Management Plan
2026

European School of Administration

Contents

PART 1. Introduction

Strategic planning and programming is the cornerstone of the **Commission's performance management framework**. The Commission's strategic plan for 2025-2029 translates the political priorities set in the Political Guidelines of President von der Leyen into general objectives. This process ensures institutional coherence, enhances accountability, and aligns the actions of all Commission services with the strategic vision of the mandate.

Within this framework, each Commission service has developed a strategic outlook for 2025–2029 in Management plan 2025. This outlook defines a set of multiannual objectives and indicators to measure progress towards their achievement. These will be used for planning and reporting on performance throughout the period.

The **2026 management plan** sets out what the European School of Administration (EuSA) intends to deliver this year to contribute to these multiannual objectives (part 2). It also describes how EuSA will contribute to the common objective of building a modern and sustainable public administration (part 3). The main outputs with their indicators and targets are presented in Annexes 1 and 2.

The chart below lists the operating context and the main stakeholders through which EuSA implements its mission.

MISSION

Strengthen the European Civil Service by providing EU staff and managers with engaging, high-quality and innovative learning and development opportunities which build knowledge and skills, foster an effective and sustainable leadership and working culture, and promote EU purpose and values.

OPERATING CONTEXT

- New global geopolitical reality with substantial impact on policies and budgets
- New EU political priorities
- New institutional cycle (new Parliament, Commission, Ombudsman...)
- Emerging technological advancements and AI
- Diminishing budgets for learning and developments across EU institutions

MAIN STAKEHOLDERS

- All EU institutions and their L&D departments
- All EU managers and staff
- EPSO Management Board at senior management level: strategic orientation
- EU L&D coordination group at middle management level: operational decisions
- Member States and candidate countries via DISPA Network and Erasmus for Public Administration
- Framework contractors
- Trainers and coaches, internal and external

The European School of Administration's (EuSA, the School) main **mission** is to strengthen the EU civil service by **providing EU staff and managers with engaging, high quality and innovative learning and development opportunities** which build knowledge and skills, foster an effective and sustainable leadership and working culture, and promote EU's purpose and values.

EU's public administration will need **new skills to be fit for the future** and be able to deliver on its objectives and priorities in a rapidly shifting geopolitical and institutional context. The fast evolution of AI offers enormous potential whilst also carrying with it significant risks, which EuSA will actively address and capitalize on with responsibility and foresight, both in its learning activities and ways of working. EuSA has embraced AI and integrated it into many of its workstreams, and it will continue to do so in 2026 in a variety of ways helping the School to continuously experiment, innovate, and modernise. These efforts are a direct follow-up to an interinstitutional workshop that the School organised at the end of 2025 to reinforce knowledge and expertise in evaluation techniques and to maximise impact and the use of artificial intelligence in all L&D activities. Following the end of the pandemic and the introduction of large-scale telework, hybrid work is now the norm in all institutions. Digitalisation has greatly facilitated the work and created previously unimaginable advantages in terms of learning, particularly as regards access to training. However, challenges persist.

This is why continued efforts and investments are required to **improve efficiency, pedagogical approaches and performance** to ensure future-readiness, and continuous efforts are needed to promote an effective and sustainable **leadership and working culture,** where there is room and motivation for creativity and innovation.

EuSA needs to have a **strategic long-term** vision and at the same time show **flexibility and agility** and integrate foresight and proactivity in its planning and programme design – especially in view of diminishing budgets for learning and development across EU institutions.

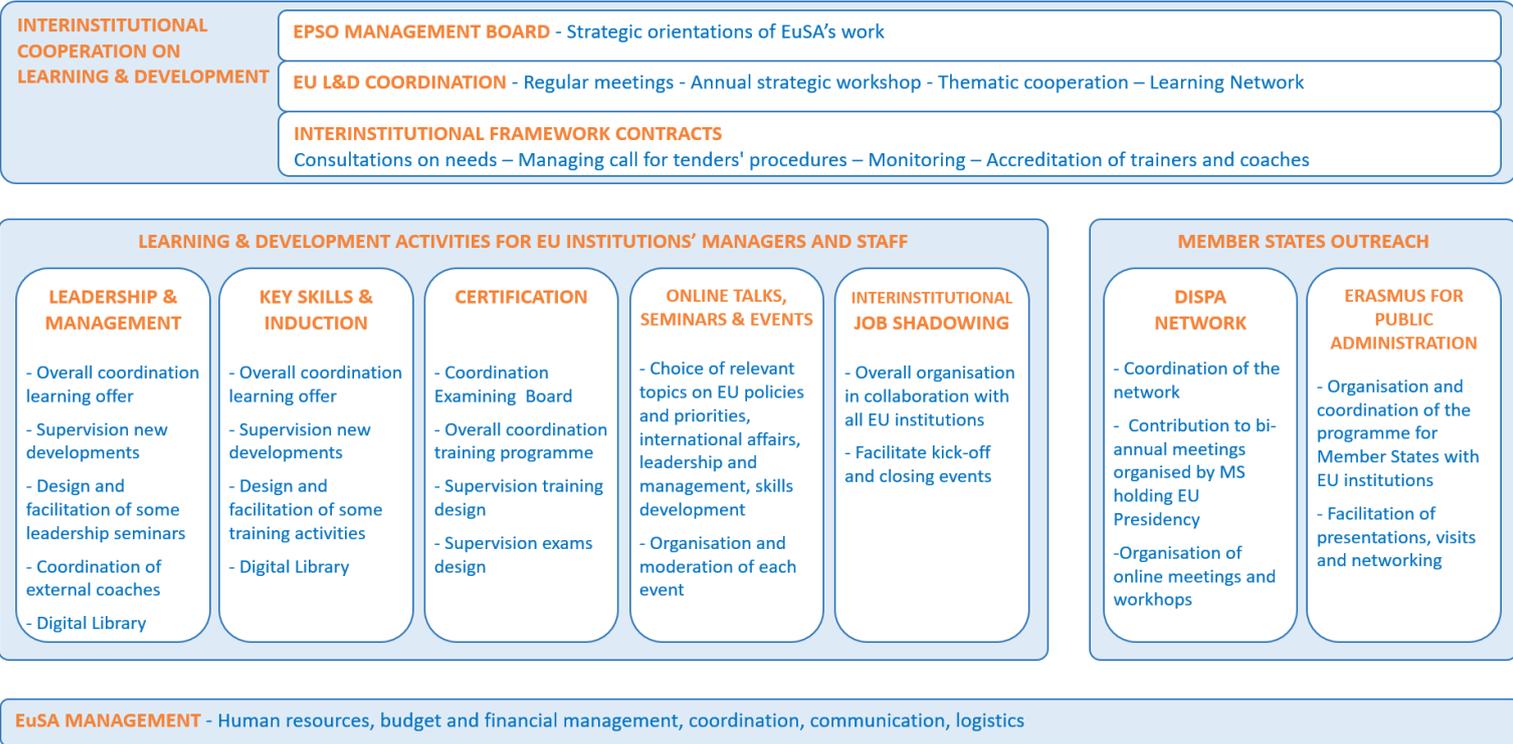# PART 2. Delivering on the Commission's priorities in 2026

EuSA's operating model and stakeholders

EuSA works under the legal framework of the EU Treaties and serves all EU institutions through centralised budget implementation. Its **main stakeholders** are listed on page 3.

EuSA's key areas of work remain anchored in 7 pillars: 5 internal and 2 external ones as shown below. Each pillar supports both short-term needs and longer-term priorities and transformation of the EU institutions, bodies and agencies.

EuSA Activities Overview

INTERINSTITUTIONAL COOPERATION ON LEARNING & DEVELOPMENT	
EPSO MANAGEMENT BOARD - Strategic orientations of EuSA's work	
EU L&D COORDINATION - Regular meetings - Annual strategic workshop - Thematic cooperation – Learning Network	
INTERINSTITUTIONAL FRAMEWORK CONTRACTS Consultations on needs – Managing call for tenders' procedures – Monitoring – Accreditation of trainers and coaches	

LEARNING & DEVELOPMENT ACTIVITIES FOR EU INSTITUTIONS' MANAGERS AND STAFF

LEADERSHIP & MANAGEMENT	KEY SKILLS & INDUCTION	CERTIFICATION	ONLINE TALKS, SEMINARS & EVENTS	INTERINSTITUTIONAL JOB SHADOWING
- Overall coordination learning offer	- Overall coordination learning offer	- Coordination Examining Board	- Choice of relevant topics on EU policies and priorities, international affairs, leadership and management, skills development	- Overall organisation in collaboration with all EU institutions
- Supervision new developments	- Supervision new developments	- Overall coordination training programme		- Facilitate kick-off and closing events
- Design and facilitation of some leadership seminars	- Design and facilitation of some training activities	- Supervision training design	- Organisation and moderation of each event	
- Coordination of external coaches	- Digital Library	- Supervision exams design		
- Digital Library				

MEMBER STATES OUTREACH

DISPA NETWORK	ERASMUS FOR PUBLIC ADMINISTRATION
- Coordination of the network	- Organisation and coordination of the programme for Member States with EU institutions
- Contribution to bi-annual meetings organised by MS holding EU Presidency	- Facilitation of presentations, visits and networking
-Organisation of online meetings and workhops	

EuSA MANAGEMENT - Human resources, budget and financial management, coordination, communication, logistics

Specific Objective 1.1: Improve leadership and management skills and behaviours in the EU institutions for greater effectiveness

EuSA will continue to innovate its learning portfolio to address emerging interinstitutional priorities and needs. Instead of continuously expanding the overall offer, new learning activities will strategically replace older formats, ensuring resource efficiency while addressing evolving needs and safeguarding a sustainable working environment for its staff and use of its budget.

Specific leadership activities for 2026 include:

- **Introduce a new course on Selection and recruitment for managers.** After consultation of all EU institutions, EuSA has designed a new course which will cover the full selection cycle — from anticipating vacancies and defining team needs to running effective interviews and supporting successful onboarding with particular attention given to managing unconscious bias and fostering diversity.
- **Organise two parallel programmes for Newly Appointed Directors (NAD)** to meet the increasing need in the EU institutions. By doing so, EuSA will be able to double the number of available places from 24 to 48 for senior managers having been appointed Directors in the previous year.
- Following the successful pilot in 2025, EuSA will **organise co-development sessions for new Directors** to further support new senior managers as they progress in their leadership roles. In addition, and to further support this group of senior managers, co-development sessions will be launched for the 2025 cohort of the programme *Newly Appointed Directors* and for all alumni since 2019. As additional support, coaching sessions will be made available to this target group for further development.
- **Continue to curate the digital library on leadership and management:** complementing the formal training course offer, micro-learning opportunities will be gathered into a pedagogically sound set of digital libraries accessible to all EU institutions: Toolkit for new Team Managers, Develop your Leadership, Resources for Senior Managers
- **Introduce collaborative communication** (also called non-violent communication) into the design of the two flagship programmes Lead your Team and Sustainable Leadership Journey.
- **Introduce the newly redesigned course Unconscious Bias in its new format** of half a day module (4 hours) in EuSA's permanent offer. The course has been piloted in 2025 and will cover essential insights into unconscious bias and its impact on managerial challenges: task allocation and growth opportunities, performance and feedback, conflict handling**.**
- Organise a workshop to test the design of a course on the basis of **EuSA's guiding leadership** principles which can serve as an overall compass for managers, combining a set of skills, practices, values and mindsets, *inter alia* with reference to articles 2 and 3 of the EU Treaty.
- **Start reflections, consultation and drafting of a new 'fit for the future' programme** of several modules focussing on foresight, scenario building, navigating complexity, artificial intelligence, and more.
- **Launch the interinstitutional needs consultation** for the next framework contract for leadership and coaching services.

Specific Objective 1.2: General skills of all staff are improved to promote efficiency in modern, high-performing and sustainable EU institutions

- In view of rapid developments, particularly, but not exclusively, in the area of artificial intelligence, EuSA will **explore new learning activities and suitable learning formats** to meet emerging needs. This approach also applies to diversity and inclusion, where the offer will be updated beyond established themes to reflect current organisational, institutional and societal realities.
- Following the successful closure of the **interinstitutional tender procedure for key skills, resilience and team events** (3 lots, including 1 previously managed by DG HR) EuSA will kick-off and introduce the new **framework contracts** on behalf of all participating authorities. Emphasis will be on ensuring business continuity, quality and smooth collaboration: establishing solid ties with the external contractors, sign Service Level Agreements with all participating EU institutions, bodies and agencies and organise accreditation sessions for all new trainers.
- **Launch of a newly designed and piloted course on Generative AI** with the aim of complementing the existing interinstitutional offer defining key GenAI concepts, identifying different types of AI tools, and verifying their outputs by applying critical thinking in the EU professional context.
- **Design and introduce a course on collaborative communication** (also referred to as non-violent communication) for all staff and managers (designed and facilitated by internal staff)
- **Mainstream aspects of diversity and inclusion and artificial intelligence** throughout all of EuSA's Key Skills courses.
- **Redesign** of the following courses:
    - o Day-to-Day negotiation
    - o Resilient mind
    - o Developing your resilience
    - o Climate Leadership

Specific Objective 1.3: Staff's understanding of the working environment of the EU institutions, the raison d'être of the European project is improved, and better interinstitutional cooperation is fostered

Following intense interinstitutional consultation and a successful pilot end 2025, EuSA will start running in 2026 its **new interinstitutional induction programme** for all newcomers including contract agents, temporary agents and officials. The programme complements and, in some cases, replaces, internal newcomers sessions in individual institutions. It will focus on the EU functioning and interconnections, values, history and aim at instilling a common sense of belonging to the EU civil service.

> **Specific Objective 1.4:** The role of the European School of Administration as a hub for cooperation between EU institutions and with Member States is reinforced.

Interinstitutional job shadowing

- Prepare and launch the **fourth edition** of the interinstitutional job shadowing for an enlarged audience, including **five** new institutions, agencies and bodies: the European Parliament (piloting the programme with DG EXPO), the European Environment Agency (EEA), The Innovative Health Initiative (IHI-JU), European Medicines Agency (EMA), The European Security and Markets Authority (ESMA).
- Continue efforts to enlarge the **number of participating institutions**.

Coordination of the DISPA Network

- **Ensure successful bilateral cooperation** with the national public schools of administration in upcoming Presidency countries Cyprus and in Ireland to prepare the **DISPA conferences of 2026**.
- **Reinforce capacity-building** in Member States through the DISPA network by regular online meetings as well as by inviting the DISPA members to attend online talks organised by EuSA on topics of common and particular interest for the Member States.
- **Collaborate with the Regional School of Public Administration (ReSPA)**, extending support for capacity building in the field of learning and development for candidate countries and strengthen overall cooperation, particularly following the DISPA meeting in Montenegro in 2025 on the topic of 'Future proofing the public service'.

Erasmus for Public Administration for young governmental officials in the Member states

- **Replace the previous two-week physical visit to Brussels with a hybrid blended format** (one week online in combination with one week on site in Brussels) to cut costs and enhance efficiency and synergies of the programme following consecutive years of budget cuts. Special focus will be on ensuring business continuity in this new format, a high-quality learning experience and effective networking for the participants.
- Initiate a request process for the **transfer of budget** for the Erasmus exchange for governmental officials from DG HR to EuSA in order to increase both control of the spending and flexibility in the use of the budget for this programme.

Thematic seminars, events and online talks

EuSA will continue to organise thematic seminars and online talks tailored to emerging institutional needs. In 2026, special attention will be given to artificial intelligence and new technologies, awareness raising of the EU institutions, scientific research, leadership, innovation in public administration, as well as topics reflecting inter-institutional, national and international contexts — especially around national elections in the Member States.

In addition, a series of online talks will be organised focusing on key skills, such us resilience, decision-making, personal effectiveness, work-life balance, etc.

> **Specific Objective 1.5:** A high-quality Certification training programme is provided to the institutions to help them develop the talents of assistant grade staff with the potential to become administrators

The **Certification procedure** continues to evolve towards greater cost-efficiency, simplification and compatibility with realities of the institutions, both in terms of content and budget.

Following the decision taken by EPSO Management Board in 2025, EuSA will:

- **Align the competencies** in the Certification programme with **EPSO Competency Framework** and adapt both training and exams accordingly.
- **Reduce the number of compulsory training days** from 21 to 15 days.
- **Design new training modules** integrating non-compulsory modules before and after the programme, coaching and a more individually tailored approach to learning.
- **Simplify** the organisation of the exams.
- **Adapt the training accordingly** for all stakeholders, including candidates, Examining Board and trainers.
- **Ensure clear communication of the changes at all times with all relevant stakeholders** and continuously gather feedback and questions to feed into the new developments.
- **Prepare an in-depth evaluation** of the Certification pilot project in order to capitalize on lessons learnt for next editions.
- **Exchange regularly with institutions** in the context of the interinstitutional network for L&D to make sure institutions needs are met.

PART 3. A modern and sustainable public administration: outputs in 2026

A. Human resource management

This part is covered in EPSO's Management Plan

B. Digital transformation and data management
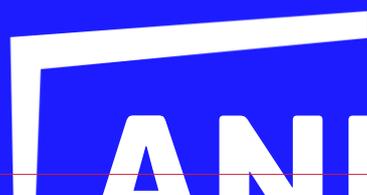
This part is covered in EPSO's Management Plan

C. Sound financial management
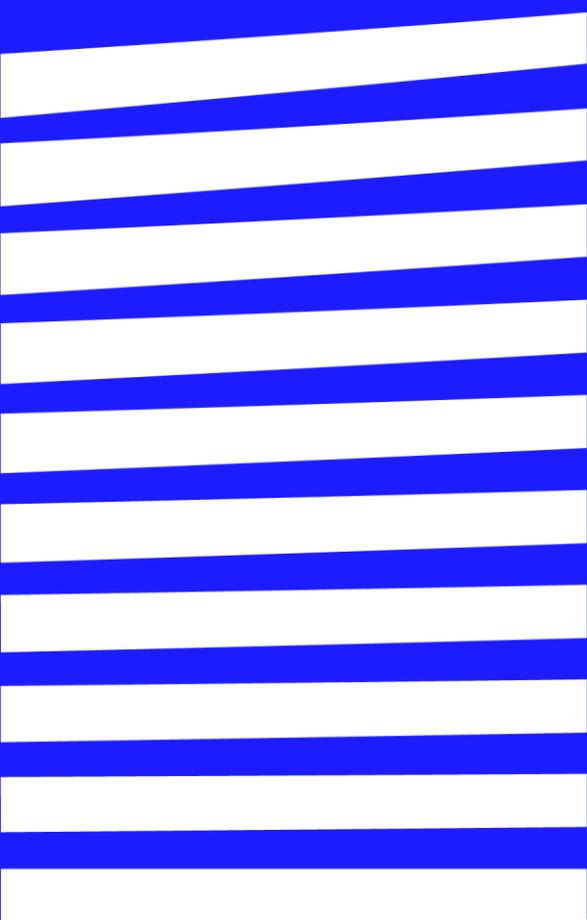
This part is covered in EPSO's Management Plan

D. Fraud risk management

E. Sound environmental management

This part is covered in EPSO's Management Plan

ANNEXES

ANNEX 1: Performance tables – delivering on Commission priorities in 2026

General objective 8: A modern, high-performing and sustainable European Commission		
Specific Objective 1.1: *Improve Leadership and management skills and behaviours in the EU institutions for greater effectiveness*		
Main outputs in 2026:		
Learning activities		
Output	**Indicator**	**Target**
Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU senior managers.	Source: EU learn statistics latest known results (2024) 92%	90%
Perceived usefulness of the learning activities for the improvement of the management skills, behaviours and effectiveness of our EU Middle managers and team leaders.	Source: EU learn statistics latest known results (2024) 92%	90%
Perceived usefulness of the residential Seminars (series Challenging times + walking seminars)	Source: EU learn statistics latest known results (2024) 92%	90%
Number of events organised in 2026 (courses, workshops and speaker events) for senior managers.	Source: EU Learn statistics latest known results (2024) 24	20 events to be organised in 2026 (courses, workshops and speaker events) for senior managers.
Number of events organised in 2026 (courses, workshops and speaker events) for middle managers.	Source: EU Learn statistics latest known results (2024) 51	50 events to be organised in 2026 (courses, workshops and speaker events) for middle managers.
Number of events organised in 2026 (courses, workshops and speaker events) for team leaders.	Source: EU Learn statistics latest known results (2024) 108	100 to be events organised in 2026 (courses, workshops and speaker events) for team leaders.

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 1.2 General skills of all staff are improved to promote efficiency in modern, high-performing and sustainable EU institutions

Main outputs in 2026:

Skills development and well-being initiatives

Output	Indicator	Target
Skills development training – perceived usefulness	Source: EU Learn evaluations latest known results (2024) 91%	90%
Initiatives on Well-being at work – perceived usefulness	Source: EU Learn evaluations latest known results (2024) 94%	90%
Organisation of events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively.	Number of learning activities to develop the skills of EU institutions staff Source: EU Learn Latest known results (2024): 187 events	175 Events (courses, workshops and speaker events) on a wide range of skills that allow every member of staff, whatever their grade or function, to perform more effectively organised in 2026
Organisation of Key Skills courses	Number of learning activities to develop the key skills of EU institutions staff Source: EU Learn Latest known results (2024): 179 Key skills courses organised	170 Key Skills courses organised in 2026
Organisation of Transition courses	Number of 'Transition' courses Source: EU Learn Latest known results (2024): 8	5 'Transition' courses organised in 2026
Organisation of events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being.	Number of resilience/well-being initiatives Source: EU Learn Latest known results (2024): 139 events	Organisation of 100 events (courses, workshops and speaker events) on resilience, mindfulness, burn-out and well-being in 2026.

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 1.3: Staff's understanding of the working environment of the EU institutions, the raison d'être of the European project is improved, and better interinstitutional cooperation is fostered

Main outputs in 2026:

EU-related training courses and activities

Output	Indicator	Target
EU related training courses and activities	Result indicator 1: Perceived usefulness of EU-related training courses. Source: EU Learn participant evaluations Latest know results (2024): 91%	90%
Output	Indicator	Target
Organisation of events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project	Number of EU-related learning activities organised Source: EU Learn statistics Latest known results (2024): 61 events	50 events (courses, workshops and speaker events) on the working environment of the EU institutions, the raison d'être of the European project organised in 2026

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 1.4: The role of the European School of Administration as a hub for cooperation between EU institutions and with Member States is reinforced.

Main outputs in 2026:

Cooperation between EU institutions and with Member States

Output	Indicator	Target
Organisation of interinstitutional events (EU L&D strategic workshops and meetings, design workshops, learning events on common needs, coaching platform…)	Result indicator 1: Number of interinstitutional events and meetings organised by the EuSA Explanation: Number of events aiming at fostering cooperation between EU institutions. Source of data: Event reports and minutes Latest know results (2024): 12	Organisation of 10 interinstitutional events (EU L&D strategic workshops, meetings, design workshops, learning events on common needs, coaching platform and working group meetings, in 2026.

DISPA Network (Directors of Institutes and Schools of Public Administration)

Output	Indicator	Target
Organisation of DISPA Network online meetings	Result indicator 2: Level of support to the DISPA Network	Organisation of 6 DISPA Network online meetings in 2026

Output	Indicator	Target
	Explanation: Number of meetings and events organised to support the DISPA network.	
	Source of data: Event reports and minutes	
	Latest known results (2024): 10 meetings	

Erasmus for Public Administration Programme

Output	Indicator	Target
Organise 2 sessions yearly of the Erasmus for Public Administration Programme	Result indicator: Satisfaction rate for Erasmus for Public Administration Programme	90%
	Explanation: Participants satisfaction rate	
	Source of data: EU Survey	
	Latest known results (2024) : 94.5%	

Interinstitutional Job shadowing programme

Output	Indicator	Target
Organisation of one interinstitutional job shadowing programme (IIJS)	Perceived usefulness based on question 'to what extend did this programme meet your expectations'	Perceived usefulness: 90%
	Source: EU Survey (IIJS 2024)	
	Latest known results 96.8%	
Number of applications to the IIJS	Number of applications to the IIJS	180 applications received for the IIJS in 2026
	Source: EU survey (IIJS 2025)	
	Latest known results (2025): 202	
Number of EU institutions and agencies participating in the IIJS	Number of EU institutions and agencies participating in the IIJS	16 EU institutions and agencies participating in 2026
	Source: list of participating EUIs and agencies available on EuSA SPO	
	Latest known results (2025): 16	

EuSA online talks

Output	Indicator	Target
Online talks organised for staff of all EU institutions and agencies	Source: EU Learn	20 online talks to be organised in 2026
	Latest know results (2024): 28 online talks organised	

Interinstitutional attendance

Output	Indicator	Target
Participation rate of staff in institutions other than the Commission	Participation rate of staff in institutions other than the Commission	37 % of staff other than the Commission participating in EuSA activities in 2026
	Latest know results (2024): 35%	

General objective 8: A modern, high-performing and sustainable European Commission

Specific Objective 1.5 *A high-quality Certification training programme is provided to the institutions to help them develop the talents of assistant grade staff with the potential to become administrators*

Main outputs in 2026:

Certification training programme

Output	Indicator	Target
Certification training programme organised and delivered for approximately 80 persons.	Result indicator 1: Perceived usefulness of the Certification training programme. Explanation: % of participants declared use of the skills learned in the training programme after the appointment as administrator. Source of data: EU Survey Latest known results (2024): 97%	Perceived usefulness: 95%

ANNEX 2: Performance tables – A modern and sustainable public administration

A. Human resource management

This part is covered in EPSO's Management Plan

B. Digital transformation and data management

This part is covered in EPSO's Management Plan

C. Sound financial management

This part is covered in EPSO's Management Plan

D. Fraud risk management

This part is covered in EPSO's Management Plan

E. Sound environmental management

This part is covered in EPSO's Management Plan