



European Personnel
Selection Office

Management plan 2022

EUROPEAN PERSONNEL SELECTION OFFICE

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INTRODUCTION

Established in 2002 as an [interinstitutional office](#), EPSO's core mission is to provide the EU institutions with the workforce that corresponds to their needs. In carrying out this goal, EPSO acts as a trusted matchmaker between the EU institutions and high performing professionals and graduates. It thus contributes to the building of the current and future European civil service. This [mission](#) is underpinned by [three guiding principles](#): [precision](#) (using the right type of tests for the right type of profiles), [agility](#) (being adaptable to specific client demands) and [speed](#) (running competitions faster). A renewed drive for innovation underpins all activities.

EPSO is committed to seeking suitable candidates in a broad, diverse candidate pool aiming to find different types of profiles (specialists and generalists) thereby diversifying the current population of civil servants and responding to institutions' evolving needs. EPSO's Strategic Plan 2020-2024 defines the overall strategy for the service for the next five years. This covers both the policy strategy and modernisation efforts. This Management Plan sets out their main outputs for 2022.¹ EPSO works under the [strategic guidance of its inter-institutional Management Board](#), which has approved a [5-year roadmap](#) to implement the transformation of the service. The roadmap translates EPSO's objectives defined in the Strategic Plan into concrete actions planned over a five-year period.

While pursuing the objectives of our multiannual Strategic Plan, EPSO remains attentive to the present challenges: achieving a [geographical balance](#) in its candidate base, reaching highly [specialised profiles](#) in a targeted manner, but also talents with non-conventional profiles, from different age groups, with a focus on adjustability and capability to learn and develop throughout the career.

EPSO endeavours to be quicker and simpler without compromising on the quality of the laureates. Competitions need to be legally sustainable and technologically up-to-date while thinking critically about the skills and competencies staff will require in the future. To this end, EPSO has put forward a proposal to its Management Board on a [new competency framework](#), which it plans to launch in 2022.

[Year 1](#) of the above-mentioned roadmap was a period of observation, mapping, collecting information and preparation. EPSO mapped its organisational strengths and weaknesses and collected feedback from key stakeholders. [Year 2](#) (June 2021 to June 2022) is devoted to [piloting](#) time. EPSO has already put on the rails several important [projects](#) envisaged in the roadmap. The main efforts are divided between two lines of action:

- firstly, an emergency plan is being implemented to clear the backlog of competitions accumulated during the first months of the Covid-19 crisis, and,

¹ The order, numbering and description of the specific objectives may deviate from the Strategic Plan. This is because the Management Plan is considered as a stand-alone document, so where deemed appropriate EPSO has made certain presentational and content improvements given the evolvement of its transformation.

- secondly, we are putting in place the **foundational elements** to facilitate the transition to the new way of running EPSO competitions. These foundational projects focus on establishing a sound and stable planning system, piloting innovative test delivery modes, creating new tests and test methodologies, facilitating the journey for Selection Board members and modernising the IT infrastructure.

Year 3 (July 2022 – July 2023) will mark the launch of the **new competition model** based on the results of the pilots. **Year 4** will review the progress until that point in time and adjust where necessary. It will revisit the mission, vision and roadmap based on a comprehensive consultation process. **Year 5** will plan forward for the next years taking into account the results of the consultation and analysis of the objectives and their achievement.

Risk management is embedded in the annual planning process. External factors that might impact on EPSO's plans are described in the updated Risk register.

PART 1. Delivering on the political priorities: main outputs for the year

Stabilising the planning of competitions and selection procedures

EPSO will continue to monitor the delivery rates for both open competitions and tailored selections to be completed in 2022. This will be achieved through weekly strategic planning and capacity meetings, and other coordination meetings within EPSO and with stakeholders.

At the same time, an **emergency plan** is being implemented in order to clear the backlog of competitions accumulated during the first months of the Covid-19 crisis. EPSO reviews each ongoing and upcoming competition with the purpose of lightening the process as much as possible without compromising the quality. This entails measures such as dropping testing for double measurement purposes or replacing certain tests that are very labour-intensive with lighter options where feasible, insisting strongly on delivery deadlines for Selection Boards as a condition for keeping the scheduled slots for next stages, piloting delivery of some tests with new contractors, etc.

Based on framework service-level agreements, EPSO will also continue to support those recruiting institutions who run their own internal competitions or temporary agent selections. EPSO will provide targeted support upon request within the means of its operational capacity.

EPSO will continue to sharpen the client focus of its activities and build on efforts launched in 2021 to tangibly improve its feedback loop system in line with the recommendations of the Special Report of the European Court of Auditors². Implementation of the recommendations is ongoing and will intensify in 2022 as the foundational elements referred to in the introduction are anchored.

Monthly meetings between EPSO and recruiting institutions will continue in a spirit of partnership and collective problem-solving. These efforts will complement other activities to improve the cost-efficiency and timeliness of selections, which involve the input and cooperation of EPSO as a whole, *e.g.* continuing reflections on making use of different IT tools for planning and capacity monitoring processes or fine-tuning the periodicity of competitions of the same type to introduce greater predictability in longer-term recruiter demands for EPSO services.

EPSO will develop and add new profiles and corresponding tests to the permanent selection model for contract staff (CAST). EPSO will also continue discussions with client institutions to further improve the CAST model, including IT functionalities and the usability of dedicated tools. Any new updates will need to be reflected in the CAST content on EPSO's website.

EPSO will also commence to implement the recommendations put forward in the Internal Audit Service report on IT security management and will also continue to play its role in the Human Resources Transformation project, which represents a single platform that could serve all needs of the HR family services, including selection and recruitment.

² European Court of Auditors [Special Report 23/2020](#): The European Personnel Selection Office: Time to adapt the selection process to changing recruitment needs.

Ensuring adequate testing capacity

In August 2022, the current framework contract for test delivery and proctoring of **written tests** (MCQ and essay-type exams) will expire. On 17 January 2022, EPSO launched a call for tender to enter – by August 2022 – a new contractual relationship (2 lots) to deliver these tests to candidates in EU staff selection procedures. Under this new framework contract of 4 years, these tests (Lot 1) will be delivered remotely in the pre-selection, intermediary and Assessment Centre phases. From late 2022 on, this will allow EPSO to progressively increase testing capacity thanks to the combined effects of the switch to default remote delivery³ and improved testing and proctoring platform(s). This new framework contract also includes the delivery of remote **oral tests** (Lot 2). In March 2022, the current order form for the delivery of these tests will expire. In order to ensure business continuity, EPSO will extend this service until the new framework contract is awarded and can be used.

Increasing candidate satisfaction

In line with the Strategic Plan 2020-2024, EPSO will improve candidate satisfaction rates with written (MCQ and essay-type) and oral tests by stabilising delivery and by significantly reducing the problems candidates encounter before and during tests. This will in turn reduce the number of complaints and rescheduling requests. EPSO will also increase its capacity to assess diplomas and certificates submitted by candidates through improving the relevant IT applications. Pursuant to the strategic goal of improving efficiency and effectiveness of the selection process, EPSO will continue to seek where efficiency gains can be made.

A modern, high-performing and sustainable European civil service

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

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Completed open competitions: new reserve lists are established for all categories of officials (AD, AST and AST/SC).	Delivery rate of successful candidates, as set out in the legally binding Notices of Competition.	≥90% of the cumulative target figures of successful candidates for reserve lists of open competitions completed by 31 December 2022.
Completed tailored selection procedures: 1) new lists of aptitude established for temporary agents 2) new reserve lists established for internal competitions and testing	Delivery rate of successful candidates, as set out in the legally binding Notices of Competition/calls for expression of interest.	≥90% of the target figures for each tailored selection procedure completed by 31 December 2022.

³ EPSO will retain some limited capacity to deliver tests in a physical setting.

organised for Junior Professionals Programme (JPP).		
CAST Permanent selection (regular testing of pre-selected candidates and introduction of new profiles and corresponding tests).	Candidates pre-selected by the institutions are tested and results uploaded in the database. This database of candidates (both applicants and already tested candidates) across all profiles is available to the recruiting services of EU institutions (Recruiter Portal).	100% of candidates pre-selected by the EU institutions are invited to be tested within agreed deadlines throughout 2022.
	In order to meet the EU institutions' needs, EPSO will introduce new profiles into CAST P (with appropriate test content) and update both the Recruiter Portal and the CAST part of its website accordingly.	100% of candidates pre-selected by the EU institutions based on new CAST P profiles are invited to be tested within agreed deadlines throughout 2022.
New 4 years framework contract for Computer Based Tests delivery for written (multiple choice questions and essay type) and oral tests.	Procurement procedures launched and contract in place on time.	Contract awarded and usage starts in second half 2022.
New framework contract for test content to implement transition and new competition models.	Procurement procedures launched and contract in place on time.	Draft technical specifications and other tender documents finalised by May 2022.
Certification: reserve list of certified officials established.	Delivery of Certification examinations in compliance with the EU institutions' requirements.	100% timely and accurate delivery of list of certified officials according to the deadlines set by EU institutions.

Towards a new testing methodology

As identified in the Strategic Plan 2020-2024, EPSO will work with research communities, academia and European and international organisations to identify the most efficient and evidence-based testing modalities appropriate to large scale global assessment testing.

EPSO will continue to pilot new, innovative and efficient testing methodologies and build on this experience to develop a new competition model as recommended by the European Court of Auditors. This will include the introduction of computer-assisted methodologies such as Ranked Talent Screener (RTS) and Automated Item Generation (AIG) to our tests. In the interim, EPSO will provide the EU institutions with a transition competition model for planned specialist competitions. With the experience gained since 2020 and the both flexible and innovative mechanisms already incorporated and envisaged for 2022 in its supply chain (e.g. remote online assessments, continuous strengthening of its IT tools), EPSO remains confident it can absorb asymmetrical shocks such as further Covid waves.

EPSO will similarly research and propose an alternative competition model for entry grade level AD5 generalists. In agreement with its Management Board, EPSO will roll out an

information campaign for the EU institutions on the revised interinstitutional competency framework, highlighting the key innovations and potential learning and development implications. EPSO will publish a revised test portfolio, endorsed by the Management Board, with new and adapted selection tests designed to optimise the selection process and tailored for the smooth implementation of the revised competency framework and new competition model(s).

Facilitating the work of Selection Boards

Selection Boards play a critical role in the operations of EPSO. The members are involved in a wide range of tasks with a high level of professional and personal commitment: from defining selection criteria and assessing candidates to drawing up the reserve lists. A new on-boarding programme for all Selection Board members will be delivered to improve their experience and optimise the overall efficiency of Selection Boards. In addition, a modern training programme will be implemented using various delivery modes including eLearning to optimise the learning experience for Selection Board members. The overall purpose of the project is to redesign the process of the Selection Board management in a way that the experience is both positive and productive for the Selection Boards and, at the same time, the competition runs efficiently and correctly respecting the set timeline.

Specific objective 2: Improve EPSO's selection methods.

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Design alternative format for AD5 generalist competition.	<ul style="list-style-type: none"> An options paper is provided to the EU institutions outlining alternative format for AD5 generalist competition (subject to agreement of EPSO's Management Board). 	Spring 2022
Introduction of computer assisted methodologies.	<ul style="list-style-type: none"> Ranked Talent Screener Automated Item Generation 	January 2022 Mid-2022
Introduce a transition competition model for specialist competitions.	<ul style="list-style-type: none"> An options template for AD and AST specialist competitions is provided to the EU institutions from the outset of planning discussions. 	Spring 2022
Adapt test portfolio according to new competency framework & competition models.	<ul style="list-style-type: none"> EPSO will review its available portfolio of tests and propose new or adapted tests to cater for ongoing and future needs (subject to agreement of EPSO's Management Board). 	Mid 2022
Revised competency framework - initiate communication campaign.	<ul style="list-style-type: none"> A communication roadshow to all EU institutions is launched to inform them about the key changes in the revised competency framework, with potential 	Spring 2022

	implications for learning and testing development.	
Implement new selection framework for specialist competitions.	<ul style="list-style-type: none"> Results of the pilots launched in late 2021 will be thoroughly analysed and provide a solid basis for a proposal for a new competition model for specialist competitions. 	Mid 2022
Optimise the efficiency of Selection Boards.	<ul style="list-style-type: none"> Introduce a revised on-boarding programme for all non-Permanent Selection Board Members detailing the EPSO journey from beginning to end. 	Spring 2022
Adapt training offer for Selection Boards.	<ul style="list-style-type: none"> Develop eLearning and other blended training options for all Selection Board members. Develop specific blended training options for Chairs of Selection Boards. 	Spring 2022

Outreach and external relations strategy

EPSO will roll out a new **outreach strategy**. The implementation of targeted activities with the EU institutions and key stakeholders will be continued in 2022 as one of EPSO's main priorities. The aim is to focus outreach towards underrepresented audiences and to attract candidates with diverse backgrounds to apply for an EU career.

In 2022, EPSO will put significant efforts into targeting candidates in **under-represented Member States**. The online bilateral meetings with the Member States will be finalised in early 2022, the collected feedback analysed, and the implementation of the Member States' national action plans monitored throughout the year. EPSO's active on-campus presence ensured by the **EU Careers Student Ambassadors**, as well as through targeted participation in career events, fairs, and other activities, will be maintained.

EPSO will continue increasing the already high visibility of its **EU Careers website** by reaching out to targeted and more diverse audiences via specific campaigns. In the first semester of 2022, EPSO will launch a revamped website to enhance the user experience and improvements related to accessibility features. EPSO will continue to promote competitions and selection procedures via EPSO's **social media** channels.

Equality, Diversity & Inclusion

EPSO's priorities in terms of equality, diversity and inclusion will focus on the implementation of already ongoing and new measures and activities by various stakeholders to **increase the diversity of its candidate pool**. These are based on the analysis of the diversity pilot survey, the feedback received from the Member States and the diversity target groups identified. The aim is to better reflect the diversity of EU citizens. Emphasis will be put on improving the geographical balance and diversity regarding special needs, age, and ethnic backgrounds by targeted outreach activities to attract candidates from underrepresented Member States and from minority groups.

Communication with citizens and candidates

In 2022, EPSO will carry out a significant number of pilot projects and innovations to the selection processes (remote and proctored testing, communication in 24 languages, etc.), which will affect the communication with candidates concerning selection procedures. The **Candidate Contact Service (CCS)** will strengthen its efforts to assist (potential) candidates to understand the range of career opportunities in the EU institutions, as well as the innovated selection procedures. The CCS will publish updated FAQs and provide further up-to-date information on the EPSO website.

Internal communication

A new priority for 2022 will be the improvement of communication within EPSO via the recently established cross-Unit communication network. Its main task is to produce and share pertinent content from all business services via the Intranet and the dedicated SharePoint channel, and to deal efficiently with corporate requests for publications.

Specific objective 3: EPSO's communication and outreach with potential candidates is proactive and targeted in order to reach a pool of diverse talent in an inclusive manner according to the needs of the recruiting institutions.

Main outputs in 2022:

External Communication Actions

Output/ Result	Indicator	Target
Communication with citizens and candidates		
E-mail queries by individual candidates and citizens are answered in the respective, one of 24 official EU languages within the required deadlines.	<ul style="list-style-type: none"> Ratio of queries per application dealt with in time by EPSO's Candidate Contact Service (CCS). 	<ul style="list-style-type: none"> In 2022, 90% of queries followed-up by CCS within the required deadlines.
Ensure coherent communication to candidates through the various channels (Candidate accounts, website, replies).	<ul style="list-style-type: none"> Satisfaction rate about communication in the candidate satisfaction surveys. 	<ul style="list-style-type: none"> 80% satisfaction rate about communication in the candidate satisfaction surveys.
EU Careers website		
Increase visibility of website in view of reaching targeted and diverse audiences.	<ul style="list-style-type: none"> Number of visits. 	<ul style="list-style-type: none"> Above 5 500 000 by end 2022.
Improved user experience by implementing an upgraded layout, content and functionalities	<ul style="list-style-type: none"> Timely launch of new website with improved layout, content, and functionalities. 	<ul style="list-style-type: none"> First semester 2022.
Achieving the WCAG 2.1. conformance level AA.	<ul style="list-style-type: none"> Annual accessibility check of new website. 	<ul style="list-style-type: none"> Second semester of 2022.
Social Media strategy and initiatives		
Enhance visibility on social media, by increasing the number of followers.	<ul style="list-style-type: none"> Number of followers. 	<ul style="list-style-type: none"> By end 2022, target number of followers: <ul style="list-style-type: none"> Facebook: 450 000 (437 000 in Jan 2022) Twitter: 40 000 (38 000 in Jan 2022)

		<ul style="list-style-type: none"> • LinkedIn: 200 000 (147 000 in Jan 2022) • Instagram: 60 000 (50 000 in Jan 2022)
Outreach strategy		
Preparation, adoption, and implementation of an Outreach strategy.	<ul style="list-style-type: none"> • Timely preparation and adoption of the strategy. • Number of actions implemented. 	<ul style="list-style-type: none"> • Preparation, finalisation and adoption latest in Q2 2022. • 40% of actions implemented in 2022.
Effectiveness of promotional and outreach events (in-person and online).	<ul style="list-style-type: none"> • Number of attendees. 	<ul style="list-style-type: none"> • 20 000 visitors/attendees per year.
	<ul style="list-style-type: none"> • Number of outreach events. 	<ul style="list-style-type: none"> • 90 outreach events per year.
	<ul style="list-style-type: none"> • Percentage of outreach events in underrepresented countries. 	<ul style="list-style-type: none"> • 90% of total number of events, all of which planned to take place with underrepresented Member States
Finalise the bilateral meetings with all Member States regarding motivational factors of citizens to join the EU Institutions and help Member States to update or establish national action plans to address the identified issues.	<ul style="list-style-type: none"> • Number of meetings with Member States organised • Establishment of an action plan for the Outreach unit. 	<ul style="list-style-type: none"> • 27 meetings by early 2022. • Q2 2022.
EU Careers Student Ambassadors		
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"> • Number of universities from across all EU Member States participating in the programme. 	<ul style="list-style-type: none"> • Maintain or increase number of universities represented to 160.
	<ul style="list-style-type: none"> • Percentage of Student Ambassadors in under-represented Member States. 	<ul style="list-style-type: none"> • 80% of Student Ambassadors come from the under-represented Member States.
EU Careers Staff Ambassadors		
Increase the number and diversity of Staff Ambassadors.	<ul style="list-style-type: none"> • Number of Staff Ambassadors with a diverse profile. 	<ul style="list-style-type: none"> • 250 Staff Ambassadors by end of 2022, from under-represented Member States.
Diversity and Inclusion		
Implement new outreach and communication activities for EPSO's diversity target groups to increase the diversity of the talent pool, with a special focus on ethnic minorities.	<ul style="list-style-type: none"> • Number of actions implemented per diversity target group. 	<ul style="list-style-type: none"> • At least one action implemented for each identified diversity target group in 2022.
	<ul style="list-style-type: none"> • Number of diversity organisations in EPSO's database. 	<ul style="list-style-type: none"> • 10% increase in the number of diversity organisations.
Implementation of EPSO's contribution to the EU Anti-Racism Action Plan.	<ul style="list-style-type: none"> • Equality and Diversity monitoring tool implemented (in candidate's account or application form) to collect precise data, including ethnicity. 	<ul style="list-style-type: none"> • Implementation of the monitoring tool in 2022 in collaboration with DIGIT.

	<ul style="list-style-type: none"> Identify blocking factors preventing (ethnic) minorities from applying to EU careers. 	<ul style="list-style-type: none"> Survey on blocking factors with diversity organisations launched mid-2022.
Legal Matters		
All legal complaints and requests answered within the applicable deadlines.	<ul style="list-style-type: none"> Ratio of cases dealt with in time by EPSO's Legal Affairs Sector. 	<ul style="list-style-type: none"> In 2022, 95% of procedures completed by the Legal Affairs Sector within set deadlines.
Other important outputs		
Internal communication		
Internal Communication Network to collaborate with all units to produce pertinent and diverse content for EPSO's intranet.	<ul style="list-style-type: none"> Number of clicks on EPSO intranet. 	<ul style="list-style-type: none"> Increase 30% the visits/clicks.
	<ul style="list-style-type: none"> Number of articles published on the Intranet. 	<ul style="list-style-type: none"> 1-2 articles published per week.
Candidate satisfaction		
Candidate satisfaction surveys are sent on time (within one month) to all participants of the assessment centres.	<ul style="list-style-type: none"> Timely delivery of the survey. 	<ul style="list-style-type: none"> 100% of candidates who completed the Assessment Centre have received the survey within one month.

Third language ability

The Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities have introduced rules designed to facilitate internal and external communication at the European institutions. Staff members are required to demonstrate their ability to work in a third language before their first promotion after recruitment and before the renewal of a contract for an indefinite period for type 3a contract staff in function group IV. In 2022, to ensure that this requirement is met in a harmonised and consistent manner, EPSO will continue to meet its responsibility for the definition and organisation of the assessment of linguistic ability.

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.

Main outputs in 2022:

Other important outputs

Output	Indicator	Target
Delivery of assessments of linguistic ability by EPSO and the Assessment Committee to satisfy the requirement 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.
Delivery of assessments of linguistic ability by EPSO and the external service providers to	Delivery of linguistic tests of level B2 in quarterly sessions.	100% satisfaction of requests received for testing third language capabilities.

satisfy the requirements of Article 45(2) and 85(3) of CEOS.		
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.

PART 2. Modernising the administration: main outputs for 2022

All information and data provided in part 2 of this Management Plan concern both **EPSO and EUSA (European School of Administration)**. EUSA is fully integrated in the organisational structure of EPSO. Where reference is made to EPSO or 'the Office' in part 2, this applies to both EPSO & EUSA.

The internal control framework⁴ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

In 2022, EPSO will continue to focus on the effective management of human resources in a context of **in-depth transformation**, heavy workload and limited resources. The Office will strive to make the best possible use of all the talents available and develop internal capability where necessary.

EPSO HR Strategy

EPSO is currently implementing an in-depth transformation to become more **modern** and **agile** as well as **to speed up** the competition delivery according to the evolving needs of the client institutions. In this context and following the 2021 reorganisation, the local HR strategy will be fine-tuned and finalised in 2022, so that it is fully in line with EPSO's specific needs, and at the same time compatible with the future corporate HR strategy. It should mainly focus on the following aspects: 1) **model future workforce**, 2) **flexibility and adaptability**, 3) **competencies** and 4) **staff engagement and well-being**.

Gender balance

According to the Decision SEC(2020)146 on the *Measures to reach gender equality at all levels of management by the end of 2024*, EPSO will continue its effort in 2022 to reach the target set by the Decision. One first female appointment was made in 2021, which means that the current target for a first appointment of a woman at middle-management level is one.

In parallel, during the coming years, particular attention will be paid to gender balance in all categories of statutory staff as EPSO staff is currently composed of 72% of women.

⁴ [Communication C\(2017\)2373 – Revision of the Internal Control Framework](#).

Learning and development

Development of **in-house expertise** and '**growth**' of managers and staff are crucial to ensure that internal capability and competencies match with the needs of the Office so that it can reach the objectives of being more modern, agile and fast. Therefore, a new Learning and Development Framework will be defined for 2022-2023, implementing specific training paths for different teams/functions and newcomers and structural refreshing paths on topics, which are crucial when working in selection environment.

Staff engagement and well-being

The results of the 2018 Staff survey showed a high level of staff engagement. In the middle of in-depth transformation, sustained efforts will be needed to **maintain staff engagement** with an increased focus on well-being and mental health. The following actions will be implemented or continued in order to help staff members to cope with the heavy workload and maintain a **healthy work/life balance**:

- **inspiring** and **innovative** leadership, based on trust and allowing creativity and participation at all levels, will be promoted. Managers will continue to be provided with guidance to support colleagues in difficult situations and keep a close eye on fair work distribution.
- Straightforward and honest **communication** with staff is crucial. Therefore, EPSO will continue to organise regular formal and informal meetings between its Director and staff, in different formations and formats and with clear focus on dialogue and interaction.
- Staff will be encouraged to participate in the activities offered by the fit@work/fit@home programmes.
- Following the move to the The One building, new spaces were identified as being suitable for well-being activities. Within the limits imposed by the sanitary situation, in-person lunchtime activities like yoga classes or group walks will be organised.
- Social activities will be encouraged within the possibilities permitted by the sanitary situation.

A new Action Plan will be drafted once the results of the 2021 staff survey are available.

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

Main outputs in 2022:

Output	Indicator	Target
Local HR Strategy	HR Strategy approved	1 st Semester 2022
1 st female appointments to middle management positions	Number of appointments	1 appointment before end 2022
Learning and Development Framework	New L&D Framework adopted	1 st Semester 2022
Maintain staff engagement	Staff engagement index	70%
Continuation and enrichment of EPSO's fit@work/fit@home activities	Number of participants/registrations	Increase well-being at work and maintain staff engagement

B. Sound financial management

In 2022, EPSO will handle a budget of around **€26.4M** (entirely under Heading VII of the EU budget – Administrative Expenditure), which also includes the budget of EUSA (approximately €6.0M). It is noteworthy that EPSO decentralised the part of its resources administration by way of a Service Level Agreement (since 2008; latest renewal in 2021) with DG HR, namely for the provision of support for procurement files and internal control. EPSO's budgetary role mainly consists of managing administrative expenses (for organisation of open competitions, e.g. running of assessment-centres, test development, test organisation, etc.).

Ex-post controls carried out in EPSO are based on a random sample approach. Ex-ante controls are done following the financial circuits in place, which were agreed with DG HR with whom EPSO has a SLA on internal control.

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.

Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at closure	Below 2 % of relevant expenditure.
Effective controls: safeguarded information	No violation of data integrity	Below 2% of data sets processed in 2022
Effective controls:	Risk at payment	Below 2% of relevant expenditure
Efficient controls	Budget execution and / or time-to-pay	95% of the payment volume in amounts paid in time.
Economical controls	Overall estimated cost of controls	Below 9.1% of relevant expenditure.

C. Fraud risk management

EPSO is not in charge of implementing any operational appropriations (budget fully under Heading VII). As EPSO manages administrative expenses only there are practically no high risks associated with the spending of this operational budget. Consequently, the risk of fraud with a direct financial impact for the EU remains very low.

Following its re-organisation in 2021, EPSO will review in 2022 its Anti-fraud strategy (AFS), given the new ways of test delivery to be introduced. Advice will be sought from OLAF, where necessary, in order to ensure an optimal process. EPSO will continue to focus on awareness-raising activities throughout 2022, aimed at EPSO staff, Selection Board members, candidates and also contractors. Said this, ethical issues such as but not limited to conflicts of interests, leaking of confidential information, etc. continue to pose a possible source of fraud for EPSO's selection procedures. EPSO remains fully committed to the corporate anti-fraud strategy CAFS and participates in all related fora/events organised by OLAF.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures.

Main outputs in 2022:

Output	Indicator	Target
Staff conscientiousness/ awareness on fraud-related issues.	<ul style="list-style-type: none"> • Level of staff awareness. • Availability of Ethics information package. • Ethics & Integrity training delivered to newly appointed Selection Board Members 	<ul style="list-style-type: none"> • Online survey exercise to be organised on fraud awareness as part of the preparation of EPSO's 2021 Annual Activity Report (AAR). • General effectiveness weighted percentage of 80% survey response rate or above. • Ethics information package is made available to all staff • Ethics training module delivered to all newly appointed Selection Board Members in 2022.
Follow-up of identified fraud related issues in EPSO/EUSA.	<ul style="list-style-type: none"> • Identification of any possible fraud. • Implementation of recommendations received from OLAF 	<ul style="list-style-type: none"> • All fraud related issues identified in 2022 at operational level are: <ul style="list-style-type: none"> - brought to the attention of the Management team - transmitted to OLAF • 100% of recommendations received from OLAF implemented in 2022
EPSO's anti-fraud strategy is reviewed and updated.	New anti-fraud strategy approved by the Management of EPSO and communicated.	<ul style="list-style-type: none"> • End 2022

D. Digital transformation and information management

In 2022, the digital transformation in EPSO will be carried out on three parallel tracks:

- Continuous revision of existing processes and assessment of the use of office and corporate tools and related external initiatives such as DSMP on process automation (Digital Solutions Modernisation Plan), in view of optimisation. A dedicated task force, known as the 'Squad', is responsible for this track.
- Supporting the pilots: EPSO will enter the second year (Y2) of its modernisation roadmap aiming at improving precision, speed and flexibility. Y2 will be the year of pilots and exploration and the digital transformation process will focus in supporting these by adapting or extending the functionality of the existing tools and by ways of Proof of Concepts with reusable tools and market tools.
- Human Resources Transformation (HRT): EPSO is a member of the HRT programme and plans to run in 2022 a number of Proofs of Concepts with the rest of the HR family with a view of implementation in 2023.

In terms of IT security, EPSO will be following the new IT Security plan (finalised in November 2021). During 2022, a number of recommendations from the IAS relating to the 2021 IT security audit in the HR Family, will be implemented. What is more, EPSO is in the process to revise and optimise existing processes and Information Systems in line with the relevant EU Commission DSMP.

EPSO will continue to implement the Commission's Data Protection Action Plan, in particular further awareness raising amongst EPSO/EUSA staff, by organising training sessions, and also by encouraging staff to participate in the various Data protection training courses. Training will be mandatory for all staff dealing with personal data. The Data Protection Coordinator (DPC) and the assistant DPC will continue to act as first point of contact and advice for any data protection matters in EPSO/EUSA, while the legal aspects will continue to be covered by the legal team. The DPC will also be closely involved in the HRT project and any other IT projects with data protection aspect, or when a data protection impact assessment would be needed.

Objective: EPSO/EUSA 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 organisation.

Main outputs in 2022:

Output	Indicator	Target
Data catalogue is up-to-date. Design and documentation of data related processes. Data protection related requirements of IT systems (when changed or updated) followed.	Percentage of EPSO's key data assets with data governance principles implemented.	Interim milestone by 2022: 50%
List of key initiatives on digital transformation in your policy field:		
• Optimisation of existing processes	• Percentage of reviewed processes.	• 90%
• Pilots	• Percentage of pilots run on new projects before implementation.	• 100%
• HRT Proofs of Concept (PoC)	• Percentage of PoCs run (before implementation).	• 100%
List of key actions on information management and data protection:		
• Data protection awareness campaign	• Number of EPSO/EUSA staff attending data protection trainings.	• 80%
• Data protection presentation to all operational units	• Presentations delivered.	• All operational units covered.
• Mandatory data protection trainings for all staff dealing with personal data	• EPSO staff dealing with personal data attends trainings.	• 100%
• Data protection records update	• Number of DP records in DPMS updated.	• 100%
• DPIAs completed where necessary	• Number of processing operations requiring DPIA covered.	• 100%

E. Sound environmental management

EPSO/EUSA will continue to promote green corporate campaigns at local level and identify local environmental actions. This is in order to support the commitment to reduce its day-to-day environmental footprint in compliance with the upcoming action plan to become climate neutral by 2030. In 2021, the Covid-19 pandemic has continued to force the adoption of new ways of working. Paperless working methods, such as e-signatures, use of collaborative working tools and of electronic files, have further increased.

Online meetings and teleworking have consolidated in EPSO/EUSA, which helps to cut back further on their carbon footprints with the introduction of remote testing of candidates, significantly reducing the amount of missions by Selection Board members and travelling to the various test centres for candidates.

As EPSO/EUSA moved to new premises in 2021, (to L-107 and PLB, respectively), the number of available parking spaces has decreased significantly. As a corollary of this development, the number of colleagues commuting by bicycle and public transport has increased. This trend should be encouraged by targeted awareness-raising actions in 2022.

Objective: EPSO/EUSA takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.

Main outputs in 2022:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline)
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.	Awareness campaign	All EPSO/EUSA staff aware of this action.

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

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.	Awareness campaign	All EPSO/EUSA staff aware of this action.
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V. Supporting biodiversity

Supporting biodiversity: Raise awareness about food (eat local, seasonal and organic).	Awareness campaign	All EPSO/EUSA staff aware of this action.
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F. Initiatives to improve economy and efficiency of financial and non-financial activities

In 2022, the Outreach Unit will continue to participate in both physical and online events, meetings and presentations. The high number of online events has a significant impact on the number of missions, budgetary and human resources management, digitalisation as well as on EPSO's environmental footprint. As a corollary of this development, EPSO's participation in career fairs, presentations at universities or interventions at Member States' events mainly take place remotely. The outstanding bilateral meetings with MS representatives also take place online. Most EU Careers ambassadors activities are planned as virtual events.