre (AMC) 7 and is fully integrated and active in the network of HR Business Correspondents. The HR Business Correspondent team in EPSO (which also fully covers the European Administration School) accounts for 1.5 FTE and reports to the Director. It should be noted that EPSO's HR strategy may be reviewed and adapted in the second semester of 2020 given the appointment of the new Director on 16 May).

In December 2019, 60% of EPSO's middle management were women (3 out of 5 Heads of Unit), thereby contributing to the overall Commission's target of first time female appointments.

During 2020, EPSO will continue to contribute to the HR modernisation model by examining, together with DG HR, its own potential for modernisation, automation and efficiency gains, while maintaining a high quality of service. Moving forward with its HR strategy and taking into account changing circumstances, EPSO may also have to consider the on-boarding of new profiles such as occupational psychologists and psychometricians to contribute to optimal testing; data mining experts to contribute to data-based decision-making and to meet Member State requests and IT Security experts due to increased complexity and importance in this field.

In order to further develop in-house expertise, EPSO will continue to implement its internal Learning and Development Framework during 2020. It aims at shaping the capability, knowledge and attitude of each individual, so that all staff may contribute to the realisation of EPSO's objectives and those of the Commission. It includes a complete Professionalization Programme which sets out three different levels of trainings (both internal and at corporate level) available to all the staff and a yearly EPSO Management Potential Programme to help colleagues with a management potential to rapidly evolve in the organisation and become managers.

The last Commission staff survey has been launched in November 2018. Results show that the staff engagement index continued to increase in EPSO compared to the previous survey (2016) and is above Commission average. In 2020, continued efforts will be delivered to further reinforce the staff engagement level and increase this index in the next staff survey. EPSO's internal communication function will cooperate closely with DG HR, being domain leader, to ensure corporate messages are shared and followed up properly.

Objective: EPSO 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.

Main outputs in 2020:

Output	Indicator	Target
Continuation of the implementation of EPSO Learning and Development Framework.	Registration in EU-learn	<ul style="list-style-type: none"> Ethics and integrity: 100% of colleagues to be trained. Procurement: all colleagues who work with DG HR on procurement processes to be trained. Internal control: all AD staff to be trained. Risk management and fraud prevention: all AD staff to be trained. All 2019 newcomer staff to complete the Foundation level of the EPSO Professionalization Programme by end 2020. 3rd session of the EPSO Management Potential Programme.
Organisation of trainings/workshops/ info-sessions notably on: <ul style="list-style-type: none"> prevention of psycho-social risks at the workplace (separate trainings for managers and staff) self defense inclusion and diversity resilience 	Staff engagement index	Maintain staff engagement index above Commission average.
Promotion of coaching offer and career guidance.	<ul style="list-style-type: none"> Number of requests 	
Implementation of the Action Plan approved by the Director as follow-up of 2018 Staff survey.	<ul style="list-style-type: none"> Staff engagement index 	<ul style="list-style-type: none"> Increase well-being at work and better balance work/private life Encourage internal mobility Increase participation in tailor-made training courses Promote change and innovative thinking

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 2020:

Output	Indicator	Target
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Effective controls: Legal and regular transactions	estimated risk at closure.	Below 2 % of relevant expenditure.
Effective controls: Risk at payment	Approximately 60 ex-post controls by HR.R.1 and EPSO management.	No financial transaction earmarked as “unacceptable”.
Efficient controls: Budget execution and / or time-to-pay	Respect of legal payment delays	95% of payments on time
Economic controls: Overall statement of cost of controls	Estimated cost of controls	Below 12% of relevant expenditure

In 2020, EPSO will handle a budget of around **€26.2M** (entirely under Heading V – Administrative Expenditure), which also includes the budget of the European School of Administration (EUSA, approximately €6.0M).

C. Fraud risk management

Following the adoption by the Commission of new new Corporate anti-fraud strategy in 2019 (CAFS), EPSO has thoroughly reviewed and updated its own anti-fraud strategy (AFS) which was adopted in December 2019. As EPSO is not in charge of implementing operational appropriations (budget fully under Heading V), the risk of fraud with a direct financial impact for the EU remains very low. For this reason, in terms of its AFS, EPSO will continue to focus on awareness-raising activities throughout 2020. More specifically, the Ethics information package will be made available to all EPSO staff (this new Internal Control Monitoring Criteria replaces the one on the staff following a training on ethics).

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)⁴ aimed at the prevention, detection and correction⁵ of fraud.

Main outputs in 2020:

Output	Indicator	Target
Updated EPSO Anti-fraud strategy communicated to all staff	<ul style="list-style-type: none"> Level general effectiveness weighted percentage of online-survey on fraud awareness Availability of Ethics information 	<ul style="list-style-type: none"> Online survey exercise to be organised on fraud awareness as part of the preparation of EPSO's 2020 Annual Activity Report

⁴ 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’.

⁵ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

	package	(AAR). <ul style="list-style-type: none"> • General effectiveness weighted percentage of 80% or above • Ethics information package to be made available to all staff
Identification and follow-up of fraud related issues in EPSO/EUSA	<ul style="list-style-type: none"> • Identification of fraud related operational issues in weekly operational meetings • Identified fraud related issues are brought to the attention of weekly EPSO/EUSA Management meetings 	<ul style="list-style-type: none"> • All fraud related issues identified on an operational level are brought to the attention of the Management team for decision

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
- optimising data assets management, access and exploitation, in line with GDPR/IDPR
- actively promoting diversity
- 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.

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).

EPSO's intranet will continue to be regularly updated with content provided by EPSO staff as well as from other colleagues across the Commission.

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 Commission.

Main outputs in 2020:

Output	Indicator	Target
New EPSO intranet maintained and updated.	Quality and regularity of the information provided.	Intranet is updated on a weekly basis or more often if required.
Registered documents are duly filed.	Number of registered documents that are not filed.	≤ 1% of all registered documents.
Data owners/ data stewards identified. Keep the data catalogue up-to-date. Design and document data related processes. Data protection related requirements of IT systems (when changed or updated) will be followed.	Percentage of EPSO's key data assets with data governance principles implemented.	30%
Participation in specific data protection trainings organised by EPSO with DG HR/ DPO.	Data protection compliance awareness of staff.	EPSO/EUSA Management (Director and Heads of Units) 100%.

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.

Objective: EPSO/EUSA takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work.

Main results and outputs in 2020:

Output	Indicator	Target
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)		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).		All EPSO/EUSA staff
Introduce paperless working methodologies at DG level: e.g. e-signatories, financial circuits, collaborative working tools.		All EPSO/EUSA staff

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

Regarding the CAST selection procedures, EPSO is aiming at improving efficiency and effectiveness of the process further in rendering the institutions even more flexibility with regard to interviewing and recruiting candidates. In order to achieve this goal, EPSO is working towards a continuous testing solution which will allow candidates pre-selected by the institutions to test according to the timing of the interviews hence improving the organisation, better manage expectations of both candidates and institutions and speeding up the recruitment process further.

ANNEX - Performance tables

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