European
Commission

2016

Management Plan

PMO

The PMO 2016 Management Plan

This year's challenges

As elaborated in the Strategic Plan, 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.

To realise the policy and goals set forward in the Strategic Plan, the focus in 2016 will be on the following **specific objectives**:

1. Ensuring at all times the correct and timely handling of all types of transactions

Given the specific nature of all PMO activities, where the main importance lies not with the outcome, but with the process achieving the result (i.e. the payment of entitlements and reimbursement of claims). The correct and timely handling of salary, pension related entitlement payments as well as the reimbursement claims. As a result, no main activities driving specific outcomes are defined for 2016, other than the actions comprised in the comprehensive set of (key) indicators defined in the Strategic Plan for 2016-2020.

As these indicators represent the core business of the PMO, they are listed hereunder:

Specific objectives (all non-spending)					
1.1 Correct establishment, calculation and payment of entitlements and reimbursements					
Baseline	**Interim Milestone**				**Target**
2015	**2016**	**2017**	**2018**	**2019**	**2020**
1. Number of Article 90 complaints upheld. [2015: 8 %]	< 10 %	< 10 %	< 10 %	< 10 %	< 10 %
2. Financial error rate of the amount paid annually. [2015: < 1 %]	< 1 %	< 1 %	< 1 %	< 1 %	< 1 %

Specific objectives (all non-spending)					
1.2 Ensure the prompt and accurate reimbursement of medical, mission and experts expenses.					
Baseline	**Interim Milestone**				**Target**
2015	**2016**	**2017**	**2018**	**2019**	**2020**
1 Average time needed to handle reimbursement claims (in days)					
— Medical claims [2015: 27 days]	20	15	15	15	15
— Missions claims [2015: 9 days]	15	10	10	10	10
— Expert claims [2015: 22 days]	20	20	15	15	15
2. Financial error rate of the amount paid annually. [2015 < 1 %]	< 1 %	< 1 %	< 1 %	< 1 %	< 1 %

2.   Offering better quality of customer service

Provide prompt, good quality and relevant information and ensure high quality client services across the board		Non spending
Main outcome		
Description	**Indicator**	**Target**
PMO Service Charter – communication to staff	Full implementation of an ad-hoc communication campaign	Communication campaign launched
Assess staff satisfaction with content of PMO Newsletters	Survey drafted	Survey initiated
Assess staff satisfaction with PMO roadshows	Analysis carried out, survey tools and indicator defined	Definition of targets and indicators, roll-out
Set up a Helpdesk "Entitlements & Salaries"	Creation helpdesk	Helpdesk operational

3.   Deepening inter-institutional synergies

Achievement of the IT strategy: complete the planned developments in due time		Non spending
Main outcome		
Description	**Indicator**	**Target**
Payroll solution − Analysis of the possible solutions to replace the current system (NAP).	Degree of completion of the analysis	Decision on the future of the payroll information system
NAP − Define the security plan	Degree of completion of the action	Achievement planned action
SysPer-Rights − Define the security plan − Extend the coverage by developing a front and back office for Taking up duty, Mobility and Divorce. − Improvement of front and back office for professional and school declarations − Implementation of proactive notifications − ECA instance merging (i.e. within the COM and inter-institutional instance)	Degree of achievement of planned developments and actions	Achievement planned developments and actions
SysPer-Pensioners (common project DG HR and PMO) − Draft the business case and perform the business analysis (jointly with DG HR). − Perform the development initiation phase.	Degree of completion of the analysis and execution of the initiation phase.	Achievement planned actions.
PABS − Define the security plan − Extend the coverage by developing the retirement pension (old-age pensions) calculation engine with emphasis on the data quality check-up.	Degree of achievement of planned developments and actions	Achievement planned developments and actions
AssMal[2] and JSIS Online − Define the security plan − Extend the coverage by developing the reimbursement features for accident, outside EU, direct billing and related ex-ante controls − Development of improvements linked to the correction features − Initiating the development of the financial features in relationship with the Payment Factory project	Degree of achievement of planned developments and actions	Achievement planned developments and actions

Achievement of the IT strategy: complete the planned developments in due time		Non spending
Main outcome		
Description	**Indicator**	**Target**
MiPS – Define the security plan – Start of application evolutions (i.e. extension of business coverage, develop dynamic risk based fast track capability allowing user control of missions eligible for fast track, etc.)	Modernisation process started and degree of achievement of planned developments	Modernisation process started and achievement planned developments
Payment Factory – Define the security plan – SINAPS phase-out finalisation and improvement – Extend the coverage by developing the accounting integration and debt management features – Initiating the development on the feedback features linked to the accounting integration and debt management	Degree of achievement of planned developments and actions	Achievement planned developments and actions
PMO CONTACT – Finalisation of the development of the professional portal	Degree of achievement of planned developments and actions	Achievement planned developments and actions
e-SEP (common project DG HR and PMO) – Perform the technical analysis – Setting up of foundations (i.e. architecture, platform, etc.) – Perform the development initiation phase	Degree of achievement of planned developments	Achievement planned developments
BI & Reporting – Development of the reporting environment of AGM and specific reports – Development of reports for detection and correction of inconsistencies between local IT systems and ABAC – Development of reports and statistics on demand	Degree of achievement of planned developments	Achievement planned developments
APEX2 – Prepare for phase-out by developing an alternative for reimbursement of candidates	Degree of achievement of planned developments	Achievement planned developments
AGM (owned by DG EMPL) – Close follow-up on the development of the Information System for Experts	Development of information system in line with PMO needs/requirements	Achievement planned developments

Measuring efficiency, effectiveness and economy of management

To illustrate the commitment to continuously try to improve PMO's functioning, the following examples illustrate how adjustments to procedures and structures will help the PMO advance in terms of efficiency, effectiveness and economy.

Example 1: Dynamic Resource distribution: Reorganisation of teams

Measures such as the increase in teams' sizes and redistribution of tasks have allowed improvements of back-up systems, simplification (the same file handler is now requested to carry out correlated activities previously split over different teams and colleagues, so moving towards single entry point for the "customer" and consistency of approach), efficiency gains in procedures and resource management, more flexibility in management, file handlers to get to know different domains and be more motivated. Such structural changes will continue to be made in 2016.

The Visa and the newly created Laissez-passer teams will be co-located in order to increase flexibility and improve quality service to the clients (reinforced back-up system to handle peak volumes of visa or 'Laissez-Passer' requests) and to rationalise/optimize the use of the available resources (human resources, equipment and buildings) for the two sectors.

In the unit dealing with pensions and related services, the new information system (PABS) allows to merge two sectors with high potential for synergies, which will result in an improved allocation of resources.

Example 2: Continued improvements of internal control methodologies

A first large exercise, concentrating mainly on the operational units involved in reimbursement of claims (medical, mission and expert claims), successfully made the internal control structures of the four units involved more performant in all aspects of sound financial management (efficiency, effectiveness and economy) and was completed in 2014. However, changing operational environments meant that further improvements are now possible. Hence, a renewed focus will be put on the areas where the IT tool is evolving, notably in the field of 'reimbursement of medical claims' as well as 'establishment of salaries and related entitlements'. The aim is to have an internal control structure that is efficient and effective, with full compliance with the economy principle.

ORGANISATIONAL MANAGEMENT

This part focuses on the strategic organisational components that are critical for the delivery of policy results:

Human resource management

Recruit, train, assess, motivate and retain highly qualified staff and continue to develop, implement, monitor and adapt an effective internal communication strategy		Non spending
Main outcome		
Description	**Indicator**	**Target**
Increase the number of timely HR related information sessions for PMO staff	Number of information sessions organised	4 sessions
Reinforce PMO's management culture at all levels with particular attention on how to provide feedback, to deal with conflicts and underperformance and to ensure a respectful environment	Assess training needs of all staff involved in management functions	PMO management culture reinforced
Improve working conditions	% staff satisfaction with working environment	Increase

The following table shows the total human resources available within the Office:

(Post and/or person)

ABB Activity	Officials and temporary staff	Contractual agents	Other external personnel	Total
Administration Pensions	176 [(1)]	413 [(2)]	17	**606**

[(1)]   176 job quotas available in Sysper on 01/12/2015: 33 AD and 143 AST posts.

[(2)]   413 contractual agents on 01/12/2015. 222 paid on budgetary appropriations, 191 paid on earmarked revenues, 20 paid by the JRC and the University of Florence.

Financial management: Internal control and Risk Management

The Authorising Officer by Delegation should have the reasonable assurance that resources has been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including detection, prevention, correction and follow-up of fraud and irregularities.		Non spending
Objective 2: Effective and reliable internal control system in line with sound financial management.		
Main outcome		
Description	**Indicator**	**Target**
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	100 %
Budgetary situation: monitor on a quarterly basis the budgetary execution of the operational budget	% of budget execution (payments) with respect to budget appropriations.	> 99 %
Control: continue to implement the reinforced effective control strategy. Continue the adoption and implementation of revised internal control strategies in the units concerned with determination of entitlements.	Degree of revised internal control strategies adopted and implemented in the operational units.	75 % adopted and implemented.

Procedures: The main challenges identified in the risk analysis exercise, highlight the need for a better balance between resources and an ever evolving working environment. The revision process of the workflow and related procedures for the whole of PMO will therefore be continued in 2016.	Degree of revised procedures in PMO units.	% of the procedures impacted by the changes in the workflow process are reviewed before yearend 2016: - 70 % for Salaries and related entitlements - 100 % for Pensions and related entitlements: - 95 % for reimbursement mission claims

The table added here gives the scope of the PMO's operational expenditure and shows how the PMO's available financial resources are distributed:

(Payment appropriations in EUR million, rounded figures)

Activity	Operational Expenditure	Administrative expenditure (DG managed)	Total
Members of the Commission [1]	14.7		**14.7**
Officials and temporary staff	2,571.0		**2,571.0**
Pensions	1,647.4		**1,647.4**
Contract staff and SNEs [2]	293.5		**293.5**
Missions/Meetings [2]	116.1		**116.1**
Personnel PMO [2]		33.6	**33.6**
Operating PMO		7.2	**7.2**
IT Developments PMO [2]		4.8	**4.8**
Legal claims, interests and others	2.1		**2.1**
Total (of financial resources managed by the PMO)	**4,644.8**	**45.6**	**4,690.4**
Unemployment fund [2]	24.0		**24.0**
PM: Sickness Insurance Scheme (off budget) [2]	297.0		**297.0**

[1]   including special advisers, missions and representation costs

[2]   includes estimated figures

source: Budget 2016 (Nov 2015)

Key figures

Specific Objectives		Output indicators				
Determining and paying individual rights and expenses		**Results Indicator** (Number of)	**2015 Forecast** MP 2015	**2015 Results** Total on 31/12/2015	**2016 Target**	**Evolution**
1	Determination of individual rights	Created/modified entitlements	130,000	148,796 [1]	135,000	-9.3 %
2	Calculation, payment and accounting of salaries (per month)	Salaries	41,000	41,058	41,000	-0.1 %
3	Calculation, payment and accounting of pensions (per month)	Pensions	21,700	21,978	22,500	2.4 %
4	Management of inward transfer pension files	Files closed	3,750	3,672	3,750	2.1 %
5	Management and payment of severance grants	Treated files	250 [2]	519	275	-47.0 %
6	Management and payment of outward transfer pension files	Treated files	1,000 [2]	728	1,000	37.4 %
7	Management and payment of unemployment benefit	Treated files	1,600 [2]	1,742	1,100	-36.9 %
8	Management and payment of medical claims of JSIS beneficiaries	Reimbursements	2,700,000	2,888,521	3,000,000	3.9 %
9	Payment of cost claims linked to accident declared by staff	Reimbursements	1800	1,922	1,800	-6.3 %
10	Management and payment of missions expenditure	Reimbursements	120,000	138,985	135,000	-2.9 %
11	Management of requests for visa	Visas	5,000	4,161	4,000	-3.9 %
12	Management of requests for laissez-passer	Laissez-passer		2,828	4,000	41.4 %
13	Management and payment of expert expenditure	Reimbursements	70,000	67,199	65,000	-3.3 %
14	Management and payment of SNEs	SNEs	2,000	1,880	1,800	-4.3 %

[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.