



European
Commission

Management Plan 2023

DIGIT

Contents

- Introduction..... 3
- PART 1. Delivering on the Commission’s priorities: main outputs for 2023 5
 - A. General Objective 7 – A modern, sustainable and high-performing European public administration..... 5
 - B. General objective 2: A Europe fit for the digital age..... 12
- PART 2. Modernising the administration: main outputs for 2023..... 14
 - A. Human resource management 14
 - B. Sound financial management 17
 - C. Fraud risk management 19
 - D. Digital transformation and information management..... 19
 - E. Sound environmental management..... 21
 - F. Initiatives to improve economy and efficiency of financial and non-financial activities 24
- ANNEX – Performance tables 25

Introduction

The Directorate General for Informatics (DIGIT) drives the Commission's digital transformation by providing modern, secure and user-centric IT services and solutions. DIGIT enabled the 'digital acceleration' that the Commission experienced over the past years. It paved the road for the changes in the way the Commission works and delivers on its political priorities.

The fast-paced evolution of digital technologies and their impact on business processes require the right operational setting. To this end, the **new corporate strategy for a Next Generation Digital Commission** of June 2022 ⁽¹⁾ sets a framework for DIGIT's activities. The new strategy builds on the achievements of the previous digital strategy, takes stock of lessons learned, and reflects the new digital trends and political priorities in the post-pandemic landscape. A set of five strategic objectives will drive the **shift from 'doing digital' to 'being digital'**. In line with the EU strategic priority of a '**Digital Decade**', the new corporate strategy posits a **digital transformation journey** on the basis of the European core values of human centricity, digital inclusion, digital sovereignty, trust and ethical use of technologies. Moreover, the strategy sets out a **new role for DIGIT** centred around its strategic **capacity to advise and support its stakeholders** ⁽²⁾. This is crucial to ensure the delivery of **digital-ready policies** ⁽³⁾ by the Commission overall. To achieve these goals and to better support **DIGIT's mandate to become the Strategic Advisor to the Commission on all matters digital**, DIGIT has launched an internal reflection process on how to improve its processes and organisational setup.

While the new digital strategy sets a long-term direction for the full digital transformation of the Commission, DIGIT will also rely on other relevant strategic frameworks to deliver on existing commitments and priorities.

As defined in the **Strategic Plan** ⁽⁴⁾ in use for the current Commission mandate, DIGIT is supporting the transition towards a **modern, sustainable and high-performing European public administration (General Objective #7)**, and is also contributing to the objective of making **Europe fit for the digital age (General Objective #2)**. DIGIT's 2023 Management Plan identifies key initiatives that will contribute to the achievement of these goals (in line with the headline ambitions of the Von der Leyen College), and addresses the challenges and principles also identified in the new digital strategy.

⁽¹⁾ [People First – Digitalising the Commission | European Commission \(europa.eu\)](#)

⁽²⁾ Commission Corporate Governance bodies, Commission departments, EU Institutions, EU Public Administrations.

⁽³⁾ **Digital-ready policymaking** refers to the process of designing policies and legislation by considering digital aspects from the very beginning to ensure that they are ready for the digital age, future-proof and interoperable. Policies (and legislative acts) are digital-ready if they enable smooth policy implementation through best use of technologies and data.

⁽⁴⁾ [Strategic plan 2020-2024 – Informatics | European Commission \(europa.eu\)](#)

Protecting the Commission's IT assets and staff from cyber-threats is a crucial priority and represents a growing challenge, especially in light of more and more sophisticated security incidents (a trend started with the pandemic and that reached even wider proportions following the Russian aggression in Ukraine). The new digital strategy addresses these challenges with the vision of a **next generation digital Commission** supported by a trusted environment that applies the **overarching principles of digital security and resilience**. Cybersecurity represents the *fil rouge* that interconnects the different objectives of the digital strategy, and the Commission has recognised its critical importance in ensuring the protection of corporate assets, services, systems and accounts. The flexible working environment of the new HR strategy, which introduced the alternation between physical office presence and remote working - combined with the increased use of cloud computing - has reshaped the cybersecurity needs of the institution. Through the new digital strategy, the flexible working environment also benefits from a **strengthened cybersecurity culture** and an **awareness programme** that ensures appropriate resilience and protection of the digital landscape of the administration. This is part of a broader 'mindset shift' of the institution's working culture, which is ultimately another important enabler of digitalisation. The **digital transformation journey** envisaged by the new strategy needs to cope with greater exposure to risks and brings new challenges for the overall security of the Commission. As central IT provider, DIGIT must operate in a heterogeneous environment shaped by a multitude of potential attack scenarios and reduced resources (in particular, due to shortage of domain experts).

Other key deliverables for 2023 are focused on the **provision of customised IT services to different Commission departments**. When delivering flagship digital solutions addressing human resources, document management, decision making and procurement, DIGIT will apply the 're-use first' principle. Fulfilling its digital leadership, DIGIT will keep **improving the Commission's digital workplace** (with a focus on user experience) by finalising key processes initiated in 2022 (such as the migration of staff to the new and more secure WELCOME environment, the IT Butler service, and the exploration of new IT support channels adapted to the flexible working environment). In light of current economic and geo-political circumstances, DIGIT could face in the next year potential supply chain disruptions when procuring high-performing IT equipment for Commission staff. This could lead to a shortage of new IT devices, and consequently demand a stronger rationalisation of resources, including the extension of the lifecycle to existing equipment.

DIGIT will also play a crucial role in **supporting the digital transformation of European Public Administrations through interoperable digital public services**. Following the adoption of the REFIT initiative on '**EU Governments Interoperability Strategy**', in 2023 DIGIT will focus on the political negotiations of the '**Interoperable Europe Act**'. This newly proposed regulation puts forward a structured cooperation framework for the Member States and the Commission.

PART 1. Delivering on the Commission's priorities: main outputs for 2023

A. General Objective 7 – A modern, sustainable and high-performing European public administration

Specific Objective 7.1 – A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission's political priorities

The digital transformation of core corporate business processes is crucial to shape a digital Commission fit for the digital age. This implies strong business rationalisation, simplification and streamlining to support and empower all Commission services. It is possible by exploiting fully the capabilities offered by digital technologies, while unlocking the potential of the Commission's data.

A successful digital transformation demands **close cooperation with partner DGs** whose core business processes are at the forefront of the Commission's decision-making system. To facilitate this process, DIGIT has agreed with key partners a set of annual work plans which focus on **delivering and operating flagship digital solutions** in the domain of human resources, document management, decision making, procurement, grants, etc.

In particular, in 2023:

- In the **human resources management domain**, DIGIT will continue the HR Transformation programme in partnership with HR, PMO and EPSO. This is part of a large-scale digital transformation programme implementing the new HR Strategy, which proposes a client-centric and data-driven rethinking of HR services and processes. In 2023, the programme will move towards the first wave of implementation, delivering business value in the areas of service desk, health care services, pre-selection, selection, recruitment and on-boarding of staff.
- In the **Document Management domain**, DIGIT will further focus on the development of the Hermes-Ares-NomCom platform (HAN), which will be made available to additional European Institutions (including the European Council), agencies and bodies. To support the platform's expected growth, measures to optimise its performance, scalability and resilience will be put in place, and relevant support services will be adapted. The further improvement of security measures, including data protection is also a key part of this process. Improvements to NomCom and the retention list management ⁽⁵⁾ will be implemented to better

⁽⁵⁾ The Common Retention List is a regulatory document in the form of a retention schedule that sets the retention periods for the different types of Commission files.

support long-term preservation. Long-term preservation actions also include continuing the replacement of the Commission's archives management system that started in previous years, as well as the development of additional solutions to **support digital preservation**.

- In the **Legislative lifecycle management** domain, DIGIT will continue the development of EdiT/LEOS (Legislation Editing Open Software), a flagship open-source project that facilitates the drafting of legislative texts. This innovative tool increases the efficiency of the legislative process, enhances interoperability and fosters the seamless cooperation between different actors in the EU Institutions and in Member States. The integration of EdiT in Decide (the legislative platform of the Commission) will continue in 2023, and its user interface will be modernised. DIGIT will also reach out to Member States to explore the **use and co-design/co-development of LEOS** which is made available to public administrations across Europe who can adapt it to their specific needs.

The delivery of these initiatives is also **fully aligned with the corporate digital strategy**: programmes such as HRT, HAN, EdiT and LEOS support the strategic objective of **empowering business-driven digital transformation**, by advising DGs and assisting them in their digital journeys.

Fostering reuse is another key enabler of digital transformation, and the **Reusable Solution Platform (RSP)** addresses this need within the Commission by driving reuse, enabling common user experiences, bringing standardisation, reducing redundancy, reinforcing security and increasing interoperability. In 2023, the RSP will be enhanced according to the work plan endorsed by the Information Technology and Cybersecurity Board (ITCB). The success and the added value brought by the RSP is regularly measured in terms of cost avoidance of Full Time Equivalents (FTEs) and shows how reusing existing solutions can speed up delivery time and lower development costs for all DGs.

Specific objective 7.2 - The Commission exploits the potential of data, information, knowledge and content management for policy shaping, communication, citizens and staff engagement

To become a modern, more efficient and user-centric institution, the Commission needs to **exploit the potential deriving from data management**. The correct use of data is a powerful enabler of collaborative working, communicating and engaging with staff, citizens and stakeholders. For this reason, DIGIT has been contributing to the **development of a corporate ecosystem and technical platforms** that can fully unleash the potential behind data, information, knowledge and content management.

The **implementation of platforms to support the data, information, knowledge and content ecosystem** represents the major outcome of this objective. The priority in 2023 will be on improving a set of established digital platforms that are already supporting the presence of the Commission at internal and external level. Namely, these include:

- the **EC corporate data platform** (as implementation of the DataStrategy@EC for the set-up of the EC data ecosystem),
- the **Europa** Web Publishing Platform – the Commission’s web-presence platform,
- the **Future of Europe** online platform and solutions such as **EU Survey** to enable the engagement with EU citizens. In particular, the ‘**Have Your Say**’ portal will be enriched with the provision of a support service for a number of citizens’ assemblies, based on the Future of Europe online platform. This will become integral part of the Commission’s consultation mechanisms. DIGIT will be responsible to maintain and run this platform.
- the **EC Collaborative platform** (Single Integrated Framework for Collaboration) that ensures collaboration and engagement with staff – M365, CIRCABC and Wikis, combined with the internal communication platform (**My IntraComm**), and
- **EU Academy** - the e-learning platform created together with the JRC to address knowledge-building needs of professional audiences and citizens by delivering tailored training programmes, courses and events in a cooperation mode between ‘course owners’ and ‘learners’.

The above-mentioned technical platforms play a key role as enablers for the digital transformation of the Commission, and facilitate the use of emerging technologies within the **digital innovation framework** (governance, enablers, procedures) whose implementation will become operational in 2023.

Specific Objective 7.3 – A digital delivery model supports the Commission as a world-class agile and collaborative ‘open administration’

The Commission will become a digitally transformed, user-focused and data-driven administration only if its digital delivery model evolves to foster agility, co-creation and innovation. This delivery model should be based on an inclusive approach, incorporating contributions from all DGs to make IT development more consistent across the institution.

The endorsement of the **Dual Pillar Approach (DPA)** in 2022 paved the way for a simplified and more coherent delivery of corporate digital solutions. In the upcoming year, DIGIT will focus on shaping the services needed to build and maintain a modern IT portfolio based on the DPA principles. Importance will be given to the complementary role played by the Reusable Solutions Platform (RSP) ⁽⁶⁾ in promoting re-use and leveraging ready-made market solutions as first choice. **DIGIT’s Service Catalogue** will also evolve in order to be better aligned with the requirements of the DPA.

To improve the Commission’s security posture, and reduce the technical debt while accelerating the delivery of features to the business, DIGIT will also modernise the platform supporting the delivery of information systems (**DevSecOps**), and define a corporate pipeline to facilitate the on-boarding of new DGs. To improve the management of large portfolio for system owners, DIGIT will also promote the scaled agile methodology.

DIGIT will strengthen the **advisory services it provides to other DGs**, e.g. concerning the analysis of IT portfolios and tailored roadmaps for increasing the maturity of solutions and technical components.

Finally, DIGIT will continue to implement the **open source strategy of the Commission**. The actions expected in 2023 include the implementation and delivery of a set of tools enabling a stronger culture of sharing and openness across the Commission.

⁽⁶⁾ More details about the RSP are available in the chapter 7.1, as the Reusable Solution Platform represents a key initiative driving this objective.

Specific Objective 7.4 - A Commission resilient to ever evolving digital security threats

Securing the evolving digital working environment of the Commission remains one of the key challenges that DIGIT faces. As a consequence, the **constant improvement of the corporate cybersecurity posture** is one of the top priorities of DIGIT's mission.

DIGIT is responsible for strong IT security management and cybersecurity rules that protect the digital identities, the digital information and the IT assets of the administration against increasing and more complex cyber-threats. This is critical to ensure a smooth transition towards the next generation digital Commission.

However, a broader digital transformation comes with an increased attack surface which exposes the institution to an ever-evolving threat landscape. The adoption of innovative technologies and process automation changes the way in which information is accessed and processed across the Commission, leading to new vulnerabilities. Attackers are also exploiting new technologies which escape the traditional types of detection, for instance by using automation. Therefore, **the key challenge is to adapt our security solutions to new work patterns** that take into consideration our **collaboration methods, mobility** (which implies access to applications and information from multiple devices at work, at home and on the go), and the **cloud**.

In 2023, the areas of priority will therefore be the following:

- **Support the IT Security Governance** – by revising the corporate IT Security Strategy, creating periodic reports for key stakeholders, and introducing an IT security risk and maturity assessment framework to reinforce the IT security governance in the Commission. The application of this framework will improve the current reporting capability to the ITCB. This will enable the identification of areas requiring particular attention, and facilitate decisions at corporate level. Additionally, DIGIT plans to increase the **cybersecurity situational awareness** of the institution by presenting the evolution of cybersecurity threats and by sharing technical knowledge and expertise. The delivery of one annual and two interim IT Security and Risk Reports (ITSRR) will also ensure adequate communication on the status of IT security within the Commission.
- **Drive the implementation of Cybersecurity Regulation in the Commission** (once adopted by the co-legislators, possibly in 2023). The regulation will stimulate the interinstitutional cooperation in the area of cybersecurity, and DIGIT intends to play a key role in maintaining and further developing the engagement of EU Institutions, Bodies and Agencies in this domain.

- **Enforce Cybersecurity Culture (awareness, training and exercises)** – by implementing the Cyber Aware Programme. In 2023, DIGIT will launch four phishing exercises at corporate level, and offer cybersecurity awareness raising sessions to all Commission staff, aiming to reach at least 30%.
- **Deliver an IT Security continuous improvement approach** – by offering a centralised service which supports DGs in implementing lessons learnt from IT security incidents, and offering advisory and consultation services to DGs in view of improving their IT security posture. In addition, DIGIT will offer Commission Departments that use the c-LISO service periodic tailored reports that will provide information on IT security threats, risks, incidents and ongoing actions.
- **Protect and defend the institution** – by extending and developing services in the area of IT security monitoring, detection and incident response. In particular, the corporate capability to manage cybersecurity incidents will be reinforced by implementing playbooks in the security orchestration, automation and response platform (SOAR). Automation of detection rules will play a bigger role in improving and accelerating the corporate Cyber Incident Response capability. In the area of threat intelligence, DIGIT will explore new strategies to exploit the threat intelligence feeds currently provided by CERT-EU. A mature Red Team service offering will be established to test the Commission’s own cyber defences.

Specific Objective 7.5 – The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace

An efficient, flexible and high-performing working environment depends on a secure, functional and reliable digital infrastructure. Part of DIGIT's mission is to ensure the continuous improvement of the corporate working environment by focusing on two strands: the **Digital Workplace (DWP)** – which defines and implements the Commission's working setup – and the **corporate infrastructure**, which represents the backbone of the Commission's operational and functional capability.

With regard to the Digital Workplace, DIGIT will in 2023 **complete a number of initiatives launched during 2022**. This concerns in particular the **migration of core corporate IT (backend) services to the WELCOME domain**. While the past years have been dedicated to the actual rollout of the DWP, the near future will focus more on running the corporate backend services and processes in a smooth way. In parallel, DIGIT plans to introduce improvements in the WELCOME domain (for instance by including user-friendly settings applications for all users, and a transparent proxy authentication that would replace the internet password) and will **drive the last wave of migration to WELCOME** for all eligible users who are still working in NET1.

To **adapt the Digital Workplace to new ways of working** remains a key commitment, in line with a more user-centric approach of IT service provision. DIGIT will **invest in user experience** by revamping the "EC Store" and making it user-oriented instead of device-oriented. This goes hand in hand with the promotion of **alternative IT support channels** such as walk-in IT hubs and will take into account existing logistic set-ups (buildings and office space policies such as **Dynamic Collaborative Spaces**). The **IT Butler** service for VIPs launched in 2022 will also reach full maturity, becoming 100% operational by the end of 2023.

As regards the **running and improvement of the digital infrastructure**, in 2023 DIGIT will continue to implement cloud services (private and on premise), building on the results achieved in the past year. In particular, **cloud transformation** will be a critical initiative to ensure a future-proof operational foundation for Commission information systems. A number of Information Systems and corporate hosting services will be on-boarded into the **Cloud Deployment Model (CDM)**.

The provision of more service-centred solutions to other DGs also in the infrastructure and cloud domain is well aligned with DIGIT's role as a strategic advisor to boost the digital transformation of Commission departments, as mandated by the new digital strategy.

B. General objective 2: A Europe fit for the digital age

Specific objective 2.1 - The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market

DIGIT can rely on well-established tools and solid know-how on the implementation of EU policies and modernisation of administrations and businesses. In this context, **interoperability** is crucial for making Europe fit for the digital age. Since 2021, the **Digital Europe Programme** brings together all interoperability policies that are currently driving and coordinating the modernisation of public administrations across Europe.

The adoption by the Commission of an Interoperable Europe Act and accompanying communication in 2022 set the foundation for an '**interoperable Europe**'. This introduced a common framework for secure and borderless data flows and services ensuring the implementation of an interoperability governance at EU level. The Regulation will help make EU policymaking "digital-ready" and "interoperable by design". It will give a mandate to Member States and the Commission to **jointly propose and develop interoperability solutions** (in a common catalogue), to run pilot projects, to **stimulate public/private GovTech experimentation**, and to **support policy sectors (e.g. health, education) in their digital transformation**. In addition, it requires that EU entities as well as public sector bodies perform interoperability assessments for any change to, or introduction of, a relevant cross-border information system or component. As such, the regulation will contribute to the digital transformation of the Commission, EU entities and public administrations across the EU. The focus for 2023 will be to support the work of co-legislators when it comes to the negotiation of the **Interoperable Europe Act** and to prepare its subsequent implementation.

Work will continue with the **implementation of the Interoperable Europe Strategy** via the Digital Europe Programme, in partnership with main partners like the JRC and OP. In addition, DIGIT will implement **relevant actions also included in the new digital strategy**, namely:

- Digital ready policy making and interoperability assessments: methodology and tools;
- One stop-shop for Interoperability solutions and communication: Interoperable Europe Portal (JOINUP);
- Set up the governance structure: Interoperable Europe Board and Community;
- SEMIC Support Centre: advisory and tools for semantic interoperability, support to Data Spaces in close coordination with the Data Spaces Support Centre.

The proposal for a regulation and supporting tools financed via the Digital Europe Programme reinforce DIGIT's advisory role not only vis-à-vis ICT teams but also to policy-makers working on files in the digital domain or with a digital dimension.

Specific objective 2.2 - Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services.

Digital Solutions for EU-wide services are large-scale IT systems supporting the implementation of EU policies, delivering user-centric and reusable digital solutions which support EU-wide public services. The governance and responsibilities for the implementation and operation of these systems are distributed and done in collaboration between the Commission and the Member States.

In 2023 DIGIT will continue to provide TESTA services (which ensure a secure terrestrial communication network service across public administrations and European Institutions, Bodies and Agencies) to the participating entities. The existing service infrastructure will be maintained and updated to prevent risks affecting the good functioning of the service.

By delivering on this objective, DIGIT will also implement **solutions for digital identity and access management**. The adoption of well-established Digital Trust Services that guarantee authentication, authorisation and signature such as EU Login, EU Access and EU Sign will be further extended across other EU Institutions, Bodies and Agencies.

To support the Commission to meet its legal obligations, DIGIT will also work closely with relevant policy-making departments to foster the digital public administration and the Digital Single Market. In co-operation with JUST, DIGIT will contribute to the implementation of the **Company Law Mobility Directive** for the exchange of data between business registers, which concern companies merging, dividing or converting cross-border. The information obtained about cross-border operations will then be available in the Business Registers Interconnection System. In this way, the Directive will **directly contribute to borderless digital public services** by enhancing more cross-border data exchanges and thus boosting the digital Single Market.

PART 2. Modernising the administration: main outputs for 2023

This section of the Management Plan introduces actions and initiatives that are critical for the execution of DIGIT's strategic objectives, and – on a broader perspective – contribute to the delivery of all Commission's priorities. The Commission as modern administration depends on efficient management of human, financial and IT resources; it relies on effective internal control and anti-fraud framework and it makes the best use of internal and external resources.

The internal control framework⁽⁷⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls. DIGIT has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

Workforce Optimisation

DIGIT's human resources are a crucial factor to achieving the DG's operational and strategic objectives. The optimisation of the DIGIT workforce must therefore be of highest priority. Efforts will be made mainly in the following two focus areas:

- Recruitment & Vacancy Reduction
- Learning & Development

Recruitment & Vacancy Reduction

In optimising the use of its human capital, DIGIT must first and foremost maximise the use of the relatively sparse establishment plan posts through the reduction of the DG's high vacancy rate. Actions to encourage this trend will include a **close monitoring and possible reallocation of idle vacant posts**, a **reduction of selection lead times**, and **support to managers in swiftly and actively filling their vacancies**, and making optimal use of existing and forthcoming **EPSO laureate lists** in the field of IT. The DIGIT HR Correspondent will collaborate closely with the relevant services in DG HR and the DIGIT management team in implementing these measures.

Learning & Development

⁽⁷⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

With the rapid evolution of the IT landscape and job market, DIGIT cannot solely rely on recruitment procedures in optimising its workforce. An equally crucial element is the development of the skills and knowledge of its current staff. DIGIT therefore encourages staff to make full use of the internal training catalogue and that managers support their staff in identifying and filling learning gaps.

As announced by DG HR, 2023 will see a change in L&D budget allocation, with the intended centralisation of local training budget. DIGIT's HR Correspondent team will continue to emphasise the need for external learning activities and associated local L&D budget. Given the technical and specialised nature of our work, DIGIT staff often have to rely on external learning to upskill and keep abreast of latest IT trends.

In terms of L&D priorities, DIGIT also focuses on **management development and professionalization**. Especially junior managers are encouraged to participate in internal development offers, complemented by targeted coaching and training support where necessary.

Staff Engagement

Staff engagement measures the emotional connection of employees to their organisation and is a key element in ensuring a satisfied and productive workforce. The main KPI available to measure staff engagement in the EC is the bi-yearly Staff Survey, more specifically the Staff Engagement Index ⁽⁸⁾, which for DIGIT has steadily increased over the course of the past surveys (2016: 63%; 2018: 70%; 2021: 76%). As the most recent score ranks among the highest in the EC, the realistic DIGIT target must be to maintain the score at a high level. To this end, measures will focus on the following areas:

Internal Communication

In order to increase the visibility of DIGIT's vacancies and to maximise our outreach to the internal talent pool, a dedicated Vacancies Page has been created on DIGIT's intranet, on which all vacancies and calls for expression of interest will be published.

In the specific context of a possible reorganisation in DIGIT, it will be essential to ensure that all HR-related information affecting staff and their work are timely disseminated via adequate channels.

Follow-up of Staff Surveys

⁽⁸⁾ One of the main satisfaction indicators of the Staff Survey, which takes into account a number of key results related to emotional connection and commitment

Another key element to ensuring staff engagement is the follow up of the input given in the regular staff surveys. To this end, DIGIT has analysed the results of the 2021 staff survey in depth ⁽⁹⁾ to pinpoint areas for improvement of staff satisfaction, namely:

- Work-Life balance and flexible work environment
- Professional future: mobility and career prospects

While these topics are mainly linked to corporate policies ⁽¹⁰⁾, DIGIT is committed to ensure sound implementation at local level.

Gender Equality and Diversity

Gender Equality and Diversity have been leading principles in DIGIT human resource management in the past and will naturally continue to be in 2023. A central target linked to this priority area of the Von der Leyen Commission is 50% female managers on all levels by 2024. In DIGIT, this translated into the target of two additional first female appointments to middle management by 2024. While the target has already been surpassed in 2022, DIGIT will continue to facilitate the appointment of women to pre-management roles of Team Leader, Head of Sector or Deputy Head of Unit as an effective way to prepare for middle management positions. In line with the College decision on measures to reach gender equality at all levels of management by the end of 2024, DIGIT will work towards a quota of 50% female Deputy Heads of Unit. The internal (and external) pool of female talent will be considered in any internal succession planning in middle management. Further proactive efforts to this end include support through targeted individual coaching packages and external trainings.

HR Management Culture

One of the main stakeholders and partners of the DIGIT HR Correspondent in implementing the above HR priorities is the DIGIT Management Team. It is therefore crucial that DIGIT managers embrace the high level of priority of a sound HR management to the functioning of their operational work, their staff, and the DG as a whole. Some major guiding HR principles for DIGIT management in this context include:

- Sound HR Administration:
 - Swift publication of vacant posts with fit for purpose vacancy notices
 - Keeping Job Descriptions in the unit up to date
 - Ensuring business continuity at all times through adequate resource planning and staff time management
- Support staff in identifying and reaching learning needs and goals (through internal and external L&D activities)

⁽⁹⁾ [Staff Survey 2021 : DIGIT Results Analysis](#)

⁽¹⁰⁾ [New Working Time Decision ; New HR Strategy](#)

- Appraisal & Promotion: Fair, thorough, transparent and timely execution of the exercises
- Equal treatment
- Communication: ensure that all relevant information (on HR related matters or otherwise) is disseminated to staff in a thorough and timely matter

The DIGIT HR Correspondent will continue to provide managers with guidance and support to uphold these principles, with a special focus on newly appointed managers.

DIGIT is strongly committed to exploit the potential that digital technologies can release for building a more **inclusive, equal and diverse workplace**. Following the endorsement of a DIGIT Equality Action Plan in 2021, in 2023 DIGIT will keep implementing new initiatives for guaranteeing accessibility and user experience through adequate digital tools, delivering on the key actions embedded in the DIGIT Equality Action Plan.

Objective: DIGIT employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

Main outputs in 2023:

Output	Indicator	Target
Number and percentage of first female appointments to middle management positions.	First female appointments to middle management positions Baseline: 01.02.2020	+2 first female appointments (since baseline)
DIGIT staff engagement	Staff engagement index in latest staff survey Baseline: Staff Survey 2021, 76%	Maintain staff engagement index above EC average

B. Sound financial management

DIGIT has set up internal control processes aimed at ensuring the adequate management of the risks related to the **legality and regularity of the underlying transactions**, taking into account the multiannual character of programmes as well as the nature of the payments concerned. The objective remains to ensure that the DG has reasonable assurance that the total amount of any financial operation authorised during the reporting year which would not be in conformity with the applicable contractual or regulatory provisions does not exceed 2% of the total expenditure. DIGIT also set up internal control processes aimed at ensuring the adequate management of the risks relating to the

revenues of DIGIT which concern services provided internally to other Commission departments and services, and those provided externally to other institutions, agencies and bodies. This process consists essentially of a series of sub-processes such as delivery of services, cost calculation and **charge back**.

Regarding the safeguarding of assets, DIGIT is the Commission’s ‘management centre’ (centre de gestion) for all IT equipment installed in the premises of the Commission in Brussels, Luxembourg, Strasbourg and Dublin (Grange). The general policy is that all PCs, laptops, screens, printers, photocopy machines, scanners, servers, network devices, smartphones and tablets have to be in the inventory. All steps from ordering to decommissioning of a good are recorded and managed through ABAC Assets modules. ABAC Assets is linked with SAP for accounting purposes (valuation and depreciation). The operational risks are limited as many inventory actions are automated.

Controls aim to safeguard the assets DIGIT purchases and manages on behalf of all the DGs and services of the Commission, such as:

- ✓ Physical check of all assets and non-assets;
- ✓ Itemised checks when writing off obsolete, lost or damaged goods, as well as ongoing registration in ABAC Assets of all logistical movements (deliveries, moves, swaps, withdrawals, etc.);
- ✓ (In)tangible assets and inventories follow formal procedures for disposal of assets

Furthermore, a number of controls are in place to ensure the safeguarding of information. In order to avoid sensitive information being “lost” (abused, made public) or its integrity breached (data altered), DIGIT makes sure that internal rules on data protection in line with Commission’s rules, and internal rules on treatment of sensitive information are met.

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

Main outputs in 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure

Output	Indicator	Target
Effective controls: Safeguarded assets	(In)tangible assets and inventories follow formal procedures for disposal of assets	Ensure correct imputation in accounting system and compliance with regulatory provisions
Safeguarded information	Data breaches reported to the EDPS within the 72 hours deadline from detection	100% data breaches reported within the 72 hours deadline from detection
Efficient controls	Timely payments	remains 95% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	remains < 1% of funds managed

C. Fraud risk management

DIGIT contributes to the implementation of the **Commission Anti-Fraud Strategy (AFS)**, notably as Lead DG for **action 30** of the AFS action plan: “Regularly revise and update the corporate IT security strategy and monitor its implementation. Optimise the systems of the Commission and the executive agencies for secure operation of e-procurement, e-grants and other channels of e-governance.” In 2023, DIGIT will participate in the process of the revision of CAFS Action Plan, led by OLAF.

In addition, **DIGIT implements its own anti-fraud strategy (AFS)**, which focuses on measures to prevent fraud in its procurement activity, implementation of the contracts and management of external service providers, which are considered as domains embedding some fraud risks. DIGIT’s anti-fraud strategy covering the period 2022-2022 is currently being revised, and the revision, for covering the next three years, is planned to conclude in early 2023. The action plan accompanying DIGIT AFS will be reviewed accordingly, taking the DG’s main fraud risks into consideration. The action plan will also be implemented and updated as needed.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽¹¹⁾ aimed at the prevention, detection and correction ⁽¹²⁾ of fraud.

Main outputs in 2023:

Output	Indicator	Target
Identify and assess fraud risk	Update the risk register, considering the risk of fraud	Yearly completion
Raise fraud awareness	Number of anti-fraud training/information sessions	1 session/year
Strengthen fraud prevention in the procurement process	Review that the preventive actions have been followed	Yearly completion
Strengthen ex post controls to detect potential fraud	Implement the ex-post controls procedure	Yearly completion

D. Digital transformation and information management

As the central IT department, **DIGIT has been the major driving force** – in close collaboration with other Horizontal Services ⁽¹¹⁾ – **of the digital transformation of the Commission**. DIGIT internal strategic priorities for 2023 are shaped on the several aspects and enablers needed to advance in the digital transformation journey, in a public administration as complex and diverse as the Commission, and are well reflected in the first section of this Management Plan. **Key initiatives planned for 2023 are well aligned with the new corporate digital strategy**, and they include the provision of up-to-date digital solutions, the implementation of a reusable solutions platform, the continuous improvement of the ‘digital workplace’ which modernises the Commission’s working environment, the strengthening of a cyber-secure digital infrastructure exploiting the benefits of private and public cloud, and the use of corporate data ecosystem for the successful achievement of the Commission’s administrative and policy goals. **DIGIT remains the actual driver of the Commission’s digital transformation**, and has the precise task of monitoring and supporting the implementation of the new digital strategy at corporate level. The **State of Digital Commission Report** – which DIGIT will prepare by the first quarter of 2023 – will provide a first overview of the progress done at corporate level in meeting relevant key performance indicators. An important novelty for 2023 will also consist in the implementation of a **central digital advisory function** within DIGIT. It aims to support Commission’s departments in the planning and implementation of their Digital Transformation initiatives in line with the strategic objectives of the corporate digital strategy and provides tailored and holistic advice and strengthens the collaboration

⁽¹¹⁾ Communication from the Commission ‘Commission Anti-Fraud Strategy: enhanced action to protect the EU budget’, COM(2019) 196 of 29 April 2019 – ‘the CAFS Communication’ – and the accompanying action plan, SWD(2019) 170 – ‘the CAFS Action Plan’.

⁽¹²⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁽¹¹⁾ DIGIT benefits from the close collaboration with SG and HR for the implementation of the ‘digital Commission’ .

between Commission departments addressing similar needs and challenges. **The development of this new function will support DIGIT’s mandate to be the strategic advisor to the Commission on digital matters.**

Information Management: DIGIT is actively involved in the implementation of the data, information and knowledge management strategy included in the Rolling Action Plan 2022-2024 steered by the [Information Management Steering Board](#). In fact, one specific objective of DIGIT’s Strategic Plan is also partially covering this area, and relevant outputs falling under this domain are listed in the output table linked to the Specific Objective #7.2 of the present Management Plan. DIGIT will also actively maintain the inventory of DIGIT key data assets and the DIGIT data management process (roles and responsibilities).

Data Protection remains a crucial area of interest for DIGIT, in particular given the implications related to the compliance of personal data processing when linked to the acquisition of new software and IT products.

In 2023, priority will be given to the following actions which will support the enhanced level of data protection compliance across the DG:

- Continuation of efforts to ensure DIGIT’s access to international IT services in compliance with the Schrems-II requirements.
- Trainings/Awareness-raising: Review of material, inclusion of security-specific aspects and organising sessions (probably VC).
- Creation of a wiki for easy access to informative material and templates, FAQ etc.
- After a general review of Service Level Agreements with other institutions, focus will now be laid on Memoranda of Understanding with DGs/Services, as well as free-of-charge services not systematically covered by an agreement.

Objective: DIGIT is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Main outputs in 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DIGIT’s key data assets	Percentage of implementation of the corporate principles for data governance for DIGIT’s key data assets	by 2023: 100% application of corporate principles on 50% of DIGIT datasets

Output	Indicator	Target
<p>Implementation of the new digital strategy at corporate level – Delivery of first Digital Commission Report. It will provide an overview of the digital transformation journey by focusing on progress achieved in a set of corporate-approved KPIs</p> <p>Creation of a new central digital advisory function within DIGIT, to better support business needs of other DGs in digital matters.</p>	<p>Availability of first State of Digital Commission Report</p> <p>Preparation and monitoring of internal annual rolling action plan</p> <p>Availability of a dashboard that regularly monitors progress of a set of KPIs</p> <p>Availability of a new digital advisory function in DIGIT</p>	<p>First State of Digital Commission Report will be delivered by first quarter of 2023</p> <p>Digital Strategy Annual Rolling action plan available by end 2023 and regularly updated</p> <p>Dashboard available by first quarter of 2023.</p> <p>New digital advisory function is well established (following internal re-organisation) and running by end of Q1 2023.</p>
<p>Trainings and awareness raising sessions on data protection within DIGIT</p>	<p>Number of sessions</p> <p>Percentage of DIGIT colleagues receiving a training/awareness raising session (over 12 months)</p>	<p>12</p> <p>20%</p>

E. Sound environmental management

A crucial component of the Commission’s digitalisation process cannot be ignored: the increasing use of digital technology has introduced considerable benefits and facilitated the overall core business processes of the Commission, providing smarter solutions and enabling new working features which were unthinkable until few years ago. **‘Green and digital’ undergo a twin transition** and they really are two faces of the same coin: Information technology supports emission savings (if we look at the way digital documents and processes are steadily replacing the use of paper and paper-based processes, for instance), but at the same time, within IT itself further improvements are possible as well. In this respect, the Commission has carefully considered the impact of digitalisation in terms of carbon emissions, and **DIGIT – as IT domain leader – is moving to enforce more sustainable, environment-friendly solutions** via its procurement practices to contribute to the reduction of the institution’s environmental footprint. The new Digital Strategy embeds green principles and reflect the conclusions of the recently-adopted **Communication on Greening of the Commission** that aims at making the institution carbon-neutral by 2030.

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

Main outputs in 2023:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline, as appropriate)
Priority action to support the Greening the Commission Communication and action plan		
Participation in corporate energy saving actions, by closing down DG/service's buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings.	Number of DG/service's buildings participating in: <ul style="list-style-type: none"> - end of year energy saving action - summer energy saving action - optimisation of comfort hours and/or comfort temperature 	DIGIT's premises located in L107 will be part of the following energy saving measures (centrally promoted by OIB, as the premises are shared with other DGs): <ul style="list-style-type: none"> - End of year energy saving action - Summer energy saving action - Optimisation of comfort hours and comfort temperature

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		

Output	Indicator	Target (2019 as baseline)
DIGIT commits to sign the EC DG Travel Pledge to reduce CO2 emissions deriving from missions ⁽¹³⁾	Signed the EC DG Travel Pledge	DIGIT signed the Travel pledge in 2022.
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's and experts' professional trips (missions);	CO2 (t) emissions from DG/service's missions	Reduce DG/service's CO2 emissions from missions
Optimise and gradually reduce CO2 emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	Promotion of more sustainable travel options via internal communication channels	At least 2 internal communication campaigns addressing DIGIT staff on sustainable travel options
Other recommended actions		
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of events organised	At least 2 events per year, possibly involving 2 different DGs
III. Reducing and management of waste		
Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts.	% of green events	100%
Other recommended actions		

⁽¹³⁾ Important information: DIGIT is a 'Trans-Ardennaise' Directorate General, with a Headquarter in Luxembourg and other central premises in Bruxelles. This means that by default some relevant missions cannot be avoided (particularly at the level of Senior Management staff). Promoting actions such as car-sharing, hybrid meetings and videoconferences will support the achievement of the pledge and thus the actual reduction of CO2 emissions, as highlighted in the output table.

Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG/service's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	% of staff informed/participated	100% of DIGIT staff informed via internal communication channels
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target
Priority action in line with the Greening the Commission Communication and action plan		
Gradual introduction of GPP criteria in (relevant) contracts and starting to monitor the process.	% of contracts with "green" provisions	Increase in the % of contracts with "green" provisions when applicable (note: DIGIT contracts for the purchase of IT equipment often run for multiple years, therefore it is only possible to change terms and conditions of such contracts when a new tender is open.)

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

DIGIT's **Reusable Solutions Platform (RSP)** is a good example of how the DG is committed to improving economy and efficiency of operations at corporate level. The RSP is one of the key features of a modern and digital Commission. It enriches the corporate business architecture with a portfolio of reusable digital enablers; it goes hand in hand with the principle of **fostering reuse across the institution**; and it ultimately allows the Commission to benefit from **corporate cost avoidance** (namely, budget that each DG would save by simply reusing a corporate solution that provides a certain capability, which the DG should have otherwise bought). The RSP includes already a set of proven and robust reusable building blocks ⁽¹⁴⁾ for identity management (EU-Login), for notification (Corporate Notification Systems), for search (Corporate Search Service), for workflows (Compass Corporate), for electronic signature (EU-Sign), etc. Four new reusable solutions were implemented in 2022: Corporate e-Forms, Corporate Audit Trail, Corporate Speech-to-Text and EU Captcha. **The savings deriving from the implementation of RSP solutions at the end of 2021 exceeded the expectations set and equal approximately EUR 20.75 Million** (corresponding to the budget normally allocated to 173.2 Full Time Equivalents). The cost avoidance expected for 2022 corresponds to 250 Full Time

(14) The full list of Reusable Solutions is accessible in the RSP Portal

Equivalentents (detailed figures will be available in DIGIT’s Annual Activity Report 2022), and is estimated to reach 300 FTEs by end of 2023.

ANNEX – Performance tables

General objective 7: A modern, high-performing and sustainable European Public Administration		
Specific objective 7.1: A portfolio of secure, state-of-the-art corporate digital solutions developed in partnership supports the Commission’s political priorities		
Main outputs in 2022:		
Other important outputs		
Output	Indicator	Target
<p>Co-delivery with PMO on the Digital Transformation programme in the domain of Health Care Services</p> <ul style="list-style-type: none"> - Foster the digitalisation of health services for JSIS affiliates and their family members by integrating JSIS to the Belgium Healthcare Network (MyCareNet) - Integration of JSIS with the National Healthcare Network in Luxembourg 	<ul style="list-style-type: none"> - Registration of Affiliates - General Practitioner digital attestations and automatic reimbursement requests - Digital transfer of hospital invoices to JSIS in LUX <ul style="list-style-type: none"> o PDFs only - manual assignment to beneficiaries o Electronic data – automatic assignment of beneficiaires 	<p>Pilot Population registered by end of Q2 2023</p> <p>Launch a Pilot by end of 2023</p> <p>By Q3 2023</p> <p>By end of 2023</p>
<p>Co-delivery with HR, PMO and EPSO of the HR Transformation Programme phase 1</p>	<p>Preparatory phase completion</p> <p>Wave 1 of implementation start with focus on the digital transformation:</p> <ul style="list-style-type: none"> - pre-selection, - selection and - recruitment - HR Family Service Desk, <p>Full operationalisation of the HR Domain architect office</p>	<p>By end of 2023 (Wave 1 will span between 2023 and 2024)</p> <p>By end of 2023</p>
<p>Co-delivery with the SG in the domain of document management.</p> <ul style="list-style-type: none"> - Enhance integration of services offered by the 	<p>Number of information systems integrated with the document</p>	<p>New major corporate information systems added to</p>

<p>corporate document management platform,</p> <ul style="list-style-type: none"> - extend use of Document Management solutions to additional European Institutions, including the European Council, - modernise and standardise the solutions constituting the platform 	<p>management platform through HRS</p> <p>List of European Institutions which adopted HAN as their document management system</p> <p>Completion of the study on the future of Corporate Document Management Platform.</p>	<p>the list of HRS clients in 2023.</p> <p>Additional EIs, among those the European Council, have migrated to HAN platform before end of 2023.</p> <p>Deliverables of the study presented to the management before end of 2023.</p>
<p>Co-delivery with the SG in the domain of legislative lifecycle management</p> <ul style="list-style-type: none"> - Modernise the user experience of drafting legislation for the EC and member states - Continue the integration of EdiT in Decide and extend the use of EdiT in drafting Ordinary Legislative Proposals (OLP) - Contribute to the Digital Transformation led by SecGen 	<p>New user interface and enhanced document repository for EdiT</p> <p>Number of OLP drafted under pilot projects in EdiT/Decide</p> <p>Complete the solution design for the future Decide architecture</p>	<p>Completed by the end of 2023</p> <p>5 OLPs by end of 2023</p> <p>By end of 2023</p>
<p>Design, deliver and manage the Reusable Solutions Platform.</p>	<p>Delivery according to the work-plan endorsed by the RSP Steering Committee (ITCB).</p>	<p>RSP wave 5 fully operational by Q4 2023</p>
<p>Foster reuse through the Reusable Solution Platform</p>	<p>Cost avoidance resulting from reuse of RSP</p>	<p>By December 2023, cost avoidance equivalent to 300 FTEs</p>

General objective: A modern, high-performing and sustainable European Public Administration

Specific objective 7.2: The Commission exploits the potential of data, information, knowledge and content management for policy shaping communication, citizens and staff engagement

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
EC data ecosystem (DataStrategy@EC - EC data platform)		
EC data ecosystem DataStrategy@EC deliverables: data platforms; data analytics; data catalogue; data policies and governance; data skills and trainings.	2023 IMSB Rolling Action Plans milestones	100% of 2023 DIGIT IMSB RAP deliverables produced
	2023-2025 DataStrategy@EC Action Plan milestones established	Q2 2023
	2023 BI@EC action plan milestones established	Q2 2023
	AI@EC Communication released, internal guidance for the ethical use of trustworthy AI systems established.	Q2 2023
	Elaboration of the corporate AI@EC action plan 2023	Q4 2023
EC data platform	2023 Data Platform milestones	2 releases of the data platform
	Use of ready-to-use data environments by customers	10% increase of the ready-to-use cloud data environment instances implemented
	Implementation of the ready-to-use data environments on sovereign cloud	1 ready-to-use data environment on sovereign cloud: 2023 milestones realised
EC Collab – Single Integrated Framework for Collaboration		
Single Integrated framework for Collaboration (EC Collab): toolset of corporate integrated collaborative solutions built around M365	Number of sites/groups/intranet instances integrated/migrated/phased-out	40% of MyIntracomm collaborative sites integrated/migrated/phased-out 100% Connected groups integrated/migrated/phased-out

Collaboration solutions (CIRCABC, Connected, Yammer, Wikis)	Availability of collaboration solutions to staff and other users Phase-out of Connected	Collaboration solutions SLA availability 100% phase-out implemented
Communication Platform (Intranet)		
My IntraComm: development of the intranet platform and provision of technical support (current MyIntracomm platform based on SharePoint on premises until it is phased out, and future new intranet platform)	Availability of MyIntraComm to staff and other users Number of intranet instances transitioned in the new intranet platform Availability of the new intranet platform	MyIntraComm: SLA availability Support provided to ensure at least 5 DGs intranets transitioned Core functionalities of the new intranet platform available
Europa Web Platform		
Web Presence of the Commission and EU Institutions	Availability of the Europa web presence	Europa platform: SLA availability Corporate web supporting service: SLA availability
Engagement Platforms and solutions		
EU Survey: EC survey tool	Availability of the service Number of critical issues solved New features implemented	SLA availability target 95% critical issues solved 2 releases incorporating new features
EU Academy	Availability of the EU Academy platform Number of on-line training courses provided Number of users	SLA availability target Increase according to business owners target Increase according to business owner target
Data, information and knowledge management		
IMSB Rolling Action Plans implementation - Monitoring	Number of IMSB monitoring report	DIGIT contributions to 2 IMSB monitoring reports produced
Innovation		

ICT innovation	Use of ICT innovation framework	Innovation framework in place 3 innovation initiatives registered
----------------	---------------------------------	--

General objective: A modern, high-performing and sustainable European Public Administration

Specific objective 7.3: A digital delivery model supports the Commission as a world-class agile and collaborative ‘open administration’

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Establish a solid foundation for a corporate approach for Mobile Applications in the European Commission.	Delivery according to the Mobile Applications Action plan endorsed by the ITCB	Actions for 2023 fully implemented by December 2023
Establish a solid foundation for a corporate working culture based on open source principles (as described in the Open Source Strategy)	Delivery according to the action plan endorsed by Commission as part of the Open Source Strategy	Actions for 2023 fully implemented by December 2023
Establish a solid foundation for a corporate user experience (UX) practice in the European Commission	Number of initiatives which received advisory services related to User Experience Practice across the Commission	4 initiatives by Q4 2023
Evolve the DIGIT catalogue of services to align them with the requirements of the Dual Pillar Approach	Number of initiatives which received advisory services related to ServiceNow and SAP	3 initiatives by Q2 2023
Improve the DevSecOps service to enable more DGs to fully automate their software delivery process (production faster, more efficiently and with less costs)	Number of DGs using the DevSecOps Service	2 DGs by Q4 2023
Roll-out of a Strategic Portfolio layer to improve the management of large programmes	SPM (Strategic Portfolio Management) layer rolled out as a corporate service, and linked with Scale agile initiative	Q4/2023
Provide advisory services for Digital Transformation/Modernisation to other DGs	<ul style="list-style-type: none"> - Analysis of other DGs IT inventories; - Provision of a tailored roadmap that would support the DGs to increase the level of maturity of their IT solutions. 	2 DGs by Q4/2023

Output	Indicator	Target
Enrich DIGIT Service Catalogue with advisory services for Digital Transformation/Modernisation roadmap guidance	Supporting Services published in DIGIT Service Catalogue.	Q2/2023

General objective: A modern, high-performing and sustainable European Public Administration

Specific objective 7.4: A Commission resilient to ever evolving digital security threats

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Awareness of staff regarding cyber threats is increased through the Implementation of Cyber Aware Programme (the programme covers safe online behaviour and safe use of digital tools)	<ul style="list-style-type: none"> Number of staff participated to the programme Delivery of the phishing exercises <p>Knowledge assessment score of the Commission staff</p>	<p>By Q4 2023:</p> <ul style="list-style-type: none"> At least 30% of staff participated in Cyber Aware training sessions 4 phishing exercises <p>Knowledge assessment score of 85%</p>
Internal customers are assisted in improving their IT security posture through the creation of additional IT security services: <ol style="list-style-type: none"> I. Security Plan as a service II. Technical Compliance Attestations III. Security Design and IT Security Architecture IV. IT Security Post-Incident – Follow-Up & Improvement 	Availability of the new services	<p>Services (i, ii) available by Q2 2023</p> <p>Services (iii, iv) available by Q4 2023</p>
The status of IT security within European Commission is communicated, through 1 annual and two intermediate IT Security and Risk (ITSRR) reports. ITSRR covers all Commission Departments and reflects several dimensions of maturity including the compliance status.	Availability of 1 annual and 2 intermediate ITSRR reports	<p>Annual 2022 report available by Q1 2023</p> <p>1st intermediate 2023 report available by Q2 2023</p> <p>2nd intermediate 2023 report available by Q4 2023</p>
Commission Departments that use the c-LISO service are informed about the IT security threats, risks, incidents and ongoing actions, through tailored periodic reports.	Number of reports delivered per department	2 reports per DG by Q4 2023

Output	Indicator	Target
Commission cyber defences are tested through a mature Red Team service offering, which is based on the relevant EC framework and takes into account the evolving threat landscape.	Number of large-scale red team exercises, with at least one distributed information system, covering cloud and on-prem infrastructure	3 exercises by Q4 2023
The cybersecurity situational awareness of the institution is increased: by presenting the evolution of the cybersecurity threat and incident landscape; and by sharing the technical knowledge and expertise of DIGIT	Combined indicator: (Number of EC cybersecurity threat and incident landscape presentations delivered to the DSF community, Number of cybersecurity exercises that are successfully realised in DIGIT)	Combined target: (2 presentations of the EC cybersecurity threat and incident landscape delivered to the DSF community in 2023, 1 DIGIT cybersecurity exercise is organised in 2023)
The efficiency in the management of threat intelligence information is improved by consolidating the acquisition of cyber threat intelligence feeds with CERT-EU	Number of threat intelligence feeds that are consolidated with CERT-EU	2 cyber threat intelligence feeds are consolidated with CERT-EU by Q4 2023
The corporate capability to manage cybersecurity incidents is reinforced through the implementation of playbooks in the security orchestration, automation and response (SOAR) platform	Number of playbooks available on the SOAR platform for cybersecurity incident response	At least 2 cybersecurity incident response playbooks are fully automated by Q4 2023
The protection of the endpoint devices is further reinforced through the deployment of increased levels of cybersecurity incident detection capabilities in the Endpoint Security Solutions (ESS) service of DIGIT	Number of ESS service customers that benefit from new detection rules	All production customer tenants of the ESS service benefit from new detection rules by Q4 2023
The maturity of the protection offered by the corporate cybersecurity capabilities is reinforced through the identification and the documentation of the on-premise and of the cloud-based data sources that are relevant to DIGIT operational services. The documentation will indicate how and where these data sources are collected and become searchable.	% of documented data sources* *the reference list of the data sources will be established by the end of 2022	33% of the data sources in the reference list is documented by Q4 2023

General objective 7: A modern, high-performing and sustainable Public Administration

Specific objective 7.5: The Commission is a resilient public administration with a performing digital infrastructure and a fit-for-purpose Digital Workplace (DWP)

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
<p>Cloud transformation – ensure future proofing of the operational foundation for Commission Information Systems, both existing and future.</p> <p>This comprises the onboarding of DGs into the Cloud Deployment Model (CDM) which is targeted for release as a new corporate service by end-2022.</p>	<p>Number of Information Systems onboarded into the Cloud Deployment Model (CDM).</p>	<p>40 Information Systems migrated to the Cloud Deployment Model.</p>
<p>Cloud adoption – increase availability of corporate hosting services founded on cloud delivery principles.</p> <p>This encompasses building and sourcing of services both on-premises and in the public cloud.</p>	<p>Number of corporate hosting services delivered through the Cloud Deployment Model (CDM).</p>	<p>5 corporate hosting services delivered using the Cloud Deployment Model.</p>
<p>Cloud adoption – Data Integration Services enabling migration to public cloud for systems requiring access to data across cloud providers, including access to on-premises data as well as migration of data between cloud environments.</p>	<p>Availability of corporate Data Integration Service as a proof-of-concept.</p>	<p>Use of corporate Data Integration Service for two pilot use cases:</p> <ol style="list-style-type: none"> (1) Access to data on premises from the public cloud (2) Migration of data from on premises to the public cloud
<p>Cloud security – availability of managed service for landing zone to enhance security for public cloud providers</p>	<p>Number of cloud providers where the managed landing zone service is available</p>	<p>Managed landing zone available for the 2 most used cloud providers</p>
<p>Adaptation of Digital Workplace support to new ways of working:</p>	<p>Continue shift to a new IT support model with promoting alternative support channels, (walk -in IT Hubs, on-demand, self-service, automation)</p> <p>Maturing the IT butler service for VVIPs</p>	<p>Progressive adaptation of Digital Workplace support to new ways of working – in line with OIB buildings and office space policy</p> <p>IT Butler Service fully operational, increasing quality of VVIP customer feedback</p>

Output	Indicator	Target
	<p>Phase-out of legacy tools operated at Front Desk (MyITsupport and Service Management Tool)</p> <p>Phase out of legacy tools for IT Asset Management (logistics services)</p> <p>Further transformation of the on premise/proximity support in line with the new ways of Working, adapting IT support to Dynamic Collaborative Spaces</p> <p>Maintaining user satisfaction at high level for all Digital Workplace Services</p>	<p>Service Now Proof of Concept for tickets handling available Q1 with full production in Q3</p> <p>Proof of Concept for IT Asset Management available in Q1 with full production in Q2</p> <p>Continuous improvement in line with OIB buildings/office space policy</p> <p>At least 85 % user satisfaction (IT Survey/flash surveys)</p>

General objective 2: A Europe fit for the digital age

Specific objective 2.1: The Commission implements its EU-wide policies through high-quality, trusted, borderless digital public services that facilitate free flow of data and boost the digital single market

Main outputs in 2023:

Other Important Outputs

Output	Indicator	Target
Design and pilot a Digital-ready policymaking service: delivery of a draft report on pilot's results which include feedback on the digital-ready checks methodology	Availability of a draft report summarising the results of the pilot.	Q4 2023
Govtech Incubator	Signature of the specific grant agreement, under Digital Europe for a budget of EUR 3 Million	Q2 2023
Implementation of Digital Europe Programme - Interoperable Europe Strategy and support the implementation of Interoperable Europe Act	Calls launched under the Digital Europe Work Programme 2023-2024 – Interoperable Europe chapter	Ultimate target date for launching calls under DEP WP: Q4 2024 DEP programme implemented (depending on actual adoption and availability of funds).
Cooperation with Member States central digital transformation offices in Government Interoperability Expert Group	Number of Expert Group meetings called by Commission	At least 3 by Q4 2023

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target
(¹⁵) Regulation Interoperable Europe Act – preparation for adoption by EP and Council, adoption of General Approach	Agreement of the co-legislators	Estimated Q1 2024

External communication actions

Output	Indicator	Target
Organisation of SEMIC conference	Number of participants	SEMIC will be organised in the 2nd half of 2023, to continue the promotion and awareness raising of semantic interoperability, aiming at 300 participants.

(¹⁵) This initiative is linked to the Commission Work Programme 2022

General objective 2: A Europe fit for the digital age

Specific objective 2.2: Trans-European systems deliver user-centric and reusable digital solutions, supporting EU-wide public services

Main outputs in 2023:

Other important outputs

Output	Indicator	target
Portfolio of reusable solutions and platforms of services in Digital Trust domain, aimed to reduce cost and fast-track implementation of information systems across policy domains in a Trans-European context, in support of the Digital Europe Programme (EU Building Blocks)	EU Building Blocks continue to increase their offering and customer base across the EU	By end of 2023: <ul style="list-style-type: none"> - Full EBSI service is in production. - EU Verify service offering is available - Launch OOTS common services platform by the legal deadline.
Digital Trust Services (Authentication, Authorization and Signature services) for EC, EU Institutions, Agencies and Bodies.	Increase EU Login, EU Access and EU Sign adoption across the EUIBA ecosystem	By end of 2023: Digital Identity@EU governance structure is operational. EU Login is officially provided as a service to at least two EUIBAs. EU Sign signs up two new Connector customers. EU Access onboards at least two new applications.
Terrestrial secure communication network service across public administrations and EUIBA's: TESTA	Continue to provide TESTA services to the agreed service level targets	Service infrastructure is maintained up-to-date to ensure that there is no risk to the service
Co-deliver with JUST on the Company Law Mobility Directive for the exchange of information on mobility events across Members States business registers	Implementation of a new message exchanges in line with legal obligations regarding cross-border company conversion, division and merging.	By Q4 2023
Co-deliver with MOVE and EMSA the Reporting Interface Module (RIM) in the context of the European Maritime Single Windows Environment	Delivery of the Reporting Interface Module allowing standardised and secured communication between Maritime economic operators and Member States	By end of Q2 2023