



European Personnel
Selection Office

Management Plan 2023

EUROPEAN PERSONNEL SELECTION OFFICE

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Introduction

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

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

EPSO's Strategic Plan 2020-2024 defines the overall direction for the service for the next five years. This covers both the policy strategy and modernisation efforts. This Management Plan sets out their main outputs for 2023¹. EPSO works under the [strategic guidance of its interinstitutional Management Board](#), which has approved a [5-year roadmap](#) to implement the transformation of the service. The roadmap translates EPSO's objectives defined in the Strategic Plan into concrete actions planned over a five-year period.

While pursuing the objectives of our multiannual Strategic Plan, EPSO remains attentive to the present challenges: achieving a [geographical balance](#) in its candidate base, offering career opportunities for junior administrators, reaching highly specialised profiles but also talents with non-conventional profiles, from different age groups, with a focus on adjustability and capability to learn and develop throughout the career.

EPSO endeavours to be quicker and simpler without compromising on the quality of the laureates. Competitions need to be legally sustainable and technologically up-to-date while thinking critically about the skills and competencies staff will require in the future. To this end, EPSO designed a new Competency Framework serving as a basis to assess 8 key general competencies requested in the EU civil service.

[Year 1](#) of the above-mentioned roadmap was a period of observation, mapping, collecting information and preparation. EPSO mapped its organisational strengths and weaknesses and collected feedback from key stakeholders. [Year 2](#) (June 2021 to end June 2022) was

¹ The order, numbering and description of the specific objectives may deviate from the Strategic Plan. This is because the Management Plan is considered as a stand-alone document, so where deemed appropriate EPSO has made certain presentational and content improvements given the evolution of its transformation.

devoted to initiating new pilots. EPSO has already put on the rails several important projects envisaged in the roadmap.

For EPSO, 2023 will be shaped by the following [lines of action](#):

- In the first months of the year, EPSO expects to successfully close the emergency plan established to [clear the backlog of competitions](#) accumulated during Covid-19. Such progress will free capacity in operations, enabling EPSO to focus on preparing the new way of running competitions as well as to keep up with ongoing competitions.
- To boost its transformational effort, EPSO has launched [EPSOolution](#): a multi-dimensional process divided into 7 ongoing sub-projects², each with a defined description, purpose, project leader and team as well as objectives, milestones and deliverables. All projects are ongoing and positive outcomes are emerging. A Steering Group oversees the process.
- Introducing the [new competition model](#) aimed at considerably speeding up and simplifying the selection process. Use of the 24 EU official languages will be promoted by using modern language technology. The EPSO/EuSA Management Board will be invited to endorse the new arrangements during the opening months of 2023.

[Year 3](#) (July 2022 to end July 2023) will mark the launch of the new competition model based on the results of the pilots. [Year 4](#) will review the progress until that point in time and adjust where necessary. It will revisit the mission, vision and roadmap based on a comprehensive consultation process. [Year 5](#) will plan forward for the next years taking into account the results of the consultation and analysis of the objectives and their achievement.

[Risk management is embedded in the annual planning process](#). External factors that might impact on EPSO's plans are described in the updated Risk register. EPSO has not identified any critical risks for 2023. The [HR Transformation \(HRT\)](#) programme of the Commission aims at modernising the corporate HR business processes from 'pre-hire' to 'retire' by implementing a single platform covering also most EPSO processes. The pre-selection, Selection & Recruitment (PSR) part has the highest priority, with strong focus on EPSO's business and IT needs. Development work on HRT is expected to intensify in 2023 with a view to meeting the target of delivering a first version of the PSR in the first quarter of 2024.

² Emergency plan to tackle backlog of competitions, competition model, competition flow and management, strategic planning, competency framework, attractiveness of EU career and IT infrastructure.

PART 1. Delivering on the political priorities: main outputs for 2023

Times have changed. When the current competition model was introduced, the main concern in the selection of EU officials was not the attractiveness of EU careers nor the competitiveness of the EU institutions in the labour market. The philosophy was rather to filter ‘the brightest and best’ from a very large pool of candidates. Since then, the discussion has refocused on finding suitable, more diversified profiles – and finding them faster. Furthermore, issues, such as geographical balance, or diversity in the wide sense of the term, were not so prominent amongst the political priorities as they are now.

1. Ensuring optimal operational capacity

In 2023, EPSO will continue to deliver reserve lists of successful candidates in open competitions to the institutions while at the same time striving for a significantly shorter duration of the selection process. Furthermore, and based on service-level agreements, EPSO will continue to support those recruiting institutions that run internal competitions or temporary agent selections. Upon request, EPSO will provide targeted technical support within the limits of its operational capacity. EPSO will roll out a new planning process improving the collection of needs from stakeholders and better aligning them with EPSO’s delivery capacity.

2. Collecting interinstitutional feedback

EPSO will continue to intensify the client focus it started in 2021, putting in place systematic feedback mechanisms. Reaching out to various levels of contributors, it will feed the input received to the ultimate goal of making the selection procedures faster, better targeted and more client-oriented.

Regular meetings, both bilaterally and at interinstitutional level, between EPSO and recruiting institutions will continue to cater for different purposes:

- Capture feedback more systematically and regularly;
- Tackle arising issues with the aim to address them in a timely manner;
- Discuss any novelties and upcoming activities as well continue reflections on improvements.

EPSO will add new profiles to the permanent selection model for contract staff (CAST) and make them visible on EPSO’s website. Furthermore, EPSO will build on the discussions with client institutions to further improve the CAST model, including IT functionalities and the usability of dedicated tools.

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

Specific objective 1: Highly qualified staff is made available to all EU institutions by organising open competitions and selection procedures in an inter-institutional context – covering thereby the services' evolving needs.

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
Completed open competitions: new reserve lists established for all categories of officials (AD, AST and AST/SC).	Delivery rate (requested vs delivered) of successful candidates.	≥90% of the cumulative target figures of successful candidates for reserve lists of open competitions completed by 31 December 2023.
Increased speed of delivery of reserve lists of open competitions.	Reserve lists are delivered according to the agreed competition scheduling.	≥90% of competitions planned to be concluded in 2023 are delivered on time.
Support by EPSO to tailored selection procedures for: 1) temporary agents 2) internal competitions 3) testing organised for Junior Professionals Programmes (JPP).	Delivery of support as set out in the Service level agreements.	100% of candidates applying to the tailored selection procedures are invited to be tested within agreed deadlines in 2023.
CAST Permanent selection (regular testing of pre-selected candidates and introduction of new profiles).	Candidates pre-selected by the institutions are tested and results uploaded in the database. This database of candidates (both applicants and already tested candidates) across all profiles is available to the recruiting services of EU institutions (Recruiter Portal).	100% of candidates tested in the population preselected by the institutions are invited to be tested within agreed deadlines throughout 2023.
	In order to meet the EU institutions' needs, EPSO will continue to introduce new profiles into CAST P and update both the Recruiter Portal and the CAST part of its website accordingly.	100% of candidates pre-selected by EU institutions based on new CAST P profiles are invited to be tested within agreed deadlines throughout 2023.
Piloting new approach to internet based testing in offline mode with lockdown software.	Delivery of successful pilot for the internal competitions of the Commission with a rate of issues significantly lower than in online live proctored (Internet-based testing) Internet Based Testing.	Completion of tests with 0% issues.
Certification: reserve list of certified officials established.	Delivery of Certification examinations in compliance with the EU institutions' requirements.	100% timely and accurate delivery of list of certified officials according to the deadlines set by EU institutions.

Award contract for the delivery of Digital Literacy Skills tests following tender procedure initiated in Q4 2022.	Date of readiness of Digital Literacy Skills tests for first competitions published under new model in 2023.	Delivery of Digital Literacy Skills tests by Q4 2023.
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3. Implementation of new testing methodology

In line with the Strategic Plan 2020-2024, EPSO will continue its work with research communities as well as academic, European and international organisations to identify and discuss the most efficient and evidence-based testing modalities appropriate for large scale assessment/ testing.

Following work on piloting innovative and new testing methodologies in 2022, as recommended by the European Court of Auditors, EPSO will roll out in 2023 new competition models for generalist and specialist competitions (both at AD and AST level). These new models will include the introduction of computer assisted technologies, such as Automated Item Generation (AIG) and Experience Profiling Instrument (EPI) in tests and in the application form. In addition, and in line with the new EPSO Competency Framework, the new generalist competition model will include, for the first time, a digital skills test which will be delivered in the first phase of the competition lifecycle.

In 2023, EPSO will also propose an alternative competition model for linguistic competitions (linguists and lawyer-linguists).

EPSO's ultimate goal is to transition to remote delivery for all tests. Irrespective of the method (test centre, Braille, pen and paper, remote), the challenge remains to offer a test experience, which is streamlined, user-friendly, equitable, and supports special needs.

4. Improving the work of Selection Boards

Selection Boards are key to the smooth functioning of any competition, with members involved in a wide range of tasks, requiring a high level of professional and personal commitment. Building on the successful onboarding of new Selection Board members in 2022, EPSO will continue with targeted training – both eLearning and in person – for all members.

Within the EPSO test portfolio, the tests requiring less work for Selection Board members will be given priority (these include multiple choice questionnaires and single measurement tests). A specific training programme for Chairs and Vice-Chairs will be delivered for competitions run under the new competition models.

In addition, EPSO staff, and in particular the psychologists' network and the test development team, will offer continued support to the Selection Boards throughout the competition lifecycle.

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

Specific objective 2: Improve EPSO's selection methods

Main outputs in 2023:

Other important outputs

Output	Indicator	Target
New EPSO generalist competition model to select a talented pool of generalist officials.	Candidates are tested on newly adopted EPSO 2022 Competency Framework ³ as well as on digital skills and EU knowledge.	Delivery in Q4 2023.
Candidates are tested in line with new Competency Framework and new competition models.	Time of delivery of tests for all competitions delivered in 2023.	Tests ready for implementation in first competition in May 2023.
Development of EU knowledge tests for AD and AST generalist competitions.	Quality of tests.	Optimal quality of tests as from the moment of their introduction.
Development of MCQ in the field tests using innovative computer assisted methodologies, such as Automated Item Generation.	Quality of tests.	Optimal quality of tests as from the moment of their introduction.
Design an advisory feedback instrument for candidates in the application stage of a specialist competition.	Time of implementation.	Q4 2023.
Optimise efficiency of Selection Boards with revised on-boarding programme.	Number of Selection Board members trained.	100% of new Selection Board members follow e-learning.
Adapt training offer for Selection Boards with specific training programme for chairs to lead and guide Selection Boards.	Number of Selection Board Chairs having followed training.	100% of new Selection Board Chairs follow the training course.

³ [EPSO 2022 Competency Framework](#)

5. Outreach and external relations strategy

EPSO will continue to implement targeted activities with the EU institutions and key stakeholders in 2023. The aim is to focus outreach towards underrepresented audiences and to attract candidates with diverse backgrounds to apply for an EU career.

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

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

6. Equality, Diversity & Inclusion

EPSO's priorities in terms of equality, diversity, and inclusion⁴ will continue to focus on the implementation of its Equality & Diversity Action Plan, and of new activities by various stakeholders to **increase the diversity of its candidate pool**. These are based on the analysis of three diversity pilot surveys, the feedback received from the Member States and from the diversity target groups identified. In 2023, EPSO will adopt and start implementing its first Equality Mainstreaming Work Plan.

7. Communication with citizens and candidates

The Candidate Contact Service (CCS) will strengthen its efforts to assist citizens to understand the range of career opportunities in the EU institutions, as well as the new competition model. The CCS will publish updated FAQs and provide further up-to-date information on the EPSO website.

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

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

Main outputs in 2023:

Communication with citizens and candidates

Output	Indicator	Target
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⁴ <https://epso.europa.eu/en/selection-procedure/equal-opportunities-diversity-inclusion>

E-mail queries by individual candidates and citizens are answered in the respective, one of 24 official EU languages within the required deadlines.	Ratio of queries per application dealt with in time by EPSO's Candidate Contact Service (CCS).	In 2023, 90% of queries followed-up by CCS within the required deadlines.
EU Careers website		
Output	Indicator	Target
Increase visibility of website in view of reaching targeted and diverse audiences.	Number of visits.	Above 5 000 000 by end 2023.
	Number of visitors.	Around 3 000 000 by the end of 2023.
Social Media strategies and initiatives		
Output	Indicator	Target
Enhance visibility on social media, by increasing the number of followers.	Number of followers.	By end 2023, target number of followers: Facebook: 465 000 (439 000 in Oct 2022) Twitter:42 000 (39000 in Oct 2022) LinkedIn: 210 000 (182 000 in Oct 2022) Instagram: 75 000 (60 000 in Oct 2022)
Outreach strategy		
Output	Indicator	Target
Action Plan with Member States.	Package of materials to support Member States' promotion efforts.	One video tutorial per competition. One webinar per competition.
	Implementation of the Outreach action plan Number of playlists with testimonials of EU officials from all Member States.	By the end of 2023, EPSO's YouTube channel will contain at least 15 playlists for Member States.
Communication plan on the new competition model.	Package of materials and events for promotion purposes.	Production of brochure and infographics Organisation of at least one webinar for Member States and one webinar for institutional clients.
EU Careers Students Ambassadors		
Output	Indicator	Target
Maintain the number of universities represented in all Member States with a focus on high quality, and with a special emphasis on under-represented countries.	Number of universities from across all EU Member States participating in the programme.	Maintain number of universities represented to 160.
	Percentage of Student Ambassadors in under-represented Member States.	80% of Student Ambassadors come from the underrepresented Member States.

EU Careers Staff Ambassadors		
Output	Indicator	Target
Increase the number and diversity of Staff Ambassadors.	Number of Staff Ambassadors with a diverse profile.	260 Staff Ambassadors by end of 2023, mainly from under-represented Member States.
Diversity and Inclusion		
Output	Indicator	Target
<p>Implement new outreach and communication activities according to EPSO's Equality & Diversity Action Plan, including for EPSO's diversity target groups to increase the diversity of the talent pool, with a special focus on ethnic minorities and disability.</p> <p>Implementation of EPSO's contribution to the EU Anti-racism Action Plan.</p>	Number of diversity organisations in EPSO's database.	10% increase in the number of diversity organisations.
	Enhanced collaboration with selected diversity umbrella and internal staff organisations	Collaboration ongoing with all selected diversity organisations.
	Organisation of information sessions to staff, Selection Board members and EU.	At least 1 information session or masterclasses per stakeholder in 2023.
	Development of a new diversity & equality video Careers ambassadors.	Publication of the video in 2023.
	Equality and Diversity follow-up tool implemented (via the EPSO accounts or in the application form) to collect precise data in a structured way, including ethnicity.	Implementation of the follow-up tool in 2023 in collaboration with DG DIGIT and in the framework of the HRT-project.

8. Third language ability

The Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities have introduced rules designed to facilitate internal and external communication at the European institutions. Staff members are required to demonstrate their ability to work in a third language before their first promotion after recruitment and before the renewal of a contract for an indefinite period for type 3a contract staff in function group IV. In 2023, to ensure that this requirement is met in a harmonised and consistent manner, EPSO will continue to meet its responsibility for the definition and organisation of the assessment of linguistic ability.

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

Specific objective 4: The linguistic abilities in a third language of staff eligible for a first promotion are evaluated in a harmonised, consistent and cost-efficient manner

Main outputs in 2023:

Other important outputs

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

PART 2. Modernising the administration: main outputs for 2023

The internal control framework⁵ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

EPSO has established an internal control system tailored to its 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

In 2023, EPSO will continue to focus on the effective management of human resources in a context of an ongoing transformation, heavy workload and limited resources. The Office will strive to make the best possible use of all the talent available and develop internal capability where necessary.

The purpose of the transformation is to make EPSO more modern and agile as well as to speed up competition delivery according to the evolving needs of the client Institutions. The challenge in terms of human resources is to manage the transition from the current competition model to the new one while still running some competitions under a different model. Therefore, flexible allocation of resources will be a must throughout 2023, in order to meet operational needs and avoid bottlenecks in delivery. Special attention will be given to the following aspects: 1) future workforce, including profiles and categories of staff, 2) flexibility and adaptability, 3) skills and competencies and 4) staff engagement and meaningful job contents.

Gender balance

According to the Decision SEC(2020)146 on the 'Measures to reach gender equality at all levels of management by the end of 2024, EPSO will continue its effort in 2023 to reach the target set by the Decision.

Learning and development

In the current context of stretched resources and high workload, development of in-house expertise and growth of managers and staff are crucial elements to ensure that internal capability and competencies match the needs of the Office so that it can reach the objectives of being more modern, agile and fast. Therefore, the improvement of learning, retraining as well as upgrading of skills and competencies are considered as a high priority. Specific training packages will be designed for different teams and functions in parallel with the evolving competition model and related internal workflow. These packages will be

⁵ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

gradually implemented from 2023 onwards. EPSO will maintain its current onboarding package for newcomers. This includes mandatory training on data protection, Internal control & risk management, ethics & integrity, and security training sessions, as well as recommended introductions to diversity & inclusion, collaborative tools and use of the IT system Ares. The medium-term objective is to obtain a sufficiently flexible workforce, which can adapt to a changing environment and reinforce other teams according to the fluctuations in the workload.

Internal communication

EPSO will continue to improve its internal communication via increased EPSO-focused publications on its Intranet, as well as via the established cross-unit communication network.

Staff engagement and well-being

The results of the 2021 Staff survey showed a high level of staff engagement for EPSO (74%, +2 compared to 2018 results). Figures show that most of the staff feel that their opinion is valued, think that internal mobility is sufficiently encouraged and clearly see the relation between their performance and career progression. In the context of the transformation mentioned above, EPSO will continue its efforts to maintain the high staff engagement level, by involving staff at every step of the process. A specific effort will be made to ensure that colleagues feel fairly treated and have opportunities to grow in their job, irrespective of gender, sexual orientation, ethnic background, age, disability, religion, belief or any other grounds. Particular attention will be paid to distribution of workload and healthy work/life balance in order to create appropriate conditions for fostering well-being and mental health of staff. For that purpose, the following key elements will be further underlined:

- Inspiring leadership, based on trust and allowing creativity and participation at all levels, will continue to be promoted. Managers will be encouraged to support colleagues in difficult situations and keep a close eye on fair work distribution. Early and courageous intervention by middle managers is particularly highlighted.
- Transparent communication with staff is crucial. Therefore, EPSO will continue to organise regular formal and informal meetings between its Director and staff, in different formations and with clear focus on dialogue and interaction.
- Staff will be encouraged to participate in the activities organised internally or offered by the corporate *Be Well* programme.

Objective: EPSO/EuSA employs a competent and engaged workforce and contributes to gender equality at all levels of management.

Main outputs in 2023:

Output	Indicator	Target
First female appointments to middle management positions.	Number of female Heads of Unit.	2022 target reached. Maintain or increase the current rate in 2023

Output	Indicator	Target
Learning and Development.	Number of specific training events, onboarding for newcomers.	2 welcome sessions per year for newcomers. All new staff follow the mandatory training sessions (data protection, internal control and risk management, ethics and integrity, collaborative tools, ARES)
Raise awareness on equality, inclusion and unconscious bias.	Specific training.	1 training in 2023.

Internal communication

Output	Indicator	Target
Publication of pertinent and diverse content for EPSO's intranet.	Number of clicks on EPSO intranet.	Increase by 30% the visits/clicks.
	Number of articles published on the Intranet.	At least 2 articles published per week.

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions. Main outputs in 2023:

Output	Indicator	Target
Effective controls. Legal and regular transactions.	Risk at payment.	Remains below 2 % of relevant expenditure.
Effective controls.	Estimated risk at closure.	Remains below 2 % of relevant expenditure.
Effective controls Safeguarded assets. Safeguarded information.	No violation of data integrity.	Remains below 2% of data sets processed in 2023.
Efficient controls.	<u>Payment volume (in value)</u> amounts paid in time.	(Increase) 100% of the payment volume in amounts paid in time.
Economy of controls.	Overall estimated cost of controls.	Remains below 10% of funds managed.

In 2023, EPSO is allocated a budget of €29,69 M, entirely under Heading VII of the EU budget – Administrative Expenditure.

70% of this amount is co-delegated to OIB/OIL, PMO and DG DIGIT, who manage our buildings, security, payroll and IT systems.

EPSO will directly manage €8,09 M, which include the budget of EuSA (€2,81M).

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

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

The finance team will face the challenge of the rollout of the new corporate finance system SUMMA, planned for 2024. This will require intense training, learning, mastering it and adapting our way of working, including the financial circuits and workflows.

C. Fraud risk management

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

EPSO will review in 2023 its Anti-fraud strategy (AFS), given the new ways of test delivery to be introduced. Advice will be sought from OLAF, where necessary, in order to ensure an optimal process. Ethical issues, such as, but not limited to, conflicts of interests, leaking of confidential information, etc. continue to pose a possible source of fraud for EPSO’s selection procedures. EPSO remains fully committed to the corporate anti-fraud strategy CAFS and participates in all related fora/events organised by OLAF.

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

Main outputs in 2023:

Output	Indicator	Target
Assessment of staff conscientiousness/ awareness on fraud-related issues based on an online survey exercise in Q1. General effectiveness weighted percentage of 80% survey response rate or above.	Level of staff awareness.	Level of staff awareness >80%.

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

D. Digital transformation and information management

Digital transformation

EPSO will have a significant contribution in 2024 to several Digital Transformation objectives. EPSO is a member of the HR Transformation Programme of the Commission, which aims to replace the numerous, and in many cases obsolete, internal IT applications in the field of EU staff selection and human resources with modern and up to date ones, increasing efficiency and usability. EPSO will be the front-runner amongst the members of the HR family to have its existing legacy IT applications (and subsequently IT infrastructure and data) replaced with new ones using innovative technologies, which are more secure and in line with the EU Data protection and information management standards. This will also greatly contribute to the objective of SEAMLESS DIGITAL LANDSCAPE, as the Dual Pillar Approach will be applied for the acquisition of the new IT applications, replacing the current legacy solutions, contributing to a massive reduction of technical debt.

Finally, as for the objective GREEN, RESILIENT AND SECURE INFRASTRUCTURE, EPSO is contributing by having and regularly updating its Information Systems IT security plans (at least every 2 years) and planning to have its current obsolete IT applications replaced by modern cloud-based ones. In addition, for any system procured from external suppliers or for the security of any external accesses to EPSO information systems and data, the expertise and advice of EPSO's IT Security expert and Local Informatics Security Officer (c-

LISO) are sought. Also, across the Commission, EPSO has one of the highest percentage of staff migrated to the new Welcome domain. EPSO's staff is encouraged to update their skills in information management, data protection and cyber security culture, by attending the relevant training and awareness-raising events.

Information and IT security rules

EPSO continues to work on improving its IT security environment as guided by Commission Decision 2017/46 and DG DIGIT.S IT Security Standards and Policies. Particular attention has been given to protecting the confidentiality, integrity and availability of sensitive non-classified information held by EPSO. This is being achieved by the successful completion of IT security plans in late 2021 and developing mitigating measures. Additionally, EPSO is rapidly progressing towards the completion of attesting IT security controls contained in the Governance, Risk and Compliance framework.

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

Data, information and knowledge management

In addition to the implementation of corporate initiatives, EPSO participates in HRT with a component specifically dedicated to information and data management and sharing, common to the whole HR family. HRT aims at an implementation of a new platform in Q1 2024.

Internally, EPSO has chosen to focus on the use of SharePoint as the preferred platform to share information, inside the organisation but also with other actors (e.g. Selection Board members) participating in our processes. A dedicated team is currently working (and will continue in 2023) on the establishment of an efficient structure and role management policy.

Data protection

EPSO will continue to implement the Commission's Data Protection Action Plan, in particular further awareness raising amongst EPSO/EuSA staff, by offering ad hoc training sessions on particular issues, and also by encouraging staff to participate in the various Data protection training courses. Training will be mandatory for newcomers and staff dealing with personal data.

The Data Protection Coordinator (DPC) and the assistant DPC will continue to act as first point of contact and advice for any data protection matters in EPSO/EuSA, while the legal aspects will continue to be covered by the legal team. The DPC will also be closely involved in the HRT project and any other IT projects with data protection aspect, or when a data protection impact assessment (DPIA) would be needed.

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

Main outputs in 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for EPSO' key data assets ⁶	Percentage of implementation of the corporate principles for data governance for EPSO's key data assets.	Interim milestone by 2023: 65%
EPSO will continue embracing the whole landscape of M365 tools, with specific focus on SharePoint Online. Newly designed competition flow will fully cater for this aspiration when implemented. Review of digital systems and services.	EPSO staff will: a) be able to use basic functions of M365 suite, b) be aware of more advanced M365 features necessary to their professional functions and c) know where to find help, support and ad hoc training if needed.	100% of EPSO staff able to use basic functions of M365 suite, aware of advanced possibilities related to their professional field and colleagues available to provide support and training on M365 tools.
List of key actions on information management and data protection		
Mandatory data protection training sessions for newcomers and staff dealing with personal data.	Training attendance.	100%
Data protection records management.	Number of DP records in DPMS up-to-date.	100%
DPIAs completed where necessary.	Number of processing operations requiring DPIA covered.	100%
DPC involved upfront in all activities (new pilots, new IT tools, etc.) with Data protection element.	Degree of involvement.	100%

⁶ For each key data asset, services should assess if the following principles have been respected (see also this [practical guidance](#)):

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

E. Sound environmental management

EPSO/EuSA will continue to promote green corporate campaigns at local level and identify local environmental actions to support the commitment to reduce its day-to-day environmental footprint.

EPSO will continue implementing the commitments under the Greening Pledge.

Since March 2020, EPSO has adopted new ways of working and undertaken activities helping to significantly reduce greenhouse gas emissions stemming from travel by staff, citizens and stakeholders. The main green measures already implemented by EPSO include switching to remote testing of candidates in open competitions, investing in new digital solutions, reduced missions, organising most internal and external meetings and other events via videoconferencing, relocating to a new low-energy building with smarter use of office space and increased use of teleworking. In addition, the European School of Administration that is administratively attached to EPSO, has adapted its training offer alternating between in-person and online or hybrid meetings.

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

Main outputs in 2023:

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

Output	Indicator	Target (2019 as baseline)
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.	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action.
Other recommended actions		

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
<ul style="list-style-type: none"> • Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG/service's total energy consumption in collaboration with OIB/OIL ⁽⁷⁾ where appropriate. • Staff awareness actions to reduce water use (for example ensuring that staff use the technical services hotline ⁽⁸⁾ to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG/service's water consumption in collaboration with OIB/OIL where appropriate. • Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG/service's office paper use in collaboration with OIB/OIL where appropriate. 	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action.
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		

⁷ See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

⁸ For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

Output	Indicator	Target (2019 as baseline)
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action.
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.	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action.
III. Reducing and management of waste		
Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Other recommended actions		
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).	Awareness campaigns in conjunction with the L-107 EMAS team	All EPSO/EuSA staff aware of this action
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target (2019 as baseline)
Priority action in line with the Greening the Commission Communication and action plan		
Staff awareness actions on the promotion of "green items" among EC office supplies' catalogue (for example, introduce a DG-specific office supplies' catalogue, including only 100% "green items).	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action
V. Supporting biodiversity		
Output	Indicator⁹	Target (2019 as baseline)

⁹ In coordination with the OIB/OIL

Output	Indicator⁹	Target (2019 as baseline)
Supporting biodiversity: Raise awareness about food (eat local, seasonal and organic).	Awareness campaigns in conjunction with the L-107 EMAS team.	All EPSO/EuSA staff aware of this action.

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

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

In 2023, we will continue to work together with DG DIGIT on getting optimal service, without compromising business continuity, at reasonable cost.

Our objective is to be faster and more modern, while contributing to the EU's **green** policy. Therefore, and encouraged by the experience gained during the pandemic period, EPSO is gradually moving to a fully digital environment for the delivery of selection tests. Assessment Centre tests are already delivered fully in remote format, and computer-based testing is following suite.

ANNEX [if applicable]: Performance tables