



DIRECTORATE GENERAL INFORMATICS

# **DIGIT 2019** **Management Plan**

mobile. secure. user-friendly.

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# Introduction

The **Directorate-General for Informatics (DIGIT)** is the Commission department responsible for providing other Commission departments and European institutions with high quality and innovative digital services in their daily work.

**DIGIT's main mission** is to **drive the transformation of the Commission through IT**, ultimately enabling the Commission to deliver its EU policies in a better, more efficient, more productive and more transparent way.

As horizontal service, DIGIT has the mandate to provide the European Commission – and, when requested, other EU Institutions – with a set of IT and telecommunication equipment and solutions, information systems and infrastructure services.



Fig. 1 – DIGIT Strategic Priorities 2016-2020

**of the future, the data centre of the future, a better IT Security, and a custom-oriented delivery of IT services** (Fig.1).

Based on current established objectives and priorities, and with a further view to emerging future challenges at European and global level, a **new Digital Strategy** was adopted by the Commission in 2018.

The **European Commission Digital Strategy (ECDS)**<sup>2</sup> sets the strategic orientations for DIGIT and other Commission Services and ultimately also impacts external stakeholders. It is crucial that DIGIT promptly and

***"To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents"*** is at the heart of DIGIT's operational framework. Based on the principles of effective and efficient resources and assets management, DIGIT's Strategic Plan<sup>1</sup> for the period 2016-2020 defines eleven specific objectives grouped around five priorities, defining how DIGIT frames and delivers on the **modernisation of public administration**, the **digital workplace**

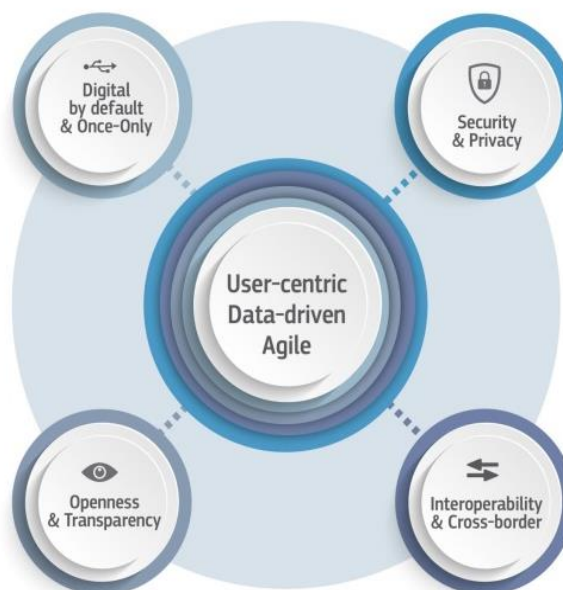


Fig. 2 – ECDS Principles – 2019-2022

<sup>1</sup> [http://ec.europa.eu/atwork/synthesis/amp/doc/digit\\_sp\\_2016-2020\\_en.pdf](http://ec.europa.eu/atwork/synthesis/amp/doc/digit_sp_2016-2020_en.pdf)

<sup>2</sup> [https://ec.europa.eu/info/publications/EC-Digital-Strategy\\_en](https://ec.europa.eu/info/publications/EC-Digital-Strategy_en)

properly addresses the latest opportunities and challenges in the digital field. For this reason, the Digital Strategy goes beyond the existing Strategic Plan. It provides a corporate vision and a multi-annual action plan embracing the principles of **agility, innovation** and **co-creation** (Fig.2). The implementation of the Digital Strategy calls for a coordinated, corporate programme as from 2019, grasping the *'unique opportunity to exploit the potential of digitalisation to create innovative solutions for a more trustworthy, effective, efficient, transparent and secure Commission'*.

The delivery of ECDS-labelled outputs in DIGIT's Management Plan 2019 will contribute to significant changes in the way the Commission works. The aim is a 'user-centric', 'data-driven' and 'agile' Commission that delivers quality services to its staff, and is a stronger player as well as a trusted, efficient and transparent partner. Through the new principles and actions proposed in the Digital Strategy, the Commission will be able to implement a set of digital solutions that will further support its political priorities and activities based on the principles of **openness, efficiency** and **inclusiveness**.

Last but not least, following the introduction of the "**Synergies and Efficiencies in the Commission – New Ways of Working**"<sup>3</sup>, DIGIT took on the leadership of the change process in the ICT (Information and Communications Technology) domain through delivering on the **Synergies and Efficiencies Review (SER) ICT agenda**.

The focus on SER ICT-related activities will continue during 2019: the identification and creation of corporate standardised business processes will be further consolidated by exploiting IT building blocks; DIGIT will continue investing in the "Workplace of the Future" as well as in the consolidation and standardisation of core ICT services (IT security, data centres, ICT equipment, eProcurement, eGrants, Sedia).

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<sup>3</sup> SEC(2016) 170 final - Adopted by the College on 04/04/2016

# PART 1

## Main outputs for the year

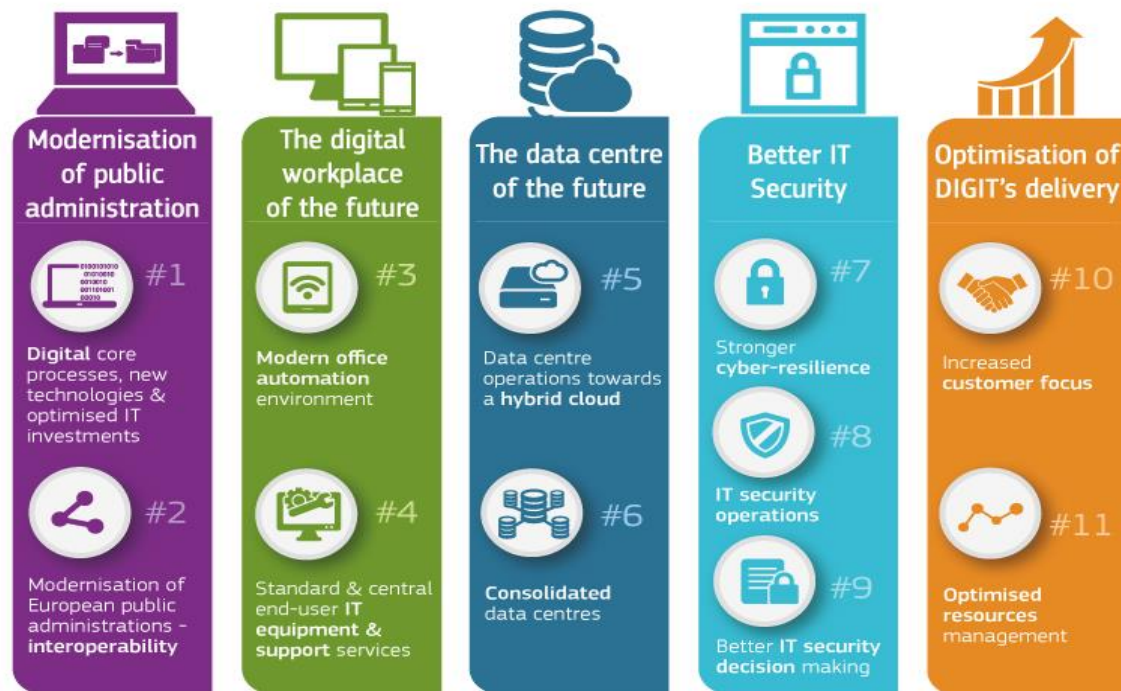


Fig. 3 – DIGIT's Strategic Priorities and Specific Objectives – DIGIT Strategic Plan 2016-2020

2019 will be crucial in evaluating the achievement of the objectives established in the Strategic Plan 2016-2020 (Fig.3), using the associated Key Performance Indicators (KPI). The principles and actions stemming from the Digital Strategy are fed into the Strategic Plan, thus paving the way for the strategy implementation, at DIGIT's level as well as at corporate level. The digitally reshaped Commission, DIGIT's vision, priorities and foundation for execution will be at the heart of the next Strategic Plan.

While adhering to the commitment to the current Strategic Plan, DIGIT will enhance its activities in the framework of the Digital Strategy. In fact, in parallel with the Strategic Plan, DIGIT will be involved in the **identification of new digital solutions**, the provision of **borderless and interoperable digital public services**, the exploitation of **use of data and data sharing**, the **securisation of Commission's IT assets** and the **resilience of its digital infrastructure**.



Fig. 4 – ECDS Principles

# PART 1

## Main outputs for the year

The Digital Strategy builds on a **Digital “Co-Delivery” Model** delivering a **secure and trustworthy digital ecosystem** addressing the corporate business priorities.

Based on a set of essential principles (**security by design, privacy by design, interoperability by design, digital by default, cross-border by default, open by default**) the new delivery model will embrace the need of simplification of IT in all its aspects within the Commission, and will provide principles and guidelines in order to respond to fast-changing user needs and at the same time guarantee the overall cohesion, effectiveness and security of the Commission’s IT environment.

# DIGIT priority 1

## Modernisation of public administration

DIGIT's first priority is dedicated to the modernisation of public administration in a broad sense. Internally, it refers to the **modernisation and digitalisation of the Commission's** core processes, exploiting the power of **new technologies and business models** and supporting the **IT Governance** (specific objective 1). Externally, DIGIT promotes the **modernisation of European public administrations** through the provision of **interoperability solutions** and Digital Single Market (DSM) **building blocks** (specific objective 2).

### Specific objective 1: Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments

As expressed in its vision and mandated by the SER Communication, DIGIT – in partnership with the relevant stakeholders and the impacted Directorates General – will keep enhancing the three dimensions of the **digital transformation agenda**, namely:

- A) **automation of core corporate processes;**
- B) **data analytics;**
- C) **architecture components.**

For the above work areas, the following main deliverables are planned in 2019:

A) **The automation of core corporate processes** will continue in the selected priority areas of convergence such as procurement, direct grant management and interactions with suppliers and grants participants via SEDIA (Single Electronic Data Interchange Area). Further opportunities to drive synergies through rationalisation and digitalisation will be identified through a systematic review of key processes, for example in decision making (including at inter-institutional dimension) or HR processes, as well as in the implementation of Union policies, including where needed with Member States. This applies in particular to implementing the Once Only Principle (per eGovernment Action Plan 2016-2020), ensuring that citizens and businesses dealing with the European Commission will have to provide necessary data only once.

B) **Data analytics**, together with **Data infrastructure**, will respond to the challenge of transforming the Commission into a data-driven organisation. The ultimate purpose of this strand is to explore, prototype, develop and provide modern solutions to the Commission, based on emerging technologies such as Artificial Intelligence and Machine Learning. Following the introduction of a **Data Strategy** covering five dimensions (data, technology, people, policy and guidelines, organisation), in 2019 DIGIT will introduce at EC corporate level the **analytics solutions** that have already been tested, as well as identify and develop new ones. In order to enable the execution of actions related to data analytics, the appropriate



# DIGIT priority 1

## Modernisation of public administration

infrastructure for testing, developing and using data and analytics solutions will be established. A **corporate Data Platform** will be set up, allowing EC end-users to share and reuse data, while experienced users will be able to experiment and test data analytics tools on new projects. DIGIT's leading role for technology delivery in the data domain will facilitate the early detection of trends and faster feedback in support of Better Regulation and evidence-based decision making.

C) **The architecture components** action ensures that information systems in the Commission are built as far as possible by assembling a set of reusable building blocks, following the once-only principle. The target is an interoperable and consistent business automation environment providing knowledge workers with immediate access to and efficient handling of all relevant information. To this end, in 2019, the catalogues of reusable components will be extended providing a comprehensive software development platform. In addition, further actions will facilitate the reuse of these architectural components and building blocks and thus contribute to the emerging corporate ecosystem of reusable components.

In line with the Commission's Communication on **Data, Information and Knowledge Management at the European Commission**<sup>4</sup> – adopted in 2016 –, DIGIT will keep contributing to the modernisation of the Commission's information management core process, as defined in the Work Programme 2018-2019.

Capitalising on the running SER-related initiatives, DIGIT will continue to further support the Commission's internal processes and political priorities through the implementation of a **digital solutions modernisation plan**. In addition the new digital solutions built to support Commission's political priorities will drive **data sharing**, enhance **security**, ensure **compliance with data-protection rules**, and exploit **corporate building blocks and Connecting Europe Facility components**.

With regards to the "**optimisation of IT investments**", DIGIT will continue to support and advise the corporate IT Governance and – where appropriate – contribute to an ever more holistic approach of corporate IT governance in the light of the European Commission Digital Strategy.

A certain number of the activities related to data, digital solutions and infrastructures, and modernisation of public administrations will be conducted in the framework of the Digital Pole<sup>5</sup>, an initiative dedicated to reinforcing the Commission's digital competences in support of the Digital Single Market.

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<sup>4</sup> C(2016) 6626 final – 18.10.2016

<sup>5</sup> [https://ec.europa.eu/info/departments/informatics/digital-pole\\_en](https://ec.europa.eu/info/departments/informatics/digital-pole_en)



# DIGIT priority 1

## Modernisation of public administration

<b>Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.</b>		
<b>Specific objective 1: Drive modernisation and digitalisation of core processes, exploit new technologies and optimise IT investments</b>		
<b>Main outputs in 2019</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<b>SER – DIGITAL TRANSFORMATION: AUTOMATION OF CORE CORPORATE PROCESSES</b>		
<b>1.1 Provide corporate digital services and enable the digital modernisation in the domain of grant management.</b>	Deliver according to the workplan of the Grants & Procurement Steering Board (GPSB)	Delivery of all the priorities of the GPSB 
<b>1.2 Provide corporate digital services and enable the digital modernisation in the domain of e-Procurement</b>	Deliver according to the workplan of the e-Procurement steering committee.	Delivery of all the priorities of the GPSB.
<b>1.3 Provide corporate digital services and enable the digital modernisation of DEVCO/NEAR/FPI in the domain of e-Procurement and e-Grant</b>	Deliver according to the workplan of DEVCO/NEAR/FPI.	Deliver accordingly to the workplan of DEVCO/NEAR/FPI.
<b>1.4 Provide corporate digital services and enable the digital modernisation in the domain of human resources management</b>	Deliver according to the workplan of the HR family (HR, PMO and EPSO).	Delivery of all the priorities of the HR family
<b>1.5 Provide corporate digital services and enable the digital modernisation in the domain of document management</b>	Deliver according to the workplan (defined and agreed with SG during 2019), which will include initiatives to modernise the Solutions in this domain	Establish an action plan and define priorities according to the Work Plan agreed with SG.  Delivery of priorities as defined in the action plan.

# DIGIT priority 1

## Modernisation of public administration

<b>1.6</b> <b>Provide corporate digital services and enable the digital modernisation in the domain of legislative lifecycle management</b>	Deliver according to the workplan (defined and agreed with SG during 2019), which will include initiatives to modernise the Solutions in this domain	Establish an action plan and define priorities according to the Work Plan agreed with SG.  Delivery of priorities as defined in the action plan.
<b>SER – DIGITAL TRANSFORMATION: DATA ANALYTICS</b>		
<b>1.7</b> <b>Analytics Services</b> Provide at EC corporate level the analytics solutions already successfully tested at local level, or develop new ones.	Number of analytic services and tools developed and deployed at corporate level	Identification of potential solutions and tools suitable to become corporate services and tools for data analytics (Q2 2019); Development and testing of the related corporate services and tools (Q4 2019)
<b>1.8</b> <b>Federated Catalogue of Services – single online entry point to data services</b> This service aims at providing an easy and user-centric entry point to a set of corporate data services provided by the Data4Policy DGs	Number of corporate data services offered in the catalogue	Increased and enhanced offer of data services (according to availability in the catalogue as result of point 1.7)
<b>1.9</b> <b>Data Ecosystem</b> – build a data ecosystem that includes a set of interoperable data repositories, corporate base registries, associated tools and frameworks for data sharing, and reuse between DGs and external stakeholders	Progress achievements according to the DataStrategy@EC Action Plan	By 2019, establish the technical governance for the data ecosystem: establish master data and base registries; establish taxonomies for the Commission's data; develop semantic interoperability standards for the management of corporate data, metadata and secure exchange of data.



# DIGIT priority 1

## Modernisation of public administration

EC DS

<p><b>1.10</b> <b>EC Corporate Data Platform – a technological platform for data sharing and analytics</b></p> <p>Set up a central data environment, where EC users can share and reuse data, data scientists and non-technical users can experiment with data analytics tools, and successful projects can be scaled up to operations.</p>	<p>Progress achievements according to the DataStrategy@EC Action Plan</p>	<p>Q1 2019 – launch of the data assets inventory Q2 2019 – Implementation of selected business cases on the Data Platform Q2 2019 – initiation of the data catalogue; Q2 2019 – master data governance foundations; Q1-Q3 2019- establishment of selected data labs Q3-Q4 2019 – progressive extension of the coverage of data inventory and catalogue;</p>
<p><b>1.11</b> <b>Big Data Sandbox – a technological platform for running pilot projects on Big Data</b></p> <p>Provide a complete set of data and analytics services, in order to allow DGs and EU organisations to experiment with Big Data Technologies, and move towards data driven policy making.</p>	<p>Release of the Big Data Sandbox</p> <p>Specific projects with Member States identified, developed and implemented</p>	<p>-Q1 2019 – First release of Big Data Sandbox; - Q1 2019 – Two projects implemented in the sandbox with Member States - Q3-Q4 2019 – progressive identification and implementation of additional projects</p>
<p><b>1.12</b> <b>HPC for the EC</b></p> <p>Explore how to use High Performance Computing in order to address identified relevant use cases such as elaboration of large volume of data, case management, and intensive application of Artificial Intelligence for policy making advanced predictive analysis.</p>	<p>Number and relevance of selected cases</p> <p>Status of progress in identification and implementation</p>	<p>Q1 2019 – identification of the requirements for 2 specific PoCs for implementation (statistics with ESTAT, macroeconomic scenarios with ECFIN) Q2 2019 – foundation for the implementation of the identified PoCs Q4 2019 – Identification and first steps towards foundation for additional selected use cases for HPC</p>

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## Modernisation of public administration

SER – DIGITAL TRANSFORMATION: ARCHITECTURE COMPONENTS		
<b>1.13 Reusable Solution Platform</b> DIGIT will establish, promote and support a sustainable delivery platform for a set of reusable building blocks and reusable services	Progress in the Establishment of a Reusable Solution Platform (RSP)	By Q4 of 2019, finalise Inception phase of the RSP establishment: <ul style="list-style-type: none"> <li>- Approved Project Charter for RSP establishment</li> <li>- Approved v2 of RSP Governance Model</li> <li>- Identify a first set of 4 to 6 Reusable Solutions and define the RSP portfolio baseline.</li> <li>- Identify the Catalogue(s) to "host" the RSP portfolio</li> <li>- Agreed strategy for consolidation of DIGIT IT Cartography Solutions</li> <li>- EU Access Strategy Approved by ITCB – Q1</li> </ul> DIGIT version of UUM&DS operational as component of EU Access – Q4
<b>1.14 Update of Open Source Strategy</b>	Adoption of the Open Source Software Strategy as a Commission Decision	Open Source Software Strategy adopted as a Commission Decision.
<b>1.15 Pan European Network</b> – implementation of the new network strategy	Publish the call for tender for the renewal of the Testing contract	Call for tender successfully launched by year-end 2019;
DATA, INFORMATION AND KNOWLEDGE MANAGEMENT		
<b>1.16</b> Contribution to the implementation of the Communication on data, information and knowledge management	Milestones achievement according to the respective thematic roadmaps and action plans: collaboration solutions strategy roadmap; DataStrategy@EC action	Implementation of the actions under the remit of DIGIT as from the Work Programme 2018-19 -collaboration solutions strategy actions according

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## Modernisation of public administration

	plan; Corporate Search roadmap; Data, Information and Knowledge management Work Programme 2018-19 supporting activities implemented (monitoring, reporting, support to coordination, support to communication	to the collaboration solution strategy roadmap; - DataStrategy@EC implementation according to the DataStrategy@EC action plan; - Corporate Search deployment to staff, further ingestions of corporate sources; - support to the management of the Work Programme 2018-19)
<b>SER - COMMUNICATION</b>		
<b>1.17</b> <b>Digital transformation of the web presence of the European Commission</b>	Delivery of the new platform for the web presence of the Commission (Europa) Start of the migration of the web sites	2019 - Set-up of the new platform for the web presence of the Commission (Europa). 2019 S2 - Planning of the migration of the existing sites.
<b>OPTIMISED IT INVESTMENT</b>		
<b>1.18</b> <b>Corporate IT Governance</b> – On behalf of the corporate CMB and ITCB, provide strategic oversight and reviewing, monitoring coordinating the implementation fo the new Digital Strategy	<p>a) The IT Investment Team will prepare all ITCB Agendas</p> <p>b) IT Investment Team will ensure the operational coordination of the EC Digital Strategy actions</p>	<p>a) As from 2019, the IT Board will oversee the implementation of the strategy within the existing IT governance framework and DIGIT will coordinate its implementation</p> <p>b) DIGIT will initiate interinstitutional actions that will allow economies of scale (e.g. tenders for public cloud services, licences, hardwares), trusted data exchange and greater</p>

# DIGIT priority 1

## Modernisation of public administration

<b>1.19</b> <b>Work requested by the European Parliament PA EU-FOSSA 2</b> The project aims at securing the Open Source Software that the EU institutions use.	Finalise the EU FOSSA 2 Preparatory Action	Delivery of the following: <ul style="list-style-type: none"> <li>• Bug Bounties</li> <li>• Hackathons</li> <li>• Drupal security issue</li> <li>• Updated Inventory of OSS</li> </ul>
<b>1.20</b> <b>PA on data analytics solutions for policy making</b>	Techniques identified and developed	2019 - identification, development, implementation and promotion of data analytics techniques for evidence policy making (analysis of citizens feedback, analytics to monitor the implementation of European policies, data mining)
<b>1.21</b> <b>Set up the coordination function for the Digital Strategy Implementation at corporate level</b>	Corporate function mandated to coordinate and monitor the EC DS implementation on behalf of the ITCB, will be operational.	Mid-2019: Operational
<b>1.22</b> <b>Provisioning of enablers for the Digital Strategy Implementation</b>	Strengthen Enterprise Architecture Capability to guide actively the Digital Strategy Implementation.	By end of 2019
<b>1.23</b> <b>Digital Solution Modernisation Plan</b>	<ul style="list-style-type: none"> <li>- Agreement on approach, scope, priorities covering all families and retained business domains</li> <li>- First version of the Corporate Modernisation Plan</li> <li>- Identification of potential Building Blocks</li> </ul>	<ul style="list-style-type: none"> <li>- 3/2019: Kick-off</li> <li>- 10/2019 first version adopted in view of 2020-planning</li> <li>- Identification of potential Building Blocks reached by 10/2019</li> </ul>

## DIGIT priority 1

### Modernisation of public administration

## EC DS DIGITAL DELIVERY MODEL

<p><b>1.24</b>  <b>Enterprise Architecture</b>  Define the guidelines, standards and reusable components on the four Enterprise Architecture layers: Business Architecture, Application Architecture, Data Architecture and Infrastructure Architecture</p> <p>a) Reusable Solution Quality Assurance (QA) by Reusable Solution Platform Workgroup: Establish QA principles and metrics for reusable solutions;</p> <p>b) Add reusable solutions to CoRA<sup>6</sup>: Enrich CoRA with a description of how to make use of each reusable solution inside a CoRA-compliant architecture</p> <p>c) Establish a Data Reference Architecture &amp; incorporate privacy by design (GDPR)</p>	<p>a) Number of reusable solutions evaluated</p> <p>b) Number of reusable solutions incorporated in CoRa</p> <p>c) Data Reference Architecture:  (i) Enrich CoRA with a Data Reference Architecture  (ii) Add GDPR-compliance to</p>	<p>a) 2 in 2019</p> <p>b) 2 in 2019</p> <p>c)  (i) Q1/2019  (ii) Q2/2019</p>
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# DIGIT priority 1

## Modernisation of public administration

<p>d) Develop and disseminate Technical Reference Architecture standards</p>	<p>CoRA: (iii) Establish architectural principles and guidelines so that IT systems respects GDPR;</p> <p>d) Number of Digital Native Application (DNA) Components/Templates used and documented by the Competence Centres</p>	<p>(iii) Q4/2019</p> <p>d) components/templates available to the developer community by Q4/2019;</p>
<p><b>1.25</b></p> <p><b>Software Factory – Standardisation of Software Development</b></p> <p>Industrialise software development by making use of Competency Centres in the New Delivery Model</p> <p>Competency Centres are pools of specialised &amp; standardised resources (e.g. Java developers, database developers, project managers, user interface developers, testers, architects) which are required to staff a development project.</p>	<p>a) Use of the “Development Project KPI (Key Performance Indicator) dashboard” which was piloted in 2018</p> <p>b) Number of projects using alternative sourcing mode (i.e. other than Time&amp;Means)</p> <p>c) Spare capacity level of the Competency Centres (spare capacity level = available resources to do new development. If spare capacity = 0%</p>	<p>a) 50% of ongoing development projects in DIGIT’s Software Factory using the KPI dashboard by Q1</p> <p>b) 10% of DIGIT’s Software Factory projects make (partial) use of alternative sourcing mode (i.e. other than Time&amp;Means: framework contracts DIGIT-XM and DIGIT-SM) for new or existing projects.</p> <p>c) Competency Centres having a spare capacity of 10% by Q2 (i.e. development capacity immediately available for</p>

# DIGIT priority 1

## Modernisation of public administration

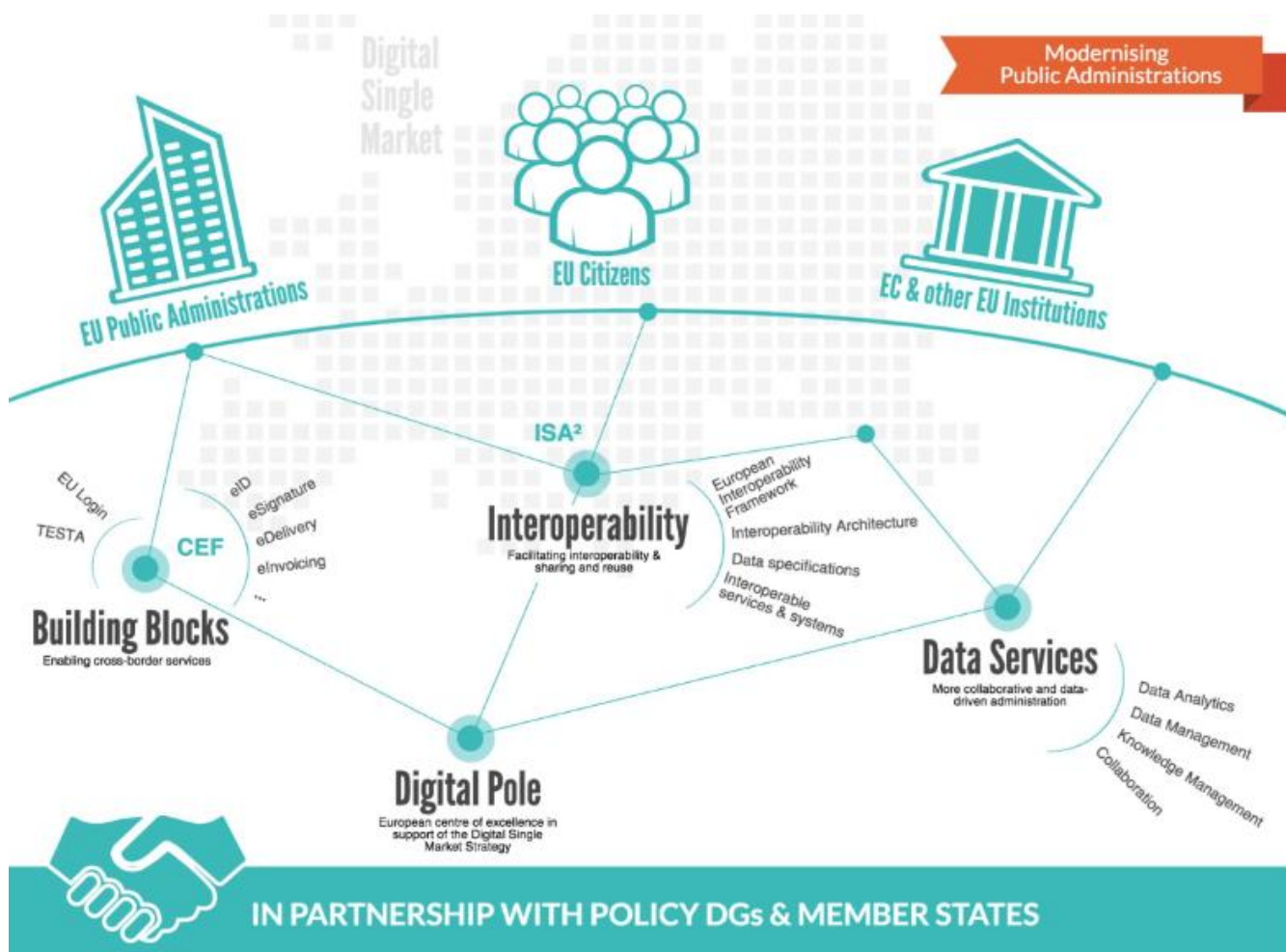
	this means all available resources are allocated 100% on ongoing projects)	kickstarting new projects)
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# DIGIT priority 1

## Modernisation of public administration

**Specific objective 2: Promote modernisation of European public administrations through the provision of interoperability solutions**

As stated in the introduction, DIGIT continues to pursue the objective of delivering further interoperable and efficient solutions to the European Public Administrations. ISA<sup>2</sup> remains DIGIT's main tool to strengthen the growth of the digital economy and its crucial services.



DIGIT supports the DSM strategy also through other means, such as the interoperability and digital checks in EU legislation detailed below, and the provision of Connecting Europe Facility (CEF) Building Blocks: eID, eSignature, eInvoicing and eDelivery.

For 2019, the modernisation of Public Administration will be promoted and supported through activities related to the ISA<sup>2</sup> program (2015-2020). DIGIT will prepare, negotiate, and liaise with the Member States and Commission services to increase the quality of the European public services delivered digitally to their end-

# DIGIT priority 1

## Modernisation of public administration

users through interoperability (European Interoperability Framework and its action plan) and new key technologies (blockchain, AI, IoT). In this way, DIGIT continues to contribute to DSM actions such as the Catalogue of ICT Standards, the Single Digital Gateway, the eGovernment Action Plan 2016-2020, and the free flow of data initiative. DIGIT will also contribute to the implementation of the actions requested in the Tallinn eGovernment Declaration. DIGIT will continue the monitoring of the Public Administrations' activities through the National Interoperability Framework Observatory (NIFO).

As ISA<sup>2</sup> will come to an end in 2020, the year 2019 will be crucial for the preparation of the last ISA<sup>2</sup> Work Programme, and to implement the expected actions. In line with the outcomes of ISA<sup>2</sup> Mid-Term Conference<sup>7</sup>, an interim evaluation will also be necessary to assess the performance of the programme before its finalisation.

In its delivery of interoperability solutions, innovative IT technologies and the promotion of digital public administrations, DIGIT will rely on opportunities created in the framework of the Digital Pole.

Relevant general objective: A Connected Digital Single Market		
Specific objective 2: Promote modernisation of European public administrations through the provision of interoperability solutions		Related spending programme: ISA <sup>2</sup>
Main outputs in 2019		
Important items linked to the ISA <sup>2</sup> programme		
Output	Indicator	Target
<b>2.1 Support to Digital Single Market Strategy</b> a) Support the implementation of the revised European Interoperability Framework (EIF), through the ISA2 programme. b) Participate and contribute to relevant DSM actions such as the Catalogue of ICT Standards, the eGovernment Action Plan 2016-2020, Tallinn declaration actions	a) Support the implementation of the revised EIF.  b) Contribute to relevant DSM initiatives from the interoperability point of view.	a) Launch the monitoring for all MS and ISA <sup>2</sup> countries with the new mechanism adapted to the last version of the European Interoperability Framework.  b) Continue the promotion of the services supporting semantic models and the ICT standards catalogue. Support the monitoring (progress done by Member States) and the implementation of the actions deriving from the

<sup>7</sup> [ISA<sup>2</sup> Mid Term Conference](#) was held on 29/11/2018

## DIGIT priority 1

## Modernisation of public administration

(including Once Only Principle), etc.		Tallinn declaration, such as the Once Only Principle and Interoperability by default.
<b>2.2</b> <b>Perform digital and interoperability checks in EU Legislation</b>	Digital checks: • % of major Commission proposals screened  Interoperability checks: • number of legal acts assessed	Digital checks: • all major proposals of the Commission are screened for possible ICT impacts Interoperability checks: • apply the interoperability checks methodology to at least 10 legal acts
<b>2.3</b> <b>ISA<sup>2</sup> interim evaluation</b>	All the necessary steps are taken to deliver the ISA <sup>2</sup> interim evaluation (public consultation, ISG, ...)	ISA <sup>2</sup> interim evaluation ready for adoption second-half 2019.
<b>2.3</b> <b>Implement ISA<sup>2</sup> annual work programme 2019</b>  a) Prepare, negotiate, liaise with the Member States and Commission services; administer the annual work programme in accordance with the legal decision and the extended scope to businesses and citizens targeting different levels of administration; procure in accordance with procurement rules and programme's implementation plan and budget.  b) Prepare next year's work programme.	a) Adopt and execute the 2019 work programme. Procure and implement actions as planned.  b) Prepare the 2020 work programme.	a) The 2019 work programme is adopted and launched on time (Q1 2019); actions are procured within the planned time frame and budget, as detailed in the Work programme.  b) The 2020 work programme is prepared as per legal basis; draft version following ISC will be ready by end of 2019.

# DIGIT priority 1

## Modernisation of public administration

Other important outputs		
Output	Indicator	Target
<b>2.4</b> <b>Collaboration with Member States CIOs –</b> Support the Chief Information Officers network in order to boost public sector transformation and implement digital solutions for EU-wide policies Collaboration with external stakeholders (such as OECD, EPA, ...)	Sharing of outputs between OECD and ISA <sup>2</sup> (such as the NIFO results). Engage with external interoperability stakeholders.	Participate and give the requested support to the 2 CIOs network meetings organised by each presidency. Participate to meetings and events with OECD and other international organisations.
<b>2.5</b> <b>Connecting Europe Facility (CEF)</b>	Provision of core service platforms according to the mandate of the CEF work programmes	10% increase in number of reuse instances of CEF building blocks, by Commission and Member States

## DIGIT priority 2

# Create the digital workplace of the future

DIGIT's second priority is to create the digital workplace of the future by **providing a modern office automation environment** to its users (specific objective 3) and by **standardising and centralising the management of end-user IT equipment and support services** (specific objective 4). Both of these objectives cover actions of the SER ICT agenda, and represent the backbone of the digital transformation process that will lead to a **Digital Commission**, as outlined in the recently adopted European Commission Digital Strategy.

### Specific objective 3: Provision of a modern office automation environment

In order to achieve the creation of the workplace of the future, and accomplish the vision of building a modern office automation environment, DIGIT continues to rely on existing SER-related activities. Being the official IT service provider of the Commission, DIGIT is the ultimate responsible for the '**Digital Workplace**' (**DWP SER initiative**). In 2019, DIGIT will keep ensuring the provision of the appropriate IT tools, platforms and services, pursuing the principle of '**work and collaborate anytime, anywhere**', and fulfilling the objective of enhancing inter-service cooperation (HR, OIB, OIL, SG, BUDG and DIGIT) in order to meet the different needs of end-users with a more flexible approach. Once more, the cooperation between the mentioned services will be pivotal to the identification of principles and concepts for optimising end users work experience and productivity. Through the above-listed user-centric actions, DIGIT expects to maintain or even increase the overall satisfaction level of the end users with the DWP solutions over the coming years. The DWP is organised in practice around 5 complementary components, as follows:

1. **Devices:** including either Corporate or BYOD ('bring your own device') mobile devices, allowing connection from anywhere and at any time. The transition from desktop to laptop by default will represent a major initiative for next year, and will involve – already in 2019 – a considerable percentage of EC staff.
2. **Office Automation:** involving the renewal of Digital Workplace back-office infrastructure.
3. **Mail & Calendaring:** including the central role of e-mail and its tight integration with calendar tools as a natural way to send messages, share information, manage time and meetings.
4. **Unified Communication:** encompassing different sources of real and near-real time communications, like Video Conferencing and the future 'Voice over IP' telephony.
5. **Integration and Identity & Access Management:** the future Digital Workplace will be based on a **Hybrid Platform**, which is an infrastructure partially built in-house and partially in a public/private cloud linked by a common User Identity schema.



# DIGIT priority 2

## Create the digital workplace of the future

The projects linked to these components are being realised in successive phases over the period 2016-2019, as outlined in the Digital Workplace Strategy<sup>8</sup>.

Following the 'Windows 7 to Windows 10' migration in 2018, productivity and user experience already improved amongst the end users. In line with the 'work anywhere, anytime' principle, and aiming at supporting a more mobile way of working at the Commission, DIGIT will continue replacing PCs with laptops during 2019. The rollout of the Unified Communication solution will proceed at a greater pace in order to extend the UC to a wider public and gradually replace legacy telephony.

The Windows backend infrastructure is the core of the engine running behind the Windows user environment. It contains an extensive amount of sensitive data and controls access to a very large number of Commission services, and is therefore a systematic target in cyber-attacks. In 2017 DIGIT started with the design of a new backend infrastructure. Cybersecurity-by-design was the main driver for this action. In 2018 the infrastructure was installed and configured. The transition to this new back-end infrastructure will be the main focus for 2019.

On top of the improvement for the Commission's cybersecurity resilience, the actions proposed for 2019 in the context of the DWPaim also at improving the user experience of the EC Staff by providing them with the tools for a more mobile and collaborative way of working.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.		
Specific objective 3: Provision of a modern office automation environment		
Main outputs in 2019		
Output	Indicator	Target
<b>SER – DIGITAL WORKPLACE (DWP): ROLL-OUT OF THE DWP</b>		
<b>3.1 Devices</b>		
a) Transition from desktop to laptop by default	a) Proportion of laptops vs desktops in the European Commission	a) Completed by 31/12/2020 – a level of completion above 60% is expected to be reached by 31/12/2019

<sup>8</sup> submitted to the Corporate Management Board in October 2016

# DIGIT priority 2

## Create the digital workplace of the future

b) Improvement of the mobile services	b) Seamless Unified Communications (Skype for Business) available on mobile devices	b) Service available for target population enrolled in DWP environment
<b>3.2</b> <b>Office automation</b>  Migration of Digital Workplace back office infrastructure	New infrastructure in production	Completed by 31/12/2019
<b>3.3</b> <b>New ways of working</b>  Pilot on flexdesking	Tools enabling flexdesking deployed in dedicated zones of DIGIT buildings	By 31/12/2019
<b>3.4</b> <b>Unified Communication (UC)</b>  a) Corporate wide roll-out of UC solution  b) Continue phase-out of legacy telephony	a) Number of DGs on Unified Communication  b) Proportion of legacy fixed telephony phased out	a) By 31/12/2019, 80% of target population on UC  b) By 31/12/2019, legacy telephones removed for 50% of target population
<b>3.5</b> <b>Integration and Identity &amp; Access Management</b>  Seamless and secured access to cloud services using strong identity management (EU login)	Publication Office migrated to Office 365 based on EU login, serving as a pilot for the future Commission wide deployment of a hybrid cloud office automation environment	Completed by 31/12/2019

# DIGIT priority 2


## Create the digital workplace of the future

### Specific objective 4: Standardised and centralised management of end-user IT equipment and support services

DIGIT, as leader of the '**Centralised management of IT equipment**' SER action and in cooperation with all DGs, is working on the centralisation and standardisation of end-user IT equipment and related support services across the Commission.

Pursuing the realisation of the Digital Workplace of the future, DIGIT will engage in providing an office automation environment characterised by state-of-the-art personalised functionalities for each staff member, by exploiting the standardisation and centralisation of management of end user IT equipment and support services. The logistics of IT equipment will be further optimised in the context of the Digital Workplace, taking into account the increased proportion of laptops expected by end of 2019.

To increase the user satisfaction regarding the IT equipment, a user needs research pilot was started in 2018. This project is extended to more DGs in 2019. This will allow to improve the allocation policy for the different types of users based on their effective needs.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.		
Specific objective 4: Standardised and centralised management of end-user IT equipment and support services		
Main outputs in 2019		
Output	Indicator	Target
<b>SER – CONSOLIDATION AND STANDARDISATION: CENTRALISED MANAGEMENT OF IT EQUIPMENT</b> 		
<b>4.1 Centralise IT equipment management</b>  Adaptation and optimisation of internal processes	Centralised processes for IT equipment management designed and fully implemented, replacing the legacy decentralised processes heavily relying on IRMs	Finalised by 31/12/2019
<b>4.2 Optimise IT logistics processes</b> a) Unified request portal for staff b) Streamlined logistics process for newcomers	a) Portal available  b) Process implemented	Finalised by 31/12/2019

## DIGIT priority 2

### Create the digital workplace of the future

<p><b>4.3</b> <b>Explore new paradigms and channels for user support</b> (full automatisisation of support tasks, self-service functionalities, live chat for interaction with users, end user knowledge base, service desk video conferencing, etc.)</p> <p>The user needs research pilot started in 2018 will be followed-up through new pilots in more DGs.</p>	<ul style="list-style-type: none"><li>• Service desk video-conferencing</li><li>• Instant messaging with agents</li><li>• Implement and provision a knowledge management database in preparation of a self-service portal</li></ul>	<p>New pilots in more DGs implemented by 31/12/2019</p>
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# DIGIT priority 3

## Create the data centre of the future

DIGIT's third priority entails the creation of the data centre of the future by **modernising the data centre operations** (specific objective 5) and by **consolidating data centres** (specific objective 6).

### Specific objective 5: Modernised data centre operations towards a hybrid cloud

DIGIT wants to make optimal use of cloud computing and complement its internal data centre offering with external sourcing from the public cloud computing market for those services that can be delivered better and cheaper outside, in particular for systems in which the data confidentiality is low.

In this context, DIGIT is extending its role as "cloud broker", providing Cloud resources and managing cloud contracts for the European Commission and other EU Institutions.

At the same time, DIGIT is also modernising the operations of its own data centres towards a private cloud model. DIGIT's objective is to provide its clients with a higher degree of control and transparency in the infrastructure provisioning processes by increasing automation and providing new services for the developer community.

However, this can only be done successfully by transforming the traditional datacentre operations into a genuine "private cloud on premise". In 2018 DIGIT has started a project to set up such a private cloud, covering the entire infrastructure stack from self-service request, middleware platforms and the underlying virtualised infrastructure (compute, storage, and network). This project will lead to an operational production service in 2019.

This new setup will be the foundation of the data centre's new hybrid cloud delivery model, combining the best of the public cloud market with a secure private cloud on premise.

**Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### Specific objective 5: Modernised data centre operations towards a hybrid cloud

#### Main outputs in 2019

Output	Indicator	Target
<b>5.1 Inter-institutional Cloud brokering</b> by providing Cloud resources and managing cloud contracts	Financial volume of cloud resources purchased and managed by the cloud broker service on behalf of the participating institutions and agencies	Reach a financial volume of 5 M€

# DIGIT priority 3

## Create the data centre of the future

<b>5.2</b> <b>Creation of a private cloud on premise</b>	New private cloud on premise service available via the DIGIT service catalogue	By 31/12/2019
<b>5.3</b> <b>DevSecOps</b>  a) Building a DevSecOps community  b) DevSecOps Development Toolkit  c) Hosting services enabling DevSecOps	a) Ops4devs events organization  b) Availability of new mechanism to enable DevSecOps practices as part of the service4developers offering  c) Evolution of hosting services enabling Dev Sec Ops by offering application monitoring and application log correlation services	a) Organization of 2 ops4devs conferences and 4 ops4devs cafes  b) Ability to run containers in Service4developers (Q3 2019)  c) Application performance monitoring service published in the Service catalogue; log correlation service available in Service Catalogue (Q2 2019)
<b>5.4</b> <b>Delivery of Public-Cloud-based hosting services</b>	Inclusion of additional hosting services based on the offering of public cloud providers as an integral part of the DIGIT Service Catalogue	DIGIT Hosting Service offering available for:  <ul style="list-style-type: none"> <li>- WildFly/JBOSS with integrated Load Balancer</li> <li>- PostgreSQL</li> <li>- Object Storage</li> <li>- Reverse Proxy Mapping</li> </ul> Creation of specialized cloud support group to cover first and second level support for cloud based hosting services.

# DIGIT priority 3

## Create the data centre of the future

### Specific objective 6: Consolidated data centres

In line with the timeline covering the 2016-2020 period under the **"Consolidation of Local Data Rooms" SER action**, and following the political agreement between Luxembourg and the EU Commission, DIGIT will continue its efforts to consolidate data centres and local data rooms into two professionally graded sites with fail-over facilities (Betzdorf and Windhof). The Betzdorf site should be fully operational with two additional rooms by end of 2019. The effects of the consolidation will result in savings in terms of manpower, maintenance and connectivity costs. At the same time, consolidation will catalyse the operational effectiveness of the Commission's infrastructure services, contributing to an overall better corporate performance and reducing business continuity risks through 24/7 business continuity support (which could not be achieved if arranged at local level). The SER strand of data centre consolidation takes on-board major security-related challenges, and ensures – besides increased security – also an improved resilience against cyberattacks.

Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.		
Specific objective 6: Consolidated data centres		
Main outputs in 2019		
Output	Indicator	Target
<b>SER – CONSOLIDATION AND STANDARDISATION: CONSOLIDATED LOCAL DATA ROOMS</b>		
<b>6.1</b> <b>Data centre consolidation</b>	Number of local data rooms consolidated	Consolidation finished for the following DGs:  COMP (Q1 2019) RTD (Q2 2019) TRADE (Q3 2019) GROW (Q4 2019) SANTE (Q4 2019) CNET(Q4 2019)
<b>6.2</b> <b>Extension of the Betzdorf datacentre</b>  As a result of the political agreement between the Luxembourg state and the European Commission, two additional data centre rooms should be provided to the Commission in the Betzdorf datacentre	Two datacentre rooms delivered and operational	Completed by 31/12/2019



# DIGIT priority 4

## Better IT Security

In our digitalised world characterised by the growing number and sophistication of cyber threats, IT security is high on the agenda. This applies for the European Commission as well, where at the end of 2015 the role of IT security was reinforced by revising its internal governance and by creating DIGIT's IT Security directorate.

The Commission's IT Security Strategy, which was adopted by the IT Security Steering Board (ISSB) in November 2016, is built around four long-term objectives, which are in line with the specific objectives defined in DIGIT's 2016-2020 Strategic Plan. It is accompanied by a two-year rolling plan, which provides a comprehensive list of the most urgent actions based on past security reviews, audits and lessons learnt from IT security incidents, and which is aligned with the new Commission decision on the security of IT Systems<sup>9</sup>. Following a bi-annual revision cycle, the updated version of the IT security Strategy will be submitted for adoption to the ITCB in January 2019, accompanied by an updated version of the rolling plan to cover the period up to 2020.

Within the last two years, DIGIT has built its IT security risk management capacity and developed an IT Security Risk Management Methodology (ITSRM<sup>2</sup>), following international standards and tailored to the needs of the European Commission. By facilitating the delivery of IT security risk assessments and reporting, the ITSRM<sup>2</sup> is a major enabler in the implementation of cost-effective corporate information security risk treatment programme.

In order to further strengthen IT security – in line with the objectives established in the SER ICT agenda in 2016 – the related SER actions will also appear among DIGIT's 2019 IT security outputs presented below.

### **Specific objective 7: Strengthened cyber resilience**

This specific objective emphasises prevention and focuses on improving the base line IT Security of corporate infrastructures, services and solutions through two main line of actions: On the one hand by ensuring that key IT security processes are implemented consistently across the Commission for main corporate IT systems. On the other hand by improving the global IT infrastructure security level through network and endpoint securisation and security oversight of key corporate systems. Through implementing these actions, DIGIT intends to increase the Commission's IT security capability and maturity leading to strengthened cyber resilience.

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<sup>9</sup> Commission Decision 2017/46 on the security of communication and information systems in the European Commission.

# DIGIT priority 4

## Better IT Security

**Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### Specific objective 7: Strengthened cyber-resilience

#### Main outputs in 2019

Output	Indicator	Target
<b>SER – ICT SECURITY: BETTER IT SECURITY SERVICES</b>		
<b>7.1</b>		
<b>Improve the security of IT infrastructure through secured public cloud services, secure and segregated on-premise hosting and secure hosting services</b>	<ul style="list-style-type: none"> <li>• Extend the security assurance services offering:               <ul style="list-style-type: none"> <li>- % of Scaleability</li> <li>- % of Cloud tests</li> </ul> </li> <li>• Implement and facilitate the IT security risk management for corporate IT systems:               <ul style="list-style-type: none"> <li>○ Design the cartography of DIGIT IT services and their prioritisation for IT Security risk management purposes</li> <li>○ Extend the Risk assessment to all DIGIT Directorates (B, C, D, S) using the experience of the 6 IT systems assessed in 2018</li> <li>○ Following the priorities agreed by Q2 2019, apply the structured approach to an agreed set of corporate systems of DIGIT</li> </ul> </li> </ul> <p>Create a follow-up process to monitor progress of the implementation of the mitigation measures identified through IT</p>	<p>Scaleability - Target:20% Cloud tests - Target:20%</p> <p>By Q2 2019</p> <p>By Q2 2019</p> <p>By Q4 2019</p> <p>By Q4 2019</p> <p>In 2019:</p> <ul style="list-style-type: none"> <li>• Network encryption for the Commission's external web presence (HTTPS everywhere)</li> </ul>

# DIGIT priority 4

## Better IT Security

	security risk assessment	<ul style="list-style-type: none"> <li>• Increase the segregation of network through the roll out of the Digital Workplace and the Cloud on Premise services (see 3.1 and 5.1), to be implemented.</li> <li>• Increase the use of Secure Hosting Service (SHS)</li> </ul>
<b>7.2</b>  <b>Standardisation of secure development procedures in DIGIT's software delivery model, in collaboration with other DGs</b>	<p>a) DevSecOps - Promote secure and agile software development through support to the DevSecOps project</p> <p>a.1) Pilot with Fortify AST; definition of corporate services for DevSecOps</p> <p>a.2) Test containers; static application security testing</p> <p>b) Corporate tool and procedure for technical asset inventory</p> <p>b.1) Agree on the DIGIT system/ technologies to integrate</p> <p>b.2) Cover DIGIT entirely</p> <p>c) Extend the use of the security assurance/ vulnerability management corporate tool as part of the secure development procedures</p> <p>c.1) PoC with critical systems; agree execution requirements with the rest of DIGIT</p> <p>c.2) Cover DIGIT entirely</p> <p>d) Facilitate IT security risk management regarding information systems in all</p>	<p>a.1) By Q2 2019</p> <p>a.2) By Q4 2019</p> <p>b.1) By Q2 2019</p> <p>b.2) By Q4 2019</p> <p>c.1) By Q2 2019</p> <p>c.2) By Q4 2019</p>

## DIGIT priority 4

### Better IT Security

	DGs, providing tools, methodology, training and coaching d.1) number of risk management reports received following the ITSRM <sup>2</sup> d.2) number of systems for which coaching is provided d.3) number of training sessions provided d.4) supporting tool d.5) methodology improvement	d.1) Target: 10  d.2) Target: 10  d.3) Target: 4  d.4) Target: ver. 1 deployed d.5) Target: 1 <sup>st</sup> complete review, with an updated version + support
<b>7.3</b>  <b>Cyber-awareness raising programme.</b>  The programme will be tailored for different staff categories.	a) Number of cyber awareness programme Cyber Aware activities/ events/trainings per target audience  b) Number of DGs covered during Phishing campaign	a) Target: 24 for all staff 12 for management 6 for technical staff  b) Target: 8 DGs per year

# DIGIT priority 4

## Better IT Security

### Specific objective 8: Provision of IT security operations

In order to secure and protect the Commission's IT assets and resources, DIGIT builds, maintains and extends the activities of Security Assurance/Vulnerability Management (SA), Security monitoring (SOC), Information Security Incident Management, Threat Hunting (CSIRC) and Security Operations Engineering (SOE). As from Q3/2019, 24/7 IT Security on-call service will be provided in order to respond to an increase (in terms of numbers and severity) of IT security incidents. In 2019 the DG will continue to pay specific attention to raising awareness of the Commission's IT professionals about the existing IT security monitoring and response services which are available in DIGIT's service catalogue, and advance with the implementation of recent IAS audit recommendations based on agreed action plan.

**Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### Specific objective 8: Provision of IT security operations

#### Main outputs in 2019

#### Output

#### Indicator

#### Target

#### SER – ICT SECURITY: BETTER IT SECURITY SERVICES

##### 8.1

##### Moving to 24/7 Cybersecurity

The European Commission has seen an increase in IT security incidents in recent years, both in absolute numbers and in severity. A number of these incidents have started or developed during evenings, holidays and weekends.

Therefore, a decision was made to establish a 24/7 security operations capability.

Indicators/milestones for 24/7 Cybersecurity services:

- Q2'2019: Alert volume reduction in place
- Q3'2019: policies and escalation processes in place
- Q3'2019: remote access connectivity in place
- Oct'2019: launch of the 24/7 service

In 2019

- Improve the maturity of IT security services by automating detection capability and decreasing the number of false alerts
- Set-up the on-call security service for off-hours, weekends and holidays



# DIGIT priority 4

## Better IT Security

### Specific objective 9: Better IT security decision making

Complementary to specific objectives 7 and 8, this specific objective aims at ensuring efficient IT security governance and keeping senior management, IT experts and end-users informed about global IT security posture (risks and threats). Therefore the related outputs focus on providing efficient support to the decision process, sharing of information and raising awareness on IT security matters. It is expected that these efforts will lead to increased corporate level compliance with IT security rules.

**Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### Specific objective 9: Better IT security decision making

#### Main outputs in 2019

Output	Indicator	Target
<b>SER – ICT SECURITY: BETTER IT SECURITY SERVICES AND PARTIAL CENTRALISATION OF THE LISO ROLE</b>		
<b>9.1 Launch annual IT Security Risk Report on IT security risk profile of Commission services.</b> The report will focus on mitigation measures and will be realised in collaboration with all DGs.  Building on the experience of delivering the first version of the corporate-level report on IT Security risks in 2018, further extend and – with the support of the governance level – enforce the corporate-wide reporting scheme, involving all DGs, and deliver the IT security Risk Report, making it become a part of an established annual process.	Indicators/milestones for corporate-wide risk reporting scheme:  a) number of system-level risk management reports received and consolidated  b) number of DGs covered by an interview-based maturity/risk assessment  c) reporting to the ITCB	As from 2019  a) Target: 10 reports received and consolidated  Target: 10 DGs covered  c) Target: 3 quarterly reports and 1 consolidated report



## DIGIT priority 4

### Better IT Security

<b>9.2</b> <b>Centralisation of the LISO Role and set up of IT security CC providing LISO services</b>	Indicators/milestones for LISO centralisation pilot: <ul style="list-style-type: none"><li>- Q1'2019: qualitative feedback survey (LISOs, System Owners, Resource Directors)</li><li>- Q1'2019: LISO "gap survey" on the services to be delivered centrally</li><li>- Q2'1019: presentation to GDR (results, options for the way forward)</li></ul>	<ul style="list-style-type: none"><li>• Assess the LISO centralisation pilot through:<ul style="list-style-type: none"><li>-qualitative feedback surveys</li><li>-LISO gap survey</li></ul></li><li>• Results of the surveys to be shared at GDR.</li><li>• Options for further improving LISO services will be presented to the GDR for approval in Q2 2019.</li></ul>
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# DIGIT priority 5

## Optimise DIGIT's delivery

As a fifth priority, DIGIT is committed to optimise its own delivery **through increasing its customer focus** (specific objective 10) and **better managing its resources** (specific objective 11).

### Specific objective 10: Increased customer focus

In order to better meet the needs of its customers, and following the establishment of a centralised CRM function that was consolidated in 2018, DIGIT will concentrate its efforts on increasing customer focus and customer orientation by further enhancing the knowledge base activity. This action will help improve the delivery of end-to-end services and keep up-to-date DIGIT's service offer based on multiple needs from different DGs.

**Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### Specific objective 10: Increased customer focus

#### Main outputs in 2019

Output	Indicator	Target
<b>10.1 Consolidation of knowledge base activity</b>	Perform regular evaluations of other DG's needs	Complement information about services offered by DIGIT taking into accounts the needs of different DGs
<b>10.2 Improvement of Service Catalogue data quality</b>	Continuous efforts to ensure quality checks of services as included in the Service Catalogue	Review the Service Catalogue in the context of a wider service management revamp.

# DIGIT priority 5

## Optimise DIGIT's delivery

### Specific objective 11: Optimised resources management

Building on the initiatives that have been launched over the last years, DIGIT will further set incremental steps to ensure it works efficiently, improving the scrutiny of its prioritisation of projects and achievements and through the Priority Management Board, in order to focus on the right priorities with an optimised allocation of resources. Consolidated planning and monitoring of activities, supported by a streamlined budgetary programming as well as a review of key processes and systems supporting it, are key in addressing this challenge.

**Relevant general objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### Specific objective 11: Optimised resources management

#### Main outputs in 2019

Output	Indicator	Target
<b>11.1</b> <b>Presentation of annual budget request for the Digital Strategy Implementation Plan (DSIP)</b>	Annual presentation of the detailed N+1 budget needs by February year N.	DIGIT will present the annual budget requests for the DSIP through the normal annual draft budget procedure. Details will be made available to DG BUDG each year in February. This budget will be reviewed and approved in the ordinary draft budgetary process.
<b>11.2</b> <b>Set up of the corporate coordination function and kick-starting the EC DS Implementation</b>	Coordination function staffed, mandated by the corporate governance  Corporate cost estimates and financing for rolling plan	Mid 2019: operational and coordinating on behalf of ITCB.  Nov 2019 for discussion at ITCB

## PART 2.

# Organisational Management

This part presents the main outputs for 2019 linked to the relevant organisational objectives of the Strategic Plan covering the domains of human resource management; financial management; Internal control and Risk Management; information management<sup>10</sup> and external communication activities.

### A. Human Resource Management

For DIGIT to accomplish its strategic objectives, counting on skilled and motivated staff is crucial. To this end, over the past years, corporate HR services have designed ambitious and comprehensive actions in support of strategic HR planning, talent management and well-being of staff in the Commission. It is within this wide-ranging framework, and building on the results of the 2016 staff survey and on a number of actions already launched in 2018, that DIGIT has identified HR priority areas for 2019 and beyond.

In view of the above, the actions outlined in the rest of the document are grouped under the main headings of:

- HR strategic planning
- Talent management
- Well-being

### HR Strategic Planning

HR strategic planning relates to allocation of staff to business needs, as well as to activities related to recruitment, mobility, career, etc. that are carried out on a daily basis. In addition, DIGIT plans to focus on the priority areas outlined below.

1. **HR planning related to the consolidation of the Digital Pole in Luxembourg**

Following the agreement between the Luxembourg authorities and the Commission, DIGIT will continue to build up the critical mass of staff necessary for the successful implementation of the Digital Pole. Together with DG CNECT it will pursue the strategic reflection on collaborative projects that can be implemented in Luxembourg. In cooperation with other DGs represented in Luxembourg, DIGIT will also launch a large-scale temporary agent selection to tackle recruitment difficulties and/or competence-gaps in the IT domain.

2. **Timely and effective succession planning at all levels**

With a view to making best use of staff, the DIGIT HR Board will pay the greatest attention to the succession of colleagues leaving DIGIT. In this context, close collaboration with middle and senior management and focus on the right person at the right place on a case by case basis will create

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<sup>10</sup> "Information management" refers to a broader scope encompassing data, document/information and knowledge management.

## PART 2.

# Organisational Management

excellent opportunities for the development of the careers of colleagues at all levels.

3. **Follow-up of HR developments resulting from SER on ICT**

DIGIT will continue to play its role as domain leader and make sure to guarantee proper on-boarding of new staff joining in the context of SER-related projects (such as datacentre consolidation, e-procurement ...).

### Talent management

*Managerial excellence:*

1. **Implementation of relevant actions relating to talent scouting/management**

In 2019 DIGIT will consolidate and strengthen talent scouting and talent management efforts for all staff (with a particular emphasis on women). After the launch of pilots to internal development schemes in 2018 (DIGIT female talent development, talent scouting for middle management, talent scouting for AD women in DIGIT), the programs will be continued and formalised in the course of 2019.

2. **Ad hoc measures for managers**

Middle managers will be offered specific support to further develop their managerial (Voluntary 360°/180° exercise, ad hoc induction path for new managers, networking, mentoring...) competences. These measures link up with Learning & Development priorities and will be implemented depending on the number of interested participants and budget availability.

*Culture, competence and performance*

1. **Revamped induction programme for newcomers**

In collaboration with the AMC<sup>11</sup> in DG HR, the induction programme for newcomers will be improved to better fit the needs of the organisation. The objective of the revamping is promoting smoother induction of newcomers into the DIGIT culture and enhanced collaboration.

2. **Career development support for AST colleagues**

For AST colleagues, ad hoc measures will also be devised and implemented for staff preparing for the certification process. Targeted events such as career days and the activities promoted by the AST networks will be available to AST in DIGIT and/or across the Commission with a view to promoting information on opportunities and career prospects

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<sup>11</sup> Account Management Centre

## PART 2.

# Organisational Management

### 3. **Systematically addressing under-performance**

Building also on the results of the staff survey, DIGIT will - in collaboration with senior management - pursue the sensibilisation of managers on the importance of systematically addressing under performance. This will also mean informing and training Head of Units, and reporting officers in general on existing methods to implement corrective measures.

## Well-being

### 1. **Implementation of the FIT@WORK program**

In collaboration with DG HR, DIGIT is committed to support the implementation of actions related to FIT@WORK both in Brussels and in Luxembourg, to promote and support the well-being of all staff.

### 2. **Ensure coordination in the allocation of office space, particularly in Luxembourg**

In this context, together with OIL<sup>12</sup> substantial efforts have already been made to ensure adequate working conditions for both DIGIT staff and external providers and will continue in 2019 to ensure the best possible working conditions for staff.

## Data Protection in DIGIT

In light of the entry into force in December 2018 of the updated Regulation on data protection applicable to the EU Institutions, and the recent approval of the Commission's Data Protection Action Plan<sup>13</sup>, in 2019 DIGIT will place a particular emphasis on achieving compliance with the objectives established therein. To this end, DIGIT will launch a training and awareness program for its staff which aims at increasing their knowledge and understanding of the updated data protection requirements, and of how to apply these in their respective areas of responsibility.

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<sup>12</sup> Office Infrastructure Luxembourg

<sup>13</sup> *Commission's Data Protection Action Plan (C(2018) 7432 of 7/11/2018)*

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**Objective:** The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.

### Main outputs in 2019

Output	Indicator	Target
<b>HR-1 Increase of overall staff satisfaction &amp; productivity</b>	<p>a) <b>Staff Engagement:</b> The baseline indicator for staff engagement remains the staff Survey 2016 (63%). An increase of 5% is targeted in the 2018 staff survey. Should this target not be achieved, an action plan will be formulated to further increase staff engagement.</p> <p>b) <b>Wellbeing:</b> Continue to supporting DG HR in putting into practice the Fit@Work Strategy and Action Plan.</p> <p>Baseline: Wellbeing index score of staff survey 2016: 56%.</p>	<p>a) 68% (+5%)</p> <p>b) 61% (+5%).</p>
<b>HR-2 Planning and execution of a comprehensive Learning &amp; Development Plan</b>	<p>a) Optimal planning and execution of DIGIT's L&amp;D needs through external training budget plan.</p> <p>b) In close cooperation with the AMC,</p>	<p>a) Full coverage of identified learning needs of DIGIT staff by external training budget of DG HR in 2019.</p> <p>b) Implementation of</p>

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	<p>encourage and support career development opportunities of staff through career guidance, targeted coaching, workshops, mobility, etc.</p> <p>Baseline: Staff survey 2016</p> <ul style="list-style-type: none"> <li>- Current Job: 64%</li> <li>- Professional Future: 33%</li> </ul>	<p>career guidance and development programs (See above: <i>talent management</i>)</p> <ul style="list-style-type: none"> <li>- Current Job: 67% (+3%)</li> <li>- Professional Future: 33% (+3%)</li> </ul>
<b>HR-3 Continued implementation of DIGIT HR Strategy aimed to sustain the delivery of DIGIT's priorities in the coming years (see above: HR strategic planning)</b>	<p>a) HR planning related to the consolidation of the Digital Pole in Luxembourg</p> <p>b) Reflection on the conversion of some external providers into statutory staff</p> <p>c) Timely and effective succession planning at all levels</p> <p>d) Integration of new staff members resulting from synergy and efficiency_project on ICT</p>	<p>Implementation of set measures and strategic goals specified above</p>
<b>HR-4</b>  <b>Ensuring Understanding of Personal Data Protection in DIGIT – Awareness Raising Campaign</b>	<p>Awareness raising campaign amongst DIGIT staff launched.</p> <p>Number of trainings launched and attended by DIGIT staff.</p>	<p>Launch of DP trainings and awareness raising campaign by end of 2019.</p>
<b>HR – 5</b>  <b>Action plan as follow-up of staff opinion</b>	<p>Approval of action plan by Director-General</p>	<p>By end of Q2 2019</p>

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survey 2018		
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### B. Financial Management: Internal control and Risk management

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

**Main outputs in 2019:**

Output	Indicator	Target
<b>IC- 1 Implementation of the programme of checks in line with the control strategy</b>	Error rate detected	less than 2%

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

**Main outputs in 2019:**

Output	Indicator	Target
<b>IC – 2 Cost-effectiveness of controls on :</b>		Maintain same levels as in AAR 2018 (latest known results AAR 2017):
Procurement & payments	1) Positive conclusion in AAR 2019	1) payments costs/funds = 0.67% / procurement costs/funds = 0.14%
Revenues (charge-back services)	2) Positive conclusion in AAR 2019	2) charge back Costs/funds = 0.46%
<b>IC – 3 On time execution of payments</b>	Percentage of payments on the administrative budget made within the time limits	>95%  Latest known result AAR 2017 : 98.5%
<b>IC – 4 Internal Control Overall Assessment</b>	Positive conclusions in AAR 2019 for each IC component	Maintain or improve conclusions for each IC component



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		<p>Latest known results AAR 2017:</p> <p>Control Environment-&gt; category 1</p> <p>Risk Assessment-&gt; category 2</p> <p>Control Activities-&gt; category 2</p> <p>Information and Communication -&gt; category 1</p> <p>Monitoring activities -&gt; category 1</p>
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**Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.**

**Main outputs in 2019:**

Output	Indicator	Target
<b>IC-5 Implementation of an up-to-date anti-fraud strategy</b>	Anti-fraud strategy up to date and implemented.	Anti-fraud strategy will be updated once the corporate CAFS is available. Actions foreseen in the current strategy will be timely implemented by 31/12/2019.

### C. Information management aspects

Following the adoption of the new Commission corporate strategy for data, knowledge and information management in October 2016<sup>4</sup>, and the creation of a new Information Management Steering Board, in 2017 DIGIT committed, together with 17 other DGs, to make Ares files visible ('Commission file reader'), as a way to apply and further improve the principle of information and knowledge sharing within the DG.

The document management function is very well established in DIGIT and the DG scores quite well when compared to other DGs, also taking into account the turn-over of relevant staff. In 2019 DIGIT will stay committed to deliver an optimal performance in this domain.

The main planned outputs linked to the Better Regulation objective in the Strategic Plan are listed in Part1/Annex1 under the relevant specific objectives in the tables.

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**Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable**

**Main outputs in 2019:**

Output	Indicator	Target
<b>IM-1 Maintain effective document management system</b> (mature procedure in DIGIT) If/where appropriate, review procedures in place with a view to optimise the process.	Overall compliance with the composite indicator published annually by the Secretariat General.	Compliance maintained.

### D. External communication activities

A network for external communication activities has been established in 2017 in order to coordinate such projects in DIGIT, and in order to implement/enlarge DIGIT's contribution in this domain.

**Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.**

**Main outputs in 2019:**

Output	Indicator	Target
<b>EC – 1 Connecting Europe Facilities - Provide interoperable solutions to Member States:</b> <ol style="list-style-type: none"> <li>Regular and balanced promotion of the CEF building blocks (new and established) via CEF Digital and relevant social media.</li> <li>Raise awareness of the CEF Context Broker building block (especially on IoT and Smart Cities), eArchiving building</li> </ol>	<ol style="list-style-type: none"> <li>Number of articles and Success Stories published.</li> <li>Dissemination and promotion activities for broadening the stakeholder base and increase</li> </ol>	<ol style="list-style-type: none"> <li>Minimum 10 per month on average published.</li> <li>Regular news and Success Stories on CEF Digital published. Relevant events organised and supported.</li> </ol>

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<p>block and Big Data Test Infrastructure (BDTI).</p> <p>3. Support CEF eInvoicing building block ahead of 18 April 2019 legal deadline and beyond (deadline extendable for regional and local actors).</p> <p>4. Promote the interconnection of national eID means in the context of eIDAS.</p>	<p>engagement with them; Monitoring uptake with regard to functionality and geographical spread.</p> <p>3.</p> <ol style="list-style-type: none"> <li>Onboarding of public and private sector stakeholders'</li> <li>Information campaigns</li> <li>Success Stories</li> <li>Organise and promote trainings in MS (even after legal deadline)</li> </ol> <p>4.</p> <ol style="list-style-type: none"> <li>Promote eIDAS material in collaboration with DG CNECT</li> <li>Success Stories on implementation of eID building blocks</li> </ol>	<p>3.</p> <ol style="list-style-type: none"> <li>Reinforced support to Member States lagging behind in terms of uptake of eInvoicing</li> <li>One social media campaign launched</li> <li>Minimum four Success Stories published</li> <li>Minimum five trainings in the MS organised</li> </ol> <p>4.</p> <ol style="list-style-type: none"> <li>Minimum three articles published</li> <li>Minimum three success stories published</li> </ol>
<p><b>EC – 2 Promotion of the ISA2 programme:</b> Constantly promoting the use of the programme's outcomes through conferences, workshops, meetings, presentations, the ISA<sup>2</sup> website, Twitter and LinkedIn account, electronic and paper publications, direct mailings to stakeholders using the ISA<sup>2</sup> communication strategy</p>	<p>a) Number of events attended with an active contribution (i.e. presentation, speech, moderation or ISA<sup>2</sup> stand) such as high level conferences, interoperability related events and events that are of relevance to the individual policy areas and topics addressed by</p>	<p>a.1) At least 40 events attended with an active participation.</p> <p>a.2) ISA<sup>2</sup> events organised:</p> <ul style="list-style-type: none"> <li>At least two major events organised p.a.</li> <li>At least 5 web conferences organised.</li> </ul>

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guiding instrument.	the programme.	
<b>EC-3 EU FOSSA</b> Free and Open Source Software Auditing: DIGIT is implementing this programme and will launch several communication campaigns and one big event	a.1) Coverage of the programme in specialist journals  a.2) Event organised   a.3) Sufficient advertising of the bug bounties	a.1) Coverage in at least 5 major online publications per quarter of activity  a.2) An event, targeting one of the open source communities organised with participation of the community's key contributors  a.3) Active participation of researchers in the bug bounties.

### For external communication overall spending:

Annual communication spending (in €):		
	Baseline (2018)	Estimated commitments (2019)
EC - 1: ISA <sup>2</sup> Programme	1 Mio	1Mio
<b>Total:</b>	<b>1 Mio</b>	<b>1 Mio</b>

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### **E. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG**

For details please refer to page 38-39-40 part A. Human Resource Management.