



European
Commission

Management Plan 2021

Directorate General
Human Resources and Security

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INTRODUCTION



“2020 showed, that with our brilliant, resilient staff we could deal with any challenge and remain productive.. In 2021, DG HR will be looking to support our people even more as we look to adapt to new ways of working, providing them with a modern, inclusive and greener environment. I’m really looking forward to what we can achieve together in our new normal.”

HR Director General Gertrud Ingestad

Through our work in 2021 we aim to provide the solid base to deliver on the political priorities set out in Commissioner Hahn’s mission letter. In particular:

A new human resources strategy to continue the modernisation of the Commission

At the start of the new Commission, President von der Leyen mandated Commissioner Hahn to develop a new HR Strategy for the Commission, with a view to the further modernisation of the organisation. The purpose of the new strategy is to maintain and develop the Commission as a modern, diverse and flexible organisation with a skilled and dedicated workforce. This will include creating the right conditions for our skilled and motivated workforce to thrive and deliver on our priorities. The need to attract, develop and retain highly qualified staff from across all Member States will be crucial to achieving this. Ensuring gender equality at all levels, providing staff with the digital skills they need to make the most of new technologies, and creating a diverse and inclusive workplace will also be important issues.

Among other issues, the strategy will include progress on a revised fit@work strategy focusing on physical and mental wellbeing, and wellbeing at the workplace. Attention and support will be provided to assist and support staff as they adapt to

changing working habits and a new working environment as part of the “New Normal”.

The new HR strategy will also include a focus on talent management issues. In 2021, DG HR will organise new internal competitions and two selections of the Junior Professionals Programme (JPP). Tailored learning packages will be developed for the most common job profiles in the European Commission and DG HR will also further develop its “headhunting” and “job search” initiatives to help staff seize the best career opportunities and ensure that the right staff are in the right place at the right time.

Work on the new strategy is at an advanced stage and the strategy will be adopted and implemented in the Spring of 2021, together with a detailed Action Plan for 2021 and subsequent years.

Gender equality at all levels of Commission management

We will be doing all we can to develop the early (or ‘upstream’) identification of female talent for senior management. These talented women will be offered support through a tailored development programme to help them prepare for the challenges of higher responsibility.

We will also be stepping up the closer and more regular monitoring of the progress made by DG towards gender equality,

including targeted actions for DGs risking lagging behind.

The third edition of the Female Talent Development Programme will be completed, offering participants a platform to hone their managerial skills, and to connect to senior mentors and fellow colleagues across the Commission.

The Commission as a diverse and inclusive place to work.

DG HR, together with EPSO and the other EU institutions will revise the selection of future staff to ensure a greater diversity of candidates corresponding to DG needs, while reducing the time needed to organise competitions.

We will be monitoring geographical balance in particular and will look to revise the methodology to determine the reference values by Member State, notably following Brexit.

Implement the full digitalisation of the Commission

DG HR is driving the practical implementation of digitalisation through the HR Modernisation and Digital Transformation programme. The programme addresses both the redesign of the HR services, the underlying business processes and HR IT platforms, with the aim of maximising the digital potential for our clients, up to interinstitutional level.

The programme builds upon and integrates existing actions both within DG HR and at corporate level, notably in the HR business intelligence domain: moving from standardised operational reporting through a reporting toolbox for managers to advanced analytics and insights which contribute directly to a Digital Administration.

Our work in 2021 will be instrumental in refining the blueprint of the target HR ecosystem and integrating it into the corporate landscape; developing its foundation, test-driving new technologies and starting the transformation of two major, core processes: (pre-)selection & recruitment and the medical services.

The Commission has the right infrastructure to face up to ever evolving physical and digital security threats

In 2021, DG HR will work on all elements of its security operations to reinforce the protection of the Commission's interests.

DG HR will prepare a major legislative initiative to harmonise the rules governing information security across all EU institutions, bodies and agencies, in the context of the EU Security Strategy Union.

Protecting the Commission's sensitive and classified information will feature high on 2021's agenda. Some of the actions will be specific to Members of the College (secure room, secure phones); others will apply to all staff (the deployment of dedicated IT systems, a review of awareness-raising actions).

Regarding physical assets, DG HR will upgrade its protection against unauthorised access and hostile attempts to gain access to Commission premises, with a particular focus on the Commission's most sensitive buildings.

Evolving security threats require that we constantly adapt not only our internal policies but also our internal structures. To achieve this, we will look to physically integrate certain operational services into a single Security Operations Center. We will also develop a single security risk management platform to connect threats, incidents and mitigating security measures.

Implement the objectives of the Green Deal and to become climate neutral by 2030.

In order to improve the Commission environmental performance, DG HR will continue to implement and to register under the EMAS Regulation. In 2021, EMAS will extend its scope to Executive Agencies and the Commission Representations in Europe.

Based on EMAS experience, DG HR will assume a leading role in preparing the Commission Green Deal communication and in actions contributing to the Commission becoming climate neutral by 2030.

We will also ensure a more efficient use of office space and the achievement of the Green Deal's objectives relating to real estate policy. As the Commission's general buildings' policy evolves, the revision of related Communications will allow the Commission to be more dynamic on the market with the objective of occupying the most energy efficient buildings possible.

Managing the COVID-19 crisis

Medical services provided guidance, advice and psychological support to staff during COVID-19 crisis. Numerous COVID-19 tests are being done, as well as an extended campaign for flu vaccination., in order to reduce the complications and comorbidity in case of COVID-19 infection.

A large campaign for vaccination against COVID-19 is planned in Brussels for European Commission staff as well as executive agencies, joint undertakings, Committee of Regions, European Economic and Social Committee, EEAS, EDPS....

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

Commission General objective n°7

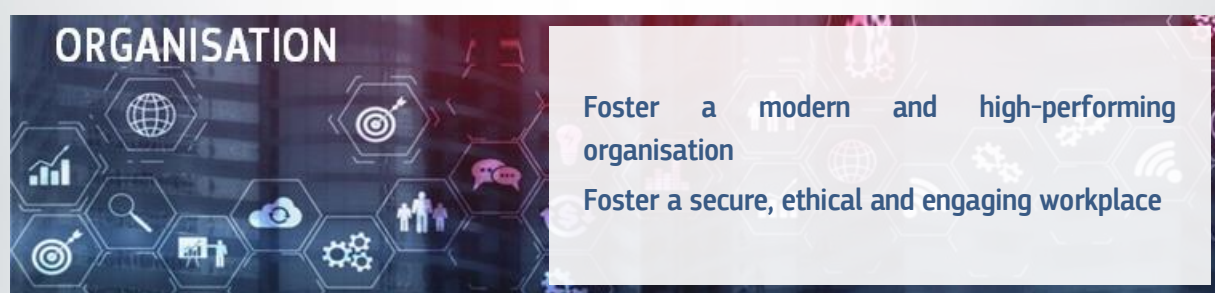
A modern, high performing and sustainable European Commission

DG HR, together with other departments working in the coordination and support function, contributes to the seventh Commission general objective “a modern, high performing and sustainable European Commission”.

DG HR further breaks down this general objectives into five specific objectives. DG HR aims at fostering a modern, high performing, secure, ethical, engaging and caring workplace, contributing to the Commission's Green Deal communication, by setting up the Commission's actions in order to become climate neutral by 2030, building on lessons-learned from the successful implementation of EMAS in the Commission. DG HR also puts staff at the centre of its strategy, further enhancing its caring role by focusing on mental wellbeing and aiming at attracting talents, developing and deploying staff and providing them with inspiring, inclusive, people centric and gender balanced managers. On top of this, DG HR also focuses on achieving cross-cutting objectives, such as making the Commission even more diverse and inclusive.

The ultimate impact of our policy over the Commission general objective will be translated into an increase in the Staff engagement index, the improved Environmental performance in the Commission, and equality in gender representation in management in the Commission.

DG HR has set results indicators to monitor progress towards its specific objectives.



ORGANISATION

Foster a modern and high-performing organisation

Foster a secure, ethical and engaging workplace

The infographic features a dark blue background with various white icons representing organizational concepts such as a globe, a target, a bar chart, a magnifying glass, a cloud, gears, and people silhouettes.



STAFF

Attract diverse and high-quality talents to build the workforce of the future

Better know, develop and deploy staff

Develop and support inspiring, inclusive and effective managers

The infographic features a light blue background with silhouettes of diverse people in professional attire, overlaid with a grid of glowing blue data points.

DG HR Specific objective 1

Foster a modern and high-performing organisation

Objectives

The Commission wants to develop an agile, fit-for-purpose, data-driven and digital organisation which promotes collaboration across services and with partners. A modern organisation also aims at limiting its environmental impact.

Main outputs in 2021

Make the organisation agile and fit-for-purpose

2021 will be the first year of implementation of the new financial framework. The [allocation of resources](#) will have to duly reflect changed priorities and particular needs of EU policy areas. DG HR will provide quantitative and qualitative inputs to resource allocation for the 7-year perspective and will ensure prompt implementation of decisions taken. Due attention will be paid to close monitoring and control of overall Commission staffing and optimised way of organisation. DG HR will advise and support DGs and services who want to move towards more agile ways of organising and working.

Working together with the [One-Stop-Shop for Collaboration](#), of which DG HR is a founding member, DG HR will provide consultancy support to help DGs work in more agile and collaborative ways (as part of the corporate work programme of the Information Management Steering Board.). In particular, DG HR is a leading member of the change management team supporting the [roll-out of M365](#), a set of tools which can help us to work in more collaborative and efficient ways. DG HR will also work as a part of a team to help departments who move into [offices with collaborative space layouts](#) to make

the best use of them to enhance productivity, flexibility and engagement.

Toward Digital Transformation

The Commission committed to modernise its HR strategy and to propel the Digital Commission. DG HR – in close collaboration with the other members of the HR Family – is driving the practical implementation of these challenges through the HR Modernisation and Digital Transformation programme. The programme addresses both the [redesign of the HR services](#), the underlying business processes and HR IT platform, with the aim of maximising value-creation for our clients, up to the interinstitutional level.

The programme builds upon and integrates already running actions both within DG HR as at corporate level, notably in domain of [HR business intelligence](#): moving from standardised operational reporting over a reporting toolbox for managers to advanced analytics and insights contributing to our Digital Administration.

The year 2021 will be instrumental to refine the blueprint of the target HR ecosystem integrated into the corporate landscape; develop foundational components, test-drive new technologies and initiate the transformation of two major core processes: (pre-)selection & recruitment and the medical services.

Improved client service is the essential aim, ideally through a single user-friendly IT platform. As a step towards this, the use of [StaffContact](#), a tool to ask on-line questions on HR issues, will be expanded.

Greening the Commission

In order to improve the Commission environmental performance, DG HR will continue to implement and to register under the [EMAS Regulation](#). In 2021, the EMAS will start extending its scope to Executive Agencies and the Commission Representations in Europe.

Based on the EMAS experience and information, DG HR will assume a leading role in preparing the [Commission Green Deal communication](#) and setting up the actions in order to become climate neutral by 2030.



Foster collaboration with partners

In order to foster collaboration, DG HR maintains trusted partnerships with external stakeholders.

DG HR intends to ensure a [broad coordination](#) with other institutions, Member States and international organisations and to further exchange best practices on staff policies.

DG HR continues to implement [SYSPER in other EU agencies](#) and to improve its support for the optimal use of the system by all institutions and agencies. This includes the necessary activities to support the executive agencies and parent DGs for the redesigned portfolios of the delegation of implementation tasks.

DG HR strives to harmonise and rationalise [HR policies in executive and decentralised](#) agencies and joint undertakings. To executive agencies, DG HR provides specific assistance in the preparation of the next Delegation of Programmes and supports the modernisation of their HR policies.

[European Schools](#) offer high standard quality education, crucial for attracting qualified staff to the European institutions, bodies and agencies. The Commission plays a key and active role representing the European Institutions in the European Schools governance.

DG HR develops an [administrative cooperation](#) in order to share experience and exchange best practices in HR matters with Member States through the European Network for Public Administration (EUPAN) and international organisations such as the United Nations.

DG HR Specific objective 2

Foster a secure, ethical, engaging workplace

Objectives

DG HR ensures a secure working environment, protecting the Commission's staff, assets and information.

The Commission strives to maintain high standards of ethics and integrity by staff members.

The Commission also strives to create an engaging work environment which enables staff to work effectively and collaboratively while reconciling their personal and professional life in a healthy, sustainable and balanced manner.

Main outputs in 2021

Foster a secure workplace

The Commission's internal security policy seeks to ensure that staff, assets and information are adequately protected against risks to their security.

In 2021, DG HR will work on all strands of security operations in order to further reinforce the protection of the Commission's interests.

DG HR will prepare a major legislative initiative in order to harmonise the [rules governing information security](#) across all EU institutions, bodies and agencies, pursuant to the EU Security Strategy Union.



Protecting the [Commission's sensitive and classified information](#) will feature high on 2021's agenda. Some of the actions will be specific to the Members of the College (secure room, secure phones) whereas others will apply to all staff (deployment of dedicated IT systems, review of awareness-raising actions).

Regarding physical assets, DG HR will upgrade its protection against unauthorised access and hostile attempts to gain access to Commission premises (opening of the [Berlaymont Welcome Center](#), protection against hostile vehicles, drones), with a particular focus on the Commission's most sensitive buildings.

The evolution of the security threat requires constant adaptation not only of internal policies but also of internal structures. DG HR will look into the physical integration of certain operations services into a single Security Operations Center. It will also develop a single security risk management platform to connect threats, incidents and mitigating security measures.

Foster an ethical workplace

The respect of the core ethical values and obligations enshrined in the Staff Regulations is vital for ensuring the credibility of the Commission in the citizens' eyes.

In 2021, the Commission will resume social dialogue on the review of its [harassment prevention policy](#) to strengthen its commitment to a respectful work environment. It will put a greater emphasis on harassment prevention and awareness-raising with a view to ensuring that managers and staff

know better what harassment is, which behaviors are not acceptable and what options are available to deal with situations perceived to involve psychological or sexual harassment.



The Commission attaches high importance to maintaining a culture of integrity among its staff members and, in particular, to preventing conflicts of interests for officials and other servants. In 2021, DG HR will aim at improving [staff awareness and perception of the ethical framework](#) and culture and of potential consequences of breaches of ethical obligations. It will continue to work closely with all relevant stakeholders, including ethics contact points in the Commission departments, to ensure an effective implementation of the appointing authority's decisions related to the prevention of conflict of interest among its staff members.

Foster an engaging and caring workplace

fit@work

Aligned with the HR Strategy, [fit@work 2.0](#) will come into force in 2021. It is structured as a result of listening to staff and experts, and lessons learnt. The pillars focus on physical wellbeing, mental wellbeing, and wellbeing at the workplace – contributing towards fostering an engaging and caring workplace.

Workplace of the future

Following the Communication on The Workplace of the Future in the European Commission, the approach has been updated taking into account the [lessons learnt from the COVID-19 crisis](#) as part of the new HR strategy. More attention will be given to assist and support staff in changing working habits and working environment. The concept of more innovative office spaces in line with the needs will be coordinated by a task force on the “new ways of working” around a holistic approach of the 3B's (Behaviour, Bytes and Bricks).

A more efficient use of office space will be ensured as well as the achievement of the [Green Deal's objectives relating to real estate policy](#). As the Commission determines its general buildings' policy, the revision of the related Communications will allow the Commission to be more dynamic on the market with the objective of occupying the most energy efficient buildings possible.



Supporting the Commission's health and safety policy:

Further harmonising requirements for the management of health and safety issues in Brussels and Luxembourg. Occupational health and safety (OHS) auditing will continue in line with the 2020-2022 audit programme. In 2021, the performance and conformity in the field of OHS

emergency preparedness and response will be audited on both sites.

Social integration and engagement

Social integration, in the form of meaningful social attachments to the people and places where we live, is an important factor in determining health and wellbeing. The Commission's Corporate Social Responsibility programme promotes volunteering activities within and outside the workplace, as a means of getting more staff more involved and engaged in their local communities.

Internal Communication

The COVID-19 crisis highlighted the critical role of internal communication for the Commission. The adoption of a new Internal Communication (IC) Strategy will provide an ambitious vision in this

domain, putting staff at the centre of the organisation, and recognising managers as essential actors for communication in support of the new HR strategy and other political priorities. It will also highlight the synergies between internal and external communication and the importance of promoting staff advocacy towards external audiences.

In 2021 DG HR will also run a targeted survey in support of future 'new normal' ways of working, and a new edition of the Staff Survey, complemented by "pulse surveys" throughout the year.

Finally, thanks to the roll-out of Microsoft 365, DG HR will start to work on a revamped intranet to provide more targeted content to users and new possibilities for interaction.



DG HR Specific objective 3

Attract diverse and high quality talents to build the workforce of the future

Objectives

The Commission aims to remain an employer of choice for diverse and high-quality talents from across all Member States and backgrounds. Building the workforce of the future requires an accurate and highly coordinated corporate view of needed skills and an agile recruitment process. The Commission should continue to be perceived as an employer offering fulfilling jobs at the service of European citizens, enriching development opportunities and attractive work conditions, including the compensation and benefits package.

The Commission must, notably, have better insights about its recruitment profiles and make its selection and recruitment procedures faster, more efficient and transparent. This is necessary in the context of both increasing competition for talents and the Commission's needs to deliver swiftly on its objectives. In the same vein, the Commission should be able to recruit staff with definite contracts in a more flexible manner in order to fill temporary positions requiring specific competencies. Its workforce planning and allocation of human resources to its departments should be more profile driven and better adapted to fast evolving needs.

The Commission aspires to have a diverse workforce that better reflects the diversity of the European population. It has taken significant strides in recent years in promoting equal opportunities between its male and female employees, but the notion of diversity should now be extended to include other underrepresented groups. This work will be coordinated by the newly created Diversity and Inclusion Office.

Main outputs in 2021

Attract and retain talents

The [HR Strategy](#) should consolidate the actions in progress and go further, in the framework of a global and ambitious approach.

With regard to the [selection of future staff](#), DG HR together with EPSO and the other EU institutions will identify operational measures to implement the recommendations adopted by the EPSO Management Board to overcome the constraints of the current competition model, in order to ensure a greater diversity of candidates, corresponding to DG needs, reduce current imbalances, the time needed for the organisation of competitions and be more connected to the labour market through an improved testing method.

The monitoring of [geographical balance](#) in particular will be pursued with the revision of the methodology to determine the reference values by Member State, notably following the entry into force on 1 February 2020 of the Withdrawal Agreement concluded between the EU and the United-Kingdom.

This [external channel of recruitments](#) should rely to a great extent on specialised competitions based on the assessment of DGs' needs and available profiles.



In parallel, DG HR will organise new [internal competitions](#) in all function groups (AD/AST/AST-SC), some of them open to the Junior Professionals and to contract agents, providing for the Commission's need to retain highly qualified talents by giving them an opportunity to be appointed as officials. This internal channel of recruitment, designed for staff already working in the Institution, will be relying on a planning of regular internal competitions and on the [Junior Professionals Programme](#) (JPP). Two selections of JPP will be organised for the selection of up to 50 JPs in 2021 under the renewed pilot. In addition, a Commission decision for permanent establishment of the programme will be prepared for adoption by the College after concertation with stakeholders.

In addition, DG HR will continue its work on the review of the [rules applicable to temporary staff](#), in order to modernise, simplify and adapt these rules to the needs of services. In particular, through better selection procedures, the possibility of offering longer contracts and through the extension of the range of grades offered, the new decision is expected to contribute to attracting high quality talents. Discussions on a revised draft decision on temporary agents will restart on the basis of the exchanges that took place in 2019 with the DGs and the trade unions, taking also into account the foreseen evolution of the external selection processes.

As soon as its design has been completed, DG HR will start the implementation of the selection and recruitment part of the HR Transformation project, in order to simplify existing procedures and render recruitment and selection faster. While waiting for the development of a future integrated solution, a number of small

scale, quick-win projects should be developed already in 2021.

In order to have a better picture of the diversity of current staff and to gauge how included and respected they feel in the organisation, the Commission will launch a [survey on diversity, inclusion and respect at workplace](#). The results of the survey will underpin the development of new, more evidence-based policies aimed at ensuring that staff can enjoy equal opportunities and non-discrimination and can work in an inclusive and free from harassment work environment.

The Asselborn-Georgieva agreement foresees the enhancement of the [presence of Commission services in Luxembourg](#); however since the presence of the EC is shrinking, despite all the efforts. Commissioner Hahn committed to explore with the other Luxembourg-based EU institutions as well as with the Luxembourg government ways of improving the working conditions in Luxembourg, as an enabler for addressing the attractiveness of the site. The group of Secretaries-General of the EU Institutions addressed the available possibilities to make the site more attractive for staff. This involves human resource incentives in recruiting and retaining staff as well as inter-institutional mobility, the focus on sectoral excellence hubs comprising academic partnerships, the living conditions in Luxembourg including cost of housing, as well as communication and visibility of the site. Follow-up meetings are planned in the first quarter of 2021 so by the end of the first semester 2021 the EU institutions define a concrete strategy of the reinforcement of the site attractiveness.

DG HR Specific objective 4

Better know, develop and deploy people

Objectives

To deliver successfully on its mission, the Commission needs an agile workforce with state-of-the art skills. Learning, development and mobility should be guided by the organisation's strategic needs in terms of the required competencies and expertise, while enabling staff members individually to develop throughout their career.

Main outputs in 2021

Enhance remote Learning and Development activities

Learning packages will be developed for the most common job profiles at the European Commission. These packages will combine online courses carried out at the participant's own pace, live classes (virtual or face-to-face) and other learning materials to help staff increase their mastery in their area of work or prepare for mobility to other job functions needed in the Commission.

In addition to the continuous development of tailor-made e-learning at the Commission, we will provide access for all staff to an online learning platform offering thousands of courses and help colleagues to find the courses they need to learn skills as and when they need them.

Efforts will continue to develop our virtual language courses, not only as a short-term response to the COVID-19 pandemic, but as a long-term strategy to ensure the provision of courses for less frequently requested languages across multiple sites.

Modernise the Commission-wide headhunting service

The further development of head hunting and of job hunting has an important role to play in view of an optimal allocation of the Commission talents and a proactive approach from staff to seize available career opportunities.

The current pilot head hunting service will continue to be offered to managers looking to fill specialised posts. Automation of headhunting and the provision of a user-friendly job hunting tool for staff in the context of the HR search and HR Transformation IT projects is, however, essential for the modernisation, sustainability and cost-efficiency of the service and its establishment on a permanent basis.

Mapping of career, learning as well as internal and external mobility paths

DG HR will continue the analysis of the level of jobs held by contract agents and, if justified, launch new targeted exercises to change function groups.

This analysis will allow a comprehensive mapping of the careers of contract agents, and make them more internally consistent and equitable.

More generally, linked to the review of the rules applicable to temporary staff, DG HR will launch a reflection on the correspondence of the function group with the nature and level of tasks in order to develop internal guidelines on the right level of recruitment of temporary and contract agents.

DG HR Management Plan 2021

A proactive professional Career guidance service is essential to support staff in the management of their careers. The service will be supported in 2021 by an enhanced continuous training programme with additional elements on evolution of practices in career guidance in other organisations, HR rules and procedures and knowledge of DGs business context and priorities. The service will proactively reach out to AD officials via the organisation of 4-year career talks in 2021-2022.

Better information to staff on careers will notably be supported by the organisation of the Career Days 2021 and the further development of e-learning material on careers, which was initiated in 2020 in the context of the COVID-19 pandemic.

Without modifying its general principles and legal provisions that have proven to provide for a sound and adequate basis and framework, the [Commission will modernise the yearly appraisal exercise for staff](#). This modernisation will aim at simplify the format of the report as well as reinforce the importance of operational objectives set in advance that will serve as a basis for the appraisal, allowing for a more meaningful exercise.



DG HR Specific objective 5

Develop and support inspiring, inclusive and effective managers

Objectives

DG HR aims to support managers to ensure that they are inspiring and inclusive leaders, able to effectively manage, empower and develop their staff to enhance individual, team and organisational performance whilst simultaneously managing the organisation's swift transition into the digital age and new working practices, while continuing emphasising trust and results.

DG HR also aims to ensure that the Commission is a diverse and inclusive place to work and delivers gender equality at all levels of management by 2024. Diversity is a driver of innovation, resilience and performance and, as such, will need to be embedded as a key principle throughout the whole HR management cycle.

Main outputs in 2021

Senior Managers

DG HR will provide its 360° Feedback Programme for Senior Managers to a further 30 participants. Senior Managers will receive a confidential report and debriefing on the key development areas emerging from the anonymous survey.

It will also extend the Senior Management Development Programme to offer a further 15 Senior Managers the opportunity to develop and hone their leadership skills and behaviours on the basis of an independent, external assessment of their needs.



Middle Managers

Building on the measures developed for newly appointed middle managers, priority in 2021 will be put on accompanying established middle managers in their developmental journey.

A comprehensive learning and development path will be developed on the basis of a thorough assessment of their managerial skills topped up by on-the-job support from corporate services and from peer-to-peer interactions via the network for middle managers.

A revamped inter-DG mobility framework designed to allow middle managers to broaden their horizons in other parts of the organisation will also be developed.

Diversity specific actions

Actions will be put in place for the upstream identification of female talents for senior management functions. These identified talents will be offered support through a tailored development programme to help them prepare for the challenges of higher responsibility.

Closer and more regular monitoring of the progress made by DG towards gender equality, including targeted actions for DGs risking lagging behind, will be stepped up.

The third edition of the Female Talent Development Programme will be completed, offering the participants a platform to hone their managerial skills and to connect to senior mentors and fellow colleagues across the Commission.

PART 2. Modernising the administration: main outputs for the year

The internal control framework¹ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

DG HR has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

Human resource management



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

Competent and engaged workforce

In 2021, the new corporate HR strategy will be formalised after which DG HR will develop a local HR strategy. In the first half of the year, DG HR staff members will have to move to a new building with dynamic working arrangements. These changes will not only impact what staff members are working on, but will also introduce a whole new way of working in addition to the current challenging times of high uncertainty due to COVID-19. DG HR will therefore intensify its efforts to support staff and ensure the organisation can react in an agile and flexible way to meet both staff and organisational needs. In order to do so, DG HR will boost its internal communications and staff engagement initiatives, strengthen senior management communication, obtain frequent feedback from staff and involve staff in managing the changes to ensure staff buy-in. These initiatives will furthermore be monitored through the DG HR staff engagement index. All initiatives will also be accompanied by appropriate Internal Communications actions.

Gender equality

DG HR needs to make three first appointments of women to Head of Unit positions by 12/2022 and the first one took effect in May 2020. DG HR is putting additional effort in

¹ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

enlarging its pool of potential candidates, in particular women, by improving its communication and awareness raising. It intends on achieving this objective through the following initiatives:

- Raising awareness of existing vacancies: ensure that potential candidates are aware of upcoming and current management vacancies by communicating through different channels (e.g., intranet, networks)
- Female Talent Development Programme: identify motivated colleagues with the right profile and ambition to become middle managers and follow them closely throughout and after the programme
- Bolster career talks: systematically organise career talks with staff members who are interested in becoming Head of Unit to ensure a continuous exchange of information, including advice on career moves and adequate training, as well as regular updates
- Team Managers Network: set-up bespoke information sessions, in cooperation with C.2, for team managers who are interested in becoming Head of Unit to share information on selection procedures, including assessment centres, knowledge development & sharing

Sound financial management



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

In 2021, a number of specific actions aiming at strengthening financial management are programmed. It should come as no surprise that the the measures taken to allow business continuity in financial management is the main catalyst of the actions programmed in 2021. The introduction of electronic/ paperless workflows in financial management , combined with the introduction of the electronic signature, have led to sizable gains in efficiency and economy, at an acceptable risk level. This year, the importance is to consolidate these gains for the future and adapt our processes and procedures to consolidate the changes made.

Further, the measures taken to reinforce internal control in the field of low and very low value procurement in 2020 will this year be continued. A manual on this type of procurement has been launched, and an ex-post control to verify compliance with the rules. 2021 will see these results and lessons learnt disseminated to all staff involved, to ensure the rules on low and very low value procurement are understood and adhered to.

Finally, the Covid19 crisis being far from over, close attention will be given to the risk assessment of our objectives, including fraud risk aspects, to make sure all risks the very volatile environment the pandemic causes, are assessed and tackled.

Fraud risk management



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

Our Anti-Fraud strategy was adopted in autumn 2020, following the new Commission Anti-Fraud Strategy and will be fully implemented starting 2021. The update resulted in few changes compared to the prior strategy, the result of only minor changes in the fraud risk environment. The action plan will be 100% implemented by 2022.

In line with the actions in the CAFS for which DG HR is responsible, the actions at DG level will mainly focus on continuing awareness raising actions and training on ethics, maintaining an anti-fraud component in all key internal control processes, e.g. a distinct fraud risk assessment embedded in the overall risk assessment exercise.

The impact of the Covid19 crisis and impact of measures taken on fraud risks, form an integral part of the new Anti-Fraud Strategy. Throughout 2021, we will further observe the impact of the Covid measures and take specific actions, if required.

With the launch of the EPPO, IDOC will actively participate in the negotiation and the finalisation of the Agreement establishing the modalities of cooperation between the EPPO and the Commission, in view of establishing efficient cooperation aiming at the detection and correction of fraud and other breaches of the Staff Regulations.

Digital transformation and information management

Objective: DG HR 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.



In 2021, DG HR –in close collaboration with the other partners offering HR-related services– will accelerate the HR Modernisation and Transformation programme. Capitalising on the already running optimisation initiatives, the foundation for a new, future-proof HR ecosystem will be forged. The design of the blueprint is client-centric, user-engaging and data driven.

In parallel, new technologies will be tested and used to create early value to the benefit of the HR professionals as well as all personnel, up to the inter-institutional level.

“(Pre-)selection and Recruitment” is the priority core domain for through rethinking in the new digital world, thus bringing our daily work closer to the objectives of the HR Strategy.

The HR digitalisation frames into a broader digital administration, both from a business as a technical perspective. The HR ecosystem’s technical foundations must integrate seamlessly with the corporate IT services, tools and policies. For 2021, the programme will address some core components such as Identity management and records management.

The HR Business Insights sub-programme is a prominent example of this integration as the HR data platform builds on the Corporate Data Platform. As a flagship project, further investments will be made in the technical environment, data management and governance and the delivery of new reports and management dashboards.

DG HR will make efforts to improve the management of its own internal information, as well as contributing to the corporate effort to improve data, information and knowledge management (see part 1).

In 2021 DG HR will continue to invest efforts in further improving the general knowledge on data protection among the HR professionals and managers by enhancing the training and awareness raising offer both on a corporate and on a local level. On corporate level DG HR will put in place, in cooperation with the DPO of the Commission, a practice-oriented data protection training for all commission staff. On local level the Data Protection Coordinator team will continue delivering specialised trainings on unit or individual level, as well as awareness raising activities. Communication campaigns will be organised on the local MyIC page. In addition, the control of attendance and the follow-up of local level of the trainings will be continued, with a special attention to newcomers and managers.

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DG HR will streamline resources allocated for the discharge of the Data Protection Coordinator function in order to achieve the highest data protection standards within DG HR. Dg HR will ensure a smooth transition of the DPC function to the newly nominated Data Protection Controllers of OIB, OIL, EPSO and PMO during the first semester of 2021.

The DPC team will enhance its network of data protection focal points across the HR units and directorates and will advocate the introduction of data protection as a frequent point on the agenda of management meetings on unit's level.

Sound environmental management

Objective: To contribute to the common Commission objective and further improve the environmental performance of the Institution.



EMAS corporate communication campaigns

DG HR will promote among its staff and organise local actions as part of the main 2021 EMAS corporate communication campaigns, on the organisation of sustainable events, on the new Green Deal action: *Volunteer for a Green Change*, on waste reduction and on sustainable commuting (EU Mobility Week, Velo Mai).

Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

In 2021, the process of modernising the administration will translate in a thorough analysis of the electronic signature introduced in our workflows. The process started in 2020, with the onset of the Covid-19 epidemic and the measures taken to maintain a functioning administration. The aim is a modernised approach on the signature of documents, resulting in a procedure specifying what documents require a signature, the desired level of qualification of that signature, and an analysis of the related risks.

In this context, we aim as well to move to paperless workflows for managing financial transactions in all areas of the DG.

Annex I: Performance Tables

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

| General objective 7 Foster a modern and high-performing organisation | | |
|---|---|--|
| DG HR Specific objective 1 Foster a modern and high-performing organisation | | |
| Output | Indicators | Targets |
| Make the organisation agile and fit-for-purpose | | |
| Ensure the optimal use of resources Multiannual corporate reallocation planning adopted by the College, following consultations with stakeholders. Planning outlines long term reallocation of resources allowing for better planning of resources. | Adoption by College | Q2 |
| Review the rules in relation headcount control (job quotas) and organisation charts New rules adopted in 2021, implementing the Governance Package of November 2018. | Adoption | Q4 |
| integrated workplace service supports staff moving into collaborative space Departments which moved into collaborative space received support from an integrated team comprising at least OIB/OIL, HR, DIGIT | | All departments of more than 30 staff received support |
| Overall change management team established, serving the Commission | Team established and its existence publicised | Q4 |
| Toward Digital Transformation | | |
| HR Modernisation and Digital Transformation | | |
| Selection of the HR IT business platform for adoption by the ITC Board | Adoption by ITC Board | Q4 |
| (Pre-)Selection & Recruitment analysis completed | | Q4 |
| Complete 3 use cases of quick wins | | Q4 |
| Transform European Commission into a data-driven organisation | | |
| Deploying Microsoft 365 | Number of active users | 30000 users |
| | Number of Microsoft 365 champions with allocated time to fulfil role | 20 to 30 members |
| | Phase out of old Yammer and phase in of new Yammer | Q2 |
| | Pilot on SPO for knowledge management and collaboration | Q3 |
| SYSPER Interinstitutional programme | Number of new agencies using SYSPER in production | 6 |
| | Number of training/coaching sessions | 18 |
| Business Intelligence Prepare the transformation of analytics services by planning the migration towards a simplified portfolio of static reports, and an increased focus towards high value analytics | Plan and start execution with the first set of reports/dashboards. | Q4 |
| StaffContact StaffContact has replaced all FMBs set up for contact from staff | % of hits on Staff Matters pages which are hits on a page with a link to an FMB by end 2021 | Less than 5% |

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| <p><i>Modernise SERMED – EC Medical Record</i> SERMED is the IT solution that supports HR medical activities at the EC and Executive Agencies, EEAS and its delegations. It manages and record the activities around the health of staff such as medical visit, electronic health record and doctors’ medical reports. As part of Digital transformation it is proposed to foster efficiencies in the medical services, support Preventive medicine, draw trends and medical insights and statistics based on diagnostic. COVID-19 and other pandemics crisis management will be facilitated by a new modern system.</p> | Deployment of an industrial solution in 2021 | Q3 |
| <i>Greening the Commission</i> | | |
| <p><i>EMAS Registration</i> Extension of the EMAS registration scope</p> | EMAS Registration Extension of the EMAS registration scope to 4 Executive Agencies | Maintained in 2021 Successful external verification audit |
| <p><i>Commission Communication/action plan defining the actions to become climate neutral by 2030</i></p> | Communication/action plan Adopted/Published | Q4 |
| <i>Forster collaboration with partners</i> | | |
| <p><i>Harmonisation of HR policies across EU bodies</i> with HR model decisions to be adopted by agencies. Offer HR services and exchange best practices with other institutions and agencies.</p> | Adoption by EU agencies and other bodies of the IDOC model decision | Q2 |
| | Signature of amendments to all SLAs. | Q4 |
| <p><i>Delegation of programmes to Executive Agencies</i> Support to Executive Agencies on the Delegation of programmes exercise for the period of 2021-2027</p> | Accompanying measures for staff transfers and other HR aspects of the exercise. Special attention to the transfer of programmes from the Executive Agency in Luxembourg to Brussels and the set up of the new Health and Digital Executive Agency | Q2 |
| <p><i>Participation of Commission in the Europe Schools Governance</i></p> | Availability of the Evere temporary site New project for the fifth European School in Brussels | Q3 |
| | European Bacallaureate equivalence table with national systems | Q4 |
| | 100 % of the relevant costs covered by the ECB | Q4 |
| <p><i>Cooperation with national administrations and international organisations</i></p> | European Public Administration Network (EUPAN) ministerial meeting organised together with the Portuguese Presidency | Q2 |
| <p><i>Organisation of the elections of Local Staff Committees</i></p> | 5 elections in 2021 (Brussels, Outside EU, Ispra-Sevilla, Geel, Karlsruhe) | Participation of 2/3 of voters No cancellation, no reclamation |
| <p><i>Establishment of a modern e-voting system for election of staff representations</i></p> | Design and implementation of a new e-vote application for the next elections | Q4 |

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| DG HR Specific objective 2 | | |
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| Foster a secure, ethical, engaging workplace | | |
| <i>Foster a secure workplace</i> | | |
| <p><i>New common information security rules for EU institutions, agencies and bodies</i></p> <p>As part of the EU Security Union Strategy adopted on 24/7/2020, the Commission will propose information security rules for all EU institutions, offices, agencies and bodies.</p> | Risk and impact assessment | Q2 |
| | Draft Regulation | Q4 |
| <p><i>Secure meeting room</i></p> <p>To install a secure meeting room in the Berlaymont allowing discussions to take place up to and including SECRET UE/EU SECRET level.</p> <p>The meeting room will also be capable of operating as a crisis room where necessary.</p> | Commence faradisation works for the new secure meeting room | Q4 |
| <p><i>Deployment of SECRET UE/EU SECRET mobile phones for the College and other targeted internal Commission users</i></p> <p>The Members of the College, Heads of Cabinet and Directors-General dealing with highly sensitive information will be equipped with a SECRET UE/EU SECRET mobile phone, which will enable ultra secure communications during crisis and discussions on classified information.</p> | Site surveys in the offices of secure phone recipients, installation of Telecom line | Q1 |
| | Delivery and training on the use of the phones | Q2 |
| | Crisis management exercise involving the use of the phones | Q3 |
| <p><i>Roll out of the SUE system for Foreign Direct Investment Member States' users</i></p> <p>SUE is the SECRET UE/EU SECRET IT System to be deployed for all the Foreign Direct Investment users in Member States.</p> | Deployment of SUE workstations in all Member States | Q3 |
| <p><i>Pilot project for a mobile RUE-X system</i></p> <p>Following the COVID-19 crisis and the generalisation of teleworking, several Directorates-General have requested to have remote electronic access to classified information possible.</p> <p>HR.DS will set up a pilot for a mobile RUE-X system.</p> | Demonstration of the pilot system, enrolment of ten test users | Q2 |
| <p><i>Development and deployment of a corporate online scanning tool</i></p> <p>Provide a state of the art online tool for Commission staff to scan emails and other data files. The tool looks for patterns and indicators of malware. It adds another layer on top of the Anti-Virus solution by comparing historical attack data.</p> | Access for all Commission staff to the online scanning system | Q4 |
| <p><i>Unauthorised access – Berlaymont Welcome Center</i></p> <p>The Berlaymont Welcome Centre will mitigate the risk of armed intrusion into the Berlaymont building, streamline and accelerate security controls for all visitors and enhance access procedures for VIP visitors.</p> | Opening of the Welcome Center | Q2 |
| <p><i>Strengthen perimeter protection of certain buildings</i></p> <p>In 2020 the Commission installed a new CCTV management platform.</p> <p>On this basis, HR.DS will develop and implement systems designed to detect unauthorised access and to better protect building perimeters.</p> | New system for detection of unauthorised persons on Berlaymont perimeters to be fully operational | Q2 |
| <p><i>Enhance protection from hostile vehicles</i></p> <p>To strengthen the protection from hostile vehicles around the Berlaymont and Charlemagne buildings, with a focus on security by design, ensuring that all</p> | Installation of hostile vehicle mitigation systems for better protection of Berlaymont and Charlemagne buildings | Q4 |

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| new systems are well integrated into the urban environment. | | |
| <i>Anti-shatter film in Berlaymont and Charlemagne buildings</i> Assessment of the remaining effective life of the anti-shatter film installed on the windows of the Berlaymont and Charlemagne buildings. | Completion of tests on identified windows and conclusions drawn about remaining life of existing anti-shatter systems | Q4 |
| <i>Detection of Drones</i> Review of technical systems designed to detect and, as appropriate, protect from unauthorised aerial vehicles. | Finalise the review and identify appropriate drone detection systems | Q4 |
| <i>Future Security Operations Center</i> Review of the physical integration of the existing Duty Office, Guards Control Room and Guards Dispatch into a single and integrated Security Operations Center. | Validated concept for the creation of a physical place where these operations services can be located | Q2 |
| <i>Development of an HR.DS risk management platform</i> Development of an integrated concept to connect the activities of HR.DS entities in charge of threat assessments, incidents and mitigating security measures. This will enhance the common understanding and timely exchange of relevant information between the relevant HR.DS entities. Development of a common platform/tool to integrate and automate features, allowing HR.DS to manage the entire security risk management process, quickly disseminate information, delegate responsibilities and stay updated. | Validated concept for one risk management approach | Q2 2021 |
| | Purchase of a supportive IT tool | Q3 |
| <i>Modernisation of awareness-raising actions in the area of Counter-Intelligence/Counter-Terrorism-Counter Extremism</i> Review of current awareness-raising strategy and tools in the area of Counter-Intelligence/Counter-Terrorism-Counter-Extremism, in order to be more effective in conveying messages. This will include the development of specific products. | Evaluation of current awareness activities | Q1 |
| | Introduction of new awareness-raising tools | Q3 |
| <i>Implementation of the new third country nationals (TCN) screening</i> Completion of the project initiated in 2020. | Pilot project new TCN screening procedure | Q2 |
| | Implementation of new TCN screening | Q4 |
| <i>Foster an ethical workplace</i> | | |
| <i>Training on ethics</i> 2021 will see an increased emphasis on awareness raising on the rules in place and the potential consequences of breaches of ethical obligations. | Number of staff that attended training courses on ethics, including participation in e-learning courses. | 3500 staff members. |
| <i>Revision of the Commission policy on harassment prevention</i> | Resumption of the social dialogue on a revised Commission decision on harassment prevention | Q2 |
| <i>Foster an engaging and caring workplace</i> | | |
| <i>fit@work Strategy and Action Plan:</i> | Strategy and action plan documents | Q1 |
| <i>Managing the COVID-19 crisis</i> Medical services provided guidance, advice and psychological support to staff during COVID-19 crisis. Numerous COVID-19 tests are being done, as well as an extended campaign for flu vaccination, in order to reduce the complications and comorbidity in case of COVID-19 infection. A large campaign for vaccination against COVID-19 is planned in Brussels for European Commission staff as | Number of vaccinated staff; Number of COVID-19 tests performed | Q1 |

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| well as executive agencies, joint undertakings, Committee of Regions, European Economic and Social Committee, EEAS, EDPS.... | | |
| <p><i>New working time regime on Close Protection Officer</i> A special working time regime derogating from the standard flexitime regime should be formally set up for the operational staff of the Protection Sector. A special regime would ensure continuity of the service, regularise the practice currently in place, and provide the staff with legal certainty as to their rights and obligations.</p> <p>The Security Directorate should adopt internal guidelines detailing the requirements to staff on standby and the modalities of allocating standby duty among staff, including the creation of a clear rotation system among staff to avoid all operational staff from being on standby duty all the time.</p> <p>In order to ensure that the minimum health and safety requirements are respected, systematic use of overtime needs to be scaled back significantly.</p> | Decision adopted by the Director D of DG HR, after consulting the Staff Committee | Q1 |
| <p><i>New Commission decision on sick leave</i> The decision will bring clarifications on medical absence management and contribute to a successful return to work after a long medical leave</p> | Adoption by College | Q2 |
| <p><i>Teleworking and working time decisions</i> The larger use of telework and the possibility of hybrid working give rise to the need for revision of the telework and working time Decisions. The revised decisions shall accompany the organisation in its move away from time management towards performance-based management. This implies a culture of trust in each staff member who shall be provided with more flexibility on when and where they can perform their work. At the same time, the Commission shall maintain team culture, cooperation and social connection and ensure fair and equal treatment. It shall also ensure that staff have the possibility to disconnect in order to avoid digital overload or burnout.</p> | Commission decisions adopted | Q1 |
| <p><i>Improve work-life balance for specific situations through specific arrangements.</i> The Commission offers many options in order for staff to have a work-life balance (flexitime, part-time, time credits, special leaves...). For some specific situations, more help could be needed.</p> <p>Direct staff to the available options and where necessary, provide adequate arrangements on a case by case basis for a work-life balance for specific/exceptional situations.</p> <p>Reasonable accommodations are offered to staff with disability.</p> | Reasonable accommodation and specific arrangements | Q4 |
| <p><i>Provide adequate ergonomic and IT equipment for working at home:</i> The Commission is offering to help staff equip home offices as part of a general move towards a new way of working where working from home will be play a bigger part in our work life. This will also reduce the risk of medical ailments related to poor ergonomics.</p> | Strategy and guidelines for providing ergonomic and IT equipment at home | Q2 |
| <p><i>Revised rules on Home leave</i> Taking into account further analysis of the particularities of postings in remote third countries, it</p> | Adoption by College | Q2 |

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| appears appropriate to increase the number of home leave days granted to staff members posted where the geographical distance between the place of employment and the place of origin is 2001 kilometres or more. | | |
| <i>Amendments to Appointing Authority powers decision</i> In line with the new HR Delivery Model, the rules for exercising the powers of the Appointing Authority will be harmonised across the Commission. | Adoption by College | Q1 |
| <i>Reports to the Budget Authority on the functioning of the Staff Regulations</i> The following reports will be adopted: Commission report on rules implementing the Staff Regulations (Article 110) Commission report on the functioning of the Staff Regulations (Article 113) | Adoption by College | Q1 Q2 |
| <i>Set up a task force on the "new ways of working"</i> An integrated support will be offered to departments moving into the new working spaces. | Support process for DGs moving to "The One" building (L107) | Q1 |
| <i>Revision of the policy for the accommodation of Commission services in Brussels and Luxembourg</i> The objective is to update the current buildings' policy COM(2007) 501 in the light of recent developments and the vision for the future. | Adoption | Q4 |
| <i>Revision of the methodology to be followed by the services of the Commission for prospecting and negotiating for buildings</i> The aim of the revision of the current real estate procedure C(2008) 2299 is to make the proceedings smoother and more flexible, limited to the strict application of the Financial Regulation. | Adoption | Q2 |
| <i>Health and safety audit on the management of first intervention teams in Brussels and Luxembourg</i> The audit aims at identifying any non-conformances with legal requirements and offering opportunities for improving the safety of staff in the event of an emergency. | Final audit report | Q4 |
| <i>Adoption Internal Communication Strategy</i> as a key component of staff engagement | Adoption by College | Q2 |
| <i>New normal survey and Staff Survey 2021</i> The Staff Survey not only measures staff engagement, but is also a staff engagement exercise in itself, as it is the biggest listening exercise in the Commission; the New Normal Survey will focus specifically on new ways of working | New Normal Survey Staff Survey | Q2 |
| <i>Roadmap for future intranet</i> The intranet informs and engages staff, creating a sense of belonging to the organisation and buy-in from staff | Pilot and assess SharePoint Online for new intranet | Q3 |
| DG HR Specific objective 3 Attract diverse and high quality talents to build the workforce of the future | | |
| <i>Implement the revamp of the EPSO competition model adopted by the EPSO Management Board</i> in order to ensure a greater diversity of candidates, corresponding to DG needs, reduce current imbalances, the time needed for the organisation of competitions and be more connected to the labour market through an | Launch of new external competitions according to the new model | Q4 |

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| improved testing method | | |
| Organise internal competitions in all function groups (AD/AST/AST-SC) , some of them open to the Junior Professionals and to contract agents, providing for the Commission's need to retain highly qualified talents relying on a planning of regular internal competitions. | Launch of new external competitions according to the planning | Q4 |
| Adopt a new Commission decision on the employment and use of temporary agents. In particular through better selection procedures, the possibility of offering longer contracts and through the extension of the range of grades offered, the new decision is expected to contribute to attracting high quality talents | Finalisation of the inter-service consultation and conclusion of the social dialogue phase | Q4 |
| Analysis of the recruitment procedures with a view to making them simpler, faster and more equitable. This will be part of the HR Transformation project, which has a wider and longer-term scope. | Identifying and implementing a number of small scale projects, with short implementation time, to simplify existing procedures | Q4 |
| Commission decision on the future Junior professionals programme Based on the positive evaluation of the programme, this decision will aim at giving a permanent framework to the programme. | Preparation, concertation and adoption of the Commission decision. | Q4 |
| Organise two sessions of Junior professionals (JP) under the renewed pilot phase These two sessions will select up to 50 talented junior professionals from the Commission internal talent pool via a highly competitive process. | Starting date of the sixth (JP6) selections of JPs | Q2 |
| | Starting date of the sixth seventh (JP7) selections of JPs | Q4 |
| Carry out a diversity and inclusion survey Based on the survey's findings, a range of actions will be developed to address any imbalances. | Launch of survey | Q1 |
| DG HR Specific objective 4 | | |
| Better know, develop and deploy people | | |
| Better target the learning offer per job profile , to support staff development in their career or mobility to a new job. Design flexible and blended modules to complete or design from scratch learning packages and paths for the following jobs: - Extended offer for communication professionals - Extended Negotiation learning path through Master Classes and Community of Practice Learning Path for Learning and Development professionals | | Q4 |
| Enhance remote Learning and Development activities | | |
| Further enhance the online learning and development offer with stand-alone online modules and resources, online activities as part of the course programme and virtual classes, to facilitate access of staff to the training courses as and when they need them. | Available online induction programme Available seminars on sectoral policies Available online learning offer for digital skills | Q3 |
| Conceptualisation of language courses of the future at the Commission in a new digital workplace , taking on board the experience of 100% virtual courses organised in 2020 | Available virtual language courses | Q4 |
| Provide access to the extensive, high quality course offer of LinkedIn Learning , to help staff find the courses as and when they needed them. | Active LinkedIn Learning licences for 50% of Commission' staff | Q4 |

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| <i>Mapping of career, learning as well as internal and external mobility paths</i> | | |
| <i>Analysis of the level of jobs held by contract agents</i> and, if justified, launch of targeted exercises to change function groups This analysis will allow a comprehensive mapping of the careers of contract agents, and make them more internally consistent and equitable. | Number of changes of function group. | Analysis and – if justified - implementation of the exercise for the OIB ,OIL and PMO |
| <i>Internal guidelines on the correspondence of the Function Group with the nature and level of tasks</i> in order to determine the right level of recruitment of temporary and contract agents. | Blue print on the correspondence of the function group with the nature and level of tasks | Q4 |
| <i>Learning and Career days 2021</i> This major event will contribute to better information for staff on career opportunities at the Commission. Depending on prevailing conditions, it may take the form of a hybrid event. | Organisation of Career Days 2021. | Q4 |
| <i>Launch a 4-year career talk exercise for AD officials</i> This exercise organised in 2021-2022 will allow to proactively reach out to AD officials being for four years or more on their current job for an individual career guidance check-up. | Launch of the 4-year career talk with at least 10 DGs in 2021 | Q4 |
| <i>Enhanced training programme for Career guidance officers</i> This programme will reinforce the current continuous training programme with additional elements on evolution of practices in career guidance in other organisations, HR rules and procedures and knowledge of DGs business context and priorities. | Enhanced training programme in place | Q2 |
| DG HR Specific objective 5 Develop and support inspiring, inclusive and effective managers | | |
| <i>Senior Managers</i> | | |
| <i>360° Feedback for Senior Managers</i> Confidential report and coaching sessions to support Senior Managers in the key development areas emerging from the anonymous survey of their managers, peers and staff | Senior managers having participated in 360° Feedback | 30 |
| <i>Senior Management Development Programme</i> Development plan and development sessions for senior managers to address the development needs identified via an independent assessment | Senior managers newly enrolled in the programme | 15 |
| <i>Middle Managers</i> | | |
| <i>Effective managers</i> | Satisfaction of staff towards their middle managers (middle management index - staff survey results) | Increase middle management index (at present at 65%, staff survey results in 2018) |
| <i>Definition of a structured approach to management development</i> for both newly appointed and established middle managers DG HR, together with the AMCs, HR BCs and the European School of Administration (EUSA), defines the management development offer in a coherent way to address needs identified by both DGs and middle managers. | Structured approach defined and endorsed | Q3 |

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| <i>Roll-out of the 360° feedback survey mechanism</i> (survey, debriefing sessions, follow-up with Career Guidance Officers and corporate follow-up with volunteering DGs) | Comprehensive offer made to DGs | Q2 |
| <i>Networking activities among middle managers</i> , via online dedicated sessions and the managers-only coMMunity platform | Satisfaction of established middle managers with corporate support (feedback survey mechanism, structured approach to management development, networking support) | Establish baseline with dedicated survey |
| <u>Mobile managers</u> | Extent to which middle managers move across the Commission's services number of inter-DG transfers (baseline in Sept 2020: 17 inter-DG transfers) | More than 17 |
| <i>Definition and implementation of an inter-DG mobility framework for middle managers</i> | Set of measures designed to promote interDG mobility defined and put in place | Q2 |
| <i>Setting-out of import targets for the transfers of MM across the Commission's services</i> | Import targets defined and assigned to all DGs and services | Q2 |
| <i>Diversity specific actions</i> | | |
| <i>Talent Development Programme for Middle Managers who aspire to become Senior Managers</i> A comprehensive talent development package helps prepare primarily female middle managers for the challenges of higher responsibility. | Middle managers newly enrolled in the programme | 50 |
| <i>Monitoring of the DG specific target for first female appointments at middle management level</i> , including organisation of dedicated meetings with HR BCs and AMCs in various DGs | Degree of attainment towards DG specific target for first female appointments | There is no annual target defined. 47,5 % by December 2022 and Gender balance by November 2024 |
| <i>Completion of the third edition of the Female Talent Development Programme</i> | Extent to which FTDP participants are appointed to MM functions (baseline in October 2020: 27%) | Increase |

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PART 2. Modernising the administration: main outputs for the year

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| DG HR Specific objective Human resource management DG HR employs a competent and engaged workforce and contributes to gender equality at all levels of management to deliver effectively on the Commission's priorities and core business. | | |
| Effective communication sharing and awareness raising on middle management opportunities | Number and percentage of first female appointments to middle management positions | Target from 04/2020 to 12/2022: 3 first appointments of women to Head of Unit positions |
| Staff engagement working group to create and implement targeted staff engagement actions | DG HR staff engagement index | (2021) 71% |
| DG HR Specific objective Sound financial management 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. | | |
| Effective controls Legal and regular transactions | Risk at payment | Remains < 2 % of relevant expenditure |
| | Estimated risk at closure | Remains < 2 % of relevant expenditure |
| Efficient controls | Budget execution and / or time-to-pay | Remains above 95% of payments on time and above 95% of commitment appropriations received. |
| Economical controls | Overall estimated cost of controls | Remains below 2% of funds managed |
| Economical controls- Safeguarding of information | data breaches reported to the EDPS within the 72 hour deadline | 100% of breaches reported within the 72 hour deadline |
| DG HR Specific objective Fraud risk management The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) aimed at the prevention, detection and correction of fraud. | | |
| Implementation Anti-Fraud Strategy | Strategy adopted | Q1 |
| Active participation by IDOC in the negotiation and finalisation of the Cooperation Agreement between with EPPD and the Commission | Agreement establishing the modalities of cooperation concluded | Q2 |
| DG HR Specific objective Digital transformation and information management DG HR 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 | | |
| Mandated investigations: technical support for evidence analysis Provide user friendly analysis tools for investigators in the context of mandated investigations | Revised table used by investigators | Q2 |
| DG HR Specific objective Sound environmental management To contribute to the common Commission objective and further improve the environmental performance of the Institution | | |
| Design and organise the EMAS corporate communication campaigns and set up respective local EMAS actions for DG HR staff (1 per corporate campaign) | No. communication campaigns | 2 |
| | No. of local events | 2 |
| Continue to promote paperless working methods at DG level and introduce a new paperless action for DG HR staff. | No. new actions introduced | 1 |
| Use VeloMai high profile event to promote sustainable commuting. | % increase of HR staff participating in VeloMai | + 3%. |
| Analyse DG HR's missions trends /patterns, and optimise and gradually reduce CO2 emissions. | Analysis and definition of HR actions | Report/document |
| Implement the EC Guidelines for sustainable meetings and events. | Internal events with more than 50 persons using the Guidelines. | 100% |