

# Annual activity report 2022

## annexes

EUROPEAN PERSONNEL SELECTION OFFICE

## Table of Contents

ANNEX 1:	Statement of the Director(s) in charge of Risk Management and Internal Control.....	3
ANNEX 2:	Performance tables.....	4
ANNEX 3:	Draft annual accounts and financial reports .....	20
ANNEX 4:	Financial scorecard - EPSO.....	35
ANNEX 5:	Materiality criteria.....	38
ANNEX 6:	Relevant Control System(s) for budget implementation (RCSs).....	39
ANNEX 7:	Specific annexes related to "financial management".....	45
ANNEX 8:	Specific annexes related to "assessment of the effectiveness of the internal control systems".....	51
ANNEX 9:	Specific annexes related to "Control results" and "Assurance: Reservations".....	52
ANNEX 10:	Reporting – Human resources, digital transformation and information management and sound environmental management.....	53
ANNEX 11:	Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (not applicable).....	57
ANNEX 12:	EAMR of the Union Delegations (not applicable).....	57
ANNEX 13:	Decentralised agencies and/or EU Trust Funds (not applicable).....	57
ANNEX 14:	Reporting on the Recovery and Resilience Facility (not applicable).....	57

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

## **Statement of Assurance for “Shared Resources Services”**

### **For DG HR Services**

I declare that in accordance with the Commission’s communication on the internal control framework<sup>1</sup>, I have provided my advice and recommendations on the aspects of financial management and internal control in 2022 in EPSO that fall under the responsibility of DG HR.

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

Date: 17 April 2023

Christina Vlassis  
Internal Control Coordinator (DG HR)

### **For EPSO**

I declare that in accordance with the Commission’s communication on the internal control framework<sup>2</sup>, I have at my disposal all advice and recommendations on the overall state of internal control in 2022 in EPSO as a complement to the aspects covered by DG HR.

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

Date: 17 April 2023

Antonio Friz  
Acting Head of Unit, Corporate Services unit in  
EPSO

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<sup>1</sup> C(2017)2373 of 19.04.2017.

<sup>2</sup> C(2017)2373 of 19.04.2017.

## ANNEX 2: Performance tables

### General objective 7: A modern, high performing and sustainable European Civil Service

**Impact indicator 1:** Image of the European Union

**Explanation:** This indicator is based on the question ‘In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?’ The indicator gives the share of positive and fairly positive views on this question.

**Source of the data:** Eurobarometer

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2022)
43% (EU27)	Increase	Increase	45% (EU27)

**Impact indicator 2:** Staff engagement index in the European Commission

**Explanation:** Staff engagement measures staff’s emotional, cognitive, and physical connection to the job, organisation and the people within it.

**Source of the data:** European Commission 2021 staff survey

Baseline (2018)	Interim Milestone (2021)	Target (2024)	Latest known results (2022)
69%	Increase	Increase	72% (+3%, 2021 Staff Survey)

**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.**

**Result indicator:** Laureate delivery rate (administrators, assistants, linguists, specialists: meeting the targets set out in the Notices of Competition).  
**Source of data:** Notices of Competition, Reserve lists in Recruiter Portal

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
≥ 90% of the cumulative published target figures	≥ 90% of the cumulative published target figures	Maintain or increase	97,7%

**Result indicator:** Number of candidates tested  
**Source of data:** Calls for Expression of Interest, CAST P lists in Recruiter Portal

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
All pre-selected candidates are invited for testing on time. New profiles are being integrated according to the needs of the institutions.	All profiles requested by the EU institutions are being integrated on a regular basis. Furthermore, EPSO is providing the required testing of candidates as per the Calls for Expression of Interest.	EPSO continues to integrate all profiles requested by the institutions on a regular basis and to provide the required testing of candidates as per the Calls for Expression of Interest. The ultimate goal is to provide an even more cost-efficient and effective selection process.	Recruiters shortlisted 7,439 applications, and 5,741 tests were delivered.

**Result indicator:** Strategic 3-year planning established on time  
**Source of data:** EPSO, EPSO Working Group and EPSO Management Board

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
The 2020 strategic planning exercise, covering the period 2020-2022, was completed by endorsement of the EPSO Management Board in October 2019.	The 2023 strategic planning exercise, covering the period 2024-2026, to be completed by endorsement of the EPSO Management Board in October 2022.	Complete strategic 3-year planning exercise before October each year in cooperation with the Institutions.	Following discussions at EPSO’s Management Board level, the entire planning process has been revamped to further align the needs of the EU institutions and EPSO’s capacity to deliver, as well as increase planning predictability, starting with Strategic Foresight Workshops which took place in December 2022. Follow-up meetings bilaterally with the institutions is planned for January and February 2023 to gather the needs of the institutions as agreed. The outcome of this process will be presented to the Management Board in June 2023 for the long-term planning as well as the envisaged publications in 2024.

<b>Result indicator:</b> Timely delivery of accurate certification examinations in compliance with the Institutions' requirements			
<b>Source of data:</b> EPSO			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
All candidates tested within the deadline and list of certified Officials delivered on time.	100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions.	EPSO continues a 100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions.	All 131 candidates were tested within the deadline and list of certified Officials was delivered on time.
<b>Main outputs in 2022:</b>			
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
Completed open competitions: new reserve lists are established for all categories of officials (AD, AST and AST/SC).	Delivery rate of successful candidates, as set out in the legally binding texts (Notices of Competition) completed during 2022.	≥90% of the cumulative target figures of successful candidates for reserve lists of open competitions completed by 31 December 2022.	97,7% During 2022 EPSO succeeded to complete most of the competitions impacted (and delayed) by the pandemic, with only a few reserve lists still to be delivered by the beginning of 2023.
Completed tailored selection procedures: 1) new lists of aptitude established for temporary agents 2) new reserve lists established for internal competitions and testing organised for Junior Professionals Programme (JPP).	Delivery rate of successful candidates, as set out in the legally binding texts (Notices of Competition or Calls for expression of interest) completed during 2022.	≥90% of the target figures for each tailored selection procedure completed by 31 December 2022.	113,1% for temporary agents' selections and an internal competition 1) 8 new lists of aptitude established for temporary agents 2) 1 new reserve list established for an internal competition and 1,000 candidates tested in the context of the Junior Professionals Programme (JPP).

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
CAST Permanent selection procedure (regular testing of pre-selected candidates and introduction of new profiles).	Candidates pre-selected by the EU 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 pre-selected by the EU institutions are tested within agreed deadlines throughout 2022.	Target met. Recruiters shortlisted 7,439 applications, and 5,741 tests were delivered during 2022.
	In order to meet the EU institutions' needs, EPSO will introduce new profiles into CAST P (with appropriate test content).	New profiles/ new test content added at the request of EU institutions.	The new building profile requested by the EU institutions was introduced with an addendum to the Call published in March 2022. The preparatory works for adding security profiles have been suspended until 2023 awaiting the outcome of the tender procedure for test delivery and the discussions on the CAST process in general.
New framework contracts for delivery of computer-based tests and online interviewing (2 Lots).	Procurement procedures concluded (CBT) or advanced for conclusion in Q1 2023 (online interviewing).	CBT contract awarded	The tender has been completed successfully with contracts awarded for both Lots.
New framework contract for test content to implement transition and new competition models.	Procurement procedures launched and contract in place on time	Draft technical specifications and other tender documents finalised by May 2022.	Framework contract was published in 2022 and will be awarded in 2023
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.	Target met

**Specific objective 2:** Improve EPSO's selection methods.

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

**Source of the data:** Notices of Competition, Call for expression of interest, AC management tool, markers' module

Baseline (2019)	Interim Milestone		Target (year + explanation how the target was agreed)	Latest known results (2022)
	(2022)			
The EPSO Assessment Centre is delivered in different modules and phases, relying on the use of efficient talent-ranking methods and remote technologies.	<p>Improve balance between general and specific competencies and enhance more remote assessment.</p> <p>More flexibility for Selection Boards and improved quality at the preliminary phase of the selection process.</p>	...	More digitalised and technology-based selections for improvement of quality and efficiency	<p>Innovations in 2022 included the development work on the use of AIG (Automated Item Generation) in assisting Subject Matter Experts to develop a sufficient data base of items for delivery in field related and MCQ tests resulting in a significant saving in the time required by the Institutions Subject Matter Experts (SMEs).</p> <p>In 2022 EPSO finalised the work on the revised training including e-learning modules for Selection Boards including specific modules for Chairs and Vice Chairs. This development has provided the SB with more flexibility to follow training at their own pace but in time to participate in Assessment Centre as board member.</p>

**Main outputs in 2022:**

**Other important outputs**

Output	Indicator	Target	Latest known results (situation on 31/12/2022)



Design alternative format for AD5 generalist competition.	An options paper is provided to the EU institutions outlining alternative format for AD5 generalist competition (subject to agreement of EPSO's Management Board).	Spring 2022	New format proposed: reasoning pass basis, Digital/EU knowledge ranking
Introduction of computer assisted methodologies.	<ul style="list-style-type: none"> <li>• Ranked Talent Screener</li> <li>• Automated Item Generation</li> </ul>	January 2022 Mid-2022	Ranked Talent screener and Automated Item Generation deployed
Introduce a transition competition model for specialist competitions.	An options template for AD and AST specialist competitions is provided to the EU institutions from the outset of planning discussions.	Spring 2022	Options provided in view of the new EPSO competition model
Adapt test portfolio according to new competency framework and competition models.	EPSO will review its available portfolio of tests and propose new or adapted tests to cater for ongoing and future needs (subject to agreement by EPSO's Management Board).	Mid 2022	New tests and new format proposed and agreed
Revised competency framework - initiate communication campaign.	<p>A communication roadshow to all EU institutions is launched to inform them about the key changes in the revised competency framework, with potential implications for learning and testing development.</p>	Spring 2022	Communication roadshow completed, competencies and anchors published

Implement new selection framework for specialist competitions.	Results of the pilots launched in late 2021 will be thoroughly analysed and provide a solid basis for a proposal for a new competition model for specialist competitions.	Mid 2022	Proposal of the new model based on multiple choice questionnaire in the field
Optimise the efficiency of Selection Boards.	Introduce a revised on-boarding programme for all non-Permanent Selection Board Members detailing the EPSO journey from beginning to end.	Spring 2022	On boarding report provided and new Selection board composition proposed
Adapt training offer for Selection Boards.	Develop eLearning and other blended training options for all Selection Board members.  Develop specific blended training options for Chairs of Selection Boards.	Spring 2022	E-learning developed, deployed and already in use. New training modules for Chairs are available

**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.**

**Result indicator:** candidate satisfaction rate with EPSO's selection procedures: pre-selection-stage and Assessment Centre

**Source of the data:** Candidates' satisfaction surveys (following computer-based tests and oral tests)

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
Oral tests (Assessment Centre): ≥73% satisfied/very satisfied (of which at least 32% very satisfied).	Oral tests (Assessment Centre): ≥80% satisfied/very satisfied (of which at least 40% very satisfied)	Oral tests (Assessment Centre): ≥90% satisfied/very satisfied (of which at least 50% very satisfied)	Oral tests (Assessment Centre): 63% (36% satisfied and 27% very satisfied). Percentages continued the upward trend of 2021. We observe a significant increase (+45%) in the number of candidates which replied to the Assessment Centre survey in 2022 (1312) compared to 2021 (901).
CBT Tests: ≥90% satisfied.	CBT Tests: ≥Achieve pre-Covid levels of 90% satisfaction rate among candidates who sat the CBT tests. Rates set as part of EPSO's ambition to provide high quality, efficient and effective selection procedures.	CBT Tests: Maintain the satisfaction rate of ≥90% of candidates who sat the CBT tests also in line with EPSO's ambition to provide high quality, efficient and effective selection procedures.	CBT Tests: The overall candidate satisfaction rate with EPSO's computer-based tests declined between 2021 and 2022 from 89% to 85% <sup>3</sup> . This decline was solely due to teething problems with the delivery of a first big-scale remotely proctored testing event. Excluding this event, the overall satisfaction rate was the same as for 2021, that is 89%. <i>A lesson learnt</i> exercise with EPSO's contractor resulted in several action points which are now being implemented with a view to improving the candidates' experience with remote testing, going forward. EPSO's ambition is to get the satisfaction rate back on target in 2023.

**Result indicator:** Strong awareness of the EU Careers brand, especially online and on-campus.

**Source of data:** EPSO

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
Number of visits of the EU	General target: Annual	Maintain the same annual increase rate for	4,605,908 (13,7% decrease compared to 2021).

<sup>3</sup> A weighted average of the number of participants and the overall satisfaction rate for a specific test.

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
Careers website: 4,519,990	increase of sessions by 10%	the number of sessions of the EU Careers website.	
		Sustain an accessible website (AA standard, according to the UN Convention on the rights of persons with disabilities) with regular screening exercises.	The annual accessibility screening exercise took place in May 2022 on the new website before its launch, as it was not useful to screen the “old” website to be soon unpublished. Based on this evaluation, a few technical fixes were done already before the launch of the new website, and some minor changes are still to be done to fully meet the WCAG 2.1, Conformance Level AA. They will be implemented on the Drupal 9 website in 2023. The next accessibility screening will be done in 2023.
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
Social media engagement (number of followers on all social media channels and engagement rates)	Average annual growth of followers per channel: Facebook 5%, LinkedIn: 12%, Instagram: 20%, Twitter: 2%  Target engagement (monthly average): Facebook: 3,000, LinkedIn 1,500, Instagram, 1200, Twitter: 300	Maintain the same rate of growth for the number of followers and the monthly average target for engagement.	Growth of followers per channel in 2022: Facebook: +2.15%, LinkedIn: +32.45%, Instagram: +25.44%, Twitter: +2.5%.  Average interactions per month (metric showing involvement of audience with content includes likes, shares, comments): Facebook: 1200; LinkedIn: 2154; Instagram: 2100; Twitter: 260.
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2022)
Outreach via promotional activities (number of events and visitors, number of applicants): • 970 events (including	Maintain the number of activities (events organised by ambassadors and visitors/participants of other	Maintain the number of activities (events organised by ambassadors and visitors/participants of other events).	401 events took place during the year. Due to the pandemic, most events took place remotely. The number of events has decreased compared to 2021

<p>Ambassador events)</p> <ul style="list-style-type: none"> <li>• 16,843,662 number of page views EU Careers brand</li> <li>• 4,519,990 number of visits on EU Careers website.</li> </ul> <p>Total number of applicants in EPSO selection procedures/competitions: 42.606 (excl. CAST P)</p>	<p>events).</p> <p>Establish possible links between the number of events and number of applicants in selection procedures.</p>	<p>Establish possible links between the number of events and number of applicants in selection procedures.</p>	<p>(964).</p> <p>Total number of applicants in EPSO selection procedures/competitions: 26,257 (excl. CAST P and internal competitions).</p>
<p><b>Result indicator: Targeted communication actions implemented aiming at attracting more talent with disabilities and specific needs.</b></p> <p><b>Source of data:</b> Data base of organisations representing disability, EPSO unit.04</p>			
<p><b>Baseline</b> (2019)</p>	<p><b>Interim Milestone</b> (2022)</p>	<p><b>Target</b> (2024)</p>	<p><b>Latest known results</b> (2022)</p>
<p>A call for collaboration to all EU organisations involved in the promotion and welfare of EU citizens with disabilities was launched on 03/12/2019.</p>	<p>Disability monitoring tool implemented in the application form.</p>	<p>Potential corrective measures and additional actions implemented based on the monitoring's results.</p>	<p>The call for cooperation to all EU diversity and inclusion organisations remains open and offers the possibility to join EPSO's network of partner organisations in diversity and inclusion. All organisations registered in the data base receive information material about EPSO's competitions on a regular basis. Enhanced cooperation is ongoing for 9 identified (umbrella) European diversity organisations, representing various underrepresented groups.</p> <p>Diversity-related questions were prepared for integration in the candidates' EPSO account to systematically collect diversity data on candidates. In the long run, a monitoring tool will be delivered in the context of the HRT project.</p>
<p>In 2019, EPSO received 331</p>	<p>Targeted communication</p>	<p>Increased number of candidates (500) with</p>	<p>In 2022, the total number of requests for special</p>

requests for special adjustments of selection tests (competitions and selections).	actions and monitoring extended to other diversity and focus groups.	disabilities and specific needs (at least 10% compared to the baseline) applying to EPSO competitions and selections	adjustments was 370.  Several outreach activities dedicated to attracting more candidates with disabilities took place during 2022. For example, participation in the Global Careers fair for persons with disabilities, and sharing of communication material with disability partner organisations. The guide for specific adjustments requests and the respective brochure were revised, making them both digitally accessible.
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**Main outputs in 2022:**

**External communication actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
<b>Communication with citizens and candidates</b>			
E-mail queries by individual candidates and citizens are answered in the respective, one of 24 official EU languages within the required deadlines.	<ul style="list-style-type: none"> <li>Ratio of queries per application dealt with in time by EPSO's Candidate Contact Service (CCS)</li> </ul>	<ul style="list-style-type: none"> <li>In 2022, 90% of queries followed-up by CCS within the required deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>96% of queries were dealt within the deadline</li> </ul>
Ensure coherent communication to candidates through the various channels (Candidate accounts, website, replies).	<ul style="list-style-type: none"> <li>Satisfaction rate about communication in the candidate satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>80% satisfaction rate about communication in the candidate satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>EU Careers website: 54% satisfaction rate (20% neutral)</li> <li>Candidate Contact Service: 59% satisfaction rate (26% neutral)</li> <li>EDCC: 30% satisfaction rate (66% neutral)</li> </ul>
<b>EU Careers website</b>			
Increase visibility of website in view of reaching targeted and diverse audiences.	<ul style="list-style-type: none"> <li>Number of sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Above 5 500 000 by end 2022.</li> </ul>	<ul style="list-style-type: none"> <li>4,605,908 (compensated by increase in social media exposure)</li> </ul>

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
Improved user experience by implementing an upgraded layout, content and functionalities	<ul style="list-style-type: none"> <li>Timely launch of new website with improved layout, content, and functionalities</li> </ul>	<ul style="list-style-type: none"> <li>First semester 2022.</li> </ul>	<ul style="list-style-type: none"> <li>New website was launched in June 2022</li> </ul>
Achieving the WCAG 2.1. conformance level AA.	<ul style="list-style-type: none"> <li>Annual accessibility check of new website.</li> </ul>	<ul style="list-style-type: none"> <li>Second semester of 2022</li> </ul>	<ul style="list-style-type: none"> <li>A check was done in May/June on the new website before launching it</li> </ul>
<b>Social Media strategy and initiatives</b>			
Enhance visibility on social media, by increasing the number of followers.	<ul style="list-style-type: none"> <li>Number of followers.</li> </ul>	By end 2022, target number of followers: <ul style="list-style-type: none"> <li>Facebook: 450 000 (437 000 in Jan 2022)</li> <li>Twitter: 40 000 (38 000 in Jan 2022)</li> <li>LinkedIn: 200 000 (147 000 in Jan 2022)</li> <li>Instagram: 60 000 (50 000 in Jan 2022)</li> </ul>	Number of followers: <ul style="list-style-type: none"> <li>Facebook: 439 303</li> <li>Twitter: 39 057</li> <li>LinkedIn: 196 247</li> <li>Instagram: 61 792</li> </ul>
<b>Outreach strategy</b>			
Preparation, adoption, and implementation of an Outreach strategy.	<ul style="list-style-type: none"> <li>Timely preparation and adoption of the strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation, finalisation, and adoption latest in Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Finalisation ongoing</li> </ul>
	<ul style="list-style-type: none"> <li>Number of actions implemented.</li> </ul>	<ul style="list-style-type: none"> <li>40% of actions implemented in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>40 % of actions duly implemented in 2022.</li> </ul>
Effectiveness of promotional and outreach events (in-person and online).	<ul style="list-style-type: none"> <li>Number of attendees.</li> </ul>	<ul style="list-style-type: none"> <li>20 000 visitors/attendees per year.</li> </ul>	<ul style="list-style-type: none"> <li>13142 visitors/attendees in 2022.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of outreach events.</li> </ul>	<ul style="list-style-type: none"> <li>90 outreach events per year.</li> </ul>	<ul style="list-style-type: none"> <li>142 outreach events organised in 2022.</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of outreach events in underrepresented countries.</li> </ul>	<ul style="list-style-type: none"> <li>90% of total number of events, all of which planned to take place with underrepresented Member States</li> </ul>	<ul style="list-style-type: none"> <li>80 % of total number of events targeting underrepresented Member States.</li> </ul>
Finalise the bilateral meetings with all Member States	<ul style="list-style-type: none"> <li>Number of meetings with Member States organised</li> </ul>	<ul style="list-style-type: none"> <li>27 meetings by early 2022.</li> </ul>	<ul style="list-style-type: none"> <li>27 meetings organised by the end of January 2022.</li> </ul>

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
regarding motivational factors of citizens to join the EU Institutions and help Member States to update or establish national action plans to address the identified issues.	<ul style="list-style-type: none"> <li>Establishment of an action plan for the Outreach unit.</li> </ul>	<ul style="list-style-type: none"> <li>Q2 2022.</li> </ul>	<ul style="list-style-type: none"> <li>Q1 2022 establishment of an Action Plan for Member States</li> </ul>
<b>EU Careers Student Ambassadors</b>			
Maintain or increase the number of universities represented in all Member States with a focus on high quality, and with a special emphasis on under-represented countries.	<ul style="list-style-type: none"> <li>Number of universities from across all EU Member States participating in the programme.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain or increase number of universities represented to 160</li> </ul>	<ul style="list-style-type: none"> <li>162 universities were represented</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of Student Ambassadors in under-represented Member States</li> </ul>	<ul style="list-style-type: none"> <li>80% of Student Ambassadors come from the under-represented Member States.</li> </ul>	<ul style="list-style-type: none"> <li>80% from under-represented Member States</li> </ul>
<b>EU Careers Staff Ambassadors</b>			
Increase the number and diversity of Staff Ambassadors.	<ul style="list-style-type: none"> <li>Number of Staff Ambassadors with a diverse profile.</li> </ul>	250 Staff Ambassadors by end of 2022, from under-represented Member States.	<ul style="list-style-type: none"> <li>270 Staff Ambassadors with a diverse profile.</li> </ul>
<b>Diversity and Inclusion</b>			
Implement new outreach and communication activities for EPSO's diversity target groups to increase the diversity of the talent pool, with a special focus on ethnic minorities.	<ul style="list-style-type: none"> <li>Number of actions implemented per diversity target group</li> </ul>	<ul style="list-style-type: none"> <li>At least one action implemented for each identified diversity target group in 2022.</li> </ul>	<ul style="list-style-type: none"> <li>For each identified diversity target group, a diversity (umbrella) European organisation has been contacted bilaterally for further enhanced cooperation with EPSO's Outreach unit. For one organisation representing ethnic minorities a targeted info-session was organised.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of diversity organisations in EPSO's database.</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in the number of diversity organisations.</li> </ul>	<ul style="list-style-type: none"> <li>220 diversity organisations are registered in the database.</li> </ul>



<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
Implementation of EPSO's contribution to the EU Anti-Racism Action Plan.	<ul style="list-style-type: none"> <li>Equality and Diversity monitoring tool implemented (in candidate's account or application form) to collect precise data, including ethnicity</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the monitoring tool in 2022 in collaboration with DIGIT.</li> </ul>	<ul style="list-style-type: none"> <li>Two pilot diversity surveys were run with the EU Careers Student and Staff Ambassadors to collect data.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify blocking factors preventing (ethnic) minorities from applying to EU careers</li> </ul>	<ul style="list-style-type: none"> <li>Survey on blocking factors with diversity organisations launched mid-2022.</li> </ul>	<ul style="list-style-type: none"> <li>Specific diversity questions were prepared to be integrated in the candidates' EPSO account to systematically collect diversity data of candidates. In the long run, a monitoring tool will be developed in the context of the HRT project.</li> <li>Participating diversity organisations were identified and the preparatory analysis of blocking factors started in 2022 to organise several focus group meetings in 2023.</li> </ul>
<b>Other important outputs</b>			
<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> (situation on 31/12/2022)
<b>Internal Communication</b>			
Internal Communication Network to collaborate with all units to produce pertinent and EPSO-specific content for EPSO's intranet.	Number of clicks on EPSO intranet.	Increase 30% the visits/clicks.	2022: 43,932 (+4%) 2021: 42,158
	Number of articles published on the Intranet.	1-2 articles published per week.	EPSO/EuSA articles: 2022: 113 (+95%) – 2 articles per week (average) 2021: 58
<b>Candidate satisfaction</b>			
Candidate satisfaction surveys are sent on time (within one month) to all participants of the assessment centres.	Timely delivery of the survey.	100% of candidates who completed the Assessment Centre have received the survey within one month.	In 2022, following the reception of the names of candidates, who completed the Assessment Centre, 100% of satisfaction surveys were sent within one month.

**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.

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

**Source of the data:** EPSO

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> <b>(2022)</b>
100% of files evaluated within the deadline (636 files in total).	100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.	100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.	100% of files evaluated within the deadline (777 files in total).

**Result indicator:** Timely delivery of linguistic tests

**Source of data:** EPSO

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> <b>(2022)</b>
All candidates tested within the deadline (291 candidates tested in total).	100% satisfaction by the end of each year of requests received for testing third language capabilities	100% satisfaction by the end of each year of requests received for testing third language capabilities	All candidates tested within the deadline (497 candidates tested in total).

**Main outputs in 2022:**

**Other important outputs**

<b>Output description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> <b>(situation on 31/12/2022)</b>
Delivery of assessments of linguistic ability by EPSO and the evaluation committees to satisfy the requirements of Article 45(2) and	Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates.	100% evaluation of files (diplomas and certificates) submitted within the deadline.	100% evaluation of files (diplomas and certificates) submitted within the deadline.

Article 85(3) of CEOS.			
Delivery of assessments of linguistic ability by EPSO and the external service providers to satisfy the requirements of Article 45(2) and Article 85(3) of CEOS.	Timely delivery of linguistic tests of level B2 in quarterly sessions.	100% satisfaction of requests received for testing third language capabilities.	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	86 % satisfaction rate of candidates who replied to the satisfaction survey.

## ANNEX 3: Draft annual accounts and financial reports

AAR 2022 Version 3

### Annex 3 Financial Reports - DG EPSO - Financial Year 2022

**Table 1: Commitments**

**Table 2: Payments**

**Table 3: Commitments to be settled**

**Table 4: Balance Sheet**

**Table 5: Statement of Financial Performance**

**Table 5 Bis: Off Balance Sheet**

**Table 6: Average Payment Times**

**Table 7: Income**

**Table 8: Recovery of undue Payments**

**Table 9: Ageing Balance of Recovery Orders**

**Table 10: Waivers of Recovery Orders**

**Table 11: Negotiated Procedures**

**Table 12: Summary of Procedures**

**Table 13: Building Contracts**

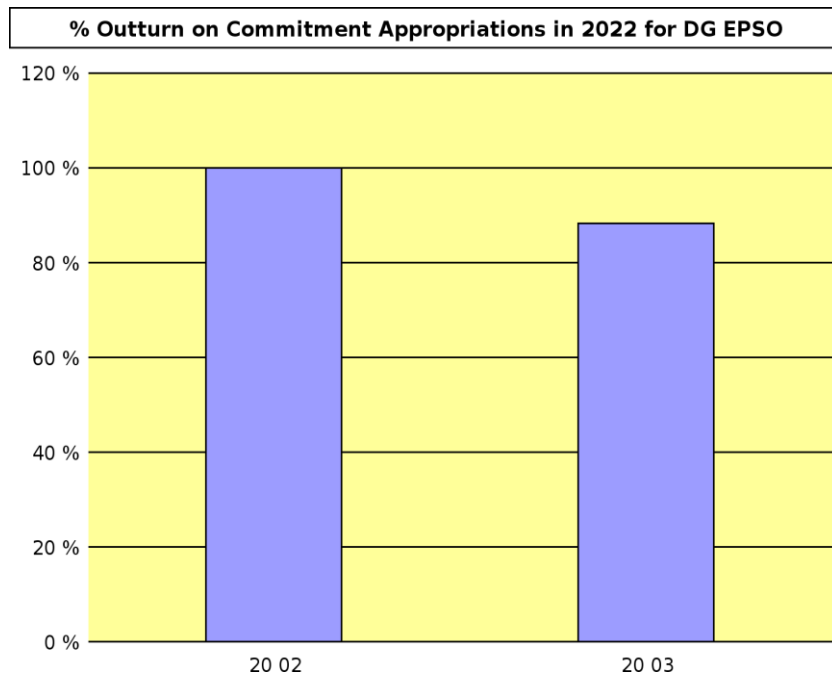
**Table 14: Contracts declared Secret**

**Table 15: FPA duration exceeds 4 years**

**Table 16: Commitments co-delegation type 3 in 2022**

<b>TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2022 (in Mio €) for DG EPSO</b>					
			<b>Commitment appropriations authorised*</b>	<b>Commitments made</b>	<b>%</b>
			1	2	3=2/1
<b>Title 20 Administrative expenditure of the European Commission</b>					
20	20 02	Other staff and expenditure relating to persons	0.16	0.16	100.00 %
	20 03	Administrative Operating expenditure	8.70	7.68	88.26 %
<b>Total Title 20</b>			<b>8.86</b>	<b>7.84</b>	<b>88.47 %</b>
<b>Total Excluding NGEU</b>			<b>8.86</b>	<b>7.84</b>	<b>88.47 %</b>
<b>Total DG EPSO</b>			<b>8.86</b>	<b>7.84</b>	<b>88.47 %</b>

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

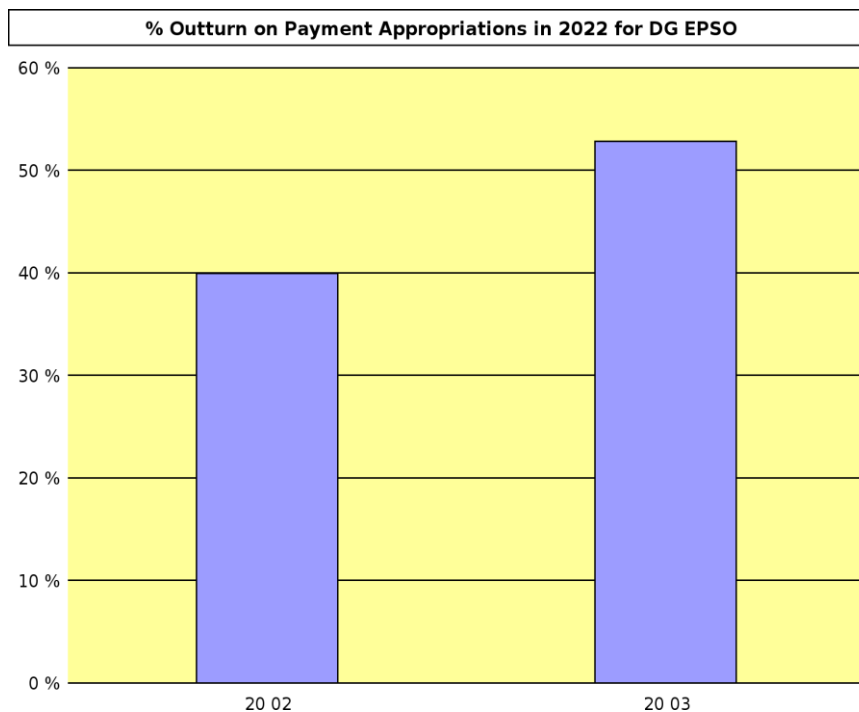


Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date: 20/02/2023

<b>TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2022 (in Mio €) for DG EPSO</b>					
			<b>Payment appropriations authorised *</b>	<b>Payments made</b>	<b>%</b>
			<b>1</b>	<b>2</b>	<b>3=2/1</b>
<b>Title 20 Administrative expenditure of the European Commission</b>					
20	20 02	Other staff and expenditure relating to persons	0.16	0.06	39.91 %
	20 03	Administrative Operating expenditure	13.06	6.90	52.81 %
<b>Total Title 20</b>			<b>13.22</b>	<b>6.96</b>	<b>52.65%</b>
<b>Total Excluding NGEU</b>			<b>13.22</b>	<b>6.96</b>	<b>52.65%</b>
<b>Total DG EPSO</b>			<b>13.22</b>	<b>6.96</b>	<b>52.65 %</b>

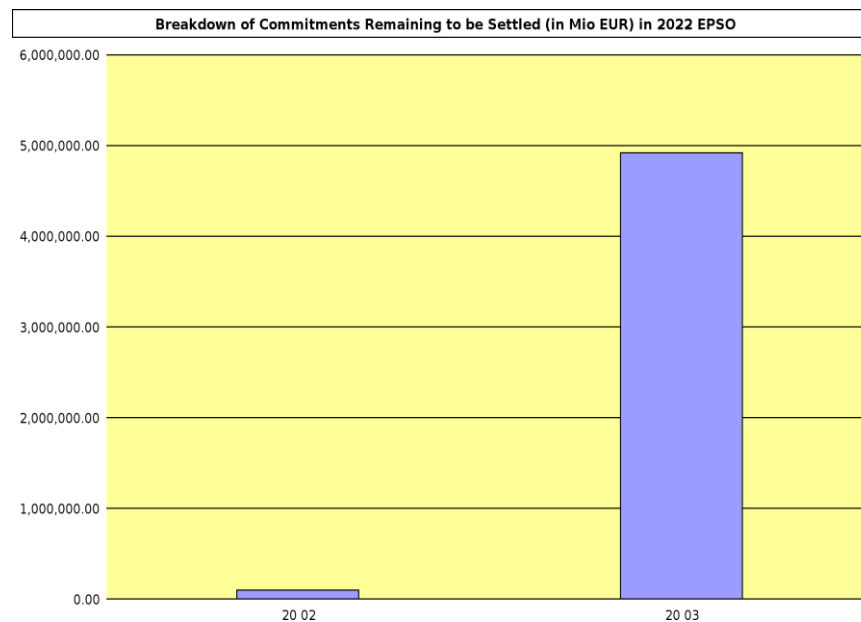
\* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).



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

Refresh date: 20/02/2023

TABLE 3: BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2022 (in Mio €) for DG EPSO									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2021	Total of commitments to be settled at end of financial year 2022	Total of commitments to be settled at end of financial year 2021
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Other staff and expenditure relating to persons	0.16	0.06	0.10	60.09%	0.00	0.10	0.00
	20 03	Administrative Operating expenditure	7.68	2.76	4.92	64.09%	0.00	4.92	4.36
<b>Total Title 20</b>			<b>7.84</b>	<b>2.82</b>	<b>5.02</b>	<b>64.01%</b>	<b>0.00</b>	<b>5.02</b>	<b>4.36</b>
<b>Total Excluding NGEU</b>			<b>7.84</b>	<b>2.82</b>	<b>5.02</b>	<b>64.01%</b>	<b>0.00</b>	<b>5.02</b>	<b>4.36</b>
<b>Total for DG EPSO</b>			<b>7.84</b>	<b>2.82</b>	<b>5.02</b>	<b>64.01 %</b>	<b>0.00</b>	<b>5.02</b>	<b>4.36</b>



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

Refresh date: 20/02/2023

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

<b>BALANCE SHEET</b>	<b>2022</b>	<b>2021</b>
A.I. NON CURRENT ASSETS	0.00	0.00
A.I.1. Intangible Assets	0.00	0.00
A.II. CURRENT ASSETS	27,475.00	3,360.00
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	27,475.00	3,360.00
<b>ASSETS</b>	<b>27,475.00</b>	<b>3,360.00</b>
P.II. CURRENT LIABILITIES	-250.00	0.00
P.II.4. Current Payables	-250.00	0.00
P.II.5. Current Accrued Charges & Defrd Income	0.00	0.00
<b>LIABILITIES</b>	<b>-250.00</b>	<b>0.00</b>
<b>NET ASSETS (ASSETS less LIABILITIES)</b>	<b>27,225.00</b>	<b>3,360.00</b>

P.III.2. Accumulated Surplus/Deficit		70,653,747.75
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Non-allocated central (surplus)/deficit*	-70,680,972.75	-64,276,985.35
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<b>TOTAL DG EPSO</b>	<b>0.00</b>	<b>0.00</b>
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It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

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

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

Refresh date: 20/02/2023



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

<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>2022</b>	<b>2021</b>
II.1 REVENUES	-906,845.92	-424,554.80
II.1.2. EXCHANGE REVENUES	-906,845.92	-424,554.80
II.1.2.2. OTHER EXCHANGE REVENUE	-906,845.92	-424,554.80
II.2. EXPENSES	6,754,246.36	6,804,677.20
II.2. EXPENSES	6,754,246.36	6,804,677.20
II.2.10. OTHER EXPENSES	6,751,359.07	6,804,677.20
II.2.8. FINANCE COSTS	2,887.29	
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>5,847,400.44</b>	<b>6,380,122.40</b>

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

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

Refresh date: 20/02/2023

**TABLE 6: AVERAGE PAYMENT TIMES for DG EPSO**

Legal Times									
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	453	450	99.34 %	9.09	3	0.66 %	249.33	40,538.00	1 %
60	3	3	100.00 %	6.00				0.00	0 %
120	27	27	100.00 %	6.56				0.00	0 %

<b>Total Number of Payments</b>	<b>483</b>	<b>480</b>	<b>99.38 %</b>		<b>3</b>	<b>0.62 %</b>		<b>40,538</b>	<b>1 %</b>
<b>Average Net Payment Time</b>	<b>10.42</b>			<b>8.93</b>			<b>249.33</b>		
<b>Average Gross Payment Time</b>	<b>11.59</b>			<b>10.1</b>			<b>249.33</b>		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	70	8	1.66 %	483	146,575.38	2.11 %	6,960,943.46

Late Interest paid in 2022			
DG	GL Account	Description	Amount (Eur)
EPSO	65010100	Interest on late payment of charges New FR	2,887.29
			<b>2,887.29</b>

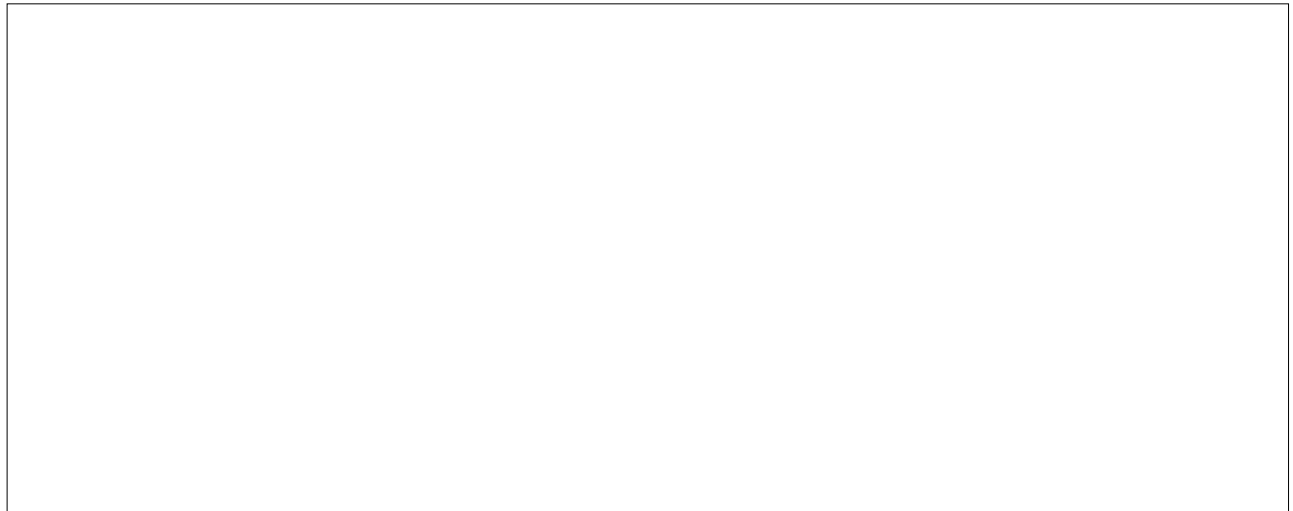
NB: Table 6 only contains payments relevant for the time statistics. Please consult its exact scope in the AAR Annex3 BO User Guide ( [https://myintracomm.ec.europa.eu/budgweb/EN/abac/dwh/Pages/its-030-10-20\\_documentation.aspx](https://myintracomm.ec.europa.eu/budgweb/EN/abac/dwh/Pages/its-030-10-20_documentation.aspx) ).

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

Refresh date: 20/02/2023

**TABLE 5bis: OFF BALANCE SHEET for DG EPSO**

<b>OFF BALANCE</b>	<b>2022</b>	<b>2021</b>
OB.4. Balancing Accounts	0.00	0.00
OB.4. Balancing Accounts	0.00	0.00
<b>OFF BALANCE</b>	<b>0.00</b>	<b>0.00</b>



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

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

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

*Refresh date: 20/02/2023*

**TABLE 7: SITUATION ON REVENUE AND INCOME in 2022 for DG EPSO**

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	7=3-6
32	Revenue from the supply of goods, services and work - Assigned revenue	1,110,108.02	3,360.00	1,113,468.02	1,082,633.02	3,360.00	1,085,993.02	27,475.00
33	Other administrative revenue	3,685.00	0.00	3,685.00	3,685.00	0.00	3,685.00	0.00
<b>Total DG EPSO</b>		<b>1,113,793.02</b>	<b>3,360.00</b>	<b>1,117,153.02</b>	<b>1,086,318.02</b>	<b>3,360.00</b>	<b>1,089,678.02</b>	<b>27,475.00</b>

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

Refresh date: 20/02/2023

**TABLE 8: FINANCIAL IMPACT OF EX-ANTE AND EX-POST CONTROLS in for DG EPSO**

**Not applicable**

*Refresh date : 20/02/2023*

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2022 for DG EPSO**

	<b>Number at 1/1/2022 1</b>	<b>Number at 31/12/2022</b>	<b>Evolution</b>	<b>Open Amount (Eur) at 1/1/2022</b>	<b>Open Amount (Eur) at 31/12/2022</b>	<b>Evolution</b>
2021	2		-100.00 %	3,360.00		-100.00 %
2022		6			27,485.00	
	<b>2</b>	<b>6</b>	<b>200.00 %</b>	<b>3,360.00</b>	<b>27,485.00</b>	<b>718.01 %</b>

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

Refresh date: 20/02/2023

**TABLE 10: Recovery Order Waivers >= 60 000 € in 2022 for DG EPSO**

<b>Waiver Central Key</b>	<b>Linked RO Central Key</b>	<b>RO Accepted Amount (Eur)</b>	<b>LE Account Group</b>	<b>Commission Decision</b>	<b>Comments</b>
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<b>Total DG EPSO</b>	
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<b>Number of RO waivers</b>	
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**There are no waivers below 60 000 €.**

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

Refresh date: 20/02/2023

**TABLE 11: Negotiated Procedures in 2022 for DG EPSO**

**Not applicable**

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

*Refresh date: 20/02/2023*



**TABLE 12: Summary of Procedures in 2022 for**

**Internal Procedures > € 60,000**

<b>Procedure Legal base</b>	<b>Number of Procedures</b>	<b>Amount (€)</b>
Open procedure (FR 164 (1)(a))	2	7,045,000.00
Restricted procedure without Dynamic purchasing system (FR 164 (1)(b))	1	10,770,959.54
<b>Total</b>	<b>3</b>	<b>17,815,959.54</b>

**Additional Comments:**

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

Refresh date: 20/02/2023

**TABLE 13: BUILDING CONTRACTS in 2022 for DG EPSO**

**Not applicable**

**TABLE 14: CONTRACTS DECLARED SECRET in 2022 for DG EPSO**

**Not applicable**

**TABLE 15: FPA duration exceeds 4 years - DG EPSO**

**Not applicable**

**TABLE 16: Commitments co-delegation type 3 in 2022 for DG EPSO**

<b>ANNEX 3: EPSO COMMITMENTS MADE IN 2020 WITH RESPECT TO THE CO-DELEGATIONS TYPE III</b>	
	<b>Commitments made</b>
<b>Total</b>	<b>7,837,103.83</b>
<b>Of which Co-deleg Type III per giving DG</b>	<b>160,000</b>
<i>HR</i>	160,000

## ANNEX 4: Financial scorecard - EPSO

Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2022, 10 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes)<sup>4</sup>:

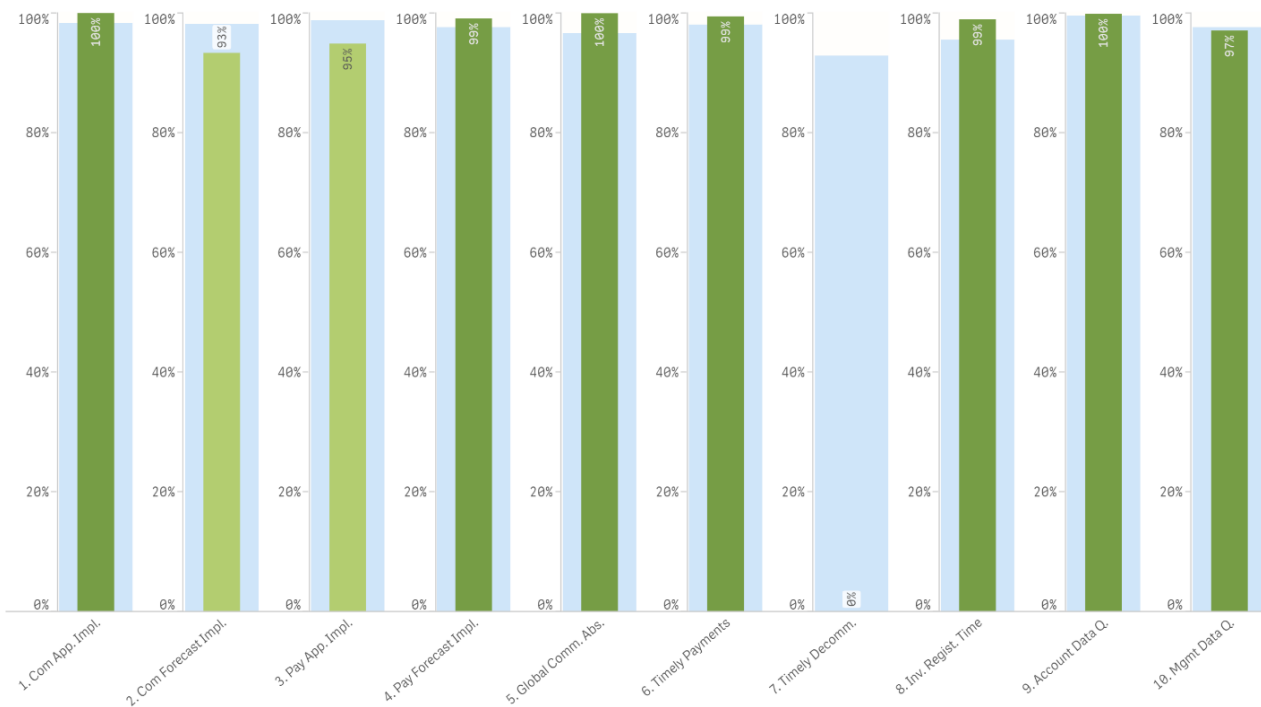
- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Commitment Appropriations (CA) Implementation</li> <li>• CA Forecast Implementation</li> <li>• Payment Appropriations (PA) Implementation</li> <li>• PA Forecast Implementation</li> <li>• Global Commitment Absorption</li> </ul> | <ul style="list-style-type: none"> <li>• Timely Payments</li> <li>• Timely Decommitments</li> <li>• Invoice Registration Time</li> <li>• Accounting Data Quality</li> <li>• Management Data Quality</li> </ul> |
|---|--|

For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is **colour coded** as follows:

- 100 – >95% of the target: **dark green**
- 95 – >90% of the target: **light green**
- 90 – >85% of the target: **yellow**
- 85 – >80% of the target: **light red**
- 80 – 0% of the target: **dark red**

The Commission services are invited to provide commentary for each indicator's result in the dedicated comment section below the indicators scores as this can help the reader to understand the Commission's service context. In cases when the indicator's value achieves 80% or less of the target, the comment becomes mandatory. The detailed definitions of the indicators are available on the internal DG BUDG site (BudgPedia) and managed by unit BUDG.C5 Financial Reporting.

EPSO Indicator Scores for 2022 12



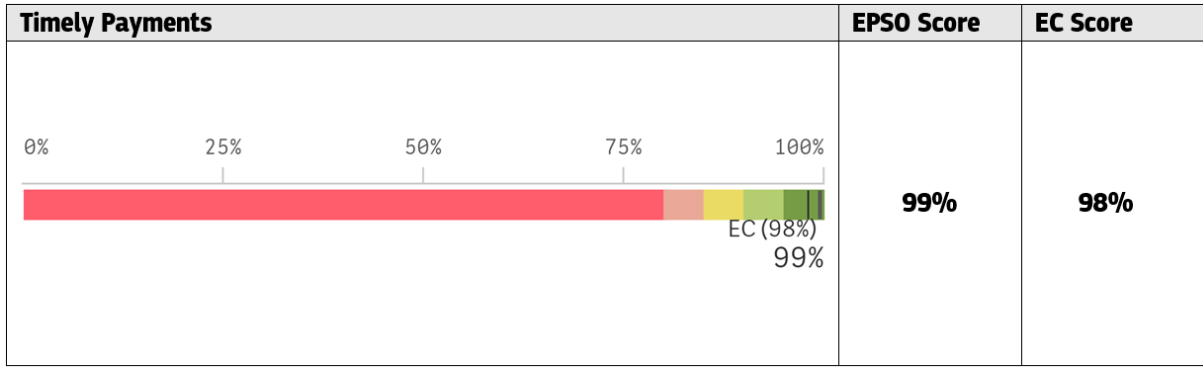
For each indicator the light blue bar denotes the EC Score.

<sup>4</sup> If the EC service did not perform any transaction in the area measured by the indicator or the information is not available in the central financial system, the indicator is not calculated (i.e. displayed as “-”) in this Annex.

Indicator	Objective	Comment <sup>5</sup>	EPSO Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		100%	98%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		93%	98%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year		95%	99%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year		99%	98%
5. Global Commitment Absorption <sup>6</sup>	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		100%	97%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines		99%	98%
7. Timely Decommittments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle	The indicator is not applicable for DG EPSO in 2022 due to the lack of underlying transactions recorded by DG EPSO in 2022.	-	93%
8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		99%	95%
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		100%	100%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		97%	98%

<sup>5</sup> An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

<sup>6</sup> Due to technical limitation: 1. the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. 2. it is technically not possible to exclude the decommitment of RAL (CB) which is subsequently re-committed for a new purpose. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.



The “**time to pay**” indicator for EPSO is slightly better than the performance of the Commission as whole.

## ANNEX 5: Materiality criteria

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

They concern events which could:

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

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

Since 2019 <sup>(7)</sup>, a 'de minimis' threshold for financial reservations has been introduced. Quantified annual activity report reservations related to residual error rates above the 2% materiality threshold are deemed not substantial for segments representing less than 5% of a DGs total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

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<sup>(7)</sup> Agreement of the Corporate Management Board of 30/4/2019.

## ANNEX 6: Relevant Control System(s) for budget implementation (RCSs)

### Procurements

#### Stage 1 – Procurement

#### A - Planning

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls*	Cost effectiveness indicators
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate.	Publication of intended procurements / Work programme	<b>Coverage:</b> Procurement >€60,000 <b>Depth*:</b> Level 2 <b>Frequency:</b> Forward planning reviewed/ updated at least twice a year	<b>Effectiveness:</b> Annual forward planning for procurement processes <ul style="list-style-type: none"> <li>Project plan of procurement project incl. defined milestones</li> <li>Total contract value / cost of control on procurement</li> </ul>
	Note to AO(S)D on justification (economic, operation) for launching a procurement process Orientation note	<b>Coverage:</b> 100% <b>Depth*:</b> Level 2 <b>Frequency:</b> For each procurement process	<b>Efficiency:</b> <ul style="list-style-type: none"> <li>Cost of control on procurement / number of exceptions / number of procedures without successful award of contract / number of procedures closed during the year</li> </ul>
Discontinuation of the services provided due to a late contracting.	Point discussed during management meeting	<b>Coverage:</b> Main ones <b>Depth*:</b> Level 2 <b>Frequency:</b> When need arises	<b>Economy:</b> <ul style="list-style-type: none"> <li>Number of FTEs dealing with monitoring and control of procurement processes. Synergies gained through SLA covering procurement with DG HR.</li> </ul>

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

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

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

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

## **B - Needs assessment & definition of needs**

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

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

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

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

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



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

### C – Selection of the offer & evaluation

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls (those in <b>bold</b> are strongly recommended)	Coverage frequency and depth of controls*	Cost effectiveness indicators
The most promising offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process.	Opening committee and Evaluation committee	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> for each procurement process	<b>Effectiveness:</b> <ul style="list-style-type: none"> <li>Total contract value / cost of control on procurement.</li> </ul>
	Consultative committee "CCAM/PPAG" (GAMA)	<b>Coverage:</b> Risk based sampling <b>Depth*:</b> Level 4 <b>Frequency:</b> random	<b>Efficiency:</b> <ul style="list-style-type: none"> <li>Cost of control on procurement / number of procedures closed during the year.</li> <li>Number of negative opinions by GAMA.</li> </ul>
	Conflict of interests / compulsory note for each member of committee	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> for each procurement process	<b>Economy:</b> <ul style="list-style-type: none"> <li>Number of FTEs dealing with monitoring and control of procurement processes.</li> <li>Synergies gained through SLA covering procurement with DG HR.</li> </ul>
	Exclusion criteria documented	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> for each procurement process	
	Standstill period	<b>Coverage:</b> 100% <b>Depth*:</b> N/A <b>Frequency:</b> for each procurement process	

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

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

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

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

## Stage 2 – Financial transactions

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls*	Cost effectiveness indicators
Contractor does not comply with the contractual provisions.	- Monitoring respect of contractual provisions. - ex ante verification	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> constant	<b>Effectiveness:</b> <ul style="list-style-type: none"> <li>• Detect error before payment, sound financial management and respect of contractual provisions.</li> <li>• Number a/o amount of credit notes / by number a/o amount of total payments.</li> <li>• Exceptions &amp; NCE / total number of payments.</li> </ul>
Amount paid is disconnected from the quality and the timing of the deliverables.	Financial circuit: all steps financial and operational	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> constant	<b>Efficiency:</b> <ul style="list-style-type: none"> <li>• Cost of control on the financial circuit / value of payment executed during the year.</li> <li>• Value of payments per year / FTEs</li> </ul> <b>Economy:</b> - simplified financial circuits (exceptions for very low value payments (reimbursement to candidates) / total value of transactions.
	Signature at higher hierarchical level for higher amounts	<b>Coverage:</b> Those replying to criteria <b>Depth*:</b> Level 2 <b>Frequency:</b> when required	
Business discontinues. Contractor unable to deliver.	Business continuity plan	<b>Coverage:</b> 100% <b>Depth*:</b> 3 <b>Frequency:</b> when required	

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

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

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

### Stage 3 – Supervisory measures

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

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

	Review of the process after each procedure	<b>Coverage:</b> Procedure >€60,000 <b>Depth*:</b> Level 2 <b>Frequency:</b> after each procedure	
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**NB: for all controls, information in particular financial information related to inputs / outputs and follow-up should be collected**

## **ANNEX 7: Specific annexes related to "financial management"**

### **1. Free content:**

- **List of IAS and ECA audits with a summary of their conclusions**

#### **Internal audit service (IAS) audits**

##### **Limited review of the new internal control framework in EPSO**

- Concluded in 2019
- EPSO has accepted all recommendations and implemented them in 2020

##### **Audit on the IT Security in the HR Family**

- Concluded in 2021
- Recommendation nr 1 on IT security governance (very important)
- Two important recommendations
- EPSO has accepted all recommendations
- Action plan was submitted and accepted in December 2021
- EPSO and DIGIT have been working together on the implementation of these recommendations, which were due on 31.12.2022. The IAS is currently reviewing the implementation evidence provided by EPSO and DIGIT to conclude the audit.

##### **Audit on data protection in SG, DIGIT, LS, HR and JRC**

- Concluded in 2020
- Recommendation to decentralise the role of data protection coordinators (DPC), which was centralised within DG HR for the offices, incl. EPSO
- Action plan was accepted and implemented
- EPSO has nominated its own Data Protection Coordinator and assistant Data Protection Coordinator in April 2021

#### **European Court of Auditors (ECA) audits**

In 2020, ECA published a Special report (23/2020) on EPSO. This performance audit concluded on three important recommendations, all of which have been accepted by EPSO:

- Recommendation 1 to address the identified weaknesses in the selection process (due 31.1.2021)
- Recommendation 2 to introduce a new selection framework for specialist competitions (due 31.3. 2023)
- Recommendation 3 to improve EPSO's capacity to adapt to a fast-changing recruitment environment (due 31.12.2021)

EPSO's action plan has been accepted by ECA and EPSO together with its Management Board have continued in 2022 to work on the implementation of these recommendations.

The specific measures taken during 2022 were all addressing the recommendations and can be summarised as follows:

- a multilateral network with all EU institutions has been created to address the feedback mechanism
- new way of coordinating the work of the Selection Boards has been prepared as part of the new competition model
- monitoring of competition costs has been put in place
- new competition model, aiming at reducing the length of competitions, has been agreed in January 2023 and will be rolled out mid-2023
- new planning process of competitions has been proposed to the EU institutions end 2022.

### **Ex-post controls**

In conformity with FR art 74.2, EPSO's Director decided in 2015 upon a proposal made by DG HR.R.1, to modify the frequency of EPSO's controls in view of the different risk- profiles among its current and future transactions and of the cost-effectiveness of its existing controls. The same frequency of control was also applied in 2022. For the 2022 financial transactions, two series of ex post controls took place, covering the periods January–May and June–September, respectively. The last batch of ex post controls (October–December) took place in January and February 2023.

The ex-post control campaign covered 64 transactions worth EUR 1.6m, representing 11.3% of all transactions and 20.45% of their total value. The sample was designed to achieve a meaningful outcome. The sampling method used was random and stratified, taking into consideration the fact that a large proportion of payments are low value and low risk. The results of the controls allowed for the calculation of an estimated error rate which is well below the 2% materiality threshold (0.5% according to conservative estimate for administrative expenditure, as per the instructions).

The estimated overall risk at payment for 2022 expenditure is EUR 0.035m, representing 0.5% of EPSO's total relevant expenditure for 2022. This is the delegated Authorising Officer's best, conservative estimation of the amount of relevant expenditure during the year not in conformity with the contractual and regulatory provisions applicable at the time the payment was made.

- **Exceptions reporting and non-compliance events**

Two exceptions were registered during 2022.

At the award time of Call for tenders EPSO/2021/RP/0001 – Lot 1 and 2 Delivery of Remote Multiple-Choice (MCQ) and Essay-Type Computer-Based Tests (CBT), supporting

documentary evidence relating to the exclusion criteria of the only applicant was not yet available.

As from the date of signature of the new contract, a period of approximately 2 months is necessary for preparation until the delivery of services.

Taking into account the expected dates for some of the missing evidence relating to the exclusion criteria, waiting for these documents could constitute a serious risk for business continuity, this in a context where the institutions are in desperate need of laureates for recruitment purposes as soon as possible.

In order to avoid jeopardising business continuity, the contract was awarded and signed as soon as possible in November 2022 to ensure services' delivery as from February 2023 onwards.

The risk of not being able to verify before award (and possibly signature) of the contract all documentary evidence relating to the exclusion criteria is that the tenderer could finally be in one of the exclusion situations listed in Article 136(1) of the FR.

However, the risk was considered low in the present case as the tenderer (including for the identified subcontractor and entity on whose capacity it relies) has submitted the standard declaration on honour and is not flagged in EDES. In addition, besides the missing documents mentioned above, all other documentary evidence relating to the exclusion criteria was submitted and found to be in order. As for the missing documents, the submission and verification was followed up.

It should also be stressed that only one tender has been submitted/received.

In any case, the contract is awarded under the condition that the tenderer will send all the missing documents indicated above in a reasonable timeframe. If not, Article II.18.1(e) of the framework contract allows for the possibility to terminate the contract if the contractor or any related person is in one of the exclusion situations.

**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.

**Indicator 1: Estimated risk at closure**

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

Baseline (2019)	Target (2024)	Latest known results (2022)
0.5%	< 2% of relevant expenditure	0.5%

**Main outputs in 2022**

Output	Indicator	Target	Latest known result
<b>Effective controls:</b> Legal and regular transactions	Estimated risk at closure.	Below 2 % of relevant expenditure.	0%
<b>Effective controls:</b> Risk at payment	Approximately 60 ex-post controls by HR.R.1 and EPSO management.	No financial transaction earmarked as “unacceptable”.	No financial transaction was earmarked as “unacceptable”.
<b>Efficient controls:</b> Budget execution and / or time-to-pay	Respect of legal payment delays	95% of payments on time	>95% of payments were on time
<b>Economic controls:</b> Overall statement of cost of controls	Estimated cost of controls	Below 12% of relevant expenditure	13.83%

- Control Coverage associated with Transactions:**

Type of transaction	Number of ex post controls	€ value associated with the sample	% of total € covered by the sample
Payments	52	0.80M€	11,46%
Recovery orders	12	0.85M€	76,67%
<b>Total</b>	<b>64</b>	<b>1.65M€*</b>	<b>20,45%</b>

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



- **Control Results associated with Transactions:**

Type of transaction	Number of ex post controls	Transactions with comments	% of total value not at risk of financial error
Payments	52	0	0%
Recovery orders	12	0	0%
<b>Total</b>	<b>64</b>	<b>0</b>	<b>0%*</b>

\* None of the 64 transactions had comments and could be therefore considered at risk of financial error.

## 2. Compulsory for all departments:

### Table Y on the estimated “cost of controls” at Commission level

#### Overview of EPSO/EUSA’s estimated cost of controls at Commission (EC) level:

NB. The absolute values are presented in million EUR.

**- Overview of EPSO/EUSA's estimated cost of controls at Commission (EC) level**  
The absolute values are presented in EUR

EPSO/EUSA	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR*	EC total costs	related payments Made	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (g)/(b)
Administrative operating expenditure	851.240,00 €	6.960.943,46 €	12,23%	111.510,00 €	1.651.454,00 €	6,75%	962.750,00 €	13,83%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
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	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
<b>OVERALL total estimated cost of control at EC level for expenditure</b>	<b>851.240,00 €</b>	<b>6.960.943,46 €</b>	<b>12,23%</b>	<b>111.510,00 €</b>	<b>1.651.454,00 €</b>	<b>6,75%</b>	<b>962.750,00 €</b>	<b>13,83%</b>

The estimated total costs of control include direct, indirect and overhead costs. The fact that some financial tasks (in the context of procurement procedures and ex post controls) are performed by staff in the financial unit of DG HR on the basis of an existing SLA has been taken into account. In order to ensure that the cost estimation is as reliable and accurate as possible, Heads of Unit and team leaders in the Office and the EUSA were consulted.

Based on this internal consultation/screening, it is estimated that a total of 8.5 FTEs (6.5 permanent staff members and 2 contractual staff) carry out financial and control activities<sup>9</sup> for EPSO: 6.5 FTEs in EPSO, 2 FTEs in EUSA. Subsequently, the number of full-time equivalents (FTEs) obtained has been multiplied with the average "all-in" cost of an FTE in the Commission<sup>10</sup>. For contractual staff contractual average was used.

For EPSO, this gives an amount of EUR 962 750 (following the instructions provided by DG BUDG on average staff costs to be used, the calculation was done as follows: 6.5 AST officials x EUR 123 900 plus 2 contractual staff x EUR 78 700 = EUR 962 750).

## 3. Compulsory for shared management: not applicable

## **ANNEX 8: Specific annexes related to "assessment of the effectiveness of the internal control systems"**

EPSO will work on the update of its Business continuity plan, to cover the new competition model (endorsed by the Management Board of EPSO in January 2023) and to include new key framework contracts (one awarded end 2022, another expected early 2023).

## ANNEX 9: Specific annexes related to "Control results" and "Assurance: Reservations"

### 1. Annex related to "Control results" - Table X: Estimated risk at payment and at closure

Overview table (amounts in million EUR) - Estimated risk at payment and at closure

DG EPSO/EUSA	Payments made (2022;MEUR)	minus new prefinancing [plus retentions made] (in 2022;MEUR)	plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2022;MEUR)	Relevant expenditure (for 2022;MEUR)	Detected error rate or equivalent estimates	Estimated risk at payment (2022;MEUR)	Adjusted Average Recoveries and Corrections (adjusted ARC, %)	Estimated future corrections [and deductions] (for 2022;MEUR)	Estimated risk at Closure (2022;MEUR)
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10
Administrative operating expenses	6,96	0,00	0,00	6,96	** ** - ** **	0,03 - 0,03	0,00% - 0,00%	0,00 - 0,00	0,03 - 0,03
<b>DG total</b>	<b>6,96</b>	<b>0,00</b>	<b>0,00</b>	<b>6,96</b>		<b>0,03 - 0,03</b>	<b>0,00% - 0,00%</b>	<b>0,00 - 0,00</b>	<b>0,03 - 0,03</b>
					<b>Overall risk at payment in %</b>	<b>0,50% - 0,50%</b> (7) / (5)		<b>Overall risk at closure in %</b>	<b>0,50% - 0,50%</b> (10) / (5)

### 2. Reservations – not applicable

## ANNEX 10: Reporting – Human resources, digital transformation and information management and sound environmental management

### Degree of implementation of the digital solutions modernisation plan

In order to provide a state-of-play on the implementation of the 11 core principles defined by the EC Digital Strategy, EPSO ran its own assessment for its 3 most expensive IT solutions (Talent Suite, EPSO Website and iSTAT) and the following scores were achieved:

- **Talent suite:** 45% ECDS mature
- **EPSO Website:** 68% ECDS mature
- **iSTAT:** 50% ECDS mature

For **Talent suite**, the 45% score was expected since it is running mainly on Legacy software and EPSO waits for its replacement by new Information Systems that the HR Transformation Program will provide and the same also applies to **iSTAT**.

For the **EPSO Website**, the 68% reflects the efforts put in place to make the site as compliant as possible with the ECDS principles, work on this is still on going.

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

<b>Indicator 1: Number and percentage of first female appointments to middle management positions</b>		
<b>Source of data: SEC(2020)146</b>		
<b>Baseline (2019)</b>	<b>Target (2022) + (2024)</b>	<b>Latest known results (31/12/2022)</b>
3 out of 4 (75%)	2022: One first female appointment for middle management functions 2024: still to be defined	One first female appointment (taking up duties in January 2023)
<b>Indicator 2: EPSO staff engagement index</b>		
<b>Source of data: Commission staff surveys 2018 and 2021</b>		
<b>Baseline (2018)</b>	<b>Target (2024)</b>	<b>Latest known results (2022)</b>
72%	At least 73% and maintain above the Commission average (72% in 2021)	74%

## Main outputs in 2022:

Description	Indicator	Target	Latest known results (31/12/2022)
Review of EPSO's Learning and Development Strategy	Learning and Development Strategy aligned with EPSO's specific needs approved	2022	Learning package for newcomers created and implemented in 2022. Additional packages will follow according to the needs identified in the context of the new competition model.
Continuation of the actions put in place to maintain staff engagement	Staff engagement index	• at least maintain staff engagement index	• 74% (+1), 2021 staff survey
		• at least maintain 2018 index	• 52% (+13) think that mobility is sufficiently encouraged within EPSO. Target met
		• at least maintain 2018 index	• 85% (+11) feel that their opinion is valued. Target met

- Digital Transformation and Information management**

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

**Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions<sup>12</sup>.**

Source of data: EPSO

Baseline (2019)	Interim milestone (2021)	Target (2024)	Latest known results (2022)
Talent legacy: 36%	45%	100%	45%
Recruiter portal: 41%	45%	100%	45%
Candidate portal: 36%	41%	100%	41%

**Indicator 2: Percentage of EPSO's key data assets for which corporate principles for data governance have been implemented.**

Source of data: EPSO

Baseline (2020)	Interim milestone (2022)	Target (2024)	Latest known results (2022)
30%	50%	100%	50%

**Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance.**

Source of data: EPSO/EUSA

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2022)
10%	EPSO/EUSA Management (Director and Heads	EPSO/EUSA staff 100%	EPSO/EUSA Management (Director and Heads of Units) 100%

	of Units) 100% Data stewards (one per unit) 100% EPSO staff 80%		Data stewards (one per unit) 100% EPSO staff 80%
<b>Main outputs in 2022:</b>			
<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (31/12/2022)</b>
Data catalogue is up-to-date. Design and documentation of data related processes. Data protection related requirements of IT systems (when changed or updated) followed.	Percentage of EPSO's key data assets with data governance principles implemented.	50%	Done but business modernisation ongoing and continuous alignment is needed
List of <b>key initiatives on digital transformation</b> in your policy field:			
Optimisation of existing processes	Percentage of reviewed processes.	90%	Done but business modernisation ongoing and continuous alignment is needed
Pilots	Percentage of pilots run on new projects before implementation.	100%	Target met
HRT Proofs of Concept (PoC)	Percentage of PoCs run (before implementation).	100%	Target met
List of key actions on information management and data protection:			
Data protection awareness campaign	Number of EPSO/EUSA staff attending data protection trainings.	80%	75%
Data protection presentation to all operational units	Presentations delivered.	All operational units covered	On-going
Mandatory data protection trainings for all staff dealing with personal data	EPSO staff dealing with personal data attends trainings.	100%	Target met
Data protection records update	Number of DP records in DPMS updated.	100%	On-going
DPIAs completed where necessary	Number of processing operations requiring DPIA covered.	100%	Target met

- **Sound environmental management**

**Objective: EPSO/EUSA takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work.**

**Main outputs in 2022:**

<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (31/12/2022)</b>
Raise staff awareness about EPSO/EUSA paper use.	Number of prints per staff member in C25/L107 (EPSO) and DM24/PLB (EUSA) compared to all buildings.	<ul style="list-style-type: none"> <li>• All EPSO/EUSA staff aware of this action.</li> <li>• Reduce the number of prints per staff by 20% (compared to the first quarter of 2020).</li> </ul>	<ul style="list-style-type: none"> <li>• Target met</li> <li>• Target met</li> </ul>
Number of EPSO/EUSA staff missions is reduced and where possible missions are replaced by video-conferencing.	Number of missions.	Reduction of number of missions by 50% compared to 2019.	Target met
Raise awareness about reducing greenhouse gas (GHG) emissions (such as actions on sustainable commuting during EU mobility week (September) and VéloMay corporate events (May)) and raise staff awareness on sustainable commuting.	<ul style="list-style-type: none"> <li>• Area dedicated to bikes in parking (n° m2).</li> <li>• Awareness campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• The bike area is extended by 25%.</li> <li>• All EPSO/EUSA staff aware of this action.</li> </ul>	<ul style="list-style-type: none"> <li>• Target met</li> <li>• Target met</li> </ul>
Raise staff awareness about waste reduction and sorting (such as the corporate waste reduction campaign (November-December) and/or staff awareness actions about EPSO/EUSA's waste generation.	<ul style="list-style-type: none"> <li>• Increased waste sorting by EPSO/EUSA staff.</li> <li>• Awareness campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase waste sorting by 15% (compared to first quarter of 2020).</li> <li>• All EPSO/EUSA staff aware of this action.</li> </ul>	Targets met
Supporting biodiversity: Raise awareness about food (eat local, seasonable and organic).	Awareness campaign.	All EPSO/EUSA staff aware of this action.	Target met



**ANNEX 11: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (not applicable)**

**ANNEX 12: EAMR of the Union Delegations (not applicable)**

**ANNEX 13: Decentralised agencies and/or EU Trust Funds (not applicable)**

**ANNEX 14: Reporting on the Recovery and Resilience Facility (not applicable)**