



European Personnel  
Selection Office

# Annual Activity Report 2021

## Annexes

EUROPEAN PERSONNEL SELECTION OFFICE

## Table of Contents

ANNEX 1:	Statement of the Director(s) in charge of Risk Management and Internal Control.....	3
ANNEX 2:	Performance tables .....	4
ANNEX 3:	Draft annual accounts and financial reports .....	25
ANNEX 4:	Financial Scorecard.....	45
ANNEX 5:	Materiality criteria.....	48
ANNEX 6:	Relevant Control System(s) for budget implementation (RCSs) .....	49
ANNEX 7:	Specific annexes related to "Financial Management" .....	59
ANNEX 8:	Specific annexes related to "Assessment of the effectiveness of the internal control systems" (n/a).....	66
ANNEX 9:	Specific annexes related to "Control results" and "Assurance: Reservations" ..	67
ANNEX 10:	Reporting – Human resources, digital transformation and information management and sound environmental management.....	69
ANNEX 11:	Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission (n/a).....	75
ANNEX 12:	EAMR of the Union Delegations (n/a).....	76
ANNEX 13:	Decentralised agencies and/or EU Trust Funds (n/a).....	77
ANNEX 14:	Reporting on the Recovery and Resilience Facility (n/a) .....	78

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

## Statement of Assurance for “Shared Resources Services”

### For DG HR Services

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

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

Date: 31.03.2022

Christina Vlassis

Internal Control Coordinator

### For EPSO

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

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

Date: 31.03.2022

Antonio Friz,

Acting Head of Unit, Corporate Services unit in  
EPSO

---

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

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

## ANNEX 2: Performance tables

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

Impact indicator 1: [Image of the European Union](#)

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

Source of the data: [Eurobarometer](#)

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results: (2021)
43% (EU27)	Increase	Increase	45% (EU27)

Impact indicator 2: [Staff engagement index in the European Commission](#)

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

Source of the data: [European Commission](#)

Baseline (2018)	Interim milestone (2021)	Target (2024)	Latest known results: (2021)
69%	Increase	Increase	74% (+2%, 2021 Staff survey)

**Specific objective 1: Highly qualified staff is made available to all EU institutions by organising open competitions and selection procedures in an inter-institutional context – covering thereby the services’ evolving needs.**

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

**Source of data:** Notices of Competition, Reserve lists in Recruiter Portal

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
≥ 90% of the cumulative published target figures	≥ 90% of the cumulative published target figures	Maintain or increase	104%

**Result indicator:** Number of candidates tested

**Source of data:** Calls for Expression of Interest, CAST lists in Recruiter Portal

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
All pre-selected candidates are invited for testing on time. New profiles are being integrated according to the needs of the institutions.	All profiles requested by the institutions are being integrated on a regular basis. Furthermore, EPSO is providing the required testing of candidates as per the Calls for Expression of Interest.	EPSO continues to integrate all profiles requested by the institutions on a regular basis and to provide the required testing of candidates as per the Calls for Expression of Interest. The ultimate goal is to provide an even more cost-efficient and effective selection process.	Recruiters shortlisted 9,531 applications, and 5,697 tests were delivered. Until May 2021, EPSO continued automatically re-inviting for testing those candidates who could not book or sit tests due to the Covid-19 pandemic. In 2021, technical assistance for CAST JRC continued; 188 candidates were tested at the premises of JRC (locally proctored remote testing) and 251 candidates in our contractor’s test centres, which was an additional service offered to JRC since 2020 to help mitigate testing issues in the JRC premises.

**Result indicator:** Strategic 3-year planning established on time

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

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
The 2020 strategic planning exercise, covering the period 2020-2022, was completed by endorsement of the EPSO Management Board in October 2019.	The 2023 strategic planning exercise, covering the period 2024-2026, to be completed by endorsement of the EPSO Management Board in October 2022.	Complete strategic 3-year planning exercise before October each year in cooperation with the Institutions.	The 2022 strategic planning exercise, covering the period 2022 – 2024 was launched in June 2021 as usual. However, following a change in the process agreed with EPSO’s Management Board in February 2021, endorsement will be on a biannual basis for 2022 to better align the needs of the institutions and EPSO’s capacity to deliver as well as increase planning predictability.

<b>Result indicator:</b> Timely delivery of accurate certification examinations in compliance with the Institutions' requirements			
<b>Source of data:</b> EPSO.unit.OPERATIONS			
<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
All candidates tested within the deadline and list of certified Officials delivered on time.	100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions.	EPSO continues a 100 % timely and accurate delivery of list of certified officials according to the deadlines set by Institutions.	All 130 candidates tested within the deadline and list of certified Officials delivered on time.
<b>Main outputs in 2021:</b>			
<b>Other important outputs</b>			
<b>Output description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results</b> <b>(situation on 31/12/2021)</b>
Completed open competitions: new reserve lists are established for all categories of officials (AD, AST and AST/SC).	<ul style="list-style-type: none"> <li>Delivery rate of successful candidates, as set out in the legally binding texts (notices of competition) completed during 2021.</li> </ul>	<ul style="list-style-type: none"> <li>≥90% of the cumulative target figures of successful candidates for reserve lists of open competitions completed by 31 December 2021.</li> </ul>	104 % Despite the continued Covid-19 situation, EPSO managed to complete more competitions in 2021 than in 2020 (24 specialist competitions and 1 generalist competition). However, several competitions expected to be finalised in 2021 were still delayed due to the backlog of competitions in general. The average duration of the completed competitions was 23 months with the shortest completed in 18 and the longest in 27,5 months, respectively.
Completed tailored selection procedures: 1) new lists of aptitude established for temporary agents 2) new reserve lists established for internal competitions and testing organised for Junior Professionals Programme (JPP).	<ul style="list-style-type: none"> <li>Delivery rate of successful candidates, as set out in the legally binding texts (notices of competition or calls for expression of interest) completed during 2021.</li> </ul>	<ul style="list-style-type: none"> <li>≥90% of the target figures for each tailored selection procedure completed by 31 December 2021.</li> </ul>	109% for TA selections and internal competitions  1) 12 new lists of aptitude established for temporary agents 2) 3 new reserve lists established for internal competitions and 939 candidates tested in the context of the Junior Professionals Programme.
CAST Permanent selection (regular testing of pre-selected	<ul style="list-style-type: none"> <li>Candidates pre-selected by the institutions are tested and</li> </ul>	<ul style="list-style-type: none"> <li>100% of candidates pre-selected by the EU institutions</li> </ul>	Despite delays due to the Covid-19 pandemic, all preselected candidates were invited for tests (9,531 invitations issued) and

candidates and introduction of new profiles).	results uploaded in the database. This database of candidates (both applicants and already tested candidates) across all profiles is available to the recruiting services of EU institutions (Recruiter Portal).	are tested within agreed deadlines throughout 2021.	5,697 tests were delivered. Until May 2021, EPSO continued automatically re-inviting for testing those candidates who could not book or sit tests due to the Covid-19 pandemic.
	<ul style="list-style-type: none"> <li>In order to meet the EU institutions' needs, EPSO will introduce new profiles into CAST P (with appropriate test content).</li> </ul>	<ul style="list-style-type: none"> <li>New profiles/ new test content added at the request of EU institutions.</li> </ul>	The building profile requested by the institutions could still not be introduced in 2021 due to the heavy workload resulting from the pandemic. It is now planned for the first semester 2022. The preparatory works for adding security profiles to the Call for Expression of Interest with corresponding test content are in the final stages. These should be completed in 2022.
Dedicated task force to look into solutions to counteract competency test content exposure.	<ul style="list-style-type: none"> <li>Regular meetings to discuss and analyse impact. Proposal to be presented to EPSO's Management Board.</li> </ul>	<ul style="list-style-type: none"> <li>Works finalised by third quarter of 2021.</li> </ul>	Target met. However, given the complexity of the issue, the Task Force sought agreement from EPSO's Management Board to extend the mandate to a wider reflection on the future of CAST P and its set-up. EPSO's Management Board endorsed the request.
Delivery of examinations in order to enable the Examining Board to establish Reserve lists of certified Officials.	<ul style="list-style-type: none"> <li>Timely delivery of Certification examinations in compliance with the requirements set by the Institutions.</li> </ul>	<ul style="list-style-type: none"> <li>100% timely and accurate delivery of list of certified officials according to the deadlines set by the Institutions.</li> </ul>	130 candidates (of which 71 new candidates) were tested in three different exams. List of certified officials was delivered on time to the Institutions. The exams were organised partly online due to specific conditions imposed by the Covid-19 pandemic.
New framework contracts following a decision in 2021 by EPSO's Management Board regarding a new competition model and EPSO's shift in late 2020 to remote on-line testing due to the Covid-19 situation.	<ul style="list-style-type: none"> <li>Procurement procedures launched and contracts in place on time.</li> </ul>	<ul style="list-style-type: none"> <li>Draft technical specifications and other tender documents finalised by end 2021.</li> </ul>	Draft technical specifications and other tender documents were finalised and handed over to DG HR with the view to launch the call for tenders in early 2022.

**Specific objective 2 : EPSO’s communication and outreach with potential candidates is proactive and targeted in order to reach a pool of diverse talent in an inclusive manner according to the needs of the recruiting institutions**

**Result indicator:** Candidate satisfaction rate with EPSO's selection procedures: pre-selection-stage (CBT) and Assessment Centre (AC).

**Source of data:** Candidates' satisfaction surveys (after CBT-stage and AC-stage).

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
<p><u>Assessment Centre:</u> ≥73% satisfied/very satisfied (of which at least 32% very satisfied).</p> <p><u>Pre-selection stage:</u> ≥90% satisfied.</p>	<p><u>Assessment Centre:</u> ≥80% satisfied/very satisfied (of which at least 40% very satisfied)</p> <p><u>Pre-selection stage:</u> ≥90% of candidates who sat the pre-selection tests are satisfied. Rates set as part of EPSO's mission to provide high quality, efficient and effective selection procedures.</p>	<p><u>Assessment Centre:</u> ≥90% satisfied/very satisfied (of which at least 50% very satisfied)</p> <p><u>Pre-selection stage:</u> Maintain the satisfaction rate of ≥90% of candidates who sat the pre-selection tests also in line with EPSO's mission to provide high quality, efficient and effective selection procedures.</p>	<p><u>Assessment Centre:</u> 33% satisfied and 28% very satisfied, Percentages decreased due to continued delays in delivering the AC tests in 2021, due to the pandemic and capacity issues (A more significant number (901) of candidates replied to the Assessment Centre survey compared to 2020).</p> <p><u>Pre-selection stage:</u> The overall candidate satisfaction rate<sup>3</sup> with EPSO's computer-based tests declined slightly between 2020 and 2021 from 94% to 89%. This is slightly below target but it was expected given the migration mid-2021 to a new testing delivery mode – remote proctoring – and expected initial teething problems. 11% of exams in 2021 were delivered through remote proctoring. EPSO is in close contact with the contractor providing test delivery to improve the candidate's testing experience through increased platform stability, high standard contact services, the speedy resolution of incidents and improved procedures for the rescheduling of candidates.</p>

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

**Source of data:** EPSO unit.05

Baseline	Interim Milestone	Target	Latest known results
----------	-------------------	--------	----------------------

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



(2019)	(2022)	(2024)	(2021)
Number of visits of the EU Careers website: 4,519,990	General target: Annual increase of visits by 10%	Maintain the same annual increase rate for the number of visits of the EU Careers website, aligned with the number and nature of selection procedures published.  Sustain an accessible website (AA standard, according to the UN Convention on the rights of persons with disabilities) with regular screening exercises.	5,336,861 total visits (15% increase of visits compared to 2020).  The annual accessibility screening exercise took place in November 2021. Based on this evaluation, a few technical fixes are needed in order to meet the WCAG 2.1, Conformance Level AA. They will be implemented on the new Drupal 9 website. The next accessibility screening will be done in 2022.
Social media engagement (number of followers on all social media channels and engagement rates)	Average annual growth of followers per channel: Facebook 5%, LinkedIn: 12%, Instagram: 20%, Twitter: 2%  Target engagement (monthly average): Facebook: 3,000, LinkedIn 1,500, Instagram, 120,000, Twitter: 300	Maintain the same rate of growth for the number of followers and the monthly average target for engagement	Growth of followers per channel in 2021: Facebook: 1,3%, LinkedIn: +26%, Instagram: +28%, Twitter: 3,5%)  Engagement rate (interactions monthly average): Facebook: 1100, LinkedIn: 1692, Instagram: 3300, Twitter: 208 (Engagement/interactions are measured with Emplify, the EC's new platform).
Outreach via promotional activities (number of events and visitors, number of applicants): <ul style="list-style-type: none"> <li>970 events (including Ambassador events)</li> <li>16,843,662 number of page views EU Careers brand</li> <li>4,519,990 number of visits on EU Careers website</li> </ul>	Maintain the number of activities (events organised by ambassadors and visitors/participants of other events). Establish possible links between the number of events and number of applicants in selection procedures.	Maintain the number of activities (events organised by ambassadors and visitors/participants of other events). Establish possible links between the number of events and number of applicants in selection procedures.	964 events took place during the year. Due to the pandemic, most events took place remotely. The number of events has increased drastically compared to 2020 (501), when many events had to be cancelled due to the pandemic.  Total number of applicants in EPSO selection procedures/competitions: 27,286 (excl. CAST/P and internal competitions).

<b>Result indicator:</b> Targeted communication actions implemented aiming at attracting more talent with disabilities and specific needs.			
<b>Source of data:</b> Candidate application form, data base of organisations representing disability, EPSO unit.OUTREACH			
Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
<ul style="list-style-type: none"> <li>A call for collaboration to all EU organisations involved in the promotion and welfare of EU citizens with disabilities was launched on 3/12/2019.</li> <li>In 2019, EPSO received 331 requests for special adjustments of selection tests<sup>4</sup> (competitions and selections).</li> </ul>	<ul style="list-style-type: none"> <li>Disability monitoring tool implemented in the application form.</li> <li>Targeted communication actions and monitoring extended to other diversity and focus groups.</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of candidates (500) with disabilities and specific needs (at least 10% compared to the baseline) applying to EPSO competitions and selections.</li> <li>Potential corrective measures and additional actions implemented based on the monitoring's results.</li> </ul>	<p>The call for cooperation to all EU diversity and inclusion organisations remains open and offers the possibility to join EPSO's network of partner organisations in diversity and inclusion. All organisations registered in the data base receive information material about EPSO's competitions on a regular basis.</p> <p>In 2021, the total number of requests for special adjustments was 349</p>
<b>Main outputs in 2021:</b>			
<b>External communication actions</b>			
Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
<b>Communication with citizens and candidates</b>			
E-mail queries by individual candidates and citizens are answered in 24 official EU languages.	Ratio of queries per application dealt with by EPSO's Candidate Contact Service (CCS).	In 2021, average number of queries comparable to 2020 figures, i.e. one query per 4 applications.	In 2021, the average number of queries is one query per 1.4 applications. The target is not met due to the extraordinary circumstances in 2021, particularly the high number of queries on new tests and new test conditions, as well as the high number of requests for advice from candidates unable to sit their tests due to the

<sup>4</sup> EPSO is not yet monitoring disability but only the number of requests for special adjustments of selection tests. This includes candidates with a permanent or temporary medical condition (including pregnant or breastfeeding candidates). The number represents the requests received per competition/selection published (and not necessarily finalised) in 2019. It does not cumulate requests received from same candidates within a competition. Each candidate is recorded once per competition even if reasonable accommodations were granted at different stages of the competition. As to CAST selections, this number currently only takes into account candidates who benefitted from reasonable accommodations and were tested within 2019.

			pandemic. a small number
Maintenance of the candidate relationship management tool (Issue Tracker) for candidate questions and issues in all 24 EU official languages.	<ul style="list-style-type: none"> <li>Number of colleagues trained in using the tool.</li> </ul>	<ul style="list-style-type: none"> <li>100% of selected colleagues trained in using the tool.</li> </ul>	<ul style="list-style-type: none"> <li>14 colleagues (100% of designated staff) were trained during 4 training sessions in 2021</li> </ul>
	<ul style="list-style-type: none"> <li>Number of colleagues using the tool.</li> </ul>	<ul style="list-style-type: none"> <li>100% of selected colleagues using the Issue Tracker tool.</li> </ul>	<ul style="list-style-type: none"> <li>81 EPSO staff used the Issue Tracker tool, i.e., 100% of selected colleagues.</li> </ul>
FAQs available on EU Careers website are regularly reviewed and updated, new ones added as new processes are implemented.	Number of FAQs reviewed/updated/added.	At least 10 new FAQs added in view of changes related to remote assessment and new methods of testing.	<ul style="list-style-type: none"> <li>10 new FAQs were added to the existing ones.</li> <li>100 FAQs were updated in the course of 2021</li> </ul>
Structured cooperation with Europe Direct Contact Centre (EDCC) to manage general queries from candidates in all 24 official EU languages.	<ul style="list-style-type: none"> <li>Ratio of queries per application dealt with by EDCC.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the ratio of queries per application, i.e. 1 query per 100 applications.</li> </ul>	<ul style="list-style-type: none"> <li>1 query per 11 new applications were dealt with by EDCC in 2021. The target is not met due to the extraordinary circumstances in 2021, the high number of queries on the new tests and new test conditions as well the high number of requests for advice from candidates unable to sit their tests due to the pandemic.</li> </ul>
	<ul style="list-style-type: none"> <li>Number of training sessions per year.</li> </ul>	<ul style="list-style-type: none"> <li>At least 3 training sessions per year organised for the EDCC agents.</li> </ul>	<ul style="list-style-type: none"> <li>2 training sessions took place in 2021 for EDCC agents. Additional training for the agents was also given by the EDCC trainers based on the extensive information material from EPSO.</li> </ul>
<b>EU Careers website</b>			
Increase visibility of website in view of reaching targeted audiences.	<ul style="list-style-type: none"> <li>Number of visits</li> <li>Publication of landing web pages for competitions and selection procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Above 5 000 000 by end 2021.</li> <li>Publish one landing web page per competition and selection procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Number of visits increased by 15% in 2021, reaching a total of 5,336,861 visits.</li> <li>Published one landing page per competition and on some occasions more than one.</li> </ul>
Layout, content and functionalities are improved on current and new website. These will include a redesigned job	<ul style="list-style-type: none"> <li>New functionalities, improvements on the website to improve user experience (UX).</li> </ul>	<ul style="list-style-type: none"> <li>January 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Revamp of Job opportunities, Traineeships and Member states page (improvement of search box); creation of new web features/sections to accommodate the publication of EPSO's newly introduced Remote Testing</li> </ul>

search field, improved search criteria, use of primary buttons, accessibility of search filter.			tools; revamp of CAST Permanent page (updated content, structure, visuals, and search box); revamp of the dedicated Luxembourg campaign page to attract more candidates for Luxembourg-based EU institutions.
	<ul style="list-style-type: none"> <li>Maintain and update the specific 'Covid-19' news page.</li> </ul>	<ul style="list-style-type: none"> <li>At least once a month in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Regular updates (monthly average). It was decided to unpublish the page in December 2021, since all Covid-related information and restrictions have been incorporated on the competitions' respective webpages.</li> </ul>
Continuous improvement of EU careers website accessibility.	<ul style="list-style-type: none"> <li>Test 10 sample web pages and achieve WCAG 2.1. conformance level AA.</li> </ul>	<ul style="list-style-type: none"> <li>Mid 2021.</li> </ul>	<ul style="list-style-type: none"> <li>An accessibility screening took place in November 2021. Based on this evaluation, a few technical fixes are needed to meet the WCAG 2.1, Conformance Level AA. The fixes will be implemented on the new Drupal 9 web site.</li> </ul>
	<ul style="list-style-type: none"> <li>Further improve accessibility features on the new website (ongoing migration to Drupal 8/Drupal 9) and achieve WCAG 2.1, conformance Level AA .</li> </ul>	<ul style="list-style-type: none"> <li>Achieve conformance by end of 2021 or beginning 2022 (when new website is launched).</li> </ul>	<ul style="list-style-type: none"> <li>Fixes and recommendations included in the accessibility report will be implemented directly on the new website to be launched in 2022. The next accessibility check of the new site will be run in the second half of 2022.</li> </ul>
	<ul style="list-style-type: none"> <li>Implement all recommendations of usability and accessibility reports by Novacomm.</li> </ul>	<ul style="list-style-type: none"> <li>Implement all recommendations of usability and accessibility reports by Novacomm.</li> </ul>	<ul style="list-style-type: none"> <li>All usability and accessibility recommendations will be implemented on the new website.</li> </ul>
<b>Other important outputs</b>			
<b>Output description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (situation on 31/12/2021)</b>
<b>Social Media strategy and initiatives</b>			
Enhance visibility on social media, by increasing the number of followers.	Number of followers on social media.	By end 2021, target number of followers: <ul style="list-style-type: none"> <li>Facebook: 450 000</li> </ul>	Number of followers: <ul style="list-style-type: none"> <li>Facebook: 430,048</li> <li>Twitter: 38,104</li> </ul>

		<ul style="list-style-type: none"> <li>• Twitter: 38 000</li> <li>• LinkedIn: 150 000</li> <li>• Instagram: 40 000</li> <li>• YouTube: 7 000</li> </ul>	<ul style="list-style-type: none"> <li>• LinkedIn: 147,661</li> <li>• Instagram: 49,261</li> <li>• YouTube: 7,440</li> </ul>
Increase engagement on social media.	Number of interactions (shares, likes, clicks, comments).	Target interactions (monthly average): <ul style="list-style-type: none"> <li>• Facebook: 2 200</li> <li>• Twitter: 250</li> <li>• LinkedIn: 1 300</li> <li>• Instagram: 4 000</li> </ul>	Engagement rate (monthly average of interactions) <ul style="list-style-type: none"> <li>• Facebook: 1,100</li> <li>• Twitter: 208</li> <li>• LinkedIn: 1,692</li> <li>• Instagram: 3,300</li> </ul>
Specific media campaigns are run for open competitions via social media (mainly Facebook and LinkedIn).	<ul style="list-style-type: none"> <li>• Number of EU citizens reached.</li> </ul>	<ul style="list-style-type: none"> <li>• 60 000 EU citizens reached per €500 spent.</li> </ul>	80 000 EU citizens reached per €500 spent.
	<ul style="list-style-type: none"> <li>• Clicks on a link.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 800 link clicks per €500 spent.</li> </ul>	2 000 link clicks per €500 spent
Increase synergies with the other EU institutions (sharing material, visuals, campaigns, posts).	Number of posts promoting campaigns, vacancies and traineeships of other EU institutions, bodies, agencies.	At least 3 posts per channel monthly.	Published at least 3 posts per channel monthly (sharing and promoting campaigns, vacancies and traineeships of other EU institutions, bodies, agencies)
<b>Outreach</b>			
Maintaining the EU careers outreach network as an arena for planning actions to improve client satisfaction. The network consists of high-level HR and communication representatives of all EU institutions.	Number of attendees at the network meetings.	20 participants (two per EU institution).	It was decided to phase out the employer branding network with the EU institutions in the first quarter of 2021. The reason is that many EU institutions included employer branding in their own communication and outreach activities. Therefore, it was no longer considered as one of EPSO's communication core tasks by Management.
Attractiveness of promotional and outreach events (in-person and online events).	Number of attendees.	20 000 visitors/attendees per year across all events (virtual and/or in-person).	9 740 attendees in events by EPSO staff 130 735 attendees in events by EU Careers Student Ambassadors
Targeting audiences in under-represented countries.	<ul style="list-style-type: none"> <li>• Number of seminars.</li> </ul>	<ul style="list-style-type: none"> <li>• Two seminars per year.</li> </ul>	<ul style="list-style-type: none"> <li>• The bi-annual focus country seminars were phased out and replaced by the bilateral meetings with all 27 Member States.(see narrative)</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of representatives per under-represented country.</li> </ul>	<ul style="list-style-type: none"> <li>• At least one representative per under-represented country.@</li> </ul>	

<b>EU Careers Student Ambassadors</b>			
Maintain or increase the number of universities represented in all Member States with a focus on high quality, and with a special emphasis on under-represented countries.	<ul style="list-style-type: none"> <li>Number of universities from across all EU Member States participating in the programme.</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of universities represented to 144.</li> </ul>	<ul style="list-style-type: none"> <li>167 universities were represented</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of Student Ambassadors in under-represented Member States.</li> </ul>	<ul style="list-style-type: none"> <li>80 % of Student Ambassadors come from the under-represented Member States.</li> </ul>	<ul style="list-style-type: none"> <li>80% from under-represented Member States</li> </ul>
All Student Ambassadors receive initial training (physically in Brussels or in the Member State, or remotely).	Percentage of student ambassadors receiving training.	100 % Student Ambassadors are trained by EPSO staff.	<ul style="list-style-type: none"> <li>100% Student Ambassadors were trained</li> </ul>
All Student Ambassadors offered continuous training via online master classes (addressing diverse topics and hosted by diverse colleagues, senior student ambassadors, staff ambassadors etc.).	Percentage of student ambassadors attending master classes.	33 % of Student Ambassadors attending master classes.	<ul style="list-style-type: none"> <li>33% Student Ambassadors attended master classes</li> </ul>
<b>EU Careers Staff Ambassadors</b>			
Bi-monthly newsletter (via email) to share information and encourage Staff Ambassadors to spread the word and be multipliers within their networks.	Number of newsletter subscribers.	130 subscribers in 2021	A dedicated channel on Microsoft Teams was launched in 2021 to share information and increase engagement of the Staff Ambassadors. This channel replaces the bi-monthly newsletter. 204 Staff Ambassadors are members of the dedicated Teams' channel
Increasing collaboration with the corporate staff advocacy programme.	Number of volunteers to take part in events (speed networking/events organised by EU Careers Ambassadors).	150 volunteers in 2021	35 Staff Ambassadors participated in events promoting EU Careers.
To maintain and/or increase the diversity of staff ambassadors.	Number of Staff Ambassadors.	124 staff ambassadors by end of 2021 covering all Institutions and all MS, with a special focus on under-represented Member States.	215 Staff Ambassadors representing all Member States and 17 EU Institutions, agencies, and bodies.

Staff Ambassadors to provide concrete job descriptions and testimonials to be used for the EPSO website and social media.	Number of job descriptions and testimonials obtained.	10 by end of 2021	<ul style="list-style-type: none"> <li>• 29 testimonials were published on social media.</li> <li>• 8 new job descriptions were obtained for the website.</li> </ul>
<b>Diversity and Inclusion</b>			
Extend the call for cooperation to EU diversity and inclusion organisations in order to build a network of partners and expert groups involved in the promotion and welfare of citizens from diversity groups.	<ul style="list-style-type: none"> <li>• Follow-up of the call for cooperation to EU and national diversity and inclusion organisations (including the call to disability organisations launched end of 2019).</li> </ul>	<ul style="list-style-type: none"> <li>• One call of interest or reminder published in 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• The call for cooperation, together with information about EPSO's competitions, has been shared by various partners, networks, and Institutions, such as the European Disability Network, the European Network Against Racism, the European Parliament, the European Commission's Directorate General Justice, the network of national Equality and Diversity coordinators, and the interinstitutional network of Diversity and Inclusion Advisors.</li> </ul>
	<ul style="list-style-type: none"> <li>• Specify the types of collaboration, projects and/or services offered to diversity organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity and Inclusion organisations have the possibility to choose between a series of services or types of collaboration when registering for the network: (<a href="#">Join our network of diversity &amp; inclusion organisations   Careers with the European Union (europa.eu)</a>) (<a href="#">EUSurvey - Survey (europa.eu)</a>)</li> </ul>
	<ul style="list-style-type: none"> <li>• Messages/information sent to the registered organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Share 100% of the selection procedures with the organisations in the data base who have expressed this wish.</li> </ul>	<ul style="list-style-type: none"> <li>• Information and promotional material on all EPSO competitions were shared with all registered organisations. In 2021, 176 diversity and inclusion organisations were registered in the network.</li> </ul>
Set-up of a network of Diversity and inclusion Coordinators from all Member States for further collaboration and benchmarking.	<ul style="list-style-type: none"> <li>• List of names and contact details of diversity coordinators of the MS.</li> </ul>	<ul style="list-style-type: none"> <li>• A completed list with at least one coordinator for each Member State by end 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• All EU Member States except Latvia are represented in the network by at least 1 coordinator appointed in 2021.</li> </ul>
	<ul style="list-style-type: none"> <li>• The call for cooperation is distributed in each Member State to help EPSO increase reach out to diversity national organisations and potential candidates from minority groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contacts based on EPSO's needs throughout 2021.</li> <li>• National statistics on diversity is available to EPSO by end 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• All Equality and Diversity coordinators were asked to share EPSO's call for cooperation with their national diversity and inclusion organisations. Several reminders were sent to the network to continue sharing the call on the national level.</li> </ul>

	<ul style="list-style-type: none"> <li>• EPSO is provided with relevant information from the Member States allowing to move forward with its targeted communication plan aiming at attracting more diverse talent.</li> </ul>	<ul style="list-style-type: none"> <li>• Input and regular feedback from organisations on the potential blocking factors to the EU careers throughout 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• The Member States were asked to participate in a survey on the representation of diversity groups in their countries. 20 Member States have participated in the survey and have provided information and data and national statistics about diverse populations in their countries.</li> </ul>
Implement the EU action plan against racism.	Draft a targeted communication plan aiming at attracting more talent from ethnic groups.	Adoption of the targeted communication plan in first quarter 2021.	A diversity targeted communication and outreach action plan was drafted with specific actions aiming at attracting ethnic minorities in addition to other diversity groups, for adoption in 2022.
Introduce tools to collect data about candidates of various diversity strands and monitor outreach.	Pilot the equality and diversity survey on closed competitions, and based on its results, develop the equality and diversity monitoring tool.	Analysis of the results of the pilot survey available by end 2021.	An Equality and Diversity pilot survey was conducted for candidates of closed competitions from 2018-2020. A detailed report together with an executive summary with the main findings were established. The Equality and Diversity monitoring tool should be developed and implemented in 2022, depending on priorities and DIGIT (Directorate General for Informatics).
Improve interinstitutional collaboration and liaise with other diversity and inclusion services.	Participation in interinstitutional Task Forces/working groups and meetings.	EPSO set up an inter institutional Task Force on diversity and inclusion matters in 2020, continuous progress expected throughout 2021.	EPSO actively participates in various diversity and inclusion related task forces and networks. In 2021, it created and chaired an inter-institutional diversity taskforce with the mandate to identify potential actions aiming at increasing the diversity of EPSO's applicant pool. Their proposals have been integrated in EPSO's targeted diversity communication and outreach action plan. An internal diversity network has been set up to support the implementation of the action plan.
<b>Legal Matters</b>			
Timely and effective handling of Article 90 and Ombudsman complaints, access to documents requests, and EDPS complaints.	Number of contributions/ decisions prepared within the set deadlines.	In 2021, 95% of procedures completed within set deadlines.	In 2021, 63% of procedures completed within set deadlines, due to chronic understaffing by 50% in the 1 <sup>st</sup> semester and 25% in the 2 <sup>nd</sup> semester.
Exploring new avenues to discourage candidate complaints through a clearer explanation of	Report of the Transparency Task Force finalised and outcome and recommendations presented to	By end 2021.	Work of the Transparency Task Force finalised and outcome and recommendations presented to EPSO's Director.



EPSO's functioning and selection procedures, and better managing candidates' expectations.	EPSO's management		
<b>Analysis of candidate satisfaction survey results</b>			
Analysis of candidate satisfaction survey results.	Level of overall satisfaction rate of all candidates.	≥ 90% of candidates who completed the AC survey are satisfied.	<u>Assessment Centre:</u> 33% satisfied and 28% very satisfied, Percentages decreased due to continued delays in delivering the AC tests in 2021, related to the pandemic and capacity issues by EPSO (when comparing statistics, please note that a more significant number (901) of candidates replied to the Assessment Centre survey compared to 2020).
The results of the candidate satisfaction survey (sent to all participants shortly after the AC) are analysed, reviewed and followed up internally by the operational units concerned.	Send candidate feedback analysis to the operational units in EPSO.	Three times in 2021.	Target met; results are made available on a continuous basis via the 'survey tool' to the operational units.
Adapt and/or update the survey questions.	Up-dated questionnaire reflecting changes in selection procedures.	Throughout 2021.	Survey questions were adapted to reflect remote testing in the Assessment Centre.
<b>Communications and outreach strategy</b>			
Validation and implementation of EPSO's new Communication and outreach strategy.	Adoption of the Communication and outreach strategy by EPSO's management, the Working Group and Management Board.	Adoption in first quarter of 2021. Implementation of various actions throughout 2021.	An entirely new outreach strategy needs to be drafted and adopted in 2022, reflecting the on-going transformation process, survey outcomes, the new competency framework, new outreach activities, etc.

### Specific objective 3: Improve EPSO's selection methods.

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

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

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
--------------------	-----------------------------	------------------	--------------------------------

<p>The EPSO Assessment Centre is delivered in different modules and phases, relying on the use of efficient talent-ranking methods and remote technologies.</p>	<p>Improve balance between general and specific competencies and enhance more remote assessment.</p> <p>More flexibility for Selection Boards and improved quality at the preliminary phase of the selection process.</p>	<p>More digitalised and technology-based selections for improvement of quality and efficiency.</p>	<p>Improvements in 2021 include the launch of the Ranked Talent Screener (RTS) in a specialist competition to automate some of the computational work of the Selection Boards and rank candidates on level of required experience. In addition, the development of standard matrices for general competencies in both generalist and specialist AD and AST selections will simplify the work of the Selection Board as will the single measurement of general competencies in specialist competitions.</p> <p>Three concrete measures were adopted and implemented in order to mitigate the adverse impact of test content exposure: as from November 2021, most competency tests contents were published in advance and made available to all candidates in a public way (open book approach). In August 2021 all anchors from all competencies were made public to all candidates. Regarding all Assessment Centres provided in remote, the documents related to tests requiring a protection of the material were watermarked and made available only through secured platform with password. In 2021 EPSO reviewed the training for Chairs and Vice Chairs and is ready to launch a revised and more targeted training for these key members of Selection Boards.</p>
---	---	--	---

**Result indicator:** The reasonable accommodations procedure for candidates with special needs is constantly improved in line with the best international practices.  
**Source of data:** EPSO unit.OUTREACH

<b>Baseline</b> (2019)	<b>Interim Milestone</b> (2022)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
<p>EPSO started revising the entire reasonable accommodations procedure based on candidates' feedback, performance and best practices.</p>	<ul style="list-style-type: none"> <li>• New simplified and documented reasonable accommodations procedure is implemented together with a toolbox for both candidates and staff involved in defining and organising reasonable accommodations including</li> </ul>	<p>A centralised IT tool allowing better definition and management of reasonable accommodations for EPSO ACCESSIBILITY team including statistics is implemented</p>	<p>On EPSO's equal opportunities webpage, candidates can find the following materials (Equal opportunities   Careers with the European Union (europa.eu))</p> <ul style="list-style-type: none"> <li>- a detailed guide on reasonable accommodations.</li> <li>- a step-by-step brochure on how to request special adjustments in the selection tests.</li> <li>- An overview of possible accommodations</li> <li>- A video on EPSO's equality and diversity policy and</li> </ul>

	<p>assessors.</p> <ul style="list-style-type: none"> <li>• A solution is implemented to allow the use of assistive technology and thereby increase autonomy of candidates with visual impairments during tests (remote testing or any other solution).</li> </ul>		<p>reasonable accommodation procedure</p> <ul style="list-style-type: none"> <li>- EPSO's Policy for female candidates requesting reasonable accommodation(s) in staff selection procedures related to pregnancy and childbirth.</li> </ul>
--	---	--	---

### Main outputs in 2021:

#### Other important outputs

Output description	Indicator	Target	Latest known results (situation on 31/12/2021)
Introduction of a new language regime with an adapted competition structure for generalist, linguists and large-scale specialist competitions.	<ul style="list-style-type: none"> <li>• Subject to approval by EPSO's Management Board, EPSO will start the preparations towards an introduction of a new language regime together with an adapted competition structure to cater for multilinguism (ECA recommendation nr.1).</li> </ul>	<ul style="list-style-type: none"> <li>• Spring 2021</li> </ul>	<ul style="list-style-type: none"> <li>• Following EPSO's recommendation, EPSO's Management Board endorsed a proposal in February 2021 to pilot a 24-language competition. The identified competition is for a Commission service, DG MARE, and was published on 9 December 2021.</li> </ul>
	<ul style="list-style-type: none"> <li>• A timeline for introduction will be established and well communicated both to the EU institutions and to external stakeholders and candidates, based on operational and organisational feasibility.</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-2021</li> </ul>	<ul style="list-style-type: none"> <li>• EPSO will carefully analyse the different steps and present the outcome to EPSO's Management Board for endorsement of introducing this language regime to most of the competitions (some linguistic competitions could be dispensed due to specific needs of the institutions)</li> </ul>
Introduce a new selection framework for specialist	<ul style="list-style-type: none"> <li>• EPSO will identify one specialists' selection procedure</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-2021</li> </ul>	<ul style="list-style-type: none"> <li>• In 2021 EPSO piloted a fast-track competition for anti-fraud officers (OLAF), involving the use of computer assisted</li> </ul>

competitions (ECA recommendation nr.2).	to pilot the new framework.		techniques (MACS, Machine Assisted Content Screener). EPSO also proposed the Ranked Talent Screener and implemented it as from the third quarter of 2021
	<ul style="list-style-type: none"> <li>Results of the pilot will be thoroughly analysed and assessed to provide a solid basis for a proposal for a new competition model for specialist competitions.</li> </ul>	<ul style="list-style-type: none"> <li>Discussions on the new framework will start towards the third quarter of 2021 based on first analysis and outcome of the pilot project.</li> </ul>	<ul style="list-style-type: none"> <li>Individual scoring and single measurement were introduced in order to increase the equality of treatment of candidates and the speed of the AC phase.</li> </ul>
Measure EU institutions' satisfaction with the selection process (ECA recommendation nr.1)	Establish a formal mechanism for measuring EU institutions' satisfaction with the successful candidates (laureats) delivered by EPSO.	End 2021	Target met. Mechanism will be further developed in 2022 in view of its introduction.
Improve coordination between EPSO and the EU institutions on the availability of selection board members (ECA recommendation nr.1).	Implementation of the recommendations of internal discussions (task force) and with the EU institutions.	End 2021	During 2021 EPSO further explored with the Institutions how to attract & retain Selection Board Members and in parallel has launched a comprehensive review of the Selection Board 'journey' with a view to simplifying and professionalising the overall experience. In addition, some simplifications in the work of the Selection Board – such as split assessing of candidates, single measurement of competencies and the appointment of core boards early in the exercise has resulted in substantial time saving gains for Selection Boards. The development and launch of the Ranked Talent Screener (RTS) has also produced serious gains in time and overall efficiency of Selection Boards.
Introduction of monitoring arrangements to report on the cost of competitions (ECA recommendation nr.1).	Introduce a cost monitoring tool.	End 2021	A basic cost monitoring tool of competitions has been put in place by end 2021, while EPSO is investigating the possibility to reuse some of the existing tools available to the Commission.
Reduce the duration of competitions to 10 months.	<ul style="list-style-type: none"> <li>Review the current length of competitions.</li> <li>Review the business processes</li> </ul>	End 2021	Due to the continued situation caused by the pandemic and the backlog resulting from it, the duration of competitions has not yet

	linked to selection procedures.		decreased.  Applying the principles of individual scoring and multi mini interviews (MMI), EPSO delivered a complete selection process (for the Director of an EU Agency) in 3 months. Combining, in the future, single measurement, RTS and reasoning tests on pass basis at the end of the selection process, the gain in duration is estimated between 3 and 4 months.
Introduce a regular review of the selection process to ensure EPSO's capacity to react to a fast-changing recruitment environment (ECA recommendation nr.3).	<ul style="list-style-type: none"> <li>• EPSO's Management board to introduce a regular review mechanism.</li> <li>• EPSO's capacity to react to a fast-changing recruitment environment is improved.</li> </ul>	End 2021	The EPSO Innovation Network created in June 2021 meets regularly to review existing selection process, researching and proposing appropriate alternative tests and methodologies to pilot prior to full roll-out.
Adapt test portfolio according to the new competition model.	EPSO will review its available portfolio of tests and propose new or adapted tests to cater for future needs (subject to a decision taken by EPSO's Management Board).	Start first quarter 2021	In 2021 EPSO developed a 'toolbox' of all its available tests. In the light of the Covid situation EPSO proposed a transition competition model for 2022 for both generalist and specialist competitions. For Covid-related reasons some tests, such as group exercise (GE) could not be delivered and alternatives were proposed – in this case, the situational competency based-interview (SCBI). In 2021 EPSO moved to delivering more tests using the 'open book' methodology resulting in efficiency gains without any loss of quality or equality.
Review of the Competency Framework.	EPSO will launch consultations with EU institutions to update the existing competency framework for recruitment, to take into account the evolving needs of the services.	Start first quarter 2021	In 2021, in cooperation with the EU institutions and benchmarking with international trends, EPSO launched the revision of its Competency Framework (CF) with the revised CF presented to the Management Board for approval in November 2021.
Delivery of remotely proctored internet-based tests.	Following the Covid-19 situation, EPSO had to significantly speed-up	Autumn 2021	Remotely proctored tests were used in the Certification and in the selection process for the Director of an EU Agency

	preparations to deliver exams in a remotely proctored mode. Except for very specific cases, linked to specific tests or candidate needs, EPSO will roll out this delivery model during 2021, in a staggered approach, to all competition and selection procedures.		
Delivery of remote on-line assessment centres for open competitions.	Assessment centres for open competitions are delivered remotely on-line for all candidates.	<ul style="list-style-type: none"> <li>All 2020 and 2021 competitions will be progressively covered.</li> <li>Fully remote assessment centres by end 2021.</li> </ul>	Target met. EPSO has built capabilities to run all assessment centres fully in remote mode.
Delivery of continuous testing for CAST selection procedures.	<ul style="list-style-type: none"> <li>Provide the institutions with a possibility in 2021 to better follow-up on pre-selected candidates sent for testing.</li> <li>Ultimate goal is to eliminate the current set-up with the 10 separate testing windows per year, by allowing candidates pre-selected by the EU institutions to test according to the timing of their interview.</li> </ul>	End 2021	This project is linked to IT improvements and therefore postponed
Training module on equality and diversity in staff selection is prepared and made compulsory for selection board members.	<ul style="list-style-type: none"> <li>e-learning module developed and made compulsory for selection board members.</li> </ul>	Mid-2021	<ul style="list-style-type: none"> <li>Training module including an e-library with a special focus on equality &amp; diversity set up in summer 2021. Training module is planned to be made compulsory by 3<sup>rd</sup> quarter 2022.</li> </ul>
Reasonable accommodations procedure for candidates with disabilities and specific needs is improved.	<ul style="list-style-type: none"> <li>Implementation of an improved reasonable accommodations procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Mid-2021</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the continuous enlargement of the network of equality and diversity partner organisations, a new EPSO specific equality mainstreaming work plan was established by summer 2021 with the aim to incorporate a quality dimension</li> </ul>

			in all EPSO selection procedures (incl. all new processes, tests and tools)
	<ul style="list-style-type: none"> <li>Development of a toolbox for all EPSO staff involved in defining, organising and implementing reasonable accommodations in the selection tests.</li> </ul>	<ul style="list-style-type: none"> <li>Last quarter of 2021</li> </ul>	<ul style="list-style-type: none"> <li>A toolbox (<a href="https://epso.europa.eu/how-to-apply/equal-opportunities_en">https://epso.europa.eu/how-to-apply/equal-opportunities_en</a>) for candidates was developed offering them all the necessary materials and information on how to currently request special adjustments in the selection tests. The implementation of the reasonable accommodations procedure for candidates with specific needs, including the use of assistive technology in remote tests, will be further pursued by EPSO, e.g. in the new framework contract for delivery of written and oral tests to be concluded in July 2022.</li> </ul>

#### Specific objective 4: The linguistic abilities in a third language of staff eligible for a first promotion are evaluated in a harmonised, consistent and cost-efficient manner

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

**Source of data:** EPSO unit.03

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
100% of files evaluated within the deadline (636 files in total).	100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.	100 % of files (diplomas and certificates) submitted within the deadline evaluated by the end of each year.	100% of files evaluated within the deadline (760 files in total).

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

**Source of data:** EPSO unit.03

Baseline (2019)	Interim Milestone (2022)	Target (2024)	Latest known results (2021)
All candidates tested within the deadline (291 candidates tested in total).	100% satisfaction by the end of each year of requests received for testing third language capabilities	100% satisfaction by the end of each year of requests received for testing third language capabilities	All candidates tested within the deadline (372 candidates tested in total).

**Main outputs in 2021:****Other important outputs**

<b>Output description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (situation on 31/12/2021)</b>
Delivery of assessments of linguistic ability by EPSO and the evaluation committees to satisfy the requirements of Article 45(2) and Article 85(3) of CEOS.	Timely delivery of assessments concerning the diplomas and certificates submitted by the candidates.	100% evaluation of files (diplomas and certificates) submitted within the deadline.	100% evaluation of files (diplomas and certificates) submitted within the deadline.
Delivery of assessments of linguistic ability by EPSO and the external service providers to satisfy the requirements of Article 45(2) and Article 85(3) of CEOS.	Timely delivery of linguistic tests of level B2 in quarterly sessions.	100% satisfaction of requests received for testing third language capabilities.	100% satisfaction of requests received for testing third language capabilities.
Delivery of an online satisfaction survey for candidates processed during the year.	Satisfaction rate of candidates with the assessment of their third language abilities.	≥ 90 % satisfaction rate of candidates who reply to the satisfaction survey	78% satisfaction rate of candidates who replied to the satisfaction survey, mostly due to the implementation of online testing rushed by Covid-19 conditions.
Procurement processes for additional Framework contract	Completion of the procedure	Completion expected in spring 2021	New framework contract for remote testing signed in August 2021. Implemented as of the autumn testing session.



## ANNEX 3: Draft annual accounts and financial reports

AAR 2021 Version 2

### Annex 3 Financial Reports - DG EPSO - Financial Year 2021

**Table 1 : Commitments**

**Table 2 : Payments**

**Table 3 : Commitments to be settled**

**Table 4 : Balance Sheet**

**Table 5 : Statement of Financial Performance**

**Table 5 Bis: Off Balance Sheet**

**Table 6 : Average Payment Times**

**Table 7 : Income**

**Table 8 : Recovery of undue Payments**

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

**Table 10 : Waivers of Recovery Orders**

**Table 11 : Negotiated Procedures**

**Table 12 : Summary of Procedures**

**Table 13 : Building Contracts**

**Table 14 : Contracts declared Secret**

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

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

Refresh date : 21/02/2022

## Additional comments

*The accounting situation presented in the Balance Sheet and Statement of Financial Performance does not include the accruals and deferrals calculated centrally by the services of the Accounting Officer.*

*Table 8 "Recovery Context":*

*3 Recovery Orders for a total amount of 133.750 EUR were encoded with the wrong Sub-Nature of Receivable code and are therefore reported erroneously in Table 8.*

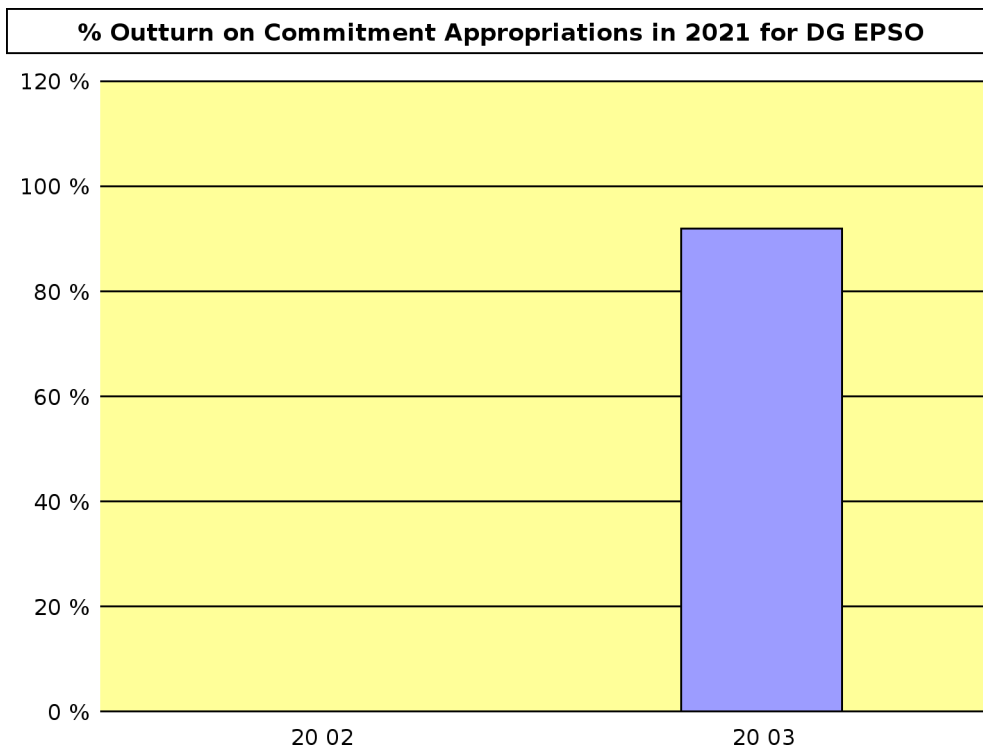
*Those RO are related to Service Level Agreements (Charge-back process) and have no link with undue payments.*

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

Refresh date : 21/02/2022

<b>TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2021 (in Mio €) for DG EPSO</b>					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
<b>Title 20 Administrative expenditure of the European Commission</b>					
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	0.00 %
	20 03	Administrative Operating expenditure	7.87	7.23	91.88 %
<b>Total Title 20</b>			<b>7.87</b>	<b>7.23</b>	<b>91.88 %</b>
<b>Total Excluding NGEU</b>			<b>7.87</b>	<b>7.23</b>	<b>91.88 %</b>
<b>Total DG EPSO</b>			<b>7.87</b>	<b>7.23</b>	<b>91.88 %</b>

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

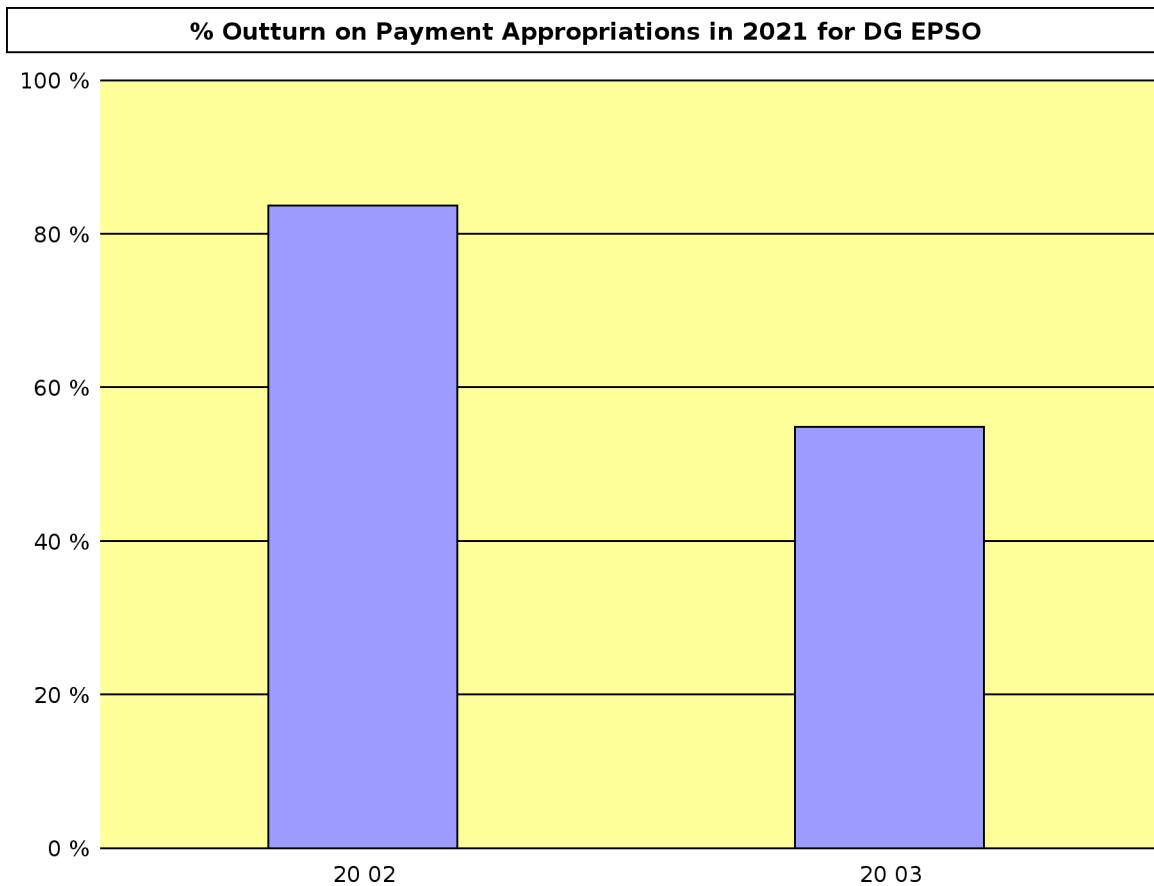


Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 21/02/2022

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2021 (in Mio €) for DG EPSO					
			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
<b>Title 20 Administrative expenditure of the European Commission</b>					
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	83.69 %
	20 03	Administrative Operating expenditure	12.76	7.00	54.88 %
<b>Total Title 20</b>			<b>12.76</b>	<b>7.00</b>	<b>54.89%</b>
<b>Total Excluding NGEU</b>			<b>12.76</b>	<b>7.00</b>	<b>54.89%</b>
<b>Total DG EPSO</b>			<b>12.76</b>	<b>7.00</b>	<b>54.89</b>

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



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

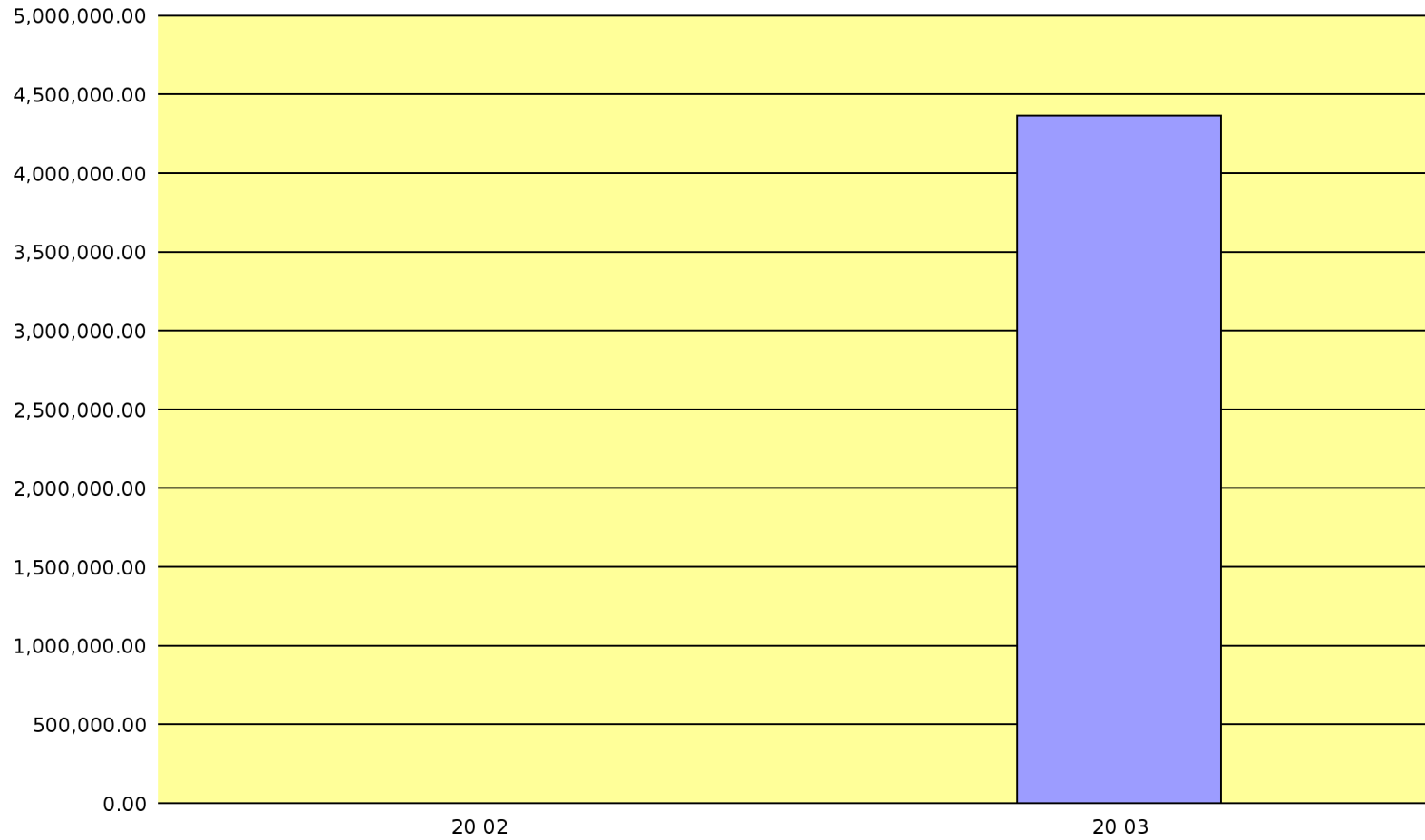
Refresh date : 21/02/2022

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2021 (in Mio €) for DG EPSO									
Chapter			Commitments to be settled				Commitments to be settled from financial years previous to 2020	Total of commitments to be settled at end of financial year 2021	Total of commitments to be settled at end of financial year 2020
			Commitments	Payments	RAL	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
20	20 02	Other staff and expenditure relating to persons	0.00	0.00	0.00	0.00%	0.00	0.00	0.00
	20 03	Administrative Operating expenditure	7.23	2.87	4.36	60.34%	0.00	4.36	4.89
<b>Total Title 20</b>			<b>7.23</b>	<b>2.87</b>	<b>4.36</b>	<b>60.34%</b>	<b>0.00</b>	<b>4.36</b>	<b>4.89</b>
<b>Total Excluding NGEU</b>			<b>7.23</b>	<b>2.87</b>	<b>4.36</b>	<b>60.34%</b>	<b>0.00</b>	<b>4.36</b>	<b>4.89</b>
<b>Total for DG EPSO</b>			<b>7.23</b>	<b>2.87</b>	<b>4.36</b>	<b>60.34 %</b>	<b>0.00</b>	<b>4.36</b>	<b>4.89</b>

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

Refresh date : 21/02/2022

**Breakdown of Commitments Remaining to be Settled (in Mio EUR) in 2021 EPSO**



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

Refresh date : 21/02/2022

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

<b>BALANCE SHEET</b>	<b>2021</b>	<b>2020</b>
A.I. NON CURRENT ASSETS	0	0
A.I.1. Intangible Assets	0.00	0.00
A.II. CURRENT ASSETS	3,360	17,015
A.II.3. Curr Exch Receiv & Non-Ex Recoverables	3,360.00	17,015.00
<b>ASSETS</b>	<b>3,360</b>	<b>17,015</b>
P.II. CURRENT LIABILITIES	0	0
P.II.4. Current Payables	0.00	0.00
P.II.5. Current Accrued Charges & Defrd Income	0.00	0.00
<b>LIABILITIES</b>	<b>0</b>	<b>0</b>
<b>NET ASSETS (ASSETS less LIABILITIES)</b>	<b>3,360</b>	<b>17,015.00</b>
P.III.2. Accumulated Surplus/Deficit	64,273,625.35	58,023,600.71
Non-allocated central (surplus)/deficit*	-64,276,985.35	-58,040,615.71
<b>TOTAL DG EPSO</b>	<b>0.00</b>	<b>0.00</b>

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

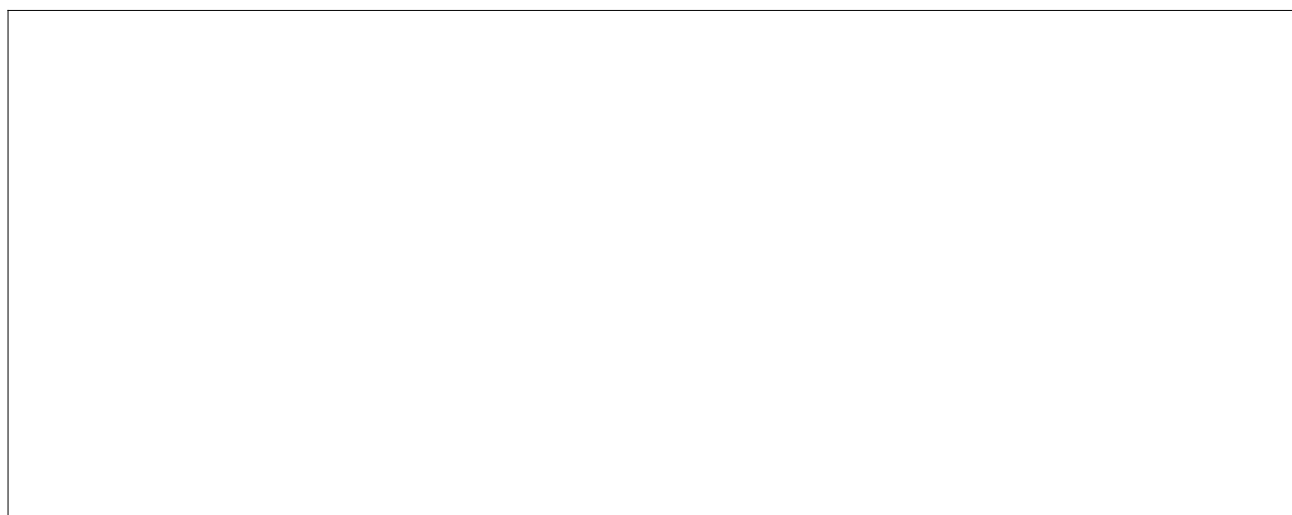
Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

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

Refresh date : 21/02/2022

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

<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>2021</b>	<b>2020</b>
II.1 REVENUES	-424,554.8	-576,398.49
II.1.2. EXCHANGE REVENUES	-424,554.8	-576,398.49
II.1.2.2. OTHER EXCHANGE REVENUE	-424,554.80	-576,398.49
II.2. EXPENSES	6,804,677.2	6,826,423.13
II.2. EXPENSES	6,804,677.2	6,826,423.13
II.2.10.OTHER EXPENSES	6,804,677.20	6,826,423.13
<b>STATEMENT OF FINANCIAL PERFORMANCE</b>	<b>6,380,122.40</b>	<b>6,250,024.64</b>



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

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

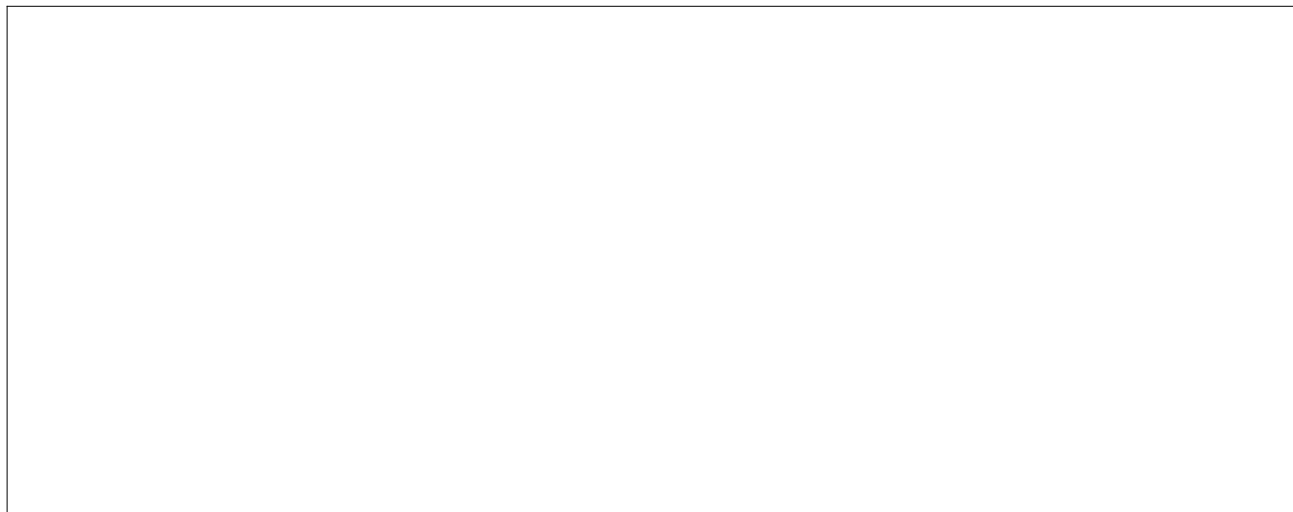
Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Refresh date : 21/02/2022



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

<b>OFF BALANCE</b>	<b>2021</b>	<b>2020</b>
OB.4. Balancing Accounts	0	0
OB.4. Balancing Accounts	0.00	0.00
<b>OFF BALANCE</b>	<b>0.00</b>	<b>0.00</b>



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

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

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

*Refresh date : 21/02/2022*

Legal Times						
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	450	450	100.00 %	9.4	0	0 %
60	9	9	100.00 %	6.78	0	0 %
120	22	22	100.00 %	7.5	0	0 %

<b>Total Number of Payments</b>	<b>481</b>	<b>481</b>	<b>100.00 %</b>		<b>0</b>	<b>0 %</b>
<b>Average Net Payment Time</b>	<b>9.26</b>			<b>9.26</b>		
<b>Average Gross Payment Time</b>	<b>10.18</b>			<b>10.18</b>		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	49	9	1.87 %	481	101,409.18	1.45 %	7,004,677.20

DG	GL Account	Description	Amount (Eur)

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

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

Refresh date : 21/02/2022

**TABLE 7 : SITUATION ON REVENUE AND INCOME in 2021 for DG EPSO**

Chapter		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
		Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	
		1	2	3=1+2	4	5	6=4+5	
32	Revenue from the supply of goods, services and work - assigned revenue	624,539.80	17,015.00	641,554.80	621,179.80	17,015.00	638,194.80	3,360.00
33	Other administrative revenue	15.00	0.00	15.00	15.00	0.00	15.00	0.00
<b>Total DG EPSO</b>		<b>624,554.8</b>	<b>17,015</b>	<b>641,569.8</b>	<b>621,194.8</b>	<b>17,015</b>	<b>638,209.8</b>	<b>3,360</b>

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

Refresh date : 21/02/2022

**TABLE 8 : RECOVERY OF PAYMENTS in 2021 for DG EPSO**

Year of Origin (commitment)	Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount
<b>No Link</b>			3	133,750		
<b>Sub-Total</b>			<b>3</b>	<b>133,750</b>		

EXPENSES BUDGET	Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context (incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES										
NON ELIGIBLE IN COST CLAIMS										
CREDIT NOTES	3	29,952.82			3	29,952.82	8	90,600.28	37.50%	33.06%
<b>Sub-Total</b>	<b>3</b>	<b>29,952.82</b>			<b>3</b>	<b>29,952.82</b>	<b>8</b>	<b>90,600.28</b>	<b>37.50%</b>	<b>33.06%</b>
<b>GRAND TOTAL</b>	<b>3</b>	<b>29,952.82</b>			<b>3</b>	<b>29,952.82</b>	<b>11</b>	<b>224,350.28</b>	<b>27.27%</b>	<b>13.35%</b>

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

Refresh date : 21/02/2022

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 12/31/2021 for DG EPSO**

	Number at 1/1/2021 1	Number at 12/31/2021	Evolution	Open Amount (Eur) at 1/1/2021 1	Open Amount (Eur) at 12/31/2021	Evolution
2020	4		-100.00 %	17,015.00		-100.00 %
2021		2			3,360.00	
	4	2	-50.00 %	17,015.00	3,360.00	-80.25 %

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

Refresh date : 21/02/2022

**TABLE 10 :Recovery Order Waivers >= 60 000 € in 2021 for DG EPSO**

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
--	--------------------	-----------------------	--------------------------	------------------	---------------------	----------

<b>Total DG EPSO</b>	
----------------------	--

<b>Number of RO waivers</b>	
-----------------------------	--

*Justifications:*

*Please enter the text directly (no copy/paste of formatted text which would then disappear when saving the document in pdf), use "ctrl+enter" to go to the next line and "enter" to validate your typing.*

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

Refresh date : 21/02/2022

**TABLE 11 : Negotiated Procedures in 2021 for DG EPSO**

<b>Negotiated Procedure Legal base</b>	<b>Number of Procedures</b>	<b>Amount (€)</b>
<b>Total</b>		

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

*Refresh date : 21/02/2022*

**TABLE 12 : Summary of Procedures in 2021 for DG EPSO**

**Internal Procedures > € 60,000**

<b>Procedure Legal base</b>	<b>Number of Procedures</b>	<b>Amount (€)</b>
Open procedure (FR 164 (1)(a))	2	48,761,800.00
<b>Total</b>	<b>2</b>	<b>48,761,800.00</b>

**Additional Comments:**

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

*Refresh date : 21/02/2022*



**TABLE 13 : BUILDING CONTRACTS in 2021 for DG EPSO**

Legal Base	Procedure subject	Contract Number	Contractor Name	Contract Subject	Contracted Amount (€)

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

Refresh date : 21/02/2022

**TABLE 14 : CONTRACTS DECLARED SECRET in 2021 for DG EPSO**

Legal Base	LC Date	Contract Number	Contract Subject	Contracted Amount (€)

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

Refresh date : 21/02/2022

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

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

*Refresh date : 21/02/2022*

**TABLE 16 : Commitments co-delegation type 3 in 2021 for DG EPSO**

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors  
21/02/2022

Refresh date :

## ANNEX 4: Financial Scorecard

DG EPSO

The Annex 4 of each Commission service summarises the annual result of the standard financial indicators measurement. Annexed to the Annual Activity Report 2021, 10 standard financial indicators are presented below, each with its objective and result for the Commission service and for the EC as a whole (for benchmarking purposes)<sup>5</sup>:

- Commitment Appropriations (CA) Implementation
- CA Forecast Implementation
- Payment Appropriations (PA) Implementation
- PA Forecast Implementation
- Global Commitment Absorption
- Timely Payments
- Timely Decommitments
- Invoice Registration Time
- Accounting Data Quality
- Management Data Quality

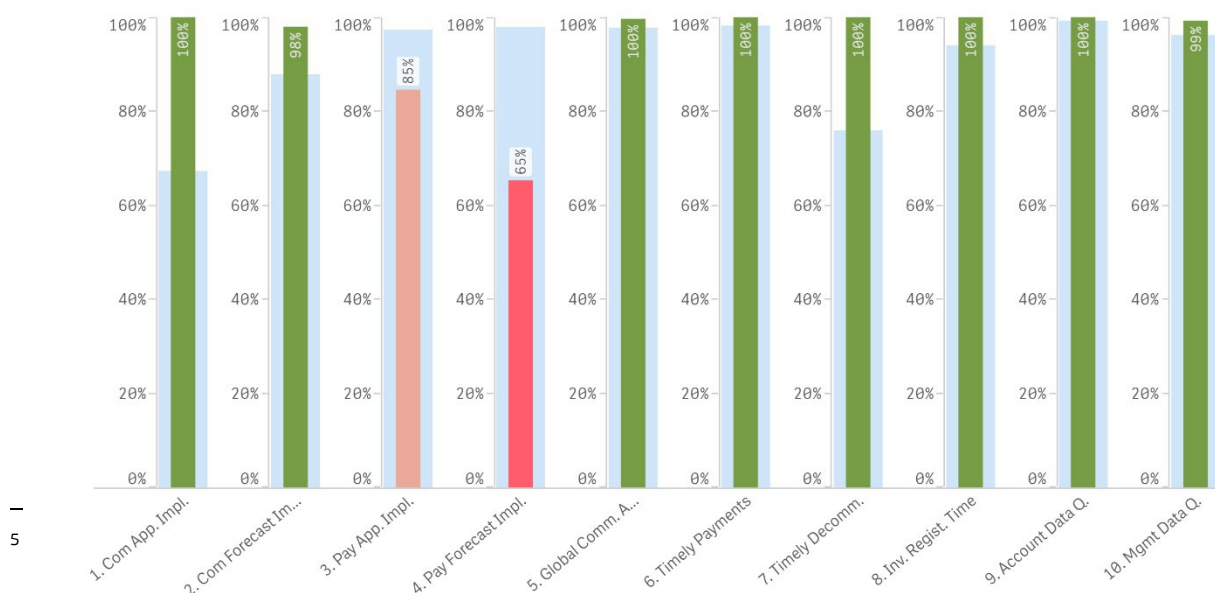
For each indicator, its value (in %) for the Commission service is compared to the common target (in %). The difference between the indicator's value and the target is colour coded as follows:

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

The Commission services are invited to provide commentary for each indicator's result in the dedicated comment section below the indicators scores as this can help the reader to understand the Commission's service context. In cases when the indicator's value achieves 80% or less of the target, the comment becomes mandatory.

The detailed definitions of the indicators are available on the internal DG BUDG site (BudgPedia) and managed by unit BUDG.C5 Financial Reporting.

EPSO Indicator Scores 2021



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

Indicator	Objective	Comment <sup>6</sup>	EPSO Score	EC Score
1. Commitment Appropriations Implementation	Ensure efficient use of commitment appropriations expiring at the end of Financial Year		100%	67%
2. Commitment Forecast Implementation	Ensure the cumulative alignment of the commitment implementation with the commitment forecast in a financial year		98%	88%
3. Payment Appropriations Implementation	Ensure efficient use of payment appropriations expiring at the end of Financial Year		85%	97%
4. Payment Forecast Implementation	Ensure the cumulative alignment of the payment implementation with the payment forecast in a financial year	The payments appropriations implementation was below the forecasted amount, due to delays in the running of the competitions, mainly because of the Covid-19 Pandemic, complemented with the change of the competition model.	65%	98%
5. Global Commitment Absorption <sup>7</sup>	Ensure efficient use of already earmarked commitment appropriations (at L1 level)		100%	98%
6. Timely Payments	Ensure efficient processing of payments within the legal deadlines	Thanks to the continued strong dedication and commitment of all involved EPSO colleagues, in 2021, as in 2020, EPSO, continues to pay 100% of the total amount on time.	100%	98%
7. Timely Decommitments	Ensure efficient decommitment of outstanding RAL at the end of commitment life cycle		100%	76%

<sup>6</sup> An explanation behind the indicator result can be provided, e.g. the comment about the achievement itself, reference to the whole Commission performance (better or worse), reasons behind this achievement. The comment is mandatory for the 'Timely payments' indicator. For the rest of indicators the comment is mandatory only if the score is equal or below the target of 80%.

<sup>7</sup> Due to technical limitation, the indicator does not take into account the Com L1 Consumption between the FDC ILC date and the FA FDI allowed as an exception in the external actions for Com L1 of type GF, i.e. with Financing Agreement, under the FR2018 Article 114.2. As a result, the actual Indicator score may be slightly higher than the one reported for DGs using the GF commitments.

8. Invoice Registration Time	Monitor the accounting risk stemming from late registration of invoices in the central accounting system ABAC		100%	94%
9. Accounting Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the accounts		100%	99%
10. Management Data Quality	Ensure the good data quality of ABAC transactions with the focus on fields having a primary impact on the management decisions		99%	96%

## ANNEX 5: Materiality criteria

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

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

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

Since 2019<sup>8</sup>, a 'de minimis' threshold for financial reservations has been introduced. Quantified AAR reservations related to residual error rates above the 2% materiality threshold, are deemed not substantial for segments representing less than 5% of a DG's total payments and with a financial impact below EUR 5 million. In such cases, quantified reservations are no longer needed.

In the analysis leading to the decision whether to issue reservations or not, both the agreed quantitative and qualitative criteria were used.

---

<sup>8</sup> Agreement of the Corporate Management Board of 30/4/2019.



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

### Procurements

#### Stage 1 – Procurement

#### A - Planning

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls	Coverage, frequency and depth of controls*	Cost effectiveness indicators
The needs are not well defined (operationally and economically) and that the decision to procure was inappropriate	Publication of intended procurements / Work program	<b>Coverage:</b> Procurement >€60,000 <b>Depth*:</b> Level 2 <b>Frequency:</b> Forward planning reviewed / updated at least twice a year	<b>Effectiveness:</b> Annual forward planning for procurement processes - Project plan of procurement project incl. defined milestones - Total contract value / cost of control on procurement
	Note to AO(S)D on justification (economic , operation) for launching a procurement process Orientation note	<b>Coverage:</b> 100% <b>Depth*:</b> Level 2 <b>Frequency:</b> For each procurement process	<b>Efficiency:</b> - Cost of control on procurement / number of exceptions / number of procedures without successful award of contract / number of procedures closed during the year
Discontinuation of the services provided due to a late contracting	Point discussed during management meeting	<b>Coverage:</b> Main ones <b>Depth*:</b> Level 2 <b>Frequency:</b> When need arises	<b>Economy:</b> - Number of FTEs dealing with monitoring and control of procurement processes. Synergies gained through SLA covering procurement with DG HR.

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

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

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

## B - Needs assessment & definition of needs

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

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

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

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

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

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

## C – Selection of the offer & evaluation

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

<b>Main risks</b> <i>It may happen (again) that...</i>	<b>Mitigating controls</b> (those in <b>bold</b> are strongly recommended)	<b>Coverage frequency and depth of controls*</b>	<b>Cost effectiveness indicators</b>
The most promising offer not being selected, due to a biased, inaccurate or 'unfair' evaluation process	Opening committee and Evaluation committee	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> for each procurement process	<b>Effectiveness:</b> - Total contract value / cost of control on procurement.
	Consultative committee "CCAM/PPAG" (GAMA)	<b>Coverage:</b> Risk based sampling <b>Depth*:</b> Level 4 <b>Frequency:</b> random	<b>Efficiency:</b> - Cost of control on procurement / number of procedures closed during the year / - number of negative opinions by GAMA
	Conflict of interests / compulsory note for each member of committee	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> for each procurement process	<b>Economy:</b> - number of FTEs dealing with monitoring and control of procurement processes - synergies gained through SLA covering procurement with DG HR
	Exclusion criteria documented	<b>Coverage:</b> 100% <b>Depth*:</b> Level 4 <b>Frequency:</b> for each procurement process	
	Standstill period	<b>Coverage:</b> 100% <b>Depth*:</b> N/A <b>Frequency:</b> for each procurement process	

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

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

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

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

## Stage 2 – Financial transactions

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

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

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

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

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

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



### Stage 3 – Supervisory measures

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

Main risks <i>It may happen (again) that...</i>	Mitigating controls (those in <b>bold</b> are strongly recommended)	Coverage, frequency and depth of controls*	Cost effectiveness indicators
An error or non-compliance with specifications or a fraud is not detected	<b>Ex post controls on procedures / contractors</b>	<b>Coverage:</b> Risk based percentage plus ex post controls <b>Depth*:</b> Level 4 <b>Frequency:</b> 3 times per year	<b>Effectiveness:</b> - Ex post control result / error found
	Whistle blowing (after yearly reporting of awarded contractors notably)	<b>Coverage:</b> potentially 100% <b>Depth*:</b> N/A <b>Frequency:</b> random	
Management of the procurement is not improved in general	Internal Audit Service	<b>Coverage:</b> Whole process but limited number of tenders <b>Depth*:</b> Level 2 <b>Frequency:</b> random	<b>Efficiency:</b> - Total value checked by Control ex post / costs ex post controls
	Review of ex post results	<b>Coverage:</b> Whole process but limited number of tenders <b>Depth*:</b> Level 2 <b>Frequency:</b> once a year	
	Review of exception reporting	<b>Coverage:</b> Whole process but limited number of tenders <b>Depth*:</b> Level 2 <b>Frequency:</b> once a year	<b>Economy:</b> - Cost ex post controls / total number of transactions checked by Control ex post
	Review of the process after each procedure	<b>Coverage:</b> Procedure >€60,000	

<b>Main risks</b> <i>It may happen (again) that...</i>	<b>Mitigating controls</b> (those in <b>bold</b> are strongly recommended)	<b>Coverage, frequency and depth of controls*</b>	<b>Cost effectiveness indicators</b>
		<b>Depth*:</b> Level 2 <b>Frequency:</b> after each procedure	

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

## **ANNEX 7: Specific annexes related to "Financial Management"**

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

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

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

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

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

- Concluded in 2021
- Recommendation nr 1 on IT security governance (very important)
- Two important recommendations
- EPSO has accepted all recommendations
- Action plan was submitted and accepted in December 2021
- EPSO and DIGIT are currently implementing the recommendations, which are due on 31.12.2022

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

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

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

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

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

EPSO's action plan has been accepted by ECA and EPSO together with its Management Board have been working in 2020 and 2021 on the implementation of these recommendations.

- **Ex-post controls**

In conformity with FR art 74.2, EPSO's Director decided in 2015 upon a proposal made by DG HR.R.1, to modify the frequency of EPSO's controls in view of the different risk- profiles among its current and future transactions and of the cost-effectiveness of its existing

controls. The same frequency of control was also applied in 2021. For the 2021 financial transactions, two series of ex post controls took place, covering the periods January–May and June–September, respectively. The last batch of ex post controls (October–December) took place in January and February 2022.

The ex post control campaign covered 65 transactions worth EUR 1.4m, representing 18,33% of the value of all transactions. The sample was designed in order to give rise to a meaningful result. The sampling method used was random and stratified taking into consideration the fact that a large proportion of payments are low value and low risk. The results of the controls allowed for the calculation of an estimated error rate which is well below the 2% materiality threshold (0.5% according to conservative estimate for administrative expenditure<sup>7</sup>).

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

**Indicator 1: Estimated risk at closure**

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

Baseline (2019)	Target (2024)	Latest known results (2021)
0.5%	< 2% of relevant expenditure	

**Main outputs in 2021**

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

Control Coverage associated with Transactions:

Type of transaction	Number Ex post controls	€ Value associated with the sample	% of total € covered by the sample
Payments	52	1.01M€	14.48%
Recovery orders	13	0.38 M€	61.47%
<b>Total</b>	<b>65</b>	<b>1.40 M€*</b>	<b>18.33%</b>

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

Control Results associated with Transactions:

Type of transaction	Number Ex post controls	Transactions with comments	% of total value <u>Not</u> at risk of financial error
Payments	52	0	0.00%
Recovery orders	13	0	0.00%
<b>Total</b>	<b>65</b>	<b>0</b>	<b>0.00%*</b>

\* none of the 65 transactions had comments and could be therefore considered at risk of financial error.

**Table Y - Overview of EPSO/EUSA's estimated cost of controls at Commission (EC) level**

*The absolute values are presented in EUR*

**EXPENDITURE**

EPSO/EUSA	Ex ante controls***			Ex post controls			Total	
	(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
Relevant Control System (RCS) / Other as defined in Annex 6 of the AAR*	EC total costs	related payments Made	Ratio (%)** (a)/(b)	EC total costs	total value verified and/or audited	Ratio (%) (d)/(e)	EC total estimated cost of controls (a)+(d)	Ratio (%)** (g)/(b)
Administrative operating expenditures	786.000,00 €	7.004.677,20 €	11,22%	102.600,00 €	1.400.000,00 €	7,33%	888.600,00 €	12,69%
	- €	- €	0,00%	- €		0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
	- €	- €	0,00%	- €	- €	0,00%	- €	0,00%
<b>OVERALL total estimated cost of control at EC level for expenditure</b>	<b>786.000,00 €</b>	<b>7.004.677,20 €</b>	<b>11,22%</b>	<b>102.600,00 €</b>	<b>1.400.000,00 €</b>	<b>7,33%</b>	<b>888.600,00 €</b>	<b>12,69%</b>

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

Based on this internal consultation/screening, it is estimated that a total of 8.5 FTEs (6.5 permanent staff members and 2 contractual staff) carry out financial and control activities<sup>9</sup> for EPSO: 5.1 FTEs in EPSO, 2.5 FTEs in EUSA and 0.9 FTE in the financial unit of DG HR.

Subsequently, the number of full-time equivalents (FTEs) obtained has been multiplied with the average "all-in" cost of an FTE in the Commission<sup>10</sup>. For contractual staff contractual average was used.

For EPSO, this gives an amount of EUR 866 300 (following the instructions provided by DG BUDG on average staff costs to be used, the calculation was done as follows: 6.5 AST officials x EUR 114 000 plus 2 contractual staff x EUR 73 800 = EUR 888 600).

- **Fraud prevention, detection and correction**

**Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy aimed at the prevention, detection and correction<sup>9</sup> of fraud.**

**Indicator 1: Implementation of the actions included in EPSO's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024).**

**Source of data:** EPSO's annual activity report, EPSO's anti-fraud strategy, OLAF reporting

<b>Baseline</b> (2019)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
By end of 2019, EPSO's anti-fraud strategy was thoroughly updated with all actions defined and implemented.	100% of action points implemented.	Target met.

**Indicator 2: Level of fraud awareness amongst all EPSO/EUSA staff.**

**Source of data:** EPSO's annual activity report, EPSO's anti-fraud strategy

<b>Baseline</b> (2019)	<b>Target</b> (2024)	<b>Latest known results</b> (2021)
By end of 2019, level of fraud awareness was 72% of all EPSO/EUSA staff <sup>10</sup> . The results of the 2020 online survey also showed a high level of fraud-awareness amongst the participants.	Level of fraud awareness amongst all EPSO/EUSA staff ≥ 95%.	Level of fraud awareness according to online survey (in January 2021): 97% of EPSO/EUSA staff

### Main outputs for 2021

<b>Output</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known result</b>
Updated EPSO Anti-fraud strategy communicated to all staff	<ul style="list-style-type: none"> <li>• Level general effectiveness weighted percentage of online survey on fraud awareness</li> <li>• Availability of Ethics information package</li> </ul>	<ul style="list-style-type: none"> <li>• Online survey exercise to be organised on fraud awareness as part of the preparation of EPSO's 2020 Annual Activity Report (AAR).</li> <li>• General effectiveness weighted percentage of 80% or above</li> <li>• Ethics information package to be made available to all staff</li> </ul>	<ul style="list-style-type: none"> <li>• 86%</li> <li>• Ethics information package was made available to all staff.</li> </ul>
Identification and follow-up of fraud related issues in	<ul style="list-style-type: none"> <li>• Identification of fraud related operational issues in weekly</li> </ul>	All fraud related issues identified on an operational level are brought to the attention of the Management	<ul style="list-style-type: none"> <li>• Target met.</li> <li>• No such cases were identified in 2021.</li> </ul>

<sup>9</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>10</sup> As per EPSO Annual Activity Report 2019.



EPSO/EUSA	operational meetings • Identified fraud related issues are brought to the attention of weekly EPSO/EUSA Management meetings	team for decision	• N/A
-----------	--	-------------------	-------

**ANNEX 8: Specific annexes related to "Assessment of the effectiveness of the internal control systems" – not applicable**

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

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

Table X : Estimated risk at payment and at closure										
DG EPSO/EUSA	'payments made' (2021;MEUR)	minus new prefinancing [plus retentions made] (in 2021;MEUR)	plus cleared prefinancing [minus retentions released and deductions of expenditure made by MS] (in 2021;MEUR)	'relevant expenditure' (for 2021;MEUR)	Detected error rate or equivalent estimates	estimated risk at payment (2021;MEUR)	Adjusted Average Recoveries and Corrections ( <i>adjusted ARC</i> , %)	estimated future corrections [and deductions] (for 2021;MEUR)	estimated risk at Closure (2021;MEUR)	
-1	-2	-3	-4	-5	-6	-7	-8	-9	-10	
Administrative expenditure	7,00	0,00	0,00	7,00	0,50% - 0,50%	0,04 - 0,04	0,00% - 0,00%	0,00 - 0,00	0,04 - 0,04	
<b>DG total</b>	<b>7,00</b>	<b>0,00</b>	<b>0,00</b>	<b>7,00</b>	<b>Overall risk at payment in %</b>	<b>0,50% - 0,50%</b> (7) / (5)	<b>0,00% - 0,00%</b>	<b>0,00 - 0,00</b>	<b>0,50% - 0,50%</b> (10) / (5)	

#### Notes to the table X

(1) Relevant Control Systems [if possible] differentiated per relevant portfolio segments and at a level which is lower than the DG total

(2) Payments made or equivalent, e.g. expenditure registered in the Commission's accounting system, accepted expenditure or cleared pre-financing. In any case, this means after the preventive (ex-ante) control measures have already been implemented earlier in the cycle.

In all cases of Co-Delegations (Internal Rules Article 3), "payments made" are reported by the Delegated DGs. For Cross-SubDelegations (Internal Rules Article 12), the reporting remains with the Delegating DGs.

(3) New pre-financing actually paid by out by the department itself during the financial year (i.e. excluding any pre-financing received as a transfer from another department). as per note 2.5.1 to the Commission annual accounts thus excluding "Other advances to Member States" which are covered on a purely payment-made basis (note 2.5.2). Pre-financing paid/cleared" are always covered by the Delegated DGs, even for Cross-SubDelegations.

Retentions: in Cohesion, the 10% retention applied during the year.

(4) Pre-financing actually cleared during the financial year (i.e. their 'delta' in the Financial Year 'actuals', not their 'cut-off' based estimated 'consumption').

Retentions: in Cohesion, the retentions released during the year by the Commission.

(5) For the purpose of equivalence with the ECA's scope of the EC funds with potential exposure to legality & regularity errors (see the ECA's Annual Report methodological Annex 1.1), our concept of "relevant expenditure" includes the payments made, subtracts the new pre-financing paid out [& adds the retentions made], and adds the pre-financing actually cleared [& subtracts the retentions released; and any deductions of *expenditure made by MS*] during the FY. This is a separate and 'hybrid' concept, intentionally combining elements from the budgetary accounting and from the general ledger accounting.

(6) In this column, we disclose the detected error rates or equivalent estimates. [*Equivalentents might be e.g. the "adjusted error rates", AGRI, or the "residual total error rates", REGIO, EMPL, MARE. In other cases, e.g. DEVCO and NEAR, they are derived by a backwards calculation based on results from the residual error rate studies; i.e. by adding the estimated future corrections (if not assumed to be zero) to the risk at closure.*]

For low-risk types of expenditure, where there are indications that the equivalent error rate might be close to 'zero' (e.g. *administrative expenditure, operating contributions to agencies*), the rate which should be used is 0.5% as a conservative estimate, unless the DG has a more precise estimate based on evidence.

(8) The adjusted average recovery and corrections percentage is [mostly / to some extent] based on the 7 years historic Average of Recoveries and financial Corrections (ARC), which is the best available indication of the corrective capacity of the ex-post control systems implemented by the DG over the past years. The AOD *has adjusted* this historic average to 0% to take into account any ex-ante elements, one-off events, (partially) cancelled or waived Recovery Orders, and other factors from the past years that would no longer be relevant for the current programmes (e.g. higher ex-post corrections of previously higher errors in earlier generations of grant programmes, current programmes with entirely ex-ante control systems) or that corresponded to exceptional situations in order to come to the best and most conservative estimate of the ex-post future corrections to be applied to the reporting year's relevant expenditure for the current programmes. Taking into account the nature of EPSO's expenditure as well as the existing control mechanisms, EPSO considers it very unlikely that future corrections for these 2021 payments will be made. The estimated future corrections are therefore estimated at EUR 0.

(9) For some programmes with no set *closure* point (e.g. EAGF) and for some multiannual programmes for which corrections are still possible afterwards (e.g. EAFRD and ESIF), all corrections that remain possible are considered for this estimate.

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

<b>Objective: EPSO/EUSA employs a competent and engaged workforce and contributes to gender equality at all levels of management.</b>			
<b>Indicator 1: Number and percentage of first female appointments to middle management positions.</b>			
Source of data: SEC (2020)146			
<b>Baseline (2019)</b> 3 out of 4 (75%)	<b>Target (2022) + (2024<sup>11</sup>)</b> 2022: 1 first female appointments for middle management functions.	<b>Latest known results (2021):</b> 1 first female appointment in 2021 1 in total since target set	
<b>Indicator 2: EPSO staff engagement index</b>			
Source of data: Commission staff surveys 2018 and 2021			
<b>Baseline (2018)</b> 73%	<b>Target (2024)</b> At least 73% and maintain above the Commission average (72% in 2021)	<b>Latest known results (2021)</b> 74 % as compared to Commission average of 72%	
<b>Main outputs in 2021:</b>			
<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (31/12/2021)</b>
HR strategy	HR strategy approved	First quarter 2021	Still being finalised with estimated completion by mid-2022
Review of the Learning and Development Strategy.	Learning and Development Strategy aligned with EPSO's specific needs approved.	End of first semester 2021	still ongoing with estimated completion by mid-2022
Continuation of the implementation of the Action Plan approved as follow-up of the 2018 Staff survey.	Staff engagement index	<ul style="list-style-type: none"> <li>Increase participation in tailor-made training courses</li> <li>Encourage internal mobility</li> <li>Promote change and innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>74% (+2) 2021 staff survey</li> <li>Internal mobility : 52% (+13) say that mobility is sufficiently encouraged within EPSO</li> <li>61% (+7) of staff say they are encourage to be innovative in their work</li> </ul>

<sup>11</sup> For 2024 still target still remains to be defined.

Continuation and enrichment of EPSO's fit@work activities. Organisation of workshops/info sessions.	<ul style="list-style-type: none"> <li>Staff engagement index</li> <li>Registrations in EU-learn</li> </ul>	<ul style="list-style-type: none"> <li>Increase well-being at work and better work/life balance</li> <li>Maintain staff engagement index above corporate average</li> </ul>	<ul style="list-style-type: none"> <li>The Covid-19 crisis had a major impact on the organisation of wellbeing activities. However, 52% of the staff feel that EPSO cares about its wellbeing (above Commission average)</li> </ul>
--	---	---	---

- Digital Transformation and information management**

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

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

Source of data: EPSO

Baseline (2019)	Interim milestone (2021)	Target (2024)	Latest known results (2021)
Talent legacy: 36%	45%	0%	45%
Recruiter portal: 41%	45%	100%	45%
Candidate portal: 36%	41%	100%	41%

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

Source of data: EPSO

Baseline (2020)	Interim milestone (2022)	Target (2024)	Latest known results (2021)
30%	50%	100%	50%

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

Source of data: EPSO/EUSA

Baseline (2019)	Interim milestone (2022)	Target (2024)	Latest known results (2021)
10%	EPSO/EUSA Management (Director and Heads of Units)	EPSO/EUSA staff 100%	EPSO/EUSA Management (Director and Heads of Units) 100% Data stewards (one per unit) 100% EPSO staff 80%

<sup>12</sup> The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle – the progress achieved during the last year.

	100% Data stewards (one per unit) 100% EPSO staff 80%		
<b>Main outputs in 2021:</b>			
<b>Description</b>	<b>Indicator</b>	<b>Target</b>	<b>Latest known results (31/12/2021)</b>
New tools to improve planning, assessment and project management in EPSO.	Set-up a horizontal project team to identify and acquire better and efficient tools to support and facilitate EPSO's procedures in terms of planning, assessment, project management, etc.	End 2021	Target met
Up-to-date security plans for all Information Systems in EPSO.	Plans updated.	Third quarter of 2021	Target met
Data catalogue is up-to-date. Design and documentation of data related processes.	Percentage of EPSO's key data assets with data governance principles implemented.	50%	Done but business modernisation ongoing and continuous alignment is needed
Data Protection trainings/stewards.	Trainings completed for all data stewards in EPSO.	Mid-2021	Target met
Data protection trainings for EPSO/EUSA staff.	Percentage of EPSO/EUSA staff (exc. Management staff) attending awareness trainings on data protection.	60%	Target met
HRT blueprint and roadmap for the delivery of unified HR family Talent management system, with a common data and	Blueprint (EPSO and inter-institutional needs included) and joint	Third quarter 2021	Done

records management, and secure platform.	roadmap agreed.		
A series of foundational projects run as part of the HRT project (covering identity management, and data and records management).	Analysis and proof of concepts available.	End 2021	Still ongoing (overall plan reviewed in agreement with ITCB – DG HR leads this initiative
Improved data quality and searching capabilities functionalities in the Recruiter Portal.	Project deliverables deployed.  Stakeholder satisfaction survey.	End 2021	Done, however still pending Data Protection measures to enable full AI-based capabilities.
Artificial Intelligence (AI) pilot results.	The AI proof of concept conclusions are available and successful.	End 2021	Yes
Smarties network are backbone of EPSO's knowledge management and collaboration strategy.	Each unit in EPSO has at least two committed smarties network members.	End 2021	Target met.
EPSO staff followings trainings on collaborative tools other than confluence wiki.	Percentage of EPSO staff comfortable in using corporate collaborative tools.	70% of EPSO staff have followed MS teams or/and SharePoint training by end of 2021.	Target met



- **Sound environmental management**

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

**Main outputs in 2021:**

Description	Indicator	Target	Latest known results (31/12/2021)
Raise staff awareness about EPSO/EUSA paper use.	Number of prints per staff member in C25/L107 (EPSO) and DM24/PLB (EUSA) compared to all buildings.	<ul style="list-style-type: none"> <li>• All EPSO/EUSA staff aware of this action.</li> <li>• Reduce the number of prints per staff by 20% (compared to the first quarter of 2020).</li> </ul>	<ul style="list-style-type: none"> <li>• Target met</li> <li>• Target met</li> </ul>
Number of EPSO/EUSA staff missions is reduced and where possible missions are replaced by video-conferencing.	Number of missions.	Reduction of number of missions by 50% compared to 2019.	Target met
Raise awareness about reducing greenhouse gas (GHG) emissions (such as actions on sustainable commuting during EU mobility week (September) and VéloMay corporate events (May)) and raise staff awareness on sustainable commuting.	<ul style="list-style-type: none"> <li>• Area dedicated to bikes in parking (n° m2).</li> <li>• Awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>• The bike area is extended by 25%.</li> <li>• All EPSO/EUSA staff aware of this action.</li> </ul>	<ul style="list-style-type: none"> <li>• Target met</li> <li>• Target met</li> </ul>
Raise staff awareness about waste reduction and sorting (such as the corporate waste reduction campaign (November-December) and/or staff awareness actions about EPSO/EUSA's waste generation.	<ul style="list-style-type: none"> <li>• Increased waste sorting by EPSO/EUSA staff.</li> <li>• Awareness campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Increase waste sorting by 15%. (compared to first quarter of 2020).</li> <li>• All EPSO/EUSA staff aware of this action.</li> </ul>	Targets met

Supporting biodiversity: Raise awareness about food (eat local, seasonal and organic).	Awareness campaign.	All EPSO/EUSA staff aware of this action.	Target met
---	---------------------	---	------------

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

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

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

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