



2019

Annual Activity Report

Annexes

**European Personnel
Selection Office**



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ANNEX 1: Statement of the Director(s) in charge of Risk Management and Internal Control

Statement of Assurance for “Shared Resources Services”

For DG HR Services

I declare that in accordance with the Commission’s communication on the internal control framework¹, I have provided my advice and recommendations on the aspects of financial management and internal control in EPSO that fall under the responsibility of DG HR.

I hereby certify that the information provided by my services in relation to Section 2 and Annex 3 of the Annual Activity report is, to the best of my knowledge, accurate and complete.

Date: 28.02.2020

[signed]

Christina VLASSIS

Head of Unit, Finance Procurement and Internal Control in DG HR

For EPSO Services

I declare that in accordance with the Commission’s communication on the internal control framework², I have at my disposal all advice and recommendations on the overall state of internal control in EPSO as a complement to the aspects covered by DG HR.

I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and complete.

Date: 02.03.2020

[signed]

Daniela CERVOVA,

Acting Head of Unit, Resources and Administrative Support in EPSO

¹ C(2017)2373 of 19.04.2017.

² C(2017)2373 of 19.04.2017.

ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

Human Resources

<p>Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.</p>			
<p>Indicator 1: Number of first-time female middle-manager appointments Source of data: Sysper</p>			
<p>Baseline: 0</p>		<p>Target 2019: 1</p>	<p>Latest known results: 0</p>
<p>Indicator 2: Percentage of staff who feel that the Commission cares about their well-being Source of data: Commission staff survey</p>			
<p>Baseline 2014: 44% (Commission: 34%)</p>	<p>Interim milestone 2018: 50% (and above Commission average)</p>	<p>Target 2020: 60% (and above Commission average)</p>	<p>Latest known results: 2018 EC staff survey: 60% (+8 points above EC average). Target 2020 already reached.</p>
<p>Indicator 3: Staff engagement index Source of data: Commission staff survey</p>			
<p>Baseline 2014: 66.3% (Commission 65.3%)</p>	<p>Interim milestone 2017: 72% (back to level 2013)</p>	<p>Target 2020: ≥ 75% (and above Commission average)</p>	<p>Latest known results: 2018 EC staff survey: 73% (+ 4 points above EC average)</p>
<p>Main outputs in 2019:</p>			
<p>Description: Continuation and enrichment of EPSO's fit@work programme by adding new activities based on the corporate 2019 fit@work strategy. Promotion of local activities in other neighbouring DGs open to all staff; Introductory training sessions to volunteering; Promotion campaigns (in tandem with the organisation of local</p>	<p>Indicator: Staff engagement index</p>	<p>Target Maintain staff engagement index above Commission average.</p>	<p>Latest known results:</p> <ul style="list-style-type: none"> • Staff engagement index of EPSO in 2018 survey 73%, i.e. +6 points compared to 2016 figure and +4 points above EC average. • Percentage of staff who feel that the Commission cares about their well-being: 60% (+8 percentage points above Commission average) • EPSO's fit@work

<p>activities when appropriate) for:</p> <ul style="list-style-type: none"> - corporate events such as 20Km of Brussels, Ekiden Marathon, VeloMai, European Week of Sport, the European Week of Health and Safety at work 			<p>programme continued with activities such as yoga classes.</p>
<p>Description:</p> <p>Implementation of the new Learning and Development Framework</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Registrations in EU learn 	<p>Target:</p> <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 • Roll out of the EPSO Management Potential Programme 	<p>Latest known results:</p> <ul style="list-style-type: none"> • 72% of the colleagues have been trained (5 points improvement compared to previous year) • 16 colleagues attended a training on procurement • 61% of AD staff has been trained • 46% of AD staff has been trained • 2 colleagues have participated last year. 1 additional colleague has been selected and will follow it in 2020
<p>Organisation of trainings/workshops/info-</p>	<ul style="list-style-type: none"> • Staff engagement 	<ul style="list-style-type: none"> • Maintain 	<ul style="list-style-type: none"> • Organisation of a

<p>sessions notably on:</p> <ul style="list-style-type: none"> • The prevention of psycho-social risks at the workplace (training for managers); • Office ergonomics; • Inclusion and diversity • Tips on how to improve your resilience <p>Promotion of corporate coaching</p>	<p>index</p> <ul style="list-style-type: none"> • Number of colleagues availing of corporate coaching 	<p>staff engagement index above Commission average</p> <ul style="list-style-type: none"> • At least two colleagues availing of corporate coaching 	<p>workshop on ergonomics followed by individual sessions (19 persons attended followed by 14 individual appointments)</p> <ul style="list-style-type: none"> • Organisation of an info session on coaching (14 persons attended)
<p>Action plan as follow-up to staff opinion survey 2018 :</p> <ul style="list-style-type: none"> • Sessions on career guidance • Creation of a room dedicated to well-being activities • Redesign of the staff cafeteria 	<ul style="list-style-type: none"> • Approval of action plan by Director 	<ul style="list-style-type: none"> • By end of Q2 2019 	<ul style="list-style-type: none"> • 3 sessions of career guidance have been organised (January, June and November) • Launch of the "4 year career talks" initiative. 18 colleagues expressed their interest • Several possibilities are under review. Implementation in 2020 • An estimate has been requested

Following the EC decision (SEC(2017)359 final) of July 2017, a quota of one additional female first appointment by 2019 was allocated to EPSO. EPSO's middle management is 100% female by 01st January 2020.

- *Evolution of HR establishment Plan*

Human Resources by ABB activity				
Code ABB Activity	ABB Activity	Establishment Plan posts	External Personnel	Total
26 01 20	EPSO	92	19	111
26 AWBL-35	EUSA	15	11	26
Total		107	30	137

On 31 December 2019, the EPSO establishment plan for 2019 (including EUSA) listed 107 posts, including one temporary agent post (AT2a) and one "surcharge" granted for 6 months in order to reintegrate one AST official coming back from CCP. Of the 107 posts available, 97 were occupied.

As far as the vacancies at the end 2019 are concerned (seven AD and three AST posts):

- the second selection procedure for the post of Director of EPSO has been initiated in 2019 (publication of the post on 05/06/2019) and is still ongoing.
- the post of the Head of the European School of Administration has been republished on 28 September 2018. The selected candidate started on 1 January 2020.
- the post of Head of unit 02 has been published in January 2019. The selection process is still ongoing.
- Situation of other AD vacant posts :
 - o one project manager post in unit 01 has been filled on 16 January 2020
 - o one vacant post in EUSA will be filled on 16 February 2020
 - o one project manager post in unit 03 has been filled on 1 February 2020
 - o one legal officer post in unit 05 has been published on 12/07/2019, the selection is still ongoing
- Situation of AST vacant posts :
 - o one vacant post was returned to the Commission (redeployment tax) on 1 January 2019
 - o one post in unit 04 has been filled on 16 January 2020
 - o one secretary post is published in EUSA
- An additional AST post has been reimbursed on 1 January 2020, as per the latest decision of the Commission on allocation of resources

The number of authorised contractual agents in EPSO in 2019 was 24. However, given the availability of the credits within the envelope allocated by the budgetary authority, an additional CA FG II was recruited by EUSA, thereby temporarily increasing the total number of CA to 25. It should be noted that this situation is expected to be of temporary nature only.

The authorised number of Seconded National Experts for EPSO in 2019 was six.

During periods of heavy workload, as well as due to other special circumstances (internal competitions, long-term sick leaves, maternity leaves, etc.) EPSO and EUSA were reinforced temporarily by interim staff, to ensure continuity of service.

Information management

Objective: Information and knowledge in EPSO is shared and reusable by other DGs. Important documents are registered, filed and retrievable			
Indicator 1: Percentage of registered documents that are not filed (ratio). Source of data: Hermes-Ares-Nomcom (HAN) statistics.			
Baseline 2015: 9.45% not filed (261 out of 2761 documents in total)	Interim milestone:		Target 2020: 0%
	2016	2018	
	≤ 4%	≤ 2%	
Indicator 2: Percentage of HAN files readable/accessible by all units in the DG. Source of data: HAN statistics			
Baseline 2015: 50.92% readable by all (305 files out of 599 files in total)	Interim milestone 2017/2018: ≥ 50% ³		Target 2020: ≥ 50%
Indicator 3: Percentage of HAN files shared with other DGs. Source of data: HAN statistics.			
Baseline 2015: 0.67% (4 files out of 599)	Interim milestone 2017/2018: ≤ 1%		Target 2020: ≤ 1%

Main outputs in 2019:			
Output	Indicator	Target	Latest known results
EPSO Knowledge Garden (WIKI) maintained, updated and increasingly used as main EPSO information and knowledge management tool.	<ul style="list-style-type: none"> Number of Knowledge Garden pages having clear responsible business service and being up to date 	<ul style="list-style-type: none"> ≥ 90% 	<ul style="list-style-type: none"> 97% of EPSO colleagues are trained in wiki (newcomers courses are organized few times a year to cover this group. Knowledge garden continuously updated and used by colleagues Target met
EPSO Intranet maintained and updated	<ul style="list-style-type: none"> Quality & regularity of the information provided 	<ul style="list-style-type: none"> Throughout 2019 Intranet updated on a weekly basis 	<ul style="list-style-type: none"> Number of visits: 2018: 30,369 2019: 32,591
Registered documents are duly filed.	<ul style="list-style-type: none"> Number of registered documents that are not filed. 	<ul style="list-style-type: none"> ≤ 1% of all registered documents 	<ul style="list-style-type: none"> 0.19% of registered documents that are not filed

The data for the 3 compulsory indicators for 2018 in EPSO reads as follows:

³ A typo in EPSO's Strategic Plan indicated the interim milestone and target 2020 as ≤50%

DG chef de file	Indicator #1 (% of registered doc that are not filed)	Indicator #2 (% of HAN files readable/accessible by all units in the DG)	Indicator #3 (% of HAN files shared with other DGs)
EPSO	0,19% (53 out of 27,495)	41.3%	0,5%

Communication⁴

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.

Indicator: Percentage of EU citizens having a positive image of the EU.

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU Institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

Baseline:

November 2014
Total "Positive": 39%
Neutral: 37%
Total "Negative": 22%

Target:

2020
Positive image of the EU \geq 50%

The data for the mandatory indicator on the image of the EU for autumn 2018 is:

Total "Positive"	43%
Neutral	36%
Total "Negative"	20%
"Don't know"	1%

⁴ The Communication on Synergies and Efficiencies (SEC(2016)170) of 04.04.2016 stipulates that DG COMM together with DG HR shall carry out an inventory of existing resources (to be submitted via the CCSC to the Corporate Management Board), data collected via this Annex (Annex 2 of AAR) will be aggregated to this end.

The total amount spent on all communication actions undertaken by EPSO in 2019 was EUR 380 000.

Annual communication spending (based on estimated commitments):			
Baseline 2015: EUR 232 000	Target 2017: EUR 250 000	Total amount spent: EUR 380 000	Total of FTEs working on external communication: 11

Main outputs in 2019:			
Description: Social media strategy and initiatives	Indicator <ul style="list-style-type: none"> Increased visibility and interactivity of EPSO and EU Careers on social media, by: <ul style="list-style-type: none"> - Increasing the number of posts on social media. - Increasing the numbers of followers on social media. 	Target/ Target date: <ul style="list-style-type: none"> Target number of followers (by end of 2019): <ul style="list-style-type: none"> - Facebook – 400,000 - Twitter – 40,000 - LinkedIn – 55,000 - Youtube: 5.000 - Instagram: 4,000 Target engagement (monthly average): <ul style="list-style-type: none"> - Facebook – 3,000 - Twitter – 300 - LinkedIn - 500 - Instagram – 500 	Latest known results: <ul style="list-style-type: none"> Number of followers in 2019 (over the previous year): <ul style="list-style-type: none"> - Facebook – 385,142 (+6,2%) - Twitter – 35,251 (+4,2%) - LinkedIn – 86,085 (+46.9%) - Youtube – 5,850 (+13.4%) - Instagram – 18,009 (+631%) Target engagement (monthly average): <ul style="list-style-type: none"> - Facebook – 2.917 - Twitter – 196 - LinkedIn – 1.334 - Instagram – 112.324
Description: EU Careers website: Layout, content and functionalities are further improved (v2.0).	Indicator <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 	Target/ Target date	Latest known results: <ul style="list-style-type: none"> New functionalities: dedicated landing pages for running campaigns (e.g. Call to Disability Organisations); launching of pilot project for EU Agencies to publish their temporary vacancies on the EU Careers website on their

	order to make information easier to access	<ul style="list-style-type: none"> • Creation of a specific landing page for CAST Permanent • Increase the number of visits to the website in 2019 by 10% compared to 2018. • Implementation of a candidate notification system. 	<p>own (Europol and EASO first testers in December 2019); launch of eLearning platform</p> <ul style="list-style-type: none"> • Improved look and feel of Job search engine (more user friendly, added search criteria on recently published job opportunities) • Published in February 2019 • Total number of visits in 2019 is 4 519 990. In 2018 the number was 3 939 557. The target for 2019 was at 10%. It was achieved as there was an increase of 14.7% in visits. 39% of visits are from mobile devices (smartphones, tablets). • No implementation of a candidate notification system till now.
Description: Diversity communication campaign/pla	Indicator <ul style="list-style-type: none"> • Number of specific actions implemented in the context of 	Target/ Target date: <ul style="list-style-type: none"> • Five actions implemented under the targeted communication plan. 	Latest known results: In the context of the targeted communication

<p>n</p> <p>Develop and run a specific communication campaign/plan aiming at attracting more candidates from diversity target groups with the special focus on candidates with special needs and disability (in line with UN committee's recommendations)</p>	<p>the targeted communication plan</p> <ul style="list-style-type: none"> • Number of candidates with disabilities and/or special needs requesting special adjustments for selection procedures 	<ul style="list-style-type: none"> • 250 or more requests for reasonable accommodations in 2019. 	<p>plan aiming at attracting more talent with disabilities and special needs, EPSO implemented nine actions in 2019 :</p> <ol style="list-style-type: none"> 1. A masterclass on diversity with the special focus on disability was given to students ambassadors; 2. Students ambassadors were asked to promote the EU career among students with disabilities and special needs and national disability organisations; A new call to staff ambassadors and testimonies was launched across Institutions; 3. A new call to staff ambassadors and testimonies was launched across Institutions; 4. A presentation on disability policy and measures to all equality and diversity coordinators in different EU Institutions was given; 5. A video on EPSO's equality and diversity
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			<p>policy and how to request special adjustments of selection tests was created;</p> <p>6. A step-by-step guide was developed on how to request special adjustments of selection tests (accessible formats in Braille and online);</p> <p>7. An update of the equal opportunities webpage was implemented;</p> <p>8. All competitions published in 2019 were distributed to disability organisations via the EDF (European disability Forum);</p> <p>9. A call for collaboration to all EU organisations involved in the promotion and welfare of EU citizens with disabilities was launched on 3/12/2019.</p> <ul style="list-style-type: none"> • In 2019, EPSO managed to attract 438 candidates who have requested special adjustments of selection tests (competitions and selections)
Description:	Indicator	Target/ Target date:	Latest known results:

<p>Employer Branding: The EU Careers brand is well established, recognised and strengthened.</p>	<ul style="list-style-type: none"> • Implement the new employer branding strategy, including socialising the new Employee Value Proposition, Shaping Europe together, with main stakeholders. • Second Employer Branding day for high-level representatives of all Institutions • Creation of promotional video materials and social media content to support richer communication of the EVP 	<ul style="list-style-type: none"> • Throughout 2019 • Employer Branding Day to be organised Q1 2019 • At least 5 competition-specific videos throughout 2019 • Adapted social media content published for all selections (exact number depending on the number of competitions and CAST profiles to be published) 	<ul style="list-style-type: none"> • EPSO started implementing its employer branding strategy together with the Institutions with the aim of improving the EU's Employer branding and attractiveness in the eyes of desired talent groups. • The two Employer Branding seminars (June and December 2019) were successful and met the set goals. The participants expressed very positive feedback and the desire to continue cooperation. • Internal reflection Day within EPSO was organised in November 2019. • During 2019, 7 competition-specific videos were made to complement the information given in the Notices of Competitions about the different profiles sought. • Richer
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			communication content has been created by including videos and varied social media posts.
<p>Description:</p> <p>Reach the correct candidate population via appropriate and targeted employer branding activities, incl. media campaigns</p>	<p>Indicator</p> <ul style="list-style-type: none"> • Specific campaigns are run for open competitions and in particular for certain profiles (such as linguists and specialists). • Attractiveness of promotional and branding events (live and online events) 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • On average 10 campaigns per year. • 20 000 visitors/attendees per year across all events. 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Campaigns have been run for every competition published in 2019 (13 in total): <ul style="list-style-type: none"> - AD5 cycle <ul style="list-style-type: none"> Generalists - Auditors - CAST Linguists - Conference operators - DEVCO - Scientific research Administrators - Lawyer-linguists CoJ - National Law - Parliamentary ushers - Proofreaders - Security Officers - Law and Finance - FRONTEX. • Number of visitors/ attendees to events on 31/12/2019: 17 000
<p>Description:</p> <p>Analysis of candidate survey results.</p>	<p>Indicator</p> <ul style="list-style-type: none"> • The Assessment centre (AC) survey results (sent to all participants shortly after 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • ≥ 90% of candidates for the AC survey are satisfied. 	<p>Latest known results:</p> <ul style="list-style-type: none"> • 72.98% of candidates were satisfied with their AC experience; 32.72% of

	<p>the AC) are analysed, reviewed and followed up internally.</p> <ul style="list-style-type: none"> Level of overall satisfaction rate of all candidates. 	<ul style="list-style-type: none"> Specific internal wiki is set up in 2019 to identify areas for further improvement, flagged by candidates, and their implementation. New questions, languages are introduced into the survey. 	<p>whom were very satisfied (total number of replies was 755 out of 1 975 surveys sent in 2019 i.e. 38.22% response rate)</p> <ul style="list-style-type: none"> Project put on hold with a view to evaluate further necessity of it, light of outcome of Special Working Group and priorities defined by new EPSO Director 3 new languages introduced to the survey in 2019 (ES, EL and IT) special follow-up was done concerning the questions related to accessibility and candidates with specific needs.
<p>Description:</p> <ul style="list-style-type: none"> EU careers Student Ambassadors recruitment and training 	<p>Indicator</p> <ul style="list-style-type: none"> Maintain or increase the number of universities represented in all Member States with a focus on high quality. All student ambassadors given face-to-face training (in Brussels or 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> At least 125 universities, from across all EU MS participate in the programme in 2018-2019. All student ambassadors are properly trained by EPSO staff. 	<p>Latest known results:</p> <ul style="list-style-type: none"> 143 universities are participating in the programme for the academic year 2019/2020. In October 2019 all 170 student ambassadors were trained in

	in the Member State).		Brussels, Helsinki and Warsaw.
<p>Description: EU Staff Ambassadors - new mandate</p>	<p>Indicator</p> <ul style="list-style-type: none"> • More involvement from Staff Ambassadors <ul style="list-style-type: none"> • Number of staff Ambassadors per MS and per Institution. 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • News bulletins (via email) twice a month to share information and encourage Staff Ambassadors to spread the word within their networks containing: <ul style="list-style-type: none"> - information on new competitions, new campaigns, opening of traineeship opportunities etc. - events where the participation of Ambassadors is needed, etc. • Continuation of weekly pictures + quotes on social media • At least one Staff Ambassador per MS (interim milestone 2018) and per Institution by the end of 2019. 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Since November 2018, the Communication team has been sending a newsletter to Staff Ambassadors twice a month, with EU-related information that can be shared with their networks. • Several times a year, EPSO's Communication team organises "speed networking" sessions where Staff Ambassadors meet people such as: students, career services representatives, etc. • Every week a picture and a quote from a Staff Ambassador is published on social media, (https://www.facebook.com/EU.Careers.EPSO). • 111 Staff Ambassadors, all Member States represented

			<p>Numbers by country:</p> <p>Austria: 4 Belgium: 7 Bulgaria: 2 Cyprus: 2 Czech Republic: 2 Germany: 5 Denmark: 3 Estonia: 2 Finland: 1 France: 4 Greece: 8 Croatia: 2 Hungary: 2 Ireland: 3 Italy: 11 Lithuania: 5 Luxembourg: 4 Latvia: 1 Malta: 1 NL: 4 Poland: 4 Portugal: 1 Romania: 6 Slovakia: 3 Slovenia: 2 Spain: 2 Sweden: 4 UK: 2</p> <p>INSTITUTIONS REPRESENTED:</p> <p>European Commission (58) European Parliament (12) Council of the EU (9) European Court of Auditors (6) Committee of the Regions (2) European Economic and Social Committee (2) EEAS (4) European Ombudsman (2) European Asylum Support Office (2) European Research Council Executive Agency (1)</p>
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ANNEX 3: Draft annual accounts and financial reports

AAR 2019 Version 1

Annex 3 Financial Reports - DG EPSO - Financial

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures

Table 12 : Summary of Procedures

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Table 15 : FPA duration exceeds 4 years

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

Additional comments

The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.

Table 12 Summary of Procedures

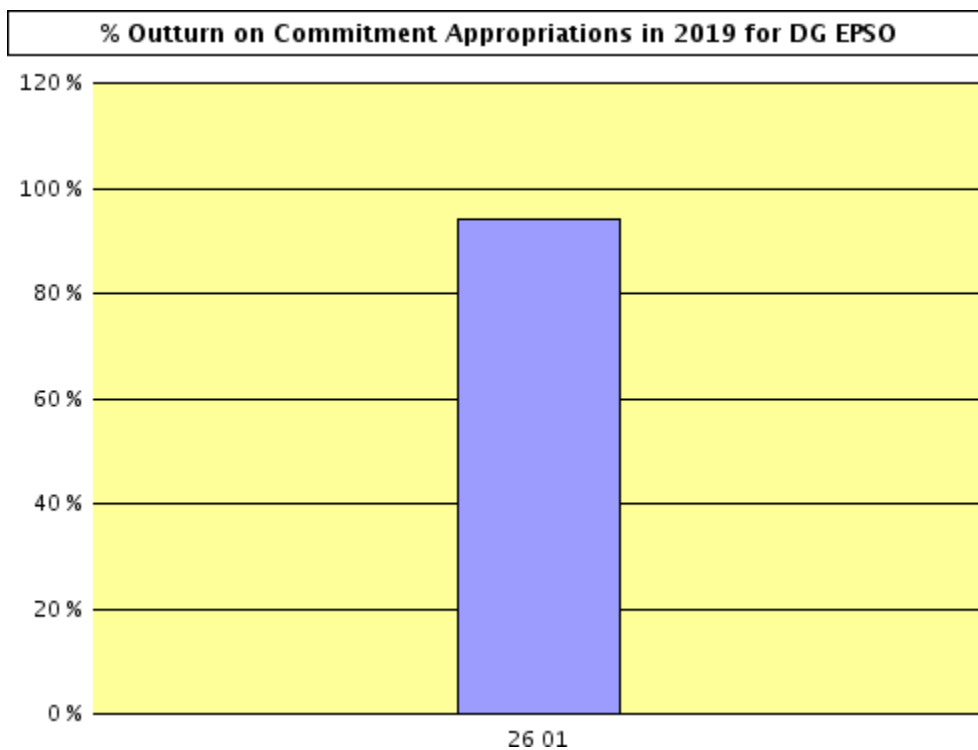
Please note that two procedures were recorded in the financial system for technical reasons but should not be considered as procedures awarded in 2019 and should therefore not be taken into consideration. (see details in Table 12)

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG EPSO					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	9.43	8.88	94.16 %
Total Title 26			9.43	8.88	94.16 %
Total DG EPSO			9.43	8.88	94.16 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

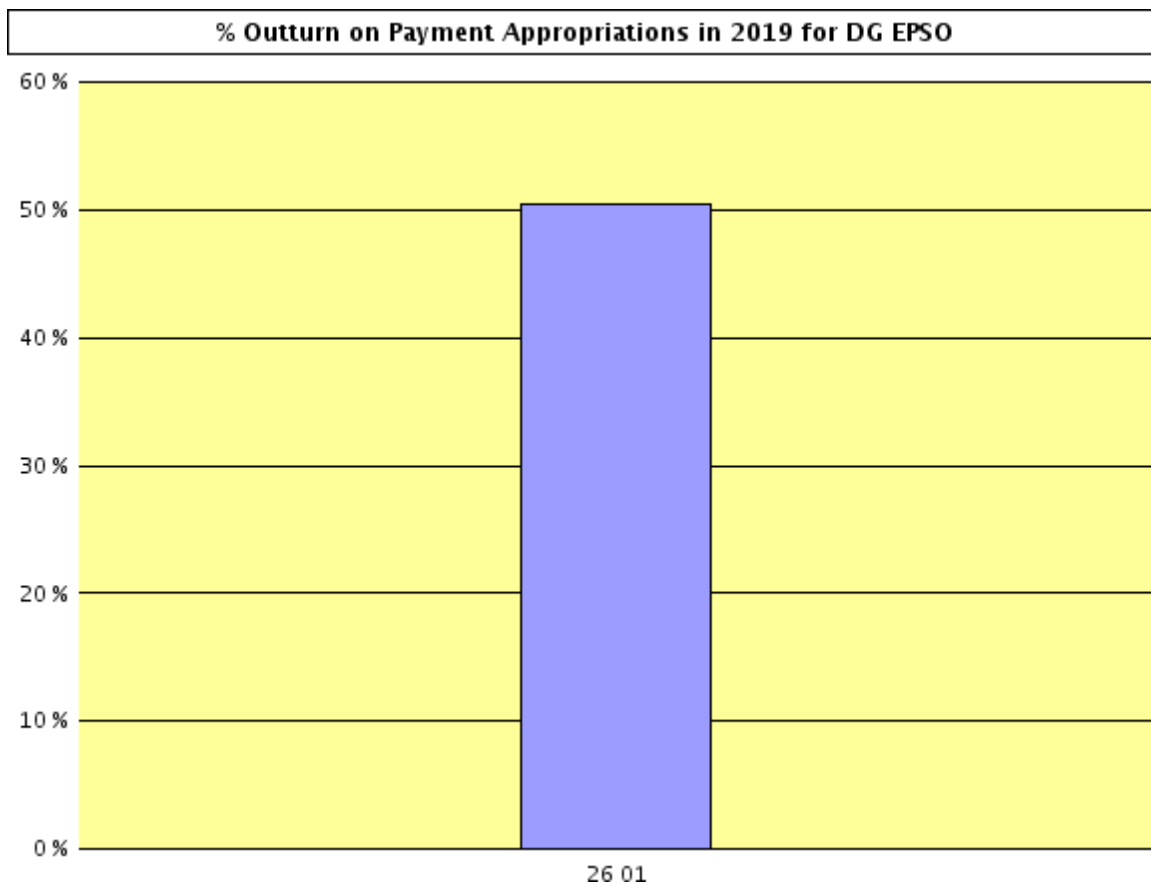


Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG EPSO					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 26 Commission's administration					
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	18.43	9.31	50.50 %
Total Title 26			18.43	9.31	50.50%
Total DG EPSO			18.43	9.31	50.50 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).



Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

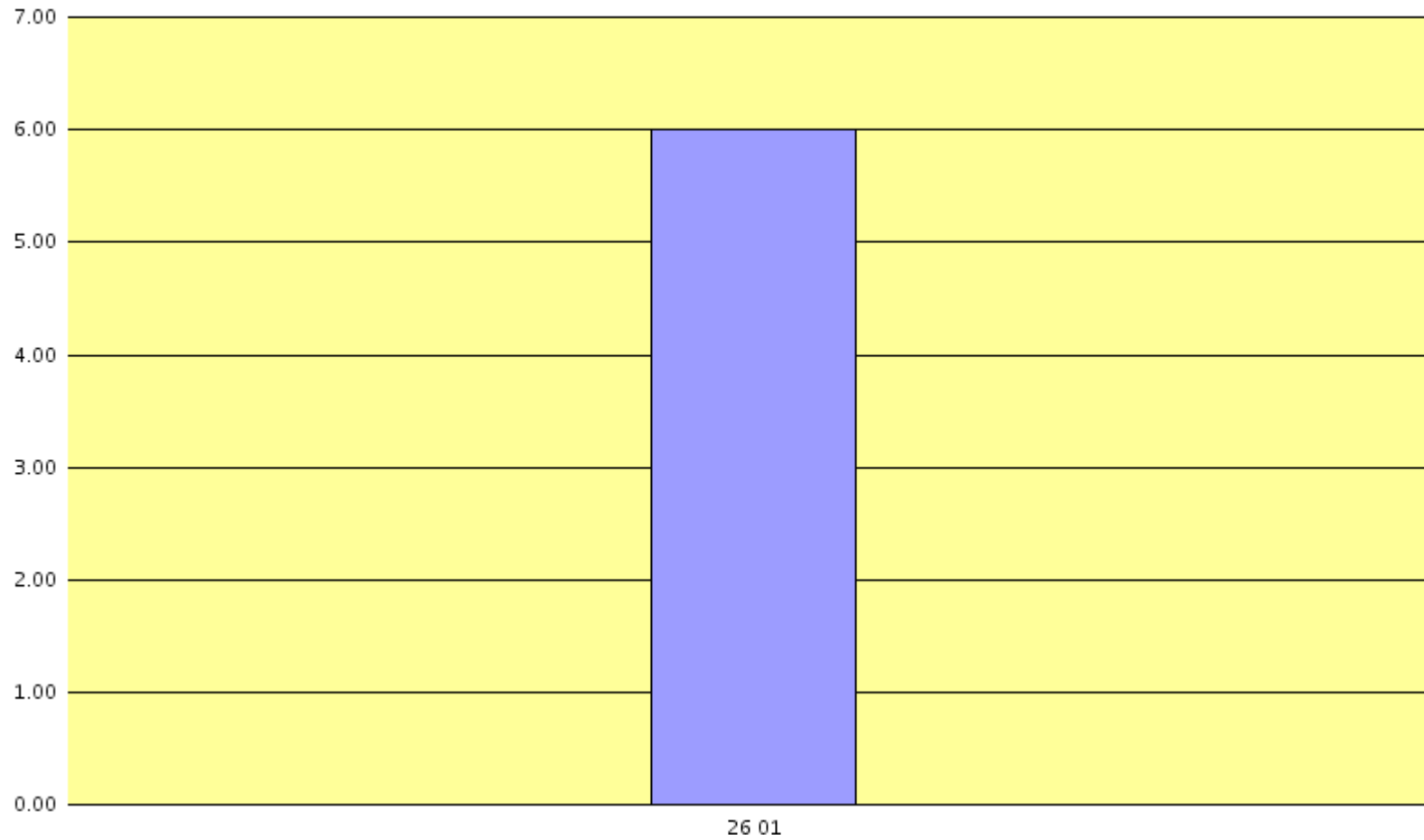
Refresh date : 27/02/2020

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EPSO									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2018	Total of commitments to be settled at end of financial year 2019	Total of commitments to be settled at end of financial year 2018
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
26	26 01	Administrative expenditure of the 'Commission's administration' policy area	8.88	2.98	5.91	66.50%	0.0	5.91	6.75
Total Title 26			8.88	2.98	5.91	66.50%	0.0	5.91	6.75
Total for DG EPSO			8.88	2.98	5.91	66.50 %	0	5.91	6.75

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

Breakdown of Commitments Remaining to be Settled (in Mio EUR) at 31/12/2019 for DG EPSO



Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

**TABLE 4 : BALANCE SHEET for DG
EPSO**

BALANCE SHEET	2019	2018
A.I. NON CURRENT ASSETS	0	0
A.I.1. Intangible Assets	0.00	0.00
A.II. CURRENT ASSETS	52,410	39,365
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	52,410.00	39,365.00
ASSETS	52,410	39,365
P.II. CURRENT LIABILITIES	9,916.23	0
P.II.4. Current Payables	9,916.23	0.00
P.II.5. Current Accrued Charges & Defrd Income	0.00	0.00
LIABILITIES	9,916.23	0
NET ASSETS (ASSETS less LIABILITIES)	62,326.23	39,365.00
P.III.2. Accumulated Surplus/Deficit	49,376,617.29	41,176,467.48
Non-allocated central (surplus)/deficit*	-49,438,943.52	-41,215,832.48
TOTAL DG EPSO	0.00	0.00

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

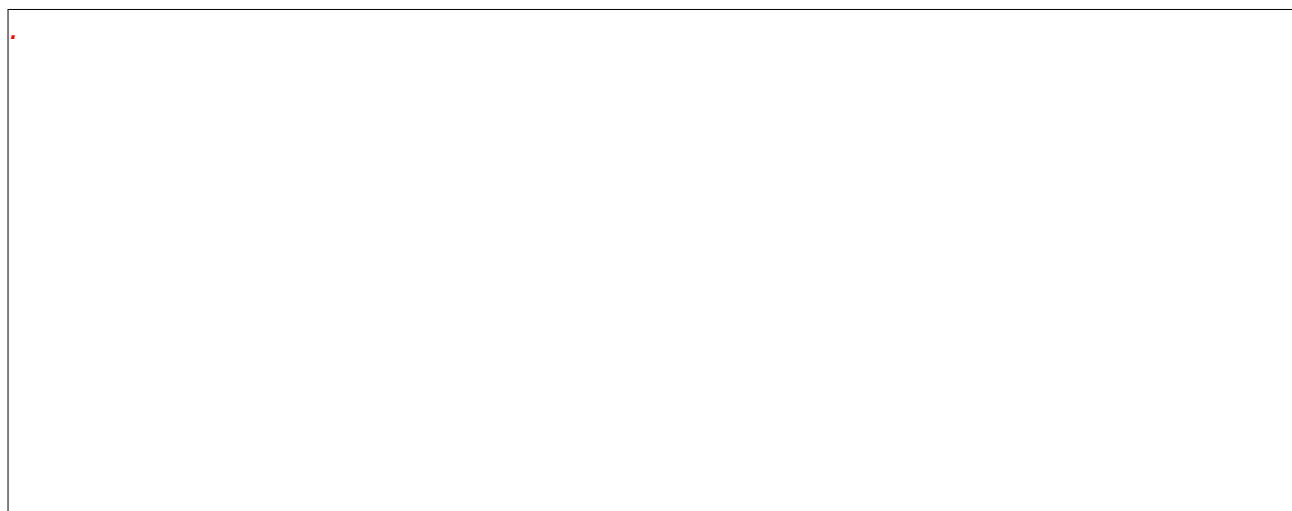
Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

**TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for
DG EPSO**

STATEMENT OF FINANCIAL PERFORMANCE	2019	2018
II.1 REVENUES	-536,065.33	-389,004.38
II.1.2. EXCHANGE REVENUES	-536,065.33	-389,004.38
II.1.2.2. OTHER EXCHANGE REVENUE	-536,065.33	-389,004.38
II.2. EXPENSES	9,183,048.75	8,589,154.19
II.2. EXPENSES	9,183,048.75	8,589,154.19
II.2.10. OTHER EXPENSES	9,183,048.75	8,589,154.19
STATEMENT OF FINANCIAL PERFORMANCE	8,646,983.42	8,200,149.81



It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

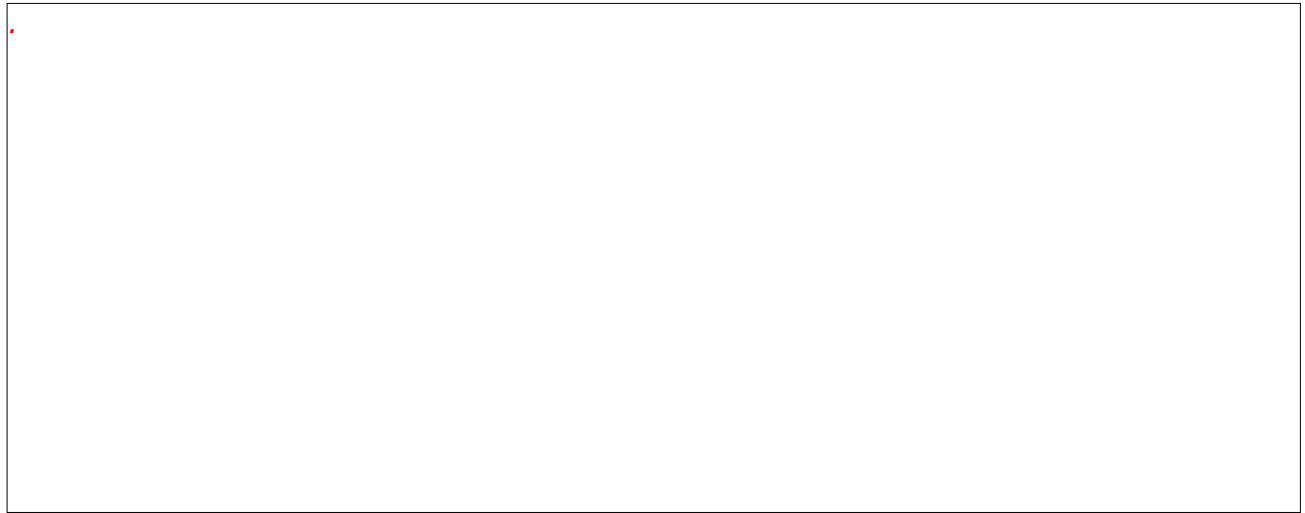
Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 5bis : OFF BALANCE SHEET for DG

OFF BALANCE	2019	2018
OB.4. Balancing Accounts	0	0
OB.4. Balancing Accounts	0.00	0.00
OFF BALANCE	0.00	0.00



It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 6: AVERAGE PAYMENT TIMES in 2019

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	2085	2071	99.33 %	13.81	14	0.67 %	33.29
120	30	30	100.00 %	14.17			

Total Number of Payments	2115	2101	99.34 %		14	0.66 %	
Average Net Payment Time	13.94			13.82			33.29
Average Gross Payment Time	15			14.88			33.29

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	43	52	2.46 %	2115	123,348.42	1.33 %	9,307,846.93

DG	GL Account	Description	Amount (Eur)

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 7 : SITUATION ON REVENUE AND INCOME in 2019 for DG EPSO

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
55	REVENUE FROM THE PROCEEDS OF SERVICES SUPPLIED AND WORK CARRIED OUT	649,583.28	39,365.00	688,948.28	597,173.28	39,365.00	636,538.28	52,410.00
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	1,364.00	0.00	1,364.00	1,364.00	0.00	1,364.00	0.00
Total DG EPSO		650,947.28	39,365	690,312.28	598,537.28	39,365	637,902.28	52,410

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 8 : RECOVERY OF PAYMENTS in 2019 for DG EPSO

(Number of Recovery Contexts and corresponding Transaction Amount)

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
2019			1	764		
No Link			130	306,103.93		
Sub-Total			131	306,867.93		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES							8	83,155.27		
Sub-Total							8	83,155.27		
GRAND TOTAL							139	390,023.2		

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors.

Refresh date : 27/02/2020

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2019
for DG EPSO**

	Number at 1/1/2019 1	Number at 12/31/2019	Evolution	Open Amount (Eur) at 1/1/2019 1	Open Amount (Eur) at 12/31/2019	Evolution
2018	4		-100.00 %	39,365.00		-100.00 %
2019		10			52,410.00	
	4	10	150.00 %	39,365.00	52,410.00	33.14 %

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 10 :Recovery Order Waivers >= 60 000 € in 2019

for DG EPSO

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)		LE Account Group	Commission Decision	Com
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Total DG EPSO	
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Number of RO waivers	
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Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

**TABLE 11 :Negociated Procedures in 2019 for
DG EPSO**

Internal Procedures > € 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Annex 1 - 11.1 (a) - Follow-up of an open/restricted procedure where no (or no suitable) tenders/requests to participate have been submitted	1	1,527,019.00
Total	1	1,527,019.00

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

**TABLE 12 : Summary of Procedures in 2019 for
DG EPSO**

Internal Procedures > € 60,000

Procedure Legal base	Number of Procedures	Amount (€)
Negotiated procedure middle value contract (Annex 1 - 14.2)	2	159,500.00
Negotiated procedure without prior publication (Annex 1 - 11.1)	1	1,527,019.00
Open Procedure (Art. 127.2 RAP)	1	8,994,999.56
Open procedure (FR 164 (1)(a))	3	67,787,833.00
Total	7	78,469,351.56

Additional Comments:

The following two procedures were recorded in the financial system for technical reasons but should not be considered as procedures awarded in 2019 and should therefore not be taken into consideration.

- Open Procedure (Art. 127.2 RAP): 8,994,999.56
- Open procedure (FR 164 (1)(a)): 2,000,000.00

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

**TABLE 13 : BUILDING CONTRACTS in 2019 for
DG EPSO**

Legal Base	Procedure subject	LC/FW?	Contract/ FW Number	Contractor Name	Contract/FW Subject	Amount (€)

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

**TABLE 14 : CONTRACTS DECLARED SECRET in 2019 for
DG EPSO**

Legal Base	Procedure subject	LC/FW?	LC Contract/Grant type or FW type	LC Date	Contract/FW Number	Contractor Name	Contract/FW Subject	Amount (€)

Note : The figures are those related to the provisional
accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

TABLE 15 : FPA duration exceeds 4 years - DG

EPSO

None of your FPA (if any) exceeds 4 years

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 27/02/2020

ANNEX 4: Materiality criteria

The qualitative criteria used by EPSO to establish that there are no specific issues and shortfalls in the management and control systems which give rise to reservations take into account the nature of our activities, the risk environment and the expectations of all of our stakeholders. They concern events which could:

- Seriously compromise the image or reputation of the Institutions;
- Relate to serious shortfalls in the internal control system of the Office;
- Concern critical recommendations of the Court of Auditors or the Internal Audit Service.
- Relate to issues possibly entailing reputational damages for the Commission.

In accordance with the guidelines in the Communication to the Commission COM (2003)28 of 21 January 2003 and the accounting modernisation project, the Office considered the quantitative materiality criterion to be below a threshold of 2% of the budget allocated to the ABB activity concerned.

As from 2019⁵, a 'de minimis' threshold for financial reservations is introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

In the analysis leading to the decision whether to issue reservations or not, both the agreed quantitative and qualitative criteria were used.

⁵ Agreement of the Corporate Management Board of 30/4/2019.

ANNEX 5: Relevant Control System(s) for budget implementation (RCSs)

Procurements

Stage 1 – Procurement

A - Planning

Main control objectives: Ensuring that the decision to tender is optimal

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls*	Cost effectiveness indicators
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate	Publication of intended procurements / Work program	Coverage: Procurement >€60,000 Depth*: Level 2 Frequency: Forward planning reviewed / updated at least twice a year	Effectiveness: Annual forward planning for procurement processes - Project plan of procurement project incl. defined milestones - Total contract value / cost of control on procurement
	Note to AO(S)D on justification (economic , operation) for launching a procurement process Orientation note	Coverage: 100% Depth*: Level 2 Frequency: For each procurement process	Efficiency: - Cost of control on procurement / number of exceptions / number of procedures without successful award of contract / number of procedures closed during the year
Discontinuation of the services provided due to a late contracting	Point discussed during management meeting	Coverage: Main ones Depth*: Level 2 Frequency: When need arises	Economy: - Number of FTEs dealing with monitoring and control of procurement processes. Synergies gained through SLA covering procurement with DG HR.

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.

3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

B - Needs assessment & definition of needs

Main control objectives: Ensuring that the call for tender is optimally done

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls*	Cost effectiveness indicators
The best offer/s are not submitted due to the poor definition of the specifications	Financial circuit: AOS approval and supervision of specifications	Coverage: 100% Depth*: Level 3 Frequency: for each procurement process	Effectiveness: <ul style="list-style-type: none"> - Total contract value / cost of control on procurement. - number of bidders / procurement process.
	Additional unit supervision above a financial threshold: procurement >€60,000 Or use of a consultative/advisory committee "CCAM/PPAG"	Coverage: Those replying to criteria: procedure >€60,000 Depth*: Level 4 Frequency: for each procurement process	Efficiency: <ul style="list-style-type: none"> - Cost of control on procurement / number of procedures closed during the year - number of questions received by HR.R1 on specifications in ongoing processes - number of negative opinions given by GAMA
	Economy: <ul style="list-style-type: none"> - number of FTEs dealing with monitoring and control of procurement processes - synergy gains through SLA covering procurement with DG HR 		

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)
4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

C – Selection of the offer & evaluation

Main control objectives: Ensuring that the selection of the contractor is optimal

Main risks <i>It may happen (again) that...</i>	Mitigating controls (those in bold are strongly recommended)	Coverage frequency and depth of controls*	Cost effectiveness indicators
The most promising offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	Opening committee and Evaluation committee	Coverage: 100% Depth*: Level 4 Frequency: for each procurement process	Effectiveness: - Total contract value / cost of control on procurement.
	Consultative committee "CCAM/PPAG" (GAMA)	Coverage: Risk based sampling Depth*: Level 4 Frequency: random	Efficiency: - Cost of control on procurement / number of procedures closed during the year / - number of negative opinions by GAMA
	Conflict of interests / compulsory note for each member of committee	Coverage: 100% Depth*: Level 4 Frequency: for each procurement process	Economy: - number of FTEs dealing with monitoring and control of procurement processes - synergies gained through SLA covering procurement with DG HR
	Exclusion criteria documented	Coverage: 100% Depth*: Level 4 Frequency: for each procurement process	
	Standstill period	Coverage: 100% Depth*: N/A Frequency: for each procurement process	

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)

4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

Stage 2 – Financial transactions

Main control objectives: Ensuring that the implementation of the **contract** is in compliance with the signed contract

Main risks It may happen (again) that...	Mitigating controls	Coverage, frequency and depth of controls*	Cost effectiveness indicators
Contractor does not comply with the contractual provisions	- Monitoring respect of contractual provisions. - ex ante verification	Coverage: 100% Depth*: Level 4 Frequency: constant	Effectiveness: - Detect error before payment, sound financial management and respect of contractual provisions - number a/o amount of credit notes / by number a/o amount of total payments - Exceptions & NCE / total number of payments
Amount paid is disconnected from the quality and the timing of the deliverables	Financial circuit: all steps financial and operational	Coverage: 100% Depth*: Level 4 Frequency: constant	Efficiency: - Cost of control on the financial circuit / value of payment executed during the year - value of payments per year / FTEs
Business discontinues. Contractor unable to deliver.	Signature at higher hierarchical level for higher amounts	Coverage: Those replying to criteria Depth*: Level 2 Frequency: when required	Economy: - simplified financial circuits (exceptions for very low value payments (reimbursement to candidates) / total value of transactions.
	Business continuity plan	Coverage: 100% Depth*: 3 Frequency: when required	

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

***Depth: (definition of levels)**

1. Minimal administrative / arithmetic control with no reference to supporting documents reference to underlying documents.
2. Control with reference to corroborative information incorporating an element of independent oversight (e.g. audit certificate or other verification), but no reference to underlying documents.
3. Control with reference to fully independent corroborative information (e.g. database which justifies certain elements of the claim, 3rd party or Commission assessment of milestones achieved, etc.)

4. Control with reference to and including access to the underlying documentation available at the stage of the process in question, for all inputs and outputs (e.g. timesheets, invoices, physical verification, etc.); i.e. control of the same intensity of transaction testing as those carried out by the ECA as part of the DAS

Stage 3 – Supervisory measures

Main control objectives: Ensuring that any weakness in the procedures (tender and financial transactions) is corrected

Main risks It may happen (again) that...	Mitigating controls (those in bold are strongly recommended)	Coverage, frequency and depth of controls*	Cost effectiveness indicators
An error or non-compliance with specifications or a fraud is not detected	Ex post controls on procedures / contractors	Coverage: Risk based percentage plus ex post controls Depth*: Level 4 Frequency: 3 times per year	Effectiveness: - Ex post control result / error found
	Whistle blowing (after yearly reporting of awarded contractors notably)	Coverage: potentially 100% Depth*: N/A Frequency: random	
Management of the procurement is not improved in general	Internal Audit Service	Coverage: Whole process but limited number of tenders Depth*: Level 2 Frequency: random	Efficiency: - Total value checked by Control ex post / costs ex post controls
	Review of ex post results	Coverage: Whole process but limited number of tenders Depth*: Level 2 Frequency: once a year	
	Review of exception reporting	Coverage: Whole process but limited number of tenders Depth*: Level 2 Frequency: once a year	Economy: - Cost ex post controls / total number of transactions checked by Control ex post
	Review of the process after each procedure	Coverage: Procedure >€60,000 Depth*: Level 2 Frequency: after each procedure	

NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected

ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (if applicable)

Not applicable to EPSO

ANNEX 7: EAMR of the Union Delegations (if applicable)

Not applicable to EPSO

ANNEX 8: Decentralised agencies and/or EU Trust Funds (if applicable)

Not applicable to EPSO

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

No	Title	Reason ¹ L, LMFF, FR, REFIT, CWP, O	Scope	Timing		Associated DGs	Planned costs ⁴ (EUR)	Comments
				Start	End			
I. On-going evaluations (work having started in previous years)								
1.	CBT satisfaction survey	O	Assess participants' satisfaction	continuous		NO	0,00	benchmarking
2.	Assessment Centre satisfaction survey	O	Assess participants' satisfaction	continuous		NO	0,00	benchmarking
3.	Third language tests - satisfaction survey	O	Assess participants' satisfaction	continuous		NO	0,00	benchmarking
4.	Certification's Examining Board - satisfaction survey	O	Assess Examining Board's satisfaction	End of the year		NO	0,00	benchmarking
II. Evaluations planned to start in 2018 or later								
III. On-going other studies (work having started in previous years)								
IV. Other studies planned to start in 2017 or later								

¹ L - legal act, LMFF - legal base of MFF instrument, FR - financial regulation, REFIT - listen on REFIT programme, REFIT/L - both legal act requirement+listed on REFIT, CWP - 'evaluate first', O - other (please specify in Comments)

ANNEX 10: Specific annexes related to "Financial Management"

- **Control effectiveness as regards legality and regularity**

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and regularity of the underlying transactions.

Indicator 1: Estimated residual error rate

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

Baseline 2014:	Target 2017:	Latest known results:
below 2%	below 2%	Estimated at below 2%

Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility

Source of data: ABAC

Baseline 2015 ⁶ :	Target 2017:	Latest known results:
EUR 180 000	≤ EUR 180 000	EUR 3 000

Indicator 3: Estimated future corrections

Source of data: ABAC, AAR 2018

Baseline 2015:	Target 2017:	Latest known results:
none	none	none

- **Ex post controls**

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.

Main outputs in 2019:

Description:	Indicator	Target:	Latest known results
Ex post controls	<ul style="list-style-type: none"> • Approx. 25 by EPSO Management and 50 by DG HR.R.1 (15 on commitments, 45 on payments and 15 on recoveries). 	<ul style="list-style-type: none"> • No financial transaction earmarked as "unacceptable". 	<ul style="list-style-type: none"> • No financial transaction earmarked as "unacceptable".
Implementation of the 2018 IAS audit report on IT Programme and Project Management in the HR family.	<ul style="list-style-type: none"> • Action plan approved and covering all recommendations in the remit of EPSO 	100% of recommendations with target date 2018 implemented	<ul style="list-style-type: none"> • All recommendations have been implemented and closed in 2019.

⁶ Ref. Ares(2017)6186673.

	<ul style="list-style-type: none"> Number of recommendations implemented. 		implemented.
Implementation of the recommendations of the IAS Limiter review of the IC system in EPSO.	<ul style="list-style-type: none"> Action plan approved and implemented within the deadlines covering all IAS recommendations 	100% of recommendations implemented within the deadlines	<ul style="list-style-type: none"> All actions with a deadline of 31.12.2019 have been implemented by EPSO.

Control Coverage associated with Transactions:

Type of transaction	Number Ex post controls	€ Value associated with the sample	% of total € covered by the sample
Commitments	12	2.30M€*	28.24%
Payments	34	0.83M€	8.88%
Recovery orders	11	0.01M€	16.14%
Total	57	3.22M€*	17,86%

* When carrying out controls on payments, the associated commitment is also checked. To avoid double accounting, the figures in the table do not include the commitment amounts associated with the payment checks.

Control Results associated with Transactions:

Type of transaction	Number Ex post controls	Transactions with comments	% of total value Not at risk of financial error
Commitments	12	1	100.0%
Payments	34	5	97.1%
Recovery orders	11	0	100.0%
Total	57	6	98.25%*

* Only one of the 6 transactions with comments could be considered at risk of financial error.

• **Cost-effectiveness of controls**

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

Indicator: Conclusion reached on cost-effectiveness of controls.

Source of data: 2019 AAR.

Baseline 2014:	Target 2018:	Latest known results
No conclusion reached	Yes	Yes

Main Outputs 2019

Description:	Indicator:	Target:	Latest known results:
--------------	------------	---------	-----------------------

Timely execution of payments.	<ul style="list-style-type: none"> Percentage of payments on the budget made within the compulsory 30 days limit after receipt of invoices. 	<ul style="list-style-type: none"> >95% 	<ul style="list-style-type: none"> 99.34% of payments made within the compulsory time limit.
Procurement process for new Framework contracts.	<ul style="list-style-type: none"> Timely completion of all procedures (in collaboration with DG HR.R.1). Number of negative opinions given by GAMA on EPSO/EUSA procedures. 	<ul style="list-style-type: none"> Finalisation of the Call for Tenders with following respective target dates: <ul style="list-style-type: none"> Video-remote interviews: May 2019 Language comprehension tests: end 2019 Number of negative opinions given by GAMA = 0 	<ul style="list-style-type: none"> The publication of the call for tender for delivery of video-remote interviews, published end of 2018, had to be closed in 2019. While there was one eligible applicant, the bidder did not meet all the technical requirements. EPSO is also awaiting the outcome of the Special Working group concerning the launch of a tender for language comprehension tests. Furthermore, regarding the main language test, the institutions have not yet agreed on whether such a test should be procured or developed internally which suspends the launch until an agreement has been reached.
Implementation of the new Internal Control Framework	<ul style="list-style-type: none"> Review progress on the internal control monitoring criteria 	<ul style="list-style-type: none"> 100% of monitoring criteria in place and principles assessed as "present and functioning" 	<ul style="list-style-type: none"> Specific actions planned in 2019 as per action plan implemented.
Delivery of the annual i-CAT exercise (including an anti-fraud awareness assessment).	<ul style="list-style-type: none"> Level of general effectiveness weighted percentage in i-CAT exercise 	<ul style="list-style-type: none"> i-CAT exercise to be organised as part of the preparation of EPSO's 2019 Annual Activity Report (AAR). General effectiveness weighted percentage of 90% or above. 	<ul style="list-style-type: none"> Overall effectiveness was assessed by EPSO management (no use of i-CAT) Antifraud awareness assessment was measured by means of an online-survey with same characteristics as i-CAT in January 2020 targeted to all EPSO/EUSA AD staff. Response rate achieved was 96%. One colleague shortlisted for the survey could not respond within the time allocated.

- **Fraud prevention, detection and correction**

<p>Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.</p>			
<p>Indicator 1: Updated anti-fraud strategy of EPSO, elaborated on the basis of the methodology provided by OLAF.</p> <p>Source of data: EPSO's AFS and Security and Ethics Protocol</p>			
<p>Baseline 2014: Last revision of EPSO's Security and Ethics protocol: end 2014/beginning of 2015.</p>	<p>Target 2016: Update of EPSO's AFS by the end of 2016.</p>	<p>Latest known results:</p> <ul style="list-style-type: none"> • EPSO AFS updated according to new CAFS (of April 2019) by December 2019 	
<p>Indicator 2: Fraud awareness is increased for target population(s) as identified in the DG's AFS</p> <p>Source of data: EPSO's AFS, Annual Activity Report</p>			
<p>Baseline 2014: By the end of 2014, 66 EPSO/EUSA colleagues had completed Ethics training. All Heads of Unit in the Office had followed specific fraud-awareness training. The results of the 2015 iCat exercise showed a high level of fraud-awareness amongst the participants.</p>	<p>Target 2018: 100% target population reached.</p>	<p>Latest known results: By the end of 2019, 72% of the colleagues had completed the Ethics training.</p>	
<p>Main outputs in 2019:</p>			
<p>Output:</p> <ul style="list-style-type: none"> • Training on Ethics • Updated anti-fraud strategy communicate to all staff and implemented 	<p>Indicator:</p> <ul style="list-style-type: none"> • Number of EPSO staff having completed the Ethics training • Level of anti-fraud awareness amongst staff 	<p>Target:</p> <ul style="list-style-type: none"> • 100% of staff and all newcomers have followed relevant training on Ethics & Integrity • All staff aware of anti-fraud strategy 	<p>Latest known results:</p> <ul style="list-style-type: none"> • 107 colleagues have completed the training on Ethics • EPSO anti-fraud strategy was updated throughout 2019 with final version registered on 17/12/2019⁷. Staff was informed via Intranet on 27/06 (interim version) and 18/12/2019 (final version)

⁷ Ares(2019)7762621

	<ul style="list-style-type: none">• % of actions planned for 2019 in the anti-fraud strategy	<ul style="list-style-type: none">• 100% of actions planned implemented	<ul style="list-style-type: none">• All planned actions were implemented
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Overview of the estimated cost of controls at Commission (EC) level (for all activities leading to payment transactions):

Control System for Financial Transactions							
Ex ante controls			Ex post controls			Total	
EC total costs (in EUR)*	funds managed (in EUR)*	Ratio (%): <i>Total ex ante control cost in EUR ÷ funds managed in EUR</i>	EC total costs (in EUR)*	total value verified and/or audited (in EUR)	Ratio (%): <i>Total ex post control cost in EUR ÷ total value verified and/or audited in EUR</i>	EC total estimated cost of controls (in EUR)	Ratio (%)*: <i>Total cost of controls ÷ funds managed</i>
€671 906.00	€9 307 846.93	7.22%	€178 394.00	€3 223 244.00	5.53%	€850 300.00	9.1%

ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"

Ref. no	IC component	IC Principle	Indicator	Source of data to obtain value for the indicator	Baseline value	Target value	status (MM meeting 25.2.2019)
1	I	1	1) % of staff (including managers) who participated to EC corporate training on Ethics	1) EU Learn	1) 65%	1) 100 %	1) 66% COMMENT: target not achieved > MINOR DEFICIENCY MEASURES TO REDUCE: HoU to remind staff to participate in this mandatory training - Training compulsory as per the new L&D Framework for EPSO 2018-2020
3	I	3	2) (Y/N) Key performance indicators dashboard is in place and regularly monitored by management	2) Self-assessment	2) No	2) Yes	2) KPIs dashboard COMMENT: KPI dashboard is in place but not regularly monitored by management + some KPIs should be reviewed > MODERATE DEFICIENCY MEASURES TO REDUCE: - Need to review the current dashboard as some indicators are not really useful. - Other indicators not yet included in dashboard are missing - Several indicators are being monitored outside of the dashboard anyway (example: stats for open competition) - Not all KIP's need to be monitored on a weekly basis or by individual units in their respective field of activity (example: budget indicators)
11	III	11	2) Number of critical or very important open audit recommendations on IT issues	2) On-going monitoring	2) None	2) None	2) IAS Audit COMMENT: there are two very important recommendations from the IAS > MAJOR DEFICIENCY MEASURES TO REDUCE: Implement results of the EPSO-DIGIT study on the optimal IT delivery model AND Roll out the new DIGIT delivery model
14	IV	14	2) Number of communication actions implemented as identified in the EPSO follow-up action plan on the 2016 Staff survey (Ares(2017)3758932)	2) Self-assessment	2) 5 actions implemented	2) New action plan following 2018 Staff survey	2) Comment: the 2016 follow-up action plan wasn't fully implemented (3 out of the 14 actions were not implemented) > MINOR DEFICIENCY MEASURES TO REDUCE: Ensure implementation of outstanding actions and develop a new plan following 2018 staff survey
15	IV	15	1) (Y/N) External communication strategy and implementation plan exist in the DG	1) Self-assessment	1) Yes	1) Yes	1) Corporate external comstrat document doesn't exist > MINOR DEFICIENCY MEASURES TO REDUCE: EPSO's external communication strategy and implementation plan will be drafted - several elements of the communication strategy already available (example: focus countries action plan) but not yet integrated in one single document

ANNEX 12: Performance tables

<p>General objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.</p>		
<p>Impact indicator: Trust in the European Commission Source of the data: Eurobarometer on Public Opinion in the European Union</p>		
<p>Baseline Spring 2015: 40% tend to trust.</p>	<p>Target (2020): Increase</p>	<p>Latest known value: (EuroBarometer 90 – Autumn 2019) 47 % tend to trust.</p>
<p>Impact indicator: Staff engagement index in the European Commission. Source of the data: European Commission Staff Survey</p>		
<p>Baseline 2014: 65.3%</p>	<p>Target (2020): Increase</p>	<p>Latest known value (provisional): (European Commission Staff Survey 2018) 69%</p>

<p>Specific objective 1: Highly qualified staff are made available to all EU-Institutions by organising open competitions and selection procedures in an interinstitutional context – covering thereby their needs.</p>		
<p>Result indicator (officials): Laureate delivery rate (administrators, assistants, linguists, specialists: meeting the targets set out in the Notices of Competition). Source of data: Notices of Competition, Reserve lists in Recruiter Portal, Progress data in ESTER statistical tool and PETRA planning tool.</p>		
<p>Baseline 2012: In 2012, EPSO achieved 78% of the cumulative published target figures for Officials.</p>	<p>Target 2018:</p> <ul style="list-style-type: none"> • ≥ 90% of the cumulative published target figures (representing 120% of identified needs). • Rate set as part of EPSO's mission to enable the EU Institutions to recruit the 	<p>Latest known results:</p> <ul style="list-style-type: none"> • 1053 laureates delivered (with a total of 24 open competitions finalised in 2019). Overall delivery rate of 98.7%. (Source: Recruiter Portal) • The seven internal competitions

	<p>right person for the right job, at the right time, by providing high quality, efficient and effective selection procedures.</p>	<p>launched in June 2018 for the Committee of the Regions were finalised in the first semester of 2019 and resulted in a delivery rate of 95%. The other three sets of internal competitions launched in 2018 (Commission) and 2019 (Council, EUIPO) are still ongoing. (Source: Reserve lists, ESTER statistical tool, PETRA planning tool).</p> <ul style="list-style-type: none"> • Other 2019 selections include the ongoing Junior Professionals Programme for the Commission and a new Temporary agent selection for Frontex, published end 2019.
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Main policy outputs in 2019:

<p>Description: Reserve lists of AD, AST and AST/SC Officials, as set out in the Notices of Competition. In total, 1490 laureates were requested across all Institutions for 2019 (endorsed by EPSO's Management Board in November 2018).</p>	<p>Indicator</p> <ul style="list-style-type: none"> • Laureate delivery rate. • Duration of the selection procedure. 	<p>Target:</p> <ul style="list-style-type: none"> • ≥90% of the cumulative published target figures. • 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 	<p>Latest known results: (Recruiter Portal, PETRA planning tool, ESTER statistical tool)</p> <ul style="list-style-type: none"> • Target delivery rate exceeded, with 98.7% of published target figures. • The duration of the translators cycle in 2019 was 10 months whereas the average length of a lawyer-linguists competition was 14 months.
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		upfront.	<ul style="list-style-type: none"> • The AD and AST/SC generalists cycles launched in 2018 closed within 15 months, which is five months longer than expected; this is mainly due to the implementation of the new two-stage approach in organising such competitions on the basis of the top 5 languages declared by candidates during the initial admission phase. • Specialist competitions in 2019 lasted an average of 13 months instead of the expected <10 months. Any difference compared to the initial targets set are due to the unavailability of the Selection Board members during certain key periods as well as to the fact that specialist competitions organised with CBT upfront tend to take an average of 10 to 14 months to complete in any case.
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			<ul style="list-style-type: none"> The seven internal competitions launched for the Committee of the Regions were concluded, as planned, in 9 months – thanks to the slightly simplified selection process.
<p>Result indicator (contract agents): Successful candidates' delivery rate. Source of data: Calls for Expression of Interest, CAST lists in Recruiter Portal.</p>			
<p>Baseline 2012:</p> <p>3 selection procedures for contractual agents completed (translators, "childcare" and building management). For the 3 profiles combined, 2378 successful candidates were identified (119% of the cumulative published targets).</p>	<p>Target 2016⁸:</p> <ul style="list-style-type: none"> ≥ 90 % of the cumulative indicative target figures, both for specialist and generalist profiles, whilst at the same time achieving increased cost-efficiency for the selection of contract agents with the operational deployment of the Permanent CAST selection model. <p>Rate set as part of EPSO's mission to enable the EU Institutions to recruit the right person for the right job, at the right</p>	<p>Latest known results: (Recruiter Portal, Talent IT suite)</p> <ul style="list-style-type: none"> For CAST permanent selection procedures: 100% of the delivery target achieved. All 8012 pre-selected candidates were invited to test, and 6399 participated Technical assistance for CAST JRC continued; EPSO satisfied 100% testing needs by remote testing (locally proctored) of 315 candidates at the premises of JRC. 	

⁸ Targets set for periods prior to reporting year 2019 (e.g. 2016 and/or 2017) are kept for some result indicators for several reasons. They do reflect a true and fair view of the content as laid down in the Strategic Plan 2016-2020; therefore, they continue to remain valid targets for reporting purposes for as long as the current Strategic Plan remains in force. This way of reporting indicates both the current state-of-play of the target(s) concerned as well as how consistently targets were achieved across several reporting periods.

time, by providing high quality, efficient and effective selection procedures.

Main policy outputs in 2019:

Description:	Indicator:	Target/ Target date:	Latest known results:
Improved Permanent CAST selection model	<ul style="list-style-type: none"> • Database of candidates (both applicants and tested candidates) across four different Function Groups permanently available to recruiting services and updated in real time in the Recruiter Portal • New profiles introduced (with appropriate test content) matching Institutions' needs • High-quality test content 	<ul style="list-style-type: none"> • Testing of all relevant candidates pre-selected by Institutions within agreed deadlines throughout the year • New profiles/ new test content added at the request of Institutions <p>Refreshment of test content in those domains where existing material might have become overexposed.</p>	<p>(Official Journal of the EU, Talent IT suite)</p> <ul style="list-style-type: none"> • Target met. 6,674 candidates were tested during eleven testing windows in 2019 out of which 4,644 candidates passed the tests successfully. • The CAST Permanent procedure now contains 22 profiles in function groups I, II, III and IV following the introduction of a linguistic profile for translators (FG IV) and proofreaders (FG III). • EPSO has also started to renew test content in 2019 for the following profiles, which will be updated in

			2020: Political Affairs, Project Management and ICT. Due to the Court ruling on the use of languages in EU staff selections, new profiles have not yet been introduced. Discussions are ongoing with the institutions and will continue in 2020.
<p>Description: Test material for CAST and competitions in the required languages</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Availability of test material (multiple-choice questions and assessment centre exercises) in required languages 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • Test material is available in required languages for competitions and selection procedures. 	<p>Latest known results: For competitions, test content is made available in the required languages. For new CAST profiles, new competency items will be made available in the required languages once a decision has been taken on the delivery model.</p>
<p>Description:</p> <p>New Framework Contracts for:</p> <ul style="list-style-type: none"> • delivery of Video-remote interviews • delivery of language comprehension tests 	<p>Indicator:</p> <ul style="list-style-type: none"> • Timely completion of the procedures (in collaboration with DG HR.R.3). • New Framework contracts awarded and in place. • No interruption of services 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • Signing of contracts with winning contractors as follows: <ul style="list-style-type: none"> - Video-remote interviews: May 2019 - Language 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Regarding the video-remote interview, no contract could be awarded as the remaining bidder did not fulfil one of the essential minimal requirements. It was therefore decided to await the outcome of the

	between contracts.	comprehension tests: end 2019	Special Working group to determine if a new process should be launched. <ul style="list-style-type: none"> • EPSO is also awaiting the outcome of the Special Working group concerning the launch of a tender for language comprehension tests. Furthermore, regarding the main language test, the institutions have not yet agreed on whether such a test should be procured or developed internally which suspends the launch until an agreement has been reached.
<p>Description: New framework for a modernised IT tools suite:</p> <ul style="list-style-type: none"> - choice of off-the-shelf (tool) either as a result of a market research or most likely a call for tender planned in 2019 - Master plan for implementation of new tools by end 2020 	<p>Indicator:</p> <ul style="list-style-type: none"> • Existence of formal endorsement and approval of the supply model for a modernised IT tools suite by EPSO's management board, ITCB and HRFIT. • Clarity of licencing model and/or framework contract in place to accompany the modernisation. • Results of proofs of concept and clarity of roadmap for 	<p>Target/ target date:</p> <ul style="list-style-type: none"> • Licences and/or Framework contract: Q4 2019 • Approval of Management Board: Q1 2019 • Endorsement by ITCB and HRFIT: Q1 2019 	<p>Latest known results:</p> <ul style="list-style-type: none"> • The licences for the external contractor (Cornerstone for 1 year) and the implementation partner (Cloudwatch for seven months) were acquired through the SIDEII FWC (DIGIT) in October 2019 and work on the project started immediately after.

	implementation and transition.		<ul style="list-style-type: none"> • The HRFIT Working group advised EPSO to continue as planned on the 29th March 2019 • The Management Board approved the choice of Cornerstone and Cloudwatch on the 10th April 2019. • The Business case & results of the market research were presented to the ITCB on 16/05/2019. The ITCB asked EPSO to first perform a Risk assessment and Data privacy impact assessment (DPIA), and then start a pilot. • By end of 2019, the work on the Project/programme charter has started, EPSO and DIGIT have been working on the pilots as agreed in the roadmap; EPSO has been in regular contact with the ITIT regarding the advancement of the project; DPIA and RA have been drafted and submitted to the AIPN, DG
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Completed evaluations: N/A

Specific objective 2: Our communication with potential and current candidates is positive and proactive, in order to contribute to a stronger employer image for the EU Institutions and improve our ability to attract the right talent.

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

Source of data: Candidates' satisfaction survey (at CBT-stage and AC-stage).

Baseline 2012:

Assessment Centre:

91% satisfied/very satisfied (of which 46% very satisfied).

Target 2016⁹:

Assessment Centre:

- ≥ 90% of the candidates invited to the Assessment Centre satisfied/very satisfied (and at least 50% very satisfied).

Latest known

results:

(CBT test centre survey, online candidate survey)

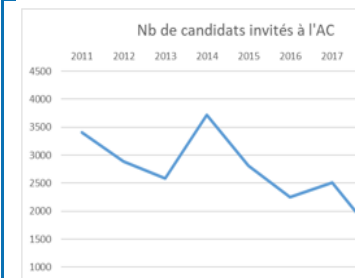
- For 2019 the satisfaction rate at Assessment Centre stage has slightly diminished compared to 2018, with 72.98% of candidates satisfied (out of which 32.7 % very satisfied)

⁹ Please refer to footnote 8 above.

Pre-selection stage:
93% satisfied.

Pre-selection stage:

- ≥ 90% of the candidates who sat pre-selection tests satisfied.
- Rates set as part of EPSO's mission to provide high quality, efficient and effective selection procedures.



- The slight drop of 3 percentage points compared to 2018 can be attributed to a massive increase of number of candidates invited to the AC (see above): with the COM internal competitions, the number of 4,000 candidates invited to AC was reached for the first time.
- In 2018 the satisfaction rate of candidates sitting

pre-selection tests was 96%¹⁰ - which is above target.

Result indicator: Strong awareness of the EU Careers brand, especially online and on Campus

Source of data: EPSO.05, EU Careers website, Facebook, LinkedIn.

<p>Baseline 2013:</p> <p>EU Careers student Ambassadors in 103 universities in all MS.</p>	<p>Target 2016¹¹:</p> <ul style="list-style-type: none"> • EU Careers student Ambassadors at universities across all MS, with special attention given to focus countries and the creation of a 'network of networks' (one Careers Ambassador active at multiple universities, with connection to and support from Member States). 	<p>Latest known results: (EU Careers Ambassadors report)</p> <ul style="list-style-type: none"> • 143 universities are participating in the programme for the academic year 2019-2020. • In October 2019, all 170 student ambassadors were trained in Brussels, Helsinki and Warsaw.
<p>Baseline 2013:</p> <p>316 EU Careers Ambassadors' events.</p>	<p>Target 2016⁷:</p> <ul style="list-style-type: none"> • Maintain the same number of high quality events in all Member States. 	<p>Latest known results: (EU Careers Ambassadors report)</p> <ul style="list-style-type: none"> • 970 EU Careers student Ambassadors events organised in the academic year 2018/2019
<p>Baseline 2013:</p> <p>Over 50 dedicated Facebook pages, administered by either individual ambassadors (for one university/network) or by multiple ambassadors together (one page for the entire country).</p>	<p>Target 2016⁷:</p> <ul style="list-style-type: none"> • Maintain the same number of EU Careers dedicated Facebook pages. 	<p>Latest known results: (Facebook)</p> <ul style="list-style-type: none"> • 38 dedicated Facebook pages, administered by either individual Ambassadors (for one university) or by multiple ambassadors together (one page for the entire country) in 2019. • In order to maximise the outreach and

¹⁰ The figure includes only the satisfaction rates at the pre-selection stage in the open competitions.

¹¹ Please refer to footnote 8 above.

		provide better quality updates in more countries, EPSO decided to use one Facebook page per country, e.g. Denmark, Sweden, Netherlands etc. Consequently, each page is optimised and used more actively on a daily basis.	
Baseline 2014: 12 EU Staff Ambassadors.	Interim milestone 2018: <ul style="list-style-type: none"> At least 1 Staff Ambassador per Member State. 	Target 2020: <ul style="list-style-type: none"> At least one Staff Ambassador per Member State and per Institution, covering all main profiles. 	Latest known results: (EU Careers Staff Ambassadors report) <ul style="list-style-type: none"> 111 Staff Ambassadors in 2019 with all Member States being represented
Baseline 2013: EU Careers website: 15.260 million views and 3 million unique visitors.	Target 2016¹²: <ul style="list-style-type: none"> Retain number of views/visitors which will fluctuate according to the number/nature of the selection procedures published. 	Latest known results: (Piwik) <ul style="list-style-type: none"> 16,843,662 views/visitors on the EU Careers website in 2019. 	
Baseline 2013: 128 645 followers on EU Careers Facebook page (October 2013) and 3 000 followers on LinkedIn.	Target 2020: <ul style="list-style-type: none"> Steadily increase our following on the appropriate social media channels. 	Latest known results: (Facebook, LinkedIn) <ul style="list-style-type: none"> 385,142 followers on Facebook by end 2019 86,085 followers on LinkedIn by end 2019 	

¹² Please refer to footnote 8 above.

Main policy outputs in 2019:

<p>Description:</p> <p>Communication with citizens and candidates</p> <p>Maintenance of the candidate relationship management tool (Issue Tracker) for candidate questions and issues in all 24 EU official languages</p>	<p>Indicator:</p> <ul style="list-style-type: none"> Maintain the ratio of queries per application dealt with by EPSO's Candidate Contact Service (CCS). Issue Tracker tool user management and internal training for colleagues FAQs available on EU Careers website are regularly reviewed and updated, new ones added as new processes are implemented 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> In 2019, the average number of queries should stay comparable to 2018 figures, i.e. one query per 4 applications In 2019, 100% of selected colleagues trained and using the Issue Tracker tool. At least 5 new FAQs are added in 2019 	<p>Latest known results: (Issue Tracker, EPSO website)</p> <ul style="list-style-type: none"> For 2019, 15,300 queries handled by CCS compared to 11,300 in 2018 (Issue Tracker, EPSO website) Three training sessions on the Issue Tracker for EPSO colleagues 19 new FAQs added and 110 existing FAQs updated in 2019
<p>Description:</p> <p>Structured cooperation with Europe Direct Contact Centre (EDCC) to manage general queries from candidates in all 24 official EU languages.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> Maintain the ratio of queries per application dealt with by EDCC. Organise at least 3 training 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> In 2019, the average number of queries should be comparable to 2018 figures, i.e. one query per 100 applications Spring, Autumn, Winter 	<p>Latest known results: (Europe Direct Contact Centre monthly and annual reports)</p> <ul style="list-style-type: none"> Increased number of inquiries handled by Europe Direct Contact Centre (EDDC): 5,500 questions dealt with in 2019 compared to 3,757 in 2018

	<p>sessions for the EDCC agents</p> <ul style="list-style-type: none"> At least 2 quality control reviews of the replies to queries provided by EDCC agents 	<p>2019.</p> <ul style="list-style-type: none"> Spring and Autumn 2019 	<ul style="list-style-type: none"> Due to difficulties in organising on-site training sessions for EEDC staff: increased training material for the supervisor in charge of EU careers (train the trainer) in 2019. Regular updates on EU careers with the EDCC supervisors 3% of all enquiries received by Europe Direct Contact Centre transferred to EPSO for follow-up. Quality control of 5% of all replies by EDDC on EU Careers in 2019
<p>Description:</p> <p>Timely and effective handling of requests for review, Article 90 and Ombudsman complaints, access to documents requests, and EDPS complaints.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> Number of contributions / decisions prepared within the set deadlines. Ratio of requests for review that become formal complaints (Article 90 or Ombudsman). 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> In 2019, 95% of procedures completed within set deadlines In 2019, maintain same ratio as in 2018, i.e. 3% 	<p>Latest known results:</p> <p>(LegalCHRON database)</p> <p>In 2019:</p> <ul style="list-style-type: none"> 97% of procedures completed within set deadlines compared to 98,5% in 2018 Ratio of requests for review that become formal complaints: 2.1% (vs. 2.5%)

			in 2018)
Completed evaluations: Candidate satisfaction surveys (CBT, AC and 'reasonable accommodations')			

Result indicator: Increased numbers of candidates with disabilities and/or special needs ¹³ applying for EPSO selection procedures. Source of data: Candidate application form		
Baseline 2013: In total 255 candidates with disabilities and/or special needs ¹⁴ applied for EPSO selection procedures published in 2013 (competitions and CAST).	Target 2016¹⁵: <ul style="list-style-type: none"> Continuously make sure there is no discrimination towards this diversity target group (in line with the UN Convention on the rights of persons with disabilities (UNCRPD)). Analyse the potential obstacles and blocking factors on a regular basis (diversity screening/audit). Further improve accessibility of EPSO's communication and selection procedures to candidates with disabilities and/or special needs. 	Latest known result: (EPSO Accessibility report) <ul style="list-style-type: none"> EPSO managed to attract 438¹⁶ candidates who have requested special adjustments of selection tests (competitions and selections) In 2019, 64% of candidates who have requested special adjustments of selection tests have reached the Assessment Centre phase and have replied to the satisfaction survey (26 candidates) say that they have enjoyed equal opportunities and treatment during

¹³ The figure includes only the satisfaction rates at the pre-selection stage in the open competitions.

¹⁴ This includes candidates with a permanent handicap, or chronic disease, as well as candidates who have asked for special arrangements for specific medical reasons. It excludes pregnant and breastfeeding candidates.

¹⁵ Please refer to footnote 8 above.

¹⁶ EPSO is not yet monitoring disability but only the number of requests for special adjustments of selection tests. This includes candidates with a permanent or temporary medical condition (including pregnant or breastfeeding candidates). This number represents the 331 requests received per competition/selection (including internal competitions) published (and not necessarily finalised) in 2019. It does not cumulate requests received from same candidates within a competition. Each candidate is recorded once per competition even if reasonable accommodations were granted at different stages of the competition. It also takes into consideration 107 candidates who have applied to a CAST profile and have requested special adjustments at the application stage. It is important to note that these candidates need to be preselected by an Institution before being invited to sit the computer based tests.

		<p>the selection procedure. 28% do not know or do not have an opinion about it, and only 8% said no.</p> <ul style="list-style-type: none"> • Comparative statistics on performance (in the CBT for the Generalist AD5 2019) show that there is no discrimination towards candidates benefitting from reasonable accommodations (there is no significant difference in average scores on CBT tests between candidates with and without reasonable accommodations) 	
<p>Result indicator: Satisfaction rate of candidates with disabilities and/or special needs, benefiting from reasonable accommodation of selection tests</p> <p>Source of data: candidates' satisfaction survey</p>			
<p>Baseline 2015: 90% of the candidates in the AD5-generalist competition who benefitted from reasonable accommodation of CBT-tests are satisfied with the measures taken by EPSO (based on feedback of 35 candidates).</p>	<p>Interim milestone 2016:</p> <ul style="list-style-type: none"> • ≥90% of the candidates benefitting from "reasonable accommodations" satisfied/very satisfied. 	<p>Target 2020:</p> <ul style="list-style-type: none"> • ≥90% satisfaction rate. Further develop EPSO's expertise in reasonable accommodations of selection procedures, based on international best practices. 	<p>Latest known results: (online candidate survey)</p> <ul style="list-style-type: none"> • 72.1%¹⁷ of candidates who benefited from reasonable accommodations in the AD5 generalist competition and participated in the satisfaction survey were satisfied with the measures taken by EPSO. Their average satisfaction score

¹⁷ EPSO ACCESSIBILITY team did not reach the target regarding satisfaction rate due to an organisational change and operational difficulty. Furthermore the survey response rate was very low and not statistically significant (only 26 candidates out of 95 who benefited from reasonable accommodations responded to the satisfaction survey).

			for the communication and support from EPSO ACCESSIBILITY team is 7/10, 8.38/10 for assistance from EPSO staff during assessment centres, 8.47/10 for assistance by Prometric staff in the national testing centres, and 7.13/10 for the relevance and usefulness of the special accommodations granted.
Main policy outputs in 2019:			
<p>Description: Further development and professionalization of the reasonable accommodations procedure for candidates with disabilities and/or special needs Expansion of new reasonable accommodations procedure for candidates with disabilities and/or special needs.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Creation of new guidelines: <ul style="list-style-type: none"> - for EPSO/ Institutions on How to accommodate special needs candidates in a testing situation - for candidates on How to request special adjustments of selection tests 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • Second semester 2019 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Revision of the entire reasonable accommodations procedure started in 2019 based on candidates' feedback, performance and best practices in order to simplify and improve the process and its accessibility and maintain high satisfaction rates. It is expected to finalise the process in early 2020 but was delayed due to more time needed for the analysis

	<ul style="list-style-type: none"> Maintain high satisfaction rates of candidates who have requested special adjustments of selection tests 	<ul style="list-style-type: none"> Satisfaction rate equal or higher than 80%. 	<p>of the feedback from candidates including a full inventory of special needs requests and a focus on the targeted communication campaign.</p> <ul style="list-style-type: none"> The information form on special needs is being used in all competitions and the analysis of the results of the survey on its usefulness is in process Promotional materials were developed for candidates to demystify how to request special adjustments of selection tests (a step-by-step guide and an animated video). EPSO started looking for solutions together with Prometric to allow more autonomy and accessibility during CBT by offering candidates the possibility to use assistive technology <ul style="list-style-type: none"> 72.1% of candidates who benefited from reasonable accommodations in the AD5
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			<p>generalist competition and participated in the satisfaction survey were satisfied with the measures taken by EPSO.</p> <ul style="list-style-type: none"> • EPSO started revising the entire reasonable accommodations procedure based on candidates' feedback, performance and best practices in order to simplify and improve the process, and improve satisfaction rates
<p>Description:</p> <p>Accessibility of EU Careers Website.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Reduced number of issues flagged in the semi-annual accessibility screenings of the website. • Continuous improvement of accessibility: implement descriptions of links, add tags to images and mark dates so they are readable by screen reading software, allow for selection of options using keyboard only. • Level of AA WCAG (Web Content 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> • In 2019, zero errors to be identified, down from 10 in 2018 • 2nd semester 2019 	<p>Latest known result: (EPSO Accessibility report)</p> <ul style="list-style-type: none"> • A new accessibility screening of EPSO's website has been requested from DG COMM in December 2019. The results show that EPSO is close to be compliant with the WCAG 2.1 AA. • In 2020, EPSO will endeavour to fix the issues identified in order to become fully compliant. • Two accessibility testers (IT

	Accessibility Guidelines) compliance achieved as certified by DG COMM <ul style="list-style-type: none"> • Delivery of final report by Web Content expert from DG COMM 	<ul style="list-style-type: none"> • End 2019 • End 2019 	blind specialists working for DG SANTE) perform regular screenings of EPSO's website and processes to help EPSO improve on these aspects.
Completed evaluations: Candidate satisfaction survey for 'reasonable accommodations' for the EPSO AD5 cycle in 2018.			

Specific objective 3: EPSO's selection methods are continuously improved based on experience, best practice and international standards.

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

Source of data: Notice of Competition, AC management tool, markers' module.

Baseline 2014: Several pilot-projects and reflections on new methods of testing initiated (Internet-Based testing, Video Remote Interviews, work and behavioural style)	Interim Milestone				Target 2020: <ul style="list-style-type: none"> • The EPSO Assessment Centre is delivered faster, in different modules and phases, relying on the use of efficient talent- 	Latest known results: <ul style="list-style-type: none"> • Due to the fact that no contract could be awarded for video-remote interviews and the gaming approach¹⁸ was suspended,
	2016: <ul style="list-style-type: none"> • Test the single-scoring approach in one competition with approx. 100 candidates and compare single-scoring 	2017: <ul style="list-style-type: none"> • Use of video remote interview in some specialist competitions – as intermediate phase. • Use of single scoring with 	2018: <ul style="list-style-type: none"> • Use of content analysis techniques in Talent screener phase. 	2019: <ul style="list-style-type: none"> • Combine the new techniques within a same competition. • Test the gaming approach in selection 		

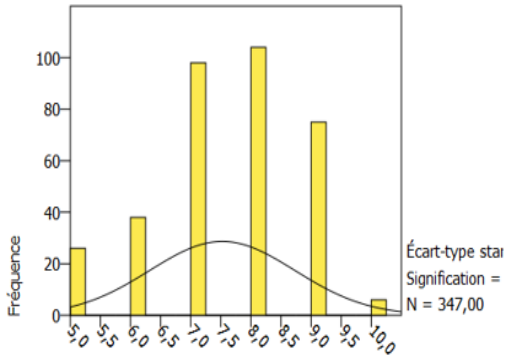
¹⁸ The gaming approach (a testing method based on serious games putting the candidate in a work-related virtual environment to assess his/her reactions and decisions) indicated in the Strategic Planning 2016 – 2020, was not yet introduced but EPSO is continuously monitoring current trends and research in the area in order to decide on a possible launch of a trial.

<p>questionnaires, MS Office skills, etc...).</p>	<p>to negotiated scoring.</p> <ul style="list-style-type: none"> • Test feasibility of video-recording of the group exercise (six mock candidates scored by 15 assessors). • Test-content analysis technique in the Talent screener phase (one competition, approx. 100 candidates). 	<p>normalization.</p>		<p>(after further analysis)</p>	<p>ranking methods and remote technologies.</p> <ul style="list-style-type: none"> • More flexibility for Selection Boards and improved quality at the preliminary phase of the selection process. 	<p>combining all of the new techniques within the same competition was not possible.</p> <ul style="list-style-type: none"> • New types of tests have been implemented for the Armed Security Officers competition involving a new contract and new process. • Following trials in 2018, machine assisted content analysis techniques were deployed twice in ongoing competitions
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						<p>during 2019</p> <ul style="list-style-type: none"> • Single scoring (or split scoring) implemented into the AC scoring tool: demo made available in Q4-2019, to be tested and implemented accordingly • Development of a new IT tool for Admission, Talent Screener and Marking, allowing remote single scoring
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Main policy outputs in 2019:

Description:	Indicator:	Target/target date:	Latest known results:
Assessment of motivation of candidates applying for an EU career.	<ul style="list-style-type: none"> • Use interview to verify motivation in AD Generalist competition and achieve satisfactory psychometrics 	<ul style="list-style-type: none"> • Motivation interview to take place in January 2019 as part of the ongoing EPSO/AD/356/18 competition with satisfactory psychometrics (low halo with other tests, 	<ul style="list-style-type: none"> • In 2019, the new motivation interview was deployed as a pilot test in the AD5 Generalist Competition (published in 2018). Psychometrical analysis performed

	<ul style="list-style-type: none"> • Low number of complaints 	<p>reliability, validity)</p> <ul style="list-style-type: none"> • No increase in complaints for AC stage. 	<p>in 2019 (see below) have shown a satisfactory reliability and validity of the method).</p>  <p>Écart-type star Signification = N = 347,00</p>
<p>Description: Delivery of remotely proctored internet-based tests.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Pilot project for the delivery of remotely proctored internet-based tests, e.g. for candidates with special needs 	<p>Target/target date:</p> <ul style="list-style-type: none"> • First semester 2019 	<p>Latest known results:</p> <ul style="list-style-type: none"> • The pilot project for delivery of remotely proctored internet-based tests had to be postponed to 2020, mainly for three reasons: 1) to await the outcome of the Special Working group, 2) to finalise the delayed migration to the new contractor's delivery platform, required to be able to use this feature and 3) to allow for some necessary adaptations in order to be able to make this feature available for candidates with special needs.

<p>Description: Creation of a pool of Source Persons for AC exercises.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Availability of pool of Source Persons identified and duly trained 	<p>Target/target date:</p> <ul style="list-style-type: none"> • Creation of two new pools of source persons (approximately 4 people per pool) from the Institutions, one during first semester and one during second semester. 	<p>Latest known results:</p> <ul style="list-style-type: none"> • A new wave of source persons was launched in March 2019 with new 5 source persons from the institutions identified and trained by the contractor. Three other source persons joined the next wave of training that took place in July 2019. The following wave included three colleagues who have successfully been source persons in the past – they were trained in September 2019; works are ongoing.
<p>Description: Improved Competency Based Interview (CBI).</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Use of the questionnaire on work situation preferences (General Competency Situational Strength based Questionnaire, GCSSQ) to structure and streamline the CBI 	<p>Target/target date:</p> <ul style="list-style-type: none"> • Pilot questionnaire for competitions in which candidates take tests on PCs in EPSO's premises. • Develop and implement a dedicated training for the relevant selection board(s) 	<p>Latest known results:</p> <ul style="list-style-type: none"> • The roll-out of the new questionnaire on work situation preferences (GCSSQ) to structure and streamline the competency based interview (trials in 2017) lacked a suitable technical platform for delivery and reporting. The intermediate, internally developed solution made operational in mid-2018, was not elaborated further in 2019 as there are many questions raised by stakeholders regarding the use of interviews in the future as the whole selection model could change significantly, depending on

			the outcome of the Special Working Group. Therefore, this project is currently on hold.
<p>Description: Introduction of the "split assessment" approach.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Implementation of the approach in the context of a specific competition using customised software 	<p>Target/target date:</p> <ul style="list-style-type: none"> • 2019 first semester: test new functionalities in the scoring tool • 2019 second semester: use split assessment in a specific competition 	<p>Latest known results:</p> <ul style="list-style-type: none"> • In order to support the split assessment technique¹⁹, a technical specification was prepared by the Assessment centre service provider in October 2019, and a demo made available. As soon as the functionality will be in place, assessor training and AC processes will be adapted.
<p>Description: Use of the MMI method (Multi Mini Interview/Speed Assessment)²⁰.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Use of the MMI method in the frame of the proposed Fast Track Specialist competition model (Fast track model subject to approval by the Institutions) 	<p>Target/target date:</p> <ul style="list-style-type: none"> • 2019 (exact date depending on competition to be identified and subject to approval of the fast track model by the Institutions). 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Following the implementation of the MMI method in 2018, results were available in 2019 with the ex-post analyses showing positive results. Further deployments of this method are planned for 2020.

¹⁹ Split assessment entails a candidate being observed by two assessors in parallel but each assessor scores independently. The final score can be consolidated later in a number of ways.

²⁰ 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.

<p>Description: Use of the Video-recorded Group exercise.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • One group exercise room (on-site) fully operational and equipped with the hardware and software allowing the video-recording of the Group exercise and the remote scoring by assessors • Use of the video-recorded group exercise in a specific competition 	<p>Target/target date:</p> <ul style="list-style-type: none"> • 1st semester 2019: room fully equipped • 2nd semester: use of video-recorded group exercise in a specific competition 	<p>Latest known results:</p> <ul style="list-style-type: none"> • This project had to be put on hold. Against the backdrop of the whole selection model being under revision by the Special Working Group and specifically considering a significantly changed linguistic regime for EPSO open competitions in future, both usefulness and employability of the group exercise as such will have to be evaluated in light of the policy outcomes expected for 2020.
<p>Description: EPSO's anti-fraud strategy</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • EPSO's anti-fraud strategy is updated in line with the new corporate anti-fraud strategy (CAFS) and communicated to staff 	<p>Target:</p> <ul style="list-style-type: none"> • 2019 (after adoption of CAFS by the Commission) 	<p>Latest known results:</p> <ul style="list-style-type: none"> • EPSO anti-fraud strategy was updated in 2019 with final version registered on 17/12/2019²¹. Staff was informed via Intranet on 27/06 (interim version) and 18/12/2019 (final version).
<p>Result indicator: Gender balance of laureates in the context of the annual AD-cycle (generalists).</p>			
<p>Source of data: Reserve lists in Recruiter Portal.</p>			
<p>Baseline 2011:</p>	<p>Interim Milestone</p>	<p>Target 2020:</p>	<p>Latest known results:</p>

²¹ Ares(2019)7762621

35% of the successful candidates in the annual AD5-cycle (generalists) were female.	2017: ≥ 40%	2018: ≥ 44%	2019: ≥ 48%	≥ 50%	<ul style="list-style-type: none"> • Targets exceeded with 52% female successful candidates in the annual AD5 Generalist cycle 2018 (AD/356/18) delivered in 2019.
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Specific objective 4: Recruitment needs are clearly identified upfront and in close cooperation with Institutions, aligning thereby supply and demand for laureates.

Result indicator: Strategic 3-year planning established on time, in close cooperation with stakeholders.

Source of data: EPSO, EPSO Working Group and EPSO Management Board.

<p>Baseline 2014: New instructions in place since July 2014. Strategic planning for 2015 – 2018 endorsed in January 2015.</p>	<p>Target 2018:</p> <ul style="list-style-type: none"> • Complete strategic 3-year planning exercise in October in cooperation with the Institutions. 	<p>Latest known results: (Minutes of EPSO Management Board)</p> <ul style="list-style-type: none"> • The 2019 strategic planning exercise, covering the period 2020 – 2022, was completed by endorsement of the EPSO Management Board end 2019.
<p>Planned evaluations: N/A</p>		

Main policy outputs in 2019:

Description	Indicator	Target/Target date	Latest known results:
<p>Strategic planning 2020 – 2022.</p>	<ul style="list-style-type: none"> • Strategic planning exercise 2020 – 2022 endorsed by EPSO Working Group and Management Board. 	<ul style="list-style-type: none"> • October/November 2019. 	<p>(Minutes of EPSO Management Board and Working Group)</p> <ul style="list-style-type: none"> • The planning was established and endorsed by the Management Board for the first semester of 2020. • The Management Board also endorsed the principles of a cut-off date by summer 2020, pending the outcome of the ongoing IT pilot project and the final report of the Special Working Group on Personnel Selection, submitted on 20 December 2019.

Specific objective 5: Recruiting services can identify and recruit appropriate laureates rapidly and effectively.

Result indicator: Exploitation rate of closed reserve lists.

Source of data: Recruiter portal.

Baseline 2011: 92% for closed reserve lists of selection procedures published in 2011.

Target 2018: ≥ 90%.

Latest known results:
78%

Main policy outputs in 2019:

Description	Indicator	Target/Target date	Latest known results: (Recruiter Portal)
Quarterly statistics on recruitment rates.	<ul style="list-style-type: none"> Provision of reliable and updated statistical information. 	2019 (every quarter).	<ul style="list-style-type: none"> Information provided quarterly, as planned.
Proposal to EPSO Working Group for reserve lists to be closed.	<ul style="list-style-type: none"> Acceptance of EPSO's proposal. 	Last quarter of 2019.	<ul style="list-style-type: none"> A total of 104 reserve lists for officials were closed, on the basis of data and proposals provided by EPSO. This included several lists established prior to 2012. The laureates were informed accordingly.

Completed evaluations: N/A

Specific objective 6: Existing processes are re-engineered, including the use of digital technologies and collaborative tools, to make them more cost-effective, efficient, agile and rapid.

Result indicator: Quality management system (QMS) fully operational

Source of data: EPSO's Quality Management Office (QMO)

Baseline 2015:

Approx. 30% of the Quality Management System (QMS) elements in place:

Interim milestone 2017:

80% of QMS elements in place:
 - Process support
 - Continuous improvement process

Target 2018:

• 100% of QMS elements in place by end 2018.

Latest known results:

• Very little change compared to 2018 (only ad hoc interventions).

<ul style="list-style-type: none"> - Business services definition - Competition graphical charts - Description of tasks and areas of activity available in a collaborative space - Selection Board reports feedback process. 	<ul style="list-style-type: none"> - Quality planning - Continuous learning - IT products & services quality control - Competitions quality control 	<ul style="list-style-type: none"> • Support all quality actions, including the setting-up and operation of the quality management system (QMS) with its quality policy, objectives and procedures. 	<ul style="list-style-type: none"> • This project has been practically on hold, as the QMO lost most of its resources and the only remaining resource has been working 100% on the implementation of the IAS HR Family audit conclusions and on the new IT tool project (which, given its urgency and impact on EPSO's business is a top priority project for EPSO).
Main policy outputs in 2019:			
<p>Description</p> <p>Continuous maintenance of EPSO Knowledge Garden wiki</p> <p>Further development of Knowledge Management strategy</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • All EPSO newcomers trained in Wiki tool and are familiar with EPSO Knowledge Garden within first month of their arrival to the office • Updated EPSO Knowledge Management strategy 	<p>Target/target date:</p> <ul style="list-style-type: none"> • 100% of colleagues to be trained in EPSO Knowledge Garden • Updated EPSO Knowledge Management strategy 	<p>Latest known results:</p> <ul style="list-style-type: none"> • 97% of EPSO colleagues are trained in wiki (newcomers courses are organized few times a year to cover this group. • Knowledge Management Strategy updated with sufficient degree of consensus reached within current EPSO Management team. However, decision for formal approval has been postponed until arrival of

			new EPSO Director expected for 2020.
<p>Description: Monitoring of feedback from Selection Board Members (official end reports from open competitions)</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Number of recommendations from Selection Board Members captured into the monitoring tool and assessed by EPSO 	<p>Target/target date:</p> <ul style="list-style-type: none"> • 100% of all new recommendations captured 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Project has been put on hold with the view to evaluate further necessity of it (subject to new EPSO Director's approval/endorsement expected for 2020)
<p>Description: Review and Improvement of the Quality Management Office strategy</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Quality management strategy approved by new EPSO Director 	<p>Target/target date:</p> <ul style="list-style-type: none"> • End 2019 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Strategy has been prepared in 2019 but project is on hold and waiting for the nomination of Director of EPSO.
<p>Description: Improved IT governance</p>	<p>Indicator:</p> <ul style="list-style-type: none"> • Completion of IAS recommendations as per action plan following IT governance 	<p>Target/target date:</p> <ul style="list-style-type: none"> • Continuous through 2020 	<p>Latest known results:</p> <ul style="list-style-type: none"> • Follow-up on scheduled (until 2020!) IT programme management within the HR family/ DIGIT has been continued, as well as proper reporting and integration at strategic level. Outcomes will be presented to stakeholders during first semester of 2020.
<p>Result indicator: Streamlined admission and eligibility procedures. Source of data: EPSO.02</p>			

<p>Baseline 2014: 1 pilot project done on the basis of tools and standards used by DG HR.</p>	<p>Interim milestone 2017:</p> <ul style="list-style-type: none"> • Process of eligibility-check based on originals during the selection phase is achieved for at least 90% of laureates in open competitions launched as of mid-2016. 	<p>Target 2018:</p> <ul style="list-style-type: none"> • Process of eligibility check based on originals during the selection phase is achieved for 100% of laureates in open competitions. 	<p>Latest known results:</p> <ul style="list-style-type: none"> • In 2019, candidates were asked to bring scanned copies of their documents on a USB key. This paperless approach represented a clear improvement both for candidates and for EPSO. • The direct upload of documents by candidates into EPSO's IT system was integrated as a functionality in the new IT pilot system for the selection procedure of Irish translators (temporary agents).
<p>Main policy outputs in 2019:</p>			
<p>Description: Re-engineering of the Talent Screener and Admission phases.</p>	<p>Indicator</p> <ul style="list-style-type: none"> • Number of Requests for Review accepted by the Selection Boards 	<p>Target/target date:</p> <ul style="list-style-type: none"> • Reduced number compared to 2018 figures 	<p>Latest known results: (ARIS -EPSO business process repository, REMEMBER monitoring tool)</p> <ul style="list-style-type: none"> • Project plan to merge IT tools used for Admission, Talent Screener and Marking devised in 2019 along with projections on time/resource savings and efficiency gains (i.a.

			<p>reduced number of requests for review addressed to Selection Boards)</p> <ul style="list-style-type: none"> • However, full implementation depends on the overall migration to a new EPSO IT structure by 2021 which is being undertaken at various levels in EPSO ²²
Planned evaluations: N/A			

Specific objective 7: The attraction, appointment and workings of selection boards are further rationalised and professionalised.			
Result indicator: Establishment and successful introduction of the EPSO Academy.			
Source of the data: EPSO.04, EPSO.03.			
<p>Baseline November 2015: Launch of the pilot-project for the EPSO Academy.</p>	<p>Interim Milestone 2016:</p> <ul style="list-style-type: none"> • 20 Selection Board members for the AD-cycle trained in the context of the pilot-project for the EPSO Academy. 	<p>Target 2017²³:</p> <ul style="list-style-type: none"> • Depending on the outcome of the pilot, the EPSO Academy to gradually become a centre of excellence, offering interinstitutional training programmes to (potential) Selection 	<p>Latest known results: 2 editions of EPSO ACADEMY were organised with the following results:</p> <ul style="list-style-type: none"> • 29 accredited experts ready to act as selection board members on a more regular basis; • 44 people participated

²² Please also refer to specific objective#1 – Output 'New framework for a modernised IT tools suite'.

²³ Please refer to footnote 8 above.

		<p>Board members. It will ensure that EPSO has of a pool of trained and available Selection Board members for all its selection procedures.</p>	<p>as selection board members 73 times;</p> <ul style="list-style-type: none"> • eight people were trained as markers; • eight people participated as sources persons (subject matter experts). <p>The launch of a new edition is pending the outcome of the Special Working Group on Personnel Selection and the final report on the outcome of the programme requested by the EU Institutions, which requires to first finalise the accreditation process.</p>
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Main policy outputs in 2019:

Description:	Indicator:	Target/target date:	Latest known results:
<p>Analysis of EPSO Academy (pilot and 2018 sessions)</p>	<ul style="list-style-type: none"> • Presentation of outcome of analysis to the Institutions • Based on feedback from the Institutions and after having received their agreement, propose and launch an ongoing programme, aiming to 	<ul style="list-style-type: none"> • By mid-2019 • Before end 2019 	<p>The main results were presented to the EU Institutions and it was further agreed to draft the final report on the programme and to take into account the outcome of the Special Working Group before launching any new edition. Therefore, EPSO must first finalise all accreditation processes. End of 2019, EPSO started analysing the status of each participant in order to identify who is still interested</p>

	extend the pool of experts in staff selection		in the programme and accreditation.
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Description	Indicator	Target/Target date	Latest known results:
Timely appointment of Selection Boards	<ul style="list-style-type: none"> • All requests for appointments by EPSO processed on time. • Core Selection Boards in place. 	<ul style="list-style-type: none"> • Requests prepared 2 months prior to start of competition. • Kick-off meeting to take place prior to the publication of the competition. 	<ul style="list-style-type: none"> • EPSO processed all requests on time so that kick-off meetings with the core Selection Boards were organised prior to the publication of each Notice of competition. • In April 2019, the Management Board asked EPSO to provide further figures on the number of Selection Board members (SBMs) appointed by the different Institutions during the year. The figures are calculated by mandate to be attributed on the basis of the quotas for requested laureates. Moreover, individual SBMs are in some cases appointed with double or triple mandates within the same set of competitions, especially for language-specific competitions such as lawyer-linguists, national law experts and translators. • To date, nine initial requests of appointments have been submitted to the Institutions for a total of 365 mandates covering the new competitions published in 2019. These mandates were attributed as follows: 241 for the Commission, 53 for the Court of Justice, 37 for the European Parliament, 16 for the Council, 8 for the Court of Auditors, 2 for the Committee of the Regions and the European Economic and Social Committee and 8 for the European External Action Service.

Specific objective 8: A comprehensive offering of flexible and adaptive services – including expertise in the fields of assessment, selection, occupational psychology, psychometrics and employer branding – as well as support to ensure the implementation of talent management strategies in the EU Institutions, are provided to help meet challenging stakeholder needs.

Result indicator: Steady increase of EU Institutions, Agencies and other EU bodies using EPSO services.

Source of data: EPSO.04, SLA inventory, internal survey.

Baseline 2012: 15 Agencies used EPSO's staff selection services on a charge-back basis generating an income of €94,716.

Target 2020:

- Continuous development of general and tailor-made staff-selection services for EU Institutions, Agencies and other EU bodies.

Latest Known results:

(ABAC Workflow report –accounting system of the European Commission)

- A total of 2 Agencies (EUIPO, FRONTEX), the Commission and the Council used EPSO's paid staff selection services on a charge-back basis generating an income of €217,252.20 in 2019.
- The EU Institutions, Bodies and Agencies used the EPSO third language validation service throughout the year. Prior to the entry into force of the modified chargeback rules in April 2019, a chargeback of €4,994.65 was generated in the first quarter of the year.

Main policy outputs in 2019:

Output	Indicator	Target/Target date	Latest known results:
Catalogue of services for EU	• Number of specific selection services organised for EU	10 EU agencies and other	The catalogue of services remains the key reference for the EU Agencies and other bodies. In 2019, it included an

<p>Institutions, agencies and bodies.</p>	<p>Agencies and other bodies on top of standard planning.</p>	<p>bodies or more using dedicated staff selection services</p>	<p>update of the chargeback model. This change into EPSO's chargeback procedure was formalised by a new generic service-level agreement (SLA) drafted in line with DG BUDG instructions and data protection rules. To-date, a total of 39 agencies out of 45 have signed the new SLA in 2019.</p> <p>In addition to EPSO's standard planning, the following selections were organised on the basis of specific service-level agreements (SLAs) during the year:</p> <ul style="list-style-type: none"> • Seven internal competitions were finalised for the Committee of the Regions. • Half of the 26 internal competitions organised for the Commission since November 2018 were finalised on schedule in 2019. The remaining selections will be completed in early 2020. • A new SLA with DG HR was signed for the Junior Professionals Programme (JPP) in May, to cover the 2019 and 2020 selections. • An internal competition at AD6 grade was prepared and launched for the Secretariat General of the Council in September. • After the detailed negotiations to establish the SLA and the Call in 2019, two internal competitions for EUIPO were successfully launched at grades AD6 and AST3 in December 2019. • In addition, three new specific SLAs were established during the year: with DGT to select freelance translators, with FRONTEX to select temporary agents at AST4 grade and with the Commission to select ICT
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			<p>temporary agents at grades AD8 and AST4. The publication of the latter was scheduled for January 2020.</p> <p>What is more, EPSO continued to give technical assistance for CAST JRC and delivered testing for the PM² accreditation following the training programme.</p>
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Specific objective 9 The linguistic abilities in a third language of staff eligible for a first promotion (officials, contract staff in function group IV, temporary agents assisting political groups in the European Parliament and temporary agents in agencies) are evaluated in a harmonised, consistent and cost-efficient manner.

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

Source of data: EPSO.03.

Baseline 2012: 100% of files evaluated within the deadline (702 files in total).	Target 2016²⁴: • 100% of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.	Latest Known results: (Third language report) • Target met
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Main policy outputs in 2019:

Description:	Indicator:	Target/ Target date:	Latest Known results: (Third language report)
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²⁴ Please refer to footnote 8 above.

Delivery of assessments of linguistic ability by EPSO and the evaluation committees to satisfy the requirements of Article 45§2 and Article 85§3 of CEOS.	<ul style="list-style-type: none"> Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates. 	<ul style="list-style-type: none"> 100% evaluation by the end of the year of files (diplomas and certificates) submitted within the deadline. 	<ul style="list-style-type: none"> 636 files assessed within the set deadlines.
<p>Result indicator: Timely delivery of linguistic tests.</p> <p>Source of data: EPSO.03</p>			
<p>Baseline 2012:</p> <p>All candidates tested within the deadline (358 candidates tested in total).</p>	<p>Target 2016²⁵:</p> <ul style="list-style-type: none"> 100% satisfaction by the end of each year of requests received for testing third language capabilities. 	<p>Latest Known results:</p> <p>(Online candidate survey)</p> <ul style="list-style-type: none"> Target met 	
<p>Main policy outputs in 2019:</p>			
<p>Description:</p> <p>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.</p>	<p>Indicator:</p> <ul style="list-style-type: none"> Timely delivery of linguistic tests of levels B2 and A2 	<p>Target/ Target date:</p> <ul style="list-style-type: none"> 100% satisfaction by the end of the year of requests received for testing third language capabilities. 	<p>Latest Known results:</p> <p>(Third language report)</p> <ul style="list-style-type: none"> 291 test requests dealt with within the set deadlines.

²⁵ Please refer to footnote 8 above.

Result indicator: Satisfaction rate of candidates with the assessment of their third language capabilities.			
Source of data: Candidates' satisfaction survey.			
Baseline 2014: Satisfaction rate of 87% (period 2013 – 2014).	Target 2016¹⁷: • ≥90% satisfaction rate of candidates who reply to the satisfaction survey.	Latest Known results: (Online candidate survey) • Target met	
Main policy outputs in 2019:			
Description Delivery of an online satisfaction survey for candidates processed during the year.	Indicator: • Satisfaction rate of candidates with the assessment of their third language abilities	Target/ Target date: • ≥ 90% satisfaction rate of candidates who reply to the satisfaction survey.	Latest Known results: (Online candidate survey) • 91% satisfaction rate of candidates.
Planned evaluations: Candidates' satisfaction survey			

Main policy outputs in 2019:

Description	Indicator:	Target/ Target date:	Latest Known results:
Procurement process for new Framework	<ul style="list-style-type: none"> Launch of the procedure (in collaboration with DG HR.R.1) 	<ul style="list-style-type: none"> Call to be launched in April 2019 	<p>Two procurement procedures were prepared in 2019, i.e.:</p> <ul style="list-style-type: none"> EPSO/PN/2019/032 Lots 1 and 2 published on 24/07/2019 which resulted in a contract signed on 02/10/2019 for a period of 12 months The second Call for Tender was successfully prepared; however, it could not be published in 2019 due to capacity constraints with the Translation Service. Publication is envisaged for February 2020.

Specific objective 10 : To contribute to the running of the certification procedure

Result indicator: Timely delivery of accurate certification examinations in compliance with the Institutions' requirements.

Source of data: EPSO 01

Baseline 2012:	Target 2016 ²⁶ :	Latest known result :
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²⁶ Please refer to footnote 8 above.

All tested within the deadline (222 candidates in total). List of certified Officials delivered on time.	<ul style="list-style-type: none"> 100% timely and accurate delivery of list of certified Officials according to the deadlines set by Institutions. 	(Certification IT tool) <ul style="list-style-type: none"> Target met
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Main policy outputs in 2019:

Description:	Indicator:	Target/ Target date:	Latest known result:
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 accurate certification examinations in compliance with the Institutions' requirements. 	<ul style="list-style-type: none"> 100% timely and accurate delivery of list of certified Officials according to the deadlines set by Institutions. 	(Certification IT tool) <ul style="list-style-type: none"> 144 candidates (of which 84 were new candidates) were tested in three different exams. List of certified officials was delivered on time to the Institutions.

Result indicator: Satisfaction rate of examining board with the organisation of tests.

Source of data: EPSO 01

Baseline 2012:	Target 2016 ²⁷ :	Latest known result:
100%	<ul style="list-style-type: none"> 100% satisfaction of examining board with tests delivered. 	(Online survey) <ul style="list-style-type: none"> Target met

Main policy outputs in 2019:

Description:	Indicator:	Target/ Target date:	Latest known result:
Delivery of examinations in compliance with examining board's expectations.	<ul style="list-style-type: none"> Satisfaction rate of examining board with the organisation of tests. 	<ul style="list-style-type: none"> 100% satisfaction of examining board with tests delivered. 	(Online survey) <ul style="list-style-type: none"> 100% satisfaction rate of Examining Board (from very satisfied to satisfied)

²⁷ Please refer to footnote 8 above.