



Strategic Workforce Planning in the European Commission

DG HR

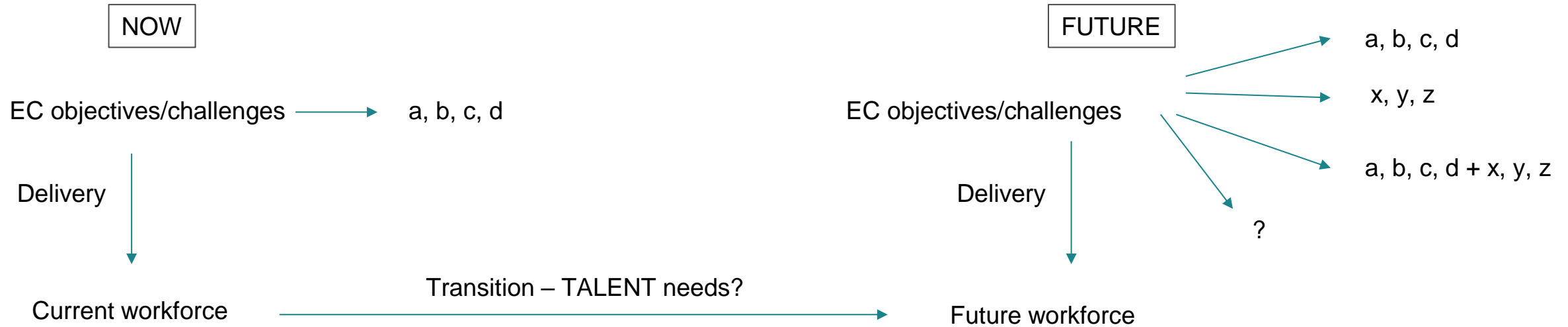
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Strategic Workforce Planning @EC

- New policy area – started 1.5 year ago
- Small team – 10 people
- Current approach will be presented
- Scope and organizational setup developing as we go

Strategic workforce planning analysis - What is it?



RECRUITMENT L&D

Critical skills
today and
tomorrow
(shape)



RIGHT STAFF CATEGORY & EMPLOYMENT STRUCTURE

Planning of competitions and
establishment plans (size)

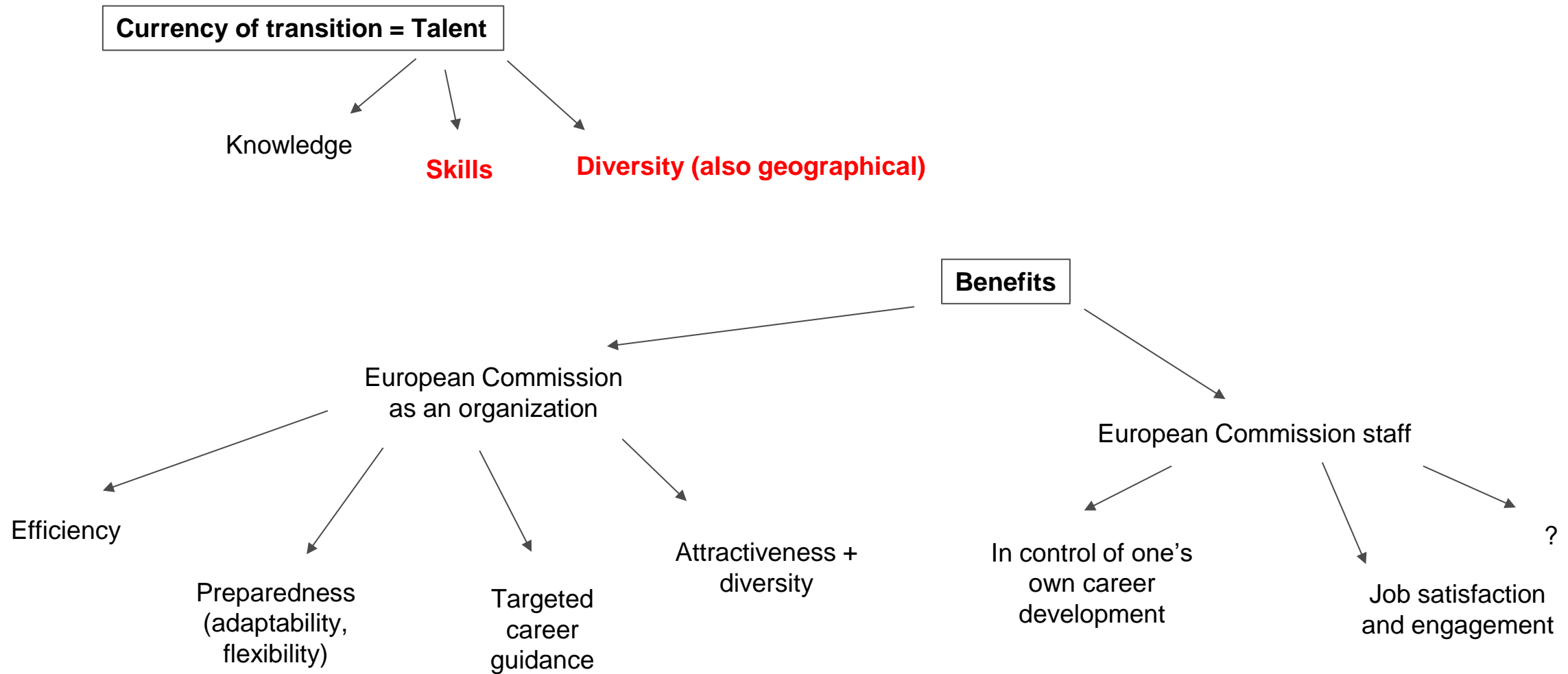


FLEXIBILITY ADAPTABILITY RESILIENCE

Skills based-organization:

Shift in how work is
organised and valued,
moving away from
traditional job titles and
roles towards a focus on
skills.

What do we need to focus on and what's in it for the EC and its staff?



Steps in the transition – EC approach

1. Identify talent/staffing needs

1.) **Identify staffing/talent needs** (qualitative and quantitative aspects).

- Develop methodology: QRC (internal and external factors impacting EC workforce) / skills gaps analysis
- Improve data sources and develop new tools for workforce analyses (HRT)
- Tackle geographical imbalances
- Use foresight tools (e.g.; scenario planning)

2. Redesign HR processes

2.) **Redesign HR processes.**

a) **Acquisitions:**

- Competition planning and design
- Selection and recruitment: matching people with jobs
- Joint Action Plans (GIPs + communication strategy)

b) **Retention:**

- L&D
- Mobility

c) **Response to new priorities:**

- Resource allocation
- Redeployment

3. Measure impact

4. Review and adapt

***Validity of approach -
Exchanges with other
organizations and institutions.***

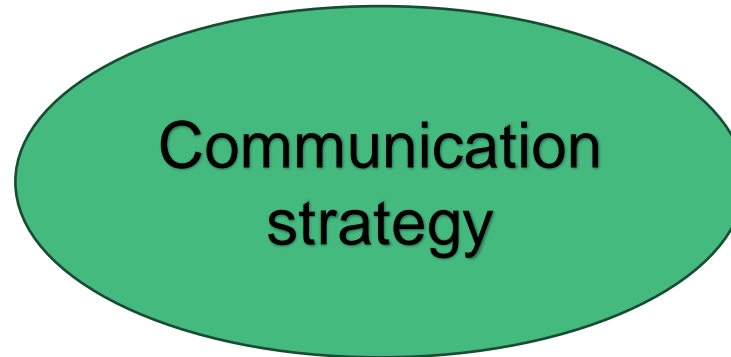
Factors of success

Leadership guidance and endorsement:

- define vision and clear priorities
- support delivery on SWP projects (operationalising the insights)
- support launch and uptake of new initiatives (e.g. QRC, EPSO WG for competitions etc.)

Buy-in from EC services/departments:

- change of culture
- perform internal analyses
- update data sources



Governance model:

- collaboration with services crucial
- communication strategy to be developed (importance, benefits, responsibilities shared – HR depends on input of others)
- sufficient resources in the coordination team

Technical proficiency (technology and infrastructure):

- reliable data sources and tools
- enough testing time





Areas of investment (projects): Skills in the EC

Assessment of our in-house Skills Needs

Why?

HR Strategy: The case for change

ECA 2024 Special Report

IAS recommendations to individual DGs

AI@EC Communication: Mapping of AI-skills

Mapping skills across EC- services, aiming to:

- 1) Harmonize frameworks for assessing skills (taxonomy) and develop mapping methodology
- 2) Identify major skills gaps at corporate level and design policy solutions to cover them

How?

Skills assessment framework

- ESCO as the assessment framework, enriched based on internal consultations with HRCs, AI experts, and literature reviews

Skills survey

- IT solution: EU Survey designed with DGs (29)
- Distributed via HR Correspondents network, asking for one response per DG

Launch

- Provided guidance for conducting internal consultations and bilateral consultations
- Received 39 responses



Skills clusters

Generalist AI Skills

Specialist AI Skills

Manager AI Skills

General Skills

Digital Skills

AI Skills

Green Skills

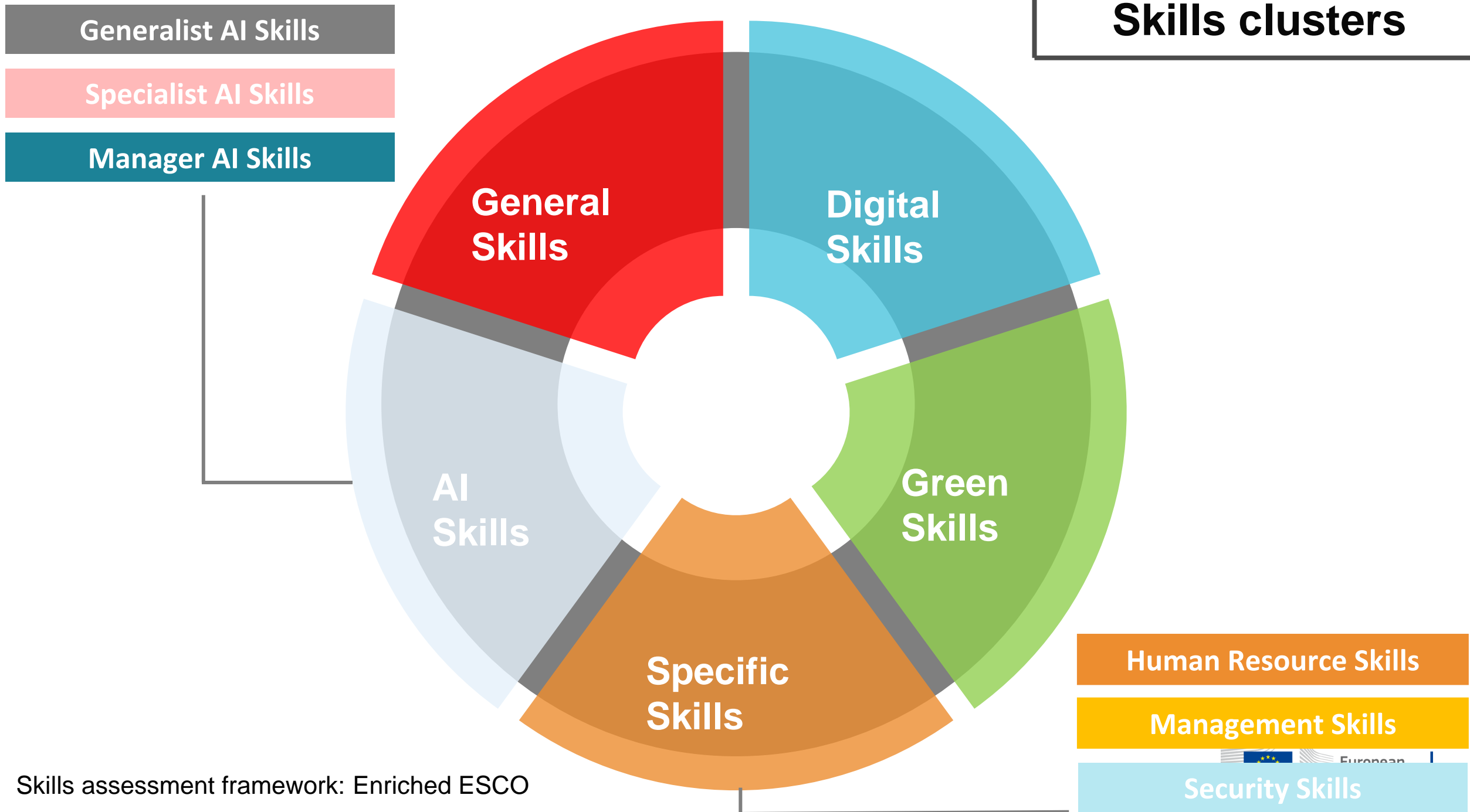
Specific Skills

Human Resource Skills

Management Skills

Security Skills

Skills assessment framework: Enriched ESCO



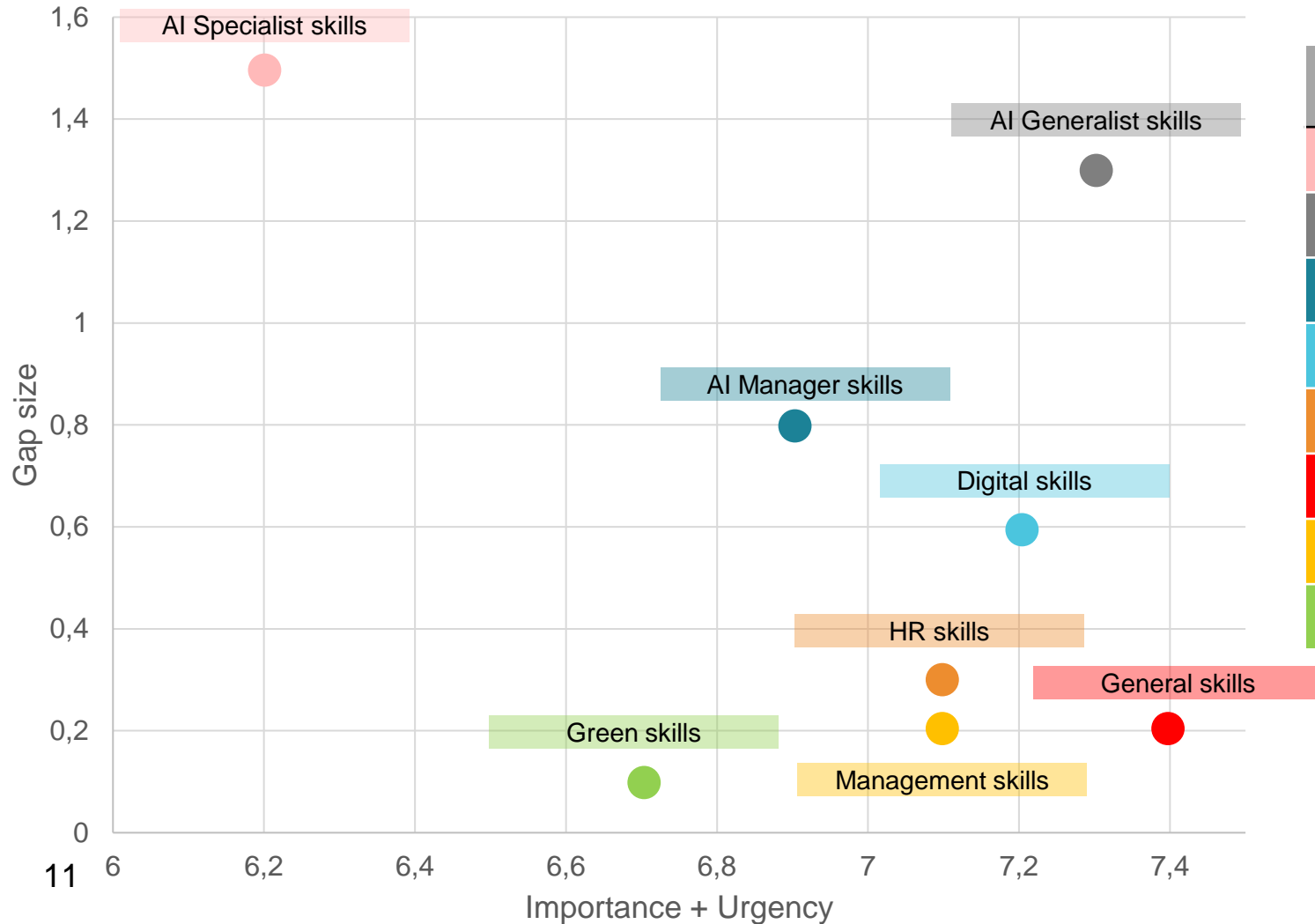
Snapshot of raw data

	Count				Average				Standard Deviation				Gap analysis	
	Supply	Demand	Importance	Urgency	Supply	Demand	Importance	Urgency	Supply	Demand	Importance	Urgency	Demand - supply	Importance + Urgency
1.01 Ability to understand European Institutions	13	13	13	13	3.6	3.4	3.8	3.4	0.9	0.7	0.8	0.8	-0.2	7.2
1.02 Adapt to change	13	13	13	13	3.2	3.9	4.2	3.9	0.8	0.9	0.7	0.8	0.7	8.1
1.03 Be futures literate	13	13	13	12	2.8	3.8	4.0	3.6	0.6	0.8	0.6	0.8	0.9	7.6
1.04 Create solutions to problems	13	13	13	13	3.5	3.8	4.3	3.8	0.7	0.8	0.6	0.6	0.2	8.2
1.05 Interpersonal abilities	13	13	13	13	3.9	3.8	4.4	3.8	0.5	0.7	0.7	0.7	-0.1	8.2
1.06 Establish collaborative relations	13	13	13	13	3.8	3.8	4.1	3.7	0.8	0.7	0.9	0.8	0.0	7.8
1.07 Communication skills	13	13	13	13	3.2	3.5	4.1	3.7	0.6	0.7	0.8	0.6	0.3	7.8
1.08 Professional writing	13	13	13	13	3.3	3.9	3.8	3.5	0.8	0.8	0.7	0.9	0.6	7.3
1.09 Drafting briefings	12	12	12	12	3.2	3.6	3.5	3.1	0.7	0.7	0.8	0.8	0.4	6.6
1.10 Manage a good diction	13	13	13	13	3.5	3.5	3.5	3.1	0.8	0.8	0.9	1.0	0.1	6.5
1.11 Speak different languages	13	13	13	13	4.1	3.3	3.3	2.9	1.0	0.9	1.1	1.1	-0.8	6.2
1.12 Speak in public	13	13	13	13	3.2	3.4	3.5	2.7	0.6	0.9	0.8	0.8	0.2	6.2
1.13 Intrapreneurship	13	13	13	13	2.9	3.5	3.8	3.4	0.5	0.8	0.9	0.9	0.6	7.2
1.14 Learning and unlearning	13	13	13	13	3.4	3.5	3.8	3.1	0.8	0.7	0.6	0.6	0.1	6.9
1.15 Make decisions	13	13	13	13	3.6	3.7	4.1	3.3	0.8	0.8	0.6	0.9	0.1	7.4
1.16 Tolerate stress	13	13	13	13	3.5	3.8	4.2	3.8	0.8	0.8	0.7	0.7	0.3	8.0
1.17 Self-management	13	13	13	13	3.5	3.5	3.9	3.6	0.5	0.5	0.8	0.5	-0.1	7.5
1.18 Show professional responsibility	13	13	13	13	4.2	3.8	4.2	3.9	0.8	0.8	0.8	1.0	-0.3	8.2
1.19 Think creatively	13	13	13	13	3.3	3.7	4.1	3.5	0.8	0.9	0.8	1.1	0.4	7.6
1.20 Think critically	13	13	13	13	3.3	3.7	4.3	3.6	0.6	1.0	0.6	1.1	0.4	7.9
1.21 Think proactively	13	13	12	13	3.4	3.9	4.2	3.5	0.7	0.8	0.6	0.8	0.5	7.7
1.22 Work independently	13	13	13	13	3.6	3.5	3.6	3.2	0.9	0.9	0.8	0.7	-0.1	6.8
1.23 Political sensitivity	13	13	13	13	3.2	3.6	3.7	3.5	0.9	0.9	0.8	0.9	0.4	7.2
1.24 Follow ethical code of conduct	13	13	13	13	4.5	3.8	4.5	3.8	0.7	1.0	0.7	1.1	-0.7	8.3
1.25 Promote inclusion	12	12	12	12	4.0	3.8	3.9	3.6	0.6	0.9	0.8	0.8	-0.2	7.5
General skills - TOTAL	12.9	12.9	12.9	12.9	3.5	3.7	3.9	3.5					0.2	7.4

Main analysis based on the combined values of:
 Gap size between supply and demand
 Importance + urgency value

Presentation of the skills clusters

Priority Skills Clusters

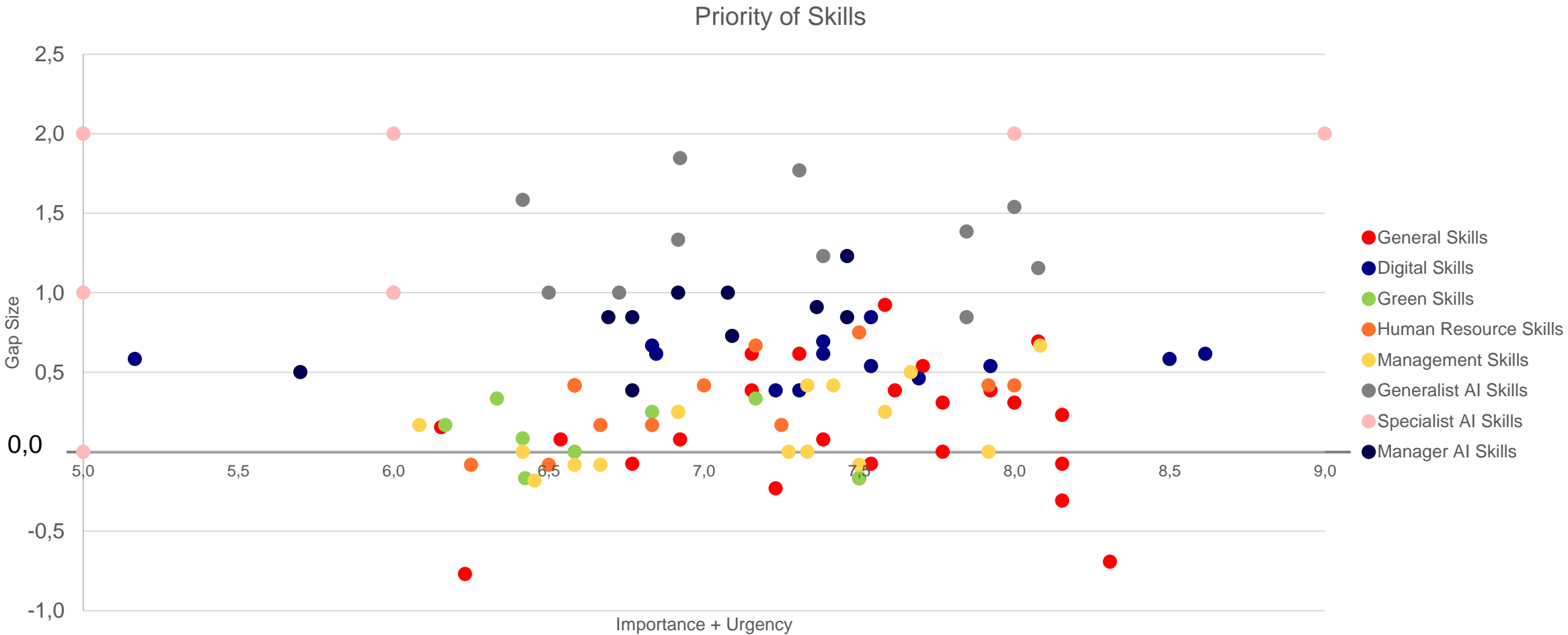


Gap size
AI Specialist skills (1.5)
AI Generalist skills (1.3)
AI Manager skills (0.8)
Digital skills (0.6)
HR skills (0.3)
General skills (0.2)
Management skills (0.2)
Green skills (0.1)

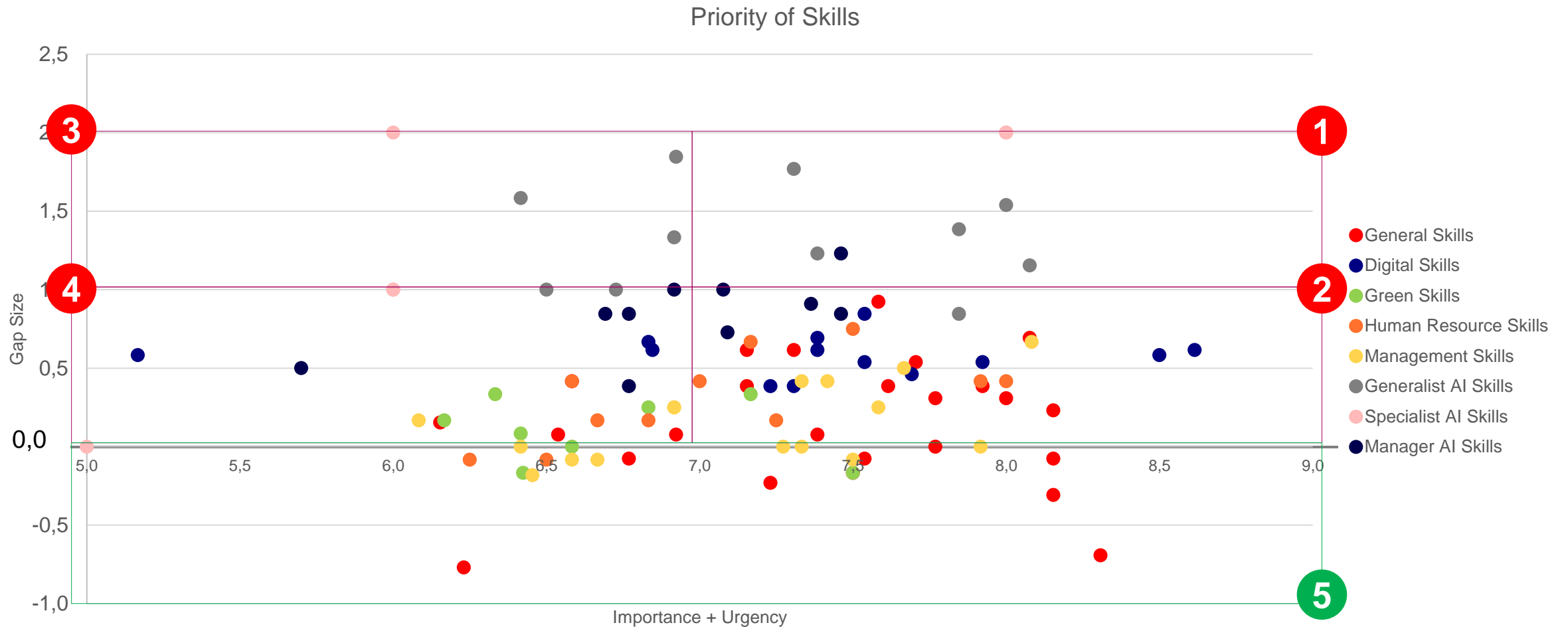
Importance and urgency
General skills (7.4)
AI Generalist skills (7.3)
Digital skills (7.2)
HR skills (7.1)
Management skills (7.1)
AI Manager skills (6.9)
Green skills (6.7)
AI Specialist skills (6.2)



Presentation of all skills



Skills gaps analysis



1 Very high priority skills

3 Medium priority skills

5 Skills without a gap*

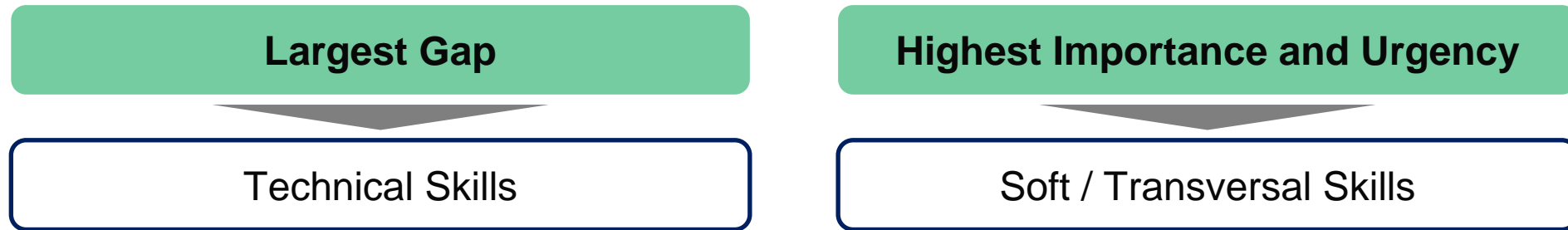
2 High priority skills

4 Low priority skills

*These skills remain important to assess during recruitment; however, the current demand for them is already well met.



Key results



- **AI skills** showcase the largest gaps, with Generalist AI skills being considered the most important and urgent
- **Digital skills** follow with large gaps and high level of importance and urgency.
- Regarding **General (transversal) skills**, the gap size is smaller. However, this cluster has the highest level of importance and urgency.
- **Green skills** are considered to be well-covered and less important and urgent

Snapshot of deliverables

Deploying insights to support strategic and forward-looking HR policy design

Competency frameworks

Enhance the ESCO framework (ESCO+) and an AI-specific framework

HRT Programme

Support the definition of skills and their future use within HRT projects (redesign of job descriptions, vacancy notices, CVs)

Competition design

Introduce skills requirements in job profiles to inform external competition design

Learning & Development

Review and update learning offer to cover skills gaps

AI Change Management

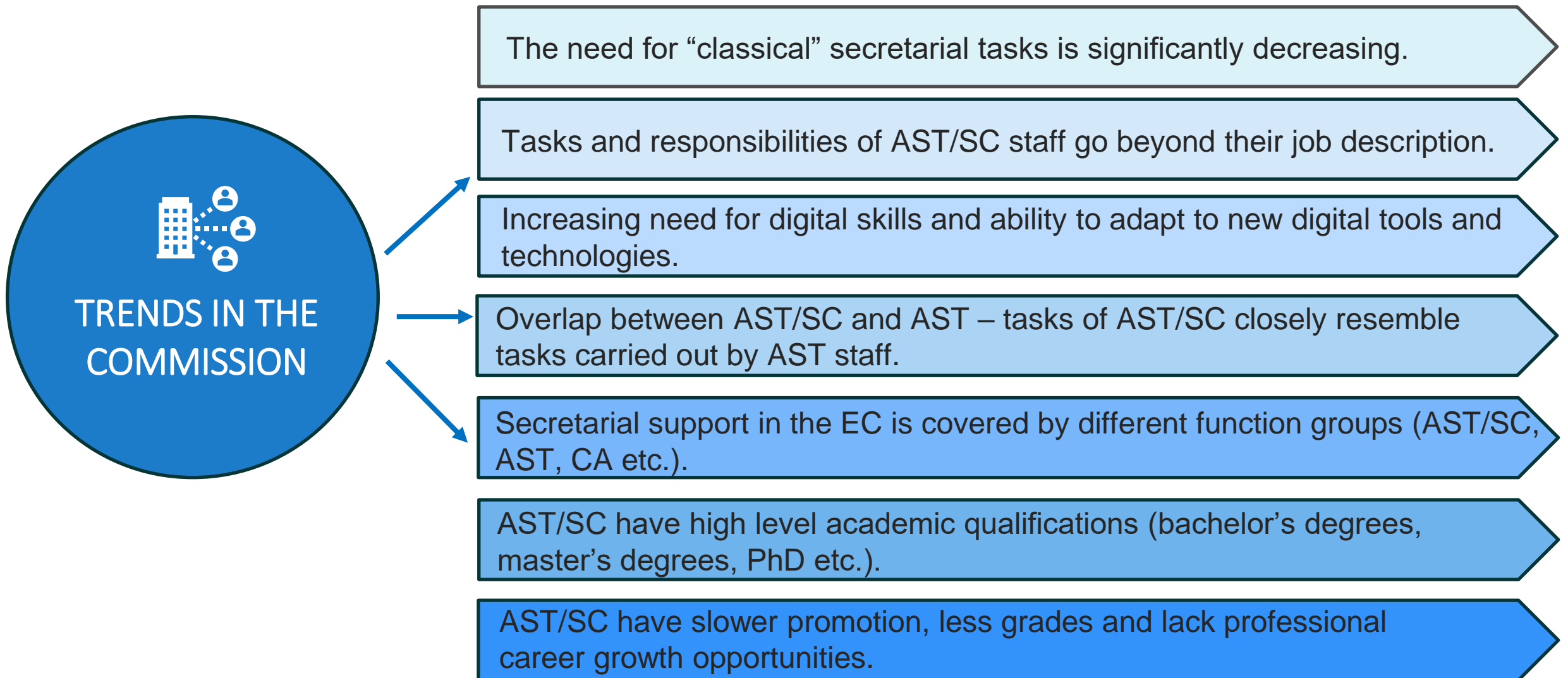
Develop policy for an AI-literate workforce





Defining the role of AST/SC – *Secretarial Support*

Main Findings – AST/SC function group (ca 1500 colleagues)





EDUCATION

Essential: post-secondary education diploma or a secondary education diploma with three years of relevant professional experience.

Common: Bachelor's or Master's degree.



Proposed profile: AST/SC Support staff

RESPONSIBILITY



Provide essential support tasks to enable colleagues to do their work efficiently. Report to assistants or administrators. Potentially manage a small team of support staff.

TASKS & SKILLS



Administrative and process management skills

(execute administration, manage administrative systems, manage personnel agenda)



Communication skills (disseminate internal communications, engage with stakeholders, ensure cross department cooperation, produce materials for decision making)



Knowledge management skills (facilitate access to information, file documents, manage and improve workflows, ensure proper documents management)



Digital and AI skills (collaborating through digital technologies, managing and evaluating data, information and digital content, solving technical problems, identifying digital competence gaps, protecting devices, managing digital identity, supporting colleagues in using digital tools)



Teamwork skills (collaboration, accountability, taking initiative)



Self management (perform multiple tasks at the same time, tolerate stress, attend to detail, manage time, adapt to change)

LANGUAGES



Languages: At least two official EU languages, first (minimum C1 level), second (minimum B2 level).

CAREER PROGRESS



CA FGII → CA FGIII, TA AST/SC, Official AST/SC

TA AST/SC → TA AST, Official AST

Official AST/SC → promotion, internal competition AST, external competition AST or AD

Thank you

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