

ANNUAL ACTIVITY REPORT FOR 2017

AUTHORISING OFFICER BY DELEGATION:

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0. BUDGETARY IMPLEMENTATION OVERVIEW

Code	Appropriation type	EUR ou %	Formula
	Appropriations of 2017		
A	Initial appropriations	889.961.200,00	
B	Final appropriations	896.440.640,00	
C	Commitments	892.586.828,15	
D	Commitments in % of final appropriations	100%	D=C/B
E	Payments	880.987.056,23	
F	Payments in % of commitments	99%	F=E/C
G	Cancellations of 2017 final appropriations	3.853.811,85	G=B-C-K
H	Cancellations appropriations in % of final appropriations	0%	H=G/B
	Appropriations carried forward from 2017 to 2018		
I	Automatic carryforwards from 2017 to 2018	11.599.771,92	I=C-E
J	Automatic carryforwards from 2017 to 2018 in % of commitments	1%	J=I/C
K	Non-automatic carryforwards from 2017 to 2018	0,00	
L	Non-automatic carryforwards from 2017 to 2018 in % of final appropriations	0%	L=K/B
	Appropriations carried over from 2016 to 2017		
M	Automatic carryovers from 2016 to 2017	10.206.850,08	
N	Payments against automatic carryovers from 2016 to 2017	9.044.072,83	
O	Payments against automatic carryovers from 2016 to 2017 in % of automatic carryovers from 2016 to 2017	89%	O=N/M
P	Cancellations of automatic carryovers from 2016 to 2017	1.162.777,25	P=M-N
Q	Cancellations of automatic carryovers from 2016 to 2017 in % of automatic carryovers from 2016 to 2017	11%	Q=P/M
R	Non-automatic carryovers from 2016 to 2017	0,00	
S	Payments of non-automatic carryovers from 2016 to 2017	0,00	
T	Payments against non-automatic carryovers from 2016 to 2017 in % of non-automatic carryovers from 2016 to 2017	N/A	T=S/R
U	Cancellations of non-automatic carryovers from 2016 to 2017	N/A	U= R-S
V	Cancellations of non-automatic carryovers from 2016 to 2017 in % of non-automatic carryovers from 2016 to 2017	N/A	V=U/R
	Assigned revenue in 2017		
W	Appropriations from assigned revenue in 2017 (current)	10.559.845,77	
X	Assigned revenue carried over to 2017	3.403.481,21	
Y	Balance of commitments on assigned revenue carried over to 2017	1.305.102,14	
Z	Payments in 2017 against appropriations from assigned revenue (current and carried-over)	11.264.527,87	
AA	Payments in 2017 against assigned revenue in % of assigned revenue in 2017 (current and carried-over)	74%	AA=Z/(W+X+Y)

1. OBJECTIVES

1.1. Objectives of the Directorate-General

GENERAL OBJECTIVES

In line with Parliament's overall goals of enhanced services to Members, efficient management with scarce resources and innovative working, the objectives are as follows:

1. Provide a harmonious management, in the widest sense of the term, of the human resources at the disposal of the Secretariat, in order to furnish the Members of the European Parliament with all the support necessary for the proper fulfilment of their mandate.
 - Ensure appropriate human resources are available and assure the needs of the institution via ongoing analysis and by managing the actions in a proactive and anticipative manner (identification of needs, selection, recruitment, training, development, communication, ergonomics of the workplace);
 - Provide effective, rapid and flexible administrative management, oriented towards the individual needs of staff while respecting the rules in force and budgetary availability;
 - Place the individual at the centre of human resources management and provide him/her with all necessary support by appropriate measures for career development, the reconciliation of professional and family life as well as social and medical measures.
2. Continue to develop a close collaboration with the Directorates-General and other entities of the Secretariat, in particular consolidating the cooperation with the Resource Directorates by strengthening the competencies in human resources management.
3. Continue the development of *ex ante* and *ex post* control and verification measures that will guarantee the best possible usage of the financial resources available to the Directorate General.
4. Develop an overall IT strategy in order to ensure a modernisation of the HR management systems and the optimisation of the services and processes so as to best support the organisational changes.
5. Monitor the development and the implementation of DG PERS' projects of the *Parliamentary Project Portfolio* and contribute to the implementation of the action plan "Equality & Diversity" 2014-2019.

SPECIFIC OBJECTIVES 2017

1. Continue the rationalisation of DG PERS (improving the HR management of the EP in consultation of the Resources Directorates; adaptation of the management processes and modalities; harmonisation of the communication; development of results indicators; improvement of the adequacy of resources).

2. Improve the services rendered to the Members with regard to parliamentary assistance: implementation of a new working structure in Brussels and modification of the modalities to manage this population.
3. Continue the assistance to Directorates-General concerned by the internalisation of services.
4. Continue the development of further measures to reconcile the personal and professional life (evaluation of the occasional teleworking scheme after one year) as well as the welfare at work measures, especially for the prevention and resolution of conflicts.
5. In collaboration with the Resources Directorates, initiate the development of an overall HR strategy and planning, taking in account the staff reduction and the priorities of work.
6. Continue the preparations for the relocation of DG PERS' staff based in Luxembourg to the KAD building in around 2018.

1.2. Feasibility and risk assessment

For the year 2017, DG PERS identified the following risks and introduced them in the Risk Register:

1. Risks relating to ***retaining the adequacy between the qualifications of the staff and the future needs*** (job profiles/functions) of the Institution. The moderate risk takes account of the dependency on consulting companies, the EP as attractive employer, the duration of the recruitment procedure, the keeping up-to-date of the professional training and career development. The mitigation measures are based on enhanced cooperation with the Directorates General to assist them in identifying their strategic visions and their future needs and a training plan in line with the strategic requirements of the services and the development of their jobs. As part of the re-organisation, the Strategic HR Planning Unit became operational on 1 October. The PPP projects *Jean Monnet Academy*, *Accelerate Recruitment Speed*, *Mobility Policy*, *AST mobility*, *Upgrade AST to AD Posts* and *Pre-Recruitment* also aim at mitigating this risk.
2. Risks relating to the ***non-identification of persons in need*** are considered high. The main palliative measure is the implementation of a proactive prevention and intervention policy. The Wellbeing Weeks organised by the Risk Prevention & Wellbeing at Work Unit aim at providing information to staff on prevention measures. The Medical Services have also launched a project on mental health at work and takes part in the project “ZERO Harassment in the workplace” in collaboration with the Advisory Committee dealing with Harassment Complaints MEP-APA”. The project *Early Support and Return to Work* aims to help colleagues to re-integrate at work after a long absence due to illness.
3. The ***risk of undue payments*** on the basis of incorrect information is considered high. The general preventive measures include strengthening the internal control environment and raising staff awareness. The main risk for the Payroll Unit lies in the non-automatisation of the pay, as each personnel decision has to be manually

encoded. Another aspect of risk is noted by the Childcare Facilities Service, as an appropriate monitoring of the budget that is subject to inter-institutional cooperation is difficult. For the crèches under management of the Commission's OIB, the service does not obtain the required budgetary forecasts within the deadlines imposed by the Financial Regulation for the preparation of the budget.

In addition, the progress on the digitalisation of the recruitment processes and the acceptance of scanned documents has not yet been counterweighted by additional internal controls. In the context of the recruitment audits of the Internal Audit, a concerted action plan was agreed for the validation of the authenticity of diplomas and work experience presented.

As part of the re-organisation, the functions of budgetary initiation and ex ante verification were centralised in the Financial Resources Unit with the aim of pooling resources and harmonising the financial management. During the transition phase, the efficiency of the new structure was not yet noted by the concerned authorising officers by sub-delegation, as the procedures and tasks of the unit still require further re-financing. The PPP project *Risk-based Internal Control Framework* also aims at defining an efficient and effective approach for internal controls.

4. The risk concerning the **relocation** of the DG in Luxembourg to the new KAD building by 2018 is considered noteworthy. The lease for the GEOS building expires on 31 December 2018 and delays to the KAD building site would risk additional disturbance by a second move. Meetings continued to be held regularly with DG INLO in order to take account of the specific needs of the DG (space allocation and lay-out, additional fittings, i.e. for sound dampening, information technologies, human resources). In addition, significant effort will be needed in 2018 to help prepare colleagues for the change from individual cubicle-based working to the collaborative space approach.
5. The risks relating to **the project replacing the Streamline application** persist. It aims at an integral re-engineering of the current application with progressive rationalisation and harmonisation of workflows, a shift to paperless processes and extension of functionalities. In addition, the project *Integration of HR IT Systems* has the objective to integrate and rationalise the remaining applications to a system with remote access and enhanced analytic and reporting features under a common governance structure. The Commission itself is expected to decide on the future of their SYSPERS system in 2018, giving the EP the opportunity to define a common strategy with the other institutions on HR management and to set up an interinstitutional HR system. A decision on the future HR management system should be taken in 2018.
6. The risk of attaining the objective of enhanced **digitalisation** may be affected by the shortage of financial and human resources for a full implementation of this goal. In this context, the IT Unit stresses its dependency on external staff (64%); on the financial side the cooperation with DG ITEC is acknowledged. However, notable progress has already been made in a number of IT projects.
7. The risk concerning the **management of the APA population** is considered noteworthy. It takes account of the split responsibilities between DG FINS and DG PERS. The creation of a physical front office in Brussels and the re-definition of tasks (i.e. for missions) should mitigate this risk.

8. Finally, the *re-organisation of DG PERS*, while seen in a positive light, had an impact in the last quarter of 2017 on the work and responsibilities of the directorates, and will continue to do so in 2018. Some elements of the re-organisation still require fine-tuning, most notably the precise distribution of financial and budgetary tasks between the Financial Resources Unit, the authorising officers by delegation, the Strategic HR Unit and the HR & Strategic Monitoring Unit. The move of the financial initiators to the Financial Resources Unit also affected the budgetary monitoring tasks in the operating units. In addition, the general risk of resistance inherent to any change management process should be noted. Consultation with each unit is currently ongoing in order to assess the implementation of the restructuring, with a view to establishing a transformation plan for all units.

2. ASSESSMENT OF RESULTS IN THE LIGHT OF THE OBJECTIVES - USE OF RESOURCES

2.1. Environment of the Directorate-General

The following elements had an impact on the administrative and operational environment of the DG:

- The number of staff in the EP has remained stable, as 9.682 agents in activity were included in the payroll in December 2017 (2016: 9.643).
- The results of the “Screening” working group were implemented by a re-organisation approved by the Secretary General in July and entered into force on 1 October 2017. This involved the following re-structure, aligned with new scopes of tasks:
 - the move of the Equality and Diversity Unit to Directorate C;
 - the creation of the Interinstitutional Relations and Social Dialogue Service;
 - the creation of the Front Office and APA Unit, replacing the former Unit Relations with Personnel;
 - the creation of the Strategic HR Planning Unit, replacing the former Internal Organisation Unit;
 - the split of the Payroll and Individual Entitlements Unit in two respective units;
 - the creation of the Working Time & Childcare Facilities Unit, regrouping services of the former Social Action Unit and Career Management Unit (new Career Development & Ethics Unit);
 - a new Human Resources & Strategic Monitoring Unit (former HR Unit);
 - a new Financial Resources Unit (former Financial Resources and Controls Unit).

The re-organisation implied five heads of unit taking up new functions, as well as a number of staff being subject to a reassignment of tasks.

- While the HRM@EP project (migration from Streamline to Sysper) was suspended, the resources could be used to advance further on a number of strategic projects concerning the digitalisation of HR procedures, as well as the creation of several Confluence and Sharepoint sites.
- Continuation of the internalisation of security staff and drivers.
- Significant progress on a number of PPP projects assigned to the DG.

- The incident at the Data Centre of DG ITEC on 16 October 2017 caused the unavailability of the EP IT network and affected DG PERS' services. The consequences persisted several months afterwards, as for some applications provisional environments had to be created in order to ensure the continuity of services. As a result not all functionalities had resumed at the end of year. The financial impact of PERS' IT unit alone has been estimated at around €140.000.

2.2. Human resources of the DG

2.2.1. Establishment Plan

	at 1.1.2016				at 1.1.2017			
	AD	AST	AST/SC	Total	AD	AST	AST/SC	Total
Permanent posts	74	274	11	359	72	265	15	352
Temporary posts	13	1	0	14	12	1	0	13
Total	87	275	11	373	84	266	15	365

2.2.2. Staff Numbers as at 31.12.2017

	AD	AST	AST/SC	Total		FTE
Officials	70	244	16	330		317,65
Temporary staff	12	9	2	23		22,9
- in temporary posts	9	1	0	10		10
- in permanent posts	1	1	1	3		3
- to offset part-time working	2	7	1	10		9,9
Contractual agents				83	*	71,05
END				0		0
Agency staff				4		4
Total				440		415,6

* incl. 50 (2016: 38) assigned to the crèche in Luxembourg and to the medical services in Brussels and Luxembourg

DG PERS contributed to the 5% post reduction as of 1 January 2018 by deleting 4 AST posts.

2.3. Budget implementation 2017

2.3.1. Initial and final appropriations

Authorised appropriations in DG PERS' initial budget for 2017 amounted to €889.961.200; the final appropriations at the year-end totalled € 896.440.640. The variance is explained by the following budget transfers:

Budget item	Variance	Comments
1200	-7.000.000	Mopping-up transfer no. 2
1202	-85.000	Mopping-up transfer no. 1
1220	-117.000	Mopping-up transfer no. 2
1400	-500.000 +50.000	Transfer P5 Transfer P10
1401	-470.000	Mopping-up transfer no. 1
1402	-180.000 -50.000 -400.000	Transfer P9 Transfer P10 Mopping-up transfer no. 1
1404-01	+350.000 +180.000	Transfer S Transfer P9
1404-03	+500.000 -250.000	Transfer P5 Mopping-up transfer no. 1
1610	-34.000	Mopping-up transfer no. 2
1630-01	-40.000	Mopping-up transfer no. 2
1630-02	-40.189	Mopping-up transfer no. 2
1630-03	-65.000 -115.000	Mopping-up transfer no. 1 Mopping-up transfer no. 2
1630-04	-5.200	Mopping-up transfer no. 1
1630-05	-25.000	Mopping-up transfer no. 2
1650	-100.000	Mopping-up transfer no. 1
1654-04	-500.000 -79.671	Mopping-up transfer no. 1 Mopping-up transfer no. 2
3000-01	+2.200.000 -550.000 -150.000 -540.000	Transfer C1 Transfer S29 Transfer S31 Mopping-up transfer no. 2
3000-02	+450.000 +150.000	Transfer S29 Transfer S31
3000-03	-160.000	Mopping-up transfer no. 2
3000-04	+100.000	Transfer S29
3042-06	-43.500	Mopping-up transfer no. 2
3220-06	-1.000	Mopping-up transfer no. 2
4220-02	+9.000.000 +3.000.000	Transfer S12, received from DG FINS Mopping-up transfer no. 1
4220-04	+1.000.000 +1.000.000	Transfer S26, received from DG FINS Mopping-up transfer no. 1
TOTAL	+ 6.479.440	

The final appropriations increased by 4% in comparison to the final budget in 2016. The overall increase in final appropriations is mainly due to the following factors:

Item 1400 - Other staff - Parliament's Secretariat and political groups

Due to a slight overestimation of the budget line (1%), a net surplus of €450.000 could be transferred.

Item 1404 - Graduate traineeships, grants and exchanges of officials

The expenditure on the sub-item 01 (graduate traineeships) was significantly higher than last year, since it was decided to abolish the unpaid traineeship and extend the scheme of paid graduate traineeships "Robert Schuman". In the second semester, more than 360 trainees received a grant.

The initial transfer on the sub-item 03 (staff movements between the Institution and the public sector) was requested as the number of seconded national experts had risen compared to last year. However, the initially foreseen number of new experts to be recruited was finally not requested by the DGs.

Item 3000 - Staff missions and duty travel

The transfers were required to cover the additional costs, mainly on the duty travel between the three working places, in particular following the update of the daily allowances and hotel ceilings at the end of 2016. At the year end, a more precise evaluation of the consumption resulted in the freeing of appropriations for the mopping-up transfer.

Item 4220 - Parliamentary assistance related expenses: accredited assistants

Considering the monthly payroll amounted to €9,4 million (2016: €8,95 million), a reinforcement of the item had to be requested. It was noted that the total number of staff increased following the granting of a 4th assistant per MEP and the according of higher pay grades to the assistants on average.

A further €2 million were needed to cover the assistants' training and missions, due to the fact that the budget appropriations may from this year on be carried forward to the next year. This implies that a number of missions, not yet regularised in 2016, had to be paid in 2017, while 2017 missions, not yet paid at the year end, will also have to be regularised using 2017 appropriations carried forward.

Further larger transfers related to the following items:

Item 1200 - Remuneration and allowances

Following the lower than estimated payrise at 1,5%, but while taking into account the costs of the promotions, appropriations amounting to €7 million were given to the second mopping-up transfer.

Item 1401 - Other staff - Security

A surplus of €470.000 was due to a slightly lower number of security staff with an overall lower average pay than initially estimated.

Item 1402 - Other staff - Drivers in the Parliament's Secretariat

The total surplus of €630.000 transferred resulted from the recruitment of the drivers having taken place during the year, while the initial estimate had assumed the presence from 1 January.

Item 1654 - Childcare facilities

The expenditure depends on the number of children enrolled. In addition, the use of assigned revenue from the parental contribution could be used to a larger extent to pay the contractors. This enabled a surplus of €579.671 to be given to the mopping-up transfer.

2.3.2. Final appropriations and appropriations committed

Final appropriations at 31 December 2017 amounted to €896.440.640, whereas the total commitments entered into amounted to €892.586.828, or 99,6% of the final appropriations (99,4% in 2016).

2.3.3. Appropriations committed and payments made

Commitments at 31 December 2017 totalled €892.586.828; payments amounted to €880.987.056, or 98,7% of all commitments entered into (98,8% in 2016).

2.3.4. Use of automatic and non-automatic carry-overs from 2016 to 2017

Automatic carryovers to the financial year 2017 totalled €10.206.850. At 31 December 2017 payments made amounted to €9.044.073, or 88,6% of carried-over appropriations of the Directorate-General (87.4% in 2016). The remaining percentage can be explained by invoices still not received or services not rendered.

2.3.5. Use of appropriations corresponding to assigned revenue

2.3.5.1 Situation with regard to specific expenditure appropriations / assigned revenue

Assigned revenue made available in 2017 amounted to €10.559.846; the utilisation rate was 76% (66% in 2016) and in line with previous years (2015:76%).

2.3.5.2 Situation with regard to specific expenditure appropriations / assigned revenue carried-over

The assigned revenue carried over from previous years totalled €3.403.481, with an utilisation rate of 100% (98% in 2016).

2.4. Results achieved

The objectives established for the Directorate-General for Personnel have very little impact on the use of budget appropriations, which is mainly affected by:

- the establishment plan of the Parliament as voted by the Budgetary Authorities;
- the regulatory framework in place, and in particular the Staff Regulations and the CEOS.

The indicator “time to deliver” was approved in July 2017 as the one-lead indicator for DG PERS. Targets and methods of data collection were refined during the second semester and a first assessment took place in November. The following results were obtained for the quarter covering September to November:

Procedures	Target	% of target achieved
Recruitment		
- fill a vacant post in the General Secretariat (officials and temporary staff, including transfers) : → from DG request to publish until person takes up post → specific metric for Unit: date of receipt in OTRU of recruitment request until signature of AA / AECE	80% of vacant posts to be filled within 180 calendar days 80% to be completed within 70 calendar days	100,0% 100,0%
- recruit a member of the contract staff (General Secretariat and Political Groups)	98% recruited within 6 weeks (from the date when the request was received by RACAPAS to the contract start date)	97,8%
- recruit an APA	98% recruited within 10 working days (from the date when the request was received by DG FINS to the contract start date)	Problems encountered with the appropriate definition of the indicator and the correct data to use will be resolved in 2018.
Talent selection		
- organise and complete an internal competition (from date of SG request)	Less than 18 months	81,8%
Professional training		
- follow up a request for tailor-made courses for the DGs	30 working days	16,0%
Administrative investigations and disciplinary services		
- prepare the final report after the last hearing (in an investigation)	20 working days (after last hearing) per hearing held	33,3%
Individual entitlements		
- average time to reply to colleagues; time of treating the file after receipt of all required documents	1 week	49,4%
Pensions		
- average time to establish the retirement entitlements after receipt of all documents required	95% of the files finalised at least 10 days before the start of the retirement	95,2%
Missions		
- average time of verification and reimbursement of the mission expenses declared	80% of mission expense declarations paid within 30 calendar days after receipt of a correct declaration	100,0%

Procedures	Target	% of target achieved
Medical Services		
- organise and conduct a medical exam preceding recruitment	5 working days between medical visit and delivery of signed "fit for work" certificate for all clients not needing additional examinations	99,5% ^[1]
Medical leave management		
- organize a medical control following a request	3 working days from the request to fixing an appointment with doctor	75,0%
Childcare facilities		
- admit a child of a staff member to crèche (in Brussels and Luxemburg)	within 10 working days following the decision of management committee or after a place becomes available	The exact calculation method, taking into account the cascade system of place offers, will be refined and the indicator will be presented in 2018.
Overall result taking into account the internal weighting		78,9%

The following activity indicators are also noteworthy:

- The Learning & Development Unit has significantly increased the number of participants by an additional 2.000 annual participants (2017: 22.640 against 20.838 in 2016). The quality of the training courses offered remains perceived as good, as the overall client satisfaction evaluation on administration, course content and trainer skills was 87% in 2017 (the target is at least at 80%).
- The number of officials recruited (by transfer or following a competition) has decreased to 175 in 2017 (2016: 232), while the number of temporary staff recruited for the Secretariat has increased from 54 in 2016 to 88 in 2017.
- The number of contract staff recruited increased to 332 (2016: 264) for the Secretariat, as well as for the political groups (117 recruitments, against 101 in 2016). The number of trainees recruited increased to 712 in 2017, against 638 in 2016. In 2017, 456 APAs were recruited (2016: 480).
- Requests for part-time work increased to 606, from 555 in 2016. Similarly, requests for parental leave (2017: 553; 2016: 493) and family leave (2017: 80; 2016: 33) both increased in 2017.
- The Individual Entitlements Unit noted an increase of its activity as the total number of entitlement procedures amounted to 14.685 (2016: 13.329).

^[1] The data was provided after the cut-off date for informing the Secretary-General on the results of the one-lead indicator and has therefore not been taken into account in the overall result.

- A slight decrease in the number of missions orders treated has been noted in 2017: 52.111 vs. 53.195 in 2016. A number of DGs rescheduled planned missions to the next year.

- A total number of 3.280 open pension files (2016: 3.100) were managed during 2017 by the Pensions and Social Insurance Unit. The modernisation of the IT tools has resulted in an improved efficiency in dealing with the transfer of pension rights.

With regard to the objectives of the DG, the following results have been achieved:

Objective 1: *Provide harmonious management, in the widest sense of the term, of the human resources at the disposal of the Secretariat in order to furnish the Members of the European Parliament with all the support necessary for the proper fulfilment of their mandate.*

- *Ensure appropriate human resources are available and assure the needs of the institution via ongoing analysis and by managing the actions in a proactive and anticipative manner (identification of needs, selection, recruitment, training, development, communication, ergonomics of the workplace).*

The main achievements are as follows:

- Support of corporate change management projects by the Learning & Development Unit (i.e. for the GIDOC project and for the Competency Framework of Middle Management);

- To support decisions on best matching the HR needs and resources, the Strategic HR Planning Unit provided a number of studies and analyses, e.g. the photography of services, as well as on the situation of certified staff and on middle management etc.

- The annual update of the 'EPSO order form', which analyses and presents the needs in terms of EPSO laureates, is jointly prepared by the Talent Selection Unit and the Strategic HR Planning Unit.

- *Provide effective, rapid and flexible administrative management, oriented towards the individual needs of staff while respecting the rules in force and budgetary availability.*

- In relation to the recruitment of officials and temporary agents, a paperless approach was introduced for requests for recruitment and changes to contractual conditions. For the recruitment of contract staff, procedures were also simplified by the possibility for candidates to provide scanned copies of documents needed for their recruitment.

- The Front Office initiated administrative cooperation with the Ville de Bruxelles, enabling staff to obtain a number of City's services and certificates from the Unit. The Commission and the Council have agreed to join the scheme, coordinated by the EP's Front Office.

- The Individual Entitlements Unit provided the post-recruitment administrative support, especially with regard to the internalisation of the security guards, the armed guards and the drivers.

- *Place the individual at the centre of human resources management and provide him/her with all necessary support by appropriate measures for career development, the reconciliation of professional and family life as well as social and medical measures.*
- The actions included the career guidance and counselling services (SCOP) offered by the Strategic HR Planning Unit, as well as the organisation, for the first time, of a Career Day in Brussels and Luxembourg.
- The Learning & Development Unit organised a Summer School, with a view to better serving the APA population.
- Cooperation with DG INLO continued on the extension of the Wayenberg crèche in Brussels, which will enable the works to start in early 2018. The surveys for all crèches managed show a satisfactory result with over 85% evaluations of “good” and “very good”.
- The Wellbeing Week in June 2017, organised for the third time by the Risk Prevention & Wellbeing at Work Unit, as well as the Nutrition Days provided information to staff on prevention measures.
- Following the decision on the direct management of the Sports Centre in Brussels, three coaches, three assistants at the welcome desk and a coordination assistant were recruited as contract staff. However, the centre was closed for renovation in July 2017, with a foreseen re-opening in early 2018.
- After the introduction of occasional teleworking, analysis tools have been put in place and a satisfaction survey was launched in order to assess the experience. The project *Structural Teleworking* aims at enlarging the teleworking policies.

Objective 2: *Continue the close collaboration with the Directorates-General and other entities of the Secretariat, in particular consolidating the cooperation with the Resource Directorates by strengthening the competencies in human resources management.*

A number of the steps have been undertaken, including:

- masterclass for the resource directors and DG PERS senior managers on the broader HR issues the EP is facing and on the interaction between the resource directorates and DG PERS;
- bilateral workshops with the DGs by the relevant DG PERS units, e.g. on the implementation of occasional teleworking, the new approach to recruitment requests as well as the new Sharepoint site opened for Political Group HR services, advice on analyses of competences for competition juries and selection boards;
- cooperation with all stakeholders in disciplinary and assistance files by the Administrative Inquiries and Discipline Procedures Service;
- in line with the wishes of DG INLO, the internalisation of the drivers’ service was completed during the year, with 94 out of 110 drivers being recruited by February 2017 and the remainder by September, due to the unavailability of some candidates;

Objective 3: *Continue the development of ex ante and ex post control and verification measures that will guarantee the best possible usage of the financial resources available to the Directorate General.*

For the first nine months of the year, a decentralised verification structure was in operation. As part of the re-organisation, a central Financial Resources Unit, consolidating the functions of financial initiation and ex ante financial verification, ex ante verification of a range of personnel decisions, ex post controls and checks on procurement procedures was created (see also point 3 below and annex 6).

Objective 4: *Develop an overall IT strategy in order to ensure a modernisation of the HR management systems and the optimisation of the services and processes so as to best support the organisational changes.*

An overall improvement of the IT systems comprised the introduction of new modules of the eRapnot application, as well as progress on the Apply4EP application for internal competitions and the AC PEOPLE and T-PEOPLE applications for the management of contract staff and trainees recruitment. This objective mainly concerns the projects *Integration of HR IT Systems* and *Streamline Replacement*.

Objective 5: *Monitor the development and the implementation of DG PERS' projects of the Parliamentary Project Portfolio and contribute to the implementation of the action plan "Equality & Diversity" 2014-2019.*

- *DG PERS project no. 1 Jean Monnet Academy* The project is expected to be finalised in 2018, as the key objectives of this training programme were determined during 2017 and consequently the call for tender for a training provider launched at the end of the year. Progress was made on defining the relevant competency framework.

- *DG PERS project no. 2 Papyrus* The tool replaced ScanDoss and was put in production mid-2017 with the upload of more than 25.000 documents. The recognition of QR codes was also introduced, enabling further automatic storage of merit point and promotion decisions.

- *DG PERS project no. 3 Early Support and Return to Work* In its planning phase, the project team identified the need for input from staff members and, with the consent of the Data Protection Officer, launched a survey among staff concerned.

- *DG PERS project no. 5 Physical Front-Office for APAs* As part of the re-organisation the Unit Relations with the Staff became the Unit Front Office and APAs, now managing the recruitment of the APAs. The work of transferring the contact point to Brussels necessitated a re-organisation of procedures, a plan for the transfer of resources and of knowledge between the units involved. This also includes the presence of staff from the Missions Unit, dealing with the APAs' missions. This new structure will become operational in February 2018.

- *DG PERS project no. 6 New Missions Informatics Tool* The first phase of the project, concerning the development of a paperless workflow with electronic signature for the mission expense declaration started in July 2017 and should be finalised by the end of 2018.

- *DG PERS project no. 7 Integration of HR IT Systems* The rationalisation of the existing IT applications and HR processes progressed with the new modules in

eRAPNOT, the enhancement of the dissemination of HR data to other systems, i.e. MISS and PAPYRUS, the conception of a net transversal workflow tool for operational units to assist on the assignment and follow-up of files (iHRMS) and further harmonisation of some departmental applications developed in MS Access.

- *DG PERS project no. 8 Accelerate Recruitment Speed (phases 1+2)* Phase 1 was completed with the rollout to all DGs of a new, more efficient tool for managing and recording the outcome of selection process and the move to a paperless workflow. In phase 2 the concept for a new recruitment application and the development of the functional specifications for a modernised eCV tool are envisaged.

- *DG PERS project no. 9 Mobility Policy* The project is awaiting further implementation of the AST mobility project (PERS no. 17).

- *DG PERS project no. 10 Learn.MEP* The Learn.MEP online catalogue was launched in January 2017. The concept of a 3-module approach was approved by the Bureau. The range of courses will be extended in the coming year.

- *DG PERS project no. 11 EPSO Recast* The current selection process was analysed and a policy for further development was presented, including the identification of the IT software (Apply4EP).

- *DG PERS project no. 12 Pre-Recruitment* The feasibility study and recommendations in relation to scenarios for a future pre-recruitment system were finalised. Following feedback, the study is to be updated, to take account of the competences that are most sought after among new AD recruits.

- *DG PERS project no. 13 Contract Agent Strategy* The Secretary-General took the decision to move to a 1-2-3 year model of contract for Art. 3b contract staff. The project team's work continues on an analysis of issues and the formulation of a strategy, including policy recommendations.

- *DG PERS project no. 14 Upgrade AST to AD Posts* All DGs' HR services have been consulted regarding the potential to / their plans to upgrade AST to AD posts in the coming years.

- *DG PERS project no. 15 Risk-based Internal Control Framework* In its planning phase, key transversal procedures, the current status of the internal control framework within the various units (pre-reorganisation), the resources involved and the risks perceived were identified.

- *DG PERS project no. 16 Streamline Replacement* The identification of needs already done in the context of the SYSPERS II migration plan was used for a road map on the development of a state-of-art HR application, encompassing paperless workflows, new self-services features and a new "user experience". 20 releases were produced during the year, including also the new look & feel interfaces.

- *DG PERS project no. 17 AST Mobility* After an analytical phase, amendments proposed to the current bureau decision on mobility were sent for opinion to the Legal Service, the Staff Committee, the EP Data Protection Supervisor and the Committee on Equality of Opportunity between Men and Women and Diversity (COPEC). Proposals put forward have been considered and some integrated in an updated draft. The revised rules were adopted by the Bureau in January 2018.

- *DG PERS project no. 18 Conflict Prevention and Resolution* In its planning phase, research on best practices and benchmarking with other institutions has been

undertaken. Reflections on the issue of sexual harassment in the EP have also been taken into account.

- *DG PERS project no. 19 Enhanced Gender Policy* The implementation of the “Roadmap 2017 to 2019 on Gender Equality in the EP” progressed as foreseen, including, for example, notes on the time band for administrative meetings, the procedures for the appointment of Heads of Unit and a workshop on gender-sensitive drafting of vacancy notices.

- *DG PERS project no. 20 Structural Teleworking* The project team, steering committee and project plan was established in the last quarter of 2017, with the kick-off meeting held in December.

3. EVALUATION AND EFFICIENCY OF INTERNAL CONTROLS, INCLUDING AN OVERALL ASSESSMENT OF THE CONTROLS’ COST-EFFECTIVENESS (ART. 66.9 FR)

With regard to the implementation of DG PERS’ internal control framework, the reviews of the directorates were analysed and summarised on DG level (see annex 8).

For the first nine months of the year, a de-centralised control structure was in place, with four services in charge of their own financial ex ante verification: Professional Training, Pensions and Social Insurance, Relations with Personnel and the Social Services. The latter also managed the financial transactions of the medical services. The Financial Resources and Controls Unit (GREFCO) provided the ex-ante verification for Missions, Individual Entitlements and Payroll, both recruitment units, Competitions and Selection Procedures and the IT Unit.

On 1 October, the new Financial Resources Unit became operational, providing a centralised structure for the financial initiation and ex ante verification, comprising seven financial initiators and six financial ex ante verifiers at the year end, as well as two ex ante verifiers for personnel decisions.

Their activities during the year included (Finord statistics):

Transaction	2016	2017
Commitment proposals of expenditure	522	351
Liquidation of commitment of expenses	44	32
Payment or regularisation order	3.905	4.316
Recovery order	1.081	963
Treasury operations (both on receipts and payments)	2.794	2.473

On these transactions, covering payments of over €890 million, the ex ante verifiers emitted six unfavourable opinions (see annex 3). In addition, around 30 observations (mainly recorded by the old GREFCO unit) were communicated to the authorising officers by delegation, mostly covering errors in calculations and indexation as well as issues relating to the supporting documents. Considering that the four verification cells were not operating in a harmonised way, an overall evaluation for the DG is less practical.

Furthermore, an ex ante verification of individual entitlements on entry into service or status change is in operation. This team comprises two verifiers. These checks comprised 1.282 files and resulted in 175 observations, mainly concerning lack of supporting documents and interpretation of underlying rules.

In addition, the underlying decisions are subject to further operational controls in the various units. Regarded as a best practice, for example, the Missions Unit operates a refined scheme of risk-based and random sample controls, with a detailed analysis of the errors incurred. This second check of ca. 10% of the declarations before passing for payment revealed in 2017 an error rate of 6,8 % (2016: 9.4%) within the sample of high-risk items and of 3,6 % (2016: 7,0 %) within the random sample of expense declarations. Errors may have a financial impact, but also include missing supporting documents or steps within the workflow.

While the two Recruitment Units and the Pension Unit operate an ex ante review of the personnel decisions by a designated verifier within the team, the Payroll Unit implements the 4-eye principle for each decision encoded into the pay application NAP. In addition, an administrator performs reconciliations and consistency checks.

In addition, the overall internal control framework was further improved by closing six of the eleven open audit actions, agreed with the Internal Auditor. These mainly concerned the recruitment process of officials and temporary agents. For one action, the residual risk was considered acceptable by DG PERS.

All controls are established to meet the control objectives and the proportion of overall cost of control over total expenditure is taken to be cost-effective. Hence, the efficiency of controls is assessed to be adequate with transparent and documented procedures. The pooling of resources within the centralised verification unit is expected to support a harmonised approach and bring further efficiency gains.

4. CONCLUSION

As indicated before, DG Personnel faces a number of challenges which it meets in the most efficient way possible. Nevertheless, the overall situation of the DG is affected by the combination of the following factors:

- the relative stable level of human resources within the Directorate General;
- the high number of client population to be managed as well as its heterogeneity arising from the diversity of recruitment profiles (security guards, drivers etc.) and its turnover (contract staff, APAs);
- the additional workload within all directorates on the 19 PPP projects, most with an IT element which is managed by a reduced team of officials of the IT Unit
- a need for refining responsibilities and processes after the re-organisation and a required stabilisation period.

The successful achievement of the specific objectives and the general mission of the Directorate-General for Personnel depends on the further development of these factors.

5. DECLARATION BY THE AUTHORISING OFFICER BY DELEGATION

I, the undersigned, Kristian KNUDSEN, Director-General (acting) of DG PERS hereby declare, in my capacity as authorising officer by delegation, that I have reasonable assurance that:

- a) the information contained in the report presents a true and fair view;
- b) the resources assigned to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management;
- c) the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of self-assessment, internal controls and remarks by the Internal Audit Service, as well as the lessons learned from the reports of the Court of Auditors for financial years prior to that for which this declaration is being made.

I also confirm that I am not aware of any fact not set down herein that could be prejudicial to the interests of the Institution.

Done at Luxembourg, on 31 January 2018



Kristian Knudsen

6. ANNEXES

6.1. 2017 Budget implementation statement

6.1.1. Current appropriations

6.1.2. Automatic carry-overs

6.1.3. Non-automatic carry-overs (nature 6) - N/A

6.1.4. Specific expenditure appropriations / assigned revenue (nature 7)

6.1.5. Specific expenditure appropriations / assigned revenue carried-over (nature 5)

6.1.6. Specific expenditure commitments / assigned revenue carried-over (nature 5)

6.1.7. Own revenue (nature 8)

6.1.8. Specific expenditure appropriations /assigned revenue (nature 9)- N/A

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01. . .	DEPENSES CONCERNANT LES PERSONNES LIEES A L' INSTI TUTI ON									
012. .	FONCTI ONNAI RES ET AGENTS TEMPORAI RES									
0120.	REMUNERATION ET AUTRES DROITS									
01200	REMUNERATIONS ET INDEMNIT ĒS									
01200-00	REMUNERATI ONS ET INDEMNIT ĒS	645. 973. 700, 00	7. 000. 000, 00-	638. 973. 700, 00	637. 428. 655, 80	99, 76	637. 428. 655, 80	0, 00	1. 545. 044, 20	
	Total Sous-poste 01200-00	645. 973. 700, 00	7. 000. 000, 00-	638. 973. 700, 00	637. 428. 655, 80	99, 76	637. 428. 655, 80	0, 00	1. 545. 044, 20	
01202	HEURES SUPPLEMENTAI RES REMUNEREES									
01202-00	HEURES SUPPLEMENTAI RES REMUNEREES	135. 000, 00	85. 000, 00-	50. 000, 00	50. 000, 00	100, 00	36. 896, 83	13. 103, 17	0, 00	
	Total Sous-poste 01202-00	135. 000, 00	85. 000, 00-	50. 000, 00	50. 000, 00	100, 00	36. 896, 83	13. 103, 17	0, 00	
01204	DROITS LI ĒS A LA PRI SE DE FONCTI ONS, MUTATI ON, CESSATI ON DE FONCTI ONS									
01204-00	DROITS LI ĒS A LA PRI SE DE FONCTI ONS, MUTATI ON, CESSATI ON DE FONCTI ONS	2. 950. 000, 00	0, 00	2. 950. 000, 00	2. 950. 000, 00	100, 00	2. 495. 571, 95	454. 428, 05	0, 00	
	Total Sous-poste 01204-00	2. 950. 000, 00	0, 00	2. 950. 000, 00	2. 950. 000, 00	100, 00	2. 495. 571, 95	454. 428, 05	0, 00	
	Total Article 0120.	649. 058. 700, 00	7. 085. 000, 00-	641. 973. 700, 00	640. 428. 655, 80	99, 76	639. 961. 124, 58	467. 531, 22	1. 545. 044, 20	
0122.	INDEMNIT ĒS APRES CESSATI ON ANTICI PEE DE FONCTI ON									
01220	INDEMNIT ĒS EN CAS DE RETRAIT D' EMPLOI ET CONGES DANS L' INTERET DU SERVICE									
01220-00	INDEMNIT ĒS EN CAS DE RETRAIT D' EMPLOI ET CONGES DANS L' INTERET DU SERVICE	1. 155. 000, 00	117. 000, 00-	1. 038. 000, 00	944. 791, 98	91, 02	944. 791, 98	0, 00	93. 208, 02	
	Total Sous-poste 01220-00	1. 155. 000, 00	117. 000, 00-	1. 038. 000, 00	944. 791, 98	91, 02	944. 791, 98	0, 00	93. 208, 02	
	Total Chapi tre 012. .	650. 213. 700, 00	7. 202. 000, 00-	643. 011. 700, 00	641. 373. 447, 78	99, 75	640. 905. 916, 56	467. 531, 22	1. 638. 252, 22	
014. .	AUTRES PERSONNELS ET PRESTATIONS EXTERNES									
0140.	AUTRES AGENTS ET PERSONNES EXTERNES									
01400	AUTRES AGENTS - SECRETARI AT GENERAL ET GROUPES POLI TI QUES									
01400-00	AUTRES AGENTS - SECRETARI AT GENERAL ET GROUPES POLI TI QUES	44. 392. 000, 00	450. 000, 00-	43. 942. 000, 00	43. 861. 462, 94	99, 82	43. 861. 462, 94	0, 00	80. 537, 06	
	Total Sous-poste 01400-00	44. 392. 000, 00	450. 000, 00-	43. 942. 000, 00	43. 861. 462, 94	99, 82	43. 861. 462, 94	0, 00	80. 537, 06	
01401	AUTRES AGENTS Ā" S ĀCURI T Ā									
01401-00	AUTRES AGENTS Ā" S ĀCURI T Ā	25. 233. 000, 00	470. 000, 00-	24. 763. 000, 00	24. 692. 009, 18	99, 71	24. 692. 009, 18	0, 00	70. 990, 82	
	Total Sous-poste 01401-00	25. 233. 000, 00	470. 000, 00-	24. 763. 000, 00	24. 692. 009, 18	99, 71	24. 692. 009, 18	0, 00	70. 990, 82	
01402	AUTRES AGENTS Ā" CHAUFFEURS AU SECRETARI AT GENERAL									
01402-00	AUTRES AGENTS Ā" CHAUFFEURS AU SECRETARI AT GENERAL	6. 169. 000, 00	630. 000, 00-	5. 539. 000, 00	5. 459. 043, 14	98, 56	5. 459. 043, 14	0, 00	79. 956, 86	
	Total Sous-poste 01402-00	6. 169. 000, 00	630. 000, 00-	5. 539. 000, 00	5. 459. 043, 14	98, 56	5. 459. 043, 14	0, 00	79. 956, 86	
01404	STAGES , SUBVENTI ONS ET ECHANGES DE FONCTI ONNAI RES									
01404-01	STAGES POUR DI PLOMES ET STAGES DE FORMATI ON (AUTRES QUE DE TRADUCTEURS); VISI TES D' ETUDES NON INDEMNIT ĒES	3. 735. 000, 00	530. 000, 00	4. 265. 000, 00	4. 265. 000, 00	100, 00	4. 171. 325, 76	93. 674, 24	0, 00	

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01404-03	Total Sous-poste 01404-01	3. 735. 000, 00	530. 000, 00	4. 265. 000, 00	4. 265. 000, 00	100, 00	4. 171. 325, 76	93. 674, 24	0, 00	
	MISE A DI SPOSITION DE PERSONNEL PAR L' INSTI TUTION ET PAR LE SECTEUR PUBLIC; VISI TES D' ETUDES INDEMNISEES									
	Total Sous-poste 01404-03	1. 657. 000, 00	250. 000, 00	1. 907. 000, 00	1. 638. 443, 80	85, 92	1. 638. 443, 80	0, 00	268. 556, 20	
	Total Poste 01404	5. 392. 000, 00	780. 000, 00	6. 172. 000, 00	5. 903. 443, 80	95, 65	5. 809. 769, 56	93. 674, 24	268. 556, 20	
	Total Article 0140.	81. 186. 000, 00	770. 000, 00-	80. 416. 000, 00	79. 915. 959, 06	99, 38	79. 822. 284, 82	93. 674, 24	500. 040, 94	
016. .	AUTRES DEPENSES CONCERNANT LES PERSONNES LIEES A L' INSTI TUTION									
0161.	DEPENSES LIEES A LA GESTION DU PERSONNEL									
01610	FRAIS DE RECRUTEMENT									
01610-00	FRAIS DE RECRUTEMENT	214. 000, 00	34. 000, 00-	180. 000, 00	180. 000, 00	100, 00	72. 603, 62	107. 396, 38	0, 00	
	Total Sous-poste 01610-00	214. 000, 00	34. 000, 00-	180. 000, 00	180. 000, 00	100, 00	72. 603, 62	107. 396, 38	0, 00	
01612	PERFECTIONNEMENT PROFESSI ONNEL									
01612-01	PERFECTIONNEMENT PROFESSI ONNEL									
	Total Sous-poste 01612-01	5. 100. 000, 00	0, 00	5. 100. 000, 00	4. 811. 943, 76	94, 35	2. 488. 630, 64	2. 323. 313, 12	288. 056, 24	
01612-03	PERFECTIONNEMENT PROFESSI ONNEL �� SECURI TE	330. 000, 00	0, 00	330. 000, 00	238. 114, 42	72, 16	210. 514, 48	27. 599, 94	91. 885, 58	
	Total Sous-poste 01612-03	330. 000, 00	0, 00	330. 000, 00	238. 114, 42	72, 16	210. 514, 48	27. 599, 94	91. 885, 58	
	Total Poste 01612	5. 430. 000, 00	0, 00	5. 430. 000, 00	5. 050. 058, 18	93, 00	2. 699. 145, 12	2. 350. 913, 06	379. 941, 82	
	Total Article 0161.	5. 644. 000, 00	34. 000, 00-	5. 610. 000, 00	5. 230. 058, 18	93, 23	2. 771. 748, 74	2. 458. 309, 44	379. 941, 82	
0163.	INTERVENTIONS EN FAVEUR DU PERSONNEL DE L' INSTI TUTION									
01630	SERVICE SOCIAL									
01630-01	AIDE COMPLEMENTAIRE AUX HANDI CAPES FRAIS NON REMBOURSES PAR LE REGIME COMMUN D' ASSURANCE-MALADIE ET AUTRES INTERVENTIONS SPECI FIQUES	385. 000, 00	40. 000, 00-	345. 000, 00	345. 000, 00	100, 00	222. 278, 67	122. 721, 33	0, 00	
	Total Sous-poste 01630-01	385. 000, 00	40. 000, 00-	345. 000, 00	345. 000, 00	100, 00	222. 278, 67	122. 721, 33	0, 00	
01630-02	SECOURS EXTRAORDI NAI RES	70. 000, 00	40. 189, 00-	29. 811, 00	29. 810, 67	100, 00	29. 810, 67	0, 00	0, 33	
	Total Sous-poste 01630-02	70. 000, 00	40. 189, 00-	29. 811, 00	29. 810, 67	100, 00	29. 810, 67	0, 00	0, 33	
01630-03	INTERVENTI ONS SOCI ALES	251. 000, 00	180. 000, 00-	71. 000, 00	71. 000, 00	100, 00	53. 043, 90	17. 956, 10	0, 00	
	Total Sous-poste 01630-03	251. 000, 00	180. 000, 00-	71. 000, 00	71. 000, 00	100, 00	53. 043, 90	17. 956, 10	0, 00	
01630-04	RELATI ONS AVEC LE PERSONNEL	37. 000, 00	5. 200, 00-	31. 800, 00	31. 394, 32	98, 72	9. 168, 36	22. 225, 96	405, 68	
	Total Sous-poste 01630-04	37. 000, 00	5. 200, 00-	31. 800, 00	31. 394, 32	98, 72	9. 168, 36	22. 225, 96	405, 68	
01630-05	MESURES SPECI FIQUES RELATI VES A L' AMENAGEMENT RAI SONNABLE POUR DES PERSONNES PRESENTANT UN HANDI CAP	25. 000, 00	25. 000, 00-	0, 00	0, 00	0, 00	0, 00	0, 00	0, 00	
	Total Sous-poste 01630-05	25. 000, 00	25. 000, 00-	0, 00	0, 00	100, 00	0, 00	0, 00	0, 00	
	Total Poste 01630	768. 000, 00	290. 389, 00-	477. 611, 00	477. 204, 99	99, 91	314. 301, 60	162. 903, 39	406, 01	
01632	RELATI ONS SOCI ALES ENTRE LES MEMBRES DU PERSONNEL ET AUTRES INTERVENTI ONS SOCI ALES									

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01632-00	RELATIONS SOCIALES ENTRE LES MEMBRES DU PERSONNEL ET AUTRES INTERVENTIONS SOCIALES	230. 000, 00	0, 00	230. 000, 00	230. 000, 00	100, 00	201. 389, 00	28. 611, 00	0, 00
	Total Sous-poste 01632-00	230. 000, 00	0, 00	230. 000, 00	230. 000, 00	100, 00	201. 389, 00	28. 611, 00	0, 00
	Total Article 0163.	998. 000, 00	290. 389, 00-	707. 611, 00	707. 204, 99	99, 94	515. 690, 60	191. 514, 39	406, 01
0165.	ACTIVITES CONCERNANT L' ENSEMBLE DES PERSONNES LIEES A L' INSTITUTEION								
01650	SERVICE MEDICAL								
01650-00	SERVICE MEDICAL	1. 275. 000, 00	100. 000, 00-	1. 175. 000, 00	1. 087. 796, 26	92, 58	699. 848, 88	387. 947, 38	87. 203, 74
	Total Sous-poste 01650-00	1. 275. 000, 00	100. 000, 00-	1. 175. 000, 00	1. 087. 796, 26	92, 58	699. 848, 88	387. 947, 38	87. 203, 74
01654	STRUCTURES DE GARDE D' ENFANTS								
01654-01	BRU-STRUCTURES DE GARDE D' ENFANTS GESTION EXTERNE DE LA CRECHE ET DE LA SALLE FAMILIALE DE L' INSTITUTEION AINSI QUE DES CRECHES CONVENTIONNEES	3. 500. 000, 00	0, 00	3. 500. 000, 00	3. 499. 302, 85	99, 98	3. 159. 129, 30	340. 173, 55	697, 15
	Total Sous-poste 01654-01	3. 500. 000, 00	0, 00	3. 500. 000, 00	3. 499. 302, 85	99, 98	3. 159. 129, 30	340. 173, 55	697, 15
01654-02	BRU-STRUCTURES DE GARDE D' ENFANTS QUOTE-PART DE L' INSTITUTEION AU CENTRE DE LA PETITE ENFANCE GERE PAR LA COMMISSION EUROPEENNE	950. 000, 00	0, 00	950. 000, 00	950. 000, 00	100, 00	950. 000, 00	0, 00	0, 00
	Total Sous-poste 01654-02	950. 000, 00	0, 00	950. 000, 00	950. 000, 00	100, 00	950. 000, 00	0, 00	0, 00
01654-03	STR-STRUCTURES DE GARDE D' ENFANTS FONCTIONNEMENT DE LA SALLE FAMILIALE DE L' INSTITUTEION	12. 500, 00	0, 00	12. 500, 00	12. 500, 00	100, 00	8. 747, 52	3. 752, 48	0, 00
	Total Sous-poste 01654-03	12. 500, 00	0, 00	12. 500, 00	12. 500, 00	100, 00	8. 747, 52	3. 752, 48	0, 00
01654-04	LUX-STRUCTURES DE GARDE D' ENFANTS QUOTE-PART DE L' INSTITUTEION AU CENTRE POLYVALENT DE L' ENFANCE GERE PAR LA COMMISSION EUROPEENNE ET LE PARLEMENT EUROPEEN AINSI QU' AUX CRECHES CONVENTI ONNEES	2. 700. 000, 00	579. 671, 00-	2. 120. 329, 00	2. 112. 796, 27	99, 64	2. 076. 071, 70	36. 724, 57	7. 532, 73
	Total Sous-poste 01654-04	2. 700. 000, 00	579. 671, 00-	2. 120. 329, 00	2. 112. 796, 27	99, 64	2. 076. 071, 70	36. 724, 57	7. 532, 73
	Total Poste 01654	7. 162. 500, 00	579. 671, 00-	6. 582. 829, 00	6. 574. 599, 12	99, 87	6. 193. 948, 52	380. 650, 60	8. 229, 88
01655	CONTRIBUTION DU PARLEMENT EUROPEEN AUX ECOLES EUROPEENNES ACCREDITEES (DE TYPE 2)								
01655-00	CONTRIBUTION DU PARLEMENT EUROPEEN AUX ECOLES EUROPEENNES ACCREDITEES (DE TYPE 2)	295. 000, 00	0, 00	295. 000, 00	295. 000, 00	100, 00	295. 000, 00	0, 00	0, 00
	Total Sous-poste 01655-00	295. 000, 00	0, 00	295. 000, 00	295. 000, 00	100, 00	295. 000, 00	0, 00	0, 00
	Total Article 0165.	8. 732. 500, 00	679. 671, 00-	8. 052. 829, 00	7. 957. 395, 38	98, 81	7. 188. 797, 40	768. 597, 98	95. 433, 62
	Total Chapitre 016. .	15. 374. 500, 00	1. 004. 060, 00-	14. 370. 440, 00	13. 894. 658, 55	96, 69	10. 476. 236, 74	3. 418. 421, 81	475. 781, 45
	Total Titre 01. . .	746. 774. 200, 00	8. 976. 060, 00-	737. 798. 140, 00	735. 184. 065, 39	99, 65	731. 204. 438, 12	3. 979. 627, 27	2. 614. 074, 61

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des des Engag. E. C.	Crédits Disponibles
02...	IMMEUBLES, MOBILIER, EQUIPEMENT ET DEPENSES DIVERSES DE FONCTIONNEMENT								
021...	INFORMATIQUE, EQUIPEMENT ET MOBILIER								
0210.	INFORMATIQUE ET TELECOMMUNICATIONS								
02103	INFORMATIQUE ET TELECOMMUNICATIONS - ACTIVITES RECURRENTES DE GESTION DES APPLICATIONS TIC								
02103-16	INFORMATIQUE ET TELECOMMUNICATIONS ACTIVITES RECURRENTES DE GESTION DES APPLICATIONS TIC: APPLICATIONS POUR LA GESTION DES RESSOURCES HUMAINES	2.275.000,00	0,00	2.275.000,00	2.274.998,48	100,00	1.407.961,03	867.037,45	1,52
	Total Sous-poste 02103-16	2.275.000,00	0,00	2.275.000,00	2.274.998,48	100,00	1.407.961,03	867.037,45	1,52
02105	INFORMATIQUE ET TELECOMMUNICATIONS INVESTISSEMENTS EN PROJETS								
02105-16	INVESTISSEMENTS EN PROJETS - PERS PROJETS IT DECENTRALISES	1.421.000,00	0,00	1.421.000,00	1.421.000,00	100,00	693.784,49	727.215,51	0,00
	Total Sous-poste 02105-16	1.421.000,00	0,00	1.421.000,00	1.421.000,00	100,00	693.784,49	727.215,51	0,00
	Total Article 0210.	3.696.000,00	0,00	3.696.000,00	3.695.998,48	100,00	2.101.745,52	1.594.252,96	1,52
0214.									
02140	MATERIEL ET INSTALLATIONS TECHNIQUES								
02140-12	MATERIEL ET INSTALLATIONS TECHNIQUES: CENTRES SPORTIFS ET AUTRE MATERIEL ET EQUIPEMENT POUR LA DG PERS	100.000,00	0,00	100.000,00	100.000,00	100,00	16.015,84	83.984,16	0,00
	Total Sous-poste 02140-12	100.000,00	0,00	100.000,00	100.000,00	100,00	16.015,84	83.984,16	0,00
	Total Chapitre 021...	3.796.000,00	0,00	3.796.000,00	3.795.998,48	100,00	2.117.761,36	1.678.237,12	1,52
	Total Titre 02...	3.796.000,00	0,00	3.796.000,00	3.795.998,48	100,00	2.117.761,36	1.678.237,12	1,52

DG PERS		Situati on des Crédits courants				Exercice: 2017 (en EUR)			
		Edité le 12/01/2018 à 10:07							
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Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des des Engag. E. C.	Crédits Disponibles
03...	DEPENSES RESULTANT DE L'EXERCICE PAR L'INSTITUTION DE SES MISSIONS GENERALES								
030...	REUNIONS ET CONFERENCES								
0300.	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL								
03000	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL								
03000-01	MISSIONS ENTRE LES TROIS LIEUX DE TRAVAIL	19.260.000,00	960.000,00	20.220.000,00	19.900.000,00	98,42	17.242.496,99	2.657.503,01	320.000,00
	Total Sous-poste 03000-01	19.260.000,00	960.000,00	20.220.000,00	19.900.000,00	98,42	17.242.496,99	2.657.503,01	320.000,00
03000-02	MISSION HORS DES TROIS LIEUX DE TRAVAIL	3.950.000,00	600.000,00	4.550.000,00	4.550.000,00	100,00	3.380.818,91	1.169.181,09	0,00
	Total Sous-poste 03000-02	3.950.000,00	600.000,00	4.550.000,00	4.550.000,00	100,00	3.380.818,91	1.169.181,09	0,00
03000-03	MISSIONS PERFECTIONNEMENT PROFESSIONNEL	1.560.000,00	160.000,00-	1.400.000,00	1.299.999,95	92,86	1.000.148,95	299.851,00	100.000,05
	Total Sous-poste 03000-03	1.560.000,00	160.000,00-	1.400.000,00	1.299.999,95	92,86	1.000.148,95	299.851,00	100.000,05
03000-04	MISSIONS STAGIAIRES	600.000,00	100.000,00	700.000,00	700.000,00	100,00	572.221,98	127.778,02	0,00
	Total Sous-poste 03000-04	600.000,00	100.000,00	700.000,00	700.000,00	100,00	572.221,98	127.778,02	0,00
	Total Poste 03000	25.370.000,00	1.500.000,00	26.870.000,00	26.449.999,95	98,44	22.195.686,83	4.254.313,12	420.000,05
0304.	FRAIS DIVERS DE REUNIONS								
03042	REUNIONS, CONGRES ET CONFERENCES								
03042-06	REUNIONS, CONGRES ET CONFERENCES LAISSEZ-PASSER COMMUNAUTAIRES	105.000,00	43.500,00-	61.500,00	61.500,00	100,00	61.203,38	296,62	0,00
	Total Sous-poste 03042-06	105.000,00	43.500,00-	61.500,00	61.500,00	100,00	61.203,38	296,62	0,00
	Total Chapitre 030...	25.475.000,00	1.456.500,00	26.931.500,00	26.511.499,95	98,44	22.256.890,21	4.254.609,74	420.000,05
032...	EXPERTISE ET INFORMATION : ACQUISITION , ARCHIVAGE , PRODUCTION ET DIFFUSION								
0322.	DEPENSES DE DOCUMENTATION								
03220	DEPENSES DE DOCUMENTATION								
03220-06	DEPENSES DE DOCUMENTATION: LIVRES, SOUSCRIPTIONS, JOURNAUX, PÉRIODIQUES ET PRODUITS MATHÉMATIQUES POUR LA DG PERSONNEL	5.000,00	1.000,00-	4.000,00	4.000,00	100,00	2.323,38	1.676,62	0,00
	Total Sous-poste 03220-06	5.000,00	1.000,00-	4.000,00	4.000,00	100,00	2.323,38	1.676,62	0,00
	Total Titre 03...	25.480.000,00	1.455.500,00	26.935.500,00	26.515.499,95	98,44	22.259.213,59	4.256.286,36	420.000,05

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des des Engag. E. C.	Crédits Disponibles
04...	DEPENSES RESULTANT DE L'EXERCICE PAR L'INSTITUTION DE MISSIONS SPECIFIQUES								
042...	DEPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE								
0422.	DEPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE								
04220	DEPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE								
04220-02	REMUNERATIONS ET INDEMNITES DES ASSISTANTS ACCREDITES - STATUT	103.801.000,00	12.000.000,00	115.801.000,00	114.981.264,33	99,29	114.981.264,33	0,00	819.735,67
	Total Sous-poste 04220-02	103.801.000,00	12.000.000,00	115.801.000,00	114.981.264,33	99,29	114.981.264,33	0,00	819.735,67
04220-04	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL ET COURS EXTERNES DES ASSISTANTS ACCREDITES - STATUT								
	Total Sous-poste 04220-04	10.110.000,00	2.000.000,00	12.110.000,00	12.110.000,00	100,00	10.424.378,83	1.685.621,17	0,00
	Total Poste 04220	113.911.000,00	14.000.000,00	127.911.000,00	127.091.264,33	99,36	125.405.643,16	1.685.621,17	819.735,67
	Total Titre 04...	113.911.000,00	14.000.000,00	127.911.000,00	127.091.264,33	99,36	125.405.643,16	1.685.621,17	819.735,67
	Total Général	889.961.200,00	6.479.440,00	896.440.640,00	892.586.828,15	99,57	880.987.056,23	11.599.771,92	3.853.811,85

Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste à payer	Reliquat de Conversion
01...	DEPENSES CONCERNANT LES PERSONNES LIÉES A L'INSTITUTION							
012...	FONCTIONNAIRES ET AGENTS TEMPORAIRES							
0120.	REMUNERATION ET AUTRES DROITS							
01202	HEURES SUPPLEMENTAIRES REMUNEREES							
01202-00	HEURES SUPPLEMENTAIRES REMUNEREES	14.957,45	14.957,45	14.957,45	14.957,45	*****	0,00	0,00
	Total Sous-poste 01202-00	14.957,45	14.957,45	14.957,45	14.957,45	*****	0,00	0,00
01204	DROITS LIÉS A LA PRISE DE FONCTIONS, MUTATION, CESSATION DE FONCTIONS							
01204-00	DROITS LIÉS A LA PRISE DE FONCTIONS, MUTATION, CESSATION DE FONCTIONS	216.634,61	216.634,61	216.634,61	216.634,61	*****	0,00	0,00
	Total Sous-poste 01204-00	216.634,61	216.634,61	216.634,61	216.634,61	*****	0,00	0,00
	Total Article 0120.	231.592,06	231.592,06	231.592,06	231.592,06	*****	0,00	0,00
014...	AUTRES PERSONNELS ET PRESTATIONS EXTERNES							
0140.	AUTRES AGENTS ET PERSONNES EXTERNES							
01404	STAGES, SUBVENTIONS ET ECHANGES DE FONCTIONNAIRES							
01404-01	STAGES POUR DIPLOMES ET STAGES DE FORMATION (AUTRES QUE DE TRADUCTEURS); VISITES D'ETUDES NON INDEMNISEES	154.335,38	154.335,38	154.335,38	137.674,11	89,20	16.661,27	0,00
	Total Sous-poste 01404-01	154.335,38	154.335,38	154.335,38	137.674,11	89,20	16.661,27	0,00
016...	AUTRES DEPENSES CONCERNANT LES PERSONNES LIÉES A L'INSTITUTION							
0161.	DEPENSES LIÉES A LA GESTION DU PERSONNEL							
01610	FRAIS DE RECRUTEMENT							
01610-00	FRAIS DE RECRUTEMENT	65.945,02	65.945,02	65.945,02	49.653,37	75,30	16.291,65	0,00
	Total Sous-poste 01610-00	65.945,02	65.945,02	65.945,02	49.653,37	75,30	16.291,65	0,00
01612	PERFECTIONNEMENT PROFESSIONNEL							
01612-01	PERFECTIONNEMENT PROFESSIONNEL							
	Total Sous-poste 01612-01	2.497.499,04	2.497.499,04	2.497.499,04	2.229.042,99	89,25	268.456,05	0,00
01612-03	PERFECTIONNEMENT PROFESSIONNEL 6° SECURITE	173.555,26	173.555,26	173.555,26	143.159,30	82,49	30.395,96	0,00
	Total Sous-poste 01612-03	173.555,26	173.555,26	173.555,26	143.159,30	82,49	30.395,96	0,00
	Total Poste 01612	2.671.054,30	2.671.054,30	2.671.054,30	2.372.202,29	88,81	298.852,01	0,00
	Total Article 0161.	2.736.999,32	2.736.999,32	2.736.999,32	2.421.855,66	88,49	315.143,66	0,00
0163.	INTERVENTIONS EN FAVEUR DU PERSONNEL DE L'INSTITUTION							
01630	SERVICE SOCIAL							
01630-01	AIDE COMPLEMENTAIRE AUX HANDICAPES FRAIS NON REMBOURSES PAR LE REGIME COMMUN D'ASSURANCE-MALADIE ET AUTRES INTERVENTIONS SPECIFIQUES	134.126,26	134.126,26	134.126,26	107.378,11	80,06	26.748,15	0,00
	Total Sous-poste 01630-01	134.126,26	134.126,26	134.126,26	107.378,11	80,06	26.748,15	0,00
01630-03	INTERVENTIONS SOCIALES	6.400,00	6.400,00	6.400,00	1.250,00	19,53	5.150,00	0,00

Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste à payer	Reliquat de Conversion
01630-04	Total Sous-poste 01630-03	6.400,00	6.400,00	6.400,00	1.250,00	19,53	5.150,00	0,00
	RELATIONS AVEC LE PERSONNEL	3.975,19	3.975,19	3.975,19	3.935,01	98,99	40,18	0,00
	Total Sous-poste 01630-04	3.975,19	3.975,19	3.975,19	3.935,01	98,99	40,18	0,00
	Total Poste 01630	144.501,45	144.501,45	144.501,45	112.563,12	77,90	31.938,33	0,00
0165.	ACTIVITES CONCERNANT L'ENSEMBLE DES PERSONNES LIEES A L'INSTITUTION							
01650	SERVICE MEDICAL							
01650-00	SERVICE MEDICAL	294.955,93	294.955,93	294.955,93	214.618,65	72,76	80.337,28	0,00
	Total Sous-poste 01650-00	294.955,93	294.955,93	294.955,93	214.618,65	72,76	80.337,28	0,00
01654	STRUCTURES DE GARDE D'ENFANTS							
01654-01	BRU-STRUCTURES DE GARDE D'ENFANTS GESTION EXTERNE DE LA CRECHE ET DE LA SALLE FAMILIALE DE L'INSTITUTION AINSI QUE DES CRECHES CONVENTIONNEES	27.645,50	27.645,50	27.645,50	22.176,25	80,22	5.469,25	0,00
	Total Sous-poste 01654-01	27.645,50	27.645,50	27.645,50	22.176,25	80,22	5.469,25	0,00
01654-02	BRU-STRUCTURES DE GARDE D'ENFANTS QUOTE-PART DE L'INSTITUTION AU CENTRE DE LA PETITE ENFANCE GERE PAR LA COMMISSION EUROPEENNE	19.000,00	19.000,00	19.000,00	0,00	0,00	19.000,00	0,00
	Total Sous-poste 01654-02	19.000,00	19.000,00	19.000,00	0,00	0,00	19.000,00	0,00
01654-03	STR-STRUCTURES DE GARDE D'ENFANTS FONCTIONNEMENT DE LA SALLE FAMILIALE DE L'INSTITUTION	4.803,79	4.803,79	4.803,79	850,76	17,71	3.953,03	0,00
	Total Sous-poste 01654-03	4.803,79	4.803,79	4.803,79	850,76	17,71	3.953,03	0,00
01654-04	LUX-STRUCTURES DE GARDE D'ENFANTS QUOTE-PART DE L'INSTITUTION AU CENTRE POLYVALENT DE L'ENFANCE GERE PAR LA COMMISSION EUROPEENNE ET LE PARLEMENT EUROPEEN AINSI QU' AUX CRECHES CONVENTIONNEES	27.239,87	27.239,87	27.239,87	11.536,83	42,35	15.703,04	0,00
	Total Sous-poste 01654-04	27.239,87	27.239,87	27.239,87	11.536,83	42,35	15.703,04	0,00
	Total Poste 01654	78.689,16	78.689,16	78.689,16	34.563,84	43,92	44.125,32	0,00
	Total Article 0165.	373.645,09	373.645,09	373.645,09	249.182,49	66,69	124.462,60	0,00
	Total Chapitre 016.	3.255.145,86	3.255.145,86	3.255.145,86	2.783.601,27	85,51	471.544,59	0,00
	Total Titre 01...	3.641.073,30	3.641.073,30	3.641.073,30	3.152.867,44	86,59	488.205,86	0,00

Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste à payer	Reliquat de Conversion
02...	IMMEUBLES, MOBILIER, EQUIPEMENT ET DEPENSES DIVERSES DE FONCTIONNEMENT							
021...	INFORMATIQUE, EQUIPEMENT ET MOBILIER							
0210.	INFORMATIQUE ET TELECOMMUNICATIONS							
02103	INFORMATIQUE ET TELECOMMUNICATIONS - ACTIVITES RECURRENTES DE GESTION DES APPLICATIONS TIC							
02103-16	INFORMATIQUE ET TELECOMMUNICATIONS ACTIVITES RECURRENTES DE GESTION DES APPLICATIONS TIC: APPLICATIONS POUR LA GESTION DES RESSOURCES HUMAINES	802.907,72	802.907,72	802.907,72	802.147,22	99,91	760,50	0,00
	Total Sous-poste 02103-16	802.907,72	802.907,72	802.907,72	802.147,22	99,91	760,50	0,00
02105	INFORMATIQUE ET TELECOMMUNICATIONS INVESTISSEMENTS EN PROJETS							
02105-16	INVESTISSEMENTS EN PROJETS - PERS PROJETS IT DECENTRALISES	2.137.896,43	2.137.896,43	2.137.896,43	2.089.028,26	97,71	48.868,17	0,00
	Total Sous-poste 02105-16	2.137.896,43	2.137.896,43	2.137.896,43	2.089.028,26	97,71	48.868,17	0,00
	Total Article 0210.	2.940.804,15	2.940.804,15	2.940.804,15	2.891.175,48	98,31	49.628,67	0,00
	Total Titre 02...	2.940.804,15	2.940.804,15	2.940.804,15	2.891.175,48	98,31	49.628,67	0,00

DG PERS

Si tuati on Cr di ts report s automatiques Exerci ce: 2017 (en EUR)

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Poste	Intitul�	Cr�di ts Report�s	Cr�di ts Actuels	Engagements Contract�s	Pai ements Effectu�s	% Util .	Reste � payer	Rel i quat de Conversi on
03. . .	DEPENSES RESULTANT DE L' EXERCICE PAR L' INSTITUTION DE SES MISSIONS GENERALES							
030. .	REUNIONS ET CONFERENCES							
0300.	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL							
03000	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL							
03000-01	MISSIONS ENTRE LES TROIS LIEUX DE TRAVAIL	2. 200. 000, 00	2. 200. 000, 00	2. 200. 000, 00	2. 052. 684, 52	93, 30	147. 315, 48	0, 00
	Total Sous-poste 03000-01	2. 200. 000, 00	2. 200. 000, 00	2. 200. 000, 00	2. 052. 684, 52	93, 30	147. 315, 48	0, 00
03000-02	MISSION HORS DES TROIS LIEUX DE TRAVAIL	900. 000, 00	900. 000, 00	900. 000, 00	613. 400, 44	68, 16	286. 599, 56	0, 00
	Total Sous-poste 03000-02	900. 000, 00	900. 000, 00	900. 000, 00	613. 400, 44	68, 16	286. 599, 56	0, 00
03000-03	MISSIONS PERFECTIONNEMENT PROFESSIONNEL	294. 021, 17	294. 021, 17	294. 021, 17	217. 247, 40	73, 89	76. 773, 77	0, 00
	Total Sous-poste 03000-03	294. 021, 17	294. 021, 17	294. 021, 17	217. 247, 40	73, 89	76. 773, 77	0, 00
03000-04	MISSIONS STAGIAIRES	130. 000, 00	130. 000, 00	130. 000, 00	116. 697, 55	89, 77	13. 302, 45	0, 00
	Total Sous-poste 03000-04	130. 000, 00	130. 000, 00	130. 000, 00	116. 697, 55	89, 77	13. 302, 45	0, 00
	Total Poste 03000	3. 524. 021, 17	3. 524. 021, 17	3. 524. 021, 17	3. 000. 029, 91	85, 13	523. 991, 26	0, 00
0304.	FRAIS DIVERS DE REUNIONS							
03042	REUNIONS, CONGRES ET CONFERENCES							
03042-06	REUNIONS, CONGRES ET CONFERENCES LAISSEZ-PASSER COMMUNAUTAIRES	100. 000, 00	100. 000, 00	100. 000, 00	0, 00	0, 00	100. 000, 00	0, 00
	Total Sous-poste 03042-06	100. 000, 00	100. 000, 00	100. 000, 00	0, 00	0, 00	100. 000, 00	0, 00
	Total Chapi tre 030. .	3. 624. 021, 17	3. 624. 021, 17	3. 624. 021, 17	3. 000. 029, 91	82, 78	623. 991, 26	0, 00
032. .	EXPERTISE ET INFORMATION : ACQUISITION , ARCHIVAGE , PRODUCTION ET DIFFUSION							
0322.	DEPENSES DE DOCUMENTATION							
03220	DEPENSES DE DOCUMENTATION							
03220-06	DEPENSES DE DOCUMENTATION: LIVRES, SOUSCRIPTIONS, JOURNAUX, PERIODIQUES ET PRODUITS M�DIATH�QUES POUR LA DG PERSONNEL	951, 46	951, 46	951, 46	0, 00	0, 00	951, 46	0, 00
	Total Sous-poste 03220-06	951, 46	951, 46	951, 46	0, 00	0, 00	951, 46	0, 00
	Total Titre 03. . .	3. 624. 972, 63	3. 624. 972, 63	3. 624. 972, 63	3. 000. 029, 91	82, 76	624. 942, 72	0, 00
	Total G�n�ral	10. 206. 850, 08	10. 206. 850, 08	10. 206. 850, 08	9. 044. 072, 83	88, 61	1. 162. 777, 25	0, 00

DG PERS		Situation des crédits de dépenses spécifiques/RA					Exercice: 2017 (en EUR)		
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Poste	Intitulé	Virements	Crédits an. cumulés	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des des Engag. E. C.	Crédits Disponibles
01...									
012...									
0120.									
01200	REMUNERATIONS ET INDEMNITES								
01200-00	REMUNERATIONS ET INDEMNITES	0,00	759.793,37	759.793,37	744.187,23	97,95	744.187,23	0,00	15.606,14
	Total Sous-poste 01200-00	0,00	759.793,37	759.793,37	744.187,23	97,95	744.187,23	0,00	15.606,14
014...									
0140.									
01400	AUTRES AGENTS								
01400-00	AUTRES AGENTS	0,00	4.730.344,54	4.730.344,54	4.324.832,19	91,43	4.296.240,64	28.591,55	405.512,35
	Total Sous-poste 01400-00	0,00	4.730.344,54	4.730.344,54	4.324.832,19	91,43	4.296.240,64	28.591,55	405.512,35
01404									
01404-01	STAGES, SUBVENTIONS ET ECHANGES DE FONCTIONNAIRES: STAGES POUR DIPLOMES ET STAGES DE FORMATION (AUTRES QUE TRADUCTEURS); VISITES D'ETUDES NON INDEMNISEES.	0,00	1.064,49	1.064,49	804,44	75,57	804,44	0,00	260,05
	Total Sous-poste 01404-01	0,00	1.064,49	1.064,49	804,44	75,57	804,44	0,00	260,05
	Total Article 0140.	0,00	4.731.409,03	4.731.409,03	4.325.636,63	91,42	4.297.045,08	28.591,55	405.772,40
016...									
0163.									
01630									
01630-01	SERVICE SOCIAL: AIDE COMPLEMENTAIRE AUX HANDICAPES - FRAIS NON REMBOURSES PAR LE REGIME COMMUN D'ASSURANCE-MALADIE ET AUTRES INTERVENTIONS SPECIFIQUES	0,00	3.653,30	3.653,30	0,00	0,00	0,00	0,00	3.653,30
	Total Sous-poste 01630-01	0,00	3.653,30	3.653,30	0,00	0,00	0,00	0,00	3.653,30
01630-02	SERVICE SOCIAL: SECOURS EXTRAORDINAIRES	0,00	69.471,72	69.471,72	15.000,00	21,59	4.717,00	10.283,00	54.471,72
	Total Sous-poste 01630-02	0,00	69.471,72	69.471,72	15.000,00	21,59	4.717,00	10.283,00	54.471,72
	Total Poste 01630	0,00	73.125,02	73.125,02	15.000,00	20,51	4.717,00	10.283,00	58.125,02
01632									
01632-00	RELATIONS SOCIALES ENTRE LES MEMBRES DU PERSONNEL ET AUTRES INTERVENTIONS SOCIALES	0,00	550.060,25	550.060,25	550.060,25	100,00	521.312,21	28.748,04	0,00
	Total Sous-poste 01632-00	0,00	550.060,25	550.060,25	550.060,25	100,00	521.312,21	28.748,04	0,00
	Total Article 0163.	0,00	623.185,27	623.185,27	565.060,25	90,67	526.029,21	39.031,04	58.125,02
0165.									
01654									
01654-01	STRUCTURES DE GARDE D'ENFANTS : BRUXELLES - GESTION EXTERNE DE LA CRACHE ET DE LA SALLE FAMILIALE DE L'INSTITUTION AINSI QUE DES CRACHES CONVENTIONNES	0,00	1.868.002,88	1.868.002,88	1.147.247,50	61,42	244.744,66	902.502,84	720.755,38
	Total Sous-poste 01654-01	0,00	1.868.002,88	1.868.002,88	1.147.247,50	61,42	244.744,66	902.502,84	720.755,38

DG PERS		Situation des crédits de dépenses spécifiques/RA					Exercice: 2017 (en EUR)		
							Edité le 11/01/2018 à 15:22		Page 02 / 04
Poste	Intitulé	Virements	Crédits an. cumulés	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des des Engag. E. C.	Crédits Disponibles
01654-04	STRUCTURES DE GARDE D'ENFANTS : LUXEMBOURG - QUOTE PART DE L'INSTITUTION AU CENTRE POLYVALENT DE L'ENFANCE GARANTIE PAR LA COMMISSION EUROPEENNE ET LE PARLEMENT EUROPEEN AINSI QU' AUX CRACHES CONVENTIONNES	0,00	2.306.989,74	2.306.989,74	1.051.914,00	45,60	754.640,26	297.273,74	1.255.075,74
	Total Sous-poste 01654-04	0,00	2.306.989,74	2.306.989,74	1.051.914,00	45,60	754.640,26	297.273,74	1.255.075,74
	Total Poste 01654	0,00	4.174.992,62	4.174.992,62	2.199.161,50	52,67	999.384,92	1.199.776,58	1.975.831,12
	Total Chapitre 016...	0,00	4.798.177,89	4.798.177,89	2.764.221,75	57,61	1.525.414,13	1.238.807,62	2.033.956,14
	Total Titre 01...	0,00	10.289.380,29	10.289.380,29	7.834.045,61	76,14	6.566.646,44	1.267.399,17	2.455.334,68

DG PERS

Situation des crédits de dépenses spécifiques/RA

Exercice: 2017 (en EUR)

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Poste	Intitulé	Virements	Crédits an. cumulés	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des Engag. E. C.	Crédits Disponibles
03...									
030...									
0300.									
03000									
03000-01	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL: DEPLACEMENTS ENTRE LES TROIS LIEUX DE TRAVAIL	0,00	175.263,03	175.263,03	93.444,07	53,32	93.444,07	0,00	81.818,96
	Total Sous-poste 03000-01	0,00	175.263,03	175.263,03	93.444,07	53,32	93.444,07	0,00	81.818,96
03000-03	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL: PERFECTI ONNEMENT PROFESSI ONNEL	0,00	1.965,36	1.965,36	1.965,36	100,00	1.965,36	0,00	0,00
	Total Sous-poste 03000-03	0,00	1.965,36	1.965,36	1.965,36	100,00	1.965,36	0,00	0,00
03000-04	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL: STAGIAIRES	0,00	989,46	989,46	989,46	100,00	989,46	0,00	0,00
	Total Sous-poste 03000-04	0,00	989,46	989,46	989,46	100,00	989,46	0,00	0,00
	Total Poste 03000	0,00	178.217,85	178.217,85	96.398,89	54,09	96.398,89	0,00	81.818,96
	Total Titre 03...	0,00	178.217,85	178.217,85	96.398,89	54,09	96.398,89	0,00	81.818,96

DG PERS

Situation des crédits de dépenses spécifiques/RA

Exercice: 2017 (en EUR)

Edité le 11/01/2018 à 15:22

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Poste	Intitulé	Virements	Crédits an. cumulés	Crédits Actuels	Engagements Contractés	% Util.	Paiements Effectués	Sol des Engag. E. C.	Crédits Disponibles
04...									
042..									
0422.									
04220									
04220-02	DÉPENSES RELATIVES À L'ASSISTANCE PARLEMENTAIRE : RÉMUNÉRATIONS ET INDEMNITÉS DES ASSISTANTS ACCRÉDITÉS 6° STATUT	0,00	91.624,63	91.624,63	85.919,26	93,77	80.430,55	5.488,71	5.705,37
	Total Sous-poste 04220-02	0,00	91.624,63	91.624,63	85.919,26	93,77	80.430,55	5.488,71	5.705,37
04220-04	DÉPENSES RELATIVES À L'ASSISTANCE PARLEMENTAIRE : FRAIS DE MISSIONS ET DE DÉPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL ET COURS EXTERNES DES ASSISTANTS ACCRÉDITÉS 6° STATUT	0,00	623,00	623,00	0,00	0,00	0,00	0,00	623,00
	Total Sous-poste 04220-04	0,00	623,00	623,00	0,00	0,00	0,00	0,00	623,00
	Total Poste 04220	0,00	92.247,63	92.247,63	85.919,26	93,14	80.430,55	5.488,71	6.328,37
	Total Titre 04...	0,00	92.247,63	92.247,63	85.919,26	93,14	80.430,55	5.488,71	6.328,37
	Total Général	0,00	10.559.845,77	10.559.845,77	8.016.363,76	75,91	6.743.475,88	1.272.887,88	2.543.482,01

Poste	Intitulé	Crédits Initiaux	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Sol des des Engagements	Crédits disponibles
01... 012... 0120... 01200	PERSONNES LIEES A L'INSTITUTION FONCTIONNAIRES ET AGENTS TEMPORAIRES REMUNERATION ET AUTRES DROITS REMUNERATIONS ET INDEMNITES Total Poste 01200	78.570,34	78.570,34	78.570,34	78.570,34	*****	0,00	0,00
014... 0140... 01400	AUTRES PERSONNELS ET PRESTATIONS EXTERNES AUTRES AGENTS ET PERSONNES EXTERNES AUTRES AGENTS Total Poste 01400	1.475.538,30	1.475.538,30	1.475.538,30	1.475.538,30	*****	0,00	0,00
016... 0163... 01630	AUTRES DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION INTERVENTIONS EN FAVEUR DU PERSONNEL DE L'INSTITUTION SERVICE SOCIAL Total Poste 01630	30.189,33	30.189,33	30.189,33	30.189,33	*****	0,00	0,00
01632	RELATIONS SOCIALES ENTRE LES MEMBRES DU PERSONNEL ET AUTRES INTERVENTIONS SOCIALES Total Poste 01632 Total Article 0163.	735,01 30.924,34	735,01 30.924,34	735,01 30.924,34	735,01 30.924,34	***** *****	0,00 0,00	0,00 0,00
0165... 01654	ACTIVITES CONCERNANT L'ENSEMBLE DES PERSONNES LIEES A L'INSTITUTION CENTRE DE LA PETITE ENFANCE ET CRECHES CONVENTIONNEES Total Poste 01654	1.746.563,06	1.746.563,06	1.746.563,03	1.746.563,03	*****	0,00	0,03
	Total Chapitre 016...	1.777.487,40	1.777.487,40	1.777.487,37	1.777.487,37	*****	0,00	0,03
	Total Titre 01...	3.331.596,04	3.331.596,04	3.331.596,01	3.331.596,01	*****	0,00	0,03

Poste	Intitulé	Crédits Initiaux	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Sol des des Engagements	Crédits disponibles
03...	DEPENSES RESULTANT DE L'EXERCICE PAR L'INSTITUTION DE MISSIONS GENERALES							
030...	REUNIONS ET CONFERENCES							
0300.	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL							
03000	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL							
	Total Poste 03000	63.365,97	63.365,97	63.365,97	63.365,97	*****	0,00	0,00
	Total Titre 03...	63.365,97	63.365,97	63.365,97	63.365,97	*****	0,00	0,00

Poste	Intitulé	Credits Initiaux	Credits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Sol des des Engagements	Credits disponibles
04...	DEPENSES RESULTANT DE L'EXERCICE PAR L'INSTITUTION DE MISSIONS GENERALES							
042..	DEPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE							
0422.	ASSISTANCE PARLEMENTAIRE							
04220	ASSISTANCE PARLEMENTAIRE							
	Total Poste 04220	8.519,20	8.519,20	8.519,20	8.519,20	*****	0,00	0,00
	Total Titre 04...	8.519,20	8.519,20	8.519,20	8.519,20	*****	0,00	0,00
	Total Général	3.403.481,21	3.403.481,21	3.403.481,18	3.403.481,18	*****	0,00	0,03

Poste	Intitulé		Credits Reportés	Credits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste à payer
01... 016... 0163.								
	Total Poste	01630	14.869,00	14.869,00	14.869,00	0,00	0,00	14.869,00
	Total Poste	01632	54.699,27	54.699,27	54.699,27	54.699,27	100,00	0,00
	Total Article	0163.	69.568,27	69.568,27	69.568,27	54.699,27	78,63	14.869,00
0165. 01654								
	Total Poste	01654	1.235.533,87	1.235.533,87	1.235.533,87	1.062.871,54	86,03	172.662,33
	Total Article	0165.	1.235.533,87	1.235.533,87	1.235.533,87	1.062.871,54	86,03	172.662,33
	Total Chapitre	016...	1.305.102,14	1.305.102,14	1.305.102,14	1.117.570,81	85,63	187.531,33
	Total Titre	01...	1.305.102,14	1.305.102,14	1.305.102,14	1.117.570,81	85,63	187.531,33
	Total Général		1.305.102,14	1.305.102,14	1.305.102,14	1.117.570,81	85,63	187.531,33

Poste	Intitul�	Cr�dits Initiaux	Virements + Budg. Suppl.	Cr�dits Actuels	Engagements Contract�s	Paiements Effectu�s	Sol des Engag. E. C.	Cr�dits Disponibles
04...	RECETTES PROVENANT DES PERSONNES L��ES AUX INSTITUTIONS ET AUTRES ORGANISMES DE L'UNION							
040...	TAXES ET RETENUES DIVERSES							
0400.	PRODUIT DE L'IMPOT SUR LES TRAITEMENTS, SALAIRES ET INDEMNIT��S DES MEMBRES DE L'INSTITUTION, DES FONCTIONNAIRES, DES AUTRES AGENTS ET DES BEN��FICIAIRES D'UNE PENSION							
04000	PRODUIT DE L'IMPOT SUR LES TRAITEMENTS, SALAIRES ET INDEMNIT��S DES MEMBRES DE L'INSTITUTION, DES FONCTIONNAIRES, DES AUTRES AGENTS ET DES BEN��FICIAIRES D'UNE PENSION							
	Total Poste 04000	0,00	0,00	0,00	1,00-	57.283.914,42-	57.283.913,42	1,00
0403.	PRODUIT DE LA CONTRIBUTION TEMPORAIRE AFFECTANT LES REMUNERATIONS DES MEMBRES DE L'INSTITUTION, DES FONCTIONNAIRES ET DES AUTRES AGENTS EN ACTIVIT��							
04030	PRODUIT DE LA CONTRIBUTION TEMPORAIRE AFFECTANT LES REMUNERATIONS DES MEMBRES DE L'INSTITUTION, DES FONCTIONNAIRES ET DES AUTRES AGENTS EN ACTIVIT��							
	Total Poste 04030	0,00	0,00	0,00	1,00-	17.370,67-	17.369,67	1,00
0404.								
04040	PRODUIT DU PRELEVEMENT SPECIAL ET DU PRELEVEMENT DE SOLIDARIT�� AFFECTANT LES REMUNERATIONS DES MEMBRES DE L'INSTITUTION, DES FONCTIONNAIRES ET DES AUTRES AGENTS EN ACTIVIT��							
	Total Poste 04040	0,00	0,00	0,00	1,00-	11.067.301,69-	11.067.300,69	1,00
	Total Chapitre 040...	0,00	0,00	0,00	3,00-	68.368.586,78-	68.368.583,78	3,00
041...								
0410.	CONTRIBUTION AU REGIME DE PENSIONS							
04100	CONTRIBUTION DU PERSONNEL AU FINANCEMENT DU REGIME DE PENSIONS							
	Total Poste 04100	0,00	0,00	0,00	1,00-	62.567.540,69-	62.567.539,69	1,00
0411.	TRANSFERTS OU RACHATS DE DROITS A PENSION PAR LE PERSONNEL							
04110	TRANSFERTS OU RACHATS DE DROITS A PENSION PAR LE PERSONNEL							
	Total Poste 04110	0,00	0,00	0,00	1,00-	20.182,72	20.183,72-	1,00
0412.								
04120	CONTRIBUTION DES FONCTIONNAIRES ET DES AGENTS TEMPORAIRES EN CONGE DE CONVENANCE PERSONNELLE AU REGIME DE PENSIONS							
	Total Poste 04120	0,00	0,00	0,00	1,00-	0,00	1,00-	1,00
	Total Chapitre 041...	0,00	0,00	0,00	3,00-	62.547.357,97-	62.547.354,97	3,00
	Total Titre 04...	0,00	0,00	0,00	6,00-	130.915.944,75-	130.915.938,75	6,00

Poste	Intitul�	Cr�dits Initiaux	Virements + Budg. Suppl.	Cr�dits Actuels	Engagements Contract�s	Paiements Effectu�s	Sol des Engag.	des E. C.	Cr�dits Disponibles
05. . .	RECETTES PROVENANT DU FONCTIONNEMENT ADMINISTRATIF DE L' INSTITUTION								
055. .	RECETTES PROVENANT DU PRODUIT DE PRESTATIONS DE SERVICES ET DE TRAVAUX								
0550.	RECETTES PROVENANT DU PRODUIT DE PRESTATIONS DE SERVICES ET DE TRAVAUX EFFECTUEES EN FAVEUR D' AUTRES INSTITUTIONS OU ORGANISMES, Y COMPRI LE MONTANT DES INDEMNITES DE MISSION PAYEES POUR LE COMPTE D' AUTRES INSTITUTIONS OU ORGANISMES ET REMBOURSEES PAR CEUX- CI RECETTES AFFECTEES								
05500									
	Total Poste 05500	0,00	0,00	0,00	1,00-	0,00	1,00-		1,00
0551.	RECETTES PROVENANT DES TIERS POUR DES PRESTATIONS DE SERVICES OU DES TRAVAUX EFFECTUEES A LEUR DEMANDE RECETTES AFFECTEES								
05510									
	Total Poste 05510	0,00	0,00	0,00	1,00-	0,00	1,00-		1,00
	Total Chapitre 055. .	0,00	0,00	0,00	2,00-	0,00	2,00-		2,00
057. .	AUTRES CONTRIBUTIONS ET RESTITUTIONS LIEES AU FONCTIONNEMENT ADMINISTRATIF DE L' INSTITUTION								
0570.	RECETTES PROVENANT DE LA RESTITUTION DES SOMMES QUI ONT ETE INDUMENT PAYEES RECETTES AFFECTEES								
05700									
	Total Poste 05700	0,00	0,00	0,00	1,00-	0,00	1,00-		1,00
0572.	REMBOURSEMENT DE DEPENSES SOCIALES EXPOSEES POUR LE COMPTE D' UNE AUTRE INSTITUTION								
05720	REMBOURSEMENT DE DEPENSES SOCIALES EXPOSEES POUR LE COMPTE D' UNE AUTRE INSTITUTION								
	Total Poste 05720	0,00	0,00	0,00	1,00-	0,00	1,00-		1,00
0573.	AUTRES CONTRIBUTIONS ET RESTITUTIONS LIEES AU FONCTIONNEMENT ADMINISTRATIF DE L' INSTITUTION RECETTES AFFECTEES								
05730									
	Total Poste 05730	0,00	0,00	0,00	1,00-	0,00	1,00-		1,00
	Total Chapitre 057. .	0,00	0,00	0,00	3,00-	0,00	3,00-		3,00
058. .	INDEMNISATIONS DIVERSES								
0581.	RECETTES PROVENANT DES INDEMNITES D' ASSURANCES PERCUES RECETTES AFFECTEES								
05810									
	Total Poste 05810	0,00	0,00	0,00	1,00-	0,00	1,00-		1,00
	Total Titre 05. . .	0,00	0,00	0,00	6,00-	0,00	6,00-		6,00

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	Paiements Effectués	Sol des Engag. E. C.	Crédits Disponibles
06...	CONTRIBUTIONS ET RESTITUTIONS DANS LE CADRE DES ACCORDS ET DES PROGRAMMES DE L'UNION							
066..	AUTRES CONTRIBUTIONS ET RESTITUTIONS							
0660.								
06600								
	Total Poste	06600	0,00	0,00	1,00-	0,00	1,00-	1,00
	Total Titre	06...	0,00	0,00	1,00-	0,00	1,00-	1,00

Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	Paiements Effectués	Sol des Engag. E. C.	Crédits Disponibles
09...	RECETTES DIVERSES							
090...	RECETTES DIVERSES							
0900.	RECETTES DIVERSES							
09000								
	Total Poste	09000	0,00	0,00	1,00-	0,00	1,00-	1,00
	Total Titre	09...	0,00	0,00	1,00-	0,00	1,00-	1,00
	Total Général		0,00	0,00	14,00-	130.915.944,75-	130.915.930,75	14,00

ANNEX 2A REPORT ON COMPLIANCE WITH PAYMENT DEADLINES

ANNEXE 2A RAPPORT SUR LE RESPECT DES DELAIS DE PAIEMENT

SOO25:Invoices paid from 01/01/2017 to 31/12/2017

		INTEREST AMOUNT <= 200	INTEREST AMOUNT > 200	NO INTEREST AMOUNT	Total
ON TIME	Number of invoices			1867	1867
	Total invoice amount (EUR)			23.167.450,05	23.167.450,05
	Total interest amount (EUR)				
LATE PAYMENT	Number of invoices	384	4		388
	Total invoice amount (EUR)	1.813.325,01	190.255,12		2.003.580,13
	Total interest amount (EUR)	4.674,59	1.253,38		5.927,97
Number of invoices		384	4	1867	2255
Total invoice amount (EUR)		1.813.325,01	190.255,12	23.167.450,05	25.171.030,18
Total interest amount (EUR)		4.674,59	1.253,38		5.927,97

ANNEX 2B - REPORT ON COMPLIANCE WITH PAYMENT DELAYS

ANNEXE 2B - RAPPORT SUR LE RESPECT DES DÉLAIS DE PAIEMENT

Late payment interest > €200 paid in 2017

In four cases, all concerning the Learning & Development Unit, a payment of default interest of over €200 was made (2016: 1).

Number of invoices with default interest < €200

A decrease of the number of invoices paid late with default interest of less than €200 can be noted (384 cases in 2017, against 483 cases in 2016 and 226 in 2015). Most of the cases concern the Learning & Development Unit, which dealt with around 38% of all DG PERS' invoices.

The reasons for exceeding the payment deadline given by the relevant authorising officer are:

- difficulties to manage the quantities of incoming invoices, especially as the activities increased, and consequently the orders placed and the number of invoices handled;
- the resources available (before re-organisation), which comprised only one initiator and two verifiers handling the financial transactions, which also include reimbursements of individual courses to staff members, as well as the procurement procedures;
- operational conditions (geographic split of the unit).

Compared to the average payment delay of the EP (16,91 days), DG PERS required an average of 21,16 days for payment. This has increased from last year (20,4 days), while the number of invoices went down slightly. Procedures to create the payment order by the Authorising Officers by delegation were around 2,8 days over the EP average and the time for the *ex ante* verification took by average 1,6 days longer than within the whole institution.

ANNEX 3 – LIST OF EXCEPTIONS - DEROGATIONS FROM THE RULES

ANNEXE 3 – LISTE DES EXCEPTIONS - DÉROGATIONS À LA RÉGLEMENTATION

Decisions to make an exception to the applicable procedures and rules							
Ref. document	Relevant Authorising Officer	Subject	Amount	Verifiers' opinion		Decision	
				Favourable with statement/unfavourable	Justification	Relevant Authorising Officer	Justification
7/640/87	P. ALBA	Payment order	597,00 EUR	unfavourable	Not covered by a prior budgetary commitment	P. ALBA	Urgent repair of a machine where the operational service did not ascertain that a prior budgetary commitment exists. Legal obligation to pay the invoice. Decision to overrule.
7/793/273	P. PARVANOV	Payment order	1.100,00 EUR	unfavourable	Breach of annuality (no coverage by a prior budgetary commitment in the correct year, nor by a legal commitment)	P. PARVANOV	Services postponed to the next year without amending the order, nor ensuring coverage by a budgetary commitment. Legal obligation to pay the invoice. Decision to overrule.
7/793/364	P. PARVANOV	Payment order	2.640,00 EUR	unfavourable	Not covered by a legal commitment, no prior order of the services rendered.	P. PARVANOV	Services rendered; legal obligation to pay the invoice. Decision to overrule.
7/787/167	F. ANTON	Payment order	578,22 EUR	unfavourable	Services not covered by the contract.	F. ANTON	Oversight to include the specific service in the order. As services were rendered by the company; decision to overrule.
7/787/076	F. ANTON	Payment order	200,00 EUR	unfavourable	No specific order placed for additional medical consultation ; no precise description of service.	F. ANTON	Payment order cancelled and invoice returned to Medical Service.
7/445/246	P. ALBA	Payment order	449.671,34 EUR	unfavourable	Insufficient appropriations on the budget line while awaiting the President's approval of the budget transfer requested. No prior	P. ALBA	Decision to overrule in order to pay the trainees' salaries in time. In future, a better coordination is required of the unit responsible for the trainee contracts, the payroll and

Decisions to make an exception to the applicable procedures and rules

Ref. document	Relevant Authorising Officer	Subject	Amount	Verifiers' opinion		Decision	
				Favourable with statement/ unfavourable	Justification	Relevant Authorising Officer	Justification
					budgetary commitment for part of the pay.		the unit overseeing the budget transfers.
Recovery order 7/446/197	M. JANSSENS	Waiving of debtor	617,20 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/679	F ARROYO	Waiving of debtor	14,22 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/680	F ARROYO	Waiving of debtor	250,62 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/681	F ARROYO	Waiving of debtor	907,90 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/682	F ARROYO	Waiving of debtor	603,33 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/683	F ARROYO	Waiving of debtor	709,86 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/684	F ARROYO	Waiving of debtor	432,70 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response
Recovery order 7/446/685	F ARROYO	Waiving of debtor	413,35 EUR	favourable		S. KÖNIG	Several reminders sent by the Accounting Officer have remained without response

Decisions to make an exception to the applicable procedures and rules

Ref. document	Relevant Authorising Officer	Subject	Amount	Verifiers' opinion		Decision	
				Favourable with statement/unfavourable	Justification	Relevant Authorising Officer	Justification
Recovery order 7/446/921	F ARROYO	Waiving of debtor	14,74 EUR	favourable		S. KÖNIG	Regularisation of a debt balance from a former trainee who lived in Zagreb. The amount of the original OR: €450,56 had been claimed by registered letter, and was returned back as unclaimed. This amount was offset by an amount of €435,82 registered on the account 04502.
Recovery order 7/314/55	JM WEISSENBERG ER	Waiving of debtor	228,91 EUR	favourable		S. KÖNIG	Regularisation of a debt balance from an OR: €679,71 for an absence due to an accident and the reimbursement from the insurance company: €450,80
Exception/ derogation to the rules ITS14-L6- R1/PE- PERS/CS0 02/AV2 & AV3 ITS14-L6- R1/PE- PERS/CS0 03/AV1	A JUSTE	Non compliance with the article 114a (Increase of the amount of the specific contracts>50%)	Concerning 2016	favourable		C. NETO	In all three cases, it is an extension of the provision of a specific service, to ensure continuity of services of several analysts working on strategic projects of DG Personnel. The authorising officer by subdelegation, chose to make amendments rather than new specific contracts because the activity did not change. The internal control of the IT unit and the ex-ante control of the Financial Resources Unit, did not detect the non-compliance of Article 114a and the amendments have been approved.

Decisions to make an exception to the applicable procedures and rules

Ref. document	Relevant Authorising Officer	Subject	Amount	Verifiers' opinion		Decision	
				Favourable with statement/ unfavourable	Justification	Relevant Authorising Officer	Justification
							<p>The error was identified too late, once the commitments were already made and the amendments were signed by both parties, just at the point of the too late update of the aforementioned amendments in the Webcontracts application.</p> <p>The internal control procedures have been revised and reinforced.</p> <p>At this point, all new specific contracts and each amendment to a specific contract, must be registered in WebContracts before the start of the ex-ante verification procedure. Verifiers shall check the information and all documents attached to the relevant registration in WebContracts.</p> <p>The correct use of the application Webcontrats helps to prevent such errors. The internal procedures in the IT unit have also been revised in order to control better the potential increase of the market following an amendment. Thanks to an Excel table, a twofold systematic follow-up enables to monitor the consumption of the contract Lot and the increase of the market, in the case of amendment to any specific contract.</p>

ANNEX 4 – LONG-TERM CONTRACTUAL OBLIGATIONS

ANNEXE 4 – OBLIGATIONS CONTRACTUELLES DE LONGUE DURÉE

Contractor	Subject	Duration		Overall value of procurement operation	Contract expenditure in 2017	Renewal method	Description of monitoring measures
		Contract	Procurement Operation				
RIRE ET GRANDIR	Management of the childcare structure in the EP buildings in Brussels, rue Wayenberg	60	60	18.673.476	3.327.832	Automatic	Operational control by the Working Time & Childcare Facilities Unit; Obligation of the contractor to issue a monthly report of services rendered and of registered children; Financial control provided by the Financial Resources Unit.
ESEDRA SPRL	Rental of places in the childcare structure close to EP premises in Brussels, in order to respond to the needs of Members and staff regarding childcare for children from the age of 3 months to the age of admission to the European School (age of 4 years in the calendar year of the beginning of school)	96	96	11.154.000	734.500	Automatic	Operational control by the Working Time & Childcare Facilities Unit; Obligation of the contractor to issue a monthly report of services rendered and of registered children; Financial control provided by the Financial Resources Unit.
PEOPLE AND BABY	Management of the childcare structure CPE, located at 6, rue Gaston Thorn in Bertrange-Mamer, Luxembourg	60	60	9.686.820	1.490.203	Automatic	Operational control by the Working Time & Childcare Facilities Unit; Obligation of the contractor to issue a monthly report of services rendered and of registered children; Financial control provided by the Financial Resources Unit.
OIB	Service Level Agreement: Nursery services in Brussels (since 06/06/2013)	Indefinite period	Indefinite period	N/A	950.000	Automatic	Operational control subject to the internal control framework by the Commission and the Working Time & Childcare Facilities Unit; financial control provided by the Financial Resources Unit.

Contractor	Subject	Duration		Overall value of procurement operation	Contract expenditure in 2017	Renewal method	Description of monitoring measures
		Contract - Procurement	Operation				
OIL	Service Level Agreement: Staff and canteen costs of the nursery and after school care in Luxembourg	Indefinite period	Indefinite period	N/A	728.379	Automatic	Operational control subject to the internal control framework by the Commission and the Working Time & Childcare Facilities Unit; financial control provided by the Financial Resources Unit.
CLL Centre de Langues	Language training in DE, EN, IT, NL (Lot1-2-5-6) Language training in ES (lot3) Language training in BG, DA, CS, ET, EL, FI, GA, HR, HU, IT, LU, LV, LT, MT, PL, PT, RO, SK, SL, SV, Arab, Mandarin, Russian and other (Lot 7-8-9)	60	60	3.177.028	789.684,39	N/A	Framework contract managed by the European Commission
Alliance Francaise de Bruxelles-Europe	Language training in FR (Lot 4)	60	60	908.868	223.107	N/A	Framework contract managed by the European Commission
Randstad Belgium SA	Provision of temporary staff Brussels	54	54	5.130.516,03	573.334,95	Automatic	Framework contract managed by the European Commission. DG PERS provides half-yearly reports.

ANNEX 5 - EXCEPTIONAL NEGOTIATED PROCEDURES - Art. 53, 134 and 135 RAP

ANNEXE 5 - PROCÉDURES NÉGOCIÉES EXCEPTIONNELLES (articles 53 et 134 RAP) et procédures concurrentielles avec négociation (135 RAP)

Name(s) of successful tenderer(s)	Subject	Amount €	Legal basis	Grounds	Applicants		Eligibility criteria	Contract reference	PPF opinion date
					Invited:	For negotiations			
Bouda Medic SCIV	Medical controls of absences from work in Brussels	80.000	Art. 135.1	Social or sanitary services	9	8	Capacity to speak fluent FR and/or EN (and NL and/or DE)	PERS 2017 029 ¹	n/a
Zeiger Jean-Jacques									
Azanga Nalini	Medical controls of absences from work in Luxembourg	45.000	Art. 135.1	Social or sanitary services			Capacity to speak fluent FR and/or EN (and NL and/or DE)	PERS 2017 029	n/a
Hailikari Francis									
Meunier Wolfgang									
Gutzwiller Claude	Medical controls of absences from work in Strasbourg	10.000	Art. 135.1	Social or sanitary services			Capacity to speak fluent FR and/or EN (and NL and/or DE)	PERS 2017 029	n/a
Sebille Alain									

¹ Rates for the service were fixed by the EP. Tender followed the competitive procedure with negotiation. Contracts subject to cascade procedure.

ANNEX 6 – RESULTS OF EX POST EVALUATION

ANNEXE 6 – RÉSULTAT DES ÉVALUATIONS EX-POST

I. Background

Within DG PERS, the former Financial Resources and Controls Management Unit (GREFCO) and, since 1 October 2017, the Financial Resources Unit ensure the ex-ante verification of primary and secondary rights at entry into service or regime changes. It also checks the call for tenders of the DG with estimated values greater than €60.000, in two stages: before publication and before the award of the contract.

The unit is also in charge of the implementation of ex post controls, whether in the areas of recruitment, individual entitlements or financial operations. These controls thus complement the various internal control measures already carried out by the operational units. Considering that the financial ex ante verification of the payroll, presenting the largest part of DG PERS' budget, does not encompass a control on the substance of the individual payments authorised (due to its short time-frame for each payrun), the control mix of ex ante verification of the personnel decisions, as described above, and the ex post controls gives assurance on the true and fair view of the personnel expenses.

For the ex post checks a multi-annual audit work programme is established. The methodological framework for carrying out the ex post verifications is organised around the following five main axes:

- controls on specific items relating to allowances and/or allowances identified as potentially at risk (example: amounts received from other sources);
- controls on specific populations, at risk or for which the lack of updated data can have repercussions on the allowances paid (example: rights related to children, changes of civil status);
- checks on "dormant" files for which no change of rights has occurred over a long period;
- checks on the quality and updates of the information encoded in the Streamline database (example: certified copies of documents);
- consistency checks combining the aforementioned axes.

II. Ex post checks

The ex post audit work programme for the 2017-18 financial years was submitted for approval to the Director-General a.i. in March 2017. It had already taken into account that the AD post of the person in charge beforehand had been deleted on her departure.

Due to the fact, that the post of the AST, also formerly in charge of ex post controls, was also deleted, and the workload of the remaining AD also comprised project work on the PPP project no.15, none of the envisaged ex post audits could be launched.

The only ex post audit finalised in 2017 was mainly carried out in 2016 and concerned the allowance for persons treated as dependent children.

The report comprised two recommendations that would strengthen the procedures in place, particularly with regard to the verification of the supporting documents and the preparation of files.

Furthermore, although the procedure in place appeared to be satisfactory, the review highlighted a number of weaknesses and errors that had to be corrected by the operational service (i.e. completion of supporting evidence, calculation errors, errors on the correction coefficients, non-compliance with the internal procedure for the exchange rate, and issues on archiving).

Finally, the conclusions of the review support strengthening the controls in place at the level of the directors, standardisation of the rules relating to amounts received from other sources and better monitoring of files and beneficiaries.

ANNEX 7 – SENSITIVE POSTS

ANNEXE 7 – FONCTIONS SENSIBLES

METHODOLOGY AND APPROACH RETAINED BY DG PERS

The exercise was carried out by the HR & Strategic Monitoring Unit, following the standing instructions by the Secretary General. Given that DG PERS had carried out a thorough analysis in 2016, the approach taken by DG PERS was as follows:

- The identification of the population concerned was carried out based on an extraction of the Streamline database covering all officials and other servants employed on 1 November 2017, their (new) organisational unit and their job (*métier*). The aim was to take account of the situation after the re-organisation. The seniority had to be manually calculated, considering the cut-off date within the year. In total, the assessment comprised 430 persons.
- In order to simplify the exercise and in the light of the short time available for the year-end reporting, the evaluations of agents that remained in the same function were to be maintained. In the case of new agents or a change of function, a homogeneous evaluation with colleagues practicing the same tasks was proposed. The Heads of Units and Directors were requested to confirm the evaluations or justify the changes.
- The questionnaires were verified in terms of completeness of data, accuracy of calculations and seniority (notably seniority > 7 years) and clarified any inconsistencies. The different points allocated were encoded in an Excel database. The main analysis was carried out for each unit.
- The summary report of the results is drafted by the HR & Strategic Monitoring Unit for validation by the DG PERS hierarchy.

LIMITATIONS OF THE EXERCISE

The main problems encountered by DG PERS during the implementation of this exercise had already been highlighted in 2015 and 2016. Although the production of specific guidelines for DG PERS should have limited certain biases, most of the remarks made remain relevant:

- The relevance of some of the evaluation criteria used in this methodology has been questioned, i.e. for the criterion on regular contacts with third parties, it should be noted that all populations of staff are considered clients in DG PERS and treated in the same way.
- Although the scope of this exercise has been extended to non-financial tasks, it is noted that a number of criteria on the internal controls applicable are focused on financial transactions.
- The range of points proposed in this methodology, without offering an additional proposal for the award of points (i.e. on controls exceeding the level of a unit), does not ensure homogeneity in the replies received, either within a Directorate-General and even less in Parliament.
- The exercise is based on an arithmetic balance of points between the parts “assessment of the sensitive nature of a function” and “assessment of the control environment”. However,

when one of the criteria is considered "not applicable", the non-allocation of points unbalances the approach and artificially increases the sensitivity of the function concerned.

- The methodology recognizes the seniority in the post as an element to be considered in this exercise, but is not explicit in the way in which it should be taken into account.

RESULTS

In total, 21 sensitive posts with a residual positive risk were identified, which compares to last year's result of 20 sensitive posts. These comprised 9 Heads of Unit, 4 Administrators and 3 Assistants, as well as the whole service Administrative Enquiries and Disciplinary Procedures (5 staff), due to the fact that each inquiry is organised quite independently. The residual risks identified for functions that are by nature sensitive are already well known and accepted.

With regard to seniority within the job, 91 people (2016: 83) were identified with a seniority > 7 years. These comprised 1 Head of Unit of a Medical Service, 10 Administrators and 59 Assistants and 21 Contract staff. However, this is due to several factors:

- A third of these agents are specialised staff file managers, e.g. in pension and career management.
- The contract staff mainly comprises the child care workers.
- A dozen people work in a specific occupation (doctor, nurse, social worker, webwriter, IT assistant).

CONCLUSIONS

According to the exercise, it appears that the internal control environment in place at DG PERS is broadly capable of mitigating the exposure to the risk of sensitivity of the functions performed by its staff. This conclusion applies to almost all units and functions.

The review shows that DG PERS maintains a constant awareness and control of its risks. However, due to the simplification of this year's exercise and further re-definition of tasks in view of the re-organisation and strengthening of internal controls, next year's exercise should obtain more solid results. The risk appears under control for most the units and functions. In conclusion, it does not appear necessary to implement any additional measures in view of the sensitivity of DG PERS' posts.

<i>Post identified as sensitive</i>	<i>Measures taken</i>
Administrative Inquiries & Disciplinary Procedures Officer in charge / Team coordinator	Each inquiry has a given mandate and a formal board structure.
Administrative Inquiries & Disciplinary Procedures Senior clerical officer	
Administrative Inquiries & Disciplinary Procedures 2 Staff file managers	
Administrative Inquiries & Disciplinary Procedures Legal Administrator	
Learning & Development Unit - Head of Unit	Management supervision
Contractual Agents and Trainees Recruitment Unit Head of Unit	Management supervision
Contractual Agents and Trainees Recruitment Unit Staff file manager	Management supervision; control criteria B5,6 and 8 not applicable
Officials & Temporary Agents Recruitment Unit Administrative Manager	Management supervision; minimal residual risk
Learning & Development Unit - Head of Unit	Management supervision; minimal residual risk
Payroll Unit - Clerical and Financial Officer	Management supervision
Individual Entitlements Unit - Head of Unit	Management supervision; control criterion B2 not applicable, but was subject to re-organisation
Missions Unit - Head of Unit	Management supervision; minimal residual risk
Front Office & APA Unit - Head of Unit	Management supervision; minimal residual risk
Front Office & APA Unit - Head of Service	Management supervision; minimal residual risk; control criterion B8 not applicable
Directorate HR Support & Social Services - Management Administrator	Management supervision; minimal residual risk; control criterion B2 not applicable
Working Time & Childcare Facilities Unit - 2 Heads of Service	Management supervision
Working Time & Childcare Facilities Unit - Assistant team coordinator	Management supervision
HR & Strategic Monitoring Unit - Head of Unit	Management supervision; control criterion B2 not applicable
Financial Resources Unit - Head of Unit	Management supervision
IT Unit - Head of Unit	Management supervision

ANNEX 8 - ASSESSMENT OF THE IMPLEMENTATION OF THE MINIMUM INTERNAL CONTROL STANDARDS

ANNEXE 8 - ÉVALUATION DE LA MISE EN OEUVRE DES NORMES MINIMALES DE CONTRÔLE INTERNE

Synoptic table by standard

N° standard	Achieved	Almost achieved	Partly achieved	Started	To be started
Section 1: Mission statement and values					
1. Mission statement		x			
2. Ethical and organisational values		x			
Section 2: Human Resources					
3. Allocation of staff and mobility		x			
4. Staff assessment and development	x				
Section 3: Planning and risk management					
5. Objectives and performance indicators		x			
6. Risk management procedure		x			
Section 4: Operations and control activities					
7. Operational set-up	x				
8. Processes and procedures		x			
9. Management oversight	x				
10. Business continuity			x		
11. Document management		x			
Section 5: Information and financial reporting					
12. Information et communication		x			
13. Accounting and financial information	x				
Section 6: Evaluation and auditing					
14. Evaluation of activities		x			
15. Evaluation of internal control system		x			
16. Audit reports	x				

Comments

1. Achieved standards - good practices

Standard N°4 Staff assessment and development

Staff performance is assessed on an annual basis. Specific needs and performance issues are discussed and addressed. Management ensure that every staff member attends the compulsory training courses, but also defines the training needs on an individual basis.

Standard N° 7 Operational set-up

The delegation of powers and functions within the DG complies with the relevant internal control standards. In accordance with the Secretary-General's instructions, DG PERS has monitored the sensitive functions in 2017 (see annex 7). IT user profiles are matched to the tasks to be performed.

Standard N° 9 Management oversight

Regular checks (ex ante and ex post) are carried out on the most important budget items of the DG and also cover personnel decisions relating to recruitment processes. In addition, the DG continues to improve its internal control environment which is reviewed as part of the re-structuration.

Standard N° 13 Accounting and financial information

Information on accounting and financial management is appropriate for the activities of the DG and available through the FINORD application. Furthermore, periodic activity reports are established and regular meetings of the management organised.

Standard N° 16 Audit reports

The recommendations of the audit reports are examined and appropriate measures and action plans are taken within the DG to remedy any shortcomings.

2. Almost achieved standards - items to be completed

Standard N°1 Mission statement:

The mission statement is formulated at the level of the DG and communicated to the staff by the Head of Units. All staff members are informed about the mission, job descriptions, tasks and roles especially during the annual staff reports procedure. However, due to the re-organisation, some fine-tuning of the tasks and updates of the internet site still has to be done.

Standard N°2 Ethical and organisational values:

Staff members are informed of the relevant ethical rules and procedures regarding prevention and detection of irregularities and fraud. Nevertheless, reminders, annual update and occasional trainings regarding the rules on ethics and conflicts of interest could be useful. There is no automatic and systematic up-date procedure. The course on ethics offered by the Learning & Development Unit has been disrupted because of lack of interest (for the whole institution). It is planned to re-launch it again.

Standard N° 3 Allocation of staff and mobility:

The DG ensure permanently that staff profiles are matched to tasks, supported by the various trainings on offer. Staff mobility is encouraged, but, for staff file managers, a certain period of permanence is necessary due to the complexity of subjects treated and an appropriate handover

of knowledge is required. The establishment of recruitment plan on a multi-annual basis is a task assigned to the newly created Strategic HR Planning Unit.

Standard N°5 Objectives and performance indicators

The DG communicate personal objectives to staff members, in accordance with the DG's annual and general objectives. General and specific objectives are defined and communicated to each Directorate and Unit. Key performance indicators are established and monitor the activities and performance of the DG, on a unit level. Personal objectives are discussed and formalised in the assessment report. Individual performance of the staff is assessed annually, but not all aspects are measured.

Standard N°6 Risk management procedure

DG PERS identified in cooperation with the risk manager all relevant risks to the achievement of DG's objectives. Risks and appropriate actions are periodically/regularly controlled by the DG with the Risk Manager. Further progress is required in the closer involvement of the directorates in the process of establishing the risk register, as well as its monitoring throughout the year.

Standard N° 8 Processes and procedures:

The main processes and procedures within the DG ensure the efficiency and effectiveness of the operations. They are in compliance with current regulations, policies and requirements. Derogations both in the area of financial management and personnel decisions are recorded and reported. However, the documentation of procedures could be further improved.

Standard N° 11 Document management:

The document management and archiving meets mostly the relevant requirements. Further improvements necessary concern, for example, the registration of the employment offers or the volume of exchanges with clients via e-mail. Document management mainly complies with the provisions on security and protection of personal data. Further progress needs to be done on the aspect of archiving, both paper and electronic documents. This is also subject of a review in the light of the move to the new KAD building.

Standard N° 12 Information and communication

In-house communication channels between management and staff in the DG are adequate and mostly in line with the standards. Further areas of improvements noted include a quicker information of new measures/procedures, the identification of useful information for a specific target audience on current issues (e.g. to APAs, and on financial procedures or ongoing projects).

Standard N° 14 Evaluation of activities

The results of the "screening" exercise were implemented by the re-structuration on 1 October. The monitoring of the one-lead-indicator has been put in place, but requires further fine-tuning.

Standard N° 15 Evaluation of internal control system

The review of the internal control system takes place annually, but also as part of the re-organisation and the reviews undertaken by the Internal Auditor. The new HR & Strategic Monitoring Unit is in charge of further identifying and correcting internal control weaknesses. The PPP project *Risk-based Internal Control Framework* aims at identifying further room for effectiveness and efficiency gains.

3. Partly achieved or started standards - weaknesses and practices

Standard N° 10 Business continuity:

There is no formal Business Continuity Plan in place within the DG. Units ensure continuity of operations by establishing back-up plans and by storing documents on shared drives. During interruptions (sick leave, staff mobility) business continuity is assured on a daily basis.

4. Not started or not applicable standards

N/A