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European Commission

Management plan 2022

Directorate-General for Human Resources and Security

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INTRODUCTION

More now than ever, Directorate General for Human Resources and Security (DG HR) is looking to the future - the 2022 Management plan reflects this. To deliver on DG HR's mission, the Management Plan builds on good practice and reflects the Commission's overall needs for cost-efficiency and sustainability while getting the best from and supporting its existing (and future) talent.

DG HR and Security's 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.

Management Plan and Strategic Plan 2020-2024

The management plan for 2022 is built upon the specific objectives and performance indicators defined in the strategic plans 2020-2024. It sets out the main priorities, outputs and challenges for the year.

Commission's new Human Resources (HR) strategy

DG HR will drive the adoption and implementation of the Commission's new Human Resources (HR) strategy for a flexible, healthy, modern, and values-driven organisation that empowers staff to deliver outstanding results for people across the EU. The strategy addresses the Commission's need to perform at the highest level in the interest of Europeans, and the staff's need to have an attractive workplace and a fulfilling career. The strategy will also strengthen cooperation with other EU bodies - including executive agencies - and national administrations, on strategic HR issues.

Foster a flexible, healthy, ethical and engaging workplace

DG HR plays an essential role in managing the impact of the COVID-19 pandemic on staff and on the progressive return to the office. It will continue in 2022, by defining a flexible working environment and supporting the mental and physical wellbeing of the staff.

- The new Commission Decision on working time and hybrid working will encourage the creation of a flexible working environment enabling high quality work from both the office and from home, as well as a right to disconnect. This move to flexible working will be supported by an inter-DG team to ensure a coherent approach across the Commission. This will include additional support for managers and staff to assist them manage their teams in the new ways of working and support the transition to flexible offices for DGs that change buildings.
- DG HR will develop an integrated approach to mental and physical wellbeing with more focus on prevention as well as better follow-up of cases and trained colleagues across the Commission. In particular, as staff may be spending more time working from home, they must know the relevant basic ergonomic rules and principles accompanied with additional support to protect their mental wellbeing.

- Based on the results of the Diversity, Inclusion and Respect at work survey, a new anti-harassment policy will be adopted to ensure a safe and inclusive environment for all staff, as we work to eliminate discrimination and protect human rights. The new policy will be complemented with a guide for a respectful and positive workplace.

Foster a green, modern and high-performing organisation

In 2022, DG HR will particularly focus on greening the Commission and modernising its Human Resources structure.

- The Commission will adopt a communication setting out how it will make the organisation greener and achieve climate neutrality by 2030. Staff awareness will be key to implement the actions set in and reach the objectives of the communication and everyone's engagement will be instrumental. The Commission will be seen as a modern and sustainable Institution, leading by example.

- DG HR will completely reorganise, merging HR corporate units and Account Management Centre (AMC) units. There will be a new HR delivery model, guided by the new HR Strategy, with simplified services delivering better value to staff. Business continuity is a key challenge and will be ensured - staff will as far as possible continue to work on the same process after the reorganisation. Our staff will know who will deal with files now and in the future, as the reorganisation progresses.

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

The strategy addresses the Commission's need to perform at the highest level in the interest of Europeans, and the staff's need to have an attractive workplace. In 2022, DG HR will focus on the following actions:

- DG HR will define the future needs of the Commission in terms of the Assistants' function group (AST) and Secretaries and Clerks' function group (AST/SC) functions, including their future roles, responsibilities and numbers.
- Reinforce the external and internal talent 'pipeline'. It will publish the results of external competitions piloting changes, reduce the length of the recruitment process, freeing up resources. DG HR will also publish a list of additional, specialist competitions.
- Adopt an updated Diversity and Inclusion Action plan, based on the conclusions of the results of the Diversity, Inclusion and Respect at Work survey and consolidating commitments from the series of Union of Equality initiatives.
- Improve conditions for non-permanent staff, through a Commission Decision on the employment of temporary agents. DG HR will also develop new guiding rates flexible enough to answer urgent needs. The opportunity of a limited extension of the maximum duration for the recourse to non-permanent staff will be considered.
- Design a first draft action plan altogether with Member States which includes country-specific analysis to understand the reasons behind low representation. We will review the legal basis to improve geographical balance among non-permanent staff, giving preference to under-represented nationalities in case of equal merit. In addition, DG HR

will further leverage and professionalise the outreach opportunities offered by job fairs and other forums as a national level to raise awareness of the Commissions career opportunities

- the Commission will, along with all EU institutions and bodies, implement the outcomes of the High-Level Interinstitutional initiative on the Luxembourg site attractiveness. Actions will focus on staff policy, Luxembourg excellence hubs approach, life in Luxembourg as well as communication and visibility of the site.

Better know, develop and deploy people throughout their career

The strategy also addresses the staff's need to have a fulfilling career. In 2022, DG HR will implement the following actions:

- Centralisation of the career guidance activities early 2022 will instigate the further development of specific knowledge on career paths and the Commission departments' needs for career guidance. To ensure that managers will use career guidance as one of the tools to further develop their staff, it will be embedded as one of the support tools offered during the appraisal dialogue.
- Coaching (individual, team and/or group coaching) needs will be assessed and a structured coaching process set up to provide effective support in line with the needs of the organisation.
- A structural mentoring scheme will help the integration of newcomers and flatten the learning curve of newly appointed managers and team leaders. A system of "reverse" mentoring, where junior staff mentor senior managers, will be piloted to assess if this could be a tool to support senior managers in acquiring more knowledge on digital skills and/or social media.
- Offering more individualised assistance to managers for priority recruitments and specialised posts, a pilot project for a specialised team of head hunters will be launched.
- Prioritising the promotion of regular mobility with the development of a user-friendly interactive dashboard showing all Commission vacancies, systematic career guidance for staff with a defined numbers of years in service as well as guidance for non-permanent staff. We will also launch a pilot exchange programme with other EU institutions/bodies and agencies for middle managers, as part of the EU leadership programme.
- Setting up a system to support the early identification of talent and provide dedicated programmes to support these individuals in their careers such as pre-management training, career guidance, mentoring.

PART 1. Delivering on the Commission's priorities: main outputs for 2022

A. Foster a green, modern and high-performing organisation

Objectives

The Commission wants to develop an agile, fit-for-purpose, data-driven and digital organisation, which promotes collaboration across services and with partners. A modern organisation also aims at limiting its environmental impact.

Main outputs in 2022

In 2022, a Commission communication will describe the actions, which support the Commission's efforts to achieve **climate neutrality by 2030**. The overall objective is to demonstrate the Commission's determination to lead by example towards a carbon neutral society. Actions will target the reduction of emissions from buildings, from staff and expert business travel, from conferences and staff commuting; as well as circular economy; the preservation of the ecosystem and biodiversity; and a fair, healthy and sustainable food system. To ensure their effective implementation, the actions from the Communication will be fully integrated in the Commission's Eco Management and Audit Scheme (EMAS) environmental management system. Staff awareness will be key to implement the actions set in and reach the objectives of the communication and everyone's engagement instrumental.

Refining the HR delivery model

DG HR underwent a major review of its delivery model and organisation in 2021, which enters into force in 2022. The adjusted model builds on the changes implemented in 2017. It aims at providing the Commission with a modern and high-performing human resources services. In particular, it aims at

- Delivering better value to our customers in particular through an **HR service catalogue** and an **HR helpdesk service** offering a single entry point for staff and managers.
- Simplifying the delivery model merging HR corporate and Account Management Centre services enabling a **review of all HR processes starting in 2022**. The revision of the Commission decision on Appointing Authority powers will accompany this process.
- Initiate the delivery of a top-tier commercially available **HR Information Technology platform to support the refined HR delivery model** and enable effective HR service delivery starting with an integrated pilot of the new platform in 2022.

Offering support for organisational change across the Commission

Building on the experience of past years, DG HR's capacity to support organisational change will be strengthened, working with key partners including the following services: Secretariat-General, Directorate-General Informatics, Joint Research Centre, Office for Infrastructure and Logistics in Brussels, Office for Infrastructure and Logistics in Luxembourg, Office for the Administration and Payment of Individual Entitlements, Directorate-General for Interpretation, European Personnel Selection Office and the European School of Administration. This will include support for Commission-wide change projects, such as the transition to flexible working, using Microsoft 365 to transform the way we work and synergies and efficiencies. Support will also be offered for change projects in individual Commission departments and agencies, for example in the areas of strategy development, changing the way we work and process improvement. Training will be offered for staff involved in leading and supporting change. DG HR will continue to participate actively in the corporate Information Management Steering Board.

Improving the voting system for the election of local staff committees (e-vote application)

DG HR in collaboration with Directorate General Informatics will propose a new e-vote application for the next elections for local staff committees. The first implementation for this e-vote application will take place for the elections for local staff committee in Luxembourg foreseen in November 2022.

HR allocation indicators

DG HR intends to better support the Commission needs in HR allocation decisions through a revision of the HR indicators and the contribution methodology, considering inter alia by rewarding local redeployment efforts. DG HR will also promote the use of flexible structures and redeployment across the Commission by developing central guidance for DGs to support more flexible and temporary inter-DG assignments.

Agencies, European Schools & International Affairs

DG HR maintains trusted partnerships and develops an administrative cooperation to share experience and exchange best practices in HR matters with Member States through the European Network for Public Administration (EUPAN), with third countries as well as with international organisations such as the United Nations

The attractiveness of Executive Agencies as an employer will remain a priority in 2022 to address the challenges of the new Multi annual Framework including their high recruitment needs. DG HR will therefore support new HR actions to ensure attractive career opportunities, engaging working conditions and motivation of agencies staff.

DG HR will continue to harmonise and rationalise HR policies in executive and decentralised agencies and joint undertakings and will also support them on specific policies and reaching objectives in areas such as more female representation in management positions or environmental management.

European Schools offer high standard quality education, crucial for attracting qualified staff to the European institutions, bodies and agencies. The Commission plays a key and active role representing the European Institutions in the European Schools governance.

B. Foster a secure, flexible, inclusive, respectful and engaging workplace

Objectives

DG HR ensures a secure working environment, protecting the Commission's staff, assets and information.

The Commission strives to maintain high standards of ethics and integrity by staff members.

The Commission also strives to create an engaging work environment, which enables staff to work effectively and collaboratively while reconciling their personal and professional life in a healthy, sustainable and balanced manner.

Main outputs in 2022

Foster a secure workplace

In 2021, DG HR launched an internal project to connect and integrate the different components of security into one umbrella, based on a single security risk management platform to connect threats, incidents and mitigating security measures.

This project, SIRIUS (Security, Intelligence and Risk Management Upgraded Strategy), will continue throughout 2022, with a focus on the preparatory work for the **future Integrated Security Operations Centre**, through the completion of the feasibility study.

The project will also focus on the protection of the Commission's sensitive buildings, with the strengthening of the **perimeter security of the Berlaymont** through electronic detection systems and new physical security measures. DG HR will also protect the **Charlemagne building** through a security by design project that is integrated into the urban environment of the Boulevard Charlemagne. It will create a new functionality for this space while improving the security and comfort of VIPs entering and leaving the building.

Protecting the Commission's sensitive and classified information will continue to feature high on this year's agenda, with the following two actions:

The Commission will continue its preparatory work on the **future Regulation on information security**. It will adopt the draft text, which seeks to ensure the seamless protection of information handled by all Union institutions, bodies and agencies for all types of information and allow them to exchange this information in a secure manner. The draft

categorises the types of information that we handle and sets out the main security principles to be applied to protect information in a harmonised way.

DG HR will **roll out a state-of-the-art service for the handling of classified information at SECRET UE/EU SECRET** level, allowing the exchange of this information with a high degree of confidentiality and integrity with Member States. The SUE system will be used in the context of defence procurement and foreign direct investment monitoring.

Finally, regarding the protection of staff travelling for service, DG HR will also develop a **mission security package** to limit the risk of exposure of Commission staff to potential security threats originating from hostile intelligence gathering attempts. To further limit these kind of risks, DG HR will also use its new communication tools in the area of Counter-Intelligence to increase staff awareness.

To conclude, DG HR will continue providing staff with a secure working environment and developing staff security culture through awareness raising actions in order to mitigate security risks. This includes keeping communications secure and rolling out and boosting the use of secure communications tools in order to protect sensitive and classified information.

A healthy workplace

The Covid-19 pandemic is still ongoing and causing uncertainty in terms of organisation of work. The management of the Covid-19 crisis aims at protecting staff and ensuring business continuity. It requires continuous monitoring and fast adjustments in terms of legal basis and health and safety measures.
In particular:

- Adoption of revised Teleworking Guidelines in line with the rules of host Member States and advice of the Medical Service, EMA, ECDC.
- Adoption of new health and safety rules in line with the rules of host Member States and advice of the Medical Service, EMA, ECDC.
- Covid-19 vaccination campaign to keep running in order to offer booster shots and a 4th dose of Covid-19 vaccine for immunosuppressed persons. Preparedness for a possible organisation of the 4th dose vaccine campaign for all staff.
- Continuous exchange of information and coordination with other Institutions
- Continuous cooperation with relevant counterparts in host Member States

A flexible workplace.

In 2022, DG HR will implement the new **Commission Decision on working time and hybrid working** with a flexible working environment that will allow work from the office and from home, and a right to disconnect. DG HR, together with the inter-DG flexible working team, will assist staff and managers in new ways of working and support the transition to flexible working for all DGs and to flexible offices for each DG that changes buildings. This is one of the actions of the Rolling Action Plan 2022-24 on data, information and knowledge

management. The Commission will also better accommodate for colleagues wishing to work part time, for example by simplifying and promoting the rules on job sharing.

An inclusive and respectful workplace in line with European values

In 2022, a new evidence-based anti-harassment policy will be proposed to prevent and address harassment. The policy will aim at improving trust in the effectiveness of the anti-harassment procedures. It will also put more emphasis on early, informal ways of handling conflicts, incivility and incidents perceived as harassment. While the Commission will maintain its multi-door entry system for reporting and addressing allegations of harassment, a new function of the anti-harassment coordinator will be established to provide prompt "first aid" support and advice to affected persons, witnesses, and managers confronted with inappropriate behaviours and incidents perceived as harassment, including those rooted in discrimination. As part of the new policy, the Commission will propose a revised decision on the prevention of and fight against sexual and psychological harassment, a comprehensive strategy on harassment prevention and a guide for a respectful and positive workplace.

Social engagement and staff volunteering

The current corporate social responsibility programme will be enhanced to further promote staff engagement and integrity towards society in particular through the staff volunteering initiative 'Volunteer for a Change'. DG HR will review the Commission rules to increase take-up of the volunteering special leave, promote opportunities for competence-based volunteering and propose a platform for staff volunteering opportunities.

Internal communication and staff engagement

To support staff engagement in a period of change, effective internal communication is essential. An update of the existing internal communication and staff engagement strategy (adopted in 2007) will be proposed to take account of current needs and priorities in this area. DG HR will also continue its work on the future intranet with the first results going online in 2022.

New Fit@Work programme for staff mental and physical wellbeing and wellbeing at work.

The fit@work Health and Wellbeing Action Plan 2021-2025 proposes a strategy for supporting the overall health and wellbeing of staff over five years. It identifies three pillars to focus on (physical wellbeing, mental wellbeing and wellbeing at the workplace) and outlines several actions and initiatives to fulfil the Commission's duty of care. DG HR will develop an integrated approach to physical and mental wellbeing. The aim is to support and improve overall wellbeing by coordinating the specific actions and expertise, thus ensuring improved follow-up of cases. DG HR will also increase the awareness of the available offer. As staff is working in a hybrid way, spending time between the office and home, it is essential to ensure that staff is aware of basic ergonomic rules and principles while working from home as well as at the (collaborative space) office.

Life-long support from newcomers to pensioners.

In 2022, DG HR will also implement an improved and enlarged welcome programme, with additional support to families and an improved departure desk for staff close to retirement.

Staff representation: enabling the election for local staff committee in Luxembourg

In November 2022, DG HR will organise the election for the local staff committee in Luxembourg. DG HR will accompany these elections (announcements, verification of election rolls etc.), together with the electoral office. The newly develop e-voting system will be deployed for the first time in these elections.

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

Objectives

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, including the compensation and benefits package.

The Commission must, notably, have better insights about its recruitment profiles and make its selection and recruitment procedures faster, more efficient and transparent. This is necessary in the context of both increasing competition for talents and the Commission's needs to deliver swiftly on its objectives. In the same vein, the Commission should be able to recruit staff with definite contracts in a more flexible manner in order to fill temporary positions requiring specific competencies. Its workforce planning and allocation of human resources to its departments should be more profile driven and better adapted to fast evolving needs.

The Commission aspires to have an ever more diverse workforce that reflects the diversity of the European population. It has taken significant strides in recent years in promoting equal opportunities between its male and female employees, in providing reasonable accommodation for colleagues with disability and, in broader terms, in fostering an inclusive working culture. The notion of diversity includes all underrepresented groups. This work will be coordinated by the Diversity and Inclusion Office.

Main outputs in 2022

Promoting diversity and inclusion

DG HR will adopt an updated **Diversity and Inclusion Action Plan**, which will include a programme to tackle unconscious bias, job-shadowing opportunities for colleagues with disabilities, better accessibility to buildings and to the digital environment and actions to better attract, support and include colleagues from ethnic/ minority backgrounds.

Improve the attractiveness of all places of employment

We will take action to promote job opportunities clustered around excellence hubs (in Luxembourg hubs focusing on for example digital, financial and legal, while in JRC sites on scientific excellence). This will include reinforcement of our branding, adjusting welcome arrangements for newcomers, cooperation with Member States to address challenges, and exploring the possibility of place-of-employment-based competitions. The approach will be piloted in Luxembourg where all institutions are developing and implementing a common set of 12 actions.

In 2022, the Commission will, along with all EU institutions and bodies, implement the outcomes of the High-Level Interinstitutional initiative on the Luxembourg site attractiveness. Launched by Commissioner Hahn in December 2020, the group was established to address the issue of the lack of interest to apply for posts in the EU institutions and bodies present in the Great-Duchy. For the first time in history, the European Institutions in Luxembourg came together at the highest administrative level to reflect together on the attractiveness of the site. The four EU institutions (European Parliament, European Commission, Court of Justice and European Court of Auditors) present in Luxembourg, the European Investment Bank and the European Stability Mechanism expressed their deep attachment to Luxembourg as one of the seats as per Protocol 6, annexed to the Treaty on European Union (TEU) and Treaty on the Functioning of the European Union (TFEU). In the beginning of 2021 a final decision will be taken by the High-Level group on a set of measures worked out by interinstitutional working groups during the second half of 2021.

A provisional planning for the implementation is expected to be available by February, and four main domains are considered:

- Staff policy: strategy for better recruitment and retention of staff as well as interinstitutional mobility,
- Luxembourg excellence hubs approach,
- Life in Luxembourg: cost of living, accommodation, mobility, support to newcomers, access to child care
- Communication and visibility of the site as well as partnerships with the Academia.

The issue of hospital fees is dealt separately, together with PMO, through contacts with the Luxembourg authorities, in order to make sure that the tarification is fair, non-discriminatory and transparent.

Define the future needs of the Commission in terms of AST and AST/SC functions

DG HR will consult Directorate Generals and services to define the future roles, responsibilities and desired respective size of **Assistants' (AST) and Secretaries and Clerks' (AST/SC) function groups** taking into account the evolving needs for Commission services.

Revisiting the external talent pipeline promoting opportunity to contribute to the unique EU project

In the context of redesigning external competitions, in close cooperation with EPSO and other EU institutions, the results of the **first competition in 24 languages** will be published. The result of other competitions **piloting changes** will also be published. In addition, DG HR will introduce **automation features into the recruitment process** to reduce the time certain actions take and free up resources. Within the existing Staff Regulations, all flexibilities will be used to select the most suitable candidates. For example for profiles which are in high demand but hard to find and where a significant proportion of experts have developed their professional experience on the job, competitions could accept professional training as equivalent to academic qualifications.

Reinforcing the internal talent pipeline

DG HR intends to organise internal competitions more regularly on a wider range of grades to retain internal talent, and offer a chance to all categories of staff to have better and / or faster career prospects. DG HR will organise a number of generalist competitions based on a **pre-published schedule for the whole mandate** and will publish in 2022 a **planning of additional specialist competitions**.

DG HR will assess the opportunity of a limited extension of the **maximum duration for the recourse to non-permanent staff** in the Commission services in order to enhance the opportunities for non-permanent staff to participate in internal competitions. A **new decision on temporary agents** will modernise the selection and grading system, and will revise the limit on the employment of temporary agents by introducing guiding rates set at a higher percentage of staff, flexible enough to answer urgent needs and easing the possibility for contract agents to access temporary posts.

Enlarged Junior Professionals Programme and increased mobility for new recruits

A decision will be adopted to enlarge the Junior Professionals programme and make it a permanent scheme. To enhance the career perspectives in executive agencies, the Commission will envisage setting up a pilot scheme within the Junior Professionals Programme, open to candidates from Executive Agencies. In addition, the feasibility of

establishing an inter-institutional programme for junior professionals with European Personnel Selection Office will be assessed.

The mobility arrangements which are part of the Junior Professionals Programme will also inspire an induction programme designed for other new recruits providing staff with more experience and learning opportunities in a short timeframe. The Commission will structure an induction programme including job shadowing to allow newly recruited staff to gain a horizontal understanding of the institution's corporate structure, also helping to create a culture of mobility.

Promoting a diverse recruitment of staff

General Implementing Provisions (GIPs) to Article 27 of the Staff Regulations will be adopted in 2022, to enable actions aimed at **improving geographical balance among non-permanent staff** (Temporary Agent and Contract Agents). Preference may for example be given to under-represented nationalities in case of equal merit.

A first draft action plan will be designed for under-represented Member States. It will take into account the specific situation of the Member States concerned and will be based on a comprehensive country analysis to understand the underlying reasons for low representation.

With the aim of fostering more diversity in terms of gender, disability, ethnic origin, socio-economic background, age, sexual orientation, religion or belief, **recruitment processes, procedures and tools** will be screened in order to identify any potential risk of bias or discrimination and the remedial actions needed.

In order to further strengthen prevention of any potential discrimination in the **recruitment process,** human resources professionals will participate in **mandatory training on unconscious bias** and will acquire further specialisation in headhunting and interview techniques.

Assessing key elements of the compensation and benefits package for EU staff

In 2022 DG HR will draft two Commission reports to the European Parliament and the Council touching upon key elements of the compensation and benefits package for EU staff. The first report will specifically assess the recruitment need of the EU Institutions and whether the purchasing power of EU staff evolved during the last eight years in the same proportion as that of the civil servants of the Member States. The second report will look at the budgetary impact of the Pension Scheme of EU Officials and assess whether the pension scheme remains in actuarial balance.

D. Better know, develop and deploy people

Objectives

To deliver successfully on its mission, the Commission needs 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 the required competencies and expertise, while enabling staff members individually to develop throughout their career.

Main outputs in 2022

Make the creation and operation of ad hoc project groups easier

We will encourage the use of flexible organisation structures by developing guidance, communication and training on successful practices, based on experience across the Commission with ad hoc organisational structures. This will include developing a template for cross-service agreements, revising the communication on organisation charts, and ensuring that appraisal reports recognise effectively the work of staff in ad hoc groups.

Promotion of regular internal and external mobility at all levels

DG HR will start the development of an **interactive dashboard for staff and HR professionals,** which provides a user-friendly and accessible view of jobs across the Commission. This will facilitate career development and planning for staff and managers and will be supported by systematically offering career guidance to staff reaching four years on the job as of 2022.

In addition, we will strengthen and streamline career development opportunities available for all staff including coaching, mentoring, career guidance and head-hunting. This will be enabled by the **development of a centralised unit for all career guidance activities** in 2022 with career guidance officers with specific knowledge per policy and profession, a more systematic identification of the need for career guidance as part of the appraisal dialogue, access to structured mentoring schemes and a pilot project for a specialized team of head hunters.

External mobility opportunities with other EU institutions/bodies regulatory and executive agencies as well as other international organisations and academic institutions for staff will be promoted to develop their career potential, enrich their work experience and gain expertise from outside of the organisation. This exercise will adopt a top-down approach where DG HR will consult with all DGs as well as the EEAS on locations and policies where an exchange would be of strategic interest to the Commission. This would also help build such external experiences as highly valuable opportunities as part of a successful career in the Commission. Commission's participation in the pilot phase of the EU leadership exchange programme for middle managers, started in November 2021 will continue in 2022.

Actions will also include a set-up and support for **effective mobility of middle managers,** which includes the assessment of the needs of those involved, the development of incentives, the creation of a career mobility support programme for middle managers seeking mobility and the fostering of a dynamic job market. The program will be rolled out in 2022 with results already expected by summer 2022.

Career prospects for all categories of staff

Provide increased opportunities to take up coordination roles and lead project groups for talented and motivated staff and foster mobility between staff categories where possible. Provide guidance in the 4th quarter 2022 to **promote mobility between DGs for non-permanent staff**, to harness their talent and experience across the Commission.

A consultation exercise will be launched for advisors and senior experts in 2022 to define their roles and responsibilities and suitable mobility opportunities, ensuring their skills and expertise are harnessed by the organization and they are supported to achieve their career aspirations.

Enhancing guidance on learning and the training offer based on established structured professions

In 2022, DG HR will identify priorities to enhance the learning and development offer. It will also design learning packages around structured professions, emphasising digital fluency. The digital fluency initiatives will continue to be developed in close cooperation with Directorate General Informatics, along the lines of both the HR Strategy and the Digital Strategy of the Commission. In particular, as part of the Rolling Action Plan 2022-24 on data, information and knowledge management, DG HR will launch and test data learning paths.

Early identification of talent

DG HR will set up a **system to support the early identification of talent** and provide dedicated programmes to support these individuals in their careers such as pre-management training, career guidance, mentoring and 360-degree feedback. This approach will be defined based on successful existing talent management programmes.

Simplification of appraisal reports and self-assessment

A consultation will be launched to review and, where relevant, **simplify the annual appraisal reports and make it more purposeful** (condensed and more focused feedback by managers for the majority of cases, HR support to managers to document the reports in cases that may call for remediation), discuss objective setting and provide more regular feedback to job holders.

Assistance to management in cases of low or unsatisfactory performance

DG HR will ensure adequate and timely assistance to management in cases of low and unsatisfactory performance of staff and managers. This will involve increased support for management through the provision of advice on individual cases, coordination between the Performance Management Team Pole and the psycho-social, medical, career guidance and coaching services mobility of job holders to more suitable positions where relevant and proactive outreach to DGs with guidance.

Increased scrutiny upon recruitment and during probationary period, including for underperforming managers.

Psychological screening, based on a questionnaire to be finalised in early 2022, will help detect possible psychological issues that could hinder performance.

Enhance monitoring of performance and behaviour during the probationary period - including the probation period for new managers - by increasing the support and accountability for managers in this aspect of their role. An awareness-raising campaign starting mid-2022 and guidelines will further contribute to timely remediation of performance issues.

E. Develop and support inspiring, inclusive and effective managers

Objectives

DG HR aims to guide and support managers to ensure that they strengthen their ability to inspire as inclusive leaders, able to effectively manage, empower and develop their staff and to enhance individual, team and organisational performance whilst simultaneously managing the organisation's swift transition into the digital age and new working practices, while continuing emphasising trust and results.

DG HR also aims to ensure that the Commission is a diverse and inclusive place to work and delivers gender equality at all levels of management by 2024. Diversity is a driver of innovation, resilience and performance and, as such, will be embedded as a key principle throughout the whole HR management cycle.

Main outputs in 2022

Senior Managers

DG HR will provide its corporate 360° Feedback Programme for Senior Managers to more participants. Senior Managers will receive a personal, confidential report and debriefing on the key development areas emerging from the anonymous survey.

It will also extend the Senior Management Development Programme to offer Senior Managers the opportunity to develop and hone their leadership skills and behaviours based

on an independent, external assessment of their needs. Next to coaching and development programmes, more extensive use will be made of **mentoring** within the Commission.

Middle Managers

Building on the measures developed for newly appointed middle managers, priority in 2022 will be put on accompanying established middle managers in their developmental journey.

A comprehensive learning and development path will be developed based on a thorough assessment of their managerial skills topped up by on-the-job support from corporate services and from peer-to-peer interactions via the network for middle managers.

A revamped inter-DG mobility framework designed to allow middle managers to broaden their horizons in other parts of the organisation will also be developed.

Diversity specific actions

Actions will be put in place for the upstream identification of female talents for senior management functions. These identified talents will be offered support through a tailored development programme to help them prepare for the challenges of higher responsibility.

Closer and more regular monitoring of the progress made by DG towards gender equality, including targeted actions for DGs risking lagging behind, will be stepped up.

The fourth edition of the Female Talent Development Programme will be completed, offering the participants a platform to hone their managerial skills and to connect to senior mentors and fellow colleagues across the Commission.

Actions to support managers in promoting a diverse and inclusive working atmosphere will be further developed particularly regarding unconscious bias.

PART 2. Modernising the administration: main outputs for 2022

The internal control framework ([1]) supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

Competent and engaged workforce

In 2022, the new corporate HR strategy will be formalised . DG HR will draw up an HR plan for the DG with internal actions to address the skills, culture and organisation needed to deliver the corporate strategy. DG HR will also undergo a **reorganisation**, which is planned to be implemented in the beginning of 2022. DG HR will propose a decision to update the Appointing Authority (AA) powers and offer guidance for local DGs to provide for an appropriate sub delegation decision at DG level. Specific tables defining the AA powers are foreseen for the European Anti-Fraud Office and the Joint Research Centre. The own decision of DG HR will embed the internal reorganisation having taken place. The new organisation chart will introduce a different way of working and staff will be involved in defining the new processes. This will present a new change to staff in addition to the current challenging times of high uncertainty due to COVID-19 and the progressive return to the office in the new dynamic working setup. DG HR will therefore intensify its efforts to support staff and ensure the organisation can react in an agile and flexible way to meet both staff and organisational needs. In order to do so, DG HR will boost its internal communications, corporate social responsibility and staff engagement initiatives, strengthen senior management communication, obtain frequent feedback from staff and involve staff in managing the changes to ensure staff buy-in. These initiatives will furthermore be monitored through the DG HR staff engagement index. All initiatives will also be accompanied by appropriate Internal Communications actions.

Gender equality

DG HR needs to make three first appointments of women to Head of Unit positions by 12/2022. The first one took effect in May 2020, a second one in September 2021. Therefore, DG HR has to make another first appointment during 2022 in order to achieve its gender target. DG HR is putting additional effort in enlarging its pool of potential candidates, in particular women, by improving its communication and awareness raising. It intends on achieving this objective through the following initiatives:

([1]) Communication C(2017)2373 - Revision of the Internal Control Framework

- **Raising awareness of existing vacancies**: ensure that potential candidates are aware of upcoming and current management vacancies by communicating through different channels (e.g., intranet, networks).
- **Female Talent Development Programme**: identify motivated colleagues with the right profile and ambition to become middle managers and follow them closely throughout and after the programme.
- **Bolster career talks**: systematically organise career talks with staff members who are interested in becoming Head of Unit to ensure a continuous exchange of information, including advice on career moves and adequate training, as well as regular updates.
- **Team Managers Network**: set-up bespoke information sessions, in cooperation with the unit dealing with Management Cooperation & Support, for team managers who are interested in becoming Head of Unit to share information on selection procedures, including assessment centres, knowledge development & sharing.

Nominate female Deputy Heads of Unit and female Deputies to the Directors: the new structure of DG HR will include a Deputy Head of Unit function in each Unit. Any nomination will be closely analysed to identify staff members who are interested in becoming managers. Their performance and potential management skills will be closely monitored. End of 2021, 50% of the Deputy Heads of Unit in place are women. The percentage of female Deputies to the Directors is currently 43% with 3 women covering 7 of the positions. The aim is to increase the representation of female Deputies in 2022.

Equality in DG HR: Based on the actions set out in the corporate diversity and inclusion action plan and its upcoming revision, DG HR will plan local actions to promote broader diversity, an inclusive working environment; enhance the quality of work and the well-being and motivation of individuals.

B. Sound financial management

DG HR's institutional budget of EUR 262 million is implemented under centralised direct management, with 71% of the budget is earmarked as financial contributions for the European Schools. The rest is used to purchase goods and services for the Commission's security services, for implementing the Commission's personnel policy, and for centralised learning and development activities. Most of the financial transactions are routine in nature.

In 2022, a number of specific actions aiming at strengthening financial management are programmed. It should come as no surprise that the measures taken to allow business continuity in financial management was the main catalyst of the actions programmed in 2021. The introduction of electronic/paperless workflows in financial management, combined with the introduction of the electronic signature, have led to sizable gains in efficiency and economy, at an acceptable risk level. This year, the gains in electronic/paperless workflows will be further improved. Further actions to ensure DG-wide acceptance of the manual on low and very low value procurement will be carried out, as will a review of the implementation of recommendations made in this area.

Further, the reorganisation of the HR model will also lead to further review of processes and procedures. This will affect both our corporate as supporting financial services. The DG's financial workflows, budget structure, sensitive functions policy and centralised financial model will focus on delivering their services in the most efficient and effective manner, in this new HR model.

C. Fraud risk management

Our Anti-Fraud strategy was adopted in summer 2021, following the new Commission Anti-Fraud Strategy and will be 100% implemented in 2022. The update resulted in few changes compared to the prior strategy, the result of only minor changes in the fraud risk environment.

In line with the actions in the Commission Anti-Fraud Strategy for which DG HR is responsible, the actions at DG level will mainly focus 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.

DG HR developed specific actions to keep identified fraud risk at a sufficiently mitigated level, mainly by reinforcing the areas of procurement and access to IT systems.

D. Digital transformation and information management

The entry into force in 2022 of the new HR organisation will strengthen the data protection accountability in DG HR. Operational controllership of personal data will be attributed based on the comprehensive reassessment of all HR processes and the major review of the entire HR delivery model. Data records in the Data Protection Management System of the Commission will also be updated to reflect the new realities. An in-depth risk assessment will be carried out to minimise the impact over personal data of the new HR IT platform that will be put in place to support the refined HR delivery model. DG HR will continue cooperating with the Data Protection Officer on local and corporate level on the implementation of the corporate target that all Commission staff (100 %) obtain awareness about the requirement under the EU data protection rules by 2024.

DG HR will continue working towards the local implementation of the corporate data governance and improve the related indicator towards the target agreed at a corporate level. The reorganisation of DG HR will facilitate further progress in improving the maturity in managing HR data as an asset. DG HR's continue its active involvement in the network of Local Data Correspondents (LDCs).

E. Sound environmental management

DG HR leads the Commission's greening efforts by coordinating the EMAS in the Commission and the "Greening the Commission" action plan at corporate level.

Concerning specific environmental actions for DG HR staff, the main novelty for 2022 concerns the setting up of an **Eco-Management and Audit Scheme Taskforce for the new building 'the One" (L107)**, as a collaboration between DGs HR, Directorate General Informatics, Directorate-General for Interpretation and European Personnel Selection Office. The main actions will be in particular to raise staff awareness on environmental issues (e.g. via green volunteering and environmental civil engagement) as well as initiating local actions in order to achieve the best possible environmental results in this new building (e.g. waste reduction and reuse initiatives, promotion of sustainable mobility for commuting, etc.).

In addition, DG HR will continue promoting paperless workflows and lessons learned from the COVID-19 pandemic, such as the use of new collaborative online tools and the organisation of more sustainable conferences and events. DG HR will further promote sustainable mobility for DG HR staff via the participation in "VeloWalk", as well as optimise the environmental impact of business travels.

F. Initiatives to improve economy and efficiency of financial and non-financial activities

The major review of the HR delivery model and organisation in 2021 aims at providing the Commission with modern and high-performing Human Resource services. This will not only have a major impact on the objectives set for 2022, but equally on the economy and efficiency of HR processes. Especially the review of all HR processes starting in 2022 will improve their efficiency. This initiative will continue to affect HR processes in the years following 2022.

ANNEX: Performance tables

PART 1. Delivering on the Commission's priorities: main outputs for 2022

General objective: A modern, high performing and sustainable European Commission ***Specific objective: Foster a modern and high-performing organisation***		
Main outputs in 2022:		
Other important outputs		
Output	Indicator	Target
A green workplace		
Communication describing the actions, which support the Commission's efforts to achieve climate neutrality by 2030	Adoption of Commission Communication on 2030 climate neutrality	1st Quarter 2022
	Integration of the Communication actions in the EMAS	2022
Keeping and expanding the Commission's EMAS registration to two Executive Agencies and to two Representations	Successful verification audits	4th Quarter 2022
Support for organisational change. Strengthen support for corporate and local change projects	Number of projects supported. Satisfaction of clients	2022 and beyond
An HR helpdesk service. Provide all staff and managers with an helpdesk entry point for HR services.	Introduction of the HR helpdesk service	1st Semester 2022
Review of all HR services and processes. Carry out a full review of all HR services and processes to ensure they are fast, flexible and efficient, starting with the processes with dedicated actions in the HR strategy.	Definition of process owners and priorities. improvement of first processes	4th Quarter 2022

Output	Indicator	Target
Initiate a **new HR IT platform** In view of delivering a top-tier commercially available HR IT platform supporting the refined HR delivery model and enable effective HR service delivery, an integrated pilot will start to test-drive the new platform in Q1 2022. This new platform, which will be accessible on mobile and aligned with industry best practice, will support staff and managers with all their operational needs and provide strategic insights for local and central HR in implementing the HR strategy.	Start of integrated pilot of new platform	1st Quarter 2022
Harmonisation of HR policies across EU bodies with HR model decisions to be adopted by agencies. Offer HR services and exchange best practices with other institutions and agencies.	Application of the Commission decision on hybrid working to agencies (model or analogy depending on the outcome of discussions with agencies).	Q4
Attractiveness of executive agencies	Support measures to reinforce attractivity of Executive agencies in particular by facilitating exchanges between Commission and agency staff	Q2
Participation of Commission in the European Schools Governance	Concrete project plan for the fifth European School in Brussels European Baccalaureate equivalence table with national systems 100 % of the relevant costs covered by the ECB Revision of the cost-sharing mechanism	Q4 Q1 Q4 Q4
Cooperation with national administrations and international organisations	European Public Administration Network (EUPAN) ministerial meeting organised together with the French Presidency Participation in the EU leadership exchange programme for middle managers	Q1 Q2
Establishment of a **modern e-voting system for election of staff representations**	Development of new e-vote application Implementation of a new e-vote application for the election of the LSC Luxembourg	Q3 2022 Nov. 2022

General objective: A modern, high performing and sustainable European Commission ***Specific objective: Foster a secure, ethical and engaging workplace***		
Main outputs in 2022:		
Other important outputs		
Output	Indicator	Target
A healthy workplace. Management of Covid-19 crisis requires continuous monitoring and fast adjustments in terms of legal basis and health and safety measures.	Adoption of revised Teleworking Guidelines in line with the rules of host Member States and advice of the Medical Service, EMA, ECDC. Adoption of new health and safety rules in line with the rules of host Member States and advice of the Medical Service, EMA, ECDC. Covid-19 vaccination campaign to keep running in order to offer booster shots and a 4th dose of Covid-19 vaccine for immunosuppressed persons. Preparedness for a possible organisation of the 4th dose vaccine campaign for all staff. Continuous exchange of information and coordination with other Institutions Continuous cooperation with relevant counterparts in host Member States	2022
A flexible workplace. Implement Commission Decision on working time and hybrid working	Implementation of the Commission Decision	2022
Carry out a survey to assess the satisfaction with offices, equipment, guidance & training to support the transition to flexible working in line with the action concerning support to flexible working practices in the rolling action plan on data, information and knowledge management	Survey	2022
A safe workplace Audit on communication, training and information of staff regarding health and safety at work	Audit report	No critical issues reported
An inclusive and respectful workplace in line with European values		

Output	Indicator	Target
- Revise anti-harassment policy	Adoption of the anti-harassment policy	3rd Quarter 2022
- Updated guidance, targeted training and new innovative ways of raising awareness of ethical obligations	Number of staff that attended training courses on ethics, including participation in e-learning courses	3500 Staff members
- Review of Commission rules on leave days to support competence-based volunteering	Adoption of revised Commission rules on leave days	1st Semester 2022
A new internal communication and staff engagement	Adoption of Commission Communication	2022
New Commission intranet	Launch of first features	2022
New Fit@Work programme for staff mental and physical wellbeing and wellbeing at work. Develop an integrated approach for physical and mental wellbeing including ergonomics, preventive medicine, support for return to work, psychosocial support of staff, pandemics strategy, large-scale vaccination campaigns, occupational risk surveillance and assistance.	Colleagues trained in Mental Health First Aid	100 colleagues trained
	Number of medical visits performed annually;	Minimum 7500 medical visits
	Number of staff supported by psycho-social sector;	500 visits annually
	Number of staff vaccinated (flu)	5000 flu vaccines minimum
	Number of events and conferences on health and psycho-social subjects	50 events annually
	Occupational risk visits	100 high occupational risks visits annually
Life-long support from newcomers to pensioners. Implement improved welcome programme for newcomers and departure desk for retirements	Implement improved welcome programme and departure desk	3rd Quarter 2022:
Reports to the Budget Authority on the functioning of the Staff Regulations The following reports will be adopted: • Commission report on rules implementing the Staff Regulations (Article 110) • Commission report on the functioning of the Staff Regulations (Article 113)	Adoption by College Adoption by College	1st Quarter 2nd Quarter

Output	Indicator	Target
Future Integrated Security Operations Centre (ISOC) To contribute to the set-up of the future ISOC, DG HR will finalise the feasibility study on the needs and requirements of ISOC. The feasibility study constitutes preparatory work for the future launch of the call for tender regarding the establishment of ISOC. ISOC part of DG HR SIRIUS project (Security, Intelligence and Risk Management Upgraded Strategy)	Completion of ISOC feasibility study	2nd Quarter 2022
Protection of the Berlaymont perimeter To strengthen the perimeter security of the Commission Headquarters through electronic detection systems and new physical security measures, DG HR will install state of the art detection systems to better detect and respond to unauthorised entry. This action is part of DG HR SIRIUS project.	a) Completion of installation of detection systems b) Completion of installation of new physical security systems	a) 2nd Quarter 2022 b) 4th Quarter 2022
Protection of the Charlemagne building To protect the Charlemagne building from hostile vehicles, DG HR will deploy a security by design project that is integrated into the urban environment of the Boulevard Charlemagne. This action is part of DG HR SIRIUS project.	Completion of installation of anti-hostile vehicle systems	4th Quarter 2022
Regulation on information security To propose common information security rules for all Union institutions, agencies and bodies	Adoption of the proposal for a Regulation by the Commission	1st Quarter 2022
Roll out of the SUE service To deploy the SECRET UE/EU SECRET IT System for all users in Member States and Commission departments.	a) Launch of the pilot project with the Member States for Foreign Direct investment screening b) Completion of the project	a) 1st Quarter 2022 b) 4th Quarter 2022

Output	Indicator	Target
Mission Security Package To limit the risk of exposure of Commission staff to potential security threats originating from hostile intelligence gathering attempts, DG HR will equip staff travelling to specific countries with dedicated mission security packages, including protection measures.	Roll-out of a pilot project on mission security packages	3rd Quarter 2022
General objective: A modern, high performing and sustainable European Commission ***Specific objective: Attract diverse and high quality talents to build the workforce of the future***		
Main outputs in 2022:		
Other important outputs		
Output	Indicator	Target
Adopt an updated Diversity and Inclusion Action Plan	The action plan is adopted.	2nd Quarter 2022
Improve the attractiveness of all places of employment: Promote job opportunities clustered around excellence hubs - Reinforce branding. - Adjust welcome arrangements for newcomers. - Cooperate with Member States to address challenges - Explore the possibility of place of employment based competitions - Pilot the approach in Luxembourg	Reach Inter-Institutional agreement on approach for Luxembourg on set of 12 actions and deliver first results.	1st Quarter 2022
Define the future needs of the Commission in terms of AST and AST/SC functions. Organise a wide consultation of practices in DGs.	Consultation of DGs	1st Quarter 2022
Revisiting the external talent pipeline Redesign external competitions Review the recruitment process	 Publication of results of the first competitions piloting changes Implement full action	 4th Quarter 2022 2nd Quarter 2022:

Output	Indicator	Target
Reinforcing the internal talent pipeline. Organise internal competitions more regularly on a wider range of grades. Review the format of internal competitions in order to simplify it and adapt to the specificities of each competition.	Establish a planning of additional specialist competitions	4th Quarter 2022 (in correlation with the EPSO planning of external competitions)
Enlarged Junior Professionals Programme and increased mobility for new recruits Adopt a decision to enlarge the Junior Professionals Programme and make it a permanent scheme Design an induction programme including job shadowing and mentoring	 Adoption of Decision on JPP Assessment of the feasibility of an inter-institutional programme for Junior Professionals (with EPSO) Establish a concept paper including precise timeline for the implementation	 2nd Quarter 2022: 4th Quarter 2022: 3rd Quarter 2022
Flexible response to evolving needs through recruitment of temporary agents Adopt a new decision on temporary agents.	Draft decision Adoption	1st Quarter 2022 4th Quarter 2022
Geographical balance Design a first draft action plan altogether with Member States which includes country-specific analyses to understand the reasons for the low representation	Adoption of General implementing provisions Design first draft action plan for underrepresented Member States	3rd Quarter 2022 4th Quarter 2022:
Assessing key elements of the compensation and benefits package for EU staff	Commission reports to the European Parliament and the Council touching upon key elements of the compensation and benefits package for EU staff.	4th Quarter 2022:

General objective: A modern, high performing and sustainable European Commission ***Specific objective: Better know, develop and deploy people***		
Main outputs in 2022:		
Other important outputs		
Output	Indicator	Target
Supporting the use of ad hoc project groups and task forces allowing highly motivated and talented staff to gain additional experience and career development opportunities - Develop a template for cross-service agreements. - Revise the communication on organisation charts. - Ensure that appraisal reports recognise the work of staff in ad hoc project groups or task forces	Action completed	2022
Promotion of regular internal and external mobility at all levels		
- Revise the taxonomies for job titles and job families	Action completed	4th Quarter 2022
- Launch 4-year Career talk	Action completed	3rd Quarter 2022
- Issue guidance for annual discussion between staff and managers on future mobility	Action completed	4th Quarter 2022
Centralise career guidance activities	Action completed	1st Quarter 2022
Promote external mobility. - Pilot EU Leadership Exchange Programme		1st Quarter 2022
- Identify strategic postings for external mobility with DGs		2nd Quarter 2022
- Conclude agreements with MS and IGOs		Continuous action, depending on identified needs and availability of external partners
Build additional opportunities for staff movements and exchange of experience between the Commission and executive agencies		4th Quarter 2022

Output	Indicator	Target
Set up a system to support effective mobility of middle managers		
- Application of early insights from ongoing consultations to test support measures on a series of mobility cases	Action completed	Summer 2022
- consultation of middle managers and senior managers to assess their needs;	Action completed	End of 3rd quarter of 2022
- definition of a series of mobility incentives (e.g. adapt vacancy notices to systematically include as asset experience as a middle manager in at least 2 different services; for every 3 nominations as head of unit in a DG, one must concern a candidate coming from another DG and or family of DGs, etc.);	Action completed	End of 3rd quarter of 2022
- definition of a career mobility support programme (career guidance and coaching support);	Action completed	End of 3rd quarter of 2022
- Identification of and support to Middle Managers and Senior Manager ready to engage in management mobility across the Commission	Action completed	End of 3rd quarter of 2022
- Roll out of the voluntary mobility programme and follow-up, including communication campaign	Action completed	End of 2022
Career prospects for all categories of staff		
Clarify career prospects for assistants, temporary and contract staff	Guidance for intra-DG mobility of temporary and contract staff	4th Quarter 2022:
Carry out a consultation on the policy and mobility framework for advisors and senior experts/senior assistants functions	Launch of the consultation Analysis of the results	3rd Quarter 2022: 4th Quarter 2022

Output	Indicator	Target
Enhancing guidance on learning and the training offer based on established structured professions Design a more top-down Learning & Development (L&D) offer in order to respond primarily to the needs of the institution and to ensure a stronger alignment with political priorities and strategic objectives including promotion of newly available LinkedIn leaning offer.	Main corporate L&D priorities defined	4th Quarter 2022:
Launch and test data learning paths, in line with the action concerning support to flexible working practices in the rolling action plan on data, information and knowledge management	Learning paths published Satisfaction of target population	4th Quarter 2022
Early identification of talent.		1st Quarter 2022
Simplification of appraisal reports and self-assessment. Review the performance appraisal reports to ensure they are fit for purpose, following a consultation with Reporting Officers to identify key needs	Consultation on simplification of appraisal reports and objective setting Further development of Reporting officers corner and training	2nd Quarter 2022 4th Quarter 2022
Assistance to management in cases of low and unsatisfactory performance Ensure adequate and timely assistance to management in cases of low and unsatisfactory performance or inappropriate behaviour of staff and managers.	Assistance to management in place	4th Quarter 2022
Increased scrutiny upon recruitment and during probationary period, including for managers		
Develop a Psychological screening, based on a questionnaire.	Questionnaire in place	1st Quarter 2022
Issue guidelines framing the assessment of probationary periods by managers	Guidelines in place	4th Quarter 2022

General objective: A modern, high performing and sustainable European Commission ***Specific objective: Develop and support inspiring, inclusive and effective managers***		
Main outputs in 2022:		
Other important outputs		
Output	Indicator	Target
Corporate 360° Feedback Programme for Senior Managers	Number of participant	Increased
Comprehensive learning and development path	Learning and development Paths	End of 2022
Female Talent Development Programme	Completed	End of 2022

PART 2. Modernising the administration: main outputs for 2022

Objective: DG HR employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.		
Main outputs in 2022:		
Output	Indicator	Target
Effective communication sharing and awareness raising on middle management opportunities	Number and percentage of first female appointments to middle management positions	Target from 4/2020 to 12/2022: 3 first appointments of women to Head of Unit positions
Staff engagement working group to create and implement targeted staff engagement actions	DG HR staff engagement index	(2022) 71%
Revision of the Commission Decision on Appointing Authority powers under the SR and the CEOS	Adoption of Commission AA decision, the DG HR specific sub delegation decision	1st Quarter 2022

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.		
Main outputs in 2022:		
Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure

Output	Indicator	Target
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	*Implementation Commission Data Protection Action Plan*	Commission Data Protection Action Plan Implemented
Efficient controls	Budget execution and / or time-to-pay	remains 95% of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains < 2 % of funds managed[2]

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ([3]) aimed at the prevention, detection and correction ([4]) of fraud.

Main outputs in 2022:

Output	Indicator	Target
Review the implementation of low and very low value procurement	Review carried out	Communication on implementation to DG HR financial and procurement community
Review sensitive function policy	Review carried out	Report on sensitive functions
Reinforce monitoring of IT access	Development dashboard	Deployment dashboard
Reassessment of the LISO function	Adoption management decision following the reassessment	Implementation management decision

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

Main outputs in 2022:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG HR's key data assets	Percentage of implementation of the corporate principles for data governance for DG HR's key data assets	Interim milestone by 2022: 50%

[2] The percentage can vary over the years as the cost of control includes the control over the procurement procedures carried out by DG HR. And procurememement procedures can very strongly from year to year. In 2021, a total control cost of 1,054,420 EUR covered a total fund managed equal to MEUR 687.

([3]) Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

([4]) Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
key initiatives on digital transformation in your policy field; In view of delivering a top-tier commercially available HR IT platform supporting the refined HR delivery model and enable effective HR service delivery, an integrated pilot will start to test-drive the new platform in Q1 2022. This new platform, which will be accessible on mobile and aligned with industry best practice, will support staff and managers with all their operational needs and provide strategic insights for local and central HR in implementing the HR strategy.	Start of integrated pilot of new platform	1st Quarter 2022
Key actions on information management and data protection		
New operational controllers of personal data are clearly identified following at the entry into force of the HR reorganisation		100% in 2 months after the DG HR reorganisation
Data records in the DPMS are updated at the entry into force of the HR reorganisation		100% in 6 months after the DG HR reorganisation
DPIA of the new HR IT platform		Q4 2022
Raising data protection awareness among HR professionals	Attendance in data protection courses and event At least 20% of DG HR staf fattending data protection training throughout 2022	The HR DPC team intends to organise the following trainings during 2022: • Dedicated training for the Medical Service • Dedicated training for the HR BC network in cooperation with the DPO office • Training on data breaches to HR staff • Dedicated training to HR professionals following DG HR reorganisation

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

Main outputs in 2022:

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

Output	Indicator	Target
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG's total energy consumption in collaboration with OIB/OIL ([5]) where appropriate.	Number of actions ([6])	1
	Number or % of staff informed	>70% (2021 as baseline)
Staff awareness actions to reduce water use (for example ensuring that staff use the technical services hotline ([7]) to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG's water consumption in collaboration with OIB/OIL where appropriate.	Number of actions	1
	Number or % of staff informed	>70% (2021 as baseline)
Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG's office paper use in collaboration with OIB/OIL where appropriate.	Number of actions	1
	Number or % of staff informed	>70% (2021 as baseline)
	Number of new actions introduced	1

II. Reducing CO_2, equivalent CO_2 and other atmospheric emissions

Output	Indicator	Target
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting	Number or % of staff informed	>70% (2021 as baseline)

([5]) See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

([6]) Indicative actions include local staff awareness actions (e.g. info-fairs) and messages by senior management.

([7]) For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

Output	Indicator	Target
during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	% of staff participating in "VeloWalk"	+5% (2021 as baseline)
Reduced staff business travels	Number of missions	- 20% (2019 as baseline)
Staff awareness on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of events organised	1
III. Reducing and management of waste		
Output	Indicator	Target
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	Number or % of staff informed	>70% (2021 as baseline)
Implementation of the EC Guidelines for sustainable meetings and events, e.g. reduce/eliminate single-use plastics, gadgets/gifts.	Number of major events	100%
IV. Promoting green public procurement (GPP)		
Output	Indicator	Target
Staff awareness actions on the promotion of *"green items" among EC office supplies' catalogue* (for example, introduce a DG-specific office supplies' catalogue, including only 100% "green items).	Number of actions	1
	Number or % of staff informed	>70% (2021 as baseline)