



Management Plan **DIGIT 2016**

DIRECTORATE GENERAL INFORMATICS

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PART 1.

Overview of main outputs for the year

As described in its Strategic Plan, DIGIT set eleven specific objectives grouped around five priorities for the period 2016-2020. The below chapters present the DG's main outputs planned for 2016 along this performance framework.



DIGIT priority 1

Modernisation of public administration

Specific objective 1: Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments

As expressed in its vision and in partnership with the business domain leaders and the impacted Directorates General, DIGIT intends to come forward with a digital transformation agenda that could be structured along three dimensions:

- A) **simplification and standardization of core corporate business processes to be automated by common IT solutions;**
- B) **move towards a Common Business Architecture;**
- C) **foster Innovation and Digital Transformation by providing, developing and promoting digital enablers.**

In 2016 the following main deliverables are foreseen:

A) **The standardization of the corporate business process** will significantly progress with important milestones towards the provision of common tools as well as the scaling up of corporate solutions starting with eProcurement, eGrants and SEDIA (Single Electronic Data Interchange Area):

- The massive roll-out of the eProcurement compliance package (eSubmission and eInvoicing) will start.
- The gap analysis for the remaining direct grants in the Commission and the Executive Agencies will be completed.
- The strategy and the implementation roadmap to achieve the one-stop-shop for all the external entities (SEDIA) will be delivered.

Moreover, the on-going automation of the HR and Decision making processes will continue and will bring substantial synergies and efficiencies. Furthermore, we need to identify remaining core common business processes that should be automated. Finally, in order to foster convergence of future legal bases, a strategy to address business process harmonisation at the stage of legal bases will be developed in the context of the Impact Assessment process.

B) **Essential elements of the Common Enterprise Architecture will be deployed** including a registry of reusable services and building blocks (such as ECAS for authentication) necessary to build complete solutions. The Common Architecture will evolve with the broader digital transformation process and will continuously leverage on local and common initiatives.

C) **The roll out of digital enablers** such as eSignature, eWorkflow, Big Data, Data analytics and mobile computing will be encouraged and supported so that the Commission can deliver EU policy better and more

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productively and become a model for a modern public administration. In particular:

- eWorkflow and eSignature – An implementation roadmap will be built with the objective to make electronic signature compulsory to all the relevant flows by 2018.
- ePolicy - A digital scoreboard will be produced as baseline for the modernization of the policy-making activity in the Commission. The digital scoreboard will be followed by an ambitious implementation roadmap with concrete initiatives to fill identified gaps, including the generalization and scaling up of the current pilot projects and the launching of new ones where needed.

The ISA² programme managed by DIGIT, which aims to deliver interoperability solutions for the modernisation of European public administrations, will equally support the reuse of those solutions by the Commission. Strengthening interoperability within the Commission services will result directly or indirectly (through IT governance) in greater coherence between different policy areas, avoiding duplications and producing savings.

For the above to happen, an ICT governance schema has to be put in place to ensure coordination, coherence and monitor implementation.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 1: Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments

Main outputs in 2016

Description	Indicator	Target
1-1 Synergies and efficiencies review (ICT domain) – Coordination of the Digital transformation agenda Designed as a programme in partnership with the business domain leaders including both short- and long-term actions along 3 dimensions: A) business processes, B) common business architecture and C) digital enablers reflecting and supporting the business	If DIGIT receives the mandate as proposed in the Synergies and efficiencies review: Prepare an ICT domain report including a global implementation roadmap and refined resources savings estimates, and report the results to the ABM Steering Group. Identify priorities core processes for simplification.	Delivery of all outputs before end 2016

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architecture.		
A) Synergies and efficiencies review (ICT domain) – Digital transformation: Business processes <i>1-2 eProcurement & SEDIA</i> <i>1-3 eGrant</i>		
1-2 eProcurement & SEDIA <u>Compliance package:</u> a) eProcurement Compliance: Roll-out of e-Submission and e-Invoicing in Commission services. b) SEDIA is the cornerstone of a common approach allowing an economic operator to make business (through grants or tenders) with the European Commission. <u>eProcurement Performance package:</u> c) the procurement processes of the Commission should be fully electronic and all DGs should be using common IT solutions.	a) Roll-out of these two modules: – for the first wave (10 DGs) – for the second wave (remaining DGs) b) Availability of the strategy and roadmap to develop SEDIA and adapt accordingly the business organisation, followed by quarterly reporting c) Delivery date of eProcurement Performance	a) Delivery date: – end 2016 – mid-2018 b) End Q2 2016 c) End 2019
1-3 eGrants a) Continue delivering development, maintenance and support services for the Research (H2020 and beyond) grant management systems. b) Pursue gap analysis for the remaining direct grants in the Commission and the Executive Agencies c) Establish a strategy for indirect grants, should be finalised.	a) As detailed in the 2016 H2020 work plan. b) Presentation of the various gap analyses to the Common Support Centre (CSC) management committee c) Strategy for indirect grants available if DIGIT receives the mandate.	Delivery in 2016 depending on allocated resources.
1-4 Legislative Lifecycle DECIDE Platform allows access through a single entry point to the main SG decision making information	DECIDE: implementation of iteration 3, offering a new Planning module, a reviewed Decision module and all the required	a) Planning Module: June 2016. b) Decision Module: October 2016. c) input for Better

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systems of the Secretariat General which are currently only accessible separately, thus giving a complete view of the whole process.	elements for the Better Regulation Portal.	Regulation Portal: mid 2016.
1-5 Document Management HAN-HPS (Hermes-Ares-Nomcom, Hermes Preservation Services) platform implements a simpler and safer management of current and historical archives through electronic means.	HAN: a) increase accessibility and transparency (flagging documents as public, revising / simplifying the security model). b) Offer HAN to other EU institutions and agencies. c) improve integration options with Hermes. HPS II: ready to be used in production. HPS III: start requirements analysis for archival description, second review and for opening archived documents to public.	In 2016: HAN: a) release the new functionalities; b) Ombudsman on board; c) release the new functionalities. HPS II: completed, first transfers to Historical Archives take place HPS III: initiated
1-6 Corporate Notification and Task Management Services offer a single entry point for notifications: tasks and information across business domains and IT systems. On The Go: a simple and intuitive user experience on mobile devices, an overview of important information and tasks in one place.	a) Phase out Notis, further integrations. b) On The Go updates by integrating other systems. c) On The Go implementation for desktops.	In 2016: a) Completed. b) New releases. c) Pilot launched.
1-7 Human Resources Information Systems a) HR systems: evolution for better integration and user-friendliness. With HR initiate a reflection for the evolution of Identity Management. b) PMO Systems: extension and evolution of systems for the sickness insurance, the management of pensions, missions, entitlements and	a) HR Systems more integrated and user friendly: SYSPER, NDP, HR Reporting. HRM Business Process integration (notably with EPSO). b) Digitalisation of the entire reimbursement process of the sickness insurance (JSIS online and	a) HR Systems more integrated and user friendly: SYSPER, NDP, HR Reporting. b) Priority Milestones of AssMal2 completed in 2016.

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pay. c) EPSO Systems: introduce a new generation of systems for talent management.	Assmal2); study for the electronic invoicing for hospitals. c) Talent suite application: one-stop-shop for recruiters and candidates.	c) Phase II of EPSO talent Suite completed in 2016.
1-8 Inter-institutional convergence of HR systems: deploy the Commission's corporate HR systems in other European institutions. Invite other institutions for more cooperation around issues of common interest, as raised e.g.: in the Inter-institutional Informatics Committee.	a) Launch deployment project of Sysper for the Ombudsman b) Launch deployment project of Sysper in the European Parliament c) Launch deployment project in the Council d) Launch deployment project for agencies e) Deploy NDP in the 6 EAs	In 2016: a) Phase I of deployment completed. b) Phase I of deployment completed. c) Phase I of deployment completed. d) Phase I of deployment completed. e) Deployment completed
B) Synergies and efficiencies review (ICT domain) – Digital transformation: common business architecture <i>1-9 Enterprise architecture</i>		
1-9 Enterprise Architecture a) Produce and maintain the Corporate Enterprise Architecture (including Reference Architecture) b) Design, provide and support a corporate central registry of reusable services and components to improve the efficiency and effectiveness in implementing Information Systems (IS) and Business Process Management. c) Ensure that the architecture is aligned with the ISA ² efforts: align the Corporate Architecture with the European	a) Provide a practical Corporate Enterprise Architecture for new development (i.e. new projects, major evolutions of existing information systems) that brings value b) Number of re-usable services or components recorded in the registry c) Level of Corporate Enterprise Architecture and EIRA alignment Level of consideration of the	a) EC Corporate Enterprise Architecture (including Reference Architecture) available in 2016. All new developments for which DIGIT is system supplier based on the Corporate Enterprise Architecture b) At least 40 in 2016. More from 2017 c) 100% Corporate Enterprise Architecture and EIRA alignment 100% of the items

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Interoperability Reference Architecture (EIRA) and use the Cartography of Trans-European Systems (TES) as source to identify reusable services.	TES Cartography by the registry.	included in the TES Cartography will be assessed for possible inclusion in the registry.
1-10 Application Lifecycle Management (ALM) methodology and tools strategy Define a methodology to cover full application lifecycle (from idea to phase-out) as well as a strategy to have one recommendation and progressively migrate all existing environments to this.	Availability of end-to-end ALM methodology Define the strategy for ALM tools and present them to the DSF and the IT Board for validation	2016 June 2016
C) Synergies and efficiencies review (ICT domain) – Digital transformation: Digital enablers <i>1-11 ePolicy</i> <i>1-12 eWorkflow and eSignature</i> <i>1-13 Information Management (IM)</i> <i>1-14 Big Data</i>		
1-11 ePolicy The ePolicy action shall analyse the major tasks in the policy making life-cycle - from agenda setting to policy design up to policy impact, evaluation and monitoring - whereby new digital methods could be introduced. In this process both external interactions, such as with business, citizens and MS administrations, as well as the Commissions internal processes and workflows should be considered.	Define an implementation roadmap to indicate which tasks in the life-cycle pose opportunities of improvement through new digital methods and which would in turn result in the biggest efficiency gains, and to define a digital scoreboard which shall identify existing or needed digital methods that are in one way or another part of the existing policymaking processes or may be relevant to the proposed improved processes.	In 2016: - Analysis complete. - Digital scoreboard presented. - Started establishing an implementation roadmap.
1-12 eWorkflow and eSignature An implementation roadmap	Delivery date	Q3 2016

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should be built with the objective to make electronic signature compulsory to all paper flows by 2018.		
1-13 Information Management (IM) Be part of the new IM governance, contribute to the strategy definition, have an action plan. Extend the reach of the Corporate Search from Decide and Next Europa to other major information sources (MyIntracomm, Ares, Wikis, ...) Ensure that specifications and guidelines on metadata, open and big data produced by ISA ² feed into the information/knowledge management activities of the Commission.	Governance established, strategy defined, some actions done	Coordinated view for IM, Big Data and Data Management. Ares changes implemented. Corporate Search extended to (at least) MyIntracomm by end 2016.
1-14 Big Data and eParticipation Identify big data and eParticipation methods, techniques and solutions to be made available to MS and the EC and other institutions.	In line with the ePolicy implementation roadmap, run big data pilots and eParticipation with policy DGs to demonstrate the value of these methods in improving policy making; pursue the studies to explore best practices in MS of how to use big data methods in policy making and best practices in MS of eParticipation; the activities cover: 1. To identify best practices and national solutions that could be reused in MSs in the context of big data and eParticipation. 2. Run concrete big data pilots and eParticipation pilots in the EC and with MSs in line with the ePolicy	Availability of both studies; successful implementation of at least three big data pilots and one eParticipation pilot in 2016.

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	implementation roadmap.	
1-15 Evolve ECAS (European Commission Authentication Service) Keep the ECAS implementation in line with modern needs: - eIDAS (electronic IDentification And trust Services for electronic transactions) compliance; - support Secure Hosting Services - Mobile version - Support for Social Networks	Delivery date	2016 (according to planning established in ECAS Steering Committee)
Optimised IT investment <i>1-16 Preparation and follow up of the IT Board</i>		
1-16 Preparation and follow up of the IT Board with the ambition to improve the management of the Information Systems portfolio of the European Commission leading to maximizing benefits, processes streamlining, synergies, reusability, etc. This implies: - Examine new IT project proposals; - Advise on corporate and other solutions for DGs business needs in line with corporate standards; - Prepare, for approval by the IT Board, guidelines to facilitate the work of DGs on agile IT project design and management; - Seek synergies between operational and administrative systems via co-financing solutions; - Provide early warning, to the IT Board on difficulties	Adequate preparation of IT Board meetings (files, agenda setting and ad hoc discussions) together with SG. Coordination of IT Investments team opinion on IT projects which are brought to the attention of the IT Board.	Preparatory documents of IT Board meetings (including the opinion of the IT Investments team on IT projects) available on time and in good quality.

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encountered with IT projects.		
1-17 Project Management Office (PMO) for DIGIT Directorate B Creation of a Project Management Office for DIGIT Directorate B, which will provide support both in project management and portfolio management and promote reuse and create synergies within the whole directorate.	Delivery date	2016
Next Europa <i>1-18 Next EUROPA Service</i> <i>1-19 General vision to integrate portals in Next EUROPA</i>		
1-18 Next EUROPA Service Provide a reliable, responsive and highly-available sustainable technical service suitable and fit for the Commission's digital web presence. Scaling-up the new EUROPA technical platform which will support web rationalisation and the digital transformation towards a modern Europa web presence using mainly Open Source Software.	Service levels according to the next EUROPA service level agreement (measured by key performance indicators). Migration of "old" Corporate web content management websites to the new platform. Release of "beta" EC information website.	Next EUROPA SLA met. Conform migration schedule agreed with the system owner (COMM). Quality beta website released in in production on time as agreed with the system owner (COMM).
1-19 General vision to integrate portals in Next EUROPA: Various EU Political websites / applications e.g.: Better Regulation Portal (SG), EU Budget for Results (BUDG), EU Aid Volunteers Platform (ECHO). Delivery of a set of high policy priority web sites together with the implementation of an	Timely availability of quality sites in production IT architecture agreement, for linking web content with information systems, by DIGIT Product Management.	Conform delivery schedule previously agreed with the system owner. Product Management guidelines published by Q3 2016.

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information & technical architecture and the interoperability links with the underlying Information Systems.		
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Specific objective 2: Promote modernisation of European public administrations through the provision of interoperability solutions

To create a Connected Digital Single Market (DSM) is one of the ten priorities of the Juncker Commission. In his State of the Union speech of 9 September 2015¹, President Juncker underlined the importance of the work in this domain, and the 2016 Commission Work Programme² also refers to the intention *"to present all relevant proposals [linked to the DSM strategy³ adopted by the Commission in May 2015] before the end of 2016 so that the Union can achieve a fully functional Digital Single Market during the mandate of this Commission."* In the before mentioned DSM strategy, and in particular under the pillar about maximising the growth potential of the digital economy, the public sector and its digital services are of crucial importance. The public sector undergoes a modernisation process that should be further intensified and supported by solutions that make it more interoperable and efficient, not only within its own departments but also towards businesses and citizens. It is within this context that DIGIT, as from January 2016 manages a programme, ISA², on cross border or cross-sector interoperability to produce, deliver and operate solutions that make public administrations' services better and cheaper.

RELEVANT GENERAL OBJECTIVE: A Connected Digital Single Market

Specific objective 2: Promote modernisation of European public administrations through the provision of interoperability solutions		Related spending programme: ISA ²
Main outputs in 2016		
Description	Indicator	Target
2-1 Support relevant DSM strategy a) Implement a DSM	a-b) Completion of DSM actions as per DSM Roadmap.	a) The revision of the EIS/EIF is adopted by the Commission before the

¹ State of the Union 2015 by Jean-Claude Juncker, President of the European Commission (09/09/2015):

http://ec.europa.eu/priorities/sites/beta-political/files/state_of_the_union_2015_en.pdf

² Commission Work Programme 2016, COM(2015) 610 final:

http://ec.europa.eu/atwork/pdf/cwp_2016_en.pdf

³ A Digital Single Market Strategy for Europe, COM(2015) 192 final:

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52015DC0192&from=EN>

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Roadmap action, namely the revision of the European Interoperability Strategy (EIS) and the European Interoperability Framework (EIF) b) Participate and contribute to relevant DSM actions such as the Catalogue of Standards, the Single Digital Gateway and the Business Registries.		end of 2016 [Agenda Planning reference: 2016/DIGIT/001]. 2. ISA² provides input to relevant DSM actions and supports them through funding.
2-2 ICT Impact Assessment Ensure that, through participation to the Impact Assessment procedure, ICT impacts are considered early at the legislation-making stage. Special attention will be given to identifying common business processes in the different pieces of legislation, thus increasing the potential of re-usability of the related IT services and systems. This may result in increased interoperability at business and technical level among EU legislations.	a) Up-to-date ICT Register of Roadmaps b) ICT impact assessment studies offered to the DGs	a) 100% of Inception Impact Assessment and Evaluation Roadmaps are screened and maintained in an ICT Register of Roadmaps b) High quality of produced studies to the satisfaction of customer DGs
2-3 European Investment Project Portal Develop and deploy the new portal for ECFIN	Deployment of the various versions according to agreed plans.	See specific work plan. First deployment in Q1 2016.
2-4 Connecting Europe Facility (CEF) In partnership with DG CNECT: - operate the building blocks eDelivery, eID, eSignature validation and eInvoicing; - promote the take-up of the building blocks in	Main elements: a) Continue promoting the CEF building blocks; implement the CEF building blocks platform (website). b) Foster the take-up and re-use of building blocks and onboard potential users.	In 2016: a) The CEF Platform is in production; b) reuse of building blocks is a reality;

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Europe through communication activities and stakeholder management; - ensure the architecture management function to promote alignment across CEF digital services infrastructures (DSIs); - drive interoperability and monitor activities.	c) Set up the architecture management function. d) Deployment of testing infrastructures for the Member States.	c) the architecture management function is in place; d) testing infrastructures are available for Member States.
2-5 BRIS - Business Registers Interconnection System Support of Directive (2012/17/EU) and of Implementing Regulation (2015/884) for the system of interconnection of registers by implementing the European Central Platform (ECP) for BRIS.	BRIS – Implementation of the European Central Platform (ECP) for BRIS, successful integration of the ECP with the European Access Point for BRIS (eJustice portal) and ECP ready for integration testing with the national business registers.	EPC implemented in 2016
2-6 Internal Market Information system – IMI The first priority in 2016 will be the transition in production of the release supporting the European Professional Card (EPC) Directive (2013/55/EU). Furthermore, following a request from MS to be able to further integrate their national systems with IMI the available interfaces will be extended.	Ensure transition to production of the EPC module Further develop IMI interfaces for national systems.	EPC module in production and being used; interface for national systems implemented in 2016.
2-7 Internal coordination and synergies building Support the works of the Inter-Service Group on Public Administration Quality & Innovation (IGPA) and synergies building between Commission services.	Level of support to and animation of activities around public sector modernisation. Networking in the Commission and with Member States representatives.	Support the works of the Inter-Service Group on Public Administration Quality & Innovation (IGPA) through acting as an active partner and facilitator.

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ISA² programme <i>2-8 Roll out the ISA² work programme</i> <i>2-9 ISA² annual work programme implementation</i>		
2-8 Roll out the ISA² work programme Analyse the differences between the previous and the new legal basis, its extended scope to businesses and citizens, target different levels of administration and plan implementation of the work programme's actions accordingly;	Analyse updated scope of the new legal basis and assess impact on stakeholders.	Analysis of changes brought by the new legal basis is completed and is used for the implementation/update of the running work programme's actions and for next years' actions selection and implementation.
2-9 ISA² annual work programme implementation a) Implement in accordance with the legal decision and the extended scope to businesses and citizens targeting different levels of administration, assess/ensure impact to stakeholders, respect implementation plan time and budget wise. b) Prepare next year's work programme	a) Adopt and execute the work programme. Procure and implement actions as planned; b) Prepare next year's work programme.	a) Work programme is adopted and launched on time, actions are implemented within planned time frame and budget [Agenda Planning reference: 2016/DIGIT/002]. b) Next year's work programme is prepared as per legal basis and on time.
2-10 Trans European Services for Telematics between Administrations (Testa) services migration Migration from the current contractor to the new contractor	TESTA-NG rolled out	Migration phase completed in 2016.

DIGIT priority 2

Create the digital workplace of the future

Specific objective 3: Provision of a modern office automation environment

The identification and implementation of the Future Office Automation Environment (FOAE) strategy is a key milestone towards the workplace of the future in the European Commission. 2016 is devoted to finalise the strategy and start implementing it. The FOAE is structured around three tracks: **evolve** – i.e. ensuring the continuity and the evolution of the current Office Automation (OA) environment; **diversify** – explore ways in which aspects of the current OA can be enriched through the introduction of alternative or competing technologies or solutions including alternatives based on DIGIT's Open Source Strategy; **transform** – prepare the ground for the future OA environment and the procurement strategy. Each of these tracks is made by different initiatives/projects that address specific aspects of each track whose achievement in 2016 will pave the way for the full implementation in the coming years up to 2018-20.

The workplace of the future implies also facilitating collaborative work, embracing the possibilities offered by new mobile technologies, streamlining also the management of IT equipment and support services. The 2016 initiatives aim at consolidating and fostering collaborative working around the technical solutions put in place in 2015 (MyIntracomm) and to further progress towards the targets of the digital transformation.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 3: Provision of a modern office automation environment

Main outputs in 2016

Description	Indicator	Target
Implementation of the Future Office Automation Environment (FOAE) strategy		
<i>3-1 FOAE Evolve: Upgrade the Corporate e-mail service</i>		
<i>3-2 FOAE Evolve: Upgrade the Corporate desktop to Windows 10 and to Office 2016</i>		
<i>3-3 FOAE Diversify: Technical analysis for diversifying the Office Automation Platform</i>		
<i>3-4 FOAE Transform: Envision the future office automation environment</i>		
3-1 FOAE Evolve: Upgrade the Corporate e-mail service (from Exchange 2010 to 2016)	a) Design and architecture based on Exchange 2016 are defined and the test environment is available b) Corporate e-mail service based on Exchange 2016 is fully operational	a) In 2016 b) By Q4 2017
3-2 FOAE Evolve: Upgrade the Corporate desktop from Windows 7 to Windows 10 and from Office	a) Reference Configuration, including Windows 10 and Office 2016, designed, validated and ready for	a) In 2016

DIGIT priority 2

Create the digital workplace of the future

2010 to Office 2016 suite	deployment. Pilot deployment in a few DIGIT units completed. b) Corporate desktop service based on Windows 10 and Office 2016 suite fully operational	b) By Q4 2017.
3-3 FOAE Diversify: Technical analysis for diversifying the Office Automation Platform , in line with directions specified in DIGIT's Open Source Strategy	Timely availability of the results of the technical analysis	Delivery of the technical analysis in 2016.
3-4 FOAE Transform: Envision the future office automation environment and prepare the tenders specifications	Agreement in 2016 on the vision and approach for FOAE 2018.	In 2016: - Availability of FOAE project charter and architecture document. - "Call for tender" structure identified and detailed. (Requirements of the Unified Communications call for tender are integrated.) - Service continuity when the current ILA (Inter-institutional Licensing Agreement with Microsoft) comes to an end is ensured.
Synergies and efficiencies review (ICT domain) – Provide the components for the digital workplace of the future. Mobile (devices and apps) shall play a key role in this exercise <i>3-5 Engineer and pilot the technical building blocks for the digital workplace of the future</i> <i>3-6 Maintain and enhance the mobile computing environment at the EC</i> <i>3-7 Mobile applications</i>		
3-5 Engineer and pilot the technical building blocks for the digital workplace of the future Define, propose and coordinate the implementation of the European Commission (EC) user digital workplace	a) Complete the business case and the definition of the digital workplace program b) E-meeting evolution and roadmap c) Hybrid Office Architecture proposal and pilot implementation	Senior Management agreement on the strategy and orientation in 2016 First pilots within DIGIT deployed

DIGIT priority 2

Create the digital workplace of the future

considering the technological evolution and business requirements		
3-6 Maintain and enhance the mobile computing environment at the EC: - Maintain the Mobile Device Management (MDM) infrastructure and the capability of mobile devices to access corporate data and services in a secure way - Pursue the strategy for BYOD (Bring Your Own Device) aiming to widen its adoption, improve the current service and offer additional functionality, where applicable.	a) Expand apps portfolio library and maintain the corporate App store. b) Increased number of users enrolled in MDM (Activesync phase-out). c) Expand our mobile access portfolio for enabling secure and seamless access to corporate resources, for corporate and private devices. d) MDM deployment report.	Execute product management activities on mobile devices and tools Review the strategic orientation for BYOD Evaluate new mail client for the container
3-7 Mobile applications Mobile by default strategy, encouraging mobile access for IT systems. Increased offer of mobile applications, contributing to reduce the workload and increase the efficiency.	- Mobile apps strategy published - New apps are delivered for different business processes. - College Meetings app: extend the functionalities with the feedback received from users.	- Q1 2016 - New app for OIB in 2016 List of new apps needed or requested. - New releases of College Meetings.
Provide solutions for teleworking <i>3-8 User-friendly teleworking solution</i>		
3-8 User-friendly teleworking solution Remote Access infrastructure renewal including the consolidation of the current MyRemote IAP, FULL, APP profiles.	Service provided in line with expectation. All teleworkers can work correctly.	Capacity to follow the increasing demand for telework in 2016.
Enable collaboration and unified communication in the Commission <i>3-9 Contribute to the collaborative methods and tools pilot</i> <i>3-10 MyIntraComm Publishing and Collaboration Service</i> <i>3-11 Wi-Fi service evolution</i> <i>3-12 Unified Communications and Collaboration (UCC)</i>		
3-9 Contribute to the collaborative methods and tools pilot	Determine to what extent the functionalities on offer respond to the identified	Lessons learned for the Future Office Automation Strategy

DIGIT priority 2

Create the digital workplace of the future

As mandated by the ABM steering group, and in collaboration with SG, and HR, contribute to the pilot projects on collaborative tools and methods led by JRC.	business needs, as well as examine key issues relating inter alia to security, data retention and accessibility.	
3-10 MyIntraComm Publishing and Collaboration Service The European Commission's Corporate Portal (CP), known as My IntraComm (MyIC), is a personalised portal to information and services used by all EC employees. My IntraComm is composed of two main user-facing portals : (1) the publishing portal features the Commission's intranets and corporate sites and the main internal communication HomePage; (2) the collaboration portal provides all EC-users with a readily-accessible document collaboration solution. It is a central piece in the EC's Internal Communication strategies, encompassing traditional communication and staff engagement aspects.	Provide a reliable, responsive and highly-available sustainable MyIntraComm technical service.	MyIntraComm SLA met.
3-11 Wi-Fi service evolution Provide the Commission, and whenever appropriate other European Institutions and bodies, with the high quality state-of-the-art Wi-Fi services required for their business processes	Deployment of the action plan described in the Wi-Fi strategy	Q4/2016: Replace End of life access points Install Wi-Fi access points in new buildings Deploy Wi-Fi access points in existing buildings
3-12 Enable the workplace of the future by introducing a Unified	Leverage on the collected experience by extending the DIGIT UCC pilot.	A least 25% of the population has UCC capacity available.

DIGIT priority 2

Create the digital workplace of the future

communications and Collaboration (UCC) tool	Prepare market consultation for a future corporate UCC service	Documents for market consultation prepared
3-13 Password simplification Office Automation users should not authenticate to the proxy anymore while specific security requirements are maintained at the same time. Promote ECAS as authentication system for all Information Systems	Seamless authentication	Problem statement and business case defined; Technical analysis and design done; Solution deployed in 2016. Inventory of IS not using ECAS and action plan available by end of June 2016

Specific objective 4: Standardized and centralized management of end-user IT equipment and support services

The enrolments in the ITIC service were completed end of 2014. However DGs still currently manage IT equipment by using local policies. This results in different ways of working across the DGs, unused or idle IT capacity, overdue installation of devices and unnecessary moves of equipment. All of these cases result in suboptimal use of the budgetary resources dedicated to IT equipment and therefore present opportunities for further centralisation and standardisation of end-user IT equipment and related support services across the Commission. DIGIT – via the leadership of the ICT domain and in cooperation with all DGs – will seize them through the definition of the framework for the standardisation and centralisation of IT equipment in the Commission and the prompt implementation of the related actions. At the same time the "move users, not IT" project that was launched in 2015 will be continued.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 4: Standardized and centralized management of end-user IT equipment and support services

Main outputs in 2016

Description	Indicator	Target
Synergies and efficiencies review (ICT domain) – Standardisation and centralisation of the ICT equipment <i>4-1 Define the framework for the standardisation and centralisation of ICT equipment in the Commission</i> <i>4-2 Start implementing the standardised and centralised management of ICT equipment of the Commission</i>		

DIGIT priority 2

Create the digital workplace of the future

<i>4-3 Move users without moving IT</i>		
4-1 Define the framework for the standardisation and centralisation of ICT equipment in the Commission Define centralised provisioning and management of IT equipment of the Commission through (i) a common policy of equipment and (ii) the central management of the related administrative budget.	Standardisation framework defined for all ICT equipment together with detailed savings and investments estimates. a) Proposals of the joint IRMs-DIGIT Task Force on IT assets management as regards the various Commission-wide policies on IT equipment. And the management of the related administrative budget. b) Decisions of the senior management on the proposals issued by the Task Force. c) Implementation of the decisions in ITIC DGs.	October 2016 a) Proposals issued by the Task Force on IT assets management by Q1 2016. b) Decisions taken and rules for application published by Q2 2016 c) Decisions implemented in ITIC DGs no later than in the 2017 budgetary year. 2017 budget programmed according to the decided IT equipment policies.
4-2 Start implementing the standardised and centralised management of ICT equipment of the Commission. Implement forward planning for the replacement of end-users' IT Establish, run and manage the central IT warehouse in Luxembourg	Actions already designed in 2015 in full operation in the course of 2016. a) Replacements processed according to the order plans jointly agreed with the DGs in advance. b) Average number of newly purchased devices in central stock. Availability of the new central IT warehouse	June 2016 a) Replacement order plans agreed upon with the 12 volunteer DGs by March 2016. Replacements in these 12 DGs processed according to the agreed plans as from March 2016. b) Average number of newly purchased devices in central stock decreased by 50%. New central IT warehouse open by end of March 2016 and in full operation by end of June 2016
4-3 Move users without moving IT Test and tuning of a single methodology in order to	a) Single methodology drafted, published and presented to the DGs for implementation.	a) Test of the methodology completed by end of March 2016. Final version of the

DIGIT priority 2

Create the digital workplace of the future

assess whether IT shall move when their users move and apply it to all the DGs under the ITIC service. Implement the first decisions already taken on not moving PC displays any longer in the volunteer DGs.	b) "No-move of PC displays " policy effective in the volunteer DGs.	methodology published by end of April 2016 and presented to DGs for implementation. b) "No-move of PC displays" policy applied on a permanent basis in the volunteer DGs. Expected savings with PC displays: 250 k€ per year.
4-4 Unified mailbox: fast, uniform search and mobile access to the entire mailbox. Import of the personal folders (pst files) into the mailbox, import of archived emails from the Emails Archiving System (EAS) into the mailbox and shutdown of the EAS system.	Migration of unified mailboxes finished comprising the import of all archived e-mails from EAS into the mailbox.	Finish the migration by Q2 2016

DIGIT priority 3

Create the data centre of the future

Specific objective 5: Modernised data centre operations towards a hybrid cloud

DIGIT will elaborate an ambitious strategy in 2016 to diversify its hosting offer in particular by deploying a first set of IT services in the Cloud. DIGIT intends to make optimal use of cloud computing and complement its internal data centre offering with external sourcing from the cloud computing market for those services that can be done better and cheaper outside, in particular for systems in which the data confidentiality is low. For this reason it will explore the usage of cloud based services for two technologies and prepare a proposal for the further usage of cloud based sourcing for the delivery of hosting services in 2016.

DIGIT also wants to provide its clients with a higher degree of control and transparency in the provisioning processes by extending the self-service orchestration portal in 2016.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 5: Modernised data centre operations towards a hybrid cloud

Main outputs in 2016

Description	Indicator	Target
5-1 Strategy for the evolution of the DC Infrastructure Definition of a strategy for the evolution of the Data Centre Infrastructure during the next five years. The strategy will cover the technology aspects (i.e. the emerging technologies in the compute, storage, virtualisation and "convergence" area) as well as the procurement and outsourcing aspects in view of reducing capital and operational cost and streamlining/simplifying operations.	Document available and endorsed by Senior Management	Document available and endorsed by Senior Management in 2016.
5-2 Cloud computing: experimentation and sourcing	Number of environments in the cloud, under the different Call for Tender	Network connectivity for Cloud Services on schedule in 2016.

DIGIT priority 3

Create the data centre of the future

Run and report on the conclusions of the cloud experimentation phase. Develop a model on how to integrate cloud based services securely into DIGIT normal delivery mode for hosting, infrastructure and networking. The first project will consist of using the Call for Tender nº 1 to gather experience of the cloud in order to prototype the services to be developed.	lots.	Proposal for the further usage of cloud-based solutions for the delivery of hosting services in 2016, and integration into the normal delivery mode of DIGIT by 2017. Cloud-based services able to support the current technology and to allow portability to the Open Source Software Final report on the Cloud 1 experience (lessons learned) and recommendations for Cloud 2.
5-3 Data centre process orchestration and automation Based on the results of the pilot in 2015, the orchestration and automation of the data centre service delivery processes will be extended in 2016.	Creation of production service.	Production service available in 2016
5-4 Client Portal for data centre services - Enhancement of the JASSPR client portal to include detailed technical views for clients of their systems hosted at DIGIT. - New reporting facilities for clients providing transparent access on service delivery KPIs for DIGIT's hosting services	Version 2.0 of the client portal (JASSPR) released in production.	Release of new updated client portal for all DGs in 2016.
5-5 Real client performance monitoring There is currently no comprehensive service in place to automatically measure and supervise the end-user experience in	(1) Collection of requirements with involvement of DG stakeholders. (2) Analyse requirements; matching with market offering.	Obtain management approval for a new service offering in 2016, including a planning for service implementation in 2017.

DIGIT priority 3

Create the data centre of the future

relation to response times for their access to information systems. The project targets the creation of a proposal for a long term service offering for the provision of real end-user performance monitoring and SLA measurement. The creation of this service includes a complete new breed of tools that help our clients (developers and application administrators) ease troubleshooting.	(3) Create proof-of-concept (4) Establish a proposal for a future service offering.	
5-6 New Infrastructure as a Service offering - Creation of new "Infrastructure as a Service (IaaS)" services in order to support the local data centre consolidation and the developer community.	(1) Establish working group with representatives of the development community to collect requirements for a new service offering. (2) Identify architectures and solutions for a new service offering. (3) Launch proof-of-concept service	Service offering in production by the end of 2016

DIGIT priority 3

Create the data centre of the future

Specific objective 6: Consolidated data centres

In 2016 DIGIT will pursue its efforts to consolidate the local data centres by establishing the consolidation methodology for the transition of operations. The move of the JMO data centre towards the new site in Betzdorf will continue as well.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 6: Consolidated data centres

Main outputs in 2016

Description	Indicator	Target
6-1 Local Data Centre Consolidation (LDCC) a) Establish consolidation methodology for the transition of operations b) Based on the Local Data Centres inventories signature of consolidated conventions with the DGs concerned. c) Consolidation of services currently running locally in the concerned DGs, by transferring services and service operations to DIGIT.	- Methodology is available and it is annexed to all conventions signed. - Number of local data centres consolidated	Methodology available in 2016. Consolidation conventions are signed with the concerned DGs before the consolidation. Progress according to roadmap towards 80% completed by 2019
6-2 Relocation of the JMO Data Centre to the new site in Betzdorf Creation of new corporate Data Centre in Betzdorf to replace the one located in the JMO building. Migration of services to the new facilities	Finalise design and equip new Data Centre with core infrastructure (racks, cabling, electricity, network infrastructure and services) Establishment of a migration planning and start of migrations	Availability of new corporate Data Centre in Luxembourg, ready for the migration of Data Centre services from the JMO building. Migration completed according to planning.

DIGIT priority 4 Better IT Security

Specific objective 7: Strengthened cyber resilience

This specific objective emphasises prevention and focuses on improving the base line IT Security of corporate infrastructures, services and solutions. The associated priorities, embedded in the Work Programmes of the directorates A, B, C and S of DIGIT, contribute to effective and efficient management of IT assets and resources provided and operated by DIGIT for the entire Commission.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 7: Strengthened cyber-resilience

Main outputs in 2016

Description	Indicator	Target
7-1 This specific objective is implemented through 5 activity strands, coordinated by DIGIT IT Security Board (DISB), as follows: 1) Secure System Administration and Service Management 2) Network Security and Zoning 3) Data Centre, Cloud and Web Security 4) Secure Development 5) Corporate Cryptography	DISB will track the progress of the underlying projects on a regular basis. The contributing directorates/units will provide project progress reports. DISB will evaluate them and, if needed, agree upon follow-up actions.	Achieve 100% completion of the projects under the 5 activity strands in 2016.

Specific objective 8: Provision of IT security operations

In order to secure and protect the IT assets and resources provided by DIGIT for the entire Commission, this specific objective includes two main action lines: vulnerability and asset management on the one side and detection, monitoring and incident response on the other side.

DIGIT priority 4 Better IT Security

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 8: Provision of IT security operations

Main outputs in 2016

Description	Indicator	Target
8-1 Vulnerability and asset management Definition and implementation of the vulnerability management (VM) process and the related VM time-to-patch targets. VM services provided to specific customers/stakeholders.	a) Corporate VM process defined and implemented along with the VM time to patch targets reflecting criticality of the vulnerability. b) Business case assessment regarding the need for a corporate VM IT tool.	a) Definition and implementation in 2016. b) Assessment completed by end of 2016
8-2 Detection, monitoring and incident response Assure security detection, monitoring and incident response on the corporate level through: - Security monitoring (SOC) - Information Security Incident Management (CSIRC) - Security Operations Engineering (SOE). Maintain and develop the above operational cyber-defence capabilities, improve their maturity, measure and report using the agreed set of KPIs.	Awareness and use of the corporate Cyber-Security Incident Response service provided by DIGIT Regular reporting on cyber-security incidents to senior management and DSF	Baseline awareness and satisfaction with the response services by LISOs and IRMs

DIGIT priority 4 Better IT Security

Specific objective 9: Better IT security decision making

Complementary to specific objectives 7 and 8, this specific objective contributes to effective and efficient management of IT assets and resources of the Commission by making sure that the newly established Information Security Governance structure delivers tangible and measurable improvements in IT security measured by corporate level compliance with the IT security rules.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 9: Better IT security decision making

Main outputs in 2016

Description	Indicator	Target
9-1 IT security governance and policy IT Security Policy, driven by corporate-level risk assessment and covering: - Implementation of the Internal Audit Action Plan, review of legal base (i.e. Decision (2006) 3602), development of an IT security reference framework, development of an IT security strategy. - Reporting on performance to the Information Security Steering Board (ISSB) - Coordination of the LISO network.	Progress towards adoption of revised Decision 3602	Completed inter service consultation on the proposal by Q3 2016
9-2 IT security: communication, awareness raising and reporting Development of a structured programme for cyber security awareness raising among various stakeholders (end-users, technical staff, decision makers)	IT security: communication, awareness raising: progress towards the approval of a cyber security awareness raising programme with relevant stakeholders.	Agreement including allocation of resources to a structured programme for cyber security awareness raising to launch in 2017.

DIGIT priority 5

Optimise DIGIT's delivery

Specific objective 10: Increased customer focus

In order to increase its customer focus, DIGIT has set up a Customer Orientation Strategy and Roadmap to be implemented and refined over the next 2 years. The strategy paper identified five priorities to transform DIGIT in a trusted business partner: Strategy & Priorities, Listening & Building Relationship, Service Offering, Process & Organisation and Communication. Key deliverables here are the optimisation of processes to deliver end-to-end services and to continuously updated DIGIT's service offer, the improvement of the communication to DIGIT's customers and the development of adequate tools to support DIGIT's customer management activities. A critical success factor for this strategy is DIGIT's ability to complete the cultural change that has started and to allocate the appropriate resources and skills to this area.

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 10: Increased customer focus

Main outputs in 2016

Description	Indicator	Target
10-1 Develop and implement the Customer Orientation Strategy	a) Progress of the implementation of the Customer Orientation Roadmap (source: Customer Orientation Strategy and Roadmap). b) % customer satisfaction (source: Customer Orientation Roadmap).	a) 8 out of the 15 tracks of the Customer Orientation Roadmap implemented in 2016. b) Improved customer satisfaction (2016)

Specific objective 11: Optimised resources management

Building on the initiatives that have been launched over the last years, DIGIT will further set incremental steps to ensure it works efficiently, focusing on the right priorities with an optimised allocation of resources.

A forward looking procurement strategy, streamlined financial processes, a prioritisation of activities to assess and improve the adequacy of its resources allocation or the identification of optimisation opportunities through the implementation of business process reengineering activities will be key in addressing this challenge.

DIGIT priority 5

Optimise DIGIT's delivery

RELEVANT GENERAL OBJECTIVE: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.

Specific objective 11: Optimised resources management

Main outputs in 2016

Description	Indicator	Target
11-1 Optimise business processes in DIGIT: a) Implement - and update if necessary - the business process reengineering (BPR) strategic planning (2015-2017) for the optimisation of internal processes and the allocation of internal resources. b) Follow-up the implementation of BPR reports already issued.	a) Implementation status of the BPR strategic planning. b) Reporting to BPR steering committee on the implementation status of BPR reports.	a) Strategic planning implemented so as to identify concrete proposals for optimisation and improve the efficiency of resources allocation. b) BPR reports implementation regularly reported to the BPR Steering Committee.
Initiative to improve the efficiency of DIGIT's operations		
11-2 Implement and embed the priority management methodology	a) Methodology embedding b) Identification of priority processes and projects and resources reallocation needs c) Identification of potential areas for optimisation	a) Priority management methodology fully embedded in the annual work programme preparation. b) Priorities and resources reallocation needs/possibilities identified for further use as support to the allocation of vacant posts c) Major/Quick wins areas for potential optimisation identified.
11-3 Reinforce a strategic approach to ICT procurement in the Commission through a better use of DIGIT Procurement Board (DPB) - Proactive management of procurement planning setting a link with DIGIT's	Timely and proactive management of the DPB, the internal body at senior management level which defines DIGIT's procurement strategy and oversees its implementation	The DPB holds about 10-12 meetings per year. The unit provides input for the agenda, ensures timely its secretariat and follows up its conclusions.

DIGIT priority 5

Optimise DIGIT's delivery

Management Plan, strategic goals and business opportunities - Discussion of procurement strategies and opportunities in a forum - Sharing of information at an early stage.		
11-4 Introduce a sustainable organisation to better support ICT procurement services provided to the other Institutions Implement a simple but fair chargeback mechanism to compensate DIGIT for the services it provides to the other Institutions in this area.	Signature of Memoranda of Understandings (MoUs) with the Institutions which want to use DIGIT's services in this area	Signature of 50 MoUs by end of 2016
11-5 Streamline budgetary programming in DIGIT through consolidating cost-models and simplifying MoUs (2017) a) Consolidated chargeback: Consolidate MoUs based on Service Catalogue. b) Consolidated cost model: consolidation of cost models in one DIGIT Cost Model from which analytical Information is extracted. c) Improved Budget Programming: - Alignment with DIGIT's work programme (systematic identification of projects & activities); - Better justification and documentation of estimates based on contract data and infrastructure capacities;	a) Identification of baseline services. Apply cost model results to catalogue services. b) Analytical data from the consolidated DIGIT cost model is used in budget programming and chargeback. c) Budget programming improved: - Budget identified for all Processes and projects of the DIGIT WP. - No major remarks from DG BUDG regarding the DB request justification. - Budget directly delegated or co-delegated to DIGIT.	a) Alignment of services in the Catalogue with the Cost Model. Documentation of chargeable services in the Catalogue. Endorsed pricing strategy. b) First consolidated cost calculation. c) DIGIT's actions implemented.

DIGIT priority 5

Optimise DIGIT's delivery

- Multiannual estimates to cover the lifetime of projects; - Consolidation of the IT budget of the Commission.	- Consolidation of IT budget on a reduced number of budget lines	
11-6 Review of the organisation of financial management in DIGIT (2018) a) Financial Information System Setup: - Extend eRequest (low value procedures), eOrdering (goods), eFulfilment (incl. Exception report) - Additional modules (eCatalogue, TRES) - Decommission and replacement of Syslog DG and suspension of AAForms for equipment (goods) b) Review of Financial Circuits: - Simplify & decentralise financial circuits (no SEP, fusion of operational and financial actors) - Harmonise financial circuits (including documentation of procedures & risk-based checklists) c) Balance of ex ante & ex post controls: - Complement ex ante controls (embedded in IS) with risk-based ex post controls. - Adapt and streamline financial controls based on a systematic risk assessment.	a) Transactions (commitments and payments) processed via eProcurement b) Updated financial circuits c) Full documentation of checks, including risks. Methodology for sampling and review.	a) eRequest/eOrdering: 50%; eFulfilment: 50%; eInvoicing: 90% b) Harmonised financial circuits. Further simplification of DIGIT's internal financial workflow. c) Complete analysis and review of controls on commitments and payments based on systematic risk analysis. Implementation depends on progress of the review of financial circuits.
11-7 Revamping of DIGIT's Intranet (internal communication)	New intranet published	Q1 2016

PART 2.

Organisational Management

This part presents the main outputs for 2016 linked to the relevant organisational objectives of the Strategic Plan covering the domains of human resource management; financial management; Internal control and Risk Management; information management⁴ and external communication activities.

A. Human Resource Management

In 2016 several HR-related initiatives will be launched in DIGIT. Taking stock of the new structure and share of tasks in the HR unit, DIGIT will be able to implement a totally new Talent Management Framework. Several concrete actions are planned for 2016 touching upon issues like mobility, career development, well-being, etc. Such actions will be steered by a Committee composed of staff from all Directorates and placed under the authority of DIGIT senior management. Moreover, in 2016 DIGIT will also implement a new concept and delivery model for learning and developments actions with important changes both in terms of allocation of budget and initiatives implemented. Finally, the reporting function in HR will be professionalised and systematised via regular and coherent reports to senior management.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

Main outputs in 2016:

Description	Indicator	Target
Staff engagement	Number of actions in the Talent Management and L&D frameworks focusing on staff engagement and satisfaction	• Improvement compared to staff survey 2014 (> 65.7) • Several actions in the Talent management framework aim at strengthening staff engagement and satisfaction. Based on the results of the 2014 staff survey DIGIT will focus on well-being, mobility, career perspectives, balance between working/private

⁴ "Information management" refers to a broader scope encompassing data, document/information and knowledge management.

PART 2. Organisational Management

		life. • In this context, a Talent Management Steering Committee is open to interested members of staff, with a view to build on personal/professional interest in many different work-related areas.
Female representation in middle management	• Number of women in MM posts • Women in deputy Head of Unit, Head of Sector and Team Leader functions	• +1 or +2 (depending on vacancies) • A networking event for women is planned for 08 March 2016 to share good practices on various areas related to career progression, including preparing for interviews, stress management, addressing conflicts, etc. Moreover all women eligible for middle management positions will be offered bi-lateral coaching and pro-active RELOP guidance to identify - and prepare for - the most appropriate future career moves.
Well-being	Actions in the context of Talent Management and L&D frameworks aimed at implementing fit@work principles, especially taking into account the move of Brussels staff to an open space work environment	Measures foreseen to tackle the significant changes affected DIGIT staff since 2014: • Preparation of move to open space building in Brussels (visits, information sessions, contacts with staff representatives ...) • Involvement of staff in the early stages of the project and set-up of a "chambre d'écoute" to liaise with staff and collect concerns and feedback in preparation to the move to the new work environment.

PART 2. Organisational Management

		• Increase of flexible working arrangements • Focus on fit@work aspects • Specific actions in Talent Management framework
Monitoring and reporting on the implementation of HR policies	Availability of monthly scoreboards and monitoring tables including staffing levels, vacant posts, absence	Monthly scoreboards available to DIGIT management
Implement actions foreseen in the Talent Management (TM) plan, with particular emphasis on mobility & gender diversity	Appropriate indicators to be identified as part of the TM implementation plan	Respect of deadlines proposed in the implementation plan for TM
Develop and implement a strategy for Learning & Development (L&D) in DIGIT: - Implement core actions proposed in the L&D strategy - Centralise financial management of L&D budget	a) Number of L&D actions proposed internally in line with the L&D framework b) Centralised management on L&D budget from January 2016, in line with relevant financial provisions c) Number of colleagues involved in (internal or external) L&D actions	a) Timely and consistent implementation of actions proposed in the L&D strategy b) Budget execution > 95% c) Increase number of DIGIT staff involved in L&D actions (compared to 2015)

PART 2.

Organisational Management

B. Financial Management: Internal control and Risk management

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

Main outputs in 2016:

Description	Indicator	Target
Revise DIGIT's control strategy	Revised control strategy delivered	Revised control strategy available in 2016

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

Main outputs in 2016:

Description	Indicator	Target
Embed dynamic risk management in DIGIT's Work Programme	a) Risks identified and assessed for all processes of the work programme b) Risks up-to-date in the work programme c) Risk register materialised by the work programme	a) Risks identified for all processes b) Risks reviewed at least twice a year c) Semi-automated risk register built from the work programme

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.

Main outputs in 2016:

Description	Indicator	Target
Full implementation of the anti-fraud strategy	Implemented anti-fraud strategy.	Anti-fraud strategy implemented (2016).

PART 2.

Organisational Management

C. Information management aspects

DIGIT has several ongoing actions in the areas of data, big data, information management and knowledge management (see outputs 1-13 and 1-14 in part 1) that will help the Commission to move forward in the different areas of concern. The main objective is to have them coordinated, to avoid doing twice the same and to take benefit one of each other. DIGIT's motto is in this respect to "think big, start small and scale fast if the results are positive".

The document management function is very well established in DIGIT and the DG scores quite well when compared to other DGs, also taking into account the turn-over of relevant staff. In 2016 DIGIT will make efforts to further improve its performance in this domain.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Main outputs in 2016:		
Description	Indicator	Target
Maintain effective document management system (mature procedure in DIGIT) If/where appropriate, review procedures in place with a view to optimise the process	Overall compliance with the composite indicator published annually by the Secretariat General	Compliance maintained

D. External communication activities

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.		
Main outputs in 2016:		
Description	Indicator	Target
ISA ² programme promotion, communication	Preparation of a Communication Strategy	A new Communication Strategy is approved by the concerned stakeholders by Q2 2016.
Implementation of a CEF building blocks platform (website).	Published	Q2 2016
Integration of DIGIT's Europa website to the new Europa	Integration finalized	Q2 2016

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Organisation of a Hackathon	Completed and successful	Q2 2016
Organisation of DIGIT ICT conference	Completed and successful	Q4 2016

For external communication overall spending:

Annual communication spending (based on estimated commitments in €):		
	Baseline (Year n-1)	Target (Year n)
ISA / ISA2 related	785.000	600.000
CEF related	450.000	1.900.000
DIGIT ICT conference	0	60.000
Total:	1.235.000	2.560.000