



European Personnel Selection Office

Strategic Plan 2016-2020*

EUROPEAN PERSONNEL SELECTION OFFICE

- * The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

Contents

| | |
|--|---|
| PART 1. Strategic vision for 2016-2020..... | 1 |
| A. Mission statement..... | 1 |
| B. Operating context..... | 1 |
| C. Strategy..... | 2 |
| D. Key performance indicators (KPIs)..... | 5 |
| PART 2. Organisational management..... | 6 |
| A. Human Resource Management | 6 |
| B. Financial Management: Internal control and Risk management..... | 8 |
| C. Better Regulation (only for DGs managing regulatory acquis) | 9 |
| D. Information management aspects..... | 9 |
| E. External communication activities | 9 |
| Annex – Performance tables | 1 |

PART 1. Strategic vision for 2016-2020

A. Mission statement

EPSO's role is to serve the EU Institutions by providing high quality, efficient and effective selection procedures that enable them to recruit the right person, for the right job, at the right time.

B. Operating context

The European Personnel Selection Office is an inter-institutional office, which was created on 26th July 2002 and became operational as of 1st of January 2003¹.

The rules regarding the organisation and operation of EPSO state that its Management Board is its highest decision-making body. The Director of EPSO is responsible for the overall internal control system and the design, implementation and monitoring of the internal control measures applied within the Office. EPSO forms part of the portfolio of responsibilities of the Commission Vice-President responsible for Budget and Human Resources.

In 2016, EPSO will handle a budget of around €26.5M (entirely under Heading V – Administrative Expenditure), which also includes the budget of the European School of Administration (EUSA, approximately €6M). This includes several important framework contracts that EPSO has in place - the most important of which relate to computer-based testing and test development.

During the period covered by this Strategic Plan, EPSO's financial and human resources will continue to be subject to close scrutiny, despite efforts already made by the Office since it started implementing its Development Programme in 2010. For this reason, EPSO will continue its endeavours to identify synergies and efficiency gains in 2016 and beyond, in close cooperation with its stakeholders.

Internally, a major challenge and integral part of EPSO's operations in 2016 and beyond will be to focus upon delivery of a revised linguistic regime in the light of judgements brought before the Court of Justice against the Commission by Italy and Spain concerning the use of languages in selection procedures organised by EPSO and the Institutions.

In response to these judgements, EPSO's Management Board held several meetings at the end of 2015 and in early 2016, in order to consider the use of languages in EPSO selection procedures. In February 2016, the Board decided to establish a special Working Group to examine this and related issues. The Group is expected to report back by the end of June 2016.

While the Working Group completes its work, it has been agreed that some changes will be made to EPSO's working programme for 2016 (see EPSO's 2016 Management Plan).

¹ As EPSO is administratively linked to the Commission, it contributes to the general objective which the Commission has established for horizontal services ('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'.)

C. Strategy

Over the period 2016-2020, EPSO will fulfil its mission of serving the EU Institutions by means of a continued focus on achieving its ambitious vision. This vision – which has an over-arching aim of making EPSO "the best at selecting the best" - has three pillars:


- To be the best international public sector selection service through a process of continuous improvement based on best practice and international standards and developments in selection policy and practice
- To evolve into the leading centre of expertise and excellence to support the European Institutions' broader HR and talent management strategies
- To help provide a European Civil Service that is of the highest quality and representative of the diversity of the European citizens it serves

The EU Institutions, whose greatest asset by far is their human capital, are experiencing the retirement of a generation of experienced and expert staff over the course of this decade, and will have to compete effectively in an ever-sharper European and global 'war for talent' in order to attract and select the brightest and best from current and future generations. President Juncker has stated that *"The Commission should be a strong political, transparent, result-oriented and accountable institution, which effectively and efficiently manages and protects its assets and resources and attracts and manages the best talent"*. He highlighted the importance of meeting this challenge, in particular by maintaining high standards in recruitment, developing a corporate talent management policy and further rationalising working methods in order to achieve efficiency and effectiveness gains – all of this in the context of continuing pressure to reduce cost and deliver greater value for money.

To help provide a European Civil Service that is of the highest quality and representative of the diversity of the European citizens it serves

Anticipating the challenges and opportunities of the 'war for talent', over recent years EPSO has already undergone a process of transformational change in the form of the EPSO Development Programme (EDP). Following this process, EPSO has re-engineered its processes and operations along a business services model. Together, these changes have been designed to ensure EPSO's capacity to meet the needs of all the EU Institutions. As a result, EPSO has made very significant, demonstrable improvements in its ability to serve the Institutions, and is increasingly regarded as a centre of excellence in its field, as well as a reference for governments and international organisations around the world. EPSO's ambition is to build further on these gains over the coming four years through a consistent and relentless focus on improving every aspect of its operation.

In order to achieve this, EPSO will focus its efforts on a set of five strategic goals, which reflect the significant process made so far and the challenges set at political level:

- 
- **Engaging with candidates**

EPSO has established the EU Careers brand and made the Institutions an employer of choice – currently ranked 15th in the Top 500 graduate employers in Europe. Therefore, during the period 2016 - 2020 EPSO will continue to build further on this success, focussing on segmenting the employment market and implementing more innovative strategies to attract the right people. In particular, EPSO will continue to target applicants from Member States which are consistently under-represented in the candidate pool, strive to select equal numbers of women and men, and attract candidates with disabilities in line with the UN Convention on the Rights of Persons with Disabilities.
 - **Adapting and improving selection methods**

Building on the work undertaken to create and deploy a suite of dedicated competency-based tests, EPSO will implement further measures to ensure high standards of performance management, fairness and consistency in the delivery of exams in line with internationally recognised best practise. EPSO will also continue to develop and propose a range of new testing tools in line with current trends in selection and methods for the assessment of candidates in order to further improve the efficiency, effectiveness and value for money of the selection process.
 - **Improving the recruitment process**

EPSO has actively engaged with the Institutions to dramatically simplify and speed up the time it takes to get laureates from reserve lists into employment. EPSO will continue to work with the Institutions to further improve the speed and quality of the hiring process, optimise the annual alignment of supply and demand for laureates and - together with Selection Boards - deliver its selection procedures in a timely manner.
 - **Improving organisational and cost-effectiveness**

In view of a likely shift towards a greater number of more specialised, smaller scale selection procedures, EPSO will seek to develop a range of flexible and cost-effective solutions. In line with its existing Business Process Re-engineering strategy, EPSO will continue documenting and streamlining processes, in order to deliver efficiencies and economies. This will see a focus on improving internal processes through a quality control mechanism, implementation of knowledge management, systemic use of collaborative tools and the design and implementation of new IT systems in conjunction with DG DIGIT.
 - **Contributing to the development of the EU Institutions' HR policy & practice**

EPSO will support the development of a corporate talent management policy as well as continue to deliver a catalogue of flexible, adaptive and customer-oriented services which can be offered to all EU Institutions, agencies and bodies to enable EPSO to meet the ever changing stakeholder needs.

In view of the above and taking into account EPSO's general objective and our main activities - selection of highly qualified staff, evaluation of linguistic abilities and contribution to the running of the certification exercise - the following specific objectives have been identified for the period 2016 -2020:

| |
|--|
| 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: Highly qualified staff is made available to all EU-Institutions by organising open competitions and selection procedures in an inter-institutional context - covering thereby their identified needs. |
| Specific objective 2: Our communication with potential and current candidates is positive and proactive, in order to contribute to a strong employer image for the EU institutions and improve our ability to attract the right talent. |
| Specific objective 3: EPSO's selection methods are continuously improved based on experience, best practice and international standards. |
| Specific objective 4: Recruitment needs are clearly identified in close cooperation with Institutions, thereby aligning supply and demand for laureates. |
| Specific objective 5: Recruiting services can identify and recruit appropriate laureates rapidly and effectively. |
| Specific objective 6: Existing processes are re-engineered, including the use of digital technologies and collaborative tools, to make them more cost-effective, efficient, agile and rapid. |
| Specific objective 7: The attraction, appointment and workings of selection boards and assessors are further rationalised and professionalised. |
| Specific objective 8: A comprehensive offering of flexible and adaptive services - including expertise in the fields of assessment, selection, occupational psychology, psychometrics and employer branding - as well as support to ensure that implementation of talent management strategies in the EU Institutions are provided to help meet challenging stakeholder needs |
| Specific objective 9: The linguistic abilities in a third language of staff eligible for a first promotion (officials, contract staff in function group IV, temporary agents assisting political groups in the European Parliament and temporary agents in agencies) are evaluated in a harmonised, consistent and cost-efficient manner. |
| Specific objective 10: To contribute to the running of the Certification procedure. |

The related performance tables can be found in the Annex to this Strategic Plan.

D. Key performance indicators (KPIs)

The four key performance indicators established by EPSO² to help evaluate and report on progress made in relation to our specific objectives are:

1. [Laureate delivery rate](#) (proportion of laureates delivered as % of the total number of laureates requested by the Institutions);
2. [Candidate satisfaction](#) (Preselection-stage and Assessment Centre-stage);
3. [Gender balance of laureates in the context of the annual AD-cycle](#) (generalists);
4. [Strong awareness of the EU Careers brand](#), especially online and on-campus, as measured by:
 - the number of views/visitors of the EU Careers website;
 - the number of followers on Facebook and LinkedIn; and
 - the number of promotional activities organised by, or including the participation of EU Careers Ambassadors in the Member States.

Key Performance Indicators:

Laureate delivery rate

Candidate satisfaction

Gender balance of laureates in the AD-cycle

Strong awareness of the EU Careers brand

² More detailed information on the KPI's can be found in the Annex to this Strategic Plan (performance tables).

PART 2. Organisational management

Organisational support is mainly provided by EPSO.03 *Resources and Administrative Support*. The activities cover the actions necessary for the functioning of the Office and include Human Resources management and training (excluding training for Selection Board members and markers), financial management, internal control and risk management, provision of local ICT-support and proximity services (logistics).

In 2008, EPSO decentralised a portion of its Resources administration by way of a Service Level Agreement with DG HR for the provision of support for routine administrative tasks relating to both human and financial resources, including the internal audit function. The SLA was renewed and prolonged in October 2011.

As the European School of Administration (EUSA) is administratively attached to EPSO, administrative support is provided by DG HR to both EPSO and the School. The revenue and expenditure of the EUSA forms an integral part of the Office's budget. Staff of the EUSA is assigned to posts belonging to the Office and therefore the Office provides, in particular, coherent Human Resources Management, Financial Management and IT support.

A. Human Resource 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. | | |
| Indicator 1: Percentage of female representation in middle-management. Source of data: Sysper. | | |
| Baseline January 2016: 40% (2 out of 5). | Interim milestone 2017: 40%. | Target 2019: 40%. |
| Indicator 2: Percentage of staff who feel that the Commission cares about their well-being. Source of data: Commission staff survey. | | |
| Baseline 2014: 44% (Commission: 34%). | Interim milestone 2018: 50% (and above Commission average). | Target 2020: 60% (and above Commission average). |
| Indicator 3: Staff engagement index. Source of data: Commission staff survey. | | |
| Baseline 2014: 66.3% (Commission 65.3%). | Interim milestone 2017: 72% (back to level 2013). | Target 2020: ≥ 75% (and above Commission average). |

EPSO's local HR function is closely associated with EPSO's operational units and Management. It endeavours to provide useful HR solutions to the challenges the Office faces in the context of staff and budget reduction and a rapidly-changing external environment. In close cooperation with EPSO's management, it will continue to develop and implement the strategic HR planning for the Office and further align its learning and development programme with the main business activities of the Office.

In January 2016, 40% of EPSO's middle management were women (2 out of 5), which corresponds to the target set by the Commission for 2019. Apart from senior and middle management, EPSO employs 18 Administrators, of whom 10 are women (56%). In the future, EPSO will continue to take gender-balance into consideration when recruiting new middle managers and AD-staff. In view of the above, the Office is in a good position to maintain, or exceed, the 40% target until 2019.

As far as staff engagement is concerned, EPSO aims to achieve at least the same level of staff engagement in 2017/2018 as in 2013 (72%). The 2014 staff survey revealed that EPSO obtained good results for most of the Staff Engagement factors (such as recognition and praise, understanding of the Commission's purpose, support of the line manager), but that there were some concerns about the availability of information, material and resources that staff need in order to perform their duties well. In view of this, EPSO will continue its combined efforts with DIGIT to make performant and user-friendly IT-tools available, allowing our staff to be efficient in their daily work.

Based on a comparison of EPSO's performance to date against the defined mandatory indicators and taking into account the detailed results of the latest staff survey, as well as input gathered from staff during an EPSO All away Day on 27 March 2015, the following priority actions have been set for the period covered in this Strategic Plan:

1. Identification of training and development needs & implementation of learning in the workplace: the results of the staff survey show that EPSO staff members expect more support from their line manager in identifying their training and development needs. The same applies when it comes to implementing learning in the workplace;
2. Efficient use of resources and performance management: focus areas will be motivating staff to be more effective in their job – amongst others, by encouraging the use of collaborative tools - and dealing effectively with poor performance within teams. Additional training (or refresher courses) for managers/team leaders in reviewing progress and providing feedback is considered a priority for the coming years.
3. Continuation of EPSO's local Well-being and fit@work programme: although the 2014 staff satisfaction survey demonstrated that EPSO's results in the field of well-being are above the Commission average, further improvements are required in order to keep our – ageing – staff fit and healthy, so they can continue to perform well at work over the course of their career. EPSO will participate in the fit@work programme which was recently launched by the Commission, and develop/continue with a series of initiatives at local level, with the aim of achieving a significantly better result in 2016 and beyond. A Task Force will be set up to investigate the possibilities for setting up a social/wellbeing space and of creating a flexible work environment.

It is important to underline that EPSO, whilst implementing the above-mentioned priority actions, will continue to operate under the general framework and procedures established by DG HR of the Commission.

B. Financial Management: Internal control and Risk management

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

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

Indicator 1: Estimated residual error rate.

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

Baseline 2014: below 2%

Target 2016: below 2%

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

Source of data: ABAC.

Baseline 2015: 180K €

Target 2018: 180K€

Indicator 3: Estimated future corrections.

Source of data: ABAC, AAR 2015.

Baseline 2015: none.

Target 2016: none.

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

Indicator: Conclusion reached on cost-effectiveness of controls.

Source of data: 2014 AAR.

Baseline 2014: No conclusion reached.

Target 2016: Yes.

The updated Service Level Agreement signed with DG HR on 19 October 2011 for the provision of support for routine administrative tasks relating to both human and financial resources foresees the provision by DG HR for:

- The budget-lines managed by EPSO, comprehensive monthly reports on the situation of financial and legal commitments and payments.
- Ex-post controls based on a similar approach to the one used in DG HR itself, implying two angles of control - hierarchy and HR.

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.

Indicator 1: Updated anti-fraud strategy of EPSO, elaborated on the basis of the methodology provided by OLAF.

Source of data: EPSO's AFS and Security and Ethics Protocol.

Baseline: 2014

Target 2016

Last revision of EPSO's Security and Ethics protocol: end 2014/beginning of 2015.

Update of EPSO's AFS by the end of 2016.

Indicator 2: Fraud awareness is increased for target population(s) as identified in the DG's AFS

Source of data: EPSO's AFS, Annual Activity Report.

Baseline: 2014

Target: 2018

By the end of 2014, 66 EPSO/EUSA colleagues had completed Ethics training. All Heads of Unit in the Office had followed specific fraud-awareness training. The results of the 2015 i-Cat exercise showed a high level of fraud-awareness amongst the participants.

100% target population reached.

EPSO has defined an Anti-Fraud strategy in the context of which it has proceeded with an evaluation of its overall exposure to the risk of fraud. As EPSO is not in charge of implementing operational appropriations, the risk of fraud with a direct financial impact for the EU is very low. For this reason, EPSO will continue to focus on awareness-raising activities during the period covered by this Strategic Plan.

C. Better Regulation (only for DGs managing regulatory acquis)

Not applicable to EPSO.

D. Information management aspects

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

EPSO manages incoming and outgoing administrative documents in accordance with the rules laid down in the e-Domec policy on document archiving and management. A special workflow has been in place for some years now for the translation of sensitive documents. In so doing, EPSO contributes to the security culture of the Commission.

In light of the very specific and confidential nature of EPSO's activities, files are only shared - between units and with other DGs/Institutions - on a 'need to know' basis.

Staff in EPSO is encouraged to share their skills and knowledge and thus contribute to a more innovative environment. Collaborative working within EPSO will be further developed over the years to come. This includes informal knowledge, best practices and smart working methods.

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.

Indicator: Percentage of EU citizens having a positive image of the EU
Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs’ actions may only make a small contribution.
Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM [here](#)*].

| | |
|---|--------------------------------|
| Baseline: November 2014. | Target: 2020. |
| Total "Positive": 39% Neutral: 37 % Total "Negative": 22% | Positive image of the EU ≥ 50% |

During the period 2004 – December 2015, EPSO received each year around 70,000 validated applications for its selection procedures for future officials. Given this high interest in a career within the EU Institutions and the fact that for many candidates EPSO is their first contact with representatives of the EU-Institutions, EPSO has a key role to play in enhancing a positive image of the EU.

In 2010, EPSO established the EU Careers brand and made the Institutions an employer of choice – currently ranked 15th in the Top 500 graduate employers in Europe. During the period 2016 - 2020 EPSO will continue to build further on this success, focussing on segmenting the employment market and implementing more innovative strategies to attract the right people. In particular, EPSO will continue to target applicants from Member States which are consistently under-represented in the candidate pool, strive to select equal numbers of women and men, and attract candidates with disabilities in line with the UN Convention on the Rights of Persons with Disabilities.

EPSO's considerable achievements in selection continue to gain recognition throughout the public sector at both national and international levels, and the Office will further develop its Network of Experts in the field of Personnel Selection and Recruitment across the Member States. In 2016, its twice-yearly network meetings are planned to take place in Amsterdam and Helsinki.

* * * * *

Annex – Performance tables

Selection of highly-qualified staff

| | |
|--|---|
| <p>General objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.</p> <p>Impact indicator: Trust in the European Commission.</p> <p style="text-align: center;">Source of the data: Eurobarometer on Public Opinion in the European Union.</p> | |
| <p>Baseline Spring 2015: 40% tend to trust.</p> | <p>Target (2020): Increase.</p> |
| <p>Impact indicator: Staff engagement index in the European Commission.</p> <p style="text-align: center;">Source of the data: European Commission Staff Survey 2014.</p> | |
| <p>Baseline 2014: 65.3%</p> | <p>Target (2020): Increase.</p> |
| <p>Specific objective 1: Highly qualified staff are made available to all EU-Institutions by organising open competitions and selection procedures in an inter-institutional context – covering thereby their needs</p> | |
| <p>Result indicator (officials): Laureate delivery rate (administrators, assistants, linguists, specialists: meeting the targets set out in the Notices of Competition).</p> <p style="text-align: center;">Source of data: Notices of Competition, Reserve lists in Recruiter Portal.</p> | |
| <p>Baseline 2012: In 2012, EPSO achieved 78% of the cumulative published target figures for Officials.</p> | <p>Target 2016: $\geq 90\%$ of the cumulative published target figures (representing 120% of identified needs).</p> <p>Rate set as part of EPSO's mission to enable the EU Institutions to recruit the right person for the right job, at the right time, by providing high quality, efficient and effective selection procedures.</p> |
| <p>Result indicator (contract agents): Successful candidates' delivery rate.</p> <p style="text-align: center;">Source of data: Calls for Expression of Interest, CAST lists in Recruiter Portal.</p> | |
| <p>Baseline 2012: 3 selection procedures for contractual agents completed (translators, "childcare" and building management). For the 3 profiles combined, 2378 successful candidates were identified (119% of the cumulative published targets).</p> | <p>Target 2016: $\geq 90\%$ of the cumulative indicative target figures, both for specialists and generalist profiles, whilst at the same time achieving increased cost-efficiency for the selection of contract agents with the operational deployment of the Permanent CAST selection model.</p> <p>Rate set as part of EPSO's mission to enable the EU Institutions to recruit the right person for the right job, at the right time, by providing high quality, efficient and effective selection procedures.</p> |
| <p>Planned evaluations: N/A</p> | |

| | | |
|--|---|---|
| Specific objective 2: Our communication with potential and current candidates is positive and proactive, in order to contribute to a stronger employer image for the EU Institutions and improve our ability to attract the right talent. | | |
| Result indicator: Candidate satisfaction rate with EPSO's selection procedures: pre-selection-stage (CBT) and Assessment Centre (AC). Source of data: Candidates' satisfaction survey (at CBT-stage and AC-stage). | | |
| Baseline 2012: <u>Assessment Centre:</u> 91% satisfied/very satisfied (of which 46% very satisfied). <u>Pre-selection stage:</u> 93% satisfied. | Target 2016: <u>Assessment Centre:</u> ≥ 90% of the candidates invited to the Assessment Centre satisfied/very satisfied (and at least 50% very satisfied). <u>Pre-selection stage:</u> ≥ 90% of the candidates who sat pre-selection tests satisfied. Rates set as part of EPSO's mission to provide high quality, efficient and effective selection procedures. | |
| Result indicator: Strong awareness of the EU Careers brand, especially online and on-campus. Source of data: EPSO.05, EU Careers website, Facebook, LinkedIn. | | |
| Baseline 2013: EU Careers student Ambassadors in 103 universities in all MS. | Target 2016: EU Careers student Ambassadors at universities across all MS, with special attention given to focus countries and the creation of a 'network of networks' (one Careers Ambassador active at multiple universities, with connection to and support from Member States). | |
| Baseline 2013: 316 EU Careers Ambassadors' events. | Target 2016: Maintain the same number of high quality events in all Member States. | |
| Baseline 2013: Over 50 dedicated Facebook pages, administered by either individual ambassadors (for one university/network) or by multiple ambassadors together (one page for the entire country). | Target 2016: Maintain the same number of EU Careers dedicated Facebook pages. | |
| Baseline 2014: 12 EU Staff Ambassadors. | Interim milestone 2018: At least 1 Staff Ambassador per Member State. | Target 2020: At least 1 Staff Ambassador per Member State and per Institution, covering all main profiles. |
| Baseline 2013: EU Careers website: 15.260 million views and 3 million unique visitors. | Target 2016: Retain number of views/visitors which will fluctuate according to the number/nature of the selection procedures published. | |
| Baseline 2013: 128,645 followers on EU Careers Facebook page (October 2013) and 3000 followers on LinkedIn. | Target 2020: Steadily increase our following on the appropriate social media channels. | |
| Result indicator: Increased numbers of candidates with disabilities and/or special needs applying for EPSO selection procedures. Source of data: Candidate application form. | | |
| Baseline 2013: In total 255 candidates with disabilities and/or special needs ³ applied for EPSO selection procedures published in 2013 (competitions and CAST). | Target 2016: Continuously make sure there is no discrimination towards this diversity target group (in line with the UN Convention on the rights of persons with disabilities (UNCRPD)). Analyse the potential obstacles and blocking factors on a regular basis (diversity screening/audit). Further improve accessibility of EPSO's communication and selection procedures to candidates with disabilities and/or special needs. | |
| Result indicator: Satisfaction rate of candidates with disabilities and/or special needs, benefiting from reasonable accommodation of selection tests. Source of data: Candidates' satisfaction survey. | | |
| Baseline 2015: 90% of the candidates in the AD5-generalist competition who benefitted from reasonable accommodation of CBT-tests are satisfied with the measures taken by EPSO (based on feedback of 35 candidates). | Interim milestone 2016: ≥90% of the candidates benefitting from "reasonable accommodations" satisfied/very satisfied. | Target 2020: ≥90% satisfaction rate. Further develop EPSO's expertise in reasonable accommodations of selection procedures, based on international best practices. |
| Planned evaluations: Candidates' satisfaction surveys (CBT, AC and 'reasonable accommodations'). | | |

³ This includes candidates with a permanent handicap, or chronic disease, as well as candidates who have asked for special arrangements for specific medical reasons. It excludes pregnant and breastfeeding candidates.

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

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

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

| | | | | | |
|---|--|---|--|--|--|
| Baseline 2014: Several pilot-projects and reflections on new methods of testing initiated (Internet-Based testing, Video Remote Interviews, work and behavioural style questionnaires, MS Office skills, etc...). | Interim milestones | | | | Target 2020: The EPSO Assessment Centre is delivered faster, in different modules and phases, relying on the use of efficient talent-ranking methods and remote technologies. More flexibility for Selection Boards and improved quality at the preliminary phase of the selection process. |
| | 2016 - Test the single-scoring approach in 1 competition with approx. 100 candidates and compare single-scoring to negotiated scoring. - Test feasibility of video-recording of the group exercise (6 mock candidates scored by 15 assessors) - Test-content analysis technique in the Talent screener phase (1 competition, approx.. 100 candidates). | 2017 - Use of video remote interview in some specialist competitions – as intermediate phase - Use of single scoring with normalization. | 2018 - Use of content analysis techniques in Talent screener phase - Test the gaming approach in selection. | 2019 - Combine the new techniques within a same competition. | |
| Result indicator: Gender balance of laureates in the context of the annual AD-cycle (generalists). Source of data: Reserve lists in Recruiter Portal. | | | | | |
| Baseline 2011: 35% of the successful candidates in the annual AD5-cycle (generalists) were female. | Milestone 2017: ≥ 40% | Milestone 2018: ≥ 44% | Milestone 2019: ≥ 48% | Target 2020: ≥ 50%. | |
| Planned evaluations: N/A | | | | | |

During the period 2016-2020, EPSO will continue to develop and propose a range of new testing tools in line with best practice in selection and methods for the assessment of candidates in order to further improve the efficiency, effectiveness and value for money of the selection process.

Specific objective 4: Recruitment needs are clearly identified upfront and in close cooperation with Institutions, aligning thereby supply and demand for laureates.

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

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

Baseline 2014: New instructions in place since July 2014. Strategic planning for 2015 – 2018 endorsed in January 2015.

Target 2016: Complete strategic 3-year planning exercise before October in cooperation with the Institutions.

Planned evaluations: N/A

In line with the needs expressed by the Institutions in terms of recruitment of permanent, temporary and contractual staff, EPSO will continue to focus on its mandate of supplying high-calibre laureates available for rapid recruitment in different categories of staff and hence contributing to the Institutions' talent management strategies at the outset.

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

Result indicator: Exploitation rate of closed reserve lists.

Source of data: Recruiter portal.

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

Target 2016: $\geq 90\%$.

EPSO will continue frequently monitoring recruitment rates (and actual recruitment from existing reserve lists), in combination with a systematic sharing of feedback with its stakeholders. Based on the reinforced strategic planning exercise, EPSO will also provide feedback to the Institutions regarding the extent to which identified real needs in different staff categories have actually been met. EPSO will collect feedback on the outcome of the various selections organised each year, in order to better gather ideas for improvement, anticipate potential shortcomings and detect emerging trends in terms of supply and demand for laureates. EPSO's own staff and selection management experts, as well as the trained selection board members and markers, play a key role in providing feedback on the challenges encountered during the different stages of a competition.

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

Result indicator: Quality management system (QMS) fully operational.

Source of data: EPSO's Quality Management Office.

| | | |
|---|---|---|
| <p>Baseline 2015: Approx. 30% of the QMS elements in place:</p> <ul style="list-style-type: none"> * Business services definition * Competition graphical charts * Description of tasks and areas of activity available in a collaborative space * Selection Board reports feedback process. | <p>Interim milestone 2017: 80% of QMS elements in place by end 2017. Envisaged elements of QMS to be in place (100%):</p> <ul style="list-style-type: none"> * Process support * Continuous improvement process * Quality planning * Continuous learning * IT products & services quality control * Competitions quality control | <p>Target 2018: 100% of QMS elements in place by end 2018.</p> <p>Support all quality actions, including the setting-up and operation of the quality management system (QMS) with its quality policy, objectives and procedures.</p> |
|---|---|---|

Result indicator: Streamlined admission and eligibility procedures.

Source of data: EPSO.02

| | | |
|--|--|---|
| <p>Baseline 2014: 1 pilot project done on the basis of tools and standards used by DG HR.</p> | <p>Interim milestone 2017: Process of eligibility-check based on originals during the selection phase is achieved for at least 90% of laureates in open competitions launched as of mid-2016.</p> | <p>Target 2018: Process of eligibility check based on originals during the selection phase is achieved for 100% of laureates in open competitions.</p> |
|--|--|---|

Planned evaluations: N/A

In 2015, in line with its vision, EPSO decided further support the implementation of Quality Management principles to better deliver its mission. EPSO will therefore propose further improvements aimed at increasing the agility, flexibility and cost-effectiveness of existing selection procedures under the umbrella of a Quality Management Policy supported by a Quality Management Office.

The goal of Quality Management is to ensure that products and services meet customer requirements, underpinned by a set of processes for the planning, monitoring and control of product development and service performance. When the EPSO QMO is fully operational it should be able to support all quality actions, including the setting-up and operation of the quality management system (QMS) with its quality policy, objectives and procedures. The QMO will support the effective rollout of Quality Assurance, Quality Control and continuous improvement actions which will be facilitated by the use of digital technologies and collaborative tools.

In 2016, EPSO will start to implement an eligibility check based on originals or certified copies for all laureates, in order to allow Institutions to recruit directly without the necessity of an additional eligibility check. This should lead to significant efficiency gains for the Institutions, facilitate communication with candidates - who will only have to provide their data once - and allow for a better dataflow overall. In the ensuing years, EPSO will go forward with investigating how the process could be improved by moving from validating documents, to verifying all important information for recruiting staff, making the entire procedure fully digital.

Specific objective 7: The attraction, appointment and workings of selection boards are further rationalised and professionalised.

Result indicator: Establishment and successful introduction of the EPSO Academy.

Source of the data: EPSO.04, EPSO.03.

Baseline November 2015: launch of the pilot-project for the EPSO Academy.

Interim milestone 2016: 20 Selection Board members for the AD-cycle trained in the context of the pilot-project for the EPSO Academy.

Target 2017: Depending on the outcome of the pilot, the EPSO Academy to gradually become a centre of excellence, offering inter-institutional training programmes to (potential) Selection Board members. It will ensure that EPSO has of a pool of trained and available Selection Board members for all its selection procedures.

Planned evaluations: N/A

EPSO aims to further professionalise its Selection Board members and offer them a qualification that will be useful in their daily jobs and careers. The pilot-project for the EPSO Academy, which was launched in November 2015 and which offers comprehensive, structured training and transferable skills to potential Selection Board members, will be completed in the beginning of 2016. This project will enable EPSO to propose a pool of trained Selection Board members for the AD 5 competition of 2016 and beyond.

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

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

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

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

Target 2020: Continuous development of general and tailor-made staff-selection services for EU Institutions, Agencies and other EU bodies.

During the period covered by this Strategic Plan, EPSO will capitalise on its experience and achievements by providing a more diverse service not only to the EU Institutions, but also to Agencies (in line with existing service level agreements) and other EU bodies. Therefore, it will continue to develop a range of staff-selection services for these partners, ranging from individual elements (e.g. trainings, advice on selection procedures, publication, registration, publicity, use of Talent screener, CBT pre-selection or running of Assessment Centres), to organising fully-fledged selection procedures. EPSO wishes to give its full support to the development and implementation of talent management strategies in the EU Institutions, capitalising on its own expertise in competency-based assessment and related areas of work.

In this context, EPSO will draw up a catalogue of the services it can offer the Institutions, Agencies and other EU bodies. These services will be offered, where appropriate, on the basis of a charge-back model (in line with the charge-back process in place in the Commission), provided their delivery does not negatively impact on the execution of EPSO's work programme as agreed by the Management Board. This will ensure that EPSO continues to provide the required level of service towards the key stakeholders. It will further contribute towards the testing of a number of new procedures, whilst at the same time allowing for greater flexibility in adapting services to meet changing demands in the field of staff selection methods and tools.

Evaluation of linguistic abilities

| | |
|--|---|
| Specific objective 9: The linguistic abilities in a third language of staff eligible for a first promotion (officials, contract staff in function group IV, temporary agents assisting political groups in the European Parliament and temporary agents in agencies) are evaluated in a harmonised, consistent and cost-efficient manner. | |
| Result indicator: Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates. Source of data: EPSO.01. | |
| Baseline 2012: 100% of files evaluated within the deadline (702 files in total). | Target 2016: 100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year. |
| Result indicator: Timely delivery of linguistic tests. Source of data: EPSO.01 | |
| Baseline 2012: All candidates tested within the deadline (358 candidates tested in total). | Target 2016: 100% satisfaction by the end of each year of requests received for testing third language capabilities. |
| Result indicator: Satisfaction rate of candidates with the assessment of their third language capabilities. Source of data: Candidates' satisfaction survey. | |
| Baseline 2014: Satisfaction rate of 87% (period 2013 – 2014). | Target 2016: ≥90% satisfaction rate of candidates who reply to the satisfaction survey. |
| Planned evaluations: Candidates' satisfaction survey. | |

Under Article 7§2(d) of Annex III of the Staff Regulations, EPSO assumes the "general responsibility for the definition and organisation of the assessment of linguistic ability in order to ensure that the requirements of Article 45§2 of the Staff Regulations and Article 85§3 of CEOS are met in a harmonised and consistent manner". Following the Reform of the Staff Regulations in 2014, temporary agents engaged to assist a political group in the European Parliament are also subject to the assessment of linguistic ability under Article 45§2 (modification of Article 16 of CEOS).

In this context, the objective for EPSO remains to assess all staff members who must demonstrate their ability to work in a third language before the end of each promotion exercise, as defined by the Institutions, taking into account that the deadlines vary from one Institution to another. The level of linguistic skill required is Level B2 of the Council of Europe's Common European Framework of Reference for Languages (CEF), which corresponds to the current Level 6 of inter-Institutional language training (except for the above-mentioned temporary agents to whom level 4 of inter-Institutional language training will apply during a transition period until August 2018, following an adaptation to the common implementation rules that will be completed in 2016).

Contribute to the running of the Certification exercise

| | |
|---|---|
| Specific objective 10: To contribute to the running of the Certification procedure | |
| Result indicator: Timely delivery of accurate certification examinations in compliance with the Institutions' requirements. Source of data: EPSO.01. | |
| Baseline 2012: All candidates tested within the deadline (222 candidates tested) and list of certified Officials delivered on time. | Target 2016: 100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions. |
| Result indicator: Satisfaction rate of the examining board with the organisation of the tests. Source of data: EPSO.01. | |
| Baseline 2012: 100%. | Target 2016: 100 % satisfaction of examining board with tests delivered. |
| Planned evaluations: Candidates' satisfaction survey. | |

EPSO contributes to the selection process of AST Officials who may be appointed to a post in function group AD by ensuring that the requirements of Art. 45§a(1)(c) of the Staff Regulations are met in a harmonised and consistent manner.

Responsibility and tasks in this respect are divided between the Office and EUSA, with the Office ensuring, in particular, those relating to determination of the contents of the examinations (Annex III, Article 7§2(c) of the Staff Regulations) and management of the examination process.

Further possible improvements to the test content and delivery modes will be explored together with the EUSA, based on the results of the 2015 Certification tests. In light of the expiry of the framework contract for the delivery of Certification tests, a new procurement process will be initiated in the first semester of 2016, in order to secure a new framework contract to cover the future needs as of 2017.

* * * * *