



Strategic Plan 2020-2024

Directorate General
Human Resources and Security

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INTRODUCTION

In 2020, DG HR is modernising its current HR strategy and is embarking on a massive consultation exercise.

The main pillars of the Strategic Plan

DG HR contributes to the general objective of having “a modern, high performing and sustainable European Commission”. For this purpose, DG HR aims at fostering organisational performance, security, ethics and engagement, and at attracting, developing, deploying talents and at developing management skill. DG HR also focuses on achieving cross-cutting objectives to make the Commission even more diverse, inclusive and greener.

The ultimate impact of our policy will translate into increases in the Staff engagement index in the Commission, the improved percentage of Environmental performance in the Commission, and greater equality in gender representation in management in the Commission.

Political Priorities



The HR Strategy provides a concrete framework to implement the political priorities set up by the president of the Commission in the Commission Hahn’s mission letter. In particular:

- “develop a **new human resources strategy** to continue the modernisation of the Commission”;
- “gender equality at all levels of **Commission management** by the end of our mandate”;
- “ensuring the Commission is a **diverse and inclusive place to work.**”
- “implement the **full digitalisation of the Commission**”;
- “Commission has the right infrastructure to **face up to ever evolving physical and digital security threats**”

The HR strategy also includes the Commission's European Green Deal pledged “**to implement the objectives of the Green Deal** and to become climate neutral by 2030.”

Why a new HR strategy?

First of all, the President's Mission Letter to Commissioner Hahn included a request to develop a new HR strategy, so as to continue the modernisation of the Commission. As in any organisation, the HR strategy sets out how we intend to attract, retain and develop staff in line with the organisation's objectives, and how we intend to create the right conditions for staff to grow, thrive and deliver.

This is particularly important at this time of great change, with the Commission setting out a number of ambitious objectives, in a fast-moving global context. The world of work is changing at a very fast pace with technological change, demographic and generational issues, new ways of working, and customer and staff expectations.

The current disruptive effect of COVID-19 provides a unique opportunity to re-set the organisation and the HR function. As such, the time is now right to review and revamp our strategy in order to address these challenges and make the most of opportunities that will clearly lie ahead.

Managing human resources the best way is a win-win, they say: staff working in a pleasant environment, with the right tools and who feel valued are happier to go to work. And the better staff feel at work, the better their work will be.

Development of the HR strategy

Commissioner Hahn has called for an extensive consultation process, which provides the opportunity for all staff and stakeholders to put forward their views to enrich the current development.

DG HR is organising a series of workshops, presentations, and group and individual interviews with all levels of staff, to ensure that the new strategy meets the needs of both staff and the organisation. We are also looking outside the organisation and benchmark with other institutions, HR departments in Member States, and HR professional bodies.

The consultation process started in June 2020 and continued throughout the summer. On the basis of the outcomes of the various workshops, surveys and interviews, DG HR is consolidating the findings and identifying the main focus areas of the strategy. The current strategic plan is based on these initial inputs. HR managers are further analysing the proposed initiatives under each focus area, again with input from staff at all levels, with a view to developing a road map for each of the HR Domains, and will adapt the strategic plan 2020-2024 accordingly.

The new HR strategy will be in place as from Q1 2021.

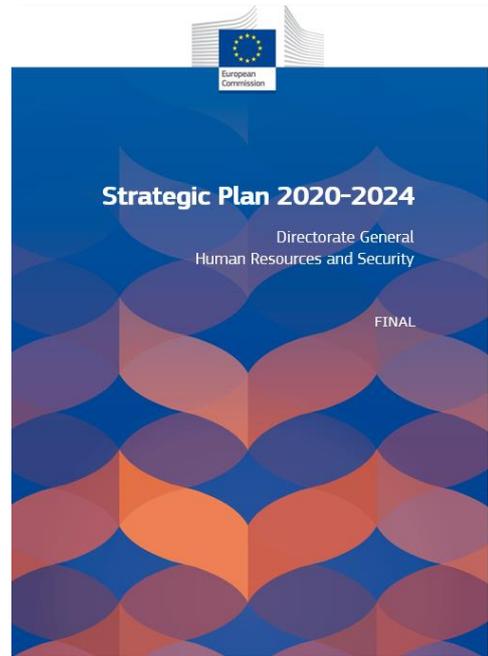


Strategic Plan Structure

The DG HR strategic plan presents our strategy for the five years of the von der Leyen Commission.

The first section presents the Commission's general objectives to which DG HR contributes, as well as the DG HR specific objectives and result indicators to modernise the HR management at Commission level.

The second section presents the DG HR contributions at local level addressing President von der Leyen's objective to modernise the Commission administration and transform the way we work.



PART 1. Delivering on the Commission's priorities

A. Mission statement

Our mission

To build a modern, high-performing and sustainable European Administration promoting excellence in the practice of human resource management, diversity and inclusion, ethical behaviour, and ensuring internal security.

Our values

- A commitment to honest, fair and ethical practice.
- A commitment to providing quality services to our staff, management and stakeholders.
- Provision of an environment that encourages innovation and recognition of accomplishments.
- Leadership in the promotion and development of human resource professionals.
- A Green Commission.
- A commitment to fostering an outward-looking organisation, closer to the citizen, and conscious of its social and environmental impact on society

Our actions

In pursuing our mission, we:

- set the HR framework within which an effective and efficient use of resources can take place, optimising our contribution to the Commission's strategy;
- efficiently and effectively deliver HR services from recruitment to retirement and beyond (covering the whole employment cycle) to the Commission through the HR core processes;
- support HR service delivery by professionalising the HR function and automating processes;
- make sure that quality services are provided to the Institution and its staff in a timely and efficient manner;
- provide health promotion and education measures for active staff and pensioners;
- ensure by enforcement measures and prevention activities that staff members maintain high standards of ethics and integrity;
- ensure the safety, security and protection of staff, property, activities and information at all places of employment;
- ensure full respect of the Staff Regulations;
- ensure open and efficient dialogue with staff representatives in order to guarantee adequate working conditions;
- communicate on a timely basis on policies, actions and initiatives of relevance with Commission staff;
- provide local HR shared services to several Commission Services;
- collaborate and coordinate with the other Institutions and Agencies on a number of areas linked to the Staff Regulations and in the implementation of HR policies;
- support the exemplary role of the Commission in its greening, in the context of the Green Deal by implementing and registering under the EMAS Regulation
- talk to and coordinate with other external stakeholders.
- Promote social engagement of staff through employer-supported volunteering and community actions.

B. Operating context

Our Legal Framework

The legal framework regarding EU staff matters is found in several legal sources which, when combined, constitute the body of law governing the European Civil Service. Those various sources need to be distinguished in relation to the 'hierarchy of norms':

1. Treaty on the Functioning of the European Union (TFEU)
2. Staff Regulations of Officials (SR) and Conditions of Employment of Other Servants of the European Union (CEOS) which may refer to other rules of equal or lower rank in the hierarchy of norms:
 - a. Council regulations
 - b. Common rules or common regulations
 - c. General implementing provisions (GIPs)
 - d. Other provisions implementing the SR and CEOS: decisions taken by each institution
3. Delegated acts
4. EU Directives
5. Case law
6. Report on the implementation of the Staff Regulations by all Institutions

Our Customers and stakeholders

EU Staff: The Commission employs approximately thirty thousand staff (officials, temporary and contract staff). These staff are concentrated mainly in Brussels (21 100 staff) and Luxembourg (3 700 staff) and are spread across over 150 locations all over the world.

Social Dialogue: To structure the involvement of staff at the appropriate level, the Staff Regulations foresees three main Social Dialogue actors:

- the Staff Committee, which is composed of elected representatives.
- the Joint Committees, which are composed of both staff representatives mandated by the Staff Committee and representatives of the Administration.
- the Trade Unions and Staff Associations which are independent private law associations.

The Human Resources (HR) community includes all staff performing HR functions in the Commission. It includes the staff in DG HR, OIB, OIL, PMO and EPSO/EUSA and HR Business Correspondents teams in the DGs and Services of the Commission.

The Administrative Offices related to DG HR (OIB, OIL and PMO) were created to allow DG HR to focus on its core tasks – namely the definition of personnel policy – and to deal with more specialised operational tasks, be more efficient and less costly, and implementing policies decided at the level of DG HR, while allowing them their effective operational responsibilities. OIB and OIL are in charge of the accommodation of personnel, the management of social infrastructure and the logistics of the institution in Brussels and Luxembourg, while PMO is responsible for the financial entitlements of staff of the European Commission and certain other EU institutions. The Director-General of DG HR chairs the Management Committees of the Offices.

The support groups are organised by staff members to provide help and advice: Association of staff with a disability in the European Commission (ASDEC), EC Disability Group, Cancer Support group, Groupement des Cercles de Loisirs (GCL).

The European Schools are an intergovernmental organisation set up by the EU Member States and the Union. The European Commission is a member of the Board of Governors together with Member States, representatives of parents, teachers and staff as well as the European Patent Office, the European Investment Bank/European Investment Fund, the EUIPO and the European Central Bank. Each member of the Board, including the Commission, has one seat and one vote. The Commission provides around 60% of the European schools' annual budget

The Agencies are bodies set up by the European Union having their own legal personality, their own budget and their own staff. The Staff Regulations apply to executive and decentralised agencies, as well as joint undertakings. Derogation to the Commission's rules are possible to take into account agencies specificities but such a derogation requires the Commission's agreement (Article 110(2) of Staff Regulations).

Institutions: HR policies and related implementing provisions affect staff of all EU Institutions, as does the EU administrative budget. Due to its size and expertise, the Commission has in many cases been the driving force behind changes related to legal bases, policies and related IT developments in the area of human resources and administration. The 2013 Reform of the Staff Regulations introduced measures to increase transparency between Institutions in this respect and mandated the Court of Justice to keep an inter-institutional register of implementing provisions related to HR policies and rules. Relations with other Institutions on HR-related matters are covered by regular meetings of the Heads of Administrations of all Institutions, which

are chaired by the Registrar of the European Court of Justice.

International organisations and Member States:

DG HR maintains partnerships with international organisations such as the United Nations (UN), the African Union Commission (AUC) and the World Bank (WB). Furthermore, DG HR is part of the European Public Administration Network (EUPAN) where information and best practices are shared between administrations.

Corporate Management Board

is chaired by the Secretary-General. It is supported by its sub-groups and, in collaboration with the Presidential and central services, provides coordination, oversight, advice and strategic orientations on corporate management issues. The corporate oversight provided by the Corporate Management Board supports and complements – but is without prejudice to – the roles and responsibilities of the College and the Members of the Commission, on the one hand, and of the Directors-General and Heads of Service, on the other.



DG HR MISSION

Build a modern, high-performing and sustainable Administration promoting excellence in the practice of human resource management, diversity and inclusion, ethical behaviour, and ensuring internal security.

DG HR OPERATING CONTEXT



Legend



Partners and customers



Under Staff Regulations of Officials and Conditions of Employment of Other Servants of the European Union



Represents the interactions between DG HR and its partners



Represents the interactions between DG HR's partners



DG HR PERFORMANCE TABLE

Commission

General objectives

A modern, high performing and sustainable European Commission

DG HR

Specific objectives



Foster a modern and high-performing organisation



Foster a secure, ethical and engaging workplace



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



Better know, develop and deploy staff



Develop and support inspiring, inclusive, people centric and gender balanced managers

Impact Indicators



Staff engagement index



% of female representation in management in the Commission.



% of Environmental performance in the Commission

Result Indicators



Allocation of human resources to Commission priorities



Staff satisfaction index



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



Staff satisfaction index



Management index

C. Strategy

Commission General objective n°7

A modern, high performing and sustainable European Commission

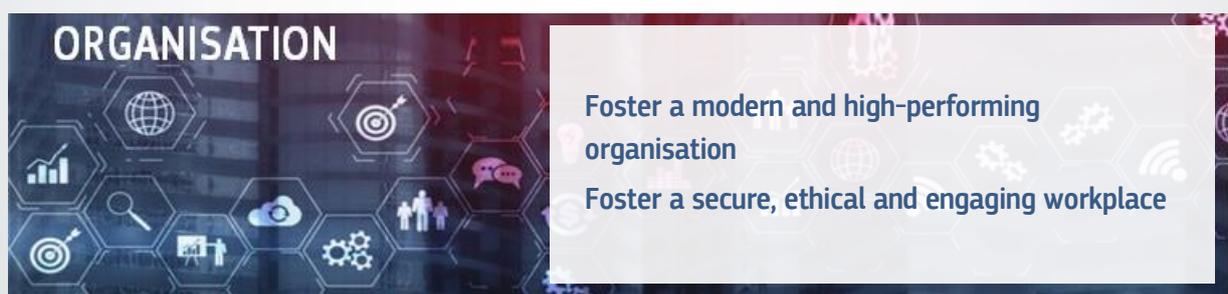
DG HR, together with services performing a coordination and support function, contributes to the seventh Commission general objective “a modern, high performing and sustainable European Commission”.

DG HR further breaks down this general objective into five specific objectives. DG HR aims at fostering a modern, high performing, secure, ethical and engaging workplace. DG HR also put staff at the centre of its strategy aiming at attracting, developing and deploying talents and at providing them with inspiring, inclusive, people centric and gender balanced

managers. On top of this, DG HR also focuses at achieving cross-cutting objectives as making the Commission even more diverse, inclusive, and even greener.

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

DG HR sets up results indicators to monitor progress towards its specific objectives.



ORGANISATION

- Foster a modern and high-performing organisation
- Foster a secure, ethical and engaging workplace



STAFF

- Attract diverse and high-quality talents to build the workforce of the future
- Better know, develop and deploy staff
- Develop and support inspiring, inclusive and people centric and gender balanced managers

1. Impact indicator: Staff engagement index in the Commission

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

Origin of the indicator: European Commission Staff Survey

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



Baseline (2018)	Interim milestone (2022)	Target (2024)
69%	Increase	Increase

2. Impact indicator: Percentage of female representation in management in the Commission

Explanation: This indicator gives the percentage of female representation at middle and senior management level in the European Commission

Origin of the indicator: DG HR

Source of the data: DG HR



Baseline (2019)	Interim milestone (2022)	Target (2024)
40.73%	Increase	>=50%

3. Impact indicator: Environmental performance in the Commission

Explanation: This looks at percentage changes in environmental indicators compared to 2014 levels. It gives the weighted average for eight Commission sites participating in the Eco-Management and Audit Scheme (EMAS) on specific core parameters. The sites are Commission buildings in Brussels and Luxembourg, as well as JRC sites Geel (Belgium), Petten (the Netherlands), Seville (Spain), Karlsruhe (Germany), and Ispra (Italy), along with DG SANTE at Grange (Ireland)

Origin of the indicator: Eco-Management and Audit Scheme Regulation (EC) No 1221/2009 and amended annexes

Source of data: [Environmental Statement 2018 results \(pg. 23\)](#)



Indicators	Baseline (2018)	Interim milestone (2020)	Target (2024)
Energy consumption of buildings (MWh / person):	-8.8%	-5.2%	Achieve greater reduction
Water use (m ³ / person):	-9.5%	-5.4%	Achieve greater reduction
Office paper consumption (sheets / person / day):	-32%	-34%	Achieve greater reduction
CO ₂ emissions from buildings (tonnes / person):	-24%	-5.1%	Achieve greater reduction
Waste generation (tonnes / person):	-15%	-9.7%	Achieve greater reduction

DG HR Specific objective 1

Foster a modern and high-performing organisation

A modern and high-performing organisation is an agile, fit-for-purpose, data-driven and digital organisation, which promotes collaboration across services. It is also a high environmental performance organisation.

Make the organisation agile and fit-for-purpose

To maximise organisational performance, the Commission is aligning workforce and structures with political priorities.

DG HR cooperates with SG and DG BUDG to prepare the resource allocation decisions in a transparent and effective way.

DG HR offers consultancy and advice to partners in the DGs on their plans for reorganisations, in order to promote efficient and flexible use of organisational structures.

Transform European Commission into a data-driven organisation

In line with the European Commission Data, information and knowledge management Strategy and the Data strategy, DG HR leads the work on enhancing staff collaboration and data skills.

Acquire and develop specialist data skills

DG HR contributes to the transformation of the European Commission into a data-driven organisation namely by improving data literacy across the organisation and by helping Services to acquire specialist data skills. The advancement of data-related technologies and the highly scientific characteristics of some of the data disciplines have led to the need for new highly specialised skill-sets. Profiles such as

data scientists, artificial intelligence and machine learning experts and big data architects need to be acquired by the organisation.

Internally, data skills need to be developed and improved for the staff of the organisation in general and especially for end-users.

The effective use of modern tools for data exploration and analytics, e.g. self-service analytics tools, and the proper handling of data as an asset, e.g. data handled by policy officers, requires basic data skills that need to be developed to become part of the established knowledge of the organisation.



Enhance collaboration skills

To ensure that a data, information and knowledge culture, and the new working methods are adopted, there is a need to enhance collaboration skills and train staff at all levels, from management down to operational levels.

In cooperation with other relevant Services (SG and other Domain Leaders), DG HR builds a learning and development offer to enhance staff's knowledge management and collaboration skills and awareness, and secure the relevant qualifications.

It covers both digital and soft skills, and cater for the needs of different staff

profiles, including policy staff, managers and specialists.

DG HR contributes to the **One Stop Shop for collaborative working and knowledge sharing** and supports the capacity building of collaboration skills through the Collaboration Hub.

Communication actions concentrate efforts in reaching out and support **changing the organisational culture**, with a special focus on middle and senior management.

One flagship action is the rationalisation of the collaborative tools landscape and the **transition to Microsoft 365**. DG HR is in the frontline to drive this transition with a change management approach as it coordinates a cross-services team dedicated to the preparation and implementation of the change actions. The change management programme is led by a steering committee comprising DGs DIGIT, HR and JRC and chaired by SG.

The outcomes of the work programme are pivotal in increasing cooperation among the different levels of the organisation, facilitating policymaking and policy implementation through better use of data, information and knowledge, and improving internal and external collaboration, with a view to facilitating the transition to an agile, flexible, digital and collaborative Commission.

To follow on the implementation of the new 'Working Methods of the European Commission' and the 'Digital Strategy' of the Commission, the Data Protection Coordinator function assists the HR business units in adopting the **'privacy by design and by default' approach for all HR digital solutions**. The objective is to enhance security of the data and achieve a better management and sharing of the data within and across HR Family services, always respecting restrictions due to data

protection, information security and other legal obligations.

Toward Digital Transformation

In line with the European Commission Digital Strategy, the Data strategy and the Synergies and Efficiencies Programme, DG HR has started the **HR modernisation and digital transformation programme (HRT)**, aimed at modernising and transforming all the layers of the HR function (client experience, processes, IT tools and data enablers).



Previous analysis and experience have shown that the current HR IT landscape is not able to support a successful transformation of the HR function. Some technologies are obsolete and have to be replaced in any case. Based on the needs of clients and the insights of HR professionals, the programme is an opportunity to invest in a new set of tools to support a modern HR function that enables the Commission to be more effective and efficient. In the course of the next years, we will have to replace IT tools and complement the existing IT landscape with solutions not part of the HR service offer today.

The **COVID-19 crisis has highlighted even further the need to modernise working methods** and the relevance and urgency of digital transformation in the particular business context of human resource management. The emerging new HR business context has clear implications on most HR services,

All core HR processes will be improved and further automated, in line with the principles and priorities that will emerge from the HR strategy.

Make the European Commission an even greener Organisation

Buildings and mobility represent the two largest contributors to CO₂ emissions of the Commission.

Mobility encompasses three areas: professional mobility, staff commuting and the fleet of service vehicles. Missions have the highest emissions impact, followed by commuting, while the impact of the fleet is much less significant.

The outbreak of the **Covid-19 pandemic** gave the Commission the opportunity to show how it can adapt to different ways of working: our Institution swiftly entered into a “**new normal**”.

This is, amongst other things, based on more staff working remotely and paperless workflows, accompanied by a greatly reduced number of physical meetings, conferences and business trips.

The **Commission intends to seize this opportunity to re-think its functioning in a greener way**, in particular with regard to building management, staff mobility (mission commuting and Commission fleet) and the circular economy (Green Public Procurement, food and catering services).



More specifically, the Commission will present a Communication in 2020 on how

it will implement the Green Deal within its organisation, **with actions to achieve the objective of becoming climate neutral by 2030**.

During the period 2020-2024, DG HR will focus its efforts on the following areas:

- Implement Workplace of the Future recommendations. E.g.: establish governance arrangements for future workplace decisions.
- Offer some hub-style office spaces or shared office desks, which would enable the agile creation of cross-DG teams as well as informal networking.
- Include Circular Economy considerations in tenders.
- Modify the Missions Guide for EC staff.
- Review of the management of the mission budget
- Adopting a new mobility plan for Commission staff.

In addition, DG HR will continue to contribute to the common Commission objective and further improve the environmental performance of the Institution. DG HR coordinates the **implementation of the Commission's Environmental Management System (EMAS)** and the renewal and further extension of Commission's annual EMAS corporate registration.

During 2020-2024, DG HR will support the Commission to extend the scope of its EMAS registration to include the executive agencies¹, as well as gradually including the EC Representations in EU member-states.

Forster collaboration with partners

The Commission seeks to harmonise the implementation of HR Policies in Agencies and fosters partnerships with international organisations and EU Member States to

¹ Either as part of the Commission's corporate EMAS registration or as a separate EMAS registration.

learn and share best practices in HR management.

The Commission supports the European Schools system and ensure that these are a

clear added value to the attractiveness of the European Civil Service.

DG HR Specific objective 2

Foster a secure, ethical and engaging workplace

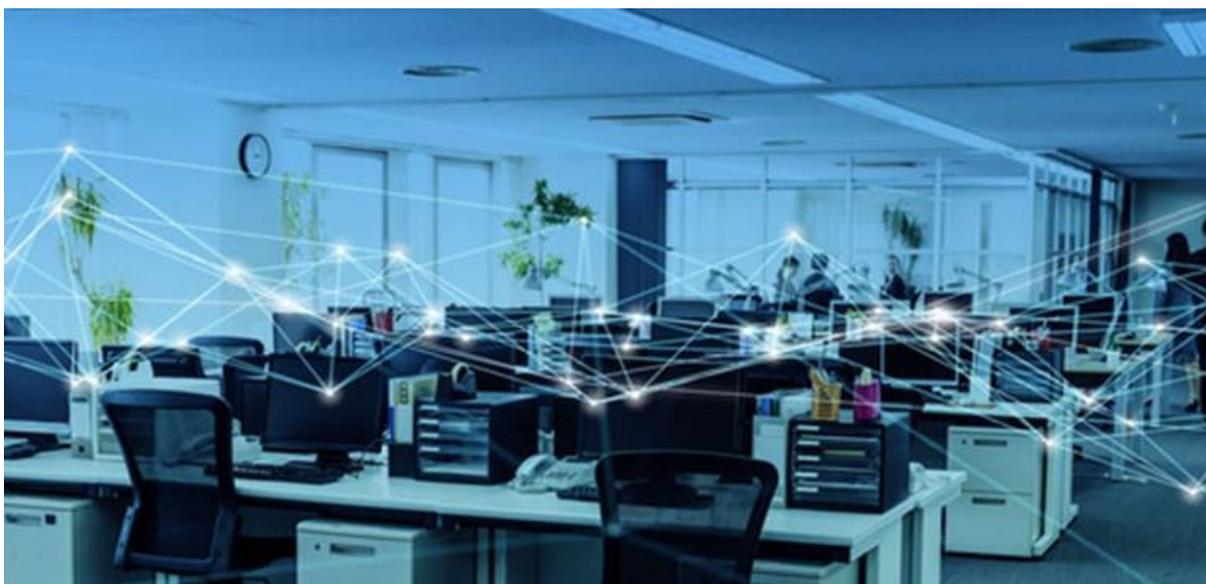
The Commission aims at providing staff members with a secure, ethical and engaging workplace to create the right working conditions for healthy staff as a key factor for the overall productivity and performance of the organisation. Lessons learnt during the COVID-19 pandemic are being taken into consideration.

A - Foster a secure workplace

DG HR's mandate is to ensure the effective protection of the Commission's staff, assets and information in order to provide a **secure working environment**. Security policy supports the Commission in executing its mandate and meeting its institutional and legal obligations, including its duty of care towards its staff. Security policy also contributes to business continuity.

One of the security challenges ahead is to enhance **cybersecurity** in the context of the digital transformation of the Commission. Another key challenge is to enhance the resilience of the institution to growing intelligence threats, and in particular unauthorised access to its sensitive information. They require both improving technical solutions and ensuring the ownership and commitment of staff.

Strengthening the **security culture** plays a crucial role in mitigating security risks in the Commission. This is done through numerous security awareness-raising actions, covering all fields of intervention (cyber, counter-intelligence, counter-terrorism, physical access etc.).



B - Foster an ethical workplace

The Staff Regulations and implementing rules contain a clear framework with regard to the working conditions and career of staff, providing for the necessary flexibility to accommodate both the needs of the service and the interest of staff. In a working environment marked by continuous change and fresh challenges, the Commission has to keep these implementing rules of the Staff Regulations under review constantly and, where necessary, update the rules so that they remain fit for purpose while keeping within the frame of the European public service law and policy.

In order to improve and reinforce the legal framework of **social dialogue** procedures, a modernisation of the legal texts relating to the composition and functioning of staff committee, the modalities of election of the staff representatives and the relations between the Commission and the representatives trade unions and staff associations is required.

Ethics is gaining more and more prominence in the public debate and in the discourse about governance and civil service, becoming an integral and key part of human resources management.

The Commission strives to maintain **high standards of ethics and integrity** by staff members, who comply with their statutory obligations.

For the European public administration to be sound it must involve public trust, which is a keystone of good governance together with integrity, transparency, and accountability.

The costs of misconduct on the part of those who have been entrusted with guarding public interest and resources cannot easily be quantified, as they would result most importantly in losses in trust

and confidence in public institutions. Further articulating the ethical principles in an adequate legal framework along with keep instituting ethics in the European civil service is therefore as important as ever.

The Commission has a highly developed set of ethical values, principles and rules to foster high ethical standards and to prevent any risk of perceived real or potential conflict of interest situation. This has allowed the Commission to be regarded as an example in this field with recognised high standards. The Commission considers that the rules provided in the Staff Regulations are sufficient to cover the risk of appearance of conflicts of interest, even more so with the related amendments that have entered into force on 1 January 2014. Nevertheless, whenever needed, the Commission engages in revising the rules implementing the Staff Regulations or adapting measures and tools to integrate as far as possible the lessons learnt to adequately face new risks and new potentially negative situations. In addition, an enhanced ethics culture and ethical behaviour must continue to be widely promoted across the institution via targeted outreach initiatives and awareness raising actions.



New challenges to the Commission's ethical framework must be met with solutions that are translated into an effective system of workable, manageable and enforceable standards.

A strong ethical framework defines and underpins a well-constituted, modern public

C - Foster an engaging workplace

Invest in and promote the health of staff

Creating the right conditions for healthy staff is a duty of the institution and it is a key factor for the overall productivity and performance of the organisation. There is a need for analysing the morbidity profile of our staff in an annual Staff health assessment. On this basis, specific prevention strategies will address the most frequent non-communicable diseases leading to absences from work. Immunisation campaigns and strict compliance with hygiene-at-work measures will become the permanent solution against the spread of communicable diseases at the workplace.

Healthy staff are at the centre of the health and wellbeing policy of the Commission, which aims at ensuring their physical and mental wellbeing, notably at the workplace. **Preventing illnesses, follow-up of sick leave, recovery and returning to work** are also essential aspects of the duty of care towards the staff and their wellbeing. It is proposed to develop a new return to work programme and to implement it using the tools available to enhance returning to work after sickness. This new programme should include compulsory deadlines, consultation with the staff member, control and occupational medicine.

Following the priorities set by Commissioner Hahn and the need for increased efficiency in proposing a professional health service to the staff, it is proposed to **adopt the latest technologies for assisting staff by teleconferencing, teleconsultation and mobile applications**. In addition, a plan of modernisation and standardisation of SERMED (the EC Electronic Health Record) in order to

service and cannot be overstated.

transform the system into a tool to fully support the health strategy of HR.

The two elements of the **digital health strategy** in the Commission would bring important benefits in terms of early prevention of diseases and occupational diseases, increased motivation of staff, prevention of abuse and better use of existing medical resources.



Engage staff

In order to face the demands of increasing work levels, the ultimate aim is to have staff members that are healthy and engaged, highly productive and continuously seeking out opportunities to learn new things throughout their careers, while enabling them to reconcile their personal and professional life in a healthy, sustainable and balanced manner.

DG HR will Build on the unprecedented experience of large scale, full-time teleworking for several months during the COVID-19 pandemic to adapt its strategy with regard to physical and mental wellbeing and workplace and social integration.

Physical wellbeing

- Encourage physical fitness and greener mobility.

- Augment the Where2GO application with fitness activities
- Prevention of diseases by health monitoring, increased access to the annual check-up and vaccination campaigns – increased coverage by developing Health Apps, the Appointment App and improving monitoring and intelligent alert capabilities in SERMED for Appointment and Vaccination Apps.

Mental wellbeing:

- Working arrangements to prevent digital overload: protected thinking time; team agreements. Ensure respect of work and private lives.
- Revision of the Commission decision on telework in order to update it and to incorporate the experience of both the five past years as well as the COVID-19 pandemic.
- Revision of the Commission decision on working time regarding notably core time availability.
- New manager profile focussing on managing performance by results, caring for staff, feedback culture, social connection.
- Increase support to managers and to staff on mental wellbeing.
- Support staff to overcome private and professional challenges in order to obtain a sustainable work life balance, be resilient, and feel supported through an integrated approach.
- Return to work Policy – development of a new framework for return to work, including all actors.

Wellbeing at the workplace

- Provide proactive ergonomic assistance to staff to prevent ailments. Provide or subsidise ergonomic equipment for staff who need it at home for regular teleworking and who need adapted equipment.

- Adaptation of the Commission environment (e.g. Screens available in the meeting rooms of all buildings so people can connect from everywhere).
- Greater use of agile cross-functional teams across organisational boundaries to respond to emerging projects and priorities, collaborating digitally.
- Staff on-boarding and integration: programmes for the integration of newcomers and active staff.

Social integration through volunteering

Social integration, in the form of meaningful social attachments to the people and places where they live, is an important factor in determining health and wellbeing. The Commission's Corporate Social Responsibility (CSR) programme promotes volunteering activities within and outside the workplace as a means of getting more staff more involved and engaged in their local communities. A CSR social engagement objective. Volunteering to help others has been shown to improve mental health and employer-based volunteering has a positive effect on staff engagement. Being open to and connected with society is also a contributing factor in Commission attractiveness as an employer. Volunteer for a Change – develop a new framework for employer-supported volunteering, including new forms of volunteering such as skills based initiatives helping individuals and NGOs; and 'green' volunteering.

Develop volunteering activities in support of core HR functions eg learning and development.

Corporate Social Responsibility and HR

CSR priorities in the HR domain - review of priorities identified in 2016 (social engagement, environmental impact and provisions for staff with a disability).

Ensure alignment with prevailing policy priorities, with reference to Objectives 3, 4 and 5.

DG HR Specific objective 3

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

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

Ensure a right mix of staff

The Commission aims at offering a unique opportunity to build an interesting career in a multinational, multilingual and multicultural environment where diversity and equality are at the forefront of HR policies.

In this context, the Commission must secure the right mix of staff, ensuring diversity and inclusion and avoiding any form of discrimination. This will require:

- The definition of a **revamped talent acquisition strategy** and ensuring the attractiveness of the Commission employment package, i.e. with diversity and equal opportunities at the centre of the working environment, work methods and career development.
- **Monitor gender equality** with regard to recruitment flows of officials and temporary agents in the AD function group in grades AD5-AD12, as a key indicator to ensure 50% female representation at middle and senior management levels in the Commission in the long term.

Ensure a geographical balance

The value of the European civil service lies in its cultural and linguistic diversity which can only be ensured if appropriate balance is secured regarding officials' nationality.

The Commission report COM/2018/377 concluded a significant imbalance between nationalities among officials occupying non-managerial AD functions in grades AD5-AD12.

Furthermore, the report found that 10 nationalities of the pre-2004 Member States [Denmark, Germany, Ireland, France, Luxembourg, the Netherlands, Austria, Portugal, Finland and Sweden] were under-represented among the junior grade administrators in the Commission (AD5-AD8).

Since the publication of the report, the number of under-represented nationalities has grown to 12 (i.e. nationals from the Czech Republic and Cyprus). This grade bracket deserves particular attention in a dynamic perspective as a balanced representation in this bracket today is a pre-requisite for a balanced representation of nationalities among the higher grades in the longer term.

The report showed that such under-representation is closely linked to a low participation rate of nationals from the under-represented Member States to EPSO competitions. Such unbalanced distribution of candidates seems to reflect an uneven attractiveness of the Commission as an employer across the Member States.

With a view to redressing the situation, the Commission must act along the following lines:

- Ensuring the **attractiveness of the Commission employment package across all Member States**.
- Addressing geographical imbalances in entry level grades in the AD function group with targeted measures towards candidates from under-represented Member States to **promote communication and employment at the Commission for identified groups of potential candidates**. DG HR also aims to deepen cooperation with under-represented Member States on exchanges and mobility to and from the EU institutions, as well as by taking part in information sessions with under-represented Member States.
- Furthermore, DG HR is working to identify measures that would serve the objective of redressing the trends described above, in full respect of the existing legal framework. General Implementing Provisions will then be drafted to give effect to Article 27. These provisions should aim at **better aligning the distribution by nationality of available laureates on reserve lists** in order to ensure that Commission workforce adequately reflect the distribution of EU citizens by nationality.



Ensure better matching of selection and recruitment to the needs of the institution

It is essential that recruitments carried out be in line with the often evolving needs of the institution. The current planning of recruitment needs, done mainly on the basis of the information provided by the DGs, should be more proactive and also be based on better knowledge of the profiles and skills available, expected turnover and changes in future needs. Similarly, the number, type and level of staff should be better taken into account to meet need and be attractive in a competitive world. In addition, the modalities of selections are also a way of ensuring that the selected staff have the skills to meet these needs.

In particular, DG HR will carry out the following activities:

- **Keep data on available profiles, expected turnover and future needs**, to be regularly updated.
- **Review of the competition modalities** to ensure that the selection model further allows to select applicants that fully meet the requirements, and the compliance of the linguistic regime of the competition that has been challenged before the EUCJ.
- **Review the selection and use of Temporary Agents:** A new decision on temporary agents would be a vehicle for the change in the selection, grading and contract duration of TAs which would foster both the efficiency and flexibility of the staff intake process and the attractiveness of the Commission as an employer, especially for specialised profiles.
- **Monitor the number of probationers** who successfully conclude their probationary period and are established as permanent officials, in order to assess the adequacy of the

selection and recruitments to the service needs.

- **Review the selection and use of Contract Agents:** The increasing recourse to contract agents in recent years raises many questions as to the number, place and role of this category of staff within the institution. In addition, the new selection methods implemented with the permanent CAST do not allow the DGs to easily find the profiles and skills they are looking for.

Professionalise and accelerate the recruiting process

Experience shows that the selection and recruiting process is complex and lengthy both from the perspective of applicants and managers. We need to ensure a simpler and more efficient selection and recruitment of talents from all Member States and from a broad range of professional, social and economic backgrounds.

The improvement and acceleration of these processes rests on the further professionalisation of the actors involved and the development / acquisition of modern tools.

In particular:

- **HR professionals provide enhanced assistance in the selection of candidates.** They are trained to match the DGs' field of activity and priorities with the corresponding job profile requirements. They acquire further specialisation in headhunting, critical analysis of CVs and in interviewing techniques.
- **Digitalisation of the recruitment process:** The procedures currently used for the selection of candidates in the DGs and for the recruitment process still rely heavily on manual processing of a considerable number of paper documents or on individual assessment of CVs. The use of new technologies would speed up and increase the efficiency of the process, and make the experience more pleasant for candidates, contributing to a better image of the offer of the Commission as an employer.
- Artificial Intelligence technologies for screening CVs.



DG HR Specific objective 4

Better know, develop and deploy people

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

Modernise the Commission-wide headhunting service

The pilot headhunting service helps managers to proactively search for candidates for their vacancies, thereby helping the Commission better explore its talent pool and facilitate staff mobility. Currently, obtaining relevant supporting data (based on eCVs and job descriptions) takes six weeks as it is not automated. Each search usually requires several days of work. DG HR is working on deploying an IT tool (HR search) with the purpose of reducing this time, thereby improving the efficiency of the service.

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

The aim is to support staff, including through career assessments and the identification of jobs, to progress towards their career goals while delivering on the Commission priorities. To this end, DG HR will increase the usage and impact of the Career Guidance (CG) Service, which helps staff explore their motivation, skills and competencies, clarify their goals, areas for development, interest in the workplace and make well-informed career decisions. Special efforts will be devoted in 2020 and the following years to develop online training material on careers, as well as equipping the Career Guidance Officers (CGOs) with additional information on organisational context and HR rules, procedures and programmes. In this context, DG HR will notably rely on statistics on the level of career guidance activity recorded in the Career Guidance Module (CGM), and satisfaction surveys filled in by staff who attended CG sessions indicating whether their expectations are being met.



Support EU collaboration

Europe should play a key role in developing collaboration at a global level. To achieve this, managers and staff need to acquire new skills and techniques so that they can adapt and be agile.

They need support to further develop a collective mindset about what Europe needs. To this end, the learning activities under the heading 'Supporting EU collaboration' will aim to provide capacity-building to lead the change.

An emphasis will be put on transformative experiences and on building a sense of community. Actions proposed will be organised around the following goals:

- providing a supportive context;
- developing inclusive leaders and empowered staff;
- developing a culture of adaptation and flexibility; and
- supporting clarity of vision and an open communication culture.

Learning packages on digital skills

DG HR will provide learning solutions to ensure that staff are able to use the Commission's chosen digital solutions effectively. Learning packages will be developed for digital skills according to different staff profiles.

Wherever possible, these solutions will be provided as learning materials (guides, eLearning, videos) available at the point of need to reach the widest possible audience.

Specific courses will also be available for staff requiring more specialised knowledge. The offer will be systematically reviewed to take account of emerging fields and new digital solutions.



Retain and develop the internal pool of talents

With changing expectations from job seekers and increased competition with other employers, working for the Commission must remain an attractive career option by domestic standards in all Member States. To deliver on its priorities, the Commission must keep staff motivated to work for the EU throughout their entire career. In order to retain and develop current staff, the institution must give them an opportunity to pass internal competitions to be appointed as officials or progress in their career, and offer the right career and working conditions, thereby investing in its people.

In this respect, DG HR will undertake the following measures:

- **The confirmation of the Junior professionals programme** as part of the Commission recruitment toolbox to attract a diverse population of talented young ADs from all Member States. Based on the results of the evaluation

carried out in 2020, the Commission should adopt a decision confirming the programme as a permanent tool to modernise its recruitment, attracting and developing junior talents.

- **Planning of more regular internal competitions** in line with the assessment of Commission needs to retain highly qualified talents and enhance career progression.
- **Analysis of the reasons for resignations and actions on the number of resignations:** about 600 people a year resign and leave the Commission. Most of these resignations seem to be due to better working conditions obtained elsewhere (career perspectives and salary in particular). An analysis of the underlying reasons for these resignations is therefore needed. The decrease in the number of resignations due to attractiveness reasons can be a useful indicator to measure the institution's capacity to retain its staff.



DG HR Specific objective 5

Develop and support inspiring, inclusive and people-centric and gender balanced managers

The Commission's managers should be recognised for their very good knowledge of their policy areas as well as their people-management skills.

DG HR aims at reaching gender equality at each management level. The objective of DG HR is to ensure that commission managers are inspiring and inclusive leaders, able to effectively manage, empower and develop their staff to enhance individual, team and organisational performance. In addition, DG HR intends to offer them opportunities to broaden their horizons and to develop

across the board networks of peers with whom they connect, collaborate and join in their efforts to deliver on priorities.

DG HR will also support manager to ensure that they are successfully managing the organisation's swift transition into the digital age. To this end, **what is required from managers in terms of technical competencies, soft skills and behaviours** will be further specified to facilitate their selection, career progression, development and accountability.



D. Key performance indicators

In Addition to the 3 impact indicators related to the general objective “*General objective: A modern, high-performing and sustainable European Commission*”, namely Staff engagement index in the Commission, the percentage of female representation in management in the Commission and Environmental performance in the Commission, DG HR selected five key result indicators reflecting the core aspects of HR’s performance, to monitor progress towards the implementation of HR specific objectives.



PART 2. Modernising the administration

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DG HR has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

A. Human resource management

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

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, DG HR is developing and constantly adapting/revising a local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy. Among a number of other elements, the strategy will include the talent management and staff engagement initiatives highlighted below.

Women in management, career, communication, collaboration

DG HR has met its goal for female representation in management with 44% of female managers in middle management as of May 2020. DG HR will ensure that the goal continues to be met or surpassed in the future. DG HR also boasts a positive staff engagement index of 70%, slightly above the Commission average of 69%.

Given the positive performance in these two areas, DG HR conducted an analysis of the current situation and needs for the organisation. This led to the decision to focus on three key areas for development identified through staff feedback: (1) supporting staff in managing their careers, (2) bolstering senior management communication, and (3) improving working methods and collaboration within the DG.

DG HR created three staff-led working groups to develop actions that would address each of these areas. The implementation of the actions started in early 2020 and will continue into the following year and beyond, allowing also for flexibility in order to adapt to evolving staff needs.

Staff Engagement and Well-being

During these uncertain, unprecedented and particularly challenging times, DG HR is intensifying its efforts to support staff and ensure the organisation can react in an agile and flexible way to meet staff and organisational needs. In order to do so, DG HR has boosted its internal communications and staff engagement, strengthening senior management communication and obtaining frequent feedback from staff through pulse surveys, among other actions.

Moreover, a Staff Engagement Task Force has been created within the DG, pooling resources and expertise from the HR Business Correspondent Team, the corporate internal

communications unit (A.4) and the network of Directors' Assistants. The health and wellbeing of staff continues to be at the forefront of DG HR's priorities and will be the focus of communication campaigns, psychosocial support, guidelines and advice issued by the medical service, targeting staff members as well as all levels of management.



B. Sound financial management

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

DG HR works continuously on ways to improve the effectiveness of its internal control system and the control strategy. The performance in the past years confirm this sound approach, which will be maintained in the coming years, adjusting it when required so the DG has reasonable assurance all resources were used in applying sound financial management.



C. Fraud risk management



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

Since its adoption in 2013, The nature of fraud risk in the Directorate-General has not changed. This has been confirmed in a fraud risk assessment carried out in early 2018. The fraud risks identified in the current Anti-Fraud Strategy therefore remain valid. What has changed since the full implementation of the current strategy's action plan, is that the residual risk level of the identified fraud risks has further decreased.

In 2020, the DG HR Anti-Fraud Strategy will be updated, hereby implementing the new Commission Anti-Fraud Strategy, CAFS. The action plan will equally be updated and implemented. The update is expected to result in few changes compared to the prior strategy, given the results of the 2018 risk assessment. The action plan will be started immediately after adoption of the new Strategy, aiming to be 100% implemented by 2022. Following the updated fraud risk assessment in 2018, the actions will focus mainly on continuing awareness raising actions and training on ethics, maintaining an anti-fraud component in all key internal control processes, e.g. a distinct fraud risk assessment embedded in the overall risk assessment exercise.

The impact of the COVID19 crisis and impact of measures taken on fraud risks, will be an integral part of the new Anti-Fraud Strategy. Should specific actions be required, these will be integrated in the action plan.

The Anti-Fraud Strategy will be regularly reassessed, with a full review programmed in 2023. Fraud risks will be updated regularly, as an integral part of the yearly risk assessment exercise.

D. Digital transformation and information management



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

In the context of HR Digital transformation and information management DG HR will:

- Put the Data Stewards Coordinators in charge of the access management of the data assets;
- Continue to refine and complete business definitions together with the Data Steward Coordinators;
- Start a GAP analysis as follow-up to the DataStrategy@HR Family maturity model. Each data-related domain is assessed (AS IS) and actions for the target maturity levels (TO BE) are drafted. The outcome will be an action plan integrated with the HR Transformation Programme.

DG HR involves the HR Family – PMO, EPSO, OIB/OIL in the HR Transformation and particularly in sharing the data governance progress across the HR Family.

The Commission's 2020-2024 Strategic Management Plan has introduced the ambitious objective that all Commission staff (100 %) obtain awareness about the requirements of Regulation (EU) 2018/1725 by 2024.

As DG HR main business relates to people, the general level of knowledge about data protection among DG HR staff must be further improved.

Data protection awareness and visibility within the Commission and among data subjects across Europe is increasing. Higher awareness will most likely lead to an increase in data subjects' requests addressed to the Commission.

Furthermore, the strengthening of data subjects' rights by Regulation (EU) 2018/1725, and our commitment to move towards truly digitally transformed, user-focused and data-driven Commission lead to a number of novel issues, which DG HR will address:

1. Increased use by staff of the courses and e-learning materials already available through EU Learn on the essential concepts established by the new data protection regulation.
2. Putting in place in cooperation with the DPO of a new, practice oriented training, including on administrative policies in the form of an e-learning course, combined with regular Q&A webinars with data protection experts
3. Control attendance of the data protection trainings and awareness raising activities, based on periodic reporting of staff participation per HR Directorates with the follow-up carried out at the local level. Special focus on newcomers and managers' attendance.

DG HR will established a communication and training plan to ensure that all DG HR staff members will have the appropriate level of awareness on data protection compliance framework according to their tasks and responsibilities.

E. Sound environmental management



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

DG HR coordinates the implementation of the Commission's Environmental Management System (EMAS) and the renewal and further extension of the Commission's annual EMAS corporate registration. During 2020-2024, DG HR will support the Commission to extend the scope of its EMAS registration to include the executive agencies which are under the Commission facilities management control, as well as gradually including the EC Representations in EU Member States.

In 2020, DG HR proposed to the Directorates Generals and Services, as a "guide", an indicative list of local activities with a view of further reducing their environmental impact, in line with the overall corporate environmental commitments.

During 2020-2024, DG HR will progressively implement actions in a cost-efficient manner, for example:

- Promote in DG HR the two EMAS annual corporate campaigns and identify local environmental and staff awareness actions about DG HR's total energy/water/paper

DG HR Strategic Plan 2020-2024

consumption and waste generation and communicate on observed trends to staff (once per year), based on verified data from the Commission's Environmental Statement.

- Further improve paperless working methodologies: e.g. e-signatories, financial circuits, collaborative working tools.
- Promote staff awareness actions about sustainable commuting i.a. during the EU Mobility week (September) and VeloMai corporate events (May).
- Raise staff awareness on the number of bike parking facilities, lockers and showers, in collaboration with OIB/OIL and communicate to OIB/OIL any complementary needs.
- Gradually increase the number of videoconferencing meeting rooms in the DG and their use, in collaboration with DG SCIC.
- Based on corporate EC staff professional trip (mission) data, analyse DG HR's missions trends /patterns with a view to reducing their carbon footprint (e.g. Limit the number of participants on the same mission, promote the use of more sustainable travelling options and promote the use of videoconferencing).
- Implement the [EC Guidelines for sustainable meetings and events](#) to DG HR meetings and events, e.g. no single-use plastics, no gadgets for conferences and events.
- Enhance, in collaboration with OIB/OIL, the promotion and labelling of the waste sorting schemes in place,
- Promote the use of green items in the EC office supplies catalogue in DG HR.
- Introduce, in collaboration with OIB a DG HR-specific office supplies catalogue, including as much as possible 100% green items. Gradually introduce Green Public Procurement criteria in contracts during their renewal whenever relevant, and monitor this process.

ANNEX I : Performance tables



DG HR PERFORMANCE TABLE

Commission General objectives

A modern, high performing and sustainable European Commission

Impact Indicators



Staff engagement index



% of female representation in management in the Commission.



% of Environmental performance in the Commission

DG HR Specific objectives



Foster a modern and high-performing organisation



Foster a secure, ethical and engaging workplace



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



Better know, develop and deploy staff



Develop and support inspiring, inclusive and people centric and gender balanced managers

Result Indicators



Allocation of human resources to Commission priorities



Staff satisfaction index



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



Staff satisfaction index



Management index

Commission General objective n°7

A modern, high performing and sustainable European Commission

1. Impact indicator: Staff engagement index in the Commission

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

Origin of the indicator: European Commission Staff Survey

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



Baseline (2018)	Interim milestone (2022)	Target (2024)
69%	Increase	Increase

2. Impact indicator: Percentage of female representation in management in the Commission

Explanation: This indicator gives the percentage of female representation at middle and senior management level in the European Commission

Origin of the indicator: DG HR

Source of the data: DG HR



Baseline (2019)	Interim milestone (2022)	Target (2024)
40.73%	Increase	>=50%

3. Impact indicator: Environmental performance in the Commission

Explanation: This looks at percentage changes in environmental indicators compared to 2014 levels. It gives the weighted average for eight Commission sites participating in the Eco-Management and Audit Scheme (EMAS) on specific core parameters. The sites are Commission buildings in Brussels and Luxembourg, as well as JRC sites Geel (Belgium), Petten (the Netherlands), Seville (Spain), Karlsruhe (Germany), and Ispra (Italy), along with DG SANTE at Grange (Ireland)

Origin of the indicator: Eco-Management and Audit Scheme Regulation (EC) No 1221/2009 and amended annexes

Source of data: [Environmental Statement 2018 results \(pg. 23\)](#)



Indicators	Baseline (2018)	Interim milestone (2020)	Target (2024)
Energy consumption of buildings (MWh / person):	-8.8%	-5.2%	Achieve greater reduction
Water use (m ³ / person):	-9.5%	-5.4%	Achieve greater reduction
Office paper consumption (sheets / person / day):	-32%	-34%	Achieve greater reduction
CO ₂ emissions from buildings (tonnes / person):	-24%	-5.1%	Achieve greater reduction
Waste generation (tonnes / person):	-15%	-9.7%	Achieve greater reduction

DG HR Specific objective 1

Foster a modern and high-performing organisation

Foster a modern and high-performing organisation

Result indicator: Embedding Change & Innovation

A modern organisation embraces change and encourages staff to engage in improvement activities.

Explanation: The indicator measure how staff perceive the Commission’s capacity to embed change and innovation. The index includes culture that embraces change, change management, encouragement to come up with new and better ways of doing things, working together to improve the way we deliver on tasks.

Source of data: Staff Opinion Survey (2018-2019)

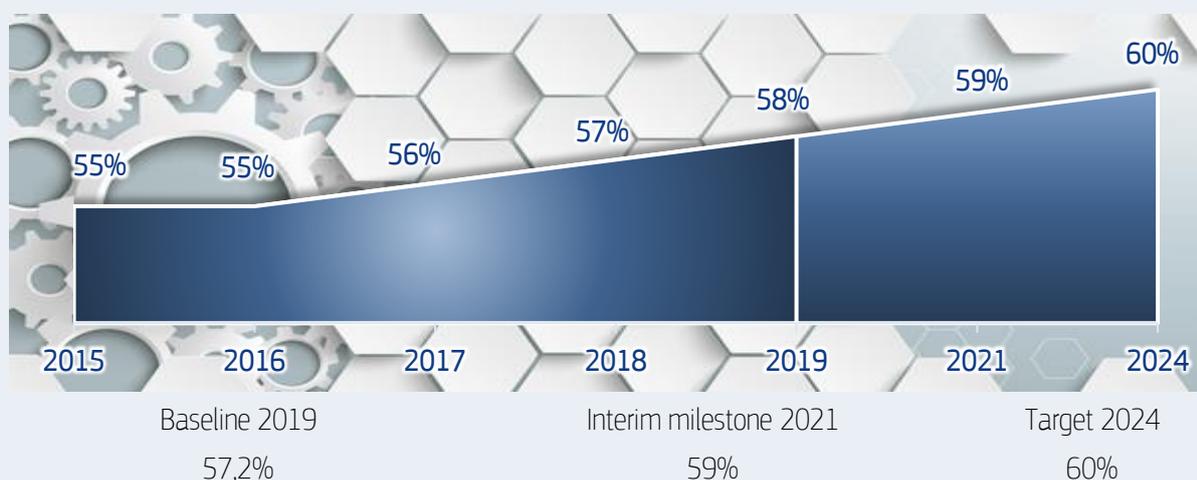


Result indicator: Allocation of staff to priorities

A high performing organisation aligns workforce and structures with political priorities, and identifies ways to better exploit digitalisation and simplification to optimise support processes

Explanation: Allocation of human resources to Commission priorities measures the percentage of Jobs dedicated to operations, i.e. Commission priorities.

Source of data: Sysper – Atlas



DG HR Strategic Plan 2020-2024

Result indicator: Level of satisfaction with HR services

A high performing organisation promotes excellence in the practice of human resources management, diversity and inclusion, ethical behaviour.

Explanation: This indicator measures staff and managers satisfaction with services from DG HR

Source of data: HR Customers Satisfaction Survey Full Report

	Baseline 2019	Interim milestone 2022	Target 2024
Overall satisfaction	68%	>70%	>75%
Overall level of quality	59%	>65%	>75%
Satisfaction of staff	69%	>70%	>75%
Satisfaction of managers	60%	>70%	>75%

DG HR Specific objective 2

Foster a secure, ethical and engaging workplace

Result indicator: Staff satisfaction index

Staff are sufficiently resilient to cope with the increased demands in a period of change because they are satisfied with the working environment.

Explanation: The Staff satisfaction Index measures how happy staff are with their working conditions and environment, promoting diversity, equality and staff wellbeing. It is formulated from the results of 35 staff survey questions.

Source of data: Staff Survey

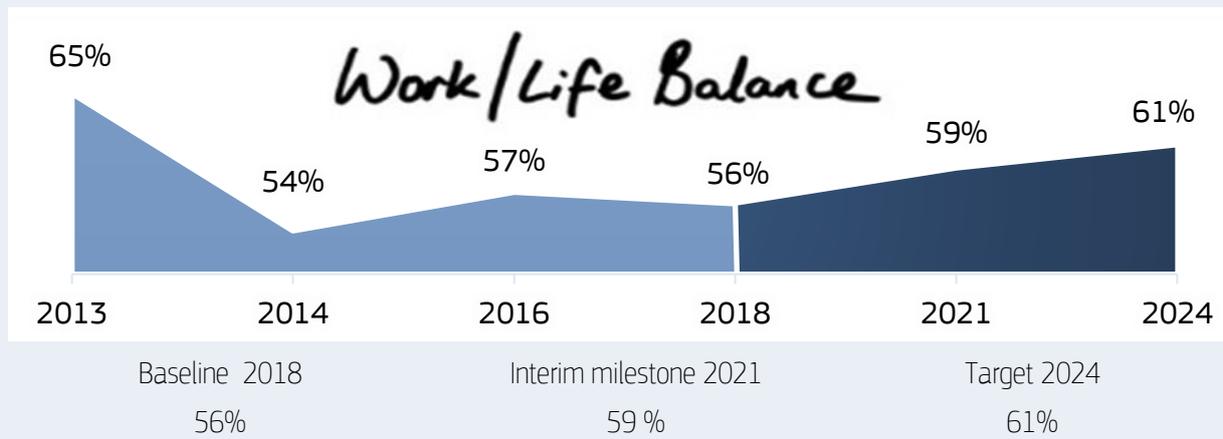


Result indicator: Offer sufficient flexibility in working conditions

Align Commission policy on flexible working arrangements with the specific needs of the organisation and staff to adapt to the “new normal”.

Explanation: Assess current offer in terms of flexible working arrangements and adapt where needed.

Source of data: Staff Opinion Survey – “I achieve a good balance between work life and private life”



DG HR Specific objective 3

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

Result indicator: Average length of the recruiting process

The time currently needed to issue offers could be further improved by means of a combination of administrative and technical measures. We need to ensure a faster recruitment of talents from all Member States and from a broad range of professional, social and economic backgrounds.

Explanation: The indicator measures how fast the recruitment process can be and how the implemented actions can reduce its length. The indicator refers to the recruitment of officials and measures the length of time between the moment when a recruitment request is addressed to the central unit dealing with recruitment in DG HR and the moment when the offer letter is signed by the Appointing Authority.

Source of data: DG HR Directorate B and D

	Baseline 2019	Interim milestone 2022	Target 2024
When a medical visit is not needed	80% finalised within 30 calendar days	85% finalised within 21 calendar days	90% finalised within 14 calendar days
When medical visit is needed	80% finalised within 60 calendar days	80% finalised within 30 calendar days	80% finalised within 25 calendar days

Result indicator: Number of nationalities significantly under-represented in the AD5-AD8 grade bracket (non linguistic functions)

Explanation: This indicator will measure the effectiveness of the actions targeted at ensuring balanced recruitments.

Source of data: Datawarehouse - staff composition by nationality



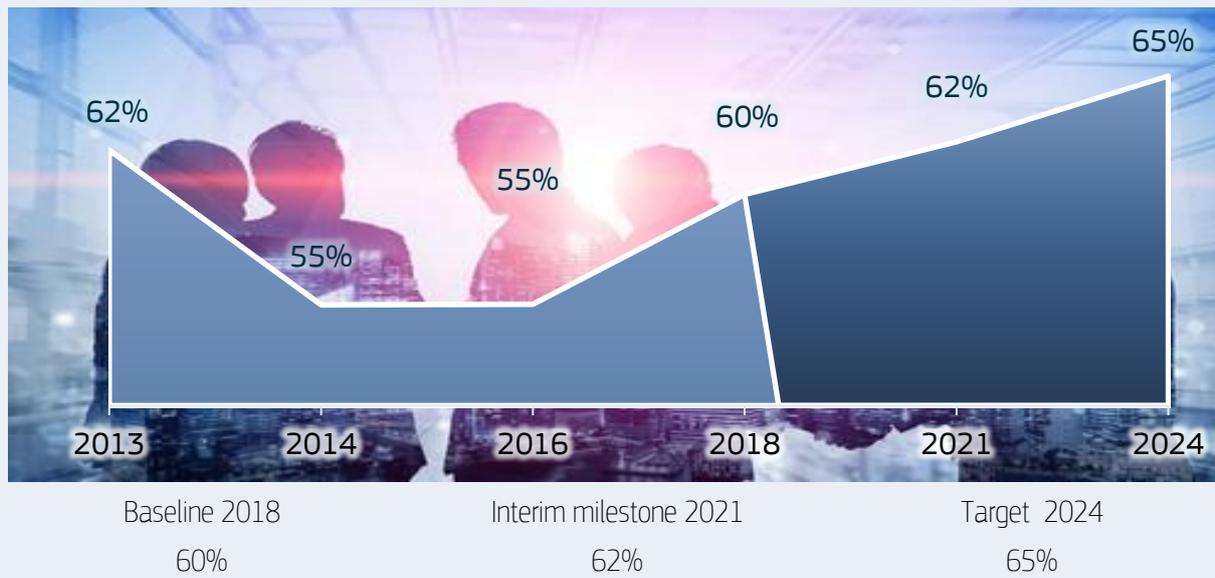
DG HR Specific objective 4

Better know, develop and deploy people

Result indicator: Staff motivation index

Explanation: Staff motivation Index measures the extent to which staff are motivated by the prospect of getting a job which better fits with their skills as well as being given more responsibility, a promotion, or other types of recognition. The Staff Motivation Index is based on a combination of questions from the staff survey in one overall figure.

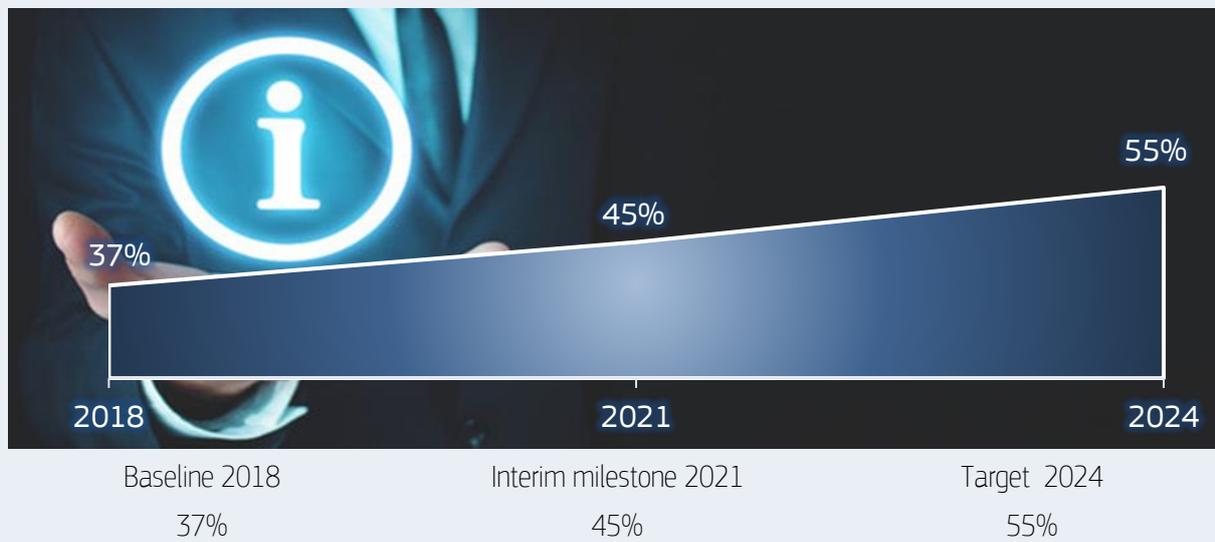
Source of data: Staff Survey



Result indicator: Staff informed about career management

Explanation: Staff know the career structures and the HR services available to them to manage their career. This indicator measures the extent to which staff are aware of the available support to develop their career in line with their aspirations and about the Commission career structures.

Source of data: Staff Survey



Result indicator: The reach of the Career Guidance (CG) service and satisfaction with the service

The CG service aims to help staff explore their motivation, skills and competencies, clarify their goals, areas for development, interest in the workplace and make well-informed career decisions. Special efforts will be devoted in 2020 and in subsequent years to develop online training material on careers, as well as equipping Career Guidance Officers (CGOs) with additional information on organisational context and HR rules, procedures and programmes.

Explanation: The Career Guidance Module (CGM) enables the AMC CGOs to record the number and general content of the career guidance sessions. The staff members who have had a CG session are subsequently invited to fill in a career guidance satisfaction survey. The CGM provides statistics on the level of career guidance activity, and the survey indicates whether staff expectations are being met. The overall objective is to increase the number of staff members using the service and their overall satisfaction with the service.

Source of data: Career guidance module (SYSPER), Career guidance satisfaction survey-(Unit HR B4)

Baseline 2019	Interim milestone 2021	Target 2024
7.7% of Commission staff ² having a CG session in the year	8.5 % of the Commission staff	10 % of the Commission staff
Career guidance service rated excellent or good by 86% of staff	>85%	>85%

Result indicator: Learning packages on digital skills

Learning solutions are available to ensure that staff are able to use the Commission’s chosen digital solutions effectively.

Explanation: The Commission’s offer of courses and online learning materials for the acquisition of digital skills should be developed, taking into account the variety of staff profiles and emerging fields providing cutting- edge solutions.

Source of data: EU Learn

Baseline 2019	Interim milestone 2021	Target 2024
10% of all staff profiles	50% of all staff profiles	95% of all staff profiles

² Commission staff including only officials, temporary agents and contract agents

DG HR Specific objective 5

Develop and support inspiring, inclusive and people-centric and gender balanced managers

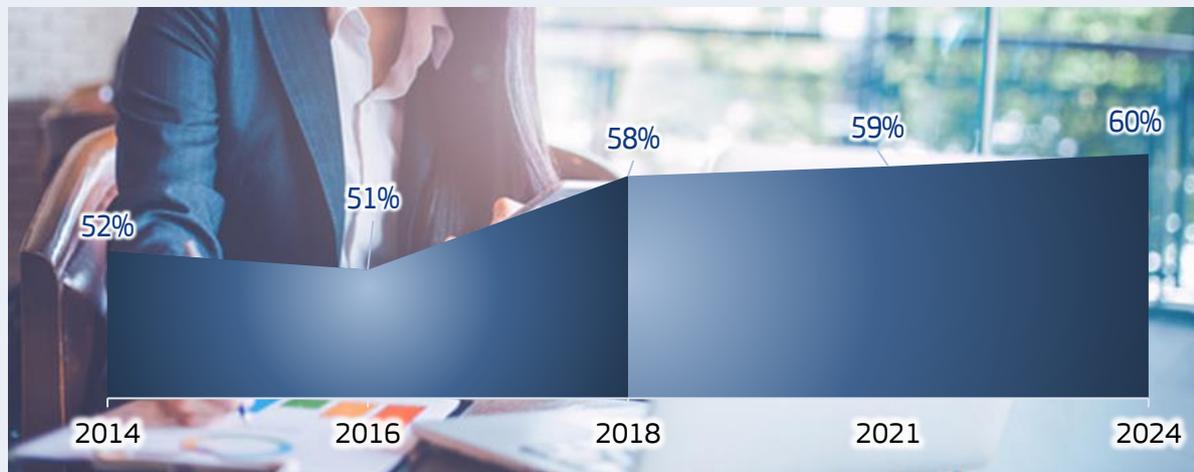
Better know, develop and deploy people

Result indicator: Management index

Effective management has an impact on a staff member's commitment to the organisation. These factors in turn influence productivity and morale.

Explanation: Management Index measures the extent to which staff members are satisfied with their middle management in the organisation as a whole, their managers' competencies and skills, their ability to steer, organise and monitor the unit's work and provide feedback on performance, to recruit, develop and allow staff to grow and develop to perform well on their current job or to prepare for their next career assignment and to work and collaborate across boundaries. The Management Index is based on a combination of questions from the staff survey in one overall figure.

Source of data: Staff Survey



Baseline 2018

Interim Milestone 2021

Target 2024

58%

59%

60%

Modernising the administration

Human resource management

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

<u>Indicator 1:</u> Number and percentage of first female appointments to middle management positions	
<u>Source of data:</u> HR BC - SYSPER	
Baseline 2020	Target 2024
15 out of 34 = 44.1%	Target from 04/2020 to 12/2020: 3 first appointments of women to Head of Unit positions (1 already done on 16/5/2020)

<u>Indicator 2:</u> DG HR staff engagement index	
<u>Source of data:</u> Commission staff survey	
Baseline 2018	Target 2024
70%	72%

Sound financial management

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

<u>Indicator:</u> Estimated risk at closure	
<u>Source of data:</u> DG HR R1	
Baseline 2019	Target 2024
< 2% of relevant expenditure	< 2% of relevant expenditure

Fraud risk management

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

<u>Indicator:</u> Implementation of the actions included in DG HR's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)	
<u>Source of data:</u> DG HR's annual activity report, DG HR's anti-fraud strategy, OLAF reporting	
Baseline 2019	Target 2024
Strategy to identify the areas that need to be updated in the light of the new Commission Anti-Fraud Strategy.	Anti-Fraud Strategy updated and the related action plan 100% implemented.
Regular review of Anti-Fraud Strategy	Review carried out 3 years after adoption (2023)

Digital transformation and information management

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

<u>Indicator 1</u> : Degree of implementation of the digital solutions modernisation plan ³ Source of data: DG HR A3		
Baseline 2018	Interim milestone 2022	Target 2024
0%	25%	40%
<u>Indicator 2:</u> Percentage of DG HR's key data assets for which corporate principles for data governance have been implemented Source of data: DG HR A3		
Baseline 2018	Interim milestone 2022	Target 2024
-	50%	80%
<u>Indicator 3:</u> Percentage of staff attending awareness raising activities on data protection compliance Source of data: DG HR E1		
Baseline 2018	Interim milestone 2022	Target 2024
2%-	50%	100% of staff

Sound environmental management

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

<u>Indicator 1:</u> Percentage of events/conferences in accordance with EC Guidelines for sustainable meetings and events Source of data: DG HR D2 & DG HR A4		
Target 2021	Interim milestone 2022	Target 2024
Establish a baseline and start monitoring the process.	50% of events/conferences	100% of events/conferences
<u>Indicator 2:</u> Percentage of green items in DG HR-specific office supplies catalogue Source of data: OIB (Local Proximity Teams)		
Target 2021	Interim milestone 2022	Target 2024
Establish a baseline and start monitoring the process.	60% of total items	80% of total items
<u>Indicator 3:</u> Percentage of DG HR contracts above 60.000 EUR including green criteria Source of data: DG HR D2 & DG HR .R1		
Target 2021	Interim milestone 2022	Target 2024
Establish a baseline and start monitoring the process.	60% of total items	80% of total items

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

ANNEX 2: Index

Staff Satisfaction Index

Staff are sufficiently resilient to cope with the increased demands in a period of change because they are satisfied with the working environment. The Staff satisfaction Index measures how happy staff are with their working conditions and environment promoting diversity, equality and staff wellbeing. It is formulated from the answers to 35 staff survey questions.

Source of data: Staff Survey



Staff Satisfaction Index	2018
Average	66%
The Commission is a modern and attractive workplace	82%
I am treated fairly at work	65%
My colleagues are committed to doing quality work	82%
I feel that the Commission cares about my well-being	51%
I have an acceptable workload	56%
I achieve a good balance between my work life and my private life	56%
I have good and supportive working relationships with my close colleagues	90%
I feel that my opinion is valued	74%
I feel involved in the decisions that affect my work	43%
My manager properly plans and shares work in the team (W2)	60%
Senior Management is committed to promoting a fair, flexible and respectful workplace	59%
Overall satisfaction with working for the Commission	76%

Staff Motivation Index

Staff motivation Index measures the extent to which staff are motivated by the prospect of getting a job who better fits their skills as well as being given more responsibility, a promotion, or other type of recognition. The Staff Motivation Index is based on a combination of questions from the staff survey, in one overall figure.

Source of data: Staff Survey



Staff Motivation	2018
Average	60%
Satisfaction with job content and tasks	84%
Satisfaction with the level of responsibilities	74%
My skills match my current job	77%
I feel sufficiently challenged by my work	72%
I am encouraged to come up with new and better ways of doing things	48%
My line manager helps me to identify my training and development needs	42%
I have the opportunity to become more efficient in my job	67%
I feel able to manage my career choices and determine my own career path	42%
General mobility is sufficiently encouraged within the Commission	39%
The relation between my performance and my career progression is satisfying	34%
My manager motivates me to be more effective in my job	58%
My manager sets clear priorities and objectives	67%
My manager evaluates my performance fairly	67%
My manager effectively manages the performance of the team	60%
I have recently received recognition or praise for good work	63%

Management Index

Effective management has an impact on staff members' commitment to the organisation. These factors in turn influence productivity and morale.

Management Index measures the extent to which staff are satisfied with the middle management of the organisation as a whole, their managers' competencies and skills, their ability to steer, organise and monitor the unit's work and provide feedback on performance, to recruit, develop and allow staff to grow and develop to perform well on their current job or to prepare for their next career assignment and to work and collaborate across boundaries. The management index is based on a combination of questions from the staff survey, in one overall figure.

Source of data: Staff Survey



Management Index	2018
Middle managers	64%
My manager sets clear priorities and objectives	67%
My manager properly plans and shares work in the team	60%
My manager organises, assigns and manages the unit's work effectively among the members of the team*	59%
My manager motivates me to be more effective in my job	58%
My manager seems to care about me as a person	69%
My manager communicates effectively with me and keeps me informed	67%
My manager asks for input from and listens to staff	72%
My manager effectively manages the performance of the team	60%
Senior Managers	52%
The senior management team gives clear guidance on the mission, objectives and tasks	52%
The senior management team is open to input from staff	50%
Senior Management takes a visible leadership role in communicating via different means with staff	55%
Senior Management is committed to promoting a fair, flexible and respectful workplace	59%
The senior management team demonstrates strong leadership skills	46%