![European Commission logo]

Strategic Plan

2020-2024

Office for Administration and Payment of individual entitlements (PMO)

Contents

INTRODUCTION

This **document** presents PMO contribution to the von der Leyen Commission's priorities in general (part 1) and explains how PMO delivers its objectives and the steps it takes towards modernisation, efficiency and effectiveness (part 2).

With this report, the PMO establishes the role carried out in the current Commission's general objective to modernise the administration: "A modern, high performing and sustainable European Commmission".

PART 1. Delivering on the Commission's priorities

A. Mission statement

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 controls.

The PMO ensures:

- establishment of individual financial rights for staff, pensioners and rights holders;
- payment of salaries, pensions and related entitlements;
- reimbursement of health insurance, mission and expert claims;
- delivery of EU laissez-passer and handling of third-country visas for staff.

B. Operating context

To illustrate the weight of the different operational domains, this table shows the number of transactions and total payments[1] carried out per main type of PMO activity.

(rounded figures) Description	Number of files / transactions	Staff distribution	Operational Expenditure (M€)	Percentage
Joint Sickness Insurance Scheme (JSIS) [2]	3.101.339	233,0	339,3	6,0%
Missions, Visa and EU Laissez-passer [2]	154.783	55,0	78,9	1,4%
Experts [2]	66.618	15,0	34,6	0,6%
Salaries calculated and paid per month	48.000	134,3	3.207,7	57,2%
Pensions calculated and paid per month	25.787	46,5	1.949,9	34,8%
Total			**5.610,4**	**100 %**

The PMO has a certain degree of autonomy for reasons of economy and quality of service and subsequently has a specific management and supervision structure:

• The Director is the authorising officer by delegation and has the responsibility of producing a declaration of assurance and an annual activity report;

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[1] Situation at end 2019

[2] On an annual basis

• The activities of the PMO are supervised by the PMO Management Committee, chaired by the Director-General of DG Human Resources and Security, and composed of eight members representing the main stakeholders and clients of the Office;

• The Office provides its services on the basis of Service Level Agreements with institutions, agencies and external bodies and operates an atypical financial framework based on classical resources (services to institutions) and chargeback mechanism (services to agencies and external bodies).

• Following the aftermath of the COVID-19 pandemic in 2020, but also in view of the Green Deal initiative of the present Commission, PMO has started to implement organisational measures to face the impact on the workload of some of the units (most notably the activity in terms of missions and experts).

C. Strategy

While, as an administrative support service, the PMO is not in the frontline for delivering on the six political guidelines of the von der Leyen Commission, it has an important role to play to ensure that the institution as a whole is capable of mobilising all its strengths behind these established priorities.

In particular, PMO contributes to the following general objective of the Commission:

General objective 7: A modern, high performing and sustainable European Commission		
Impact indicator 1: Staff engagement index **Explanation:** **Origin of the indicator**: Commission staff survey **Source of the data**: data to be provided by DG HR		
Baseline (2018)	**Interim milestone** (2022)	**Target** (2024)
58%	65%	70%

Offering a correct and timely payment of salaries, pensions and other related entitlements, a swift reimbursement of health insurance, mission and expert claims, a smooth delivery of EU laissez-passer and visas, and more generally accessible and customer-friendly services, is essential to allow Commission staff – and increasingly from other bodies – to carry out their duties unhindered.

By centralising a multitude of services to EU staff, PMO plays an important role in modernising the Commission's administration. By handling transactions in a correct, smooth and efficient way, (with less administrative burden and eliminating redundancies) (SO1) and coordinating with other institutions by extending its services (SO3), PMO is directly

contributing to the establishment of a modern, high-performing Commission, in line with GO7.

In order to achieve this result, the PMO will pursue the three following priorities (specific objectives) over the period 2020-2024:

1. Correct and timely handling of all types of transactions

PMO's workload will continue to increase over the coming years, both through endogenous trends (e.g. increasing numbers of pensioners) and exogenous factors (e.g. inter-institutional Service Level Agreements). At the same time, its resources will remain constrained. It is worth noting that, from its creation in 2003, the PMO has doubled the volumes it treats while human resources have only increased by 50%. Efficiency gains through improved processes and modernised IT tools will continue to be sought to ensure permanently sufficient capacity to deal with increasing volumes. Efforts will also be made to maintain the quality of the control structure allowing a correct establishment of entitlements while improving its cost/benefit ratio.

Specific objective 1: Correct and timely handling of all types of transactions	Non-spending programme	
Result indicator: Number of Article 90 complaints upheld (TBC) **Explanation:** Regarding the basis on which PMO takes decisions, the number of article 90 complaints that are upheld is used. However, the decision to uphold an article 90 complaint does not necessarily indicate that an error was committed when taking the initial decision. **Source of data:** PMO Legal		
Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
9,28%	<10%	<10%
Result indicator: Estimated risk at closure **Explanation:** The level of error after corrective measures have been implemented **Source of data:** PMO AAR		
Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
0,17%	<1%	<1% of operational expenditure

Result indicator: Average time needed to handle reimbursement claims **Explanation:** Calendar days required to process the individual claims **Source of data:** Specific IT managing systems			
Type	**Baseline** (2019)	**Interim milestone** (2022)	**Target** (2024)
Medical claims	12	12	12
Missions claims	8	8	8
Experts claims	7	7	7

The indicator on the time needed to handle medical, mission and expert reimbursement claims shows the capacity to handle high volumes within reasonable deadlines. It is also a crucial determinant of the quality of service. The experience shows that the effort required to marginally improve delays is not proportionate. In this situation, and based on current client satisfaction, it is more opportune to maintain realistic targets, while focusing on the client.

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

Staff satisfaction with the quality of PMO's services has improved significantly since the previous Strategic Plan. PMO aims to continue improving the user experience by focusing on the content of the services provided. To this end, it has developed a tool to capture feedback in Staff Contact and the results are positive (approximately 80% satisfied). The PMO will continue to monitor feedback and will take further initiatives to generate more qualitative feedback, in view of further improving its services. To facilitate further client satisfaction, focus on the efficiency of IT systems as well as the quality of communication will be strengthened.

The capacity of the PMO to provide quick answers to its customers' questions through the Staff Contact Portal is fundamental to the quality of its services. This indicator will track the evolution of this capacity.

Specific objective 2: Maintain high quality standards of customer service (even with increased workload)		Non-spending programme
Result indicator: Average time to reply to enquiries through the Staff Contact portal		
Explanation: calendar days required to process requests uploaded on the Staff Contact portal		
Source of data: management statistics		
Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
9	9	8
Result indicator: IT strategy – percentage of project milestones implemented on time		
Explanation: progress made on agreed milestones of IT projects		
Source of data: Dashboard (in collaboration with DIGIT)		
Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
85%	85%	85%

3. Deepening interinstitutional synergies

The PMO was established in November 2002 as the paymaster's office of the European Commission with vocation to serve a broad population: JSIS covers all active and retired

staff from all Institutions and agencies and pensions are paid to all pensioners of EU institutions and bodies. Furthermore, over the years PMO has provided ever more services to different European Institutions and agencies and today serves the Council, the Court of Auditors, the Ombudsman, the European Data Protection Supervisor and all (52) agencies – and to a more limited extent, the European Parliament and the Committees.

The PMO, in line with its Management Committee, will remain available to extend services to other institutions with an aim to improve synergies and efficiency.

To pursue these priorities, the PMO will essentially rely on two crucial resources: its staff and IT systems.

Strong and reliable IT systems are quintessential for the PMO activity. Hence, in 2020-2024, efforts will continue to (i) streamline procedures and business processes which underpin the organisation; (ii) extend the coverage of our information systems with a focus on JSIS, individual pecuniary rights and post-activity; (iii) roll-out new systems (Payment Factory, Unemployment); (iv) replace ageing systems in a timely manner (NAP[3], Apex2).

Regarding human resources, the PMO will have to pay particular attention to internal mobility, to ensuring an adequate talent pool, and to staff engagement. Internal mobility will be essential to ensure the best match between talents and needs at all times, in a context of evolving levels of demand and productivity.

Staff engagement is indispensable for delivering a high-quality service. The latest staff survey showed that the PMO is engaging in fields that can positively contribute to staff engagement, but there is still room for improvement.

Specific objective 3: Deepening interinstitutional synergies		Non-spending programme	
Result indicator: Customer satisfaction and PMO staff engagement			
Explanation: feedback received from clients of PMO services			
Source of data: management statistics			
	Baseline (2019)	**Interim milestone** (2022)	**Target** (2024)
Customer satisfaction with Staff Contact	83%	84%	85%
PMO Satisfaction survey	55%	57%	60%

The overall satisfaction index of the staff opinion survey on services provided by the Administrative Offices offers a robust indicator of the quality level of the PMO's services in the eyes of the Commission's staff.

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[3] Calculation mechanism

Staff engagement being a prerequisite for the PMO to offer high-quality services, it is also important to track the evolution of the staff engagement index as provided by the Commission's Staff Survey.

D. Key performance indicators

Progress in the achievement of the PMO's priorities will be measured through the following five key performance indicators:

1. *Average time needed to handle reimbursement claims.*
2. *Estimated risk at closure.*
3. *Achievement of the IT strategy – percentage of programmed project milestones implemented on time.*
4. *Average waiting time to reply to Staff contact online enquiries.*
5. *Customer satisfaction and staff engagement.*

PART 2. Modernising the administration

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. PMO has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the strategic plan.

A. Human resource management

Ensuring the right person in the right place at the right time, internal mobility, nurturing of a sufficiently deep talent pool and staff engagement will be the major pillars of the PMO's human resources and internal communication policies. The implementation rate of the action plan on optimisation of the PMO's working conditions, as well as its impact on satisfaction of staff with their working conditions and career opportunities, will constitute the main success criteria of action in this area.

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this strategic plan, PMO will develop a local HR strategy with a medium to long-term outlook [3-5 years] consistent with the overall corporate HR strategy.

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	
Indicator 1: Number and percentage of first female appointments to middle management positions	
Source of data: SEC(2020) 146	
Baseline (female representation in management) (1 December 2019)	**Target** (2022)
3 (38%)	1 The PMO-specific target (one appointment) already achieved on 16.02.20, the PMO aims to at least maintain the number of representation.

Indicator 2:	
Source of data: Commission staff survey [data to be provided by DG HR]	
Baseline (2018)	**Target** (2024)
58%	70%

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 commitments as well as the nature of the payments concerned. The control objective is to ensure that the estimated risk at closure does not exceed 1% of operational expenditure.

To continue meeting the objective of sound financial management, PMO will build on its internal control framework in the coming years, with particular emphasis on the "control environment", "control activities" and "monitoring" components. As a step towards further strengthening the role of internal control in PMO, a particular focus will be given to including internal control issues (e.g. discussion on control reports) in the management meetings as of 2020. This will ensure increased awareness and participation of PMO management in the process. An internal reorganisation will provide more coordination resources to this domain. There will also be additional focus on automation of monitoring of financial transactons and of mass payments where possible to reduce payment delays and the risk of error.

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	
Indicator: Estimated risk at closure **Source of data: PMO AAR**	
Baseline (2019)	**Target** (2024)
EUR 26,96 million, <1% of operational expenditure	<1% operational expenditure

C. Fraud risk management

On 29 April 2019 the Commission adopted its latest Anti-Fraud Strategy (CAFS)[4]. While in general the CAFS is still relevant, the evolving situation with regard to fraud trends and the development of IT tools have identified an insufficient analysis of fraud data, limiting their understanding, as well as gaps in the Commission's supervision over fraud risk management. With this in mind, the priorities in this CAFS relate to a stronger analytical capability, including anti-fraud cooperation and workflows, while also tightening internal monitoring systems and developing indicators to make anti-fraud action more measurable.

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 the current strategic period, in order to implement the new elements of the strategy.

With the launch of this exercise, several actions are envisaged: awareness raising measures in the form of presentations / trainings, so as to get all PMO involved in the anti-fraud procedures; regular presentations and discussions with the PMO management committee, so as to proactively foresee any updates that are deemed necessary. PMO will also actively seek cooperation with the Commission services and with OLAF in particular, so as to contribute to a coordinated effort towards the anti-fraud objectives.

In the meantime, the PMO continues to ascertain the appropriate treatment of all potential fraud cases. In addition, the regular ex-post supervision carried out, as well as specific anti-fraud related checks are embedded in the internal control strategy. The authorising officers by sub-delegation (AOSD) report on their activities to the Director with the obligation to explicitly mention any anomalies that occurred.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy[5] aimed at the prevention, detection and correction[6] of fraud	
Indicator: **Implementation of the actions included in PMO's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)** Source of data: PMO annual activity report, PMO anti-fraud strategy and action plan, OLAF reporting	
Baseline (2018)	**Target** (2024)
100%	100% of action points implemented in time

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[4]   Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the Commission Anti-Fraud Strategy COM(2019)196

[5] Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget", COM(2019) 176 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.

D. Digital transformation and information management

PMO is implementing the core principles for the most important IT systems (AGM – Assmal2 – Sysper Rights) in line with the 2018 European Commission Digital Strategy[7], and has presented its Digital Solutions Modernisation plan to the ITCB. The IT and data governance will also be further developed within PMO (including roles and responsibilities, internal vs corporate governance) in line with the corporate approach. Following this exercise, the PMO IT Taskforce organigramme will be aligned to reflect the Digital Strategy.

PMO contributes towards the modernisation and digitalisation of the EU administration by participating in the coporate IT networks and by actively contributing to the HR Family Data Governance & Strategy, to define the future of the IT landscape.

The most important developments envisaged for 2020-2024 include:

> ➢ Claim management solutions for specific IT tools (medical / experts/ missions claims):

New technology will replace the manual verification of data entry and thus detect irregularities.

The PMO Mobile application is a mobile-first web application that will allow users to access medical, mission, expert and post activity functionalities from their phone and tablet. Already in 2020, the application allowed staff to view and request insurance information as well as declare medical absences directly from their mobile phones. The application will be gradually extended to include new features and a larger population. In the context of the COVID-19, DG HR has decided to use this application to allow staff to declare to the medical service that they are suspected or have been tested positive for the virus. This application will fit in the mobile strategy for the entire HR family.

AGM for experts will be extended to integrate other populations such as trainees and candidates and will be aligned with RTD systems, to have one common database of experts and one common user interface. The development of a chat-bot for AGM users is also envisaged.

> ➢ IT system for establishment of Rights for Post-Activity/ Unemployment (SYSPER Rights):

PMO is striving for secure communication channels with post active staff through the provision of corporate e-mail addresses for pensioners and the development of "EU Login For Life", a system to provide a post-activity EU Login to pensioners, streamlined for inter-Institutional use. Electronic secure interchange with national pension schemes is set up to speed up the transfer of pension rights from the National to the European Scheme.

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[7] https://ec.europa.eu/info/sites/info/files/file_import/digitally-transformed_user-focused_data-driven_commission_en.pdf.

> ➤ Payroll and Financial Solutions:

All PMO applications will use Payment Factory as a single interface and will be integrated in the corporate tool SUMMA. A new front office will allow encoding financial and personal data in a secure and integrated way.
The possibility to replace the NAP payroll will need to be reevaluated, as it would result in a major refactoring towards the existing SYSPER interfaces.

Data Protection and Security

Since the entry into force of the regulation (EU) 2018/1725), the PMO made tremendous efforts to ensure high level of compliance with the data protection rules, in light of the principle of accountability and in full respect of the rights of the data subjects. PMO has raised data protection awareness among its staff through general and specialised trainings. This will remain a top priority in order to build on the actions already taken[8] and to implement the Commission's Data Protection Action Plan. Furthermore, PMO will continue to further develop its working methods to integrate data protection and security requirements, in particular when it comes to putting in place appropriate organisational and technical mesures to enhance the reliability of the IT tools and processes, including through Data Protection Impact Analyses whenever necessary. Records and privacy statements for all processes will be kept adapted as needed to ensure full respect of the rights of the data subjects. The role of the Data Protection Coordinator (DPC) will be enhanced to account for the Implementation rules of Regulation 1725/2018, adopted in July 2020.

With regard to the corporate strategy for document management, PMO intends to keep the number of registered documents that are not filed to a minimum. To achieve this, reports are produced and sent to the DMO correspondents in the Units. The revision of the specific list of retention for PMO files will also come to completion in the near future.

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[8] The PMO organised general trainings on regulation 2018/1725 and Commission Decision 2017/46 to all PMO units, launched a specific communication/awareness campaign on how to deal with data breaches and enhanced its security measures (organisational measures within the office including control access management automation). As regards the relationships with PMO's clients, a specific presentation has been held on data protection and security requirements, in collaboration with the EDPS for the representatives of the agencies and other institutions. The PMO focused its presentation on how to handle data breaches with its clients whereas the EDPS gave a general presentation on Regulation (EU) 2018/1725.

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

Indicator 1 : Degree of implementation of the digital solutions modernisation plan

Source of data: PMO

Baseline	Interim milestone	Target
(2018)	(2021)	(2024)
5-10%	45%	70%

Indicator 2 : Percentage of PMO key data assets for which corporate principles for data governance have been implemented

Source of data: PMO

Baseline	Interim milestone	Target
(2018)	(2022)	(2024)
5-10%	40%	80%

Indicator 3 : Percentage of staff attending awareness raising activities on data protection compliance

Source of data:

Baseline	Interim milestone	Target
(2018)	(2020)	(2024)
0%	70%	100% of staff

E. Sound environmental management

The PMO implements the Corporate EMAS policy. In addition to the initiatives managed at central level, local actions in the PMO sites are developed for promoting an environmental-friendly working place and making better use of natural resources.

Taking advantage of existing capabilities in its applications and platforms, the PMO has implemented paperless workflows for the management, payment and reimbursement of files relating to representation, internal meetings and directly invoiced mission expenses incurred by Commissioners and Cabinet members. The majority of declarations and exchange of information with PMO's clients are processed through online tools. PMO is following up on the developments in the field of e-procurement and is adapting its procedures to the new features where applicable.

Overall, continuing the modernisation of IT systems and new working methods resulted in a significant decrease of paper consumption and this evolution will continue throught the strategic period.

The current set-up of PMO's buildings as a collaborative 'open' space fosters sustainable ways of working and energy efficiency. The higher rate of teleworking coupled with growing use of paperless processes, collaborative tools and video-telephony reduces PMO's environmental footprint. The concept of flexible workplace has proven to be efficient and will be further explored in the future.

The PMO Emas action plan for the strategic period will be endorsed by the management with a regular follow-up of the implementation and achieved results.

Objective: The PMO takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to day impact of the administration and its work
Indicator: Implementation of PMO's EMAS action plan   TBD