



# **Management Plan 2018**

## **Office for Administration and Payment of individual entitlements (PMO)**





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## INTRODUCTION

As elaborated in the Strategic Plan<sup>1</sup>, the PMO mission is to provide a high quality and user friendly service to beneficiaries from the European Commission and many of the other EU institutions, agencies and other bodies, by promptly and accurately establishing and paying entitlements<sup>2</sup> and claims<sup>3</sup>, providing clear and relevant information and ensuring efficient and effective controls. It aims to be recognised for the excellence of its services.

In the Joint Sickness Insurance Scheme (JSIS), a new health screening programme will be put in place in 2018. As regards the three Settlements Offices in Brussels, Ispira and Luxembourg, stronger co-ordination will ensure that all members receive the same treatment, regardless of their geographic location. Centres of excellence will be established for the different functions of the JSIS and will be spread across the three offices. A virtual single entry point will be created in the front office for information to beneficiaries and handling of hospital direct billing requests.

The activities of the PMO are highly dependent on Information Technology (IT) Systems. Roadmaps with milestones and increased investment in order to achieve certain functionalities were agreed for most projects. In 2018, the priority will be to deliver on the various IT projects as planned and reach agreement with the HR Family on medium term developments for shared projects. A decision will also be taken during 2018 on the future pay application, following a strategic workshop on this issue which was held in October 2017. In order to drive forward these developments, PMO established an IT Task Force in September 2017.

Two IT projects which will be particularly important in 2018 are the changes to "MiPS" required by the adoption of the new "Guide to missions and authorised travel" and the roll-out of AGM (Advanced Gateway to EU Meetings) to all DGs and agencies. PMO took over the ownership of AGM from DG EMPL in 2017 and the system was adopted as a standard solution. It will increase the Commission's efficiency in organising meetings and reimbursing experts.

In 2018, the PMO will continue to invest in improving the quality of oral, written and face-to-face communication with its clients, aiming for clear non-technical messages, with particular attention devoted to sensitive or complex cases.

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<sup>1</sup> Strategic Plan 2016-2020, PMO, Ref. Ares(2016)1120301 - 04/03/2016, [http://ec.europa.eu/atwork/synthesis/amp/doc/pmo\\_sp\\_2016-2020\\_en.pdf](http://ec.europa.eu/atwork/synthesis/amp/doc/pmo_sp_2016-2020_en.pdf)

<sup>2</sup> Salaries, pensions and other individual entitlements

<sup>3</sup> Reimbursement of expense claims (e.g. medical claims, claims related to missions expenses, to expenses incurred by experts involved in Commission's work)

## PART 1. MAIN OUTPUTS FOR THE YEAR

To achieve the goals set out in the Strategic Plan, the PMO will continue to focus in 2018 on its following **specific objectives**:

- Ensuring at all times the correct and timely handling of all types of transactions
- Offering high quality customer service
- Deepening synergies with institutions and agencies

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

The PMO ensures the correct and timely handling of payments of salary, pension and related entitlements, as well as reimbursement of claims for medical expenses, missions and expenses incurred by experts attending meetings.

The issue of data quality emerged during 2017 as an area requiring improvement. This was confirmed during a PMO inter-institutional seminar on replacing the payment application. The need to improve data quality and data governance is now clearly stated. In 2018, starting with the data within the Commission, PMO working with DGs HR, BUDG, DIGIT, and ESTAT, will map the data it holds for different populations (active and non-active staff, those in the Commission and other Institutions and agencies). The aim is to establish the current situation in terms of data needs, identifying instances of multiple entry of the same data in different systems, and to propose options for improvement.

In 2018, the aim is to maintain and in some few areas further improve efficiency in terms of the speed with which files are treated. In most cases, PMO's efficiency targets are being achieved. In the case of pensions, the team has been reinforced in order to speed up treatment of "transfer in" files.

In 2017, guidelines on the implementation of article 85 of the Staff Regulations were adopted. This article concerns the recovery of sums over paid to agents. In 2018, the modalities of implementation will be communicated to staff.

As detailed in Part 2 hereafter, the internal control structures of the PMO were reviewed in 2014 and continue to work well, with fine tuning when necessary. The implementation of the new Communication on the Revision of the Internal Control Framework may lead to further revision. In 2018, the adaptation of the mission rules to the new Missions Guide will require a review in the control strategy.

**General objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

#### **Specific objectives (all non-spending)**

#### **Correct establishment, calculation and payment of entitlements and reimbursements**

| <b>Output</b>  | <b>Indicator</b>   | <b>Target</b>              |
|--|--|----------------------------|
| Coordination with DGs HR, BUDG, DIGIT, and ESTAT on data quality     | Mapping of data held<br>Establishment of an action plan  | End 2018                   |
| Improving speed of treatment for transfer in of pension rights files | Decrease backlog level to a standard level (3,000 files) | Standard level by end 2018 |

## 2. Offering high quality customer service

Staff satisfaction with the quality of PMO's services was indicated as suboptimal in the Strategic Plan and raising quality a priority. In addition to the regular surveys, PMO has developed a tool to capture staff feedback in PMO Contact and the results are positive (+70% satisfied). The PMO will continue to monitor feedback and in 2018 will take further initiatives to generate more qualitative feedback which can assist in further improving its services.

Improved efficiency of IT systems and a strengthened focus on the quality of communication, as outlined below, will also facilitate increased client satisfaction in 2018.

As regards the JSIS, priorities for 2018 will be

- Revising the Health Screening Programme, to take into account the state of the art in programmes of preventive medicine and managing the articulation with the annual medical visit for active staff, which is managed by DG HR;
- Strengthening, via new conventions, the network of hospitals/health centres, as well as developing a system that allows the beneficiaries to easily find complete information on the agreed providers and structure;
- Strengthening co-ordination of the three Settlements Offices and establishing centres of excellence for the various functions in the different offices; and
- Analysing the possibility to develop a JSIS mobile application.

Following entry into force of the new Guide to missions, the PMO will publicise the new rules through an information campaign. It will revise its documentation accordingly.

**General objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.**

### **Specific objectives (non-spending)**

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

| <b>Output</b>                             | <b>Indicator</b>   | <b>Target</b>                         |
|---|--|---------------------------------------|
| PMO satisfaction survey                   | Analysis of feedback on PMO's services Q4 2017   | Better results than the 2015 survey   |
| Staff survey on collaborative space       | Analysis of feedback on on staff surveys for use of open spaces launched by OIB                                      | Set a baseline % of satisfaction      |
| Satisfaction with PMO Contact             | Analysis of "smileys"  | Maintain +70%                         |
| Informing about the new Guide to missions | Information campaign to set up (e.g. MyIntracomm, MiPS, Mission News, tutorials, videos, presentations and training) | Starting period Q1 and all year round |

| Output  | Indicator  | Target   |
|---|--|--|
| Ensuring successful migration to the Staff Matters Portal (the information portal is in production since September 2017). | Implementation of the SMP ticketing system (for staff and for HR specialists) in order to replace PMO Contact. | The new ticketing system Q 2018<br><br>PMO contact phase out Q2 2018 |

### 3. Deepening synergies with Institutions, Agencies and other bodies

The PMO was established in November 2002 as the paymaster's office of the European Commission. Over the years PMO has provided ever more services to different European Institutions and agencies. For example, JSIS covers all active and retired staff from all Institutions and agencies and pensions are paid to all pensioners. Other services (establishment of rights of staff, calculating the payroll and pensions, management of accidents and occupational diseases, the determination of entitlements linked to termination of service, expert reimbursements, etc.) are provided depending on the needs of the institution/agency concerned.

The PMO provides services for the 29,400 staff of the Commission, 19,000 staff of 9 Institutions and bodies<sup>4</sup> other than the Commission and approximately 10,800 staff of the 49 agencies<sup>5</sup> and 2 other bodies<sup>6</sup> as well as 23,800 pensioners.

These services are based on Service Level Agreements (SLAs). The SLAs are subject to the prior approval of the Management Board supervising PMO's activities. The revenue from the charge back of services for PMO is estimated at EUR 8.8 million for 2018 (excluding revenues charged internally to other Commission Services), while Institutions generally pay for PMO services through the transfer of posts.

In 2018, the PMO will continue the extension of the provision of services to other Institutions and bodies who wish to use its services. Discussions are ongoing with several Institutions for "SYSPER Rights", "MiPS" for the management of mission claims and the transcode<sup>7</sup> for the payroll engine "NAP" (Nouvelle Application Paie).

The PMO is reviewing its charge-back methodology, following the IAS audit of this process, which was completed in January 2017 and the Commission Guidance on the provision of services to other EU Institutions, Agencies and Bodies issued in 2017. This

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<sup>4</sup> Institutions: European Parliament, Council of the European Union, Court of Justice of the European Union, European Court of Auditors; External policy body: European External Action Service; Consultative bodies: European Economic and Social Committee, European Committee of Regions; Other bodies: European Ombudsman, European Data Protection Supervisor.

<sup>5</sup> Decentralised organisations (agencies), Executive agencies, one Euratom body and other organisations.

<sup>6</sup> University of Florence, European Schools

<sup>7</sup> Automated process to transfer the Human Resources Management Systems data to the Payroll engine

will lead by end 2018 to the development and publication of a list of services and their prices, clear documentation of the charge-back methodology and a revision of the SLAs.

In 2018 and future years, the PMO will continue to offer every year a two-day training in Brussels for agencies and interested colleagues of other DGs and Institutions to exchange experience and respond to questions.

The PMO develops its IT tools with synergies with the other institutions, agency and bodies in mind. In 2018, the PMO will continue to improve the Sysper rights system, having regard to the increasing number of EU Institutions and bodies expected to join Sysper in the coming years. It will complete the transcode Sysper-NAP for the Commission, the EEAS and the Executive Agencies by adding new transcodes, jointly with DG HR and DG DIGIT for entitlements which are not yet automated and for other Institutions and some non-executive agencies when they start using Sysper.

|   |   |  |
|---|---|--|
| <p><b>General objective: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents.</b></p> <p style="text-align: right;"><input checked="" type="checkbox"/> Non programme-based</p> |   |  |
| <p><b>Specific objectives (all non-spending)</b></p>  |   |  |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target</b>  |
| Review of the SLAs  | Status of the negotiations with Institutions, Agencies and other bodies | Completed by end 2018                                  |
|   | Publication of a list of services with prices                           | By end 2018  |
|   | Documentation of the charge back methodology                            | June 2018  |
| Training for agencies   | Yearly 2 day training   | Completed by end 2018                                  |
| <p><b>Achievement of the IT strategy: complete the planned developments in due time</b></p>   |   |  |
| IT Transcoding  | Number of clients transcoded  | Completion for Commission, EEAS and Executive agencies |

## **PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR**

### ***A. Human resource management***

The new HR delivery model offers a centralised management of all HR services by an Account Management Centre (AMC) working as a client service for the DGs. PMO is supported by AMC 7 which serves DG HR, DG BUDG, EPSO, OIB, PMO and SCIC. In each DG, a HR Business Correspondent is responsible for defining HR strategy and taking HR decisions which the AMC implements in cooperation with the HR corporate services. The HR modernisation pilot exercise will continue until mid-2018.

PMO is committed to supporting female representation in middle management. With a current representation of 33%, PMO has already reached the target (30%) for 2020 set in the SEC(2015)336. However, a new College decision SEC(2017)359 adopted a renewed approach to its commitment to reach at least 40% female managers by the end of 2019. PMO's target is one first female appointment to head of unit by the end of 2019.

The last staff survey (2016) showed a staff engagement index which is stable and slightly increasing (59% in 2014, 60% in 2016). In the context of the recent move of PMO staff in Brussels to a collaborative workspace, the OIB launched a staff survey in November 2017.

Regarding staff well-being, the last staff survey (2016) showed a rate of 47%. The context for PMO has evolved during 2017. On the one hand, a new Commission Fit@work policy is implemented with a multi-annual health and well-being programme for 2017-2020. On the other hand, PMO moved to a collaborative space. PMO and OIB offer a wide range of activities in the shared well-being room and PMO events are organised regularly.

The PMO is also involved in the centralisation of the mail distribution and in logistics in Brussels. A Single Person of Contact (SPOC) has been identified to give the necessary information to the new OIB proximity teams concerning moves due to recruitment or mobility. A reflection has been launched with OIB and AMC services to manage physical moves more efficiently.

PMO has indicated its willingness to participate in the pilot for centralisation of the Local Information Security Officer (LISO) function.

The main outputs for 2018 will be:

- Participation in the simplification of processes within the HR delivery model while ensuring business continuity and quality of service in the three PMO sites (Brussels, Luxemburg and Ispra);
- Renewal of PMO's newcomer policy and improving working conditions policy;
- Develop a local fit@work strategy in line with the new fit@work Commission programme 2017-2020;
- Development of a communication training programme to further improve oral and written communication, responding to the needs of PMO's clients.

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

**Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.**

**Main outputs in 2018:**

| Output   | Indicator  | Target  |
|--|--|---|
| Reinforce PMO's working conditions policy                                | HR reports on working conditions and staff satisfaction survey<br>Effectiveness of a newcomer policy | 60% of overall staff satisfaction<br><br>Existence of a policy & satisfaction with it   |
| Encourage female appointment at middle management level                  | Number of female appointed to middle-management positions  | One appointment by end 2019   |
| Develop a local fit@work programme targeted to PMO's needs               | Actions implemented in the Commission fit@work programme   | Existence of a PMO fit@work Strategy  |
| Develop a communication training programme to better serve PMO's clients | Number of planned actions timely implemented   | Implementation of a Learning and Development strategy and a tailor-made programme for PMO staff involved in a client service. |

The following table shows the total human resources available within the Office as of 16/10/2017 (including the OLAF Supervisory Committee Secretariat – 8 posts).

(Posts)

| ABB Activity   | Officials and temporary staff | Contractual agents | Other external personnel | Total      |
|----------------|-------------------------------|--------------------|--------------------------|------------|
| Administration | 164 <sup>(1)</sup>            | 411 <sup>(2)</sup> | 19                       | <b>594</b> |

<sup>(1)</sup> 164 job quotas available in Sysper on 16/10/2017: 37 AD and 125 AST posts and 2 SC.

<sup>(2)</sup> Total of 411 contractual agents in 16/10/2017 including 4 on leave on personal grounds. 221 paid on budgetary appropriations, 190 paid on earmarked revenues. Included in the total are 22 paid by the JRC and the University of Florence.

## ***B. Financial Management: Internal control and Risk management***

The internal control structures of the operational units were reviewed in 2014 and work well, with continuous fine tuning when necessary. In 2018, the PMO will implement the new Communication on the Revision of the Internal Control Framework. This may lead to further fine tuning. In addition, in 2018, the adaptation of the mission rules to the new Guide to missions will imply a review in the control strategy.

Following a cost-benefit analysis, the PMO decided in mid 2017 to take over from DG HR the administrative and legal management of its public procurement procedures. PMO will continue to develop its in-house capacity to manage these procedures. For 2018 the PMO plans to launch one tender and to finalise the process for the three tenders launched during the second half of 2017.

The PMO will improve its accounting reporting for hospital invoices paid under direct billing agreements where weaknesses have been found in the cash based reports during the year. This will allow for better planning of resources.

The PMO will continue to manage the budget and support the procedures of the OLAF Supervisory Committee.

The tables in annex show the scope of PMO's operational expenditures, available financial resources and key figures for its activity. The specific outputs for 2018 are detailed below.

| <b>Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning <u>the legality and the regularity</u> of the underlying transactions.</b> |   |                                       |
|--|---|---------------------------------------|
| <b>Main outputs in 2018:</b>   |   |                                       |
| Output   | Indicator   | Target                                |
| Maintain effectiveness and reliability of controls in place to ensure the legality and regularity of the underlying transactions.  | Error rate  | < 1%                                  |
|  | Execution of the ex-post control plan                                       | 100% of the planned controls executed |
| <b>Objective 2: Effective and reliable internal control system in line with sound financial management.</b>  |   |                                       |
| <b>Main outputs in 2018:</b>   |   |                                       |
| Output   | 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 monthly basis the budgetary execution of the operational budget  | % of budget execution (payments) with respect to budget appropriations.     | > 99 %                                |

|   |  |  |
|---|--|--|
| Implementation of the new Internal Control Framework (ICF)                      | Completion status of the implementation of the revised internal control framework  | Focus on identified indicators for IC effectiveness for each principle.  |
| Internal control: Risk-differentiated & cost-effective internal control systems | Degree of revised internal control strategies adopted documented and implemented in the operational units.<br><br>Review status of the control systems to differentiate the frequency and/or the intensity of controls | 4 to be revised in 2018 for new internal control strategy planned regarding mission management, after the implementation of the new Guide to missions; settlement offices to revise ex post strategy for more efficiency; Revision of the strategy of the ex ante controls dealing with pension payments defined in 2017 and definition of a strategy of ex post controls based on the results of the ex ante controls and the new tools put in place; revision following internal reorganisation. |

**Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.**

**Main outputs in 2018:**

| Output  | Indicator   | Target  |
|---|---|---|
| Increased level of anti-fraud awareness through development of in house training session in collaboration with OLAF | Number of sessions conducted on anti-fraud  | Pilot session conducted                                     |
| Implement new anti-fraud strategy   | % of implementation of actions planned for 2018 in the new PMO anti-fraud strategy (to be adopted by 1/12/2017) | 100%  |
| Increase cooperation with IDOC  | Number of meetings with IDOC  | Meetings every three months with IDOC plus ad hoc meetings. |
| Complete a working methodology with OLAF.   |   | Existence of a methodology which is applied                 |
| Follow-up of OLAF and IDOC cases  | Percentage of OLAF and IDOC final case reports transmitted for which follow-up has been established             | 100% transmitted  |

| Output  | Indicator   | Target   |
|---|---|--|
| <p>JSIS specific:</p> <ul style="list-style-type: none"> <li>- Follow up of potential fraud cases concerning the reimbursement of medical and accident insurance expenses. (cases identified via ex-ante and ex-post controls and through the daily processing of reimbursement requests)</li> <li>- Limitation of the number of years for which primary insurance coverage is granted for spouses and planning of <i>a posteriori</i> controls<sup>8</sup> to verify all files before extending the rights.</li> </ul> | <p>Percentage of potential fraud attempts being successfully followed up (analysis, clarification requests, IDOC/OLAF notification if deemed necessary)</p> <p>Implementation of the new strategy</p> | <p>100% followed up</p> <p>Definition and drafting of the control methodology</p> <p>Launch implementation by end 2018</p> |

### ***C. Better Regulation***

N/A for PMO

### ***D. Information management aspects***

#### **Data Protection**

The PMO will develop an awareness campaign through videos and training for staff once the new rules for personal data protection are issued.

#### **Document management and information management**

The implementation of the paperless process will continue, with the integration of the information systems in HAN (Hermes, Ares, and Nomcom). Almost all PMO systems are integrated; "Payment Factory" will be integrated in 2018.

The PMO will continue to extend the use of the Ares e-signatory. An awareness campaign will be developed, targeting mainly managers.

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<sup>8</sup> Controls of entitlements which were paid in anticipation or provisionally granted subject to future events.

The PMO will analyse the feasibility of actions to develop an information management strategy. These actions will depend on the new rules for personal data protection, to be issued in 2018.

| <b>Objective: Information and knowledge in the PMO is shared and reusable by other DGs. Important documents are registered, filed and retrievable.</b> |   |                                       |
|--|---|---------------------------------------|
| <b>Main outputs in 2018:</b>   |   |                                       |
| <b>Output</b>  | <b>Indicator</b>  | <b>Target</b>                         |
| Awareness raising around the new personal data protection rules (to be issued in 2018)   | Training developed<br>% of staff informed   | Q2 2018<br>100%                       |
| Further improve the paperless process, to reduce errors caused by circulation and to reduce paper storage, especially in collaborative space settings  | Number of registered documents with a fully approved e-signatory (no paper circulation in parallel)<br>% of staff awareness | 50% (2017: 36%)<br>All managers aware |
| Analysis to see whether a Knowledge Management strategy is feasible taking into account the specific context of PMO sensitive data.                    | Analysis performed  | Q4 2018                               |
| Integration of Payment Factory in HAN  | Status of integration   | Completed                             |

#### ***E. External communication activities***

N/A for PMO

#### ***F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG***

PMO plans to undertake several initiatives to improve the efficiency and/or economy of its operations. Some examples are outlined below.

##### **1. Improve services through IT tools**

To achieve its objectives, the PMO relies heavily on its IT systems. In 2017, the PMO devoted significant attention to strengthening the governance of its IT projects, clarifying the respective roles of the business (PMO) and the solution supplier (DIGIT). Clear roadmaps for the delivery of IT solutions have been agreed in most cases. In this new context, an IT Taskforce was created in the PMO in September 2017. Its mission is to promote sound and efficient development of all PMO's IT solutions, with improved quality, synergies between projects and efficiency. It will further reinforce coordination with DG DIGIT through medium term planning and the development of a vision with

DIGIT to finish the development of strategic projects. The PMO will also enhance internal IT governance, with a network of project managers across all units. The Taskforce will devote particular attention to IT security aspects and horizontal matters such as data quality and reporting accuracy. A priority for 2018 is to agree on a medium term vision on IT across the HR family, in response to an IAS audit on IT programme and project management.

In 2018, substantial progress is expected in the implementation of PMO IT systems:

- PMO became system owner on 1 October 2017 of the new IT tool for management and reimbursement of experts "AGM" (Advanced Gateway to EU Meetings). The plan is to on-board DGs and agencies in 2018. The aim is to reimburse 90% of the claims via AGM by the end of 2018 and 100% in 2019 and phase out the old IT tool, APEX.
- For active staff, the PMO will widen the possibility for agents to declare more family events online (e.g. "divorce declaration").
- For pensioners, the first module of the front office of "SYSPER pensions", launched in November 2017, will be improved, responding to a need from this population.
- For JSIS, the PMO will create a virtual single entry point in the front office for information to beneficiaries and handling of direct billing requests. In addition, it will improve the content and structure of the new website "Staff Matters Portal" and will continue its efforts to clarify and consolidate rules and procedures for reimbursement. It will also improve the treatment of invoicing from hospitals in direct billing and its book-keeping reporting.
- For the management of missions, "MiPS" will be adapted to support the requirements of the new Guide to missions.
- A decision will be taken on the replacement of the ageing pay calculation engine ("NAP"). After a workshop of stakeholders in October 2017, a roadmap will be developed with an action plan for the transition to the new system.

## 2. Streamlining processes

The management of the pensioners' files in the Sysper-pensions application and the automatic transfer of data to the JSIS will avoid manual data registration for health insurance purposes and reduce the related risk of error.

The integration of Sysper and PABS IT tools will help better manage the process for the management of pensions and improve security. The goal is to phase-out the older IT system (FIXPEN) and the multiple MS ACCESS applications as they present a high level of obsolescence and vulnerability

Regarding the payments of entitlements (salaries), PMO will implement Sysper rights system transcodes for payments of non-transcoded entitlements (e.g. maternity pay files, pension contribution proportional to the activity, structural part time). The automated flow of information generated will increase efficiency and effectiveness and decrease significantly the risk of errors linked to manual encoding. Some human resources will be deployed to other tasks.

### 3. Continued improvements of internal control methodologies

With regard to the Joint Sickness Insurance Scheme (JSIS), reimbursing sickness and accident insurance expenses, PMO is taking the following initiatives:

- As detailed in Part 1, further strengthening coordination between the three settlement offices for medical expenses with the aim of improving quality. In particular, the PMO will create a virtual single entry point in the front office for information to beneficiaries and handling of direct billing requests. It will also specialise through excellence centres for operations of a more technical nature.
- Implementing the new IT module to improve the direct billing workflow with the hospitals. It will optimize the use of resources and will lead to a more transparent, user-friendly and timely process. For example, it will allow early involvement of the JSIS beneficiary in the checking of the invoice. Controls in the system will insure flexibility and reactivity to new or increased level of risk for particular categories of invoices.

## Annex 1. Tables

The table below gives, based on the 2018 voted budget and the own PMO budget, 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   | Payment for operational activities | Administrative expenditure (DG managed) | Total          |
|--|------------------------------------|---|----------------|
| Members of the Commission <sup>(1)</sup>                       | 15.3                               |   | <b>15.3</b>    |
| Officials and temporary staff <sup>(2)</sup>                   | 2,736.1                            |   | 2,736.1        |
| Pensions <sup>(3)</sup>  | 1,905.0                            |   | 1,905.0        |
| Contract staff and SNEs <sup>(2)</sup>                         | 356.2                              |   | 356.2          |
| Missions/Meetings <sup>(2)</sup>                               | 109.3                              |   | 109.3          |
| Legal claims, interests and others                             | 1.8                                |   | 1.8            |
| Expenditures for the mandate of the OLAF Supervisory Committee | 0.2                                |   | <b>0.2</b>     |
| Personnel PMO <sup>(4)</sup>                                   |                                    | 35.1                                    | 35.1           |
| Operating PMO  |                                    | 7.3                                     | 7.3            |
| IT Developments PMO  |                                    | 8.9                                     | 8.9            |
| <b>Total (of financial resources managed by the PMO)</b>       | <b>5,123.9</b>                     | <b>51.3</b>                             | <b>5,175.2</b> |
| PM: Unemployment fund (off budget) <sup>(3)</sup>              | 17.7                               |   | <b>17.7</b>    |
| PM: Sickness Insurance Scheme (off budget) <sup>(3)</sup>      | 322.7                              |   | <b>322.7</b>   |

source: 2018 voted budget and PMO own budget

<sup>(1)</sup> including special advisers, missions and representation costs

<sup>(2)</sup> European Commission, excluding PMO

<sup>(3)</sup> for all Institutions and agencies

<sup>(4)</sup> includes the Secretariat of the OLAF Supervisory Committee

In addition, as detailed in Part 1. § 3, PMO runs a number of SLAs with other institutions and agencies.

Key figures for the activity of PMO are presented below and can be linked with the targets in terms of average time to handle files presented in the PMO Strategic Plan for years 2016-2020 and in the present Management Plan.

| Key figures for Activity                              |  | Volume                            |                                       |                                |               |                          |
|---|--|-----------------------------------|---------------------------------------|--------------------------------|---------------|--------------------------|
| Determining and paying individual rights and expenses |  | Activity Indicator<br>(Number of) | 2017 Results<br>as at<br>30/09/2017   | 2017 Forecast<br>(per 2017 MP) | 2018 Forecast | Evolution<br>of forecast |
| 1   | Determination of individual rights(1)                          | Staff members managed             | 37,656                                | N/A<br>(Changed indicator)     | 38,000        | N/A                      |
| 2   | Calculation, payment and accounting of salaries (per month)    | Salaries                          | 42,961                                | 42,000                         | 42,500        | 1.2%                     |
| 3   | Calculation, payment and accounting of pensions (per month)    | Pensions                          | 23,624                                | 22,938                         | 24,500        | 6.8%                     |
| 4   | Management of inward transfer pension files                    | Files closed                      | 3,494                                 | 3,750                          | 4,000         | 6.7%                     |
| 5   | Management and payment of severance grants                     | Treated files                     | 162                                   | 275 to be paid                 | 275           | 0%                       |
| 6   | Management and payment of outward transfer pension files       | Treated files                     | 429                                   | 460 to be paid                 | 460           | 0%                       |
| 7   | Management and payment of unemployment benefit                 | Treated files                     | 787 files open<br>420 files closed    | 1,300                          | 1,450         | 11.5%                    |
| 8   | Management and payment of medical claims of JSIS beneficiaries | Reimbursements                    | 2,143,979                             | 3,000,000                      | 3,000,000     | 0%                       |
| 9   | Payment of cost claims linked to accident declared by staff    | Reimbursements                    | 1,466                                 | 2,000                          | 2,000         | 0%                       |
| 10  | Management and payment of missions expenditure                 | Reimbursements                    | 96,173                                | 140,000                        | 140,000       | 0%                       |
| 11  | Management of requests for visa                                | Visas                             | 2,846                                 | 4,000                          | 3,700         | -7.5%                    |
| 12  | Management of requests for laissez-passer                      | Laissez-passer                    | 1,712                                 | 4,000                          | 3,000         | -25.0%                   |
| 13  | Management and payment of expert expenditure                   | Reimbursements                    | 36,557 APEX2<br>6,811 payments<br>AGM | 65,000                         | 65,000        | 0%                       |
| 14  | Management and payment of SNEs (per month)                     | SNEs                              | 1,700                                 | 1,700                          | 1,700         | 0%                       |
| 15  | Management of insurance claims for non-statutory staff         | Insurance claims                  | 65                                    | 70                             | 70            | 0%                       |

|    |                           |             |                    |         |         |       |
|----|---------------------------|-------------|--------------------|---------|---------|-------|
| 16 | Management of PMO Contact | Tickets     | 76,130 tickets     | 120,400 | 120,000 | -0.3% |
|    |                           | Phone calls | 30,663 phone calls | 36,000  | 45,000  | +25%  |

(1) PMO decided to change methods to give a more accurate indicator (i.e. number of staff whose rights are managed by PMO, extracted from the pay engine "NAP"). It has not been possible to develop a reliable and automatic method to count the number of entitlements created and modified.