Management Plan 2024

OFFICE FOR ADMINISTRATION AND PAYMENT OF INDIVIDUAL ENTITLEMENTS (PMO)

Contents

Introduction

The **mission of the Paymaster Office (^{1}) (PMO)** is to provide a high quality and user-friendly service to current and former staff of the European Commission and many of the other EU institutions and agencies. It does so by promptly and accurately establishing and paying entitlements and claims, providing clear and relevant information and ensuring an efficient and effective system of management and control.

The present management plan outlines the main outputs and key initiatives that will shape PMO's work in 2024. It builds on the structure of the **PMO's strategic plan for 2021-2024**, looking also ahead on the **upcoming strategic plan 2025-2029**, and is organised around **General Objective 7** of the von der Leyen Commission, supporting the transition towards a modern, high performing and sustainable European public administration; translated into **three specific objectives**:

- **ensuring the correct and timely handling of PMO's mission at all times**
- **continuously improving customer service**
- **deepening inter-institutional synergies**

The PMO is operating in an ever-changing context with its main activities that increase in number, importance and complexity (e.g., pensions, salaries, privacy and cybersecurity), while resources remain stable. In light of the corporate challenges, the PMO strives to ensure the different requirements and recommendations (Greening the Commission, HR Transformation project, transition to the new corporate financial system SUMMA, etc.), reinforce internal collaboration and increase harmonisation and consistency of procedures through several innovative programmes and projects.

In this context, **the Digital Communication programme** promotes synergies, facilitates prioritisation and aims to streamline the communication with our beneficiaries (staff and pensioners), including reduction of paper communication. Without requiring an additional budget, the project will have a big impact by fostering internal collaboration and breaking down silos. Combining IT projects, business process improvement, communications, legal analysis and policy review, this programme will get ahead in 2024.

A wide digital transformation of PMO processes and improved collaboration with clients has started in 2023 with the implementation of modern, secure and user-centric IT solutions in parallel to a harmonised reshape of internal processes. These developments will continue to focus on increased efficiency, lower cost of control and reduced risk of error.

In 2024, the PMO will continue to prepare and implement the transition from ABAC (the current central accounting, budgetary and treasury system) to SUMMA (the European

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(^{1}) Commission Decision C(2002)4367 of 6 November 2002 establishing an Office for the Administration and Payment of Individual Entitlements

Commission's next generation corporate financial system). For the PMO, this change has an important impact on most of the financial activities and associated IT tools.

At the same time the PMO will work on keeping high standards of security and privacy, about the sensitivity of the data processed – while striving for a just balance regarding the administrative burden.

Closely linked to the PMO Digital Communication Programme, PMO is moving forward with the "**One PMO**" initiative. This builds on many previous endeavours to focus on fully aligned and harmonised business processes for the benefit of clients over the last decade but also tallies with the HR Transformation project with a single HR Service Desk. The **"One PMO" project** will also continue in 2024, combining the initiatives "Single phone number", the merger of JSIS Front Office and the reduction of functional mailboxes in favour of an increased use of Staff Contact and an independent MyPMO app. The "**One JSIS" programme** will optimise and mainstream all health insurance related services from the three work sites, Brussels, Luxembourg and Ispra, into one harmonised, consolidated service, organised by domain for an improved efficiency and client efficiency.

Regarding the JSIS, an agreement with the Belgian network of "mutuelles" (MyCarenet) was reached; in 2024, the automatic sending of claims between the medical providers and the JSIS back-office will be created, thus eliminating in the coming years the need to scan medical documents for the approx. 75.000 affected beneficiaries.

The **PMO knowledge management community**, with its Knowledge Hub and Management correspondents in each team, becomes a key actor in providing better services and further increasing the organisation's effectiveness by the transmission of knowledge and experience in a structured and accessible way for all staff, including an extensive onboarding package for newcomers and transfer of experience and knowledge when colleagues retire. Other communities of practice in communication and legal matters enhance close, crosscutting collaboration.

In 2024, the PMO will continue to improve the quality of information and communication towards its customers, via targeted campaigns to partners in the HR teams of the different institutions, agencies, and bodies which the PMO serves, whenever a new module or system is set up, as well as newsletters and notices on various topics of interest to EU pensioners. The migration of local intranets to SharePoint Online together with the transformation of the Staff Matters Portal to Service Now create opportunities to review, reorganise and improve existing content and improve the communication channels.

Internal communication activities will continue to focus on reinforcing the culture of a two-way communication, of openness and transparency. The **weekly management debrief** in which the Head of Service outlines the main ongoing activities and replies to questions on all topics has established itself as an open forum for exchanges with the Management, further strengthening cooperation and mutual trust within the PMO.

PART 1. Delivering on the Commission's priorities: main outputs for 2024

The PMO contributes to the Commission's general objective **towards a modern, high performing European public administration** by:

- ensuring at all times the correct and timely handling of all types of transactions
- offering better quality customer service
- deepening inter-institutional synergies

Part 1 reflects the priority actions and the most important **outputs** PMO plans to deliver in 2024 and how these key outputs will contribute to reaching the objectives.

1. Correct and timely handling of all types of transactions

The PMO ensures the correct and timely handling of payments of salaries, pensions and other entitlements:

- unemployment benefits
- reimbursement of claims for medical expenses
- missions and expenses incurred by experts attending meetings or by candidates in the context of selection procedures.

The PMO aims at optimising reimbursement delays to comply with the targets foreseen in the Strategic Plan. New intuitive dashboards allow for granular reporting and correct interpretation of the delays.

In 2024, the PMO will face a particular challenge to timely process all files linked to end of service of the 2000+ accredited parliamentary assistants (APA) at the end of the parliamentary term, which will add to the onboarding of new MEPs and APAs to the JSIS and the off and onboarding of the new College.

As far as the key IT application **Sysper** allowing managing individual rights is concerned, priority will be given to its overall improvement. A new functionality is being developed, that automatically calculates and indexes the allowances received from Belgian social security systems. In the future, the scope can be extended to other Member States – for example Luxembourg. Necessary improvements for the professional activity declaration were identified and are being analysed. Adaptations to automate and speed up the treatment of education declarations with more efficient internal workflows will be explored while a new feature is being developed to automatically archive supporting documents uploaded by the beneficiaries in NDP (Personal file). Developments will continue to include remaining declarations and to align the front-office declarations available for post-active staff with

those available for active staff. For better communication with the (former) agents and file handlers, it is foreseen to automatically notify agents when action is required.

PMO closely collaborates and contributes to the setup of the "**Onboarding project**", allowing the uploading of documents needed for pre-entry into service in a single platform, thus implementing the once-only approach. It is expected that this project with result in efficiency gains and increased user satisfaction.

By providing more possibilities for online and user-friendly declarations, in line with the user centricity and once-only principle, the PMO will further meet the needs and expectations of its clients. These developments continue to increase efficiency, lower the cost of control and reduce the risk of error.

Similarly, in view of the revision of the Guide to **Missions** and Authorised Travel, as well as an increased priority of the current Commission towards greening and reducing carbon footprint, PMO will intensify relevant IT and other developments to continue an efficient management of travel related to missions.

From a general perspective, PMO's IT systems and applications ensure business continuity and adequate support to guarantee the quality of service and respond to the business needs. Several IT developments are planned for 2024. The details of the achievements and ongoing major activities are illustrated in Section 2.D of the present document.

2. Maintain high quality standards of customer service (even with increased workload)

The capacity of the PMO to provide quick answers to its customers' questions and requests sent via Staff Contact remains fundamental to the overall quality of its services. The indicator on satisfaction with Staff Contact remains high – over 80% – and the aim for 2024 is to maintain this level of positive feedback. The PMO strives to continuously improve client service, by analysing available data and identifying possible areas of development. This process has been significantly accelerated while preparing the migration to the new corporate platform **Service Now**, expected to replace the Staff Matters Portal and Staff Contact by early 2024. The preparatory work, alongside statistical data analysis, included processing of over 1.000 feedback entries, which helped identifying and implementing improvements in the quality and usefulness of the available information.

The PMO's commitment to communicating with active and post-active staff on all matters of interest such as health insurance, pay, benefits, innovations and procedures will remain high in 2024. The PMO actively contributes to the HR Staff Matters Newsletter and provides separately relevant information to all Institutions, agencies and other bodies, as well as to the two pensioners' associations, sending them tailored communications to disseminate

through their internal channels. Dedicated PMO newsletters are sent to EU pensioners, orphans and unemployed offering important information and updates.

The migration of local intranets to SharePoint Online together with the transformation of the Staff Matters Portal to Service Now create opportunities to review, reorganise and improve existing content. The PMO attaches particular attention in this process to revamping its most visited pages about JSIS, pensions and allowances to allow users to easily find answers to their questions.

The **vision** for the PMO's future objectives is to:

- Work Better Together, make gains in internal efficiency by seeking to reduce manual operations and simplify data entry and data processing.
- Streamline and simplify operations and improve the way colleagues and clients feel about the services offered; bring the customers' perspective into the work done.
- Build on what was achieved so far in terms of efficiency and add a more explicit human touch to the services PMO offers to its clients, ensuring at the same time that the administrative burden stays as limited as possible.
- Provide additional services to clients.
- Strive for ease of procedures, clarity of information, efficiency and friendliness of guidance and support; ensure more personal contact with customers.

PMO will start to design together with its stakeholders the Strategic Plan for 2025-2029. This Strategic Plan will include a broad range of perspectives and will be developed in coordination with currently ongoing evaluations of PMO indicators as well as other projects and programmes.

In 2024, the PMO will continue to offer online **training** sessions on rights and health insurance for newcomers, on missions and MiPS+ for Commission services as well as new agencies adopting MiPS. In addition, monthly online training sessions will be offered on end of service, transfer of pension rights and on the Pension Scheme of the European Union. Communication specialists will continue to produce graphic materials such as how-to videos on how to navigate PMO's increasingly automated systems and visual aids clarifying the main outputs.

PMO will review the organisation of the yearly Training Days for its clients and offer more targeted training sessions in an online format to enhance knowledge sharing and remote and/or physical networking with colleagues across Europe.

PMO Info sessions

Improved **efficiency of IT systems** will also facilitate client satisfaction. A specific attention will be given to the modernisation of existing applications and the optimisation of PMO mobile platforms (for the Missions management application MiPS, the Joint Sickness and Insurance Scheme and for the management of experts' meetings in AGM). Together with several new features in the latest version the PMO Mobile application, it is expected to reach 20.000 users by end 2024. All improvement and modifications of applications are

carefully tested with dedicated tester groups that have been created with help of our active and post-active beneficiaries.

MiPS+, the new and improved application for the management of work-related travel was deployed in June 2023 and will gradually replace the current MiPS. The new technology behind it offers higher speed, as well as stronger data protection.

As regards the modernisation of the **Joint Sickness Insurance Scheme (JSIS)**, in 2024 there will be a focus on linking up the IT tool for the sickness insurance (ASSMAL) with the Belgian IT platform (MyCareNet) for the transition to full digital exchange of documents related to health care.

Additionally, an agreement to ensure access to health care will be signed for Italy and the existing agreements with the Spanish autonomous regions will be extended. Collaborations with other Member States are being analysed together with DG HR and DG EMPL.

The PMO also launched a procurement project for concluding a service contract with a third-party administrator that can ensure access to the healthcare providers' network at reduced negotiated rates for staff (and their dependants) serving in the EU Delegations of USA, Switzerland, Thailand, China and South Africa. This initial pilot would allow PMO to collect a set of credible data on health care costs and prices in specific countries and would put PMO in a far better position to decide on next steps for better access to healthcare in other countries outside EU. Following the success of the Health Screening Programme, negotiations of agreements with networks of hospitals/health centres for general medical services will continue in 2024.

3. Deepening inter-institutional synergies

The PMO was established in November 2002 as the Paymaster Office of the European Commission. Over the years, PMO has provided an increasing number of services to different European Institutions and agencies. For example, JSIS covers all active and retired staff from all Institutions and agencies on health insurance, and all retired staff for payment of pensions. Other services (establishment of rights of staff, calculating salaries and pensions, management of accidents and occupational diseases, the determination of entitlements linked to termination of service, expert reimbursements, missions costs' reimbursements, visa services, EU Laissez-passer enrolment, issuance and delivery services, etc.) are provided depending on the needs of the institution/agency concerned.

The PMO pays more than 53.000 salaries each month, as well as approximately 31.000 pensions. It provided services to all active and post-active staff of the Commission, 9 other EU Institutions, 55 EU agencies and 2 other bodies. The PMO has seen a constant and significant increase in the populations served (e.g., JSIS beneficiaries, staff, pensioners) in the last years. The PMO, in line with the guidance from the Management Committee, will remain available to extend services to other institutions in 2024 with the aim to improve synergies and efficiency of EU administrative expenditure overall.

All services provided are based on Service Level Agreements (SLAs), which have been signed with all Institutions and the vast majority of agencies. The current SLAs are based on the corporate template and fully comply with the relevant legal framework (including the Financial Regulation). An "SLA Repository" was created on SharePoint which brings together all legal and practical information regarding the collaboration with the different PMO services. The SLA repository is also accessible to DG HR and the Legal Service.

The revenue from charge-back of services to Agencies and Bodies is increasing as the number of Agencies and their population is growing every year.

According to the EDPS opinion of 28 June 2023, the PMO has to be considered as a separate controller in relation to the processing of personal data it carries out in the context of the Service Level Agreements concluded with Union institutions, bodies, offices and agencies within the area of its specific competence. As Regulation (EU) 2018/1725 defines the data controller as the Union institution or body that determines the purposes and means of the processing, this opinion is a prerequisite for the Commission exchanges of data with Member States in the area of social security that will include the data of Commission staff members as well as the data of PMO clients.

The yearly training for new SLAs, the PMO Training Days with presentations of the various thematic modules, offer the opportunity for knowledge sharing and remote networking with colleagues across Europe. This formula proved to be highly successful. The modules per topic are registered and can be consulted at any time by interested colleagues.

In addition, specific trainings were organised for other Institutions and agencies concerning pensions and rights at the end of contract.

PART 2. Modernising the administration: main outputs for 2024

A.   Human resource management

In 2024, PMO maintains its commitment to inclusive human resources management, placing a heightened emphasis on staff and focusing on three main aspects. It prioritizes staff **well-being** through training and projects aimed at reducing workloads and mental stress. It also emphasizes **staff satisfaction** by implementing a communication strategy that encourages collaboration, empowerment, and colleague recognition. Additionally, PMO promotes **career opportunities**, including transitioning from GFII to GFIII, which not only enhances job satisfaction within the organization but also encourages internal mobility. In alignment with our commitment to **equality, diversity, and inclusion**, team-building activities and events will be organized to build strong relationships among team members. These initiatives aim to foster a positive and cohesive environment, ensuring that every team member feels valued and included. By promoting a diverse and inclusive atmosphere, PMO seeks to enhance **staff engagement** and collaboration across the organization.

While PMO did not have any specific individual target set in Commission decision SEC(2023)200 on gender equality at middle management level, it is nevertheless committed to maintaining gender balance in middle management during 2024. On 1/11/2023 women held 57% of middle management positions. Additionally, to prepare women for middle management roles, PMO aims to maintain a strong representation of females in pre-management functions with 71% of deputy head of unit positions held by women on 1/1/2024.

To ensure that all staff is well-informed about corporate and local HR priorities, PMO plans to continue its **communication** efforts by sharing information on its intranet and through other dissemination channels. Additionally, PMO strives to enhance the visibility of career opportunities by publishing vacant positions on various platforms, including My PMO, the EPSO portal, and PMO's corporate page on the Europa website.

In the coming year, PMO will extend its well-being activities, with a specific focus on addressing job-related needs. To achieve this, various **initiatives** are on the horizon for 2024. These include the introduction of induction sessions for **newcomers**, designed to introduce them to PMO's horizontal services and help them establish internal networks. Additionally, onboarding packages available in the PMO Knowledge Management Hub will be expanded to cover new topics.

To address **psychosocial risks**, PMO has established and will continue deployment of the **'Empathy Network'**, coordinated by the PMO psychosocial prevention counsellor and in collaboration with DG.HR's medical team, to enhance emotion management and reduce mental stress for all employees.

In line with the Commission's program, PMO will develop a local **be-well@work** strategy to extend well-being activities. PMO will continue offering a general three-day telework option

per week, providing maximum flexibility and life-work balance for its staff, in full alignment with the corporate guidelines.

Career advancement and mobility are top priorities for PMO, and several initiatives are in the pipeline. These include the conversion of GFII to GFIII positions (via publication and/or article 13 exercise), the implementation of an internal and external mobility strategy, and a communication campaign to inform staff about these opportunities and their benefits.

In addition to these initiatives, PMO is committed to supporting the **simplification of processes** and adapting procedures in response to the reorganization of DG HR and the ongoing HR transformation project. This will be carried out while ensuring business continuity and maintaining a high standard of service quality across PMO's three sites.

Furthermore, PMO recognizes the importance of investing in **training** to maintain high-quality standards in customer service. Training priorities include language training, particularly in English to accommodate non-French speaking clients, management training for heads of sectors and team leaders, digital upskilling, and diverse coaching initiatives, including both group and individual coaching for managers, as well as co-development coaching tailored for heads of sectors and team leaders.

The following table shows the total human resources available within the Office as of 01/01/2024 (including the OLAF Supervisory Committee Secretariat – 8 posts).

Activity	Officials and temporary staff	Contract agents	Other groups	Total
Administration	163 (1)	453 (2)	8(3)	611

1. 163 job quotas available in PMO establishment plan on 01/01/2024: 48AD, 113 AST and 2AST/SC.
2. total of contractual agents at 01/01/2024 13 FGI, 301 FGII, 130 FGIII, 9 FGIV
3. total of interim staff

B.   Sound financial management

The internal control framework (^{2}) supports sound management and decision-making. It notably ensures that risks for the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

PMO has established an internal control system tailored to its characteristics and circumstances. Its effective functioning will be assessed on an ongoing basis throughout 2024 and be subject to a specific annual assessment covering all internal control principles.

The PMO is using internal control processes to ensure the adequate management of the risks relating to the **legality and regularity** of the underlying transactions for which it is

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(^{2}) Communication C(2017)2373 – Revision of the Internal Control Framework

responsible, taking into account the nature of concerned transactions. The control objective remains to ensure that transactions are initiated and validated within the stated deadlines; that the budget execution is adequately monitored and that the estimated risk at closure does not exceed 1% of operational expenditure. This is well below the materiality threshold of 2% for administrative expenditure.

The PMO **control strategy** presents the methodology and procedure of the controls carried out in PMO, with the objective of contributing to management assurance by maintaining the necessary level of control regarding regularity of operations, taking into account the three building blocks (effectiveness, efficiency and economy) of sound financial management. The PMO has set up internal control processes aimed at ensuring the adequate management of identified risks.

An independent centralised Internal Control Team is coordinating the ex-post control strategy and control activities within PMO. This approach provides proper implementation of operations, conformity with regulations, and increased efficiency of control. It also addresses the request by IAS to use a relevant and consistent sampling method and ensures impartiality as staff members are not subordinated to the Heads of Units controlled.

In 2024, the PMO will continue to focus on automation, in addition to digitalisation, of monitoring of financial transactions and of mass payments, where possible, to reduce payment delays and the risk of error.

PMO ensures the **safeguarding of information and IT Security**. In order to protect sensitive information from being lost or disclosed, or its integrity breached, PMO makes sure that the rules on data protection and the internal rules on treatment of sensitive information are well known and being met. PMO aims to identify and implement the needed security measures in IT applications through vulnerability assessments and a constant up-to-date level of security awareness. Additionally, access rights to the IT systems are closely monitored.

The effective functioning of the service's internal control system is assessed on an ongoing basis throughout the year and is subject to an **annual assessment** covering all internal control principles. To maintain awareness and participation of PMO management in the process, regular information sessions to the management meetings on internal control issues will continue to take place (e.g., discussion on control reports).

C.   Fraud risk management

The PMO actively participates in the Commission Fraud Prevention and Detection Network and subgroups (internal cases; fraud risk management and the EPPO subgroup).

In PMO, the new Anti-Fraud Strategy (AFS) covering the period of 2022-2024 was adopted in 2022. Its overall objective remains to improve prevention, detection and the conditions for investigations of fraud and to achieve appropriate reparation and deterrence. The

internal control framework already includes measures for prevention (such as segregation of functions, conflict of interest and sensitive functions) and detection (such as procedures, measures and four eyes' principle), but the Anti-Fraud Strategy sets out more fine-tuned measures to reply to specific fraud risks identified. PMO's work requires constant interaction with beneficiaries, the majority of which are staff and former staff bound by the Staff Regulations. Therefore, most of the cases of fraud are treated by the Investigation and Disciplinary Office of the Commission (IDOC). The PMO anti-fraud strategy is structured around three major objectives:

- Improve **communication**: several actions, such as awareness raising measures in the form of presentations / trainings for PMO staff and beneficiaries are foreseen in 2023 as well as regular presentations, discussions and follow-up with the PMO management committee.
- Increase the use of **IT tools and digital exchange of data** including with member states for efficient fraud detection: To carry out its tasks, the PMO uses several IT applications that generate large amounts of usable data. Data analysis allows for detecting discrepancies and selecting cases where the risk of fraud is greatest, in order to perform targeted and cost-effective controls.
- Ensure feedback of fraud cases to **improve processes and control**: By improving collaboration between all units and the legal team as well as the Knowledge Management community, good practices are shared and alignment is ensured. In addition, close collaboration with IDOC, OLAF and EPPO allows recoveries from detected fraud cases and feedback to improve controls performed by PMO.

PMO will furthermore actively seek cooperation with the Commission services and with OLAF in particular, to contribute to a coordinated effort towards the anti-fraud objectives, by participating in the network meetings and consulting with OLAF.

In 2024, PMO will continue to contribute to the Commission anti-fraud strategy, in particular the revised Commission Anti-Fraud Strategy (CAFS) (^{3}) action plan adopted in 2023 and follow up OLAF's financial recommendations. More particularly, the PMO legal team will ascertain the appropriate treatment of all potential cases (transfer to OLAF and IDOC). In addition, regular ex-post supervisions will be carried out, as well as specific anti-fraud related checks, which are embedded in the internal control strategy. Digital transformation and information management.

(^{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'.

D.   Digital transformation and information management

Digital transformation

In 2024, the PMO will progress in implementing the strategic objectives for the most important IT systems in line with the Commission Digital Strategy. Furthermore, the PMO will continue to develop solutions presented for the Digital Solutions Modernisation plan to the ITCB and ensure the adaptations of the current landscape to the new EC account system, SUMMA.

The PMO IT landscape evolution focuses on process automation, digital culture, security and privacy. The following developments are foreseen in 2024:

Business-driven Digital Transformation – Green, Resilient and Secure Digital Infrastructure

- **Payroll application (NAP):** the replacement of the application by a commercial off the shelf (COTS) will be achieved in the coming years as part of the HR Transformation programme and in sync with the SUMMA programme. In the meantime, the following activities will be done in 2024:
    - Launch of a Proof of Concept to explore the capabilities of the SAP 4/HANA suite used by SUMMA.
    - Debt Management in collaboration with Payment Factory Team ongoing and accounting automation, with a first phase for the JSIS debts.

- **Payment Factory (PF):** after the progress to finalise the solution analysis and the initiation of the main development activities, the focus in 2024 will be to prepare for the arrival of SUMMA to the whole EC as per the MoU signed with DG BUDG (see).
  In addition, the debt management project to implement the recovery of JSIS-related debts through offsetting with regular salary/pension payments will be implemented by the end of 2024.

- **Missions (MiPS+):** after the roll-out of MIPS+ for all front-office users achieved in 2023 the roll-out will be done for the back-office users in PMO and the local missions officers (LMOs). In addition, the necessary adaptations will be done for the EC release of SUMMA and new features linked to the greening of the EC. Finally, the roll-out to the EU agencies will continue in 2024.

- **Experts' meetings and reimbursements management (AGM):** these are the main items for 2024:

    o Integration with several corporate applications to enhance the management of meetings, such as MIRA, Teams and V-pass.
    o Change of ownership is under discussion.
    o Adaptation for the EC release in SUMMA.

Digital-Ready EU policymaking

The PMO's IT strategy is committed to improve interoperability features, to streamline communication and data exchanges with the EU Member States. A first analysis between PMO, DG HR and DG EMPL has been launched to foster the use of existing platforms, like the EESSI ([4]) (Electronic Exchange of Social Security Information). It will consider both legal and technical aspects in order for PMO to join. Further advances in the integration with the several National Healthcare Systems are in line with the strategic objective**.**

Seamless Digital Environment

The PMO will continue with the following IT projects launched in recent months/years with the approval of the IT Cybersecurity Board (ITCB):

- **PMO within HR Transformation:** PMO's digital transformation is fully incorporated within the HR Transformation (HRT) Programme, which is totally aligned with the Reuse-buy-build Approach. After receiving the green light from the IT Cybersecurity Board (ITCB) of the revised business case in 2023, the first wave has been launched with the first projects delivering in 2024: the new HR family helpdesk function, the digital onboarding of new staff and a proof of concept for the payroll.

- **PMO Mobile:** since the finalisation of the version 1.0 of the application early 2022, it is

currently possible to view and update of mission data, insurance certificates, to introduce medical reimbursement claims and accident declarations as well as declare medical absences and finally to manage meeting invitations for external experts. With the approval of PMO Mobile 2.0 by the ITCB, new functionalities will be developed, and the application will be available in the commercial app stores: Google and Apple under a new name and logo: MyPMO.

- **Digital Communication programme:** in 2023 PMO launched a new programme that was approved by the ITCB to streamline the communication with our beneficiaries, member states (including EESSI) and other stakeholders like European Schools, and particularly reducing paper communication. Combining IT projects, business process

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([4])   platform operated by DG EMPL

improvement, communications, legal analysis and policy review, it provides an overview of the initiatives to be undertaken over the next two years, promoting synergies, facilitating prioritisation and justifying IT needs. The integration of Mobility.net in the PMO solutions PMO Mobile and MIPS+ is part of this programme, considering its contribution to the paperless approach and related principles.

- **JSIS – NHS project:** The project encompasses the integration and data exchange among the JSIS system and the EU National Healthcare Systems (NHS). The project was approved by the ITCB in 2022 and in October 2023 an agreement was reached for the integration of the JSIS with the Belgian network of mutuelles. The target is, in a first phase, by mid-2024, to create an automatic sending of the claim between the health care providers and the JSIS back-office (doctors initially), thus eliminating the need for the beneficiaries to submit a reimbursement request and scan the supporting documents.

- **S4 (Social Security Scheme Simulation):** this project will continue building the necessary capacity to forecast and simulate the budgetary evolution of the various social security schemes in the mandate of PMO.

Information and IT security rules

With regards to **IT security**, the updated security plans of all PMO IT solutions were signed-off in 2021 and some were updated in 2023, together with the implementation of most of the measures identified in the security plans and in the findings of the internal audit on IT Security Management.

By the beginning of 2024, all the IT systems of PMO portfolio will have EU Login with multi-factor implemented, including for the access to the applications within the EU institutions' network. In addition, all findings of the internal audit on IT Security Management will be closed.

In 2024 the remaining measures will be implemented, and this will be achieved with the continuation of the reinforcement of the budget allocated to IT security in line with the benchmark of the European Commission. On top of this, the migration to Welcome domain of all remaining PMO devices in Brussels and Luxembourg was achieved in 2023 and the target to do it in Ispra is end of 2024. In what regards the access to the PMO information systems and data, a continuous monitoring and auditing of the access rights will be performed in 2024, under the supervision of the internal control team.

Data, information and knowledge management

The PMO knowledge management (KM) community provides a framework and a structure for documenting, storing, learning about and finding the knowledge colleagues need to do their daily job; learning new tasks, in particular in view of increased teleworking leading to less interaction between colleagues. It also increasingly allows newcomers to acquire the necessary knowledge and access to information for a smooth integration. Further focus on

the adoption of new ways of working and new working tools will gradually prepare the PMO staff for the corporate move to the M365 environment (Teams and SharePoint Online).

In 2024, the Knowledge management (KM) team and the KM correspondents across the PMO will collaborate to further develop the taxonomy with which all information is categorised. In this way, colleagues can access and find information easily and fast. Trainings and presentations on the use of the system will be continued. Collaboration and incorporating contributions from the whole PMO, and in a particular from the KM correspondents will be fundamental for elaborating and improving the repository.

Additionally, the KM community will continue in-house lunchtime presentations to PMO staff on various topics (Knowledge Hours).

Data protection

With regard to data protection, the PMO continues to fulfil the obligations it has as separate controller in the frame of the processing of personal data it carries out in the context of the Service Level Agreements concluded with Union institutions, bodies, offices and agencies within the area of its specific competence, as acknowledged by the EDPS in its opinion of 28 June 2023. As Regulation (EU) 2018/1725 defines the data controller as the Union institution or body that determines the purposes and means of the processing, this opinion is of high importance for the Commission exchanges of data with Member States in the area of social security, that will include the data of Commission staff members as well as the data of PMO clients. As regards these exchanges, the PMO will continue to closely assess the impact of envisaged data processing operations for data subjects and ensure transparency by carrying out a data protection impact assessment (DPIA) where the conditions of article 39 of Regulation are met as well as systematically including a data protection annex to reinforce transparency toward data subjects.

Still with regard to transparency, the PMO is committed to ensure that all its privacy statements are accessible, accurate and intelligible to the concerned data subjects by creating a dedicated webpage on the PMO Intranet that groups all its privacy statements.

The PMO has updated its procedures to ensure appropriate follow up of data breaches. It has taken an approach of full transparency, so that all data incidents are notified to the DPO, even cases that were unlikely to present a risk for the data subject. All data breaches that are likely to result in a risk/high risk for the data subject are notified to the EDPS.

In 2024, the PMO will continue its regular training sessions: general trainings on regulation (EU) 2018/1725 and Commission Decision 2017/46 will be given to staff of all units in the PMO as well as specific trainings when various specific questions arise in a unit. These trainings are regularly updated to take into account the latest developments in the field and integrate the lessons learned.

Concerning the data protection by design and by default obligation, regular meetings are held by the data protection coordinator of the PMO with the IT unit to ensure that data

protection is embedded in the design of information systems and processes. These meetings are of paramount importance especially in the framework of the HRT project and PMO will continue to have a regular dialogue with all the relevant stakeholders to ensure that all data protection aspects are covered.

As regards international transfers, the PMO continues its reflection internally and with other services of the Commission, to find alternative solutions for future projects that involve clouds or that ensure that these transfers lawful in compliance with Chapter V of Regulation (EU) 2018/1725 and the case law.

The PMO will continue its collaboration with the DPOs of other EUIs or other DPCs of other services of the Commission via meetings on specific topics. In addition, the DPC participates to several working groups with the network of DPCs.

E.   Sound environmental management

The Corporate EU Eco-Management and Audit Scheme (EMAS) policy is implemented by the PMO. Next to the initiatives managed at central level, local actions in the PMO sites are set up for promoting an **environmental-friendly working place** and making better use of natural resources, in line with the Communication of the Greening the Commission whereby the Commission's ambition is to become climate neutral by 2030.

The current set-up of PMO's buildings as a collaborative space facilitates sustainable ways of working and energy efficiency. The high rate of teleworking coupled with growing use of paperless processes, collaborative tools and video conferencing reduces PMO's environmental footprint.

Taking advantage of existing capabilities in the applications and platforms used, the PMO uses **paperless workflows** for the majority of its procedures. Declarations and exchange of information with PMO's clients are mainly processed through online tools.

Under the umbrella of the Digital Communication Program, in 2024 remaining paper circuits and possibilities for digitalisation will be mapped and analysed in order to further reduce paper consumption, including further analysis on how to improve "paperless" exchanges of documents with DG HR.

In the area of healthcare, the negotiations currently underway to ease the collaboration of the JSIS with the national systems in several member states, will also decrease the environmental footprint, by reducing the paperwork and simplifying the workflows. In the field of hospital invoices, an electronic platform for direct billing with the Belgian hospitals was put in place and will be extended to more hospital groups in 2024.

Overall, continuing modernisation of IT systems and new ways of working already resulted in a significant decrease in paper consumption and this evolution will continue in 2024.

PMO took over mission management tasks formerly carried out in some DGs (GEMI – gestionnaire de mission). PMO contributes towards raising awareness on the **ecological**

impact of missions by measuring the impact of each mission and suggest options to limit the impact to various actors.

PMO is following up on the developments in the field of **Green public procurement** and adapting its procedures to the new features where applicable.

The **EMAS campaigns** envisaged in 2024 will mainly focus on staff awareness on greener ways of working, waste reduction and energy saving. Local actions will be supported by regular publication of tips and tricks on the dedicated PMO EMAS Intranet page. PMO will also encourage its staff to become Climate ambassadors.

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

Communities of practice enhance close, crosscutting collaboration, with a particular focus on the JSIS: ten Knowledge Centres guarantee a more efficient decision-making, better knowledge management and knowledge sharing by capturing the know-how of experienced colleagues and ensuring transfer of knowledge. The model of governance joins the three units dealing with the JSIS affiliates in one JSIS community including thematic Knowledge Centres (KCs). The Knowledge Centres will continue to deliver on two main objectives: (1) harmonise and simplify practices between units, sites and teams, and (2) take decisions effectively in their field of expertise.

Additionally, the working group on the entitlements and rights will further explore possible synergies in the establishment of rights for active and post-active staff as well as JSIS affiliates.

Change projects

- The **Digital Communication** programme was launched in 2023. The aim is to streamline the communication with PMO beneficiaries and to reduce paper end e-mail communication. Combining IT projects and business process improvement, it provides an overview of the initiatives to be undertaken over the next few years. Furthermore, the initiative 'one PMO' will further facilitate the outreach to PMO by its clients.

- **Mobile applications** for Insurance, Health, Missions, Experts (Mips, Assmal, AGM, SERMED): further development will allow users to access more services through their mobile phones. This initiative contributes to the HRT program.

- With regard to MIPS+, the ecological impact of missions as well as the representation expenses of Commissioners and Cabinet members were integrated.

- The modernisation of the **JSIS**, with automatic sending of claims between health care providers and the JSIS back-office eliminates the need to submit reimbursement requests and optimises workflows. The benefits of "e-invoice" are reduced printing (green initiative), efficiency gains and a lower risk of errors. Modern accounting and reporting tools allow for improved cash management and more transparency.

- Several new features foreseen in **Sysper Rights, Activity** and **Post-activity**, combined with Payment Factory, will allow further automation and streamlining of processes.

- With the objective to render business processes more efficient and datasets more accurate, PMO is exploring the potential of **artificial intelligence** in several domains, as laid down in the PMO AI@EC initiatives and in collaboration with the HR Transformation programme:
  - To support the business process efficiency especially in areas with repetitive and manual tasks, such as checking scanned documents with Optical Character Recognition technologies or in areas of internal control for fraud detection to help to identify anomalous situations, to link information and data, to detect path or relationships and to assess large volumes of information.
  - To improve the support service provided by the colleagues by using virtual assistants and chatbots, which should benefit from the new generative AI models like GPT.
  - To enhance the business analytics and foresight for our management, by introducing AI components such as deep learning to have advanced analytics capabilities.

ANNEX: Performance tables – main outputs for 2024

Part 1 – Delivering on the Commission's priorities

General objective: A modern, high performing and sustainable European Commission   *Specific objective 1: Correct and timely handling of all types of transactions*   *Non-spending*

Main outputs in 2024:
Other important outputs: Average time needed to handle reimbursement claims

Output	Indicator	Result 2023 (AAR)	Target
Mission claims	Processing time	8	< 8 calendar days
Medical claims	Processing time	11	< 12 calendar days
Expert/Candidates claims	Processing time	22	< 7 calendar days

Other important outputs		
Output	**Indicator**	**Target**
Low number of Article 90 complaints upheld	Percentage	< 10%
Low error rate	Estimated risk at closure	< 1% of operational expenditure

Other important outputs: IT developments:		
Output	**Indicator**	**Target**
Sysper Rights/Activity and Post-Activity	Further extension and improvement of the workflows for front office declarations– user-friendliness Alignment of SYSPER-Post-activity	In place by end 2024

General objective: A modern, high performing and sustainable European Commission

Specific objective 2: Maintain high quality standards of customer service (even with increased workload)

Non-spending

Main outputs in 2024:

Other important outputs: Customer/staff satisfaction

Output	Indicator	Target
Processing time of inquiries through the Staff Contact portal	Business days required to process requests	<8 business days
Satisfaction with Staff Contact	Analysis of satisfaction rate	>85% satisfied clients

Other important outputs: Programmed milestones of IT projects

Output	Indicator	Target
PMO Mobile	Number of active staff using PMO Mobile	≥ 20.000 active users

Other important outputs: Training offered to EU staff

Output	Indicator	Target
Trainings on pensions, pension transfers and end of contract for Institutions and Agencies	Number of trainings	At least 80: 2 trainings per month per domain (except July and August)
Active staff: Training sessions on the establishment of rights for newcomers	Number of sessions	2 sessions per month
Active staff: Training sessions on the JSIS rules and procedures for newcomers		2 sessions per month

Other important outputs: Agreements on JSIS with Member States

Output	Indicator	Target

Output	Indicator	Target
Negotiations with local health systems in several countries	Arrangements in The Netherlands	Consolidate, increase in size and number of users by end 2024 Expected increase of 23% of affiliates (Europol) in 2024
	Arrangements in Belgium	MyCareNet project • Finalisation of the technical/IT architecture • Finalisation of the analysis for the process of eAttestation by Assmal2 (BO) Electronic invoicing linked with Assmal: already in place for pilot project with 1 hospital (Erasme) – will be extended to 2 new hospitals by end 2024 (St. Luc and Chirac) Agreements with specialised providers (e.g., imaging and labs)
	Arrangements in Luxembourg	Administrative arrangement with hospitals effective
	Arrangements in Italy	Conclude agreement with the Ministry of Health in Italy by end 2024
	Arrangements in Spain	Agreements with five regional authorities remaining effective
Negotiations with health service providers in several countries on health screening		Administrative arrangements with hospitals effective:
	Arrangements in France, Germany, Ireland, Austria and Slovakia	Agreements with hospitals for out- and inpatient and also for health screening
	Arrangements in Finland	Agreements with hospitals for out- and inpatient

General objective: A modern, high performing and sustainable European Commission Specific objective 3: Deepening inter-institutional synergies *Non-spending*		
Main outputs in 2024:		
Other important outputs: Training offered		
Output	**Indicator**	**Target**
Trainings for new Service Level Agreements (SLAs)	Training offered to staff from other institutions and agencies	'training days' organised at least once a year
Other important outputs: IT developments		
Output	**Indicator**	**Target**
IT transcoding ([5])	Completion for all institutions / agencies by date	Completed the last Agency following the initial plan New candidates (Institutions) are expected
Deployment of MiPS in agencies	Number of agencies onboarded	At least 4 new agencies onboarded in 2024. Preparation for 5 other agencies to be onboarded

Part 2 – Modernising the administration

A. Human resource management

Objective: PMO 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 2024:		
Output	**Indicator**	**Target**
Encourage female appointments at middle management level	Number of new appointments	In line with commission targets
Training for team leaders	% of team leaders	70% by end 2024
Staff engagement: management debrief sessions, organised by the Director (town hall meetings)	Frequency	1 session/week
Engaged workforce (Staff Commission Survey)	Staff engagement index	>65%

([5]) IT transcoding: migration of data from Sysper (statutory rights) to NAP (calculation mechanism)

Output	Indicator	Target
HR network meetings	Frequency	1 meeting/month
Team building activities	% of units	50%
Welcome sessions for Newcomers	Number of sessions	8

B. Sound financial management

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

Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	Remains < 1% of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
	Execution of the ex-post control plan	100% of planned controls executed
Effective controls: Safeguarded information	Closely monitor rights and access to IT applications and sensitive information	Remains 100%
Efficient controls	Budget execution	remains >99% of payment appropriations
	Timely payments	remains 98% of payments (in value) made on time
Economy of controls	Overall estimated cost of controls	Remains < 1% of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ([6]) aimed at the prevention, detection and correction ([7]) of fraud.

Main outputs in 2024:

Output	Indicator	Target

([6]) 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'.

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

Output	Indicator	Target
Increased level of anti-fraud awareness through development of in-house training session in collaboration with OLAF	Number of sessions conducted on anti-fraud	At least one information session will be organised in PMO
Implement the anti-fraud strategy	% of implementation of actions planned for 2024 in the PMO anti-fraud strategy	100%
OLAF recommendations	Implementation of OLAF recommendations	100%

D. Digital transformation and information management

Objective: PMO 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 2024:

Output	Indicator	Target (end 2024)
Digital Culture Average number of active users in Teams	Number of staff	60%
Digital Culture Training sessions on new technologies (ServiceNow) or methodologies (PM2, ITIL, etc)	% of staff trained	50%
Digital Culture In-house training sessions on data protection and security in collaboration with the DIGIT Cyber Awareness team (DIGIT.S1) Information on MyPMO and on the KM Hub related to data protection and security with procedures and advice for daily work	% of staff informed	100%
Business-driven Digital Transformation Business processes implemented in ServiceNow/Compass Corporate	Number of business processes implemented	At least 2
Business-driven Digital Transformation Degree of implementation of the digital solutions modernization plan	% of implementation	100%

Output	Indicator	Target (end 2024)
Business-driven Digital Transformation Percentage of PMO's key data assets for which corporate principles for data governance have been implemented	% of implementation	80%
Seamless Digital Environment Ratio of fully supported, deprecated and unsupported IT systems	% of fully supported, deprecated and unsupported IT systems	Fully supported: > 75% Deprecated:<25% Unsupported: 0%
Green, Resilient and Secure Digital Infrastructure Implementation of the corporate principles and benchmarks for cybersecurity	% of cybersecurity expenditure compared to the overall IT budget	≥5 %
Green, Resilient and Secure Digital Infrastructure All IT priority controls are implemented for all information systems	% of security measures from the work plan implemented	100%
Green, Resilient and Secure Digital Infrastructure Implementation of the corporate principles and benchmarks for cybersecurity	% of digital solutions with a recently (within the past 2 years) approved IT Security plan	100%
Data subjects rights	% of data subjects request replied within the prescribed deadline (one month or prolonged)	100%

E. Sound environmental management

Objective: PMO takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of the administration work, supported by their respective EMAS Correspondents or EMAS Site Coordinators.

Main outputs in 2024:

I Reducing emissions from staff and expert' business travel and reducing CO_2 and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions	CO_2 emissions from PMO's staff missions	Reduction - to be determined

II. Reducing resource use in buildings and workspace (energy, water, paper)

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions Tips and tricks published on the PMO intranet Share good practices with colleagues from the other sites (LUX, ISPRA)	% of staff informed	Address all staff
Participation in the end of the year energy saving action by optimisation of temperature in the PMO buildings, including end of year energy saving action	PMO's buildings participating in: end of year energy saving action	% of department's buildings participating in end of year energy saving action Reduce energy consumption (1%)
Further exploration of paperless working methods: digitalisation of workflows and paperless exchanges with DG HR	Decrease paper consumption (prints/person)	Decrease Paper consumption (1%)

III. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions: Tips and tricks published on the PMO intranet on a specific page dedicated to EMAS. Share good practices with colleagues from the other sites (LUX, ISPRA) Staff awareness actions on greener ways of working (greener events, greener working etc..)	% of staff informed	Address all staff
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns	% of staff informed/participated	Address all staff