



2015

Management Plan

PMO

The PMO 2015 Management Plan

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Mission statement

The **mission** of the PMO is to provide a high quality and user friendly service to beneficiaries by promptly and accurately managing, determining and paying individual rights and expenses, providing clear and relevant information and ensuring efficient and effective controls. The PMO administers, calculates and pays the financial entitlements of the staff, pensioners and right holders of the European Commission and many of the other EU institutions, agencies and other bodies. It ensures the:

- determination of individual financial rights for staff, pensioners and rights holders;
- payment of salaries and allowances;
- payment of pensions and transfers of pension rights;
- reimbursement of sickness and accident insurance expenses;
- reimbursement of mission expenses and the emission of visas;
- reimbursement of experts' expenses;
- payment of unemployment allowances.

Activities and resources

(Post and/or person excl. external personnel) / (Payment appropriations in EUR million); source = Annual Activity Report 2013

Activities	Short description	Number of files	Human resources	Spent in 2013
Establish individual rights	Establishment, management and payment of the financial entitlements of staff in activity.	103,342	69	2,775.0
Calculation and payment of salaries per month		40,248	68	
Calculation and payment of pensions per month	Establishment of rights and payment of pensions and other indemnities to all former staff under Staff Regulations and CEOS.	20,779	39.5	1,364.0
Manage transfers of pension rights	Management of transfers of pension rights from external schemes towards the Pension Scheme of the European Union's Institutions.	3,030	31	-52.1 ⁽¹⁾
Manage severance grants and transfers 'OUT' of pension rights	Establishment of rights and payment of capitals representing acquired pension rights towards external pension schemes, and severance grants for all former staff linked to termination of service.	664	7.5	33.2
Calculation and payment of unemployment allowances	Establishment of rights and payment of unemployment benefits for former temporary and contract staff.	2,156	10	21.0
Calculation and reimbursement of sickness insurance expenses (JSIS)	Calculation and reimbursement of sickness / accident insurance expenses.	2,500,000	203	281.1
Calculation and reimbursement of accident insurance expenses		1,749	18	⁽²⁾
Calculation and reimbursement of mission expenses	Calculation and reimbursement of mission expenses.	106,509	59	79.4
Emission of visas	Issuing visa for staff going on mission or taking up duties in EU delegation.	4,593	6.5	0.1
Calculation and reimbursement of experts' expenses	Reimbursement of travel and / or residence expenses for government and private experts' called in the various working groups of the Commission, and the costs associated with the holding of these meetings.	68,310	17.5	48.6
Manage daily allowances for SNEs	Manage daily allowances for SNEs.	1,791	1	44.4
Other				3.5
Total operational activities				4,650.3
Total operating expenditure				42.5
Operational activities headcount			530	
Horizontal activities headcount (overhead)			36	
Total			566	4,692.8

⁽¹⁾ Recovery orders for transfer IN, amount not included in the total operational expenditure of EUR 4,650.3 million.

⁽²⁾ Amounts spent by the Commission, included in JSIS, the rest is paid by insurance companies and is not included in this table.

This year's challenges

The PMO aims to be an organisation that is recognised across the Commission and other EU institutions, agencies and bodies for its commitment, quality and efficiency.

Building on the progress made towards this goal over the past few years, the focus in 2015 will be on the following **main challenges**:

- to further raise overall quality of service, including through the deployment and improvement of user-oriented IT developments (including the 'JSIS Call Centre'¹), and to drive forward simplification;
- to respond to new requests for PMO services from other EU institutions, agencies and bodies, e.g. the integration of the management of former Members' pensions of all EU institutions as of 2015;
- to enhance value-for-money notably in the fields of medical services and missions;
- to maintain efforts to streamline procedures, enhance the efficiency of controls and improve internal organisation and IT, so as to optimise resources and improve productivity in the face of budgetary restrictions, increasing volumes and additional tasks and responsibilities;
- to enhance communication and team development within the PMO so as to strengthen service culture and ethical awareness, boost employee engagement and motivation and promote internal mobility.

In view of the main challenges presented above, the following five **key performance indicators** have been identified by PMO for 2015:

Indicator	Baseline (2014) (Latest known result)	2015 Target
<ul style="list-style-type: none"> ▪ Average time taken to reply to enquiries through the: <ul style="list-style-type: none"> • 'JSIS Call Centre' • 'PMO Contact Online' 	<p>Current average time to reply: 30 minutes</p> <p>20 % of monthly volume of questions not answered within 15 working days</p>	<p>Average time to reply to drop below 10 minutes by end-2015.</p> <p>< 10 % of monthly volume of questions not answered within 15 working days</p>
<ul style="list-style-type: none"> ▪ Rights established correctly, correct calculation and payment of pensions and salaries. 	Error rate < 1 % of the amount established annually.	Error rate < 1 % of the amount established annually.
<ul style="list-style-type: none"> ▪ Average time taken to treat reimbursement claims. 	<p>Experts: 20 days</p> <p>Missions: 10 days</p> <p>Medical expenses: 15 days</p> <p>Unemployment: 100 % of the payments within 20 calendar days.</p>	<p>Experts: < 20 days</p> <p>Missions: < 15 days</p> <p>Medical expenses: < 20 days</p> <p>Unemployment: 100 % of the payments within 20 calendar days.</p>
<ul style="list-style-type: none"> ▪ Financial transactions: Error rate. 	Error rate of < 2 % of the amount paid annually.	Error rate of < 1 % of the amount paid annually.
<ul style="list-style-type: none"> ▪ Percentage of programmed project milestones mentioned in the IT Strategy timely implemented. 	85 % ²	85 %

¹ Former 'PMO Contact Call Centre'.

² Considering additional priorities implemented to respond to imperative operational needs.

Specific objectives for operational activities

The **purpose** of the PMO is to provide a high quality and user friendly service and to do so in a way which reflects the fundamental values to which it aspires: commitment, quality and efficiency.

Deriving from this, the 2015 Management Plan is built around three **operational objectives** which encompass all of the PMO's operations:

- To establish and manage rights and pay salaries and pensions fairly, accurately and promptly;
- To reimburse expenses accurately and promptly and manage funds and implementing rules in an optimal fashion;
- To provide high quality communication and client services.

These operational objectives, and the main outputs developed within them, provide an overview of what the PMO is looking to deliver in 2015.

These three specific operational objectives are also enriched by two more **horizontal themes**:

- efforts to simplify across the range of the PMO's work;
- the growing inter-institutional dimension of the PMO's work.

The Management Plan is supplemented by Unit level plans detailing more specifically how each operational and management objective will be delivered at Unit level. These plans are published on the Intranet.

Human Resources available

(Post and/or person)

ABB Activity	Officials and temporary staff	Contractual agents	Other external personnel	Total
Administration Pensions	178 ⁽¹⁾	410 ⁽²⁾	17	609

⁽¹⁾ 178 job quotas available in Sysper on 01/12/2014: 33 AD and 145 AST posts.

⁽²⁾ 410 contractual agents on 01/12/2014. 193 paid on budgetary appropriations, 197 paid on earmarked revenues, 20 paid by the JRC and the University of Florence.

Financial Resources available

(Payment appropriations in EUR million, rounded figures)

Activity	Operational Expenditure	Administrative expenditure (DG managed)	Total
Members of the Commission ⁽¹⁾	15.1		15.1
Officials and temporary staff	2,510.3		2,510.3
Pensions	1,567.1		1,567.1
Contract staff and SNEs ⁽²⁾	335.1		335.1
Missions/Meetings ⁽²⁾	114.7		114.7
Personnel PMO ⁽²⁾		32.2	32.2
Operating PMO		7.3	7.3
IT Developments PMO ⁽²⁾		5.5	5.5
Legal claims, interests and others	1.9		1.9
Total (of financial resources managed by the PMO)	4,544.3	45.0	4,589.3
Unemployment fund ⁽²⁾	21.0		21.0
PM: Sickness Insurance Scheme (off budget) ⁽²⁾	297.2		297.2

⁽¹⁾ including special advisers, missions and representation costs

source: Budget 2015 (Dec. 2014)

⁽²⁾ includes estimated figures

Establish and manage individual rights and pay salaries, pensions and allowances

In 2015 the PMO expects to establish the individual rights of about 5,000 colleagues entering into service in the Commission and other institutions and services, and to make 130,000 adjustments to the individual rights of colleagues. It will also continue to reabsorb the exceptional backlog of the remaining 3,600 inward pension transfer requests³.

In 2015 the PMO expects to calculate and/or pay 41,000 salaries, 21,700 pensions and up to 1,600 unemployment allowances each month, a total of 771,600 transactions over the year, an increase of 0.9 % compared to 2014 and a total volume of payments of EUR 4,448 million.

Specific objectives (all non-spending)		
1 Establish and manage all rights and obligations related to the Staff Regulations accurately and within reasonable delay at each event having an impact on an individual's rights (entry into service, departure, birth, marriage, pension transfer, etc.).		
2 Correct calculation of salaries for all EU institutions, agencies and other bodies, payment of salaries for the Commission, and payment of pensions and unemployment allowances for all EU institutions, agencies and other bodies.		
Result indicator (Source = PMO source of data)	Baseline (2014 – latest known result)	2015 Target
1 Entitlements: number of rights established correctly, correct calculation and payment of pensions and salaries.	Error rate ex post controls < 1 % of the amount established annually.	Error rate < 1 % of the amount established annually.
2 Time to execute the payment	Unemployment: 100 % paid within 20 calendar days.	Unemployment: 100 % paid within 20 calendar days.
3 Number of Article 90 complaints upheld	486 received, 357 closed of which 34 upheld (9.5 %).	< 10 % of complaints received upheld.
Main outputs in 2015		
Description	Indicator	2015 Target
1 High level of service in managing rights, processing salaries, pensions, and allowances.	Processing all requests for rights change within two months.	95 %
2 Continue to implement the action plan to reabsorb pending requests for inward transfers of pension rights and reduce backlogs in line with the agreed schedule.	Number of inward and number of outward transfers.	4,000 inward and 1,200 outward transfers (incl. Parliamentary assistants – APA).
3 Reduction of the backlog in inward transfers.	Degree of increase in difference between incoming requests and closed files.	1,625 new requests 4,000 closed files
4 Maintain a high priority on effective controls for salaries, pensions and all types of rights.	Percentage of planned ex-post controls and control activities carried out.	Planning of ex-post control: 100 %. Control activities carried out: 100 %.

³ Including all non-initiated inward transfer files

Main outputs in 2015		
Description	Indicator	2015 Target
5 Planned development of 10 Sysper-modules Planned development of PABS ⁴ -modules Planned development of Payment Factory	Completion of development	85 % of planned Sysper-modules developed. 95 % of planned PABS-modules developed. 25 % of Payment Factory developed.
6 Implement an automatic transfer tool (Transcode) for the payment of salaries of executive agencies, thus reducing the need for double encoding and improving the accuracy of the pay.	Implementation of Transcode	Transcode implemented for three executive agencies

⁴ Post-Activity Beneficiaries Suite.

Reimburse expenses and optimise management of funds, implementing rules and contracts

In 2015 the PMO expects to process and reimburse some 2,700,000 single medical expenses, 120,000 mission claims and 70,000 expert payments for a total volume of payments of EUR 419 million.

The financial balance of the JSIS⁵ and unemployment fund will continue to require close scrutiny.

Specific objectives (all non-spending)		
1 Ensure the prompt and accurate reimbursement of medical, mission and experts expenses.		
2 Ensure the effective management of contracts, implementing rules and the Joint Sickness Insurance Scheme and the unemployment fund including their financial balance.		
Result indicator (Source = PMO source of data)	Baseline (2014 – latest known result)	2015 Target
1 Average reimbursement time.	Experts: 20 days	Experts: < 20 days
	Missions: 10 days	Missions: < 15 days
	Medical expenses: 15 days	Medical expenses: < 20 days
Average reimbursements paid after 30 calendar days.	Experts: 30 %	Experts: < 10 %
	Missions: 1 %	Missions: < 5 %
	Medical expenses 6 %	Medical expenses < 10 %
Average reimbursements paid within 20 calendar days	Unemployment: 100 % paid within 20 calendar days.	Unemployment: 100 % of the payments within 20 calendar days.
2 Financial transactions: Error rate.	All reimbursements: financial error rate < 2 % of the amount paid annually.	All type of reimbursements: financial error rate < 1 % of the amount paid annually.
3 JSIS: financial balance.	Operational deficit is monitored and controlled	The operational deficit may not exceed 5 % of the JSIS global assets, while bearing in mind the medium term goal of achieving an operational equilibrium.
	JSIS global assets remain at a sufficiently high level	The JSIS global assets may not decrease by more than 5 % compared to the previous year.
4 Unemployment fund: financial balance. (The evolution of the Fund will be closely monitored and reported to the DG HR in case of a significant deterioration)	Operational result is monitored closely.	Immediate reporting to DG HR in case the unemployment fund falls below EUR 3 million.
5 Visas.	100 % of visas delivered on time	100 % of visas delivered on time

⁵ Joint Sickness Insurance Scheme.

Main outputs in 2015		
Description	Indicator	2015 Target
1 Publication of the adopted update of the Guide to Missions.	Revised Guide to Missions published.	Revised guide to Missions published in 2015.
2 Strictly monitor the financial balance of JSIS and constantly reinforce the implementation of soft measures. These include further negotiations with the Brussels area hospitals (preferential rates) and awareness-raising actions targeted at JSIS beneficiaries (prevention of ‘medical over-spending’). In addition, JSIS management will keep strengthening its actions in rule enforcement (e.g. supporting documents), with particular focus on the compliance of supporting documents and systematic implementation of article 20.2 (‘excessive costs’) of the General Implementing Provisions (GIPs).	Permanent financial monitoring: Monthly cash-based reporting Annual accounts: Annual reporting to the Management Committee (CGAM) (‘article 47’ report).	Reducing the gap between JSIS income and disbursements to a maximum of 3 %, while bearing in mind the medium term goal of achieving an operational equilibrium. The cash-based report has to be provided each month. Annual report will be sent to CGAM before 30 June 2015.
3 Promoting the new call for expression of interest in order to offer the best tariffs for our members.	Processing submissions by operators in the public health sector. Negotiation of agreements with the largest providers of health services in the ‘most populated areas’ in the EU (e.g.: Brussels, Luxemburg, Ispra, etc.) Reinforcing communication with JSIS members.	Publication in 2015 of lists of health care providers offering special rates and Newsletters. Using the media of project JSIS Online (front office), website, JSIS Conference, etc.
4 Contribute actively in the development of the new IT system called ‘Agora’ in view of replacing the ‘Apex’ IT system, with the aim to be in the medium term a unique corporate IT tool for all DGs.	New Agora system in use at the Commission.	Agora pilot project will be launched early 2015. Partial implementation carried out at the end of 2015.
5 Continue to offer an excellent visa service to the mission performers.	Streamline visa request procedures and develop new visa related MiPS ⁶ functionalities, both at front and back offices’ level.	100 % of visa request procedures streamlined.

⁶ Mission Processing System.

Communication and client services

In 2015, the PMO expects to handle some 100,000 requests for information through 'PMO Contact Online' and 25,000 calls through 'JSIS Call Centre', and for its 'My IntraComm' webpages to remain in high demand. It will also maintain and further develop its relations with the other EU institutions, agencies and other bodies.

Specific objectives (non-spending)		
1 Provide prompt, good quality and relevant information and ensure high quality client services across the board.		
Result indicator (Source = PMO source of data)	Baseline (2014 – latest known result)	2015 Target
1 Average time taken to reply to enquiries through the 'JSIS Call Centre'.	Current average time to reply: 30 minutes	Average time to reply to drop below 10 minutes by end-2015.
2 Average time taken to reply to enquiries through the 'PMO Contact Online'.	20 % of monthly volume of questions not answered within 15 working days	< 10 % of monthly volume of questions not answered within 15 working days
Main outputs in 2015		
Description	Indicator	2015 Target
1 PMO's Service Charter in order to clearly state PMO's commitments towards its clients and define available communication channels	Adoption of the PMO's Service Charter	First quarter of 2015.
2 Redefine the way the PMO communicates with its clients by reducing and rationalizing its communication entry points: enrich Sysper-Rights, JSIS Online and MiPS as communication tools; Discontinue the use of functional mail boxes to communicate with external clients and concentrate all the traffic within the 'PMO Contact Online' front and back offices. Make a clear distinction between general PMO communication channels (e.g.: 'PMO Contact Online') and those for specific file handling (JSIS Online, Sysper and MiPS). Build new bridges between the various channels to allow the transfer of client's requests if needed.	Degree of development of a new strategy regarding the functioning and role of the new help phone line 'JSIS Call Centre'. Degree of information transmitted to users. Number of communication channels created.	100 % focus the scope of the current 'PMO Contact Call Centre' on JSIS issues and rename the help phone line into 'JSIS Call Centre' by the second quarter of 2015. 25 % decrease of the number of 'PMO Contact Online' tickets related to specific file handling. All concerned users informed of the role and purpose of each PMO communication entry point Full implementation of general and specific communication channels and bridges between the different channels

Main outputs in 2015		
Description	Indicator	2015 Target
3 Ensure that the information available on websites and information systems is accurate, updated, easy to find and user-friendly. A particular priority will be given to ensuring an inter-institutional access to the PMO's information.	<p>Revision of technical constraints, webpages and 'PMO Contact Online'.</p> <p>Degree of satisfaction regarding the published information.</p>	<p>Removal of all technical constraints impacting the dissemination of PMO communication – access to 'My IntraComm' website in cooperation with DIGIT and DG HR.</p> <p>Fully implemented calendar for the revision of all PMO's webpages on 'My IntraComm'.</p> <p>'PMO Contact Online' FAQs entirely revised.</p> <p>Publication of an analysis of the comments received through the rating tools on 'My IntraComm' webpages.</p> <p>100 % finalised analysis of the 2013 Commission staff survey on the work of the Offices.</p>
4 Implement communication actions so to ensure that beneficiaries (active and retired staff) are well informed and have access to clear, concise and complete information through development of communication channels and exchange opportunities with other EU institutions and bodies, as well as associations (like AIACE, the international association of former officials of the European Union).	<p>Number of contact meetings with PMO's clients and stakeholders.</p> <p>Number of editions of PMO electronic newsletter, regular news on 'My IntraComm' homepage and DGs flat screens.</p> <p>Number of PMO Info Tours organised.</p> <p>Content analysis of 'PMO Contact Online' tickets.</p>	<p>Participation in AIACE national and international assemblies, board and technical groups.</p> <p>6 newsletters to be published in 2015.</p> <p>4 sessions in 2015, targeting in particular staff from other EU Institutions and bodies.</p> <p>Exploration of the possibility of developing a series of PMO Webinars.</p>
5 Pursue the development of targeted communication strategies where appropriate (such as publication of lists of health care providers offering special rates).	Degree of participation of both representatives (e.g.: CGAM, AIACE, OSP members) and JSIS beneficiaries.	All representatives participate in the JSIS conference by end of the first semester 2015.
6 Maintain and enhance relations with EU institutions, agencies and other bodies. In particular, share knowledge and best practice with the agencies through the organisation of 2-day training events once a year.	Agency training days.	1 two-day session to be organised in second semester 2015.

Specific objectives for horizontal activities

Underpinning the delivery of the operational activities are three **horizontal activities** which bring together the full range of management activities required to deliver the operational objectives:

- management, engagement and communication;
- ensure sound financial management and effective controls, manage risks and business continuity, and report on performance;
- ensure the right IT systems.

These horizontal objectives and main related outputs set out how the PMO intends to deliver its operational objectives.

Management, staff engagement and internal communication

Specific objectives (non-spending)		
1 Recruit, train, assess, motivate and retain highly qualified staff so that operations of the Office are conducted in an effective and efficient way and the promotion of equal opportunities is ensured. Continue to develop, implement, monitor and adapt an effective internal communication strategy.		
Result indicator (Source = PMO source of data)	Baseline (2014 – latest known result)	2015 Target
1 Satisfaction rate with ‘My PMO’ website.	2014 PMO Staff Survey on PMO’s communication tools and practices: 93 % satisfaction rate with ‘My PMO’ website.	At least 70 % are satisfied with ‘My PMO’ website (staff survey)
3 Percent of staff having valid objectives in Sysper	89 % of staff have valid objectives in Sysper.	100 % of relevant job descriptions and objectives validated in the Sysper.
4 Absenteeism rate	1st semester 2014: 5.36 %	Quarterly monitoring of absenteeism statistics and follow up of absenteeism patterns.
Main outputs in 2015		
Description	Indicator	2015 Target
1 Promote sound Human Resources (HR) management and ensure that core HR processes are successfully implemented (evaluation, promotion, well-being, etc.). Continue to take forward the implementation of the PMO’s strategy to combat absenteeism.	Timely completion and delivery of appraisal procedures. Degree of suitability between resources and tasks. Actions proposed by the PMO well-being working group.	Full respect of deadlines for completion of the appraisal procedures. 100 % of relevant job descriptions and objectives validated in the Sysper. Thorough follow up of absenteeism patterns to identify remedial actions at all levels. Mapping of competencies and talents across the PMO. Launch of the PMO-Brussels well-being room and activities. Proposal to the PMO’s management of a catalogue of actions.

Main outputs in 2015		
Description	Indicator	2015 Target
<p><u>Team building</u>: Use unit, sector or team based events to promote an esprit de corps across the PMO.</p>	Number of team building events organised.	75 % of units organised a team building event.
<p>2 <u>Foster a knowledge sharing and learning culture</u> across the PMO.</p> <p>In view to support the learning of staff with management responsibilities, specific training needs for team leaders should be analysed and an adapted program put in place in the course of 2015.</p> <p>In view to improve the quality of the service provided to our clients via 'PMO Contact Online' and 'JSIS Call Centre', analysis of specific training needs for 'PMO Contact Online' and 'JSIS Call Centre' agents followed by an adapted program put in place by the beginning of 2015.</p> <p>Foster effective communication within the PMO.</p>	<p>Average number of training days per staff member.</p> <p>Degree of analysis of the specific training needs and of implementation of adapted program.</p> <p>Degree of analysis of the specific training needs.</p> <p>Number of ICN meetings.</p>	<p>4 days/year of formal training.</p> <p>Production of the training needs analysis and implementation of adapted program.</p> <p>Production of the training needs analysis.</p> <p>5 ICN meetings in 2015</p>
<p>3 <u>Ethics and data protection</u>: Maintain a high level of ethical awareness. Promote a data protection culture within the PMO.</p> <p>In-house data protection training sessions</p> <p>Treatment of data protection matters.</p>	<p>Practical guidance on ethics in a dedicated section on the intranet on a quarterly basis: 4 updates in 2015.</p> <p>Percentage of staff that attended in-house data protection training sessions.</p> <p>State of drafting of the final report.</p>	<p>At least 3 specific training sessions for newcomers.</p> <p>2 Awareness raising campaigns for PMO Staff.</p> <p>At least 3 specific training sessions on data protection.</p> <p>Report with recommendations to each unit on how to improve data protection.</p>
<p>4 <u>Internal communication</u>: Continue to develop 'My PMO' website and its collaborative potential as well as other actions to support effective communication. Use the results of the PMO Internal Staff Survey, focused on communication, to improve communication with staff and identify their specific needs.</p>	<p>Level of participation of PMO staff on internal collaborative platforms (collaborative spaces in 'My PMO', 'Yammer').</p>	<p>100 % realisation of the communication campaign and training programme on the use and value-added of collaborative platforms.</p> <p>100 % organisation of 2 training sessions on the use of collaborative platforms.</p>

Main outputs in 2015		
Description	Indicator	2015 Target
5 <u>Anti-fraud strategy</u> : Launch of a new section on anti-fraud strategy on the 'My PMO' website in order to continue to ensure that members of staff have the necessary information and training to respond to clients both by e-mail and telephone.	Degree of activity on anti-fraud on the 'My PMO' website.	Full launch of a section on anti-fraud strategy on the 'My PMO' website.

Ensure sound financial management, effective internal control, risk management and business continuity; measure and report on performance

Specific objectives (all non-spending)		
1 Manage the spending of financial resources in such a way that sound financial management is ensured throughout the Office's activities.		
2 Maintain and report on an effective and reliable internal control system, manage and mitigate specific and critical risks, ensure the ability of the PMO to respond to critical events in order to assure continuity of service, and report on key performance indicators.		
Result indicator (Source = PMO source of data)	Baseline (2014 – latest known result)	2015 Target
1 Average delay to recover undue payment.	95 % of recovery orders established within 5 working days after pre-information deadline.	95 % of recovery orders established within 5 working days after pre-information deadline.
2 Quality of AAR (Court of Auditors) and inclusion of the harmonised cost efficiency indicators in the AAR.	A	A 100% integration of cost efficiency indicators in the AAR.
3 Financial transactions: Error rate	< 1 %	< 1 %
4 Open discharge recommendations	0	0
5 IAS/IAC recommendations due in 2015: Proportion reported closed.	46 % of due recommendations closed on 1 November 2014.	80 %
6 Number of critical/very important IAC/IAS recommendations overdue for more than 12 months.	IAC: 11 IAS: 0	IAC: 4 IAS: 0
7 Number of critical risks identified and percentage of critical risks reported in the Management plan. Source: PMO source of data	3 critical risks and 100 % reported	3 critical risks and 100 % reported
8 Anti-fraud: percentage of OLAF and IDOC ⁷ final case reports (transmitted to PMO) for which follow-up has been established.	100 %	100 %
9 Timely publication of monthly statistics and regular report to the Management board.	Monthly, ≤ 15th of the month	Monthly, ≤ 15th of the month
Main outputs in 2015		
Description	Indicator	2015 Target
1 <u>Financial transactions</u> : continue to ensure all financial transactions are initiated and validated within the deadlines.	all financial transactions are initiated and validated within the deadlines	100 %
2 <u>Budgetary situation</u> : monitor on a quarterly basis the budgetary execution of the operational budget.	% of budget execution (payments) with respect to budget appropriations.	> 99 %

⁷ Investigation and Disciplinary Office of the Commission.

Main outputs in 2015		
Description	Indicator	2015 Target
3 <u>Control</u> : continue to implement the reinforced effective control strategy ⁸ . Continue the adoption and implementation of revised internal control strategies in the operational units.	Degree of revised internal control strategies adopted and implemented in the operational units.	80 % adopted and implemented.
4 <u>Anti-fraud</u> : implement the PMO anti-fraud strategy, based on the action plan included in the strategy adopted in December 2013.	Degree of implementation of the action plan included in the Anti-Fraud strategy.	90 % implemented.
5 <u>Procedures</u> : follow up on documented internal procedures to ensure they are user-friendly, kept up-to-date and used effectively. In the framework of continuous development of IT systems, increased focus will be dedicated to assess the impact on processes and procedures. In 2015, the development of MiPS and PABS will reach a level allowing for a revision of the workflow and related procedures.	Evaluation of need for review and prioritisation of procedures to be updated. Degree of updated procedures in the units dealing with mission expenditure and post-activity.	All PMO's units will identify the critical procedures and workflows in need of revision and create a planning with milestones leading to a review of those procedures. 70 % of the procedures impacted by the changes in the workflow process are reviewed before yearend 2015.
6 <u>Business Intelligence</u> : continue to analyse reporting needs and implement the Business Intelligence Strategy including the publication of management statistics and the provision of dashboards and scorecards to make available the appropriate information at the appropriate level (Board, Commissioner, Director, and Unit).	Reporting issued without delay at the start of every month	100 % of reporting published before the 10th of the month.
7 Ensure that contracts are successfully managed (administrative and operational) and ensure the effective control of the performance, quality and invoicing of the externalised services (medical advisors, travel agencies and insurance company).	Degree of centralised oversight and contract management planning within the PMO.	Contract management planning and oversight will be reviewed at three management meetings in 2015.

⁸ According to Common Control Efficiency Indicators set out in the new AAR standing instructions issued for 2014, with a view to report in the 2015 AAR, an average detected error rate and amount at risk for the whole Office.

Main outputs in 2015		
Description	Indicator	2015 Target
8 <u>Value for money</u> : The PMO endeavours to provide the best value for money for those travelling on a mission through the negotiation of reduced rates with airlines that serve destinations travelled to by staff members.	Degree of implementation of the value for money dashboard indicating clearly the savings achieved due to tariff agreements.	Value for money dashboard entirely implemented by February 2015
9 Sound financial management of our public procurements.	Number of framework contracts signed.	Three framework contracts signed: <ul style="list-style-type: none"> ▪ Corporate credit card: Public procurement process completed and contract signed by 31 October 2015 so as to be implemented as from 19 November 2015. ▪ Travel agency contract: OBT (on-line booking tool) tested with a DG before spring 2015 and fully implemented in 2015. ▪ Air taxi: Public procurement process launched mid-2015.
10 <u>Business Continuity</u> : Updates to the existing documentation in function of changed business procedures (linked to technology changes); Operate the weekly PMO Duty Officer rotation and the corporate Permanence tools; Tests of the degree of preparedness for crises. Simulate potential disruptions in individual units or sectors; Perform alert tests in NOAH involving all staff.	Degree of updating of the current Business Continuity Plan to the 2015 challenges.	Produce and publish an improved new version of PMO Business Continuity Plan (BCP); Be 100% prepared to give support to corporate services in the case of occurring power cuts in the winter period.

IT strategy in support of the business operations

The scope of the PMO activities and thus its IT systems goes well beyond the Commission perimeter. Indeed, the PMO provides more and more services to all EU institutions, agencies and other bodies.

Given that the PMO yearly workload is growing, IT tools are a key instrument for its daily work consequently, the timely development and deployment of effective information systems are crucial to ensure high levels of client service and adequate support to the PMO's staff in their operations.

The PMO activities are mainly supported by information systems developed in the past years (e.g.: NAP, MiPS, Sysper-Rights, etc.). These information systems are continuously updated and improved, to enhance the services already offered and to add new functionalities. They are crucial to provide 'high quality and user friendly service to beneficiaries'. In recent years, the PMO has pursued this trend by developing new front office modules in Sysper-Rights, revamping the existing MiPS platform, adding a common service for scanned documents and launching 'JSIS Online' and 'PMO Contact Online'.

Through the new objectives set for the next phase of the PMO's ICT strategy, smart e-services will further transform the PMO by introducing innovations whilst containing costs, by focusing all new projects on sound business cases and the need to rationalise IT system development, by delivering increased added value and/or improved efficiency and staff productivity, and by contributing to simplified processes. All this contributes to offer our customers an efficient and high quality service.

Consequently, 'continuous transformation and convergence' will remain the motto for 2015.

In 2015, efforts will continue to:

- streamline procedures,
- extend the coverage of business processes especially for individual pecuniary rights, post-activity and JSIS,
- enhance internal IT organisation, and
- develop the inter-institutional dimension

in order to optimise resource utilisation and improve productivity, thus, allowing the PMO to face budgetary constraints and workload increases better. Detailed information on PMO IT projects is provided in the annexes.

Specific objectives (non-spending)		
1 Ensure the development and deployment of effective IT systems so as to ensure high levels of client service and adequate support for PMO staff in their daily work.		
Result indicator (Source = PMO source of data)	Baseline (2014 – latest known result)	2015 Target
1 Percentage of projects or programmed milestones of projects mentioned in the IT Strategy implemented on time	85 %	Full implementation.

Main outputs in 2015		
Description	Indicator	2015 Target
<p>1 <u>JSIS Online</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) implement on line correction mechanism (first quarter); 2) fine tune the tarification module in the back office (first quarter); 3) implement the back office for direct billing (second quarter); 4) build financial module (second semester); 5) implement the accident milestone (third quarter). 	Degree of implementation of programmed developments.	90 % of the planned developments implemented.
<p>2 <u>Sysper-Rights</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) full integration of the management of individual rights; 2) increase efficiency and effectiveness of business processes, and improve communication with beneficiaries; 3) increase percentage of automated controls and procedures; 4) increase focus on access management; 5) promotion of paperless handling; 6) extend use of Sysper to Executive Agencies and Non-Executive Agencies. 	Degree of implementation of programmed developments.	85 % of the planned developments implemented.
<p>3 <u>NAP</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) extend the medium-term review of the salary payment system from the IT and procedures perspective; 2) increase effectiveness and efficiency of 'Transcode' (the interface between Sysper and NAP) by extending its coverage to other EU bodies to give it an inter-institutional dimension; 3) support extension of Sysper to other institutions as a prerequisite to objectives 1) and 2). 	Degree of implementation of programmed developments.	85 % of the planned developments implemented.
<p>4 <u>MiPS</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) implementation of selective ex-ante control (fast track); 2) improvement and roll-out of invoicing controls (incorporating e-prior); 3) continuous improvement of the back-office. 	Degree of implementation of programmed developments.	85 % of the planned developments implemented.

Main outputs in 2015		
Description	Indicator	2015 Target
<p>5 <u>Post-activity</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) module 'PABS Transfer IN sector' fully operational; 2) module 'PABS Pensions Retirement (ANC) calculation engine and Document generation' operational; 3) module 'Calculation rules analysis for complex careers' operational; 4) launch of the Sysper-pension project. 	Degree of implementation of programmed developments.	85 % of the planned developments implemented.
<p>6 <u>PMO Contact Online</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) develop new front office communication tools to reduce the number of questions submitted via the portal; 2) develop a new 'professional' front and back office tools to improve communication with case handlers from all EU Institutions, agencies and bodies, including possible integration within the future Single Entry Point for HR matters. 	Degree of implementation of programmed developments.	85 % of the planned developments implemented.
<p>7 <u>Payment factory</u>: The main targets are:</p> <ol style="list-style-type: none"> 1) SINAPS⁹ refactoring and phasing out; 2) start integration of accounting for all upstream systems except for NAP; 3) analysis of the first 'Compensation and Debt Management Module'. 	Degree of implementation of programmed developments.	90 % of the planned developments implemented.
<p>8 IT Coordination & Security: The main targets are:</p> <ol style="list-style-type: none"> 1) increased focus on integrating audit and internal control recommendations related to the development of IT modules in the planning and prioritisation of planned IT developments; 2) harmonise documentation of all Information Systems; 3) maintain a continuous focus on access management. 	Degree of implementation of programmed developments.	90 % of the planned developments implemented.
<p>9 Business Intelligence: The main targets are:</p> <ol style="list-style-type: none"> 1) completion of the 'Executive Information System' (EIS); 2) develop synergies and streamline the work with HR Data Warehouse. 	Degree of implementation of programmed developments.	80 % of the planned developments implemented.

⁹ SINAPS is the IT tool for the management of Bank Account Files and Legal Entity Files of beneficiaries and is the interface with ABAC, enabling mass payments to be carried out.

Measuring efficiency, effectiveness and economy of management

To illustrate the engagement to continuously trying to improve its functioning, the following two examples illustrate how improvements to the procedures will help the PMO economise on the cost of inputs in 2015.

Example 1: implementation of revised internal control methodologies

In 2014, the decision has been taken to revise the integral internal control structure at PMO. The exercise sets out to optimise effectiveness, efficiency of the existing control strategies at the different operational units, while respecting the principle of economy. In three operational units, dealing with reimbursement of medical, mission and expert claims, the exercise of remodelling and redrafting of the current control methodologies has already been finalised. The year 2015 will be dedicated to the implementation of these revised control structure in these units. In two remaining operational units, the revision process has been launched but not yet finalised. The process of remodelling and redrafting the control methodologies will be continued in 2015.

To illustrate the impact of this exercise: in the operational unit in charge of processing JSIS reimbursement claims, the ex-ante control structure has been altered in such way that, while continuing to respect the principles of effectiveness and efficiency, less resources are employed. As the sample used to establish the extrapolated error rate for the whole of JSIS expenditure has been reduced to fit the confidence level (95 %, instead of 99 % until now) set by the European Court of Auditors, saved resources were redeployed to other areas in need.

Example 2:

The unit managing the mission claims is currently undergoing an entire revision of its workflow, following the recommendations issued by an IAC audit on ‘the effectiveness and efficiency of the mission management workflow’. A material result of this process is the revision of the control structure, notably through introduction of a risk based component. This will lead to a more economic use of resources and free a number of FTEs that can be redeployed to other areas where such resources are needed.

The new control structure has been approved at the end of 2014 and will be implemented in 2015, from the moment the developments in the IT application are finalised.

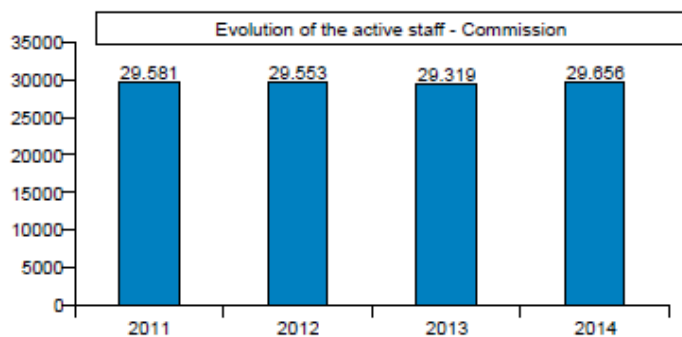
Key figures

	Specific Objectives	Output indicators				
	Determining and paying individual rights and expenses	Results Indicator (Number of)	2014 Forecast MP 2014	Current situation Total on 30/11/2014	2015 Target	Evolution
1	Determination of individual rights	Created/modified entitlements	125,000	135,580 ⁽¹⁾	130,000	4.0 %
2	Calculation, payment and accounting of salaries (per month)	Salaries	40,000	40,969	41,000	2.5 %
3	Calculation, payment and accounting of pensions (per month)	Pensions	21,850	21,449	21,700	-0.7 %
4	Management of inward transfer pension files	Files closed	3,500	3,504	3,750	7.1 %
5	Management and payment of severance grants	Treated files	250	218	250 ⁽²⁾	0.0 %
6	Management and payment of outward transfer pension files	Treated files	1,200	228	1,000 ⁽²⁾	-16.7 %
7	Management and payment of unemployment benefit	Treated files	1,700	2,359	1,600 ⁽²⁾	-5.9 %
8	Management and payment of medical claims of JSIS beneficiaries	Reimbursements	2,600,000 ⁽³⁾	2,419,120	2,700,000	3.8 %
9	Payment of cost claims linked to accident declared by staff	Reimbursements	1,800	1,668	1800	0.0 %
10	Management and payment of missions expenditure	Reimbursements	120,000	103,233	120,000	0.0 %
11	Management of requests for visa	Visas	5,000	4,106	5,000	0.0 %
12	Management and payment of expert expenditure	Reimbursements	70,000	61,283	70,000	0.0 %
13	Management and payment of SNEs	SNEs	2,000	1,880	2,000	0.0 %

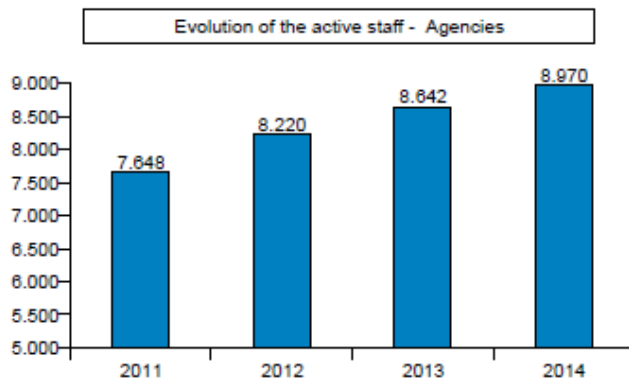
⁽¹⁾ Figures extracted from Sysper Commission and Sysper-NEA. Modifications given to individual rights have been counted

⁽²⁾ Indicative figures of treated files; target should be to avoid backlog and to deal with all incoming files within normal deadlines.

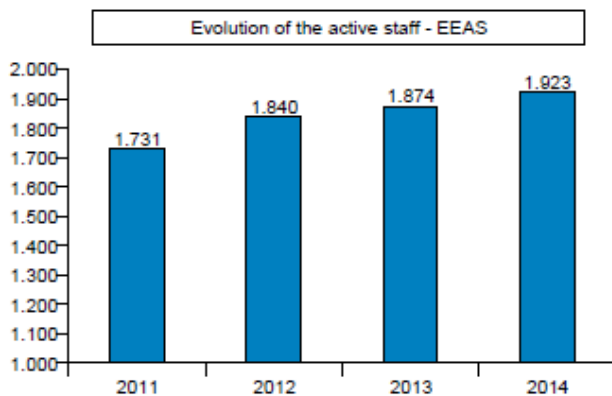
⁽³⁾ Represents the number of 'items reimbursed': a single medical claim can contain multiple items to reimburse. Instead of measuring the number of medical claims. These single items, referred to as 'line items' are counted. The introduction of the new IT system led to a different measurement mode.



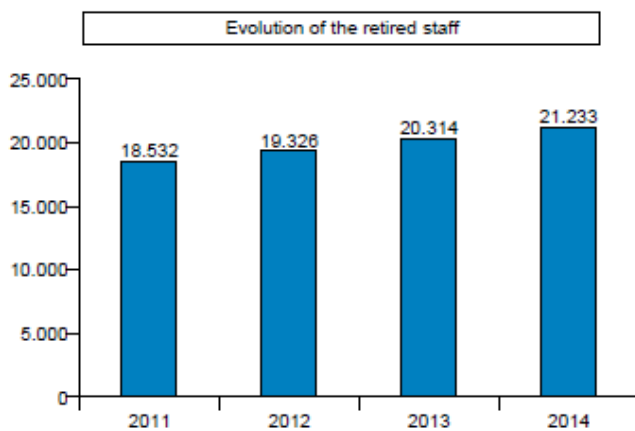
Year	Evolution
2011	
2012	-0,09 %
2013	-0,79 %
2014	1,15 %



Year	Evolution
2011	
2012	7,48 %
2013	5,14 %
2014	3,80 %



Year	Evolution
2011	
2012	6,30 %
2013	1,86 %
2014	2,61 %



Year	Evolution
2011	
2012	4,28 %
2013	5,11 %
2014	4,52 %

Evolution of the reimbursement deadlines for the medical claims (2011-2014) (Situation on 30/11/2014)

This report presents the number of reimbursements of medical costs paid annually and the evolution of deadlines per block (2011-2014).

Monthly growth of reimbursements for medical expenses (year n-1 by month)

	Current situation	Monthly average	growth n-1
2013	2.360.733	214.612	
2014	2.419.120	219.920	2,5 %

Evolution of the reimbursement deadlines for medical claims (2011-2014) (situation on 30/11/2014)



	<= 20 days		20-30 days		> 30 days		Total	Average delay in days
2011	1.675.961	73 %	447.155	18 %	226.553	8 %	2.349.669	17,82
2012	1.133.864	47 %	818.885	32 %	559.807	21 %	2.512.556	23,66
2013	2.121.587	85 %	233.955	9 %	173.597	6 %	2.529.139	13,45
2014	1.922.309	84 %	364.212	12 %	132.599	4 %	2.419.120	13,64

Evolution of the reimbursement deadlines for mission expenses (2011-2014) (situation on 30/11/2014)

This report presents the number of mission files settled annually and the evolution of deadlines per block (2011-2014).

Monthly growth of reimbursement for missions expenses (year n-1 by month)

	Total	Monthly average	Growth n-1
2013	96.116	8.738	
2014	103.233	9.385	7,4 %

Evolution of the reimbursement deadlines for mission expenses (2011-2014) (situation on 30/11/2014)



	<= 15 days		16 - 30 days		> 30 days		Total	Average delay in days
2011	99.520	91%	8.226	8%	1.329	1%	109.075	10,31
2012	97.705	95%	4.390	4%	992	1%	103.087	9,12
2013	101.964	96%	3.316	3%	1.209	1%	106.489	9,30
2014	97.870	95%	4.315	4%	1.048	1%	103.233	8,72

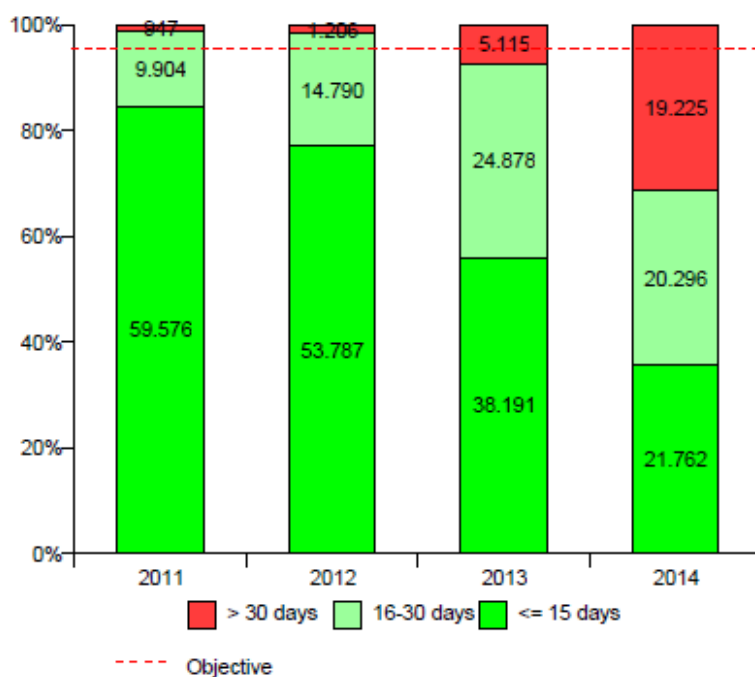
Evolution of the reimbursement deadlines for expert expenses (2011-2014) (Situation on 30/11/2014)

This report presents the number of reimbursements of expert costs paid annually and the evolution of deadlines per block (2011-2014).

Monthly growth of reimbursement for experts expenses (year n-1 by month)

	Total	Monthly average	Growth n-1
2013	62 245	5 659	
2014	61 283	5 571	-1,5 %

Evolution of reimbursement deadlines for expert expenses (2011-2014) (Situation au 30/11/2014)



	<= 15 days		16-30 days		> 30 days		Total	Average delay in days
2011	59.576	85%	9.904	14%	947	1%	70.427	10,97
2012	53.787	77%	14.790	21%	1.206	2%	69.783	11,00
2013	38.191	56%	24.878	36%	5.115	8%	68.184	15,40
2014	21.762	36%	20.296	33%	19.225	31%	61.283	23,19