



Management plan 2022

Office for Administration and Payment of
individual entitlements (PMO)

Contents

INTRODUCTION 3

PART 1. Delivering on the Commission’s priorities: main outputs for 2022 5

PART 2. Modernising the administration: main outputs for 2022..... 11

 A. Human resource management 11

 B. Sound financial management 12

 C. Fraud risk management 14

 D. Digital transformation and information management..... 15

 E. Sound environmental management..... 18

 F. Initiatives to improve economy and efficiency of financial and non-financial activities 20

INTRODUCTION

The **mission of the 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 efficient and effective system of management and control.

The present management plan outlines the main outputs that will shape PMO's work in 2022. It builds on the structure of **PMO's strategic plan for 2021-2024**, organised around the **general objective** of the von der Leyen Commission of "a modern, high performing, sustainable Commission" translated into **three specific objectives**:

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

PMO addresses these objectives in a changing context where certain activities remain reduced (missions, experts) while others continue to gain in numbers (pensions, salaries, unemployment, privacy and cybersecurity). Measures that were taken, already in 2020, to address the Covid-19 pandemic have contributed to the further digitalisation of PMO processes and ways of collaborating with clients. This was made possible due to continuous investments in IT Systems as well as expand the use of streamlining processes. These developments will continue to increase efficiency, lower the cost of control and reduce the risk of error.

Since the arrival of PMO's new Head of Service in February 2021, a significant **change management process** – **PMO MOVING AHEAD** -- has been put in place in PMO. This is supported by a change management strategy, with a clear roadmap and objectives.

The purpose is to explore possible changes in the way the PMO is functioning in order to better work together and improve its services.

To this end, PMO staff was consulted to identify main challenges and to collect suggestions for improvement. The change process is supported by a newly established 'collaboration forum' as well as the 'communities of practice', under the umbrella of the Knowledge Management community. A number of focused workshops has been organised and improvements made to communication channels.

As a first outcome, a global reorganisation of the PMO will take place in the beginning of 2022. The new structure will better reflect the changed context and at the same time address some of the recommendations of the Internal Auditor on the subject.

Expected outcomes from the **Knowledge Management** community of practice include more harmonised, streamlined and efficient procedures and working methods, commonly developed guidelines for staff, and generally an overall improved knowledge management system.

In 2022, the PMO will continue to improve the **quality** of information and **communication** towards its customers by promoting and explaining its continued efforts to provide quality service and further reduce administrative burden.

Internal communication activities will focus on reinforcing the culture of a two-way communication, of openness and transparency.

Aiming for clear, non-technical messages to its users, the PMO will devote particular attention to sensitive or complex cases. It will also work on keeping high standards of security and privacy, due to the sensitivity of the data processed – while striving for a balance regarding the administrative burden imposed.

Finally, following the exit of the UK from the European Union, PMO has been involved in the discussions chaired by BUDG on determining the UK liability regarding pensions, as defined in Art. 142 of the UK Withdrawal Agreement. First contribution of UK to pension expenditure will be calculated and requested in early 2022.

PART 1. Delivering on the Commission’s priorities: main outputs for 2022

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 I reflects the priority actions and the most important outputs PMO will deliver in 2022 to contribute to reaching these objectives.

1. Correct and timely handling of all types of transactions

The PMO ensures the correct and timely handling of payments of salary, pension and related entitlements.

To this end, several IT developments in Sysper Rights are planned in 2022, PMO is aiming to meet the needs and expectations of its clients, with more online and user-friendly declarations, in line with the user centricity and once only principle.

In addition, the PMO strives to optimise efficiency in the reimbursement of claims for medical expenses, missions and expenses incurred by experts attending meetings.

However, during the first months of 2022, processing times might divert from strategic targets to accommodate the need to provide some temporary leeway to staff in view of the PMO reorganisation, which enters into force on 1 January.

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

Specific objective: Correct and timely handling of all types of transactions

Non-spending

Main outputs in 2022:

Evaluations and fitness checks: Average time needed to handle reimbursement claims

Output	Indicator	Target
Mission claims	Processing time	< 10 calendar days
Medical claims	Processing time	< 15 calendar days
Expert/Candidates claims	Processing time	< 10 calendar days

Evaluations and fitness checks

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

Sysper Rights	New online declarations such as place of origin,	In place by end 2022
Sysper Rights	Further extension of the front office declaration for allowances received from other sources (PPA) – user-friendliness, improvement of workflows, extension to other small declarations (e.g. installation allowance)	Full rollout by end 2022
Sysper Rights	Proactive Notification System	Full rollout by end 2022
Sysper Rights	A new module to manage the Entry into service/mobility	In place by end 2022

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

A **PMO satisfaction survey** was carried out in June 2021, to gain a broad understanding of how staff members and pensioners perceive the quality of the PMO services. Overall, the majority of participants of the survey are satisfied with the PMO services (72%).

PMO aims to continue improving the staff user experience by focusing on the content of the services and the quality of the communications provided. The results obtained from the tool, remain positive (over 80% satisfied). In 2022, the PMO will take further initiatives to respond to the more qualitative feedback received through the PMO satisfaction survey, in view of further improving its services and quality of communication. The capacity of the PMO to provide quick answers to its customers' questions through the Staff Contact Portal is fundamental to the overall quality of its services. This indicator will track the evolution of this capacity.

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

- link automation of transactions to sequencing, leading to integration and ultimately freeing resources
- Streamline 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.

Improved **efficiency of IT systems** will also facilitate higher client satisfaction in 2022. A specific attention will be given to a continuous modernisation of existing applications through the optimization 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). In addition, there will be a focus on the implementation of the electronic platform for direct billing with networks of hospitals/health centres and the online platform for modification of financial and legal information.

Following the practice during the Covid-19 pandemic, the PMO will continue to use IT technology to support its clients: introduction videos are used for informing newcomers of their rights, online training sessions on MiPS and missions' regulations are delivered to the Commission and new agencies onboarding MiPS. In addition, monthly videoconferences are offered on end of service; transfer of pension rights and pension schemes of the European institutions to agencies and other institutions; school declarations.

As regards the Joint Sickness Insurance scheme (JSIS), focus will continue on the implementation of agreements with insurance providers in the Members States. After the successful project with CZ¹ in the Netherlands, and in view of the global trend of digitalisation of the medical service, negotiations are ongoing with Belgian Health Insurance providers and authorities to set up a similar project for Belgium in 2022 (further agreements with other national schemes are also envisaged). The project allows for direct transmission of declarations, which overcomes cumbersome manual registration, paperwork and avoids errors in processing by PMO staff. In addition, negotiations are also ongoing with the Italian central and regional authorities, for setting up a system that allows the JSIS members to access all healthcare services in Italy at non-discriminatory prices. Other discussions are taking place with the Dutch authorities, concerning the access of JSIS members to the long-term care in the Netherlands, as well as with the authorities in Luxembourg. Following the success of the new Health Screening Programme, negotiation of agreements with networks of hospitals/health centres for general medical services will continue in 2022.

¹ Onderlinge Waarborgmaatschappij Centrale Zorgverzekeraars Groep Zorgverzekeraars UA & Onderlinge Waarborgmaatschappij Centrale Zorgverzekeraars Groep Aanvullende Verzekering UA

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

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

Non-spending

Main outputs in 2022:

Evaluations and fitness checks: Customer/staff satisfaction

Output	Indicator	Target (2022)
Processing time of inquiries through the Staff Contact portal	days required to process requests	<8 calendar days
Satisfaction with Staff Contact	Analysis of "smileys"	>75% satisfied clients

Other important outputs : Programmed milestones of IT projects

Output	Indicator	Target (2022)
PMO Mobile	: Average daily visits (310 in 2021 including weekends)	>400 average daily visits

Other important outputs : Training offered to Commission staff

Output	Indicator	Target (2022)
Trainings on pensions, pension transfers and end of contract for Institutions and Agencies	Number of trainings	60

Other important outputs : Agreements on JSIS with Member States

Negotiations with local health systems in several countries	Agreement with The Netherlands	Consolidate, increase in size and number of users by end 2022
	Agreement with Belgium	Technical contacts in place, green light/approval of political authorities in place by end 2022
	Agreement with Italy	Conclude implementation agreements with at least 4 regions in Italy by end 2022
	Agreements with five Spanish regional authorities effective	Renew the existing agreements by end 2022

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, while pensions are paid to all pensioners. 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 nearly 50.000 salaries each month, as well as approximately 30.000 pensions. It provides services to all staff and former staff of the Commission, 9 other Institutions, 52 agencies and 2 other bodies.

The PMO, in line with the guidance from the Management Committee, will remain available to extend services to other institutions with the aim to improve synergies and efficiency of EU administrative expenditure overall.

In 2022, the PMO will continue the extension of the provision of services to other Institutions and bodies who wish to use its services. All services provided are based on Service Level Agreements which have been signed with all Institutions and the vast majority of agencies. The revenue from the charge-back of services, to cover the cost for services provided by PMO was around EUR 12 million in 2021. This type of revenue will further decrease as by 2022 all EU Institutions will have transferred budget in relation to baseline services and thus are no longer subject to invoicing. Budgetisation of the remaining services is foreseen in the negotiations for the preparation of the 2023 PMO budget.

PMO cooperates with central Commission services to ensure that all Service Level Agreements fully comply with the relevant legal framework (including the Financial Regulation) and that costs incurred by the PMO are appropriately charged to other Institutions and agencies.

Due to the lockdown measures, the annual two-day training exercise had to be cancelled in 2020. A slimmed down version of the training exercise was organised in November 2021. Based on the experience gained, in 2022 and future years, the PMO will continue to offer every year a two-day training for agencies and interested colleagues of other DGs and Institutions. Its purpose will remain to exchange experiences and respond to questions, in addition to the organisation of specific trainings for other Institutions and Agencies concerning rights at the end of contract. Future trainings will be organised via videoconference or, where possible, in a hybrid format.

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

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

Non-spending

Main outputs in 2022:

Evaluations and fitness checks : Customer satisfaction

Output	Indicator	Target

Other important outputs: Training offered

Output	Indicator	Target
Trainings for new Service Level Agreements (SLAs)	Number of trainings offered to staff from other institutions and agencies	One 2-day training

Other important outputs: IT developments

Output	Indicator	Target
IT transcoding ²	Preparatory process for new clients finalized by date :	End 2022
IT transcoding	Completion for all institutions / agencies by date :	End 2022
Deployment of MiPS in agencies	Number of agencies onboarded	tbd

² IT transcoding: migration of data from Sysper (statutory rights) to NAP (calculation mechanism)

PART 2. Modernising the administration: main outputs for 2022

The internal control framework³ supports sound management and decision-making. It notably ensures that risks to 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 particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

A. Human resource management

PMO has already achieved its individual target of one female appointment to head of unit position by early 2020 (College decision SEC(2017)359) and is committed to maintaining gender balance in middle management during 2022. On 1/11/2021 women occupied 55% of middle management positions in PMO.

The PMO HR BC team worked on promoting and better understanding the learning offer by communicating more often via the PMO Website and making the information more visible to PMO staff.

PMO will fully support DG HR in the implementation of the upcoming HR Strategy, including by local implementing means. Some of the priorities will be:

- Continuing the effort in terms of prevention of psychosocial risk for PMO staff to reduce the emotional charge of specific files. The measures will be extended to all PMO staff, with particular attention to a regular follow up for teams with special needs (very serious illness/survivor pension/handicap/Front office).
- Subject to sanitary restrictions, continue developing local fit@work strategy in line with the fit@work Commission programme, enlarge the well-being activity offers through new sports/creative activities and the organisation of lunch-time conferences.
- Promote career advancement and mobility of PMO staff, including contract agents.
- Support the simplification of processes and adapt procedures following the reorganisation of DG HR and the implementation of the HR transformation project, while ensuring business continuity and quality of service in the three PMO sites (Brussels, Luxemburg and Ispra).

The results of the 2021 Staff Survey will provide further indication of which elements to pursue to increase the staff engagement in the PMO.

³ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

In addition, PMO will continue to support communication to staff on corporate HR priorities by publishing available information on its intranet and through targeted communications, when appropriate.

The following table shows the total human resources available within the Office as of 01/11/2021 (including the OLAF Supervisory Committee Secretariat – 8 posts).

ABB Activity	Officials and temporary staff	Contractual agents	Other personnel	Total
Administration	160 (1)	436(2)	3	599

(1) 160 job quotas available in Sysper on 01/11/2021 : 40 AD and 117 AST posts and 3 SC
 (2) Total of 436 contractual agents on 01/11/2021

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 2022:

Output	Indicator	Target
Encourage female appointments at middle management level	At least 50%	maintain

B. Sound financial management

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 responsible, taking into account the nature of concerned transactions. The control objective is to ensure that transactions are initiated and validated within the stated deadlines; that the budget execution is monitored on a monthly basis; and that the estimated risk at closure does not exceed 1% of operational expenditure. Overall, the annual estimated error rate at payment should remain below the materiality threshold of 2%.

In 2022 the PMO will continue focussing in terms of internal control on the “control environment”, “control activities” and “monitoring” components already indicated in previous reports.

As from January 2022, and following the reorganisation at PMO level, which is addressing recommendations from the Internal Auditor, one Internal Control Team will coordinate the ex-post control strategy and control activities within PMO, including the proper application and implementation of administrative processes and decisions. The aim is to harmonise control activities across the Office in terms of risk approach, intensity of control and

methodologies and to better address certain key elements of control, such as segregation of tasks, avoidance of conflict of interest and adequate audit trail. The overall control strategy will be re-designed to ensure effectiveness and efficiency of PMO’s control activities.

The reorganisation will be accompanied with a restructuring of the current appointing authority (AIPN) and authorising officer by sub-delegation (AOSD) powers to align them with the organisational structure.

There will also be a focus during 2022 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.

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).

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 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 1 % of relevant expenditure ⁽⁴⁾
	Estimated risk at closure	remains < 1 % 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	Time to pay	>90% of payments (in value) on time
Efficient controls: Financial transactions: continue to ensure all financial transactions are initiated and validated within the deadlines.	All financial transactions are initiated and validated within the deadlines	Becomes/remains 100%
Efficient controls : Budgetary situation: monitor on a monthly basis the budgetary execution of the operational budget	% of budget execution (payments) with respect to budget appropriations.	Remains >99%

⁽⁴⁾ The Research, industry, space, energy and transport family has a different threshold for risk at payment.

Output	Indicator	Target
Economical controls	Overall estimated cost of controls	Remains < 1% of funds managed
Internal control: Risk-differentiated & cost-effective internal control systems	Degree of revised internal control strategies adopted documented and implemented in the operational units.	Revision of overall PMO Control Strategy finalised

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 recently created EPPO subgroup).

In PMO, the Anti-Fraud Strategy (AFS) currently in use was adopted in 2017. Its overall objective remains to improve prevention, detection and the conditions for investigations of fraud and to achieve appropriate reparation and deterrence, especially by introducing an anti-fraud strategy at PMO level. Following the revision of the CAFS, the PMO AFS will also be updated, in order to implement the new elements of the strategy. This exercise was launched in the second semester of 2021, following a fraud risk assessment. The PMO anti-fraud strategy will be finalised during the first semester 2022 and will include several actions, such as awareness raising measures in the form of presentations / trainings; regular presentations and discussions with the PMO management committee on the content and any possible updates. 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 the drafting of the PMO Anti-fraud strategy.

In 2022, PMO will continue to contribute to the Commission anti-fraud strategy 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.

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) ⁽⁵⁾ aimed at the prevention, detection and correction ⁽⁶⁾ of fraud.

Main outputs in 2022:

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	One to two sessions of information conducted by OLAF will be organised in PMO and for PMO
Revised AFS	Adoption of revised AFS	Second semester 2022
OLAF recommendations	Implementation of OLAF recommendations	100%
Implement new anti-fraud strategy	% of implementation of actions planned for 2022 in the PMO anti-fraud strategy	100%

D. Digital transformation and information management

In 2022, the PMO will progress in implementing the core principles for the most important IT systems (AGM – Assmal2 – SYSPER Rights) in line with the 2018 European Commission Digital Strategy. Furthermore, the PMO will continue to develop solutions presented for the Digital Solutions Modernisation plan to the ITCB.

The PMO will pursue collaboration within the HR family to set up IT data governance and to define the target application landscape for the PMO’s capabilities, in view of the future implementation of the corporate HR transformation project (HRT). This includes the identification of roles and responsibilities and the setup of associated governance processes. Any future IT development in PMO will be done within the HRT landscape.

The PMO organisation chart now reflects the Digital Strategy of the Commission and will progressively work towards implementation of this strategy. Further reorganisation within the PMO in 2022 will lead to the centralisation of IT activities in a single unit, ensuring the harmonisation and streamlining of IT related practices including collaboration with DIGIT, and the reinforcement of services delivered to the other units and PMO’s clients, while also increased collaboration with DG BUDG regarding SUMMA.

After having fully integrated unemployment in SYSPER Post Activity and NAP in 2021, further improvements of SYSPER Post Activity also followed throughout the year: the place of origin

⁽⁵⁾ 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’.

⁽⁶⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

declaration and phase out of FIXPEN, adaptation of pension requests to other Institutions/Agencies, and the development of a secure printing module based on the QR code driven data matrix. In line with the corporate efforts to address the IT legacy and rationalise the IT landscape, in 2022 the PMO will consider the possibility of phasing out PABS and to integrate included functionalities within the current landscape. In collaboration with DG HR, the PMO will also reflect on the project “EU-login for Life”.

A high-level analysis was launched in the PMO regarding the implementation of artificial intelligence (AI) to increase awareness and to determine the possible fields of application for the PMO business. This could include the modernisation of life declaration through the introduction of facial/digital recognition and the automatic uploading of data into the systems via optical character recognition (OCR).

The offer of services accessible via PMO Mobile has grown with the introduction of JSIS reimbursement claims. In 2022, an awareness raising campaign is foreseen to ensure optimal use of the module. Overall, with the development of the application and the employment of new features, the PMO Mobile Application will fit into the mobile strategy of the HR Family and the future HR platform & tools.

Fostering the “user centricity” and “once only” principles, the new front office platform for financial and legal information (FiLIP) within the scope of Payment Factory was launched to a pilot population towards the end of 2021 and will gradually increase in use in 2022.

In order to support the Commission’s Green Deal initiative, a feature in MiPS has been developed that provides information and reporting functions on the CO₂ impact of missions. This will be further enhanced during 2022 in order to help users and managers make greener choices for missions travel.

During 2022, PMO will increase its data analysis capacities and make increased use of business intelligence (BI) tools, to make informed decisions at an operational and strategic level. This will include the development of projections of the populations served by PMO to allow for an effective long-term strategy based on information, insights and knowledge.

Data governance and data protection

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. Additionally, access rights to the IT systems are closely monitored.

In terms of data governance for 2022, several actions will be undertaken: responsibilities will be further clarified and formalised, the PMO dataset entries in the EC Data Catalogue will be improved. In addition, better processes for data management will be formalised and/or performed, and IT systems will be updated as necessary to comply with these data management process definitions and/or results.

Finally, with regards to IT security, the updated security plans of the eight main PMO IT solutions were signed-off in 2021. The remaining plans will be finalised in 2022, together with the implementation of the measures identified in the security plans and in the findings of the internal audit on IT Security Management. This will be achieved with a reinforcement of the budget allocated to IT security in line with the benchmark of the European Commission.

With regard to data protection and security, the Commission adopted a Data Protection Action Plan in 2018 (C(2018) 7432), aimed at ensuring compliance of all Commission departments with the new rules. PMO has finished the conversion of all legacy notifications into records in a new performant application, Data Protection Records Management System (DPMS) and 22 records covering PMO activities have been published. As requested by the DPO of the Commission all the records and privacy statements had been reviewed in 2021. The PMO has also continued with the organisation of general trainings for management and staff on regulation 2018/1725 to all PMO units, as well as continuing the specific communication/awareness campaign on how to deal with data breaches. PMO is also contributing to the corporate reflection on how to ensure respect of the Data Protection Regulation without imposing an excessive burden of services that handle vast amounts of personal data.

The PMO has devoted a considerable amount of time and efforts in putting in place appropriate technical and organisational measures to meet the requirements of accountability.

The PMO worked on best practices that will be implemented in 2022. The best practices, designed for helping both staff members (1) and data subjects to exercise their rights (2) are the following:

(1) Increase staff members' awareness/knowledge.

General training sessions covering the rules on data protection and security will continue to be given in 2022, as well as specific training sessions depending on the observed needs (artificial intelligence..). In addition, the DPC will provide two types of training sessions to both the business managers of the IT applications, who will be responsible for retrieving data in a readable format, and to staff members. A procedure on how to handle data subject requests will be distributed to the staff.

(2) Publish on the PMO webpages/distribute to data subjects a document that will explain the PMO activities by field. This document will also contain the privacy statements of all PMO's processing operations and the contact details of the controller.

PMO will provide a standard form to data subjects which they will be able to use to ensure requests go to the correct person or department and contain the necessary information.

- Agreements with processors: the PMO worked on its agreements, notably those involving international transfers with private companies or exchanges of data with international organisations, and will finalise the work in 2022.

- Data breaches: in 2021, the PMO put in place an additional procedure to reduce the number of data breaches (post data breaches ‘audit meetings’). This procedure proved very successful and effective, and will continue in 2022, as well as training sessions on data breaches given by the DPC

The EU-US Privacy Shield Decision was nullified in 2020 and the EU Court of Justice underlined that the standard contractual clauses (SCCs) would only be valid as far as the countries to which data are sent offer adequate level of protection to the data subjects to the level guaranteed in the EU. PMO as an operational controller has conducted an in-depth assessment of all processing operations and has provided additional information concerning the preliminary risk assessment, and mapped processing operations which involve international transfers and which are not based on contractual arrangements. This includes careful monitoring of the external contractors that need to handle some of the data under PMO’s controllership.

As regards the relationships with the citizens, in conjunction with the work undertaken on notifications and records, the revision and update of privacy statements has been finalised and these have been published in the front and back-office platforms of the IT applications for which the PMO is the system owner.

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 2022:

Output	Indicator	Target(by end 2022)
Implementation of the European Commission Digital Strategy (C(2018)7118)	Liaise with ITCB on the PMO digital solutions plan. Revision of PMO Organigram	100%
Implementation of the corporate principles for data governance for PMO’s key data assets	Percentage of PMO key data assets for which corporate principles for data governance have been implemented	50%
Implementation of the corporate principles and benchmarks for cybersecurity	% of cybersecurity expenditure compared to the overall IT budget	≥5 %
Rationalisation of the portfolio of Information systems	Number of phased out information systems	9% reduction of systems
Data subjects rights	% of data subjects request replied within one month	100%
In-house training sessions on data protection and security	% of staff trained	90%

E. Sound environmental management

The Corporate 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 upcoming Communication of the Greening of the Commission whereby the Commission's ambition is to become climate neutral by 2030.

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. Moreover, the COVID-19 situation has sped up the digitalisation of procedures and every day working arrangements, many of which are subject to remain.

For the management, payment and reimbursement of files relating to representation expenses incurred by Commissioners and Cabinet members a paperless workflow has recently been implemented. This represents both an increase in efficiency and a significant decrease in paper consumption, given that these files represent an average of 1.100 transactions per year.

For the management, payment and reimbursement of files relating to costs incurred by external candidates, a paperless workflow is already in use. This represents both an increase in efficiency and a significant decrease in paper consumption.

The newly created GEMI team in PMO took over mission management tasks formerly carried out in the DGs and contributes towards raising awareness on the ecological impact of missions as well as progressively measuring the impact of each mission and offering various options to limit the impact. Discussions are also underway as to a future revision of the guide of missions.

PMO is following up on the developments in the field of Green public procurement and adapting its procedures to the new features where applicable. In the area of healthcare, the negotiations currently underway to ease the collaboration of the JSIS with the national systems in Belgium and Italy will also decrease the environmental footprint, by reducing the paperwork and need to store documents by the members while also 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 2022.

Overall, continuing modernisation of IT systems and new ways of working resulted in a significant decrease in paper consumption and this evolution will continue in 2022, including further analysis on how to improve "paperless" exchanges of documents with DG HR.

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. The concept of flexible workplace and optimisation of the available office space has proven to be efficient and will be further explored in the future.

The EMAS campaigns envisaged in 2022 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.

Objective: PMO takes account of its environmental impact in its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support its EMAS Site Coordinator.

Main outputs in 2022:

I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline)
Staff awareness actions	% of staff informed	Address all staff
Participation in the end of the year energy saving action. Tips and tricks published on the PMO intranet Share good practices with colleagues from the other sites (LUX, ISPRA)	% of reduced energy consumption (%)	Reduce energy consumption (1 %)
Staff awareness on greener way of working (greener events, greener working etc..) Tips and tricks published on the PMO Intranet on a specific page dedicated to EMAS.	% of staff informed	Address all staff

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG's waste generation	% of staff informed/participated	Address all staff
	% of reduced waste generation	Reduce waste generation (2%)

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

The initiative PMO MOVING AHEAD, launched in 2021, explores possible changes in the way the PMO is functioning in order to improve work internally and improve its services towards The reviewed structure of the PMO will adjust the structure of the PMO to be better prepared to handle the challenges brought about by the HR Transformation project, which will impact the entire PMO IT landscape and, consequently, all core activities of the PMO, which are heavily IT dependent. Furthermore, the revised structure will cater for the impact that the COVID-19 pandemic and the greening objectives of the Commission have on the work of the PMO.

The **knowledge management** community was set up in 2021 to become a key actor in providing an improved services to clients as well as further increasing the effectiveness of the organisation. The community will work in a systematic fashion, looking into what is there, making an inventory of knowledge assets, mapping the different systems, processes, practices and will ultimately come up with a roadmap and timeline, having concrete projects emerging and delivering on the KM vision.

Three **communities of practice** have been set up to enhance close, crosscutting collaboration in different fields:

- Legal matters and DPO
- Communication
- Knowledge management