



2014

Management Plan

PMO

The PMO 2014 Management Plan

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1 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.

More specifically, the Office 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.

2 This year's challenges

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

Building on the progress made towards this goal in 2012-13, the focus in 2014 will be on the following **main challenges**:

- to ensure a timely, accurate and effective implementation of all relevant changes to the Staff Regulations;
- to maintain and improve overall quality of service, including through the deployment of user-oriented IT developments (such as JSIS on-line), and to drive forward simplification; on the basis of the changed Staff Regulations;
- to respond to new requests for PMO services from other institutions, agencies and bodies;
- to enhance value-for-money notably in the fields of medical services and missions;
- to maintain efforts to streamline procedures, enhance 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 2014:

Indicator	Baseline (2013) (Latest known result)	2014 Target
Timely and effective implementation of all changes to Staff Regulations	Preparatory work underway.	Necessary adjustments prepared and implemented on time, 1 st January 2014 for most of them and end of Q1 2014 for a few residual ones.
Average time taken to treat claims	Current average reimbursement time: 15 calendar days for experts, 9 calendar days for missions and representation costs, and 13 calendar days for sickness.	Average reimbursement time will not exceed: 15 calendar days for experts, missions and representation costs, 20 calendar days for sickness.
Control on rights establishment, correct calculation and payment of pensions and salaries	Ex post controls < 1 % of the amount established annually subject to error.	Error rate of less than 1 % of the amount established annually.
- Value for money – Missions (Number of tariff agreements concluded) - Value for money – Medical services (Agreements with partners approved and/or signed)	Number of tariff agreements concluded in 2013: - Air: 13 agreements (29 companies) - Rail: 3 agreements (SNCB, Thalys, Eurostar) Car rental: 5 agreements. First results of call for expression of interest published.	Maintain the number and coverage of the existing agreements and increase the average percentage of discount per sector. Further results obtained from medical organisations and/or medical partners.
IT rationalisation: launch of new modules.	Modules launched in April 2013 and in September 2013 (treatment of revenues received from other sources and automatic AIPN letters respectively).	Deployment of improvements in line with the short and medium term IT strategy.

3 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 2014 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 2014.

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.

Underpinning the delivery of these operational objectives are three **management objectives** 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 management objectives and main outputs to deliver on them set out how the PMO intends to deliver its operational objectives. They are developed in section '4. Specific objectives for management activities'.

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.

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

In 2014 the PMO expects to establish the individual rights of about 5.500 colleagues entering into service in the Commission and other institutions and services, and to make 125.000 adjustments to the individual rights of colleagues. It will also continue to reabsorb the exceptional backlog of the remaining 5.338 inward pension transfer requests¹ as well as to manage the consequences of the end of the current Parliamentary Legislature (2009-2014), in terms of end of contracts for a number of parliamentary assistants (APA) (600-800 departures, provisional estimates).

In 2014 the PMO expects to calculate and/or pay 40.000 salaries, 21.850 pensions and up to 1.700 unemployment allowances each month, a total of 765.000 transactions over the year, an increase of 2,8 % on 2013 and a total volume of payments of EUR 4.304 million. Any definitive decisions on open questions relating to past salary adjustments and pension contribution rates would add to these figures.

Specific objective:

- Establish and manage all rights and obligations related to the Staff Regulations promptly and accurately at each event having an impact on an individual's rights (entry into service, departure, birth, marriage, pension transfer, etc.).
- Ensure the correct calculation of salaries for all institutions, agencies and other bodies, payment of salaries for the Commission, and payment of pensions and unemployment allowances for all institutions, agencies and other bodies.

Main outputs for 2014:

- **Action 1:** Undertake an effective follow up of all changes to the Staff Regulations impacting individual rights, salaries and pensions, to ensure a correct application of the new rules.
- **Action 2:** Maintain a high level of service in managing rights, processing salaries, pensions, and allowances (e.g.: unemployment, educational, etc.) Pay particular attention to improving the management of specific populations (e.g.: chauffeurs, kindergarten staff, staff in Delegations). Manage the proposed move of staff from the Commission payroll to that of the executive agencies.
- **Action 3:** 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.
- **Action 4:** Maintain a high priority on effective controls for salaries, pensions and all types of rights. Follow up the results of targeted ex-post controls, including those on survival dossiers, and take the necessary corrective measures. Pursue a systems audit on salaries. Finalise the work on the backlog of household allowance controls, both for the Commission and agency populations.
- **Action 5:** Drive forward rationalisation and IT improvements, in particular through the launch of new front-office modules and the use of standardised documents in Sysper2-Rights, and the development of the Post-Activity Beneficiaries Suite (PABS, see section '4.3. IT strategy in support of the business operations').
- **Action 6:** Implement an automatic transfer tool (Transcode) for the payment of salaries of executive agencies and EDPS, thus reducing the need for double encoding and improving the accuracy of the pay.

¹ Including all non-initiated inwards files, that is to say also new files coming after end of 2010

- **Action 7:** Manage efficiently the exceptional flow of new unemployment files at the end of the current Parliamentary term (2009-2014), by putting in place a dedicated task force.

Result indicators	Baseline 2013 (Latest known result)	2014 Target
<u>Core business:</u>		
▪ Amended Staff Regulations: implement changes.	Preparatory work underway.	Necessary adjustments prepared and implemented on time, 1 st January 2014 for most of them and end of Q1 2014 for a few residual ones.
▪ Rights established correctly, correct calculation and payment of pensions and salaries.	Ex post controls < 1 % of the amount established annually subject to error.	Error rate of less than 1 % of the amount established annually.
▪ Controls including with partners: financial impact.	Ex post controls < 1 % of the amount established annually subject to error.	Error rate of less than 1 % of the amount established annually.
▪ Number of pension transfers treated.	3.030 inward and 486 outward transfers.	3.500 inward and 1.200 outward transfers.
▪ Time to execute the payment of unemployment allowances to ex-parliamentary assistants (APA) after reception of the supporting documents.		> 90 % of payments to the APA executed within 30 calendar days
▪ Number of Article 90 complaints upheld.	518 received, 371 closed of which 53 upheld (14,3 %).	< 10 % of complaints received upheld.
▪ IT rationalisation: launch of new modules.	PPA module (treatment of revenues received from other sources) launched in April 2013; automatic AIPN letters launched in September 2013.	Deployment of improvement in line with the medium and short term IT strategy.
▪ Automatic transfer tool (Transcode) implemented.	Preparatory work underway.	All executive agencies and EDPS moved to Transcode.

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

In 2014 the PMO expects to process and reimburse more than half a million sickness claims, 120.000 mission claims and 70.000 expert payments, a total of more than 700.000 individual transactions for a total volume of payments of EUR 419 million.

The financial balance of the Joint Sickness Insurance Scheme (JSIS) and unemployment fund will continue to require close scrutiny. In addition, proposals to simplify the JSIS implementing rules on their application so as to generate productivity gains will be made. Work to update the implementing rules for missions and experts will continue, as will the renewal of certain contracts and procurement procedures - including the travel agency contract.

Specific objective:

- Ensure the prompt and accurate reimbursement of medical, mission and experts expenses.
- Ensure the effective management of contracts, implementing rules and the Joint Sickness Insurance Scheme and the unemployment fund including their financial balance.

Main outputs for 2014:

- **Action 1:** Continue to reimburse mission, experts and medical expenses as quickly as possible given the available resources and the volume of requests. Provide a user-friendly service in compliance with the applicable rules, through the continuing development of improved IT applications (see section ‘4.3. IT strategy in support of the business operations’).
- **Action 2:** In line with the political agenda, take forward the proposed update of the Guide to Missions.
- **Action 3:** Revisit the PMO’s 2012 proposal for a new regulation for the reimbursement of experts’ expenses, taking into account the new staff regulations.
- **Action 4:** 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’). Further simplification measures, including through possible modifications to the Implementing Provisions, will be envisaged. In addition, JSIS management will keep strengthening its actions in rule enforcement, with particular focus on the compliance of supporting documents.
- **Action 5:** Building on the ‘call for expression of interest’, work to improve relations between the JSIS and Member States, national medical organisations and partners with a view to obtaining better recognition for JSIS members and a high quality service at a reasonable price. Develop a new ‘call for expression of interest’.
- **Action 6:** Ensure that procurement procedures are successfully managed according to the principles of sound financial management and the applicable rules and that they present the most cost efficient and effective option. Take forward the timely renewal of the insurance and travel agency contracts which expire in 2014.
- **Action 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). Maintain central oversight and contract management planning within the PMO.
- **Action 8:** Ensure the sound management of the unemployment fund. In close collaboration with

DG HR, continue to monitor the current financial situation and, taking account of the potential impact of the reform of the Staff Regulations and structural modifications in staff populations having an impact on the fund (e.g.: rotation in MEP assistants following 2014 EP elections), draw the necessary conclusions.

- **Action 9:** Prepare the report on the financial situation of the unemployment scheme.
- **Action 10:** Contribute actively in the development of the Agora system in order to obtain a replacement of the old Apex-system by a modern tool. This tool should be a unique corporate tool for all DGs.
- **Action 11:** Launch a Business Process Analysis in line with the IAC audit on mission workflow recommendations to streamline workflows, reduce back-office administrative tasks and take further advantage of IT systems.
- **Action 12:** Ensure the smooth transition to the new contract with the travel agency, including the online booking tool (OBT).

Result indicators	Baseline 2013 (Latest known result)	2014 Target
<u>Core Business:</u> ▪ Average time taken to treat claims	2013 Experts: 15 days Missions: 9 days Sickness: 13 days	Average reimbursement time will not exceed: 15 calendar days for experts, missions and representation costs, 20 calendar days for sickness.
	2013 Experts: 7 % Missions: 1 % Sickness: 6 %	Average reimbursements paid after 30 calendar days: < 5 % < 5 % < 10 %
	Unemployment: 100 % paid within 20 calendar days.	Unemployment: 100 % of the payments within 20 calendar days.
	All reimbursements: financial error rate <2 % of the amount paid annually.	All type of reimbursements: financial error rate <1 % of the amount paid annually.
	Calls launched	Framework contracts: 1) Mission insurance: Public procurement process completed and contract signed by 31 July 2014; 2) Travel agency contract signed so as to be implemented as from 1 April 2014.
▪ Sound financial management of our public procurements.		

Result indicators	Baseline 2013 (Latest known result)	2014 Target
▪ Framework contracts	New 5-year Travel agency contract signed	Smooth transition to the new Travel agency contract to be implemented with on-line booking tool as from 1 April 2014.
▪ Management of JSIS: Actions regarding the deficit are in place.	Report to the Management Board (December 2013).	Follow up of actions by end 2014. Implementation of further actions, once defined.
▪ Agreements with partners approved and/or signed.	First results of call for expression of interest published.	Further results obtained from medical organisations and/or medical partners.
▪ Guide to Missions	Draft under discussion with DG HR	Revised guide adopted, communicated to all missions managers and published in the course of 2014 (in agreement with political agenda).
▪ New regulations for experts	Draft under discussion with DG HR. ISC to be launched.	Approved by end 2014.
▪ Unemployment fund report		June 2014

3.3 Communication and client services

In 2014, the PMO expects to handle 160.000 requests for information through PMO Contact, to deliver 5.000 visas and for its My IntraComm web pages to remain in high demand. It will also maintain and further develop its relations with the other institutions, agencies and other bodies.

Specific objective:

- Provide prompt, good quality and relevant information and ensure high quality client services across the board.

Main outputs for 2014:

- **Action 1:** Redefine the way the PMO communicates with its clients by reducing and rationalizing its communication entry points: enrich Sysper2-Rights, JSIS 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 front and back offices; develop a new strategy regarding the functioning and role of the PMO Contact help phone line.
- **Action 2:** 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. Special attention will be given to the accuracy of the information available on the PMO's websites and information systems related to the new amended Staff Regulations.
- **Action 3:** Continue to implement communication actions so as to ensure that clients (active and retired staff) are well informed and have access to clear, concise and complete information by developing communication channels and exchange opportunities with other EU bodies and associations (like AIACE, the international association of former officials of the European Union): PMO Info Tours; PMO electronic newsletter.
- **Action 4:** Pursue the development of targeted communication strategies where appropriate (such as communication campaigns in the context of the new travel agency, the new online booking tool and the implementation of the IAC audit on mission's workflows and controls recommendations or the new functionalities of the JSIS on line).
- **Action 5:** Maintain and enhance relations with the EEAS, other 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. Keep the implementation of the existing SLAs under review and propose updates where necessary Reinforce collaboration with the other institutions, agencies and other bodies migrating to Sysper2; consider how the PMO can ensure the lead and control on developments, given its role as system owner for Sysper2-Rights.
- **Action 6:** Continue to offer an excellent visa service to the mission performers. Further streamline the visa request procedures and develop new visa related MIPS functionalities, both at front and back offices' level.
- **Action 7:** Continue to invest in quality of service and take forward actions focused on service culture and professional ethics.

Result indicators	Baseline 2013 (Latest known result)	2014 Target
Promote easier access to PMO's websites/newsletter by non-Commission staff as well as retired staff.	New indicator	By June 2014, identify and agree with stakeholders the measures required to facilitate access. Implement those measures by year-end.
Speed of reply to enquiries through the PMO Contact web application.	Monthly feedback since June 2011.	90 % of answers given within 10 working days. 100 % of answers given within 15 working days.
Develop a new strategy regarding the functioning and role of the PMO Contact help phone line		By mid-2014.
Number of editions of PMO electronic newsletter, regular news on My IntraComm homepage and DGs flat screens.	5 newsletters published in 2013.	6 newsletters published in 2014.
Number of PMO Info Tours organised.	2 sessions in 2013	4 sessions in 2014
Training days agencies	1 two-day session in 2013	1 two-day session to be organised in 2 nd semester 2014.
Visas	100 % of visas delivered on time	100 % of visas delivered on time
Regular contact meetings with PMO's clients and stakeholders.	Participation in 7 meetings with AIACE national and international assemblies, participation to board and technical groups.	Participation in AIACE national and international assemblies, board and technical groups.

4 Specific objectives for management activities

4.1 Management, staff engagement and internal communication

Specific objective:

- 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.

Main outputs for 2014:

- **Action 1:** Promote sound Human Resources (HR) management and ensure that core HR processes are successfully implemented (evaluation, promotion, well-being, etc.). A particular focus will be placed on staff motivation and engagement in the wake of the implementation of the amended Staff Regulations. Continue to take forward the implementation of the PMO's strategy to combat absenteeism. Take stock of the analysis on these subjects undertaken across the PMO, at unit level (as, for example, the document and working group reflections on enhancing staff motivation within the missions unit).
- **Action 2:** Foster a knowledge sharing and learning culture across the PMO by continuing to analyse the organisation and its business processes on an ongoing basis and using this to improve working practices and to feed into a continuing improvement process.
- **Action 3:** Ethics and data protection: Maintain a high level of ethical awareness. Promote a data protection culture within the PMO.
- **Action 4:** Internal communication: Continue to develop My PMO and its collaborative potential as well as other actions to support effective communication. Building on the result of previous internal staff opinion surveys, plan, draft and launch the 2014 PMO internal staff survey.
- **Action 5:** Anti-fraud strategy: A particular priority will be placed on the new anti-fraud strategy and its communication to the PMO staff. Continue to ensure that members of staff have the necessary information and training to respond to clients both by e-mail and telephone.
- **Action 6:** Team building: Use unit, sector or team based events to promote an esprit de corps across the PMO.

Result indicators	Baseline 2013 (Latest known result)	2014 Target
Foster effective communication within the PMO	4 meetings of the internal communication network (ICN) in 2013; regular participation in ICN meetings; internal client service campaign	5 ICN meetings in 2014; At least 70 % are satisfied with MyPMO (staff survey)
Timely completion and delivery of appraisal procedures.	92 % of staff have valid objectives in Sysper2.	Full respect of deadlines for completion of the appraisal procedures. 100 % of relevant job descriptions and objectives validated in the system.
Average of training days per staff member.	The specific internal ‘on the job trainings’ are estimated at 6,5 days. The formal training (central catalogue) represents 2,5 days for 2013.	4 days/year of formal training.
Absenteeism rate	1 st semester 2013: 5,73 %	Reduce by 0,25 % points in 2014
Use of My PMO collaborative spaces to promote knowledge sharing within PMO.	Collaborative space launched in 2013 for PMO.8 There are 3 successful wikis (NAP, Sysper2-Rights and PMO Contact) in place. These exchange practices could be used as a lever to promote the collaborative spaces.	Exchange of best practices between units (e.g.: NAP, Sysper2-Rights and PMO Contact wikis); awareness raising campaigns on the potential of these collaborative spaces or Awareness raising campaigns and targeted training on the collaborative spaces potential. Exchange of best practices between units.
Promotion of a data protection and ethics culture within the PMO.	In-house data protection training sessions: attended by all staff. Assessment per unit on how data protection issues were handled followed by a report with recommendations to each unit on how to improve data protection.	At least 3 specific training sessions for newcomers. 2 Awareness raising campaigns for PMO Staff. MyPMO site regularly updated.

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

Specific objective:

- Manage the spending of financial resources in such a way that sound financial management is ensured throughout the Office's activities.
- 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.

Main outputs for 2014:

- **Action 1: Financial transactions:** continue to ensure all financial transactions are initiated and validated within the deadlines.
- **Action 2: Budgetary situation:** maintain the reinforced monitoring of the PMO's operating budget and examine possible options to help the Office to face any reduction in posts and/or appropriations in the coming years. Monitor on a quarterly basis the budgetary execution of the operational budget.
- **Action 3: Control:** continue to implement the reinforced effective control strategy, with specific attention to the changes in the field of document processing (document workflow) where paper originals are being replaced by scanned (electronic) documents. In the framework of this evolution: adapt the procedures concerned by the changes and review key internal controls. Adjust ex ante and ex post control strategies and planning accordingly.
- **Action 4: Anti-fraud:** implement the PMO anti-fraud strategy, based on the action plan included in the strategy adopted in 2013. Reassess the JSIS anti-fraud strategy following the transition to reimbursement based on scanned documents.
- **Action 5: Procedures:** follow up on documented internal procedures to ensure they are user-friendly, kept up-to-date and used effectively. Pay specific attention to the updating and reviewing of procedures impacted by the changes in the field of document processing.
- **Action 6: Business Continuity:** adjust the PMO Business Continuity Plan (BCP) to the new template adopted by the Secretariat General; perform quarterly tests of the existing electronic alert tools; perform at least two fully-fledged simulations of major disruptions in individual units or sectors; participate in corporate exercises; and proceed with awareness raising actions among staff, and other interested parties such as major clients.
- **Action 7: Business Intelligence:** 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).
- **Action 8: Value for money:** 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.

In 2013 the PMO has launched a market consultation for hotels, offering the possibility for establishments that offer rooms in accordance with the ceilings outlined in the Guide to Missions to register in an on-line tool.

The hotels that meet the price and quality criteria will be uploaded into MIPS, allowing mission

performers instant access and encouraging them to use establishments which are in compliance with the hotel ceiling policy.

The pilot phase with Strasbourg launched in November 2013 will be continued in 2014 with more cities that represent major destinations for mission performers.

- **Action 9: Accidents:** Following the audit carried out by IAC in 2012, complete its follow-up work on the outstanding issues. Implementation of some of the recommendations is closely dependent on upcoming JSIS Online milestones.

Result indicators	Baseline 2013 (Latest known result)	2014 Target
▪ 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.
▪ Quality of AAR (Court of Auditors)	A	A
▪ Financial transactions: Error rate	< 1 %	< 1 %
▪ Open discharge recommendations	0	0
▪ IAS/IAC recommendations: Proportion reported closed.	27 % of open recommendations closed.	80 %
▪ Number of critical/very important IAC/IAS recommendations overdue for more than 12 months.	IAC: 0 IAS: 5	IAC: 0 IAS: 1
▪ Number of critical risks identified and percentage of critical risks reported in the Management plan.	3 critical risks and 100 % reported	3 critical risks and 100 % reported
▪ Anti-fraud: percentage of OLAF and IDOC ² final case reports (transmitted to PMO) for which follow-up has been established.	100 %	100 %

² Investigation and Disciplinary Office of the Commission.

Result indicators	Baseline 2013 (Latest known result)	2014 Target
▪ Timely publication of monthly statistics and regular report to the Management board.	Monthly, $\leq 15^{\text{th}}$ of the month	Monthly, $\leq 15^{\text{th}}$ of the month
▪ Value for money	Number of tariff agreements concluded in 2013: ▪ Air: 13 agreements (29 companies) ▪ Rail: 3 agreements (SNCB, Thalys, Eurostar) ▪ Car rental: 5 agreements.	Maintain the number and coverage of the existing agreements and increase the average percentage of discount per sector.

4.3 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 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, Sysper2-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 Sysper2-Rights, revamping the existing MIPS platform, adding a common service for scanned documents and launching JSIS Online and PMO Contact.

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 2014.

In 2014, beyond the priority for the Staff Regulation implementation, efforts will continue to:

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

so as 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.

In particular, PMO will continue its efforts in the domain of rationalisation especially through the Payment Factory project. 2014 will also be a decisive year for defining the future strategy regarding the payroll system.

Specific objective:

- 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.

Main outputs for 2014:

- **Action 1: JSIS on line:** (i) Implement tariffication module with on line transmission of documents: from 2014 first quarter(front office) and second quarter (back office), this module will allow the e-submission of medicals claims; (ii) Implement on line Direct billing: spring 2014, this module will allow the e-introduction of requests for direct Billing; (iii) Build financial module: end 2014: this module will replace the outdated system in accordance with the conclusion of the DG BUDG systems audit.
- **Action 2: Sysper2-Rights:** Implement agreed improvements: amended Staff Regulations adjustments, front offices for marriage/revenue of spouse, for removals and separation/divorce, for entry into service; final automation of treatment of revenues received from other sources (PPAs) and development of a 'Transcode' to further automate transactions with the Executive Agencies.
- **Action 3: NAP:** After completion of the migration to NAP 7 (for pensions) and implementation of changes of the amended Staff Regulations into IT tools (expected to be in place on 1/1/2014), ensure that payment of salaries and pensions continues on schedule without significant problems. Launch medium-term reflections on a possible upgraded payroll system and on measures to counterbalance the known weaknesses. Identify, propose and implement solutions to improve the execution time of the calculation of the pay.
- **Action 4: MIPS:** extension of the service to EEAS delegations and implementation of IAC audit recommendations on missions. Possible extension of MIPS to other Institutions and agencies, with potentially significant impact on overall volumes.
- **Action 5: Post-activity:** Pursue the development and implementation of PABS and launch the Sysper2-Pensions project.
- **Action 6: PMO Contact:** Based on the first six months of full roll-out of the new front and back offices, adapt and streamline the different workflows and technical requirements. Promote a close cooperation and synergy with DG HR as this solution has also been adopted by them to cover similar needs.
- **Action 7: Payment factory:** Finalisation of the business case and the vision document, and launching of the analysis and development phases taking into account the roll-out of the financial module of the project JSIS Online (back office).
- **Action 8: IT Coordination:** (i) Define and coordinate the IT strategy implementation, especially for information systems; (ii) Assure a coherent approach and methodology for all IT projects and facilitate exchanges between all IT projects and with DIGIT, PMO system supplier.
- **Action 9: IT Infrastructure:** Continue leading IT Infrastructure operations performed under ITIC service level agreement conditions (PC installation, scanners supervisions, etc.). Develop and manage new projects such as video-conference, rationalisation of printer usage, digitalisation of microfiches, new JSIS scanners configuration and maintenance.

Result indicators	Baseline 2013 (Latest known result)	2014 Target
▪ Percentage of projects or programmed milestones of projects mentioned in the IT Strategy implemented on time	85 %	Full implementation

5 Annexes

5.1 IT Priorities and business alignment

IT priority (short description)	General/specific objective/other
Payment Factory	New system to streamline the payment process regardless of the business process generating payments while integrating SINAPS functionalities (i.e. LEF and bank account management)
NAP: Payroll System	Payroll System – inter-institutional service. Further increase performance.
JSIS Online	New information system to manage the JSIS – inter-institutional service
PABS & Sysper2-Pensions	New information systems to manage the pension scheme and generally the post activity position – inter-institutional service. Regarding Sysper2-Pensions, this system will be fully integrated to Sysper2. Reusability of all pertinent modules used for active staff (rationalisation).
Sysper2-Rights	Pecuniary rights management – inter-institutional service. Due to become fully inter-institutional.

5.1.1 Planned IT expenditure for 2014

Purpose (general/ specific objective/other)	Planned IT expenditure						Total	Out of which, contribution to flagship projects/reusable components/ shared services (please specify)
	Infrastructure and office automation (including associated services)		Information systems (including associated services)		Other IT service functions* (please specify)			
	Transfers to DIGIT	Local expenditure for services not provided by DIGIT	Transfers to DIGIT	Local expenditure for services not provided by DIGIT	Transfers to DIGIT	Local expenditure for services not provided by DIGIT		
ICT services - user support & system management	855						855	
ICT equipment & software	420						420	
ICT - Additional cost, I-call licenses, etc.	275	50					325	
Stationery & Office supplies	33						33	
Subscription & telecom charges	152						152	
IS development & maintenance ⁽¹⁾ :			3.490	550			4.040	
– Payment Factory: Streamlines payment processes and debts management			240	110			350	Corporate and Flagship projects & Shared services (interinstitutional dimension)
– NAP: Payroll System (2)			640	310			950	
– JSIS Online: JSIS management			910				910	
– PABS & Sysper2-Pensions: Pension scheme and post activity management			660				660	
– Sysper2-Rights: Pecuniary rights management			440				440	

Purpose (general/ specific objective/other)	Planned IT expenditure						Total	Out of which, contribution to flagship projects/reusable components/ shared services (please specify)
	Infrastructure and office automation (including associated services)		Information systems (including associated services)		Other IT service functions* (please specify)			
	Transfers to DIGIT	Local expenditure for services not provided by DIGIT	Transfers to DIGIT	Local expenditure for services not provided by DIGIT	Transfers to DIGIT	Local expenditure for services not provided by DIGIT		
– MIPS Platform: Missions order and reimbursement management			150				150	
– PMO Contact: Single Point of Contact			80				80	
– Corporate Reporting & Business Intelligence			260	130			390	Flagship project
– Apex2: Reimbursement of Expert fees			55				55	
– Sinaps: Legal Entity File and bank account management			55				55	
Total	1.735	50	3.490	550	0	0	5.825	
* for instance, expenditure related to training, feasibility studies, quality control, change management, business analysis, user reviews, risk assessment								

⁽¹⁾ Including C1 & C4 appropriations

⁽²⁾ The specific contracts (CS) for third level support, operations and exploitation are managed by the PMO (375 K€). These appropriations are included in the envelope sub-delegated to DG DIGIT (640 K€).

5.1.2 IT Staff

(In full time equivalent units)

Job Type (project manager, developer, architect, etc.)	Establishment plan posts			Estimates of non-statutory personnel (in full time equivalent units)		Estimates of 'extramuros' consultants (man-days)	Total
	AD	AST	CA	MFF Heading 5	MFF Headings 1-4		
Management	1,10	0,20					1,30
Project Management	0,50	2,80	0,70				4,00
Analyse		0,80	2,50	2,00			5,30
Reporting Operational			3,00				3,00
Support & Operations		1,40	10,20	0,30			11,90
Total	1,60	5,20	16,40	2,30			25,50

5.2 Critical Risks

Objectives impacted by a critical risk:					
- Pay salaries and pensions fairly, accurately and promptly - Reimburse expenses accurately and promptly - Manage the spending of financial resources in such a way that sound financial management is ensured					
Area	Brief risk description	Criticality	Mitigating actions	Risk type	Cross-cutting (Y/N)
1. Tous PMO	<u>Risque</u> : - Mise en œuvre tardive des changements consécutifs à la Réforme et à la transcription des nouvelles dispositions générales d'exécution (DGE). <u>Cause</u> : - Incertitude et peu d'information disponible sur la Réforme du Statut; - Décisions tardives impactant les droits des agents; - Complexité des DGE et du cadre réglementaire interne; - Manque d'expertise et de support juridique. <u>Conséquence</u> : - Augmentation ponctuelle du travail, projets retardés; - Litiges, retards supplémentaires dans les adaptations, - Charge de travail supplémentaire considérable (ex.: risques d'oubli et d'erreur accrus), - Complexification des traitements, problèmes d'interprétation, - Allongement des délais d'exécution, - Travail de dernière minute (frais de voyage, déménagement), - Les rémunérations et les pensions seraient calculées 'partiellement' et durant un certain temps sur base des anciennes DGE (anciennes règles).	Likelihood: 5 Impact: 4	- Communication claire et rapide aux agents, formation des gestionnaires; - Campagnes d'information et de sensibilisation des affiliés, communication améliorée auprès des pensionnés et des membres des autres institutions européennes; - Adaptation des procédures, des outils informatiques et de communication; - Suivi attentif et proactif des décisions du Conseil; - Contacts permanents avec la DG HR pour les nouvelles DGE; - Adaptation rapide des prochaines DGE (en cas de modification du statut, du taux d'intérêt, ou de tout autre paramètre conséquent pour le transfert IN); - Formation sur les nouvelles règles statutaires, Réorganiser les priorités.	3b (environnement externe)	N

Area	Brief risk description	Criticality	Mitigating actions	Risk type	Cross-cutting (Y/N)
2. Tous PMO	<u>Risque</u> : - Retards majeurs et baisse de qualité dans le traitement des demandes d'allocation de chômage suite à un afflux considérable de nouveaux dossiers des Assistants parlementaires (APA); - Insuffisance des crédits du 'Fonds de Chômage'. <u>Cause</u> : - Elections pour le Parlement Européen (PE), fin de la législature. <u>Conséquence</u> : - Engorgement de la gestion; - Retards dans les traitements; - Retards dans la création des dossiers; - Insuffisance numérique du personnel => obligation de devoir faire appel à des personnes insuffisamment formées; - Dépenses anormalement élevées.	Likelihood: 5 Impact: 4	- Bonne coordination (en amont) avec le PE pour plus de simplification et d'automatisation des procédures; - Mise en place d'un outil informatique léger pour la création de ces dossiers APA; - Recrutement en temps utile de personnel temporaire (mai 2014) et formation appropriée; - Suivi rapproché de l'évolution des recettes et dépenses et maintenir les contacts avec les DGs BUDG et HR pour identifier et implémenter les mesures adéquates.	1a (planification, processus, systèmes)	N
3. Tous PMO	<u>Risque</u> : - Impossibilité de calculer et payer les salaires et les pensions des agents. <u>Cause</u> : - Vétusté et instabilité de la NAP: application utilisée pour le calcul des salaires des agents de toutes les Institutions, agences et autres organismes européens. <u>Conséquence</u> : - Une indisponibilité du système NAP résulterait dans une paye incorrecte des salaires et des pensions ou l'absence de paiement.	Likelihood: 2 Impact: 5	- Vérifier l'adéquation des plans DRP ('Data Recovery Plan'); - Analyser l'instabilité et étudier l'amélioration de l'application existante et/ou le développement d'une nouvelle application.	4 IT	N

5.3 Internal Control Standards

Priority Control Issues			Summarise the relevant requirements and/or effectiveness criteria	Control issues and planned measures to improve or develop controls
Prioritised in MP 2013 (Y/N)	Effectively implemented (Y/N)	Internal Control Standards (ICS)		
Y	Y	ICS 3: Staff Allocation and Mobility The allocation and recruitment of staff is based on the DG's objectives and priorities. Management promote and plan staff mobility so as to strike the right balance between continuity and renewal.	The DG has a policy to promote, implement and monitor mobility (e.g.: publication of vacant posts, list of specialist posts) in order to ensure that the right person is in the right job at the right time and, where feasible, to create career opportunities.	This Internal Control Standard remains a priority in 2014, due to a number of both internal and external factors that will have a major impact on the PMO staff: 1. the impact of the reform of the Staff Regulations, considered to be a critical risk for 2014; 2. the increase in the workload following the European Parliament elections, equally considered to be a critical risk for 2014; 3. changes in working procedures in several PMO activities, e.g.: the field of mission and medical expenditure reimbursement, leading to new working methods and a new definition of tasks.
N	Y	ICS 8: Processes and Procedures The DG's processes and procedures used for the implementation and control of its activities are effective and efficient, adequately documented and compliant with applicable provisions. They include arrangements to ensure segregation of duties and to track and give prior approval to control overrides or deviations from policies and procedures.	▪ The DG's main operational and financial processes and procedures and IT systems are adequately documented; ▪ The DG's processes and procedures comply with applicable provisions, in particular the Financial Regulation (e.g.: ex-ante and ex-post verifications) and the Commission's Rules of Procedure.	The continuous optimisation and automation of the processes results in fundamental changes in working procedures, job descriptions and workload of staff. In 2014, there will be an overhaul of the procedures to reimburse mission and medical expenditure. As a result, the existing procedures need to be analysed and adjusted. The impact of these changes requires the inclusion of ICS 8 on processes and procedures.

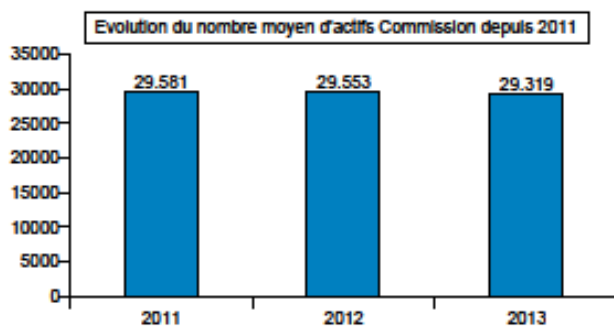
Priority Control Issues			Summarise the relevant requirements and/or effectiveness criteria	Control issues and planned measures to improve or develop controls
Prioritised in MP 2013 (Y/N)	Effectively implemented (Y/N)	Internal Control Standards (ICS)		
N	Y	ICS 7: Operational Structure The DG's operational structure supports effective decision-making by suitable delegation of powers. Risks associated with the DG's sensitive functions are managed through mitigating controls and ultimately staff mobility. Adequate IT governance structures are in place.	- Delegation of authority is clearly defined, assigned and communicated in writing, conforms to legislative requirements and is appropriate to the importance of decisions to be taken and risks involved; - The DG's sensitive functions are clearly defined, recorded and kept up to date. For each sensitive function: a risk assessment is carried out and relevant mitigating controls are established.	The continuous optimisation and automation of the processes also requires the PMO's operational structure to be reviewed. Processes are changing considerably and will result in a new definition of several (sensitive) functions. In order to support effective decision-making and mitigate risks associated with sensitive functions, the latter should be reviewed and redefined. A new risk assessment of sensitive functions should be carried out and mitigating controls established, where necessary.

5.4 Key figures

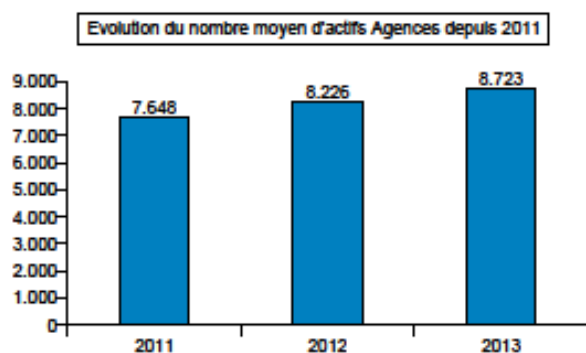
	Specific Objectives: Déterminer et liquider de façon correcte les droits suivants	Output indicators				
		Results Indicator SOURCE	2013 Forecast MP 2013	Current situation 31/12/2013	2014 Target	Evolution
1	Fixer les droits individuels	Nombre de droits créés et modifiés	125.000	94.809 (*)	125.000	0,0 %
2	Calculer, payer et comptabiliser les salaires par mois	Nombre de salaires	40.000	39.760	40.000	0,0 %
3	Calculer, payer et comptabiliser les pensions par mois (ancienneté, invalidité, survie)	Nombre de pensions	20.950	20.655	21.850	4,3 %
4	Gérer les dossiers de transferts des droits à pension	Nombre de dossiers clôturés	3.000	3.030	3.500	16,7 %
5	Gérer et liquider les allocations de départ	Nombre de dossiers clôturés	250	264	250 (**)	0,0 %
6	Gérer et liquider les transferts 'OUT' de droits à pension	Nombre de dossiers clôturés	1.200	486	1.200 (**)	0,0 %
7	Gérer et liquider les allocations de chômage	Nombre de dossiers ouverts/mois	1.100	899	1.700 (**)	54,5 %
8	Gérer et liquider les frais médicaux des bénéficiaires du RCAM	Nombre de remboursements	512.000	448.132	530.000	3,5 %
9	Liquider les frais liés aux accidents déclarés par le personnel	Nombre de remboursements	2.000	1.526	1.800	-10,0 %
10	Gérer et liquider les décomptes de frais de missions	Nombre de remboursements	105.000	85.834	120.000	14,3 %
11	Visas	Nombre de visas délivrés	5.000	3.957	5.000	0,0 %
12	Gérer et liquider les frais d'experts	Nombre de remboursements	70.000	56.131	70.000	0,0 %
13	Gérer et liquider les indemnités des END	Nombre de END gérés	1.800	1.634	2.000	11,1 %

(*) Les chiffres sont extraits de Sysper2 Commission et Sysper2-NEA. Les modifications apportées aux droits individuels sont comptabilisées.

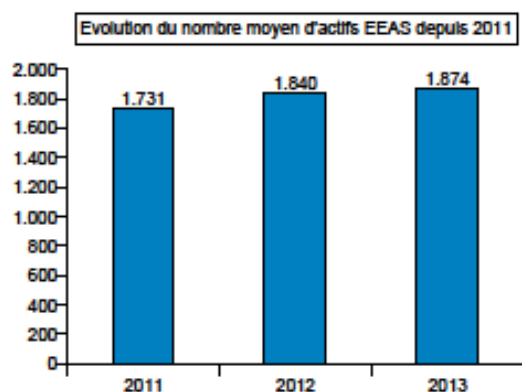
(**) Indicative figures of treated files; target should be to avoid backlog and to deal with all incoming files within normal deadlines.



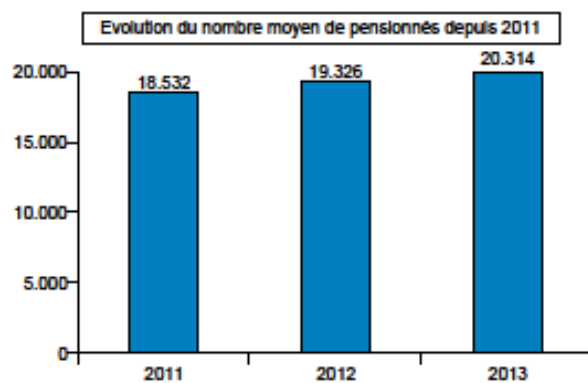
Année	Croissance globale
2011	
2012	-0,09 %
2013	-0,79 %



Année	Croissance globale
2011	
2012	7,56 %
2013	6,03 %



Année	Croissance globale
2011	
2012	6,30 %
2013	1,86 %



Année	Croissance globale
2011	
2012	4,28 %
2013	5,11 %

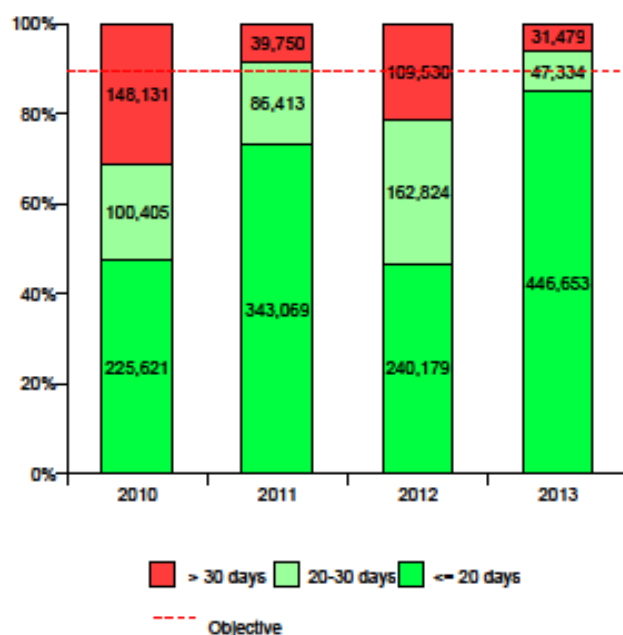
Evolution of the reimbursement deadlines for the medical claims (2010-2013) (Situation on 31/12/2013)

This report presents the number of reimbursements of medical costs paid annually and the evolution of deadlines per block (2010-2013).

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

	Current situation	Monthly average	growth n-1
2012	512,533	42,711	
2013	525,466	43,789	2.5 %

Evolution of the reimbursement deadlines for medical claims (2010-2013) (situation on 31/12/2013)



	<= 20 days		20-30 days		> 30 days		Total	Average delay in days
2010	225,621.00	48 %	100,405.00	21 %	148,131.00	31 %	474,157	24.91
2011	343,069.00	73 %	86,413.00	18 %	39,750.00	8 %	469,232	17.82
2012	240,179.00	47 %	162,824.00	32 %	109,530.00	21 %	512,533	23.66
2013	446,653.00	85 %	47,334.00	9 %	31,479.00	6 %	525,466	13.44

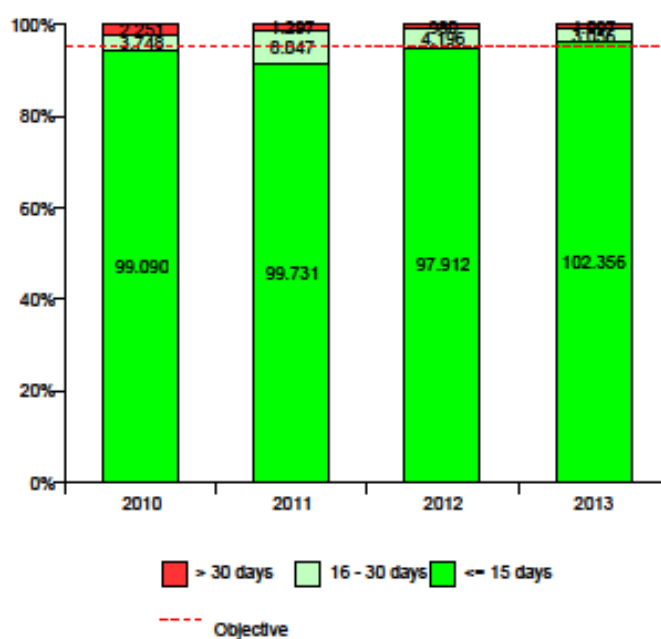
Evolution of the reimbursement deadlines for mission expenses (2010-2013) (situation on 31/12/2013)

This report presents the number of mission files settled annually and the evolution of deadlines per block (2010-2013).

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

	Total	Monthly average	Growth n-1
2012	103.088	8.591	
2013	106.509	8.876	3,3 %

Evolution of the reimbursement deadlines for mission expenses (2010-2013) (situation on 31/12/2013)



	<= 15 days		16 - 30 days		> 30 days		Total	Average delay in days
2010	99.090	94%	3.748	4%	2.251	2%	105.089	10,33
2011	99.731	92%	8.047	7%	1.297	1%	109.075	10,31
2012	97.912	93%	4.196	4%	980	1%	103.088	9,12
2013	102.356	96%	3.056	3%	1.097	1%	106.509	9,30

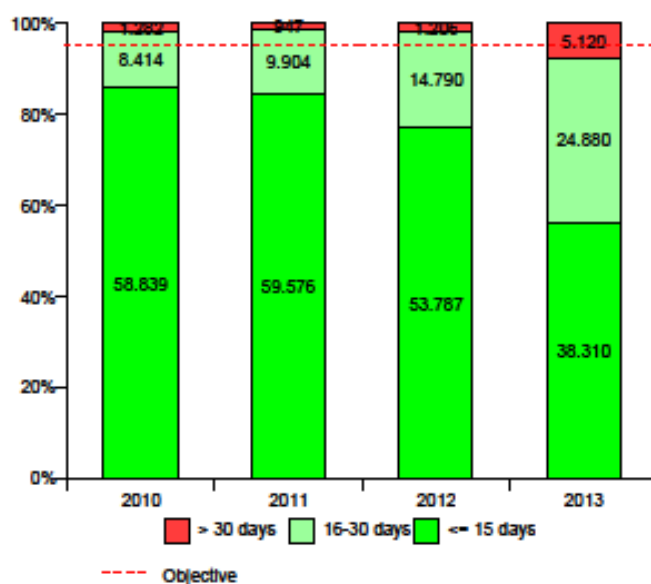
Evolution of the reimbursement deadlines for expert expenses (2010-2013) (Situation on 31/12/2013)

This report presents the number of reimbursements of expert costs paid annually and the evolution of deadlines per block (2010-2013).

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

	Total	Monthly average	Growth n-1
2012	69 783	5 815	
2013	68 310	5 693	-2,1 %

Evolution of reimbursement deadlines for expert expenses (2010-2013) (Situation au 31/12/2013)



	<= 15 days		16-30 days		> 30 days		Total	Average delay in days
2010	58.839	86%	8.414	12%	1.282	2%	68.535	10,12
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	38.310	56%	24.880	36%	5.120	7%	68.310	15,40