



Making the European Commission more agile, efficient and attractive: The workstreams in the...

2 min read

Since spring, the large-scale review team has been working to prepare the ground for the review of the Commission's organisation and operations. The team has compiled and analysed data from different sources, organised an extensive listening exercise to collect ideas through multiple channels, and initiated preliminary discussions about benchmarking.

All of this work came together in the presentation made by HR Director-General Stephen Quest to the Corporate Management Board on 22 September. The review will be structured around 3 areas: **People and culture**, **structures** and **processes**, and the proposal maps out an ambitious and transformative approach to ensure the Commission is well-equipped to meet both current and future challenges. The Corporate Management Board together with Commissioner Piotr Serafin endorsed proposed approach including the 15 specific workstreams that will make up the Review.

What's next?

Each workstream will be guided by a cross-DG team led by a senior manager. The composition and ways of working will differ in each workstream depending on the nature of the topic, all teams are expected to collaborate in a manner where trust and inclusion are integral to their daily work practices. Each workstream leader has received a mandate letter from Commissioner Serafin that outlines the direction that the workstreams should take.

People & Culture:

- Purpose and values - Maive Rute (GROW)

- Leadership - Anna Jarosz-Friis (ENEST)
- Careers - Dora Correia (TRADE) & Gabriella Fesus (SANTE)
- Talent acquisition - Stefan Olsson (EMPL)

Structures

- Directorates-General - Valère Moutarlier (GROW)
- Collaboration - Maria-Teresa Fabregas Fernandez (REFORM)
- Unlocking resources - Hans Das (ECHO)
- Service model - Carl Christian Buhr (DIGIT)
- Offices and agencies - Pauline Rouch (RTD)
- Presence in Member States - Sabine Henzler (JRC)
- Discontinuation/de-prioritisation - Stina Soewarta (COMP)

Processes

- Innovation and AI - Saad Kadhi (DIGIT)
- Simplification - Jörgen Gren (DGT)
- Compliance and impact - Michaela Di Bucci (RTD)
- Financial management - Bernadette Frédérick (ECFIN)

The first draft recommendations from the workstreams should be ready for early spring 2026, and finalised by July 2026. The review will also be supported by a high-level reflection group, chaired by former Secretary-General Catherine Day, to ensure an external perspective and expert insights. They will formally start their work in mid-October and will act as an important sounding board for the review. The large-scale review team under the political leadership of Commissioner Serafin will be responsible for preparing the final recommendations, also drawing upon the results of external benchmarking work, by the end of 2026 at the latest.

Once the workstream teams are up and running in a few weeks' time, the review team will explore further ways to continue engaging with colleagues across the Commission. Stay tuned!

More information

[Large-scale review workstreams](#)

[Helping the Commission thrive in challenging times](#)

[Preparing the journey of the large-scale review of the European Commission](#)

[Large-scale review - Home](#)

[CMB flash note on 22 September](#)



This site is managed by: HR.01

IT Helpdesk +31 224 56 **5252**

Technical assistance

MyPMO Services

Commission Duty Officers

[About](#)

[Legal notice](#)

[Privacy statement](#)

[Accessibility statement](#)

Petten



Emergency +31 224 56 **5555**

Alert level **Yellow** - For your safety: EUWarn