



2012

MANAGEMENT

PLAN

14.12.2011

The PMO 2012 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:

- determination of individual financial rights for staff, pensioners and rights holders;
- payment of salaries and allowances;
- payment of pensions, transfers of pensions rights;
- reimbursement of sickness and accident insurance expenses;
- reimbursement of missions expenses and the emission of visas;
- reimbursement of experts' expenses;
- payment of unemployment allowances.

2. This year's challenges

The PMO's medium-term goal remains to become, by 2013, an organisation that is recognised across the Commission for its commitment, quality and efficiency.

Within this framework, 2010 and 2011 saw the PMO implementing a number of specific improvements: to simplify systems and procedures, strengthen internal organisation, develop and deploy new IT systems, reinforce controls and absorb additional tasks and responsibilities. These improvements have borne fruit and overall levels of performance have been enhanced.

Building on this, in 2012 the focus of the PMO will start to turn towards two broader, interlinked challenges: improving quality of service, and investing in employee engagement and motivation. This broader focus is reflected in a shift in the granularity of some actions in the management plan.

The aim is to deepen and consolidate the PMO's service culture and promote engaged, cohesive and high-performing teams committed to providing a high quality service, in particular through:

- improved levels of service to and communication with customers, including through a redefinition of the role and functioning of PMO Contact;
- reinforced communication and team development within PMO so as to strengthen service culture and ethical awareness, boost employee engagement and motivation and encourage internal mobility;
- continued simplification and streamlining of procedures while also preparing for new challenges, such as future changes to the Staff Regulations;
- development and deployment of IT systems that are responsive and user-oriented, that enhance productivity and performance, and that staff can easily work with.

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 line with the fundamental values to which it aspires: quality, commitment and efficiency. This is why the PMO exists.

Building on this, the 2012 Management Plan is built around three **operational objectives** which encompass all of the PMO's operations:

- establish and manage rights and pay salaries and pensions fairly, accurately and promptly;
- reimburse expenses accurately and promptly and manage funds and implementing rules in an optimal fashion;
- provide good quality information and client services.

These objectives, and the key actions developed within them, provide an overview of what the PMO is looking to deliver in 2012.

These three specific operational objectives are also driven by two more **horizontal themes**:

- the need to simplify across the range of the PMO's work; and
- the inter institutional dimension of the PMO's work.

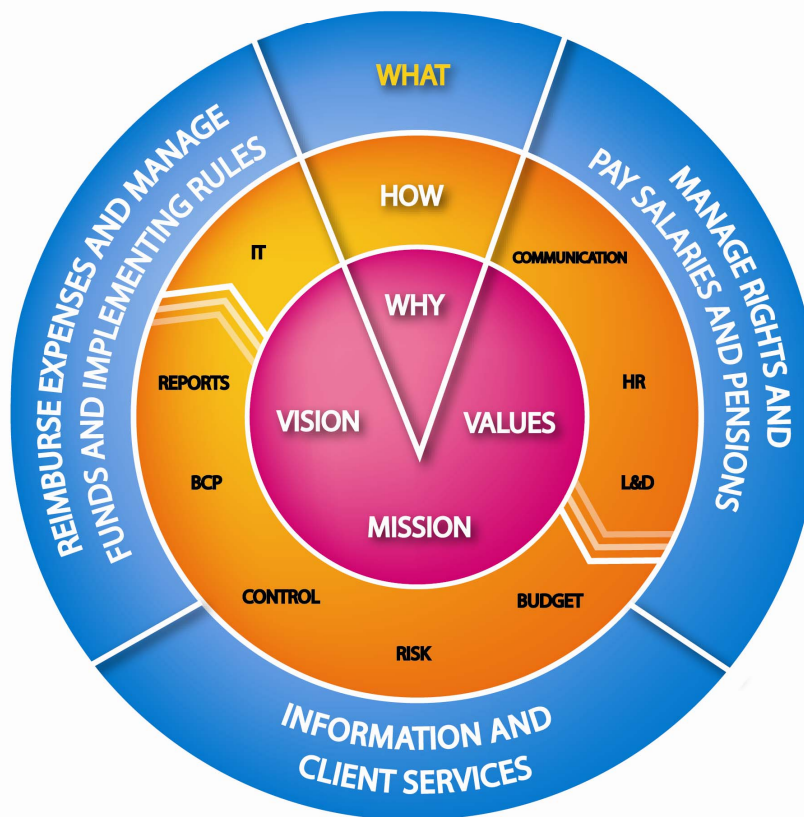
Underpinning the delivery of these operational objectives are three **management objectives** which bring together the full range of management activities required to deliver the operational objectives:

- 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 key actions therefore set out how the PMO intends to deliver its operational objectives. They are developed in section 4.

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.

The architecture of the 2012 management plan



SIMPLIFICATION - INTER-INSTITUTIONAL COOPERATION

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

In 2012 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 also anticipates an increase in colleagues leaving on retirement, and will continue to manage the exceptional backlog of 11.000 inward and 2.200 outward transfer requests.

In 2012 the PMO expects to calculate and/or pay 40.000 salaries, 19.650 pensions and 1.100 unemployment allowances each month, a total of 728.000 transactions over the year, an increase of 9% on 2011 and a total volume of payments of €4.334bn.

Specific objective:

Establish promptly and accurately and manage all rights and obligations related to the Staff Regulations 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 and Agencies, payment of salaries for the Commission, and payment of pensions and unemployment allowances for all Institutions and Agencies.

Core Business:

- **Action 1:** Maintain a high level of service in managing rights, processing salaries, pensions, and allowances (eg. unemployment, educational, etc).
- **Action 2:** Continue to implement the action plan to manage pending requests for inward and outward transfers of pension rights so as to reduce backlogs in line with the agreed schedule.

2012 challenges:

- **Action 3:** Improve capacity to ensure salaries and pensions can be paid even in times of crisis (see also section 4.2)
- **Action 4:** Further improve control processes for all types of rights, including ex-post controls. Develop further synergies with partners (Agencies and Institutions) to ensure controls are complementary. Launch targeted ex-post controls on survival dossiers and any necessary corrective measures.
- **Action 5:** Continue to look for rationalisation and IT improvements and, in particular, drive forward simplification through the launch of new modules and the establishment and production of standardised documents in Sysper2-Rights.
- **Action 6:** Prepare for changes to the Staff Regulation to ensure quick and correct implementation of any new rules.
- **Action 7:** Review the AIPN process within PMO for all rights, so as to ensure that the right decision is made at the right level.

Result indicators	Latest known result	Target
<u>Core business:</u> <ul style="list-style-type: none"> ▪ Rights established correctly, correct calculation and payment of pensions and salaries 	Ex post controls < 1% of the amount established annually	Error rate of less than 1% of the amount established annually; Qualitative feedback formalised in a learning process based on "lessons learnt"
<ul style="list-style-type: none"> ▪ Number of pension transfers treated 	1.740 inward and 474 outward transfers	2200 inward and 1200 outward transfers
<ul style="list-style-type: none"> ▪ Number of Article 90 complaints upheld 	2011: 256 received 21 upheld	< 10% of files treated
<u>2012 challenges:</u> <ul style="list-style-type: none"> ▪ Test business continuity plan for payrolls, both for active and retired staff 	Not yet tested	Tests reveal that business can carry on, even in a crisis.
<ul style="list-style-type: none"> ▪ Control: financial impact 	Ex post controls < 1% of the amount established annually	Error rate of less than 1% of the amount established annually
<ul style="list-style-type: none"> ▪ Control Processes: agreement on a qualitative methodology between the PMO and its partners and implementation of effective controls 	Cross checks run with the Council	Methodology adopted by end of April 2012 Effective controls implemented as from May 2012
<ul style="list-style-type: none"> ▪ IT rationalisation: standard letters put in production (Sysper2-Rights) 	Drafts prepared	Standard models in production in line with the IT Masterplan schedule
<ul style="list-style-type: none"> ▪ New Staff Regulation: analysis of the impact and action plan including improvement of control process 	Not yet started	Necessary adjustments prepared and implemented in time for changes
<ul style="list-style-type: none"> ▪ AIPN decisions clarified and codified within PMO 		Adoption by June 2012

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

In 2012 the PMO expects to process and reimburse 480.000 sickness claims, 105.000 mission claims and 70.000 expert payments, a total of 655.000 individual transactions, an increase of 3% on 2011 for a total volume of payments of €392m.

In 2012 the financial balance of the Joint Sickness Insurance Scheme and unemployment fund will continue to require close surveillance. Careful attention will also be given to updating the implementing rules for missions and experts and the award of certain contracts and procurement procedures.

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.

Core business:

- **Action 1:** Continue to reimburse mission and experts expenses within 15 days and further reduce the reimbursement delay for medical expenses so as to provide a rapid, user-friendly service in compliance with the applicable rules.
- **Action 2:** Ensure that contracts are successfully managed and ensure the follow-up in terms of performance, quality and invoicing of the externalised services (travel agencies and insurance company). 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 efficient, effective and economic option.

2012 Challenges:

- **Action 3:** Continue to monitor closely the financial balance of the JSIS, ensuring the follow-up of the measures taken in 2011 and elaborating, where necessary, further scenarios or proposals.
- **Action 4:** Continue to explore ways of improving relations between the JSIS and Member States, national medical organisations and partners with a view of obtaining better recognition for JSIS members and a high quality service at a reasonable and/or agreed price.
- **Action 5:** Ensure the sound management of the unemployment fund, in closed collaboration with DG HR continue to monitor the current situation and, if necessary, explore possible alternative options.
- **Action 6:** Propose modifications to the Guide to Missions to simplify, streamline and clarify the existing rules.
- **Action 7:** Propose rationalisations in the system of experts' expenses, building on the recommendations made by DG BUDG and the IAC.
- **Action 8:** Launch an analysis of the provision of travel agency services to the Commission and assess how such services might be improved and optimised in the medium-term.

Result indicators	Latest known result	Target
<u>Core Business:</u> <ul style="list-style-type: none"> Number of claims treated 	<p>Experts: 80% < 15 days Missions: 92.5% < 15 days Sickness: 60% < 15 days, 90% < 25 days</p> <p>Unemployment: 100% paid within 20 calendar days</p> <p>All reimbursements: financial error rate <2% of the amount yearly paid</p>	<p>90% of requests for reimbursement paid within 15 calendar days (missions, representation costs, experts and sickness).</p> <p>Unemployment: 100% of the payments within 20 calendar days</p> <p>All type of reimbursements: financial error rate <2% of the amount yearly paid</p>
<ul style="list-style-type: none"> Sound financial management of our public procurements 	<p>Calls launched</p>	<p>Framework contracts:</p> <ol style="list-style-type: none"> 1) Air taxi signed by April and implemented as from 1 May 2012 2) Mission insurance: contract notice, specifications and call published by end 2012 3) JSIS risk of accident: contract notice, specifications and call published by end 2012
<ul style="list-style-type: none"> Management of JSIS: Actions regarding the deficit are in place 	<p>December 2011 report to the Management Board</p>	<p>Follow up of 100% of the actions by end 2012 Eventually new action plan approved and implemented by end 2012</p>
<u>2012 Challenges:</u> <ul style="list-style-type: none"> Agreements with partners approved and/or signed 	<p>Call for expression of interest launched in 2011</p>	<p>Favourable conditions obtained from medical organisations and/or medical partners</p>
<ul style="list-style-type: none"> Guide to Missions 	<p>Preparatory work almost completed</p>	<p>Revised guide adopted, communicate to all missions managers and published by [June 2012]</p>
<ul style="list-style-type: none"> New regulations for experts 	<p>First CIS launched</p>	<p>Approved by end 2012</p>
<ul style="list-style-type: none"> Travel agency analysis 	<p>New action</p>	<p>Report finalised November 2012</p>

3.3 Information and client services

In 2012 the PMO expects to continue to handle 156.000 of requests for information through PMO Contact, to deliver 5000 visas, and for its IntraComm web pages to remain in high demand. It will also maintain and further develop its relations with 46 agencies and other bodies.

Specific objective:

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

Core business:

- **Action 1:** Maintain and enhance relations with the EEAS, other institutions and agencies. In particular, share knowledge and best practice with the agencies through the organisation of 2-day training events twice a year. Conduct an analysis and draw conclusions of the implementation of the existing SLAs with a view of proposing updates where necessary.
- **Action 2:** Continue to offer an excellent visa service to accompany clients in the required procedure to obtain such a visa from any embassy for their missions.

2012 Challenges:

- **Action 3:** Redefine the role and the mission of PMO Contact and significantly improve the PMO's response time to client requests.
- **Action 4:** Develop and implement a communication strategy, take forward communication actions already implemented and create new actions so as to ensure that customers are well informed by giving them clear, concise and complete information. Develop communication channels and exchange opportunities with other EU bodies through targeted communication strategies.
- **Action 5:** Ensure that information available on websites (IntraPMO, MyIntracomm and Europa) is accurate, updated, easy to find and user-friendly.
- **Action 6:** Work to improve quality of service by developing and implementing a strategic plan on service culture and professional ethics. Ensure that members of staff have the necessary information and training to respond to customers both by e-mails and telephone.
- **Action 7:** Work significantly to improve services provided by PMO to colleagues dealing with bereavement.

Result indicators	Latest known result	Target
<ul style="list-style-type: none"> ▪ Mission statement of PMO Contact ▪ Adoption and communication of the specifications for an IS for PMO Contact to DIGIT ▪ New business model for PMO Contact ▪ Volume of calls and mails to PMO Contact handled within 5 working days; Feedback to management ▪ Number of hits on our online pages ▪ External Communication ▪ Number of articles published in Commission en direct, in the other institutions' newsletters and pensioners' newsletters ▪ Number of PMO INFO TOURs organised ▪ Training days agencies ▪ Visas 	<p>Monthly feedback since June 2011</p> <p>PMO pages among the top seven most visited on My IntraComm (HR&Administration tab)</p> <p>5 articles published in Commission en direct/en plus + 2 announcements of PMO INFO TOUR</p> <p>2 in 2011</p> <p>1 session in 2011</p>	<p>Adopted by the management before end of January</p> <p>By end of March</p> <p>Implemented by end of June</p> <p>80% of answers given within 5 working days;</p> <p>Monthly</p> <p>Maintain score</p> <p>Communication strategy published on IntraPMO and staff informed by January At least 5 targeted strategies implemented by end 2012</p> <p>5 articles in Commission en direct/en plus 4 in pensioners' newsletters 4 in other institutions' newsletters</p> <p>3 in 2012</p> <p>2 sessions organised in 2012</p> <p>100% of visas delivered on time</p>

4. Specific objectives for management activities

4.1 Management, engagement and communication

Specific objective:

Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operations of the Office as well as promotion of equal opportunities within the Office are ensured. Develop, implement, monitor and adapt an effective communication strategy.

Key actions for 2012:

- **Action 1: Internal communication:** develop and disseminate the PMO communication strategy among PMO staff, revise the content, structure and layout of IntraPMO in view of its migration to My IntraComm and the Sharepoint environment and modernise the graphic charter to reinforce PMO's visual identity.
- **Action 2: Human resources:** promote sound HR management, ensure that HR processes are successfully implemented with a particular focus in 2012 on the new appraisal and promotion system for officials, develop and implement PMO strategic plans to encourage staff engagement and well-being, to promote learning, career development and internal mobility, to fight absenteeism and increase motivation.
- **Action 3: Team building:** organise a PMO-wide event in the course of 2012.
- **Action 4: Surveys:** launch an external staff opinion survey on the services provided by the Offices (in collaboration of DG HR); plan, draft and launch the PMO's internal staff survey.
- **Action 5: Removals:** ensure that the expected moves of some Units run smoothly and with a minimum of disruption.
- **Action 6: Organisational Development:** continue to analyse the organisation and its business processes on an ongoing basis and use this to improve working practices and to feed into a continuing improvement process and guide resource allocation. In this context, organise two further PMO strategic workshops.

Result indicators	Latest known result	Target
<ul style="list-style-type: none"> Internal Communication 	4 meetings of the internal communication network in 2011; active role in the working group on HR&Administration revamping exercise; regular participation in ICN meetings	<p>Communication strategy published on IntraPMO and staff informed by January</p> <p>Graphic charter adopted by the management team</p> <p>Structure of IntraPMO revised and approved by the management team by June</p> <p>80% contents revised by end 2012</p> <p>At least 70% are at least satisfied with the new IntraPMO (staff survey)</p>
<ul style="list-style-type: none"> Results of annual staff survey as far as understanding of the PMO's mission and objectives, internal communication, working environment and relationships are concerned 		<p>Increase levels of participation in internal staff surveys (at least 50% of staff)</p>
<ul style="list-style-type: none"> Timely completion and delivery of appraisal elements 	91% of staff have valid objectives in Sysper 2	<p>Full respect of deadlines for completion of the appraisal procedures</p> <p>100% of relevant job descriptions and objectives validated in the system</p> <p>100% of managers have attended specific training on the new system</p>
<ul style="list-style-type: none"> Average of training days per staff member 	By 30/09 - 4.14 days of formal training	10 days/year, including 2.5 days on-the-job training
<ul style="list-style-type: none"> Absenteeism rate 	By 30/06 - 6.33%	Reduce to a maximum of 5%
<ul style="list-style-type: none"> Organisation of PMO strategic workshops 	2 held in 2011	2 to be held in 2012

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.

Implement, maintain and report on an effective and reliable internal control system, to manage and mitigate specific and critical risks and ensure the ability of PMO to respond to critical events in order to assure continuity of service.

Define, set up, maintain and report on relevant key performance indicators so that management is adequately informed and supported in its decision-making

Key actions for 2012:

- **Action 1:** Financial transactions: continue to ensure all financial transactions are issued and validated within the deadlines.
- **Action 2:** Budgetary situation: Maintain the reinforced monitoring of the PMO's budget and examine possible options to help the office to face any potential reduction of posts and/or appropriations in the next five years.
- **Action 3:** Business Continuity: ensure effective testing of the PMO Business Continuity Plan through a first simulation exercise on the payment of salaries and pensions, evaluate the test, and raise awareness among staff about the BCP by developing the IntraPMO sub-site to provide BCP instructions and up-to-date information during disruptions.
- **Action 4:** Control: continue to implement the reinforced effective control strategy, including the definition and implementation of an effective control strategy for the management of rights for the EEAS and the agencies.
- **Action 5:** Anti-fraud and data protection: develop an anti-fraud strategy for the PMO, starting with a specific strategy for the JSIS, and take specific action to verify compliance with data protection rules.
- **Action 6:** Business intelligence: continue to analyse reporting needs and develop, implement, monitor and adopt a Business Intelligence Strategy including the definition and publication of a new set of management statistics and the building of new dashboards and scorecards to make available the appropriate information at the appropriate level (Board, Commissioner, Director, and Unit).

Result indicators	Latest known result	Target
<ul style="list-style-type: none"> Percentage of payments handled within the deadline Average delay to recover undue payment Quality of AAR (Court of Auditors) Financial transactions: Error rate Discharge recommendations: Number of open discharge: The Office (Chef de file) IAS/IAC recommendations: Proportion reported closed. Number of critical / very important IAC / IAS recommendations overdue for more than 12 months Number of critical risks identified and % of critical risks reported in the Management plan Updated contact details of PMO staff in Sysper 2 for cascade purposed Anti-fraud: Number of training sessions for staff Timely publication of new scorecard - monthly statistics and regular report to the Management board - on IntraPMO. 	<p>95% of recovery orders established within 5 working days after pre-information deadline</p> <p>A</p> <p><1%</p> <p>1</p> <p>44% of open recommendations closed</p> <p>IAC: 1 IAS: 2</p> <p>5 risks and 100 % reported</p>	<p>100% of salaries and pensions 95% financial initiation and validation within five working days</p> <p>95% of recovery orders established within 5 working days after pre-information deadline</p> <p>A</p> <p><1%</p> <p>1</p> <p>80%</p> <p>0 1</p> <p>3 critical risks (2011) and 100% reported</p> <p>BCP manager launches campaign to update contact details in Sysper 2 twice a year.</p> <p>At least 4 awareness training sessions organised (2 in Brussels, 1 in Ispra and 1 in Luxembourg) and 2 specific training sessions for CMT and critical staff (to be organised by BCP manager)</p> <p>Monthly, ≤ 15th of the month</p>

4.3 Ensure the right IT systems

Specific objective:

Build on the consolidation of IT governance within PMO and ensure the effective development of IT systems so as to ensure that staff are adequately supported in their operations.

Key actions for 2012:

- **Action 1:** Assmal2: On the basis of the agreed strategy with DIGIT, pursue the development and implementation of the new system with a view to deploying the new front office environment in 2012.
- **Action 2:** Sysper2-Rights: Continue to implement agreed improvements and propose further developments and new functionalities with a view to optimising the process and issuing standardised communications towards or from our customers.
- **Action 3:** Post-activity: Launch implementation of the IT strategy for the management of post-activity; in parallel, take forward action to start the digitisation of the pensions' archives.
- **Action 4:** MIPS: Launch of the new MIPS front office and roll out of new functionalities for the management of Commissioner's and Cabinet Members' representation expenses.
- **Action 5:** NAP: Complete the migration to NAP 7 and improve Infoview NAP reports while ensuring that payment of salaries and pensions continues on schedule without significant problems.
- **Action 6:** PMO Contact: Design and deliver a new IT tool to improve the functioning of PMO Contact.

Result indicators	Latest known result	Target
Number of projects or programmed milestones of projects mentioned in the IT Masterplan implemented on time		Full implementation
Results of internal and external satisfaction surveys as regards satisfaction with the PMO's IT tools	64%	75% good or above

Annexes:

1. *Financial Resources (in Mio €) (in payment appropriations)*

Activity	Operational Expenditure	Administrative expenditure (DG managed)	Total
Commissaires	14,3		
Fonctionnaires	2.598,4		
Pensions	1.324,0		
Agents contractuels et END (e)	312,3		
Missions/Réunions (e)	138,0		
Personnel PMO		31,5	
Fonctionnement PMO		7,4	
Développement informatique PMO		5,1	
Total (of budget resources managed by the DG)	4.387,0	44,0	4.431,0
Fond de chômage	10		10
PM: Sickness Insurance Scheme (off budget)	266,3		266,3

(e): estimated figures

2. *Internal control standards for effective management*

Standard	Brief description of the reasons for prioritisation
SCI 2: Ethical and Organisational Values Management and staff are aware of and share appropriate ethical and organisational values and uphold these through their own behaviour and decision-making.	In 2012 the PMO intends to focus on quality and service culture. Training for all staff on service culture and ethics will be prepared and the Ombudsman will meet the management team (extended to other staff) on these issues. Improvements to the coordination of complaints within the PMO will also be examined. These actions should also be seen in the framework of actions to improve staff satisfaction within PMO. The PMO will develop actions to encourage motivation and staff engagement and to reduce absenteeism. The PMO also intends to focus on team building and improving team spirit
SCI 10: Business Continuity Adequate measures are in place to ensure continuity of service in case of "business-as-usual" interruption. Business Continuity Plans are in place to ensure that the Commission is able to continue operating to the extent possible whatever the nature of a major disruption.	The PMO will continue its efforts to develop and to document the BCP (Business Continuity Plan) that started in 2011. At the same time, sectoral continuity scenarios: Remuneration and Pension Processing, "Prise-en-charge" in the Sickness Insurance Scheme and Missions/Travel support will be finalised. The BCP testing is another important issue that will be further developed in 2012.
SCI 12: Information and Communication Internal communication enables management and staff to fulfil their responsibilities effectively and efficiently, including in the domain of internal control. Where appropriate, the DG has an external communication strategy to ensure that its external communication is effective, coherent and in line with the Commission's key political messages. IT systems used and/or managed by the DG (where the DG is the system owner) are adequately protected against threats to their confidentiality and integrity.	The lack of a clear communication strategy and inadequate external communication (not all information is available on time) were identified as a critical risk. An action plan on communication will therefore be prepared so as to clarify which kinds and what quality of information the PMO should aim to provide to which audiences, taking account of resource constraints. In this framework, the mandate working process of PMO Contact will also be reviewed (implementation of the actions following the workshop PMO Contact).

3. Critical risks

Domaine	Description du risque	Plan d'action	Type de risque	Cross-cutting
1. Tous PMO	<p>Ressources humaines: absences de longue durée, risque de perte de motivation, grande mobilité, charge de travail qui ne peut pas être absorbée, absentéisme.</p> <p>Cause:</p> <ul style="list-style-type: none"> - Maladies de longue durée, congés de maternité, congé parental, population jeune avec des enfants en bas âge - Perte de motivation du personnel suite aux changements (systèmes informatiques, procédures de travail, réorganisation, déménagements: fin de bail pour Bruxelles SC 15 et GUIM et inadéquation des installations à Ispra) et travail très répétitif - Incertitude suite aux changements du Statut (sur le plan personnel que sur le plan du travail: changement de la réglementation) - Mobilité du personnel exécutant des tâches spécialisées, départ des agents contractuels qui ont réussi un concours - Possibilité limitée d'évolution de carrière pour une importante catégorie d'agents <p>Conséquence:</p> <ul style="list-style-type: none"> - Augmentation des délais - Dégradation de la qualité - Baisse d'attention et augmentation des erreurs - Perte d'expertise - Perturbations du rythme de travail à cause des déménagements, frustrations liées à la taille des nouveaux bureaux, problèmes de santé pour Ispra 	<ul style="list-style-type: none"> - Prévoir des systèmes informatiques performants - Continuer à mettre à jour et à simplifier les procédures - Définir un cadre de formation adéquat - Evaluer en permanence et améliorer l'organisation de travail et des contrôles - Prévoir des back ups, établir des dossiers hand over - Améliorer la communication interne et la coordination avec les services en amont - Examiner et proposer des solutions pour la problématique de l'absentéisme - Promouvoir la motivation en développant et en variant les tâches - Négocier avec le CCR pour un nouveau bâtiment (Ispra) - Discuter avec l'OIB les actions à prendre suite à la fin de bail pour les bâtiments SC 15 et GUIM 	1b (RH, organisation)	N
2. Droits salaires, missions, caisse maladie	<p>Risques liés à à certains outils informatiques et à l'infrastructure ASSMAL</p> <p>Cause:</p> <p><u>SYSAPER2</u>: l'application informatique SYSAPER2 ne répond pas aux besoins en efficience et efficacité des gestionnaires pour le traitement des dossiers, problèmes de code suites et transcodes entre SYSAPER2 et NAP sont patents, le système ne dispose pas d'assez de règles pour réaliser de contrôles automatiques.</p> <p><u>MIPS</u>: mauvaise définition des besoins, retard de développement, manque de transparence en maîtrise des allocations budgétaires pour les projets IT,</p>	<p><u>SYSAPER2</u>, <u>ASSMAL2</u> et <u>MIPS</u>:</p> <ul style="list-style-type: none"> -A suivre dans l'ITSC et par les project Managers -Bonne communication entre tous les System Owners, System Supplier et Business Users. -Consultation des utilisateurs afin d'intégrer leurs besoins -Instaurer des contrôles 	1a (planification, processus, systèmes)	N

	<p>manque de ressources support au PMO 2 et la DG DIGIT (MIPS + Rep Cost)</p> <p><u>ASSMAL2</u>: risques inhérents à la mise en œuvre de la nouvelle application ASSMAL2 (définition de besoins inappropriée, tests insuffisants, dépendance des systèmes en amont et en aval, problèmes de développement, ...)</p> <p>Infrastructure ASSMAL: vu la vétusté du serveur applicatif ASSMAL de Bruxelles, le risque de dysfonctionnement voir de panne (définitive) est important.</p> <p>Conséquence: <u>SYSPER2</u>: risque d'erreurs dans les dossiers, accroissement du risque réputationnel (démotivation personnel et impact sur service client et image du PMO)</p> <p><u>MIPS</u>: l'outil ne répond pas aux besoins des utilisateurs, développement retardé de certaines fonctionnalités, difficultés de suivi et retards éventuels de développement, retard de mise en production de MIPS2/RepCost</p> <p><u>ASSMAL2</u>: risque de retards dans la mise en oeuvre, ne pas disposer d'un outil informatique performant pour la gestion de la caisse de maladie</p> <p><u>Infrastructure ASSMAL</u>: une indisponibilité du serveur applicatif aura pour effet de STOPPER le traitement des demandes de remboursements RCAM.</p>	<p>efficaces</p> <p>-Forte implication des unités dans le schéma directeur IT. Amélioration de la transparence de l'allocation budgétaire informatique du PMO.</p> <p>-Bien définir les 'back-ups' et obtenir un plan clair de la DIGIT pour palier l'absence de ressource de support/maintenance principale</p> <p><u>Infrastructure ASSMAL</u>: La procédure d'acquisition d'un nouveau serveur a été initiée.</p> <p>Cependant, il faudra paramétrer le nouveau serveur et surtout y installer l'environnement complet ASSMAL. Cette tâche est contraignante et délicate.</p>		
3. Tous PMO	<p>Manque de stratégie précise de communication et nécessité d'amélioration de la qualité de l'information offerte à la clientèle</p> <p>Cause:</p> <ul style="list-style-type: none"> - Manque de stratégie de communication: il n'est pas clair quel niveau et quelle qualité de communication le PMO veut fournir - Information indisponible pour les clients - Mauvaise qualité de l'information communiquée aux clients - Information tardive - Afflux de questions vers PMO Contact ou vers les unités opérationnelles en raison de l'absence de communication générale (p.e. déclaration scolaire) <p>Conséquence:</p> <ul style="list-style-type: none"> - Insatisfaction et méfiance des clients - Risque réputationnel pour le PMO - Perte de temps et de motivation pour les gestionnaires - Augmentations des plaintes et art 90. 	<ul style="list-style-type: none"> - Elaboration d'un plan de communication externe - Continuer l'amélioration des informations (de façon la plus conviviale et précise possible) au MyIntracomm -Sensibilisation des unités/collègues -Révision du mandat et façon de travailler du PMO Contact (mise en œuvre des actions suite au workshop PMO Contact) - Automatisation de certaines opérations (par exemple: validation automatisée de certaines déclarations scolaires) et intégration de la communication dans les outils informatiques afin de libérer du temps pour répondre aux clients 	3a (communication, information)	N

4. Metrics

	Specific Objects: Déterminer et liquider de façon correcte les droits suivants	Output indicators				
		Results Indicator: SOURCE	2011 Forecast AMP2011	Current situation 31/10/2011	2012 Target	Evolution
1	Fixer les droits individuels	Nbre de droits créés et modifiés	No usable statistics available in Sysper 2 yet			
2	Calculer, payer et comptabiliser les salaires par mois	Nbre de salaires	37.500	38.808	40.000	6.3%
3	Calculer, payer et comptabiliser les pensions par mois (ancienneté, invalidité, survie)	Nbre de pensions	18.650	18.512	19.650	5.4%
4	Gérer les dossiers de transferts "IN" des droits à pension	Nbre de dossiers clôturés	2.100	1.740	2.500	19.0%
5	Gérer et liquider les allocations de départ	Nbre de dossiers traités	350	239	350 (*)	0%
6	Gérer et liquider les transferts "OUT" de droits à pension	Nbre de dossiers clôturés	1.200	474	1.200 (*)	0%
7	Gérer et liquider les allocations de chômage	Nbre de dossiers avec paiement (par mois)	1.050	1.060	1.100 (*)	4.8%
8	Gérer et liquider les frais médicaux des bénéficiaires du RCAM	Nbre de remboursements	455.000	389.667	480.000	5.2%
9	Liquider les frais liés aux accidents déclarés par le personnel	Nbre de remboursements	1.870	1.430	2.000	7.0%
10	Gérer et liquider les décomptes de frais de missions	Nbre de remboursements	110.000	86.831	105.000	-4.5%
11	Visas	Nbre de visas délivrés	6500	3979	5000	-23.1%
12	Gérer et liquider les frais d'experts	Nbre de remboursements	70.000	57.107	70.000	0%
13	Gérer et liquider les indemnités des END	Nbre de END gérés	1650	1470	1650	0%

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

Indicateurs 5, 6, 7: fournis par PMO.4
 Indicateur 11: fourni par PMO.2
 Indicateur 13: fourni par PMO.8

The PMO: commitment, quality, efficiency

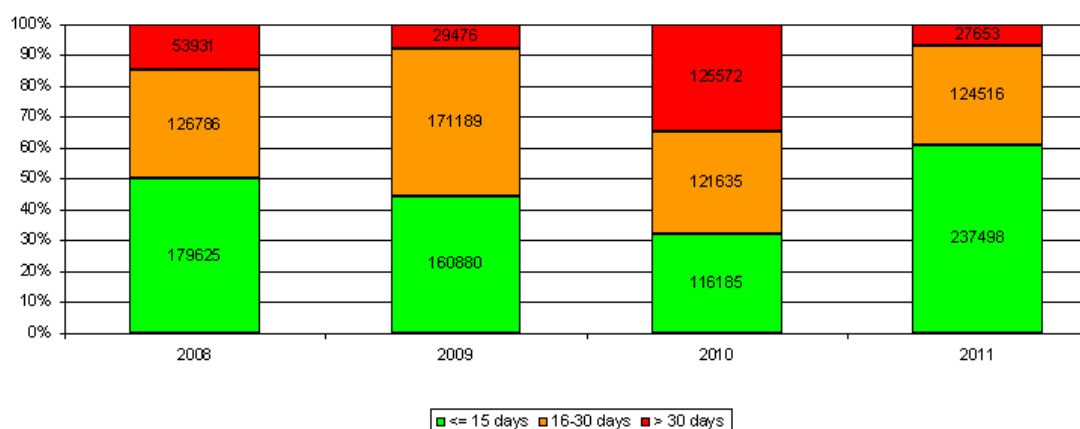
Evolution of the reimbursement deadlines for the medical claims (2008-2011) (Situation on 31/10/2011)

This report presents the number of reimbursements of medical costs paid annually and the evolution of deadlines per block (2008-2011).

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

	Current situation	Monthly average	growth n-1
2010	363.392,	36.339,	
2011	389.667,	38.967,	7,2 %

Evolution of the reimbursement deadlines for medical claims (2008-2011)



	<= 15 days		16-30 days		> 30 days		Total
2008	226.279,	53%	142.335,	34%	54.858,	13%	423.472,
2009	195.906,	46%	196.199,	46%	31.072,	7%	423.177,
2010	162.296,	36%	153.470,	34%	136.560,	30%	452.326,
2011	237.498,	61%	124.516,	32%	27.653,	7%	389.667,

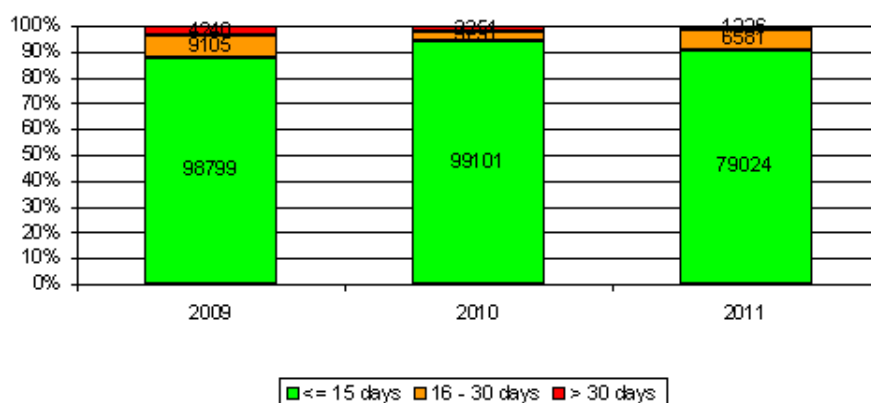
Evolution of the reimbursement deadlines for mission expenses (2009-2011) (Situation on 31/10/2011)

This report presents the number of mission files settled annually and the evolution of deadlines per block (2009-2011).

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

	Total	Monthly average	Growth n-1
2010	83.980,	8.398,	
2011	86.831,	8.683,	3,4 %

Evolution of reimbursement deadlines for mission expenses (2009-2011)



	<= 15 days		16 - 30 days		> 30 days		Total
2009	98.799	88%	9.105	8%	4.240	4%	112.143
2010	99.101	94%	3.751	4%	2.251	2%	105.103
2011	79.024	91%	6.581	8%	1.226	1%	86.831

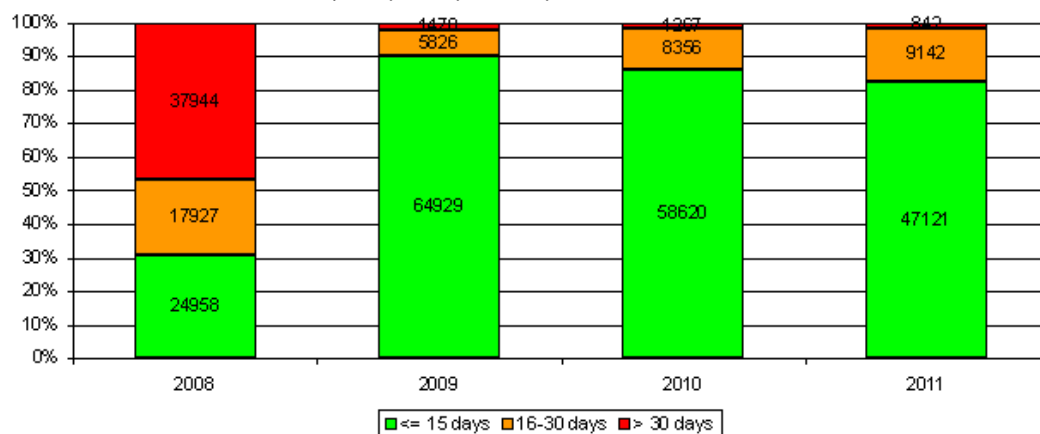
Evolution of the reimbursement deadlines for expert expenses (2008-2011) (Situation on 31/10/2011)

This report presents the number of reimbursements of expert costs paid annually and the evolution of deadlines per block (2008-2011).

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

	Total	Monthly average	Growth n-1
2010	57 215,	5 722,	
2011	57 105,	5 711,	-0,2%

Evolution of reimbursement deadlines for expert expenses (2008-2011)



	<= 15 days		16-30 days		> 30 days		Total
2008	24 958,	31%	17 927,	22%	37 944,	47%	80 829,
2009	64 929,	90%	5 826,	8%	1 478,	2%	72 233,
2010	58 620,	86%	8 356,	12%	1 267,	2%	68 243,
2011	47 121,	83%	9 142,	16%	842,	1%	57 105,

The PMO: commitment, quality, efficiency