Management Plan 2025

Directorate-General for Human Resources and Security

Contents

PART 1. Introduction and strategic outlook

Mission statement and operating context

The Directorate-General (DG) for human resources (HR) and security aims at modernising the Commission and creating the right conditions for staff to deliver on the Commission's priorities. The Commission's Human Resources strategy set the path in 2022 to achieving its objective of having **a modern, high-performing and sustainable organisation**, which put people first. Main achievements include, amongst other, the introduction of flexible hybrid work arrangements ([1]), a greening strategy (aiming for climate neutrality by 2030), a new recruitment model, and initiatives to support staff mobility and strengthen gender equality in management. This is a solid foundation on which to build further.

DG HR's **values** consist of:
- An inclusive and respectful work environment
- Transparent, sustainable and ethical practice
- Efficient and high-quality HR services
- Purpose-driven leadership
- Trust-based cooperation
- An enshrined security culture

In pursuing its mission, DG HR's **main activities** consist of promoting a safe, green and healthy work environment where staff's physical and mental well-being and mobility is supported, in all places of employment. It also supports new, flexible ways of working. DG HR aims at building a diverse, inclusive and accessible organisation and delivering efficient, staff-focused HR services supporting staff in all stages of their career. It establishes the strategic HR framework within an effective and efficient use of resources and has adopted a forward-looking approach to ensure the Commission has the right skills to deliver on its priorities now and in the future. It also provides the safety, security and protection of staff, property, activities and information at all places of employment, while ensuring full respect of the Staff Regulations and an open and efficient social dialogue with staff representatives to guarantee adequate working conditions.

The **legal framework** regarding EU staff matters comprises the Treaty on the functioning of the European Union, the Staff regulations of Officials and Conditions of Employment of Other Servants of the European Union, delegated acts, EU directives, case law and report on the implementation of the Staff Regulations by all institutions.

([1])   C(2020) 1788 final of 24 March 2022.

Sysper is the main **HR management information system** supporting most HR processes under the responsibility of DG HR. Work is however ongoing to develop a new user-friendly HR IT platform, which will replace existing systems.

While continuing to work towards its own multi-annual target of returning 150 full time equivalents (FTEs) by the end of 2027, in 2025, DG HR counts around 1 300 **statutory staff members**, mainly based in Brussels and Luxembourg, but also at the Joint Research Centre's (JRC) sites in Geel, Ispra, Karlsruhe, Petten and Sevilla. DG HR implements its budget of EUR 418,29 million (payment appropriations) for 2025 under centralised direct management.
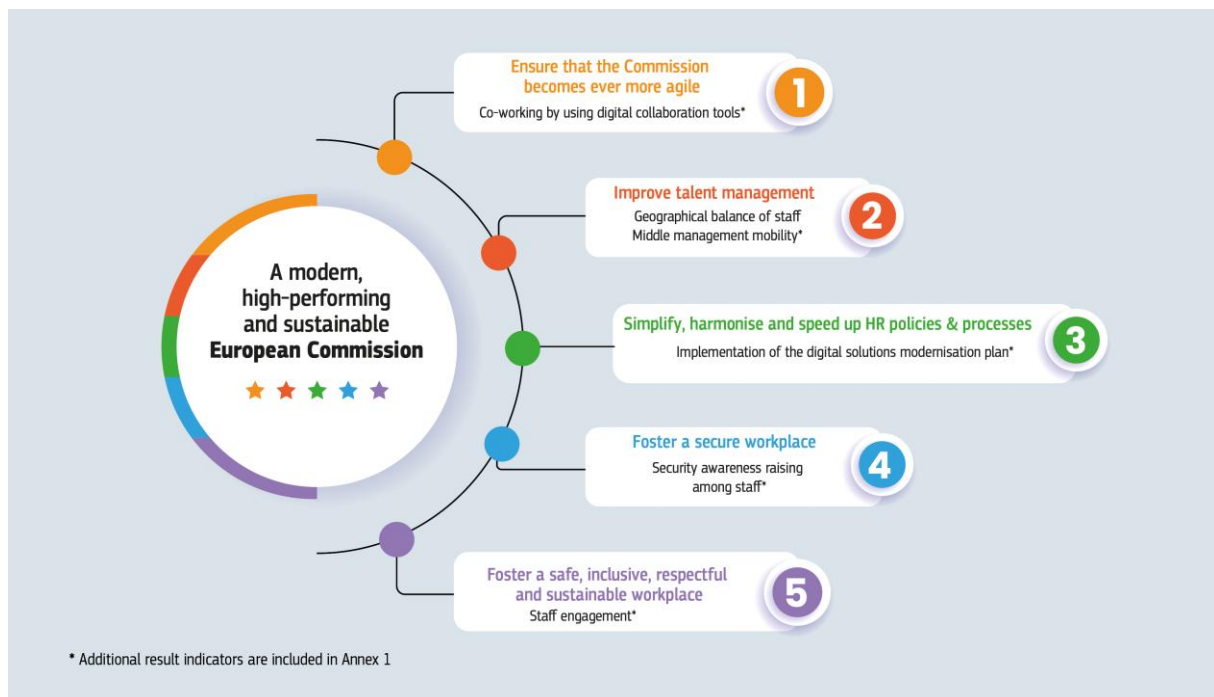
Over the last few years, additional tasks have been entrusted to the Commission by other institutions and/or the Member States without any increase in the Commission's staffing levels. This has been compounded by the Commission's flexibility and responsiveness in the face of extraordinary challenges, such as COVID and significant geopolitical events. It is also reflected in the Commission's annual risk management exercise, where **high pressure on resources** (both human and financial) has been identified as a cross-cutting critical risk since 2023.

The Commission has also seen its **role and exposure grow** in policies with a strong security dimension. In parallel, external security threats to the EU institutions and the Union at large make reinforcing corporate security and preparedness crucial. The rapid and unpredictable deterioration of the threat landscape and the geopolitical situation requires a reflection on all aspects of security. It is particularly vital that the integrity of the Commission's decision-making processes and implementation capacity is safeguarded, as well as its ability to deliver an integrated security response when confronted with large-scale crises. The Commission's own security and resilience underpin its credibility and trustworthiness as a geopolitical actor.

The President convened the first-ever **Security College** in March 2025 to ensure that the Commission's contribution to collective security is driven by a clear and in-depth understanding of the rapidly changing security threats.

Strategic outlook 2025 – 2029

DG HR contributes to the Commission's general objective 'a modern, high-performing and sustainable European Commission' by purposing five specific objectives as indicated below.

Ensure that the Commission becomes ever more agile
Co-working by using digital collaboration tools*
1

Improve talent management
Geographical balance of staff
Middle management mobility*
2

Simplify, harmonise and speed up HR policies & processes
Implementation of the digital solutions modernisation plan*
3

Foster a secure workplace
Security awareness raising
among staff*
4

**Foster a safe, inclusive, respectful
and sustainable workplace**
Staff engagement*
5

A modern,
high-performing
and sustainable
European Commission

* Additional result indicators are included in Annex 1

Specific objective 1: Ensure that the Commission becomes ever more agile

The European Commission has committed to ensuring that Europe 'can draw on a modern, efficient public administration to deliver on our political priorities and make a difference for Europeans in their everyday life'. To support this commitment and enable DG HR to deliver on its general objective, Commissioner Serafin has been tasked to carry out a **large-scale review of the Commission's organisation and operations**, together with an external benchmarking exercise and the creation of a high-level reflection group on the future of the Commission's civil service. This review aims to deliver ambitious change from the first years of the new multiannual financial framework (MFF) 2028-2029 and lay the foundations for the evolution of the Commission beyond that. The mission letter sets high expectations in terms of being 'faster and simpler' and ensuring the Commission becomes 'ever more agile' by adapting structures, working methods and reallocating resources to evolving needs and priorities.

Digital and artificial intelligence (AI) tools have the potential of **transforming how the Commission works**. DG HR will continue to support the adoption of collaborative tools and the new ways of working. It will also work towards enabling staff and managers to make the most of existing in-house AI tools and explore the potential of AI more broadly while raising awareness of corporate guidelines and regulations.

Specific objective 2: Improve talent management

In response to the new European Personnel Selection Office (EPSO) competition model, the Commission implements an innovative recruitment approach using reserve lists to enable

the recruitment of top European talent. A decentralised framework empowers recruiting DGs to **identify the most qualified laureates** for each open position.

Improving the **geographical balance** of the Commission's workforce is a political priority. Monitoring Member States' presence within the Commission and maintaining an ongoing dialogue with all Member States is critical to achieving this. The implementation of joint action plans on geographical balance for the under-represented Member States will continue. DG HR will also consolidate the progress on **gender balance** at management achieved during the last mandate, making the workforce better reflect European society.

DG HR is piloting a new approach to selecting, retaining and rewarding talents through **internal competitions**. The multiannual planning combining generalists and specialist competitions will allow the Commission to retain specialised skills and expertise, especially from among the dynamic population of temporary and contract agents.

In a more competitive labour market, with geographical imbalances and efforts to drive HR modernisation, the Commission is working to attract and retain a skilled, diverse, versatile, and motivated workforce in all sites. The **new external communication and outreach strategy** promoting the Commission as attractive employer will focus on digital platforms in line with the needs of the target audiences of job seekers in Europe.

Promoting and facilitating staff mobility is key to increasing the attractiveness and agility of the administration. Mobility enhances efforts to optimise resource allocation, ensuring that the right people are in the right place at the right time. The **new mobility policy** broadens the mobility possibilities of all staff in all places of employment.

Upskilling and reskilling remain crucial to develop a workforce ready to tackle current and future challenges and can empower staff to take ownership of their careers. As part of the effort to modernise **learning and development** to ensure that it corresponds to the needs of the Institution, DG HR will continue to guide staff towards learning activities needed to bridge skills gaps or prepare for a job move.

Specific objective 3: Simplify, harmonise and speed up HR policies and processes

Budget limits demand more efficient HR processes. With the implementation of the **HR Transformation (HRT) programme**, DG HR is reviewing the existing HR business processes and analyses opportunities for streamlining and improvement, supported by new technology. The new HR IT platform will enable smooth operations of HR service delivery. Automation and AI will help to redeploy limited human resources to Commission priorities, freeing them up from manual and repetitive tasks. More interoperability will pave the way for further alignment projects with national administrations.

The HRT programme is improving staff selection and recruitment through the development of a unified talent pool that will aggregate information of all candidates for EU jobs and

careers. This will improve the identification of skills and talents in line with EU priorities. Similarly, the development of the new EU Job Market website will provide a more strategic and visible homebase for communications to candidates. HRT will also aim for **simplification and harmonisation** by removing complicated and complex HR processes.

Specific objective 4: Foster a secure workplace

DG HR will boost the Commission's corporate security and preparedness by reinforcing its physical security and enhancing the resilience of its staff and IT systems against hybrid attacks and espionage attempts. A new **corporate security strategy** fit for the challenges of the geopolitical and threat landscape and in line with the results of the large-scale review will be adopted. It will build on the Preparedness Union and internal security strategies, embedding the principles of proactive risk management, layered security based on the use of cutting-edge technology and on fostering a strong security culture.

A key objective will be to establish a new **Integrated Security Operations Centre** (ISOC) – a state-of-the-art physical security nerve centre that will ensure the duty of care for Commission staff, VIPs, physical assets, and operations across all Commission sites, while enabling seamless communication and coordination with key security partners. The **physical security** of Commission buildings will also be reinforced through building vulnerability assessments and various technical security initiatives, including the deployment of enhanced access measures based on multiple factor authentication.

Information security remains a horizontal requirement of paramount importance for the accomplishment of the Commission's strategic policy objectives. DG HR will continue to work on establishing minimum information security rules and standards for all EU institutions, bodies, offices and agencies, on developing secure and sovereign communication channels for the exchange of information, including classified information, with various partners and on improving the resilience of the Commission's communication systems, especially against quantum threats. DG HR will also step up its efforts to **mitigate the insider threat** of individuals with anti-EU agendas particularly in the context of the pre-recruitment processes. In addition, DG HR will continue **fostering a security culture** where staff take ownership for the security of their working environment.

Specific objective 5: Foster a safe, inclusive, respectful and sustainable workplace

DG HR will ensure that the Commission's revamped **anti-harassment policy** [2] contributes to a safe and respectful workplace. The newly appointed Chief Confidential Counsellor (CCC) will continue to implement the policy in cooperation with the new network of confidential counsellors and with a particular focus on prevention and awareness raising.

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[2]   C(2023) 8630 final of 12 December 2023.

DG HR will continue implementing initiatives on **greening the Commission** [3], in view of achieving climate neutrality by 2030, and **diversity and inclusion** [4], ensuring a workplace that is truly inclusive, free of discrimination and respectful. DG HR will also continue to reinforce its **health and safety** management system to contribute to the well-being of staff, with particular attention to assessing psycho-social risks.

PART 2. Delivering on the Commission's priorities in 2025

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

Specific objective 1: Ensure that the Commission becomes ever more agile

The **large-scale review of the Commission's organisation and operations** will play a key role in contributing to the Commission's general objective of 'a modern, high-performing and sustainable European Commission' through focusing, inter alia, on i) a review of processes and procedures; ii) structuring of Commission services to align with priorities; and iii) embedding cross-departmental coordination as the norm.

In 2025, the core work in setting up the large-scale review inception team will take place including initial work on scoping, preparing and planning for the delivery of the review by the end of 2026. In addition, work will be carried out to put in place appropriate teams and processes to draw upon relevant expertise from across the Commission, to commence preparations for delivering the external benchmarking exercise and setting up the high-level reflection group to act as a sounding board as the review progresses.

Under the current Multiannual Financial Framework (MFF) the Commission is committed to stable staffing. In view of **adapting its structures and resources to political priorities of the current mandate and changing needs** in the global geopolitical context, the Commission focuses on redeployments, sharing resources internally and maintaining its staffing levels.

To better facilitate the implementation of Commission's political priorities, human resources redeployment will be optimised through **strengthened internal redeployment efforts**

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[3] [Greening the European Commission - European Commission](#)
[4] [Diversity and inclusion - European Commission](#)

and an annual contribution to the Commission reserve pool of posts. The contribution to the pool is multi-annual, corresponding to 1% of the number of posts in the heading 7 establishment plans of Directorates-General and services, starting in 2025 (first collection of posts by 31 May 2025). It will be complemented by an additional annual internal re-deployment of 2% as from 2026 and across all establishment plans. DG HR is preparing, in cooperation with the other central services, guidance to the Directorates-General and services.

To **improve the use of data to better understand and respond to the Commission's challenges**, DG HR set up, in early 2025, an internal working group on sense-making as a strategic opportunity. The group will explore ways to further leverage quantitative and qualitative data to gain organisational insights and inform decision-making, with a view to enhancing the impact of HR services, driving strategic HR initiatives, and enabling DG HR to be a better strategic partner to line-DGs/services. Ultimately, the work should enable DG HR to better understand, anticipate, and act on organisational trends. In the first instance, the working group will identify key questions to address and propose pilot projects to work on until the end of 2025.

In 2025, DG HR will continue to **promote collaborate working structures and methods, including better use of digital and AI-based tools**. AI-based tools such as GPT@EC, eBriefing, eReply could transform the way the Commission works and to help staff adopt AI, an AI@EC change management framework has been established and a cross-DG AI change management team set up by the Centre for Organisational Transformation.

The AI Change team will lead two main actions in 2025: setting up a Commission-wide AI Champions community; and helping DGs set targets for the use of AI tools. The latter will start with a pilot in one DG and will be informed by the results from the 2025 annual survey on AI usage and AI upskilling needs.

Specific objective 2: Improve talent management

The **new recruitment model** will be gradually implemented throughout 2025, with a fully operational scheme expected by the end of the year. Following the release of the first long EPSO laureate list (AD 7 transport competition) and the establishment in March 2025 of the pool of 'HR Representatives' (including volunteers from DGs who will map the general skills of EPSO laureates on recruitment panels), the first interviews under the new model will take place Q2 2025. In addition, the implementation of the HR Transformation programme with its strategic use of technology will improve the recruitment processes resulting in

reduced time to hire, and as a result improve our capacity to identify talents in a competitive market environment. The competitions will be managed in the newly developed HRT tool to simplify procedures, reduce administrative burden and be more user-friendly for the candidates.

The planning of **internal competitions** for 2025-2027 is piloting a new approach to selecting, retaining and rewarding talents. By enlarging the eligibility criteria, the successful laureates will be selected from a wider pool of internal candidates.

In 2025, the **new temporary agents decision** will be adopted to establish the external publication of temporary agent positions, already implemented for certain function groups. It will provide a clearer grading system and clarify and standardise employment conditions.

The implementation of the 15 joint action plans on **geographical balance** with the under-represented Member States will continue in 2025. This includes measures on communication, outreach/promotion, selection and recruitment as well as joint measures with the 15 Member States. DG HR will also continue our ongoing dialogue with all Member States on the issue of geographical balance, and the provision of statistical information on their presence within the Commission. In 2025, General Implementing Provisions giving effect to Article 27 of the Staff Regulations and Article 12(1) of the Conditions of employment of other servants of the European Union will be adopted. The general implementing provisions outline a legal basis for the assessment of geographical balance, based on a new definition of appropriate presence and under-representation, and an update of the guiding rate methodology in line with the latest population data and Members of the European Parliament ratios. Furthermore, they provide the legal basis for adoption of appropriate measures, based on a prospective and proportionate assessment of geographical balance in any given Member State.

Building on the progress made during the previous mandate of the College, DG HR will monitor the **gender balance** situation at all management levels and design appropriate measures where they see downward trends.

DG HR will start implementing the new policy to **improve mobility** across all staff categories in all places of employment. Measures will be launched with a focus on middle management mobility and the job-matching platform for staff. An informal platform will be set up to create a more flexible and transparent job market in which Heads of Unit posts becoming vacant could be advertised. A two-year pilot phase for target-driven inter-DG mobility at middle management level will also start in 2025. In addition, a pilot version of a job-matching platform for staff will be built to enable Heads of Unit and HR Correspondents to publish posts that are likely to become vacant in the foreseeable future.

The platform will allow staff to express interest and/or contact the relevant managers to jointly evaluate the opportunity of a direct transfer before the publication of the post.

The **new external communication and outreach strategy** to promote the Commission as an attractive employer will focus on digital platforms in line with the needs of the target audiences of job seekers in Europe. In 2025, DG HR will:

- focus on the development of the new EU Job Market website, which will act as the homebase for communications.
- focus on developing the Employer Value Proposition (EVP) of the EU civil service with a view to implement it on the Job Market Website.
- Develop a Communication Toolkit for Member States. This will provide clear and accessible information on career opportunities that is easy to disseminate and meets the demands of under-represented Member States.
- Develop and implement pilot outreach actions.

The modern **learning and development delivery model** will continue to be centered around learning priorities which translate into targeted learning packages per job profiles. Specific attention will be paid to AI upskilling. A new Management Development Programme for future Middle Managers will also be launched in 2025.

In addition, in 2025, the existing guide for managers on **managing performance and underperformance** of their staff will be reviewed, to serve as a reference document for managers and HR correspondents. The guide will take the form of a short factsheet, focusing on resolving performance issues at an early stage.

Specific objective 3: Simplify, harmonise and speed up HR policies and processes

Digital transformation supports the **transformation of the HR business**. Technology helps not only with simplifying, harmonising and streamlining HR processes, but can also offer user-centric and automated HR services to staff via a common, future-proof HR IT platform. A revised use of available technology helps the design of a better user experience and a fluid digital staff journey that includes the services of all HR family DGs (HR, EPSO, PMO, OIB/OIL). This will serve active and post-active staff of the European Commission and all interested EUIBA.

The **new digital HR landscape** will be cloud-based and fully compliant with security and data protection standards. It will bring data into one place and connect data to processes. The practical benefit for Commission staff will be the once-only principle, putting an end to parallel, uncoordinated personal data requests from users. The new Single Candidate Portal illustrates this evolution. Building on our digital operations transformation, DG HR will evolve data analytics. The technological transformation will enable advanced insights and scalability of providing data and analytics to HR management and operations.

In the first half of 2025, the **HR Transformation (HRT) programme** will deliver and complete a first set of new solutions. The full knowledge base of articles on how Staff Regulations apply to situations faced by staff will be migrated to the ServiceNow platform together with the contact forms migrated in 2024 and the digitalized process for the entry-into-service will become available to all Commission newcomers and movers. Several internal and external competitions will be organised on the new Single Candidate Portal, implementing the once-only principle for candidates' data.

In the second half of the year, Commission's staff and candidates' profiles and CVs will be consolidated in a new **Unified Talent Pool**, and new talent search tools for recruiters will be made available progressively. A new project will also be launched to build a new IT solution that covers the business needs of all domains of the Medical Services, enhancing service quality by improving safety, data interoperability and the management of electronic health records. All new capabilities will provide enhanced reporting capabilities and aim to increase efficiency through modern, HRT-aligned technologies.

Beyond the purely digital transformation, DG HR will launch a series of **time-limited projects** in 2025 to identify and, where possible, remove specific elements within HR procedures and DG HR's own processes that make them either too complex or too complicated or both.

Specific objective 4: Foster a secure workplace

In 2025, DG HR will initiate the work on a new **corporate security strategy** aiming at revising the security governance framework and processes of the various security areas with a focus on risk management across the entire cycle.

The physical security of staff and buildings features high on the agenda. DG HR aims to conduct the technical preparatory works for the new **Integrated Security Operations Centre** (ISOC) and to conclude a Memorandum of Understanding with their Belgian counterparts for the use of the Paragon system for situational awareness and incident management. These actions will be integral for the successful and timely establishment of ISOC and hence the boosting of the Commission's security and crisis management capabilities.

With regards to the protection of Commission buildings, DG HR will start the **roll-out of new access controls** based on multiple factor authentication and update the threat assessments for buildings in Brussels and Luxembourg, as well as for Representations in Member States to allow for a tailored review and upgrade of security measures.

Information security will continue being a priority area this year. DG HR will develop new secure and sovereign communications solutions, including cloud-based, for sensitive non-classified and classified information, as well as a new quantum-proof public key

infrastructure. These will be underpinned by a revised standard on cryptography and quantum computing.

Of particular importance will be the preparation and launch of the procurement procedure for a new framework contract for **secure meeting rooms** given the increasing need of various DGs to conduct classified meetings on a regular basis.

DG HR will also address the risk of insider threats by updating the **guidelines for recruitment of non-EU nationals** and transmit them to all Commission services.

Lastly, DG HR will continue the implementation of the **'Be prepared' campaign**, comprising diverse activities to reach out to staff and raise security awareness, as well as other communication and training efforts directed to staff based in DGs/services with particularly high exposure to specific threats, such as espionage, and in Representations.

Specific objective 5: Foster a safe, inclusive, respectful and sustainable workplace

The action plan adopted with the **new anti-harassment Decision**, containing 29 different actions, will continue to be rolled out under the supervision of a steering group chaired by the Chief Confidential Counsellor (CCC). Several mandatory training sessions for managers will be carried out in 2025. Another important part of the CCC's work consists of handling requests from victims, alleged harassers, witnesses and managers. A possible extension of the CCC's area of activities to executive agencies is underway and the role regarding decentralised agencies is under reflection.

The Commission will continue implementing the Communication on **greening the Commission** and its action plan, to achieve climate neutrality by 2030. The Commission will focus in particular on: i) concluding the progress review of the Communication, with a view to agreeing new actions up to 2030 and beyond; ii) working with the Office for Infrastructure and Logistics in Brussels (OIB) and the Office for Infrastructure and Logistics in Luxembourg (OIL) to continue the transition towards smart, sustainable offices, and reduced office space in line with the New European Bauhaus, whilst continuing close cooperation with the Brussels region on mobility, security and staff well-being; iii) finalising and implementing a new guide to missions in view of reducing emissions related to professional travel; and iv) continuing related internal communication and staff engagement activities as well as outreach towards external stakeholders.

DG HR will continue to reinforce its **health and safety management system** to contribute to the well-being of staff. Specific attention will continue to be given to

awareness raising actions in the domain of prevention of psycho–social risks and to first intervention procedures in the context of the new hybrid working environment. An assessment of psycho–social risks will be launched in 2025.

In 2025, DG HR will evaluate and report on the implementation of its **diversity and inclusion** action plan 2023–2024. It will prepare an updated action plan as a framework for the coming period based on broad consultation and data. It will contribute to the three Commission Communications planned under the Union of Equality: a new gender equality strategy for post–2025, an updated strategy on LGBTIQ equality and a new anti–racism strategy for post–2025.

DG HR continues its efforts to improve **data collection** through surveys and work to introduce a diversity monitoring tool. It will work on the introduction of the non–binary gender options in HR IT systems, promotion of diversity through the Blue Book traineeship and improved physical, digital and information accessibility for colleagues with disabilities.

DG HR will also participate in the evaluation of the implementation of the **UN Convention on the rights of persons with disabilities** (UN CRPD) and the Council of Europe Convention on preventing and combating violence against women and domestic violence with regard to matters related to the EU institutions and public administration, asylum and non–refoulement (Istanbul Convention).

PART 3. A modern and sustainable public administration: outputs in 2025

A. Human resource management

DG HR's **staff engagement index** was at an all–time high of 78% in 2023 (+3 percentage points since the 2021 survey and 5 percentage points above the Commission's average). DG HR will continue to boost staff engagement through regular internal communication initiatives such as the all staff 'Question Hour' sessions and debriefings from middle and senior management meetings. It will also continue obtaining feedback from staff through pulse surveys and through DG HR's Sounding Board ([5]). As part of the follow–up to the 2023 staff survey, a series of actions will be taken to further develop an atmosphere of trust in the DG. Specific focus will also be put on increasing staff's opportunities to contribute to the flagship HRT project and, as such, foster increased collaboration.

([5])   DG HR's Sounding Board is a diverse group of colleagues who are asked to give their opinion on a subject or initiative related to HR matters concerning DG HR staff.

On 1 December 2024, 41% of DG HR's **middle management positions were held by women**, and it will strive to meet the target of 50% with future recruitments. At the same time, the rate of women in Deputy Head of Unit positions was 56%. To maintain a level of >50% and to have a talent pool to draw from for future management vacancies, DG HR will encourage female participation in the new management development programme and organise an information session for team managers interested in a management career.

B. Digital transformation and data management

In 2025, DG HR will begin the design and development of a modern **data analytics platform**, aimed to ease access to cutting-edge data insights and analytics in the HR domain for HR professionals and managers in the Commission and partner EU institutions. A first component of the platform, the data catalogue, will further increase maturity in data quality monitoring, data incident prevention, data knowledge centralisation, and enabling better data assets management for the business units. The baseline for seamless digital environment: cloud adoption, measured by the percentage of IT systems utilising cloud infrastructure services compared to the total number of IT systems, is 16% from 2024.

On **data management**, DG HR has registered the most relevant data assets in the EC Data Catalogue. Internally, with the help of the local data catalogue, DG HR will increase the level of granularity of the data assets. By connecting the tool to DG HR's main data source systems, a clear picture of the data assets will be available in real time.

In terms of **ownership and responsibilities**, following the adoption of an HR Family data governance framework in 2019, a community of data owners and stewards has been established. In 2025, DG HR will explore a more effective approach to data governance, by consolidating the data ownership and stewardship.

As DG HR is advancing with the digital transformation programme, DG HR is committed to improve on **data quality**. In 2025, DG HR will review the reference and master data sets, start defining data quality rules and monitor them in near real-time, using the local data catalogue.

To improve **digital skills** of its staff, DG HR has launched a new project, 'AI for HR', advocating the use of AI with support of DG HR's AI Champions. Staff is regularly invited to training sessions and a new space for AI training recordings will be created on the local intranet page, ensuring easy access to resources and fostering an inclusive learning environment. In addition, all staff in DG HR, including management, is encouraged to follow the available corporate AI learning packages. The baseline for digital culture, measured by the percentage of statutory staff that completed at least one IT training, is 37% from 2024.

Taking into account the above four dimensions (data management, ownership and responsibilities, data quality and digital skills), the baseline of the maturity level of data management from 2024 is 'developing'.

DG HR will ensure that **data protection** records in the Data Protection Management System are up to date and requests from staff members and citizens to exercise their data protection rights are effectively and timely replied to. DG HR will also ensure that the implementation work on the HRT programme continues meeting the necessary level of data protection compliance and accountability so that the personal data of staff members are processed in a secure and lawful manner. The baseline of the compliance indicator (percentage of staff trained on data protection compliance combined with percentage of public records of processing operations reviewed within the last two years) is 82% from 2024. In 2025, DG HR will continue organising training courses, specifically targeted for newcomers and for HR professionals so that they stay well informed about the procedures in place, for example in the field of recruitment and the HRT programme.

C. Sound financial management

DG HR will continue its efforts to improve budgetary and financial management to support the implementation of its various actions. A key priority, besides ensuring the excellent results of previous years (notably, in 2024, the estimated risk at payment was 0%), will be to ensure **a smooth transition from ABAC to SUMMA** addressing any unforeseen shortcomings of the new system, including its integration with local HR systems such as e-Sire and STAGES. Budgetary pressures will continue in 2025, potentially requiring DG HR to take strategic measures to safeguard the delivery of its priority objectives.

D. Fraud risk management

DG HR will continue to drive the successful implementation of actions under its domain leadership (learning and development, ethics, recruitment, and security) as outlined in the action plan for the Commission's anti-fraud strategy (CAFS) adopted in 2023. Furthermore, all the necessary actions under DG HR's anti-fraud strategy 2021 have been implemented (the baseline for the indicator tracking implementation of the actions included in DG HR's anti-fraud strategy over the whole lifetime of the strategic plan is 100% in 2024). Following the adoption of **DG HR's new anti-fraud strategy** scheduled in 2025, the focus will be on executing its action plan to strengthen fraud prevention, detection, and correction. This will include targeted awareness-raising initiatives, red-flag mapping, and enhanced controls to address risks associated with emerging technologies.

E. Sound environmental management

DG HR promotes 'greening practices' among its staff. In concert with annual corporate communication campaigns, DG HR will continue to organise and promote **awareness raising actions** concerning energy, water and paper use, as well as sustainable commuting practices (e.g. EU Mobility Week and VeloMai), greening our professional trips, green public procurement and the organisation of sustainable events. The EMAS Taskforce, established in 2023 and comprising the EMAS teams of DG HR, the DG for Interpretation (DG SCIC), the DG for Digital Services (DG DIGIT) and the European Personnel Selection Office (EPSO), will continue to drive these efforts forward. Following the launch of the 'Green DG HR Team' in 2023, actions continued to attract more interested volunteers to support the design and organisation of innovative, additional green local communication and staff awareness actions. This team will be developed further in 2025.

A baseline was established for DG HR's **emissions related to business travel**: 1.228 tonnes in 2019, including 1.031 tonnes related to security of Commission mission delegations. The future objective of a 50% reduction as soon as possible and by 2030 in line with the corporate travel emissions' reduction objective has been set, excluding the above-mentioned safety and security-related missions. DG HR will also promote recommendations for the optimisation of professional travel, including for safety and security.

In 2025, DG HR will continue to strongly encourage all operational units to consult the Interinstitutional Green Public Procurement Helpdesk when planning high-value procedures. The aim is to consolidate this as best practice, establish a baseline for future objectives, and promote the use of **'green' offices supplies to all staff**. Initiatives to improve economy and efficiency of financial and non-financial activities will be considered.

ANNEX 1: Specific objectives and result indicators 2025-2029

General objective 1: A modern, high-performing and sustainable European Commission
Specific Objective 1.1: Ensure that the Commission becomes ever more agile

Result indicator 1.1.1 Coworking by using digital collaboration tools
Explanation: Percentage of HR staff saying that they mostly send links (rather than attachments)
Source of data: Annual IT survey
This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2025)	Target (2029)
72%	increase	100%

General objective 1: A modern, high-performing and sustainable European Commission
Specific Objective 1.2: Improve talent management

Result indicator 1.2.1 Geographical balance of staff
Explanation: The share of AD5-AD8 officials (excluding linguists) from the 15 under-represented Member States (AT, CY, CZ, DE, DK, EE, IE, FI, LU, MT, NL, PL, PT, SE and SK) combined. The target reflects a possible and desirable reduction in the number of under-represented Member States. The milestone and target will be measured against the 15 Member States defined as under-represented on 31 December 2024.

Source of data: Sysper
This result indicator is selected as a KPI

Baseline (31.12.2024)	Interim milestone (2027)	Target (2029)
28%	30%	34%

Result indicator 1.2.2. Middle management mobility
Explanation: Ratio of inter-DG mobility against the total mobility of middle managers
Source of data: Sysper
This result indicator is selected as a KPI

Baseline (1 December 2024)	Interim milestone (30 June 2027 – end of observation period)	Target (2029)
9.4%	Increase	20%

Result indicator 1.2.3. Gender balance		
Explanation: Percentage of female representation in management		
Source of data: HR.A1		
Baseline (1 December 2024)	**Interim milestone** (2027)	**Target** (2029)
48.9% of women in management positions (middle and senior)	Not less than the baseline rate	Not less than the baseline rate

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.3: Simplify, harmonise and speed up HR policies and processes

Result indicator 1.3.1 Degree of implementation of the digital solutions modernisation plan

Explanation: The percentage corresponds to the rate of implementation of each project identified for each wave of HRT and takes into account the business impact of each project. Information on the programme can be found here: HR Modernisation and Digital Transformation Programme
Source of data: HR.04
This result indicator is selected as a KPI

Baseline (2024)	**Interim milestone** (2027)	**Target** (2029)
63% for Wave 1 solutions	100% of wave 1; 70% of wave 2	100% of solutions implemented

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.4: Foster a secure workplace

Result indicator 1.4.1 Security awareness raising among staff
Explanation: Annual number of participants in security-awareness activities, such as training courses, briefings, conferences etc. Some staff might participate in several activities.
Source of data: HR.DS data
This result indicator is selected as a KPI

Baseline (2024)	**Interim milestone** (2027)	**Target** (2029)
14 660	14 000 – 15 000	15 000

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.5: Foster a safe, inclusive, respectful and sustainable workplace

Result indicator 1.5.1 Staff engagement

Explanation: Staff engagement index consisting of the following questions:
1. I have a clear understanding of what is expected from me at work.
2. I have the appropriate and timely information to do my work well.
3. My manager helps me to identify learning and development needs.
4. My colleagues are committed to doing quality work.
5. I feel that my opinion is valued.
6. I receive regular recognition or praise for good work.
7. My manager cares about me as a person.

Source of data: Commission staff survey

This result indicator is selected as a KPI

Baseline (2023)	Interim milestone (2025)	Target (2029)
73%	Maintain or increase	Maintain or increase

Result indicator 1.5.2 Safety awareness

Explanation: Number of staff (in Brussels and Luxembourg) that have participated in safety training in 2025

Source of data: DG HR, OIB, OIL

Baseline (2024)	Interim milestone (2027)	Target (2029)
1 983	+30%	+50%

Result indicator 1.5.3 Carbon footprint

Explanation: The Commission's CO_2 emissions expressed in Tonnes CO_2e

Source of data: Environmental statement 2024 [6]

Baseline (2019)	Interim milestone	Target (2030)
210 457	NA	-38%

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[6] https://op.europa.eu/webpub/hr/ec-environmental-statement-2024/

Result indicator Result indicator 1.5.7 Requests to the Chief Confidential Counsellor (CCC) office

Explanation: Number of requests received by the CCC office from victims and alleged harassers via mail or phone per year. Since the CCC took up her function on 1 September 2024, the baseline consists of 100 requests received by the confidential counsellors in the DGs from January to August 2024 and 123 requests received by the CCC from September to December 2024. The milestone and targets are not objectives, but simply realistic and hypothetical forecasts based on the number of requests received by the CCC during the first quarter 2025, reflecting a clear preference by Commission staff to work in a respectful workplace.

Source of data: CCC office

Baseline (2024)	Interim milestone (2027)	Target (2029)
223	520	520

ANNEX 2: Performance tables – delivering on Commission priorities in 2025

General objective 1: A modern, high-performing and sustainable European Commission
Specific Objective 1.1:   Ensure that the Commission becomes ever more agile

Main outputs in 2025:

Major outputs		
Output	**Indicator**	**Target**
Large-scale review of the Commission's organisation and operations	Launch of the large-scale review (including set up of the inception team; delivery of first set of orientations and initiating work on external benchmarking)	By end 2025

Major outputs		
Output	**Indicator**	**Target**
High-Level reflection group on the future of the Commission's civil service	Establish the High-Level reflection group	By end 2025

Major outputs		
Output	**Indicator**	**Target**
AI Champions network launched	Nomination of champions per DG	At least one champion per DG by end of 2025

Major outputs		
Output	**Indicator**	**Target**
2025 annual survey on AI usage as well as AI upskilling needs	Launch of the survey	Q2 2025

Major outputs		
Output	**Indicator**	**Target**
Pilot project for setting targets for AI adoption by DGs	Launch of the project	Q2 2025

General objective 1: A modern, high-performing and sustnable European Commission
Specific Objective 1.2: *Improve talent management*

Main outputs in 2025:

Major outputs

Output	Indicator	Target
Commission decision on temporary agents	Adoption of the decision	Q2/Q3 2025

Major outputs

Output	Indicator	Target
General Implementing Provisions (GIPs) empowering the Commission to adopt matters affecting the functioning of internal control appropriate measures to address imbalance between Member States	Adoption of the GIPs	End of Q3/beginning of Q4 2025

Major outputs

Output	Indicator	Target
New policy on staff mobility	Finalisation of the policy paper; launch the implementation of the first measures outlined in the paper focusing on the middle management mobility and the job matching platform	5 March 2025; Q3/Q4 2025

Major outputs

Output	Indicator	Target
External Communication and Outreach Strategy (including EU Job Market Website, Social Media Strategy and Outreach Actions)	Adoption of the strategy and launch first short-term actions	Q4 2025

Major outputs

Output	Indicator	Target
Internal competitions	Establishment of open eligibility conditions; adopt new planning	Q1 2025 (planning) Q1 2025 (open eligibility conditions)

Major outputs		
Output	**Indicator**	**Target**
Management Development Programme for future Middle Managers	Launch of the new programme	September 2025
Major outputs		
Output	**Indicator**	**Target**
Review the guide for managers on managing performance and underperformance of their staff	Publication of the revised guide	Q4 2025

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.3: Simplify, harmonise and speed up HR policies and processes

Main outputs in 2025:

Major outputs		
Output	**Indicator**	**Target**
HR Transformation programme: HR Services Desk module, the external and internal competitions module and the new digital platform for onboarding newcomers	Go live of the modules and the platform (HRT wave 1)	87% by Q4 2025
Major outputs		
Output	**Indicator**	**Target**
HR Transformation programme: simplification/streamlining and digitalisation of the final part of the recruitment process (to onboard selected candidates)	Go live of the modules and the platform (HRT wave 2)	22% by Q4 2025
Major outputs		
Output	**Indicator**	**Target**
Pre-selection, Selection, Recruitment – Unified Talent Pool	Use of the new Unified Talent Pool by recruiters	Q3 2025

Major outputs		
Output	**Indicator**	**Target**
Simplification projects in the areas of recruitment, AI for question-heavy processes, and data protection	Validation of three project proposals by senior management and launch of the projects	Q2 2025

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.4:   Foster a secure workplace

Main outputs in 2025:

Major outputs		
Output	**Indicator**	**Target**
Corporate Security Strategy	A consolidated draft ready for interservice consultation	Q4 2025
Output	**Indicator**	**Target**
Technical preparatory works for ISOC	Finalisation the technical preparatory works	Q4 2025

Major outputs		
Output	**Indicator**	**Target**
Proof of Concept for Matrix as an instant messaging solution	Finalisation of the pilot, drawing of the lessons learned and determination of the suitability of Matrix as instant messaging solution for business continuity to replace Signal	Q4 2025

Major outputs		
Output	**Indicator**	**Target**
Pilot for a sovereign cloud solution for the handling of classified information related to defence policies	Launch of the pilot	Q4 2025

Major outputs		
Output	**Indicator**	**Target**
Draft standard on cryptography and quantum	A consolidated draft ready for interservice consultation	Q4 2025

General objective 1: A modern, high-performing and sustainable European Commission

Specific Objective 1.5: Foster a safe, inclusive, respectful and sustainable workplace

Main outputs in 2025:

Major outputs

Output	Indicator	Target
Presentation of the anti-harassment policy to Commission services and training sessions to managers	Number of staff, including managers, that have attended the Chief Confidential Counsellor's presentations of the anti-harassment policy in 2025 and number of managers that have participated in mandatory training sessions	± 7 000 staff and managers having attended the Chief Confidential Counsellor's presentations ± 1 200 managers having participated in the mandatory training sessions

Major outputs

Output	Indicator	Target
Greening progress review	Finalisation of report	Q4 2025

Major outputs

Output	Indicator	Target
Staff survey on diversity and inclusion	Launch of the survey; analysis of results; launch follow-up actions	Q2 2025 Q4 2025

Major outputs

Output	Indicator	Target
Commission decision on absence and sickness management	Interservice consultation completed	Q3/Q4 2025

Major outputs

Output	Indicator	Target
Psychosocial risk assessment	Launch of the assessment	Q3/4 2025

Major outputs

Output	Indicator	Target
Annual medical visits	Number of visits	7 500

ANNEX 3: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DG HR employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2025:		
Output	**Indicator**	**Target**
All staff online 'Question Hour'	Number of 'Question Hour' sessions	8 sessions
Regular online debriefing sessions following middle and senior management meetings	Number of debriefings	Weekly sessions (as per the meeting calendar)
Trust initiative: management seminar and staff event around the theme of trust	Number of management seminars Number of staff events	1 management seminar 1 staff event
Female Deputy Heads of Unit	Number of female Deputy Heads of Unit	Maintain >50% of female Deputy Heads of Unit
Participation in management development programme (MDP)	Number of HR staff participating in MDP	2 (corresponding to allocated quota)
Information session for team managers who are interested in becoming Head of Unit	Number of information sessions for team managers who are interested in becoming Head of Unit	1 information session

B. Digital transformation and data management

Objective: DG HR is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission		
Main outputs in 2025:		
Output	**Indicator**	**Target**
Digital Transformation		
Implementation of the HR Digital Solutions Modernisation Plan in two waves consisting of 5 projects in Wave 1 and 9 projects in Wave 2	Percentage of implemented solutions per programme wave	87% (Wave 1) – 22% (Wave 2) Each project represents a share of the related wave corresponding to the complexity and size of the project. The level of completion of each project is projected by the end of 2025, reflecting an expected completion of 4 projects in Wave 1 and first deliveries on 2 projects in Wave 2.
Data Management		
Start the implementation of the local data catalogue	Pilot a local data catalogue, automating DG HR's data management with the objective to improve data quality and the description of the DG's main data assets	End of 2025
Data Protection		
Awareness-raising courses on data protection rules	Number of staff participating in the training courses	130

C. 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 2025		
Output	**Indicator**	**Target**
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure

Output	Indicator	Target
Effective controls: Safeguarded information	Compliance with the procedure on cases of data breach management	Remains 100%
Efficient controls	Timely payments	Remains > 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 3% of funds managed

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ([7]) aimed at the prevention, detection and correction ([8]) of fraud		
Main outputs in 2025:		
Output	Indicator	Target
Actions from the DG HR Anti-fraud Strategy and under the lead of DG HR from the Commission Anti-Fraud Strategy	Share of implemented actions within the timeline	> 75%

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.		
Main outputs in 2025		
Output	Indicator	Target
Energy saving actions	% of department buildings participating in the annual BEST energy saving actions	50% of department buildings
Staff awareness actions	Number of staff awareness actions in line with EMAS/greening corporate campaigns	Increase (2 actions)

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[7] 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' ; Communication from the Commission 'Commission Anti-Fraud Strategy Action plan - revision 2023, COM(2023) 405 of 11 July 2023 –'the Communication on the 2023 revision' – and the accompanying document, SWD(2023) 245 – 'the revised Action Plan'.

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