



Working group on skills strategy: Implementing ESCO in the Commission HR system

Stefan Stanev
DG HR.A1 at European Commission

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HR Modernisation and Digital Transformation Programme (HRT)

- The HR Transformation (HRT) Programme is a flagship multi-annual Programme aiming in modernising HR Services
 - from recruitment to off-boarding
 - for all EU Institutions, Bodies and Agencies and for all staff
- This is a Business Transformation supported by a Digital Transformation. It will impact +100k users (including post-active staff and pensioners)
- Unit HR.04

Expected benefits from HRT

- HRT is transforming the organization in various ways:
 - Improving business processes
 - Business Oversight, Tracking & Operations
 - Automation & Business Intelligence
 - Continuous Process Optimisation
 - Easy Access to HR Services
 - Self-Service
 - Multi-channel experience

Current design of Job Descriptions at EC

- Current job description architecture was created in 2002 and revamped in 2012.
- Includes information on contract types, responsibility levels, duties grouped in functions, languages requirements, knowledge and competencies.
- From 70 in 2002 to 260 today functions (ANALYSIS and INTELLIGENCE; ENVIRONMENTAL MANAGEMENT; etc.) but likely around 60 are used. Duties are bullet points of tasks grouped under functions.
- Around 3400 knowledge categories (including the functions), created in 2012 based on previously known internal and external ad hoc taxonomies.
- 7+1 core competencies (Communicating, Resilience, etc.) from EPSO competency passport + second layer of around 60 competencies by HR

Current design of staff profile (eCV) at EC

- Originally eCVs created in 2006 and revamped in 2012.
- Objective of profiling human capital of the Institutions that use *Sysper*.
- Previous proxy of human capital was based on the jobs.
- Consists of previous studies and job history (employer, title, dates, description of tasks, functions). Also includes knowledge, competencies and career aspirations.
- Same set of taxonomy for functions and knowledge as in job descriptions.

Current Standard Job Titles at EC

- Around 350 currently. Original list created in 2002, with several ad hoc additions requested by DGs, Cabinets and SG.
- Some management (Director-General, Head of Unit, etc) titles are required by Staff Regulations.
- Grouped (semantically) in around 20 Job Families.
- Templates were created with default pre-filled content but currently discontinued functionality for budgetary reasons.

Working group on skills strategy (from May 2024)

The objective of the working group is to define a **comprehensive and harmonised approach on skills to feed into the HRT projects**. Key deliverables are:

- A **method to map the current skills framework** onto the **new ESCO framework**, including potential **enriching of the ESCO framework**
- A **design for storing and presenting job descriptions and vacancy notices**, including how they will use the **skills framework** and how the information will be provided and updated.
- A **design for storing and presenting CVs of candidates and staff**, including how this will use the skills framework and how the information will be provided

The working group consists of members from around 15 DGs at EC, Council, EEAS, REA (representing executive agencies), ESSC, CoR. It is chaired by HR.A1.

Adopting and adapting ESCO

- Enhancements of current ESCO framework based on:
 - Analysis of existing EC job descriptions & vacancy notices information
 - Addition/harmonisation with existing skills frameworks (consultations with all EC services)
 - Foresight work (profiles and skills) linked to identified megatrends
 - Job titles required by Staff Regulations (Director-General, Head of Unit, etc.)
 - Spontaneous applications from external candidates

Analysis of existing EC job descriptions & vacancy notices information

- Semantic matching of terms used in job descriptions and vacancy notices at EC to ESCO terms.
 - All current job descriptions and vacancy notices from past 5 years
- Identifies missing skills & knowledge terms that are frequently used, but not with a good match within ESCO's framework.

Addition/harmonisation with existing skills frameworks

- Working with existing frameworks across EC services and other EU Institutions. Some examples include:
 - EU Policymaking skills model (SG/JRC) - activities and skills around the policy cycle
 - Competencies for the future of work (Council)
 - CustCompEU and TaxCompEU (TAXUD) - harmonise and raise performance standards in the EU for customs and taxation

Addition/harmonisation with existing skills frameworks

- Corporate skills mapping exercise (HR.A1)
 - To the aim of identifying major skills gaps and trends across EC services
 - AI and digital skills prioritised
 - 39 DGs participated
 - Skills based on the ESCO framework, but enriched with additional skills from internal consultations and other EC developed competency frameworks
 - Skills divided into five different clusters:
 - General (transversal)
 - Digital
 - Green
 - Specific (linked to profiles)
 - AI (linked to generalist, specialist, and manager users)

Foresight work linked to identified megatrends

- *Megatrends and Skills of the Future* analysis (HR.A1) reviewed 19 foresight documents from sources such as JRC, OECD, and the UN, identifying eight key megatrends shaping future skills demand/supply, and work styles.
- The megatrends are:
 - Digitalization and Technological Advancements
 - Demographic Changes
 - Climate Change and Sustainability
 - Globalization and Geopolitics
 - Workforce and Economy
 - Global Health and Wellness
 - Economy and Business
 - Space Exploration and Resource Management

Foresight work linked to identified megatrends

Main Findings:

- The existing emphasis on AI skills and digital collaboration from the skills mapping exercise will continue to grow. This focus is crucial as it spans across all identified megatrends.
- The foresight analysis highlight the growing importance of technical skills in the field of environment and sustainability (skills demand in this sector will grow drastically)
- Horizontal soft skills are crucial across all megatrends, with the most important ones being: Communication and collaboration; Problem solving and critical thinking; Leadership and management

Skills in HRT (proposed way forward)



JOB



SKILLS



STAFF

Job Description &
Vacancy Notice
Skills section
Duties section (AI-assisted)

Get it going
Update existing JDs

Keep it updated!
Annual appraisals?

ESCO

European classification of
Skills, Competences,
Occupations and Qualifications

New “staff CV”
Unified Talent Pool

Get it going
eCV
Europass
Previous JDs

Keep it updated!
Annual appraisals?

New design could enable

- Establish and maintain a modern taxonomy of job occupations, skills and duties fit for the EC needs
- Allow and encourage regular and easier updates
- Identification of skills gaps and analysis of staffing needs
- Support strategic workforce planning with better quality data on EC workforce (recruitment, mobility, learning & development, etc.)

THANK YOU!