

ANNUAL ACTIVITY REPORT



Directorate-General for Personnel

20
19

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EXECUTIVE SUMMARY

1

1. Executive summary

The Directorate-General for Personnel (“DG PERS” or “the DG”) manages the human resources of the European Parliament, by ensuring that a highly qualified workforce is at the disposal of the Secretariat, in order to provide the Members of the European Parliament (the “Members”) with all the support necessary for the proper fulfilment of their mandate.

In 2019, on top of its normal operational activities, DG PERS had to face significant challenges related to:

- the elections to the European Parliament in May 2019, resulting in the need to manage mass departures and arrivals of Accredited Parliamentary Assistants (“APAs”), the change in the staffing of Political Groups, as well as providing training and guidance to the Members and their APAs;
- the management of Brexit, with the two extensions of Article 50 deadline requiring a high degree of flexibility for the management of the employment contract of UK Members’ APAs and communication efforts.
- taking over the new tasks for the human resources management of trainees for the Members, which led to a restructuring of the Directorate for Human Resources Development.

In the context of the significant increase in the workload caused by the change of parliamentary term, DG PERS managed to offer best examples of client-oriented HR solutions for Members and APAs. This

performance was achieved with careful planning and preparation, a system of inter-departmental temporary placement of staff, and with significant efforts and dedication from the staff.

As 2019 was a transition year between two Strategic Execution Framework (SEF) cycles, DG PERS invested significant efforts to bring major projects under the 2017-2019 SEF cycle towards satisfactory and timely conclusion (i.e. by May 2019, in time for the elections), and to initiate the new 2019-2021 SEF cycle.

In particular, significant progress was made with the integration of IT systems and the digitalisation of HR processes, of particular importance being:

- The deployment of the paperless mission expenses declaration, with a view to optimising procedures and continuing the move towards a paperless approach.
- The delivery of software adaptations and the development of new IT solutions improving the efficiency of APA recruitment for the change of legislative term.
- The integration of IT systems to address the new Financial Management System, the new learning system from the European Commission and the management of the new population of Members’ trainees.
- The delivery of electronic signature capabilities for the production of employment certificates.

In 2019, DG PERS counted 459 staff members and managed approximatively 48 % of the European Parliament's overall budget. With regard to the budget implementation, the use of final appropriations was a satisfactory 99 %.

DG PERS has set up an organisational structure and internal control systems tailored to the performance of its tasks, taking into account the risks associated with the management environment. The authorising officer by delegation continuously assesses the effectiveness and efficiency of the internal control systems, as well as the observations and recommendations issued by internal auditor and the European Court of Auditors, with a view to ensuring that they are functioning as expected and that any detected weaknesses in the controls are corrected.

The cost-effectiveness of the controls in place is regarded as satisfactory, but could be further improved once the ongoing IT projects will deliver more advanced and integrated functionality, processes and procedures are further streamlined and more risk-based internal controls are implemented.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Director-General, in his capacity as Authorising Officer by Delegation, has signed the Declaration of Assurance.

ENVIRONMENT OF THE DIRECTORATE-GENERAL, OBJECTIVES AND RESULTS

2

2. Environment of the Directorate-General, objectives and results

2.1. The Directorate-General (mission statement, operational context)

DG PERS plays an important role in the European Parliament, by ensuring that a highly qualified workforce is at the disposal of the Secretariat, in order to provide the Members of the European Parliament with all the support necessary for the proper fulfilment of their mandate.

DG PERS' main objectives and strategy are oriented towards the achievement of the following goals:

- to provide the best possible HR solutions and expertise to all categories of staff and Members.
- to be a forward-looking, innovative and sustainable HR service.
- to put in place a participative, inclusive environment, in which all staff can grow, thrive and give their best performance.

The DG's activities fall into three categories:

- Ensure the appropriateness of the human resources available and the needs of the institution via ongoing analysis and proactive and anticipative management of actions to be taken (identification of needs, selection, recruitment, training, development, communication).

- Provide effective administrative management which is 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 means of appropriate social and medical measures.

In order to offer the best possible client service, DG PERS is continuously strengthening the cooperation between units and services within the DG as well as with the Resources Directorates of other DGs and the HR managers of the political groups, and promotes a collaborative and knowledge-sharing culture among the HR community with a view to continuously aligning HR policies and best practices. This is achieved through regular bilateral contacts between services, regular meetings between DG PERS' senior management and the DG's Resources Directors, as well as through the participation in the HR Steering Group.

As 2019 was a transition year between two Strategic Execution Framework (SEF) cycles, DG PERS invested significant efforts to bring major projects under the 2017-2019 SEF cycle towards satisfactory and timely conclusion, and to initiate the new 2019-2021 SEF cycle.

Under the 2019-2021 SEF, DG PERS' portfolio consists of four programmes (i.e. *Enhanced Services*, *Managing Efficiently*, *Innovative Working* and *Preparing for 2030*), and a total of 8 projects included in the new Parliamentary Project Portfolio ("PPP").

MAIN EVENTS AND CHANGES

For DG PERS, election years represent a workload peak in the five-year parliamentary cycle, and 2019 presented some major challenges for the DG:

- the European Elections in May 2019 and the resulting new intake of Accredited Parliamentary Assistants ("APAs") and change in the staffing of Political Groups;
- the administrative groundwork for Brexit;
- taking over the new tasks for the human resources management of trainees for Members of the European Parliament, which led to the reorganisation of Directorate A for Human Resources Development.

2.2. Key results and progress towards achieving objectives

OBJECTIVES

The long-term objectives of the DG correspond to its strategy and goals as expressed in the SEF and the transformation plan:

- continue the development of a culture focusing on offering our clients first-class, common-sense HR solutions for different categories of staff, in the specific context of the European Parliament;

- optimise and accelerate existing procedures in order to achieve greater efficiency, in particular through projects under the Parliament Project Portfolio (PPP);
- promote a flexible, fair and healthy work environment where staff members can easily conciliate their work and private lives;
- create a safe and inclusive working environment, in line with the Action Plan on Equality and Diversity 2014-2019 and the Roadmap on the prevention of harassment, where equality and diversity are respected, where there is zero tolerance towards harassment and other forms of inappropriate behaviour, and where conflicts are prevented or solved at an early stage;
- continue to stimulate a culture change within the DG: use new working methods, implement a philosophy of staff management built on trust and focusing on results rather than presence, in order to continue to be an attractive employer, strengthen a mentality of client service and intensify collaboration within the DG;
- continue to stimulate a culture of innovation inside the DG by encouraging staff members to bring forward new ideas or suggestions for improvements in relation to their daily work or workflows inside the DG, inter alia by further promoting the use of the HR Innovation Space;
- invest in innovative IT solutions and adapt procedures to an environment in which resources are scarce.

Other long-term objectives relate to:

- The monitoring of the performance of the DG with the help of the one-lead indicator “time to deliver” and appropriate KPIs and adjust processes if necessary (see end of this sub-section on objectives and section 4.1).
- The continuous development of a close cooperation with all Directorates-General and all services working on HR matters in the Parliament, especially the Resource Directors, as well as with other institutions, to achieve a harmonious management of staff and implementation of HR policy (see section 2.1).
- The successful finalisation of the DG’s projects under the Parliament Project Portfolio 2017-2019; the adaption the DG PERS SEF to the SEF 2019-2021 of the EP Secretariat; the development and implementation of new, forward-looking projects under the PPP 2019-2021 (see ‘Projects of the Parliamentary Project Portfolio below).

These strategic objectives translated into 8 internally and externally oriented **operational objectives for the year 2019**, the results of which are presented below:

Internal

1. Evaluate the structure of the DG two years after the restructuring and adjust, where necessary.

In 2019, DG PERS was entrusted with the recruitment and management of Members’ trainees, following the Bureau decision to strengthen the framework for the recruitment of Members’ trainees on 2 July 2019. Further to this, the Trainee Outreach and Recruitment Unit was established within the Directorate for Human Resources Development in December

2019, with a reinforced presence in Brussels. The creation of this new unit aims to provide Members - and the significant number of trainees that can be recruited in succession over a parliamentary term - with high-quality client service. The management of the EP’s Schuman traineeship scheme also falls to this unit, but operations remain in Luxembourg. Since the adoption of the new rules, DG PERS recruited 325 Members trainees and managed 105 study visits offered by Members in their offices in Brussels or in Strasbourg.

In addition, new rules for the management of Members’ trainees’ missions entered into force, which entailed the definition of new procedures for the management of missions and update of IT applications at the level of the Missions’ Unit. The tasks of managing mission orders and providing client service for the Members’ trainees are managed by the APA Missions Front Desk, created in July 2019 with the main purpose of providing APAs with the requested support for all issues related to their missions. The creation of a centre of expertise on inclusion, especially in relation to the inclusion of persons with disability, was ensured through the integration of the Disability sector in what is now the Equality, Inclusion and Diversity Unit, formerly the Equality and Diversity Unit.

2. Strengthen the strategic HR planning for the DG, in order to be prepared for possible consequences of the departure of the United Kingdom and the new Multiannual Financial Framework 2021-2027; continue a permanent screening of resources by identifying for each post that becomes vacant or each contract agent contract the best possible placement in the DG and way of filling it; apply temporary placements, where appropriate.

DG PERS performs a systematic screening of resources and temporary placements. For example, in order to address the substantial increase in workload during the election period, staff were, on a voluntary basis, temporarily placed to other units (in line with Objective 5). The Directorate for HR Development coordinates the implementation of PPP projects, such as Contract Staff Strategy and Upgrading AST to AD posts to which DG PERS provided its input (see also 'Projects of the Parliamentary Project Portfolio').

3. Prepare for the smooth move of DG PERS' staff to the new KAD building in Luxembourg and the new Montoyer 63 in Brussels.

As part of its preparatory actions, the DG set-up a Task Force, which designed both the office space and the training centre in Montoyer 63 in Brussels, with the aim of creating an attractive office environment for staff.

At the beginning of 2019, parallel moves to new buildings were carried out for around 130 DG PERS's staff based in Brussels and in Strasbourg. The moves were completed successfully, without significant disruptions to the DG's operations, or IT incidents.

4. Adapt the handling of personal data to the new Data Protection Regulation and prepare for the introduction of the new Electronic Record Management System (ERMS)¹ and the Financial Management System (FMS)².

With regard to the new Data Protection Regulation, DG PERS initiated a transition project to ensure compliance with the new rules

set out under Regulation 2018/1725. With increased awareness of data protection and governance issues, the DG faced an increase in the number of staff and former staff submitting very broad data subject access requests. DG PERS maintained its commitment to ensure timely and full responses to those requests.

In light of the new obligations created by the Regulation on controllers, work commenced on the establishment of an internal procedure to manage possible breaches of the personal data processed within the DG. Several data protection awareness-raising activities were conducted internally. For example, staff of the European Data Protection Service delivered a half-day practical training session for DG PERS data controllers.

During 2019, DG PERS carried out a high number of preparatory actions in view of the introduction of the new document management system (HERMES) in 2020.

With the new Financial Management System (FMS) going live in January 2020, significant efforts were made in the last quarter of 2019 in terms of communication, accounting closure, testing and migration of data. Furthermore, all staff involved in the processing of financial transactions had to undergo technical trainings. The launch of FMS was not without challenges, as the transition had to be done during a very short period of time, coinciding with the Brexit issue and new responsibilities for the DG for the management of Members' trainees and study visits, all in the context of an election year with high levels of recruitment of APAs.

¹ The lead Directorate- General for the ERMS project is DG Presidency.

² The lead Directorate- General for the FMS project is DG Finance.

External

5. Improve the support to Members by:

- **offering better and more efficient services to their Accredited Parliamentary Assistants; after the elections, consolidate the APA Front Office as a One-Stop Shop for APAs;**
- **facilitate a successful induction and integration of new Members and APAs after the elections;**
- **successfully manage the change of parliamentary term through the task force for the elections in 2019, ensuring that Members will have at least one APA at the beginning of the 9th parliamentary term to support them in the exercise of their duties.**

2019 was the first election year in which DG PERS, in addition to recruiting APAs for the beginning of a new parliamentary term, was responsible for training new Members³, and recruiting Members' trainees.

In order to prepare for the elections to the European Parliament in May 2019, DG PERS

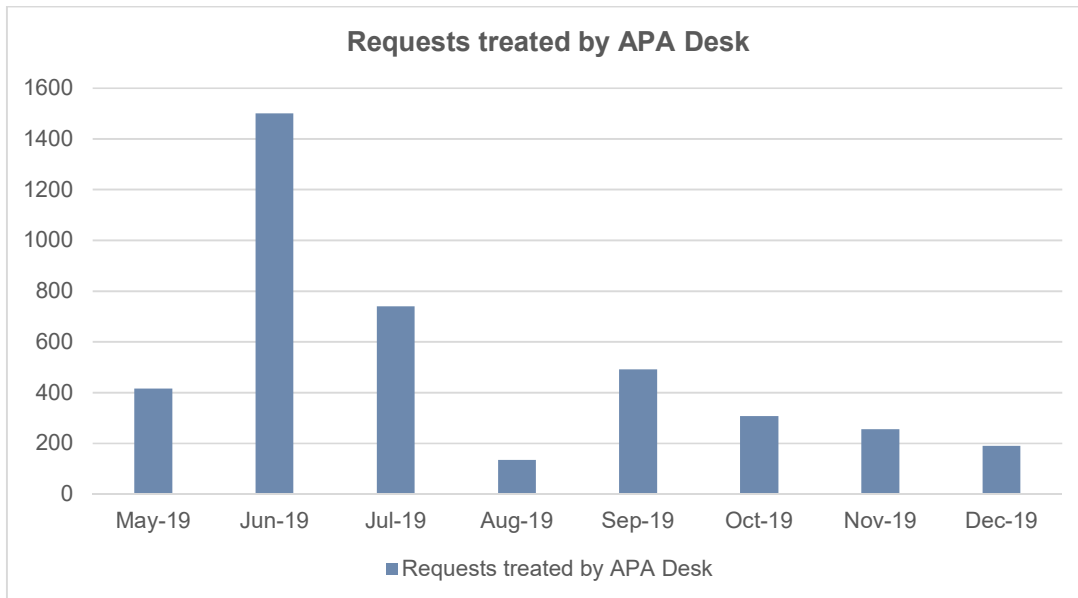
created a dedicated task force that decided on the strategy to manage the mass departure and arrival of APAs. In this context, a system of inter-departmental temporary placement of colleagues was also put in place, to enable the concerned units to face the exceptional workload created by the change of legislative term.

DG PERS also participated in the horizontal Task Force preparing the Members' Welcome⁴. The qualitative difference compared to the previous election years was that the Welcome Village was built around the Members' needs rather than focusing on the presence of all services in the Welcome village. In this context, the APA Desk Cube was integrated in the Welcome Village, with extended opening times in June and July 2019.

The APA Desk Cube has become a point of reference for APAs and Members, consolidating its position as One-Stop Shop for APAs and having received around 5'000 visits and requests during 2019. The graph below shows the monthly evolution of these requests from May onwards.

³ Tasks previously carried out by DG Finance.

⁴ Task Force "Welcome & Departures of Members in the framework of the 2019 European elections".



A specific objective for 2019 was to ensure that all Members had at least one APA at the beginning of the legislative term. For the first session of the 9th Parliamentary term, 1°292 APA recruitment contracts had been concluded (i.e. for 93% of the Members), with 2°017 contracts concluded by the year-end.

The completion of PERS 5 - *Physical Front Office for APAs* (PPP 2017-2019) and the creation of the APA Front Office Unit enabled DG PERS to optimise and accelerate recruitment procedures compared to the situation existing in the previous change of legislative term.

In order to facilitate a successful induction and integration of new Members and APAs after the elections, the project PERS 10 - *Learn.MEP* (PPP 2017-2019) had as objective to put in place a reinforced package of measures to support newly-elected Members to settle swiftly into their new roles. The projects opted for a Members' guide programme that would offer Members a personalised service tailored to their individual needs. The programme provided 84 staff members trained as Members

guides, which supported 134 Members from June to September 2019.

The first results of the ongoing client satisfaction interviews with the newly elected Members indicate that having a designated staff member to support them during the first days and weeks made a significant difference to the feeling of starting the parliamentary term equipped with enough information on services available to the Members.

In addition, 344 APAs received induction courses during the year.

During 2019, in addition to carrying-on its normal operational activities, DG PERS offered best examples of client-oriented HR solutions for Members and APAs. This performance was achieved with significant efforts and dedication from the staff.

6. Develop measures that contribute to a better conciliation of professional and private life (e.g. the implementation of extended teleworking) and of measures contributing to well-being at work.

Extended teleworking possibilities were introduced in November 2019 for the staff of the

European Parliament. The objective of this new approach was to make teleworking more accessible, simplify the procedures involved, shift focus towards results-oriented management, and make the working environment more flexible, with the bigger aim of improving the attractiveness of the Parliament as an employer. A positive trend in the use of teleworking was already noted, with an increase of teleworked days by 30% in 2019 compared to 2018.

DG PERS continued to promote a flexible, fair and healthy work environment throughout 2019: e.g. 14 events were organised on various subjects, ergonomics services were provided with around 40 people per month being assisted, sports activities were provided through the Sports Centres in Brussels and Strasbourg, etc.

In 2019, the implementation of the activities of the Action Plan on Equality and Diversity 2014-2019 and the Roadmap on the prevention of harassment has continued. The report on "Diversities other than gender in the European Parliament's Secretariat - state of play and roadmap" was adopted by the Bureau on 3 April 2019, and the first measures started being implemented.

Lunch in the Dark events were organised in Brussels and Luxembourg on the occasion of the International Day of persons with disabilities. In addition, the DG launched the recruitment procedure for contract staff with a disability, and provided reasonable accommodation measures and financial aid to several beneficiaries.

7. Develop tailor-made communication strategies for different categories of staff to ensure that information is spread in the best possible way, inter alia by using more

multimedia options and by starting to develop an App for APAs and other staff members.

During the first months of 2019, in preparation of the Parliamentary elections, several units contributed to the development of the video "Your new contract as an Accredited Parliamentary Assistant", to facilitate the recruitment and integration process of the APAs.

In February 2019, DG Personnel launched the 'Careers Opportunities Platform' (in the framework of its PERS 9 - *Mobility Project* of PPP 2017-2019). The platform provides officials with a career planning tool that sets out a range of information about jobs in the EP Secretariat, what the jobs involve and which courses to follow in order to develop the skills needed, as well as information on what it is like to work in each DG. The platform also includes a functionality through which officials can signal their interest in future job opportunities and in job shadowing possibilities. Further developments of this platform are planned in 2020.

DG PERS also developed and published in 2019 a guide for staff members on ethics, which explains the rules in this area in a straight-forward and concise way. The guide is systematically given to all new recruits and a training course was developed for staff members.

DG PERS continued in 2019 to promote, to engage with and to respond to ideas posted by members of staff via the on-line HR Innovation Space launched through the ITEC 'Mainstreaming Innovation' PPP project.

2019 also saw the conclusion of the development and testing of a new application in the Parliament's HR management IT system

that aims to provide staff (users and HR recruiting services in DGs and Political Groups) with an improved and more user-friendly way to publish and manage candidates for vacant posts in Parliament ('AVISVAC'). The platform went live for all EP staff and for external candidates (EPSO laureates and officials from other institutions) in the first week of January 2020.

8. Manage the departure of the UK Members of the European Parliament.

The management of Brexit has challenged several times the reaction capacity of the APA Front Office Unit and of DG PERS as a whole. The unexpected events and the three extensions of Article 50 deadline brought about an effort in communicating with the UK Members in close cooperation with DG Finance, and asked for a high degree of flexibility as far as APA employment contracts are concerned. Overall, 163 contract extensions were managed by the unit following the successive postponements of the Brexit date.

One lead indicator "time to deliver"

As mentioned before, DG PERS monitors its performance through the one-lead indicator "time to deliver". The indicator is calculated on a quarterly basis, and DG PERS achieved 84.7% of the targets set for the latest quarter of 2019. Furthermore, in the last quarter of 2019, DG PERS carried out a review of its one-lead performance indicator "time to deliver". The revised indicator will be applied starting 2020. This action was taken in the context of a broader initiative to improve performance monitoring (see section 4.1 for more details).

PROJECTS OF THE PARLIAMENTARY PROJECT PORTFOLIO

During 2019, DG PERS devoted a significant effort to successfully finalising its projects under the PPP 2017-2019 and to developing and implementing new, forward looking projects under PPP 2019-2021.

Most of the PPP 2017-2019 projects were brought to a successful conclusion by May 2019, e.g. with the launch of the services for new Members under *New Members' Welcome Package - Learn.MEP*, the creation of the APA Front Office, the launch of the 'Careers Opportunities Platform', etc. (see above).

Furthermore, the *Contract Staff Strategy* project came to fruition in 2019 (PERS 13), with the focus moving to a first round of analysis and implementation with all DGs of the proposals developed under the project in 2018.

With respect to the *Jean Monnet Academy* project (PERS 1) a high-level decision was taken at the start of 2019 to focus specific staff development programmes at the Jean Monnet House in Bazoches (i.e. the 'Jean Monnet Academy' staff development concept focused on key moments in an official's career and on high level management programmes for senior and middle managers).

The *Early Integration and Return to Work* project (PERS 3), aiming to create a cultural change in the way the long-term sick leave is managed, has been fully rolled out in all Directorates-General.

Significant efforts continued to be made in 2019 for ongoing investments in the digitalisation of HR processes and innovative IT solutions, with a view to optimising procedures and continuing the move towards a paperless approach.

After the deployment in December 2018 of the first pilot phase of the paperless mission expenses declaration, the *New Missions Informatics Tool* project (PERS 6) continued in 2019 with the deployment of the paperless application in 10 out of 13 Directorates-General. (The application was rolled-out to all Parliament staff in February 2020, APAs excluded.) The application uses electronic signature and has resulted in streamlined and faster procedures for the submission of the mission expenses declaration.

In the context of the *Integration of HR IT Systems* project (PERS 7), the most significant success relates to the delivery of software adaptations and new developments of different IT solutions, providing more efficient means to recruit and renew APAs in the context of the change of legislative term. The integration with the systems operated by the Medical Services helped facilitate the medical examinations required by the regulations (i.e. over 1°000 medical exams were conducted by the medical Service in Brussels).

Another outstanding integration achievement related to the management of the new population of Members' trainees, where coordination with other IT departments and business units from different Directorates-General was necessary to link the various tools covering the recruitment, the budgetary allocation, the salary payments and the management of missions for this population. Key integration initiatives were delivered on time to address the integration with the new Financial Management System, or with the new learning system from the European Commission.

The 'eHealth' program launched by Directorate for HR Support and Social Services, started to deliver new IT solutions to enhance the medical

services' capabilities. Also, the new module for the new teleworking rules that entered into force in November 2019 was delivered, thus leading to the successful completion of the *Structural Teleworking* project (PERS 20).

The *Papyrus* project (PERS 2) concluded with positive results in all the work streams defined initially. In 2019, it primarily focused on the delivery of electronic signature capabilities. The integration with the corporate platform DISP operated by DG ITEC allowed the rapid production of a high number of end of employment certificates for the departing APAs, electronic documents with full legal value in all Member States.

Some other DG PERS' projects in the PPP for 2017-2019 were carried over to DG PERS' SEF 2019-2021, notably the one focused on the replacement for Parliament's HR management system.

The project PERS 8 - *Towards an inter-institutional HR Management system* (PPP 2019-2021) is the continuation of the previous PPP 2017-2019 project, *Streamline replacement*. The European Commission extended the scope of its reflection regarding the replacement of Sysper to a broader scenario, entailing all IT applications and systems related to human resources. Pending a conclusion from the European Commission, DG PERS' IT Unit continued the development of modern applications as satellites of Streamline under a hybrid technical architecture with excellent results, such as the new 'AVISVAC' portal for publishing and applying for vacant posts.

In addition to this project, DG PERS came forward with seven new HR projects for the new 2019-2021 SEF, which were conceived to contribute to the DG's Strategic programme to

support Parliament to become an 'employer of choice':

- PERS 1 - *Attracting and retaining top talent*
- PERS 2 - *Mainstreaming competency based HR management*
- PERS 3 - *The right people in the right place at the right time*
- PERS 4 - *Contract Agent Strategy II - from contracts to contract agents*
- PERS 5 - *Welcome on board - induction programme for new hires*
- PERS 6 - *A diverse workforce for a diverse EU*
- PERS 7 - *Succeeding the leadership challenge - upgrading the management culture*

For all of these projects, the project team has been fully set up and the tasks and responsibilities defined. The projects are under various degree of progress with respect to the implementation of the defined actions, assessment of the current situation, research and/or benchmarking.

SUMMARY OF RISKS

Several risks continued to surround the DG's objectives, projects and key activities during 2019. In most cases, however, after mitigating measures and internal controls were factored in, the level of the residual risk remained stable. The main risks are summarised below:

- The risks of insufficient preparation for the management of the mass departure and arrival of APAs during the change of parliamentary term in 2019.

As explained above, the task of managing the departure of around 2°000 APAs and the

recruitment of an equivalent number in a short period of time was not without challenges. However, this risk has been successfully managed through the creation of the dedicated Task Force, the cooperation and support from other units in the DG, including through temporary placement of staff to support the units most impacted by the sharp increase in the workload, and the significant efforts and dedication from the staff.

- The risk related to the lack of a withdrawal agreement on Brexit results in widespread uncertainty impacting human resources (e.g. the management of contracts of APAs to UK Members), budget and operational activities.

DG PERS prepared for this external risk through actions such as providing detailed and updated statistics on the staff potentially impacted by Brexit to senior management and operational units, as well as organising information campaigns for Members and APAs in collaboration with DG Finance. DG PERS prepared for both a hard Brexit and an orderly withdrawal of the United Kingdom, through the implementation of the Bureau's decision of 2 May 2018 and through agreement at inter-institutional level concerning the administrative handling of a series of individual entitlements. However, the uncertainty continued throughout 2019, with no less than three extensions of the Brexit deadline. Another mitigating measure was implementing a high degree of flexibility for APAs employment contracts.

- Risk of disruption of the IT Unit's operations and projects developments caused by the change of the IT supplier in the context of a new framework

contract which entered into force in the first half of 2019 (high).

In order to mitigate the risk related to the change in IT supplier, the IT Unit signed specific contracts under the old framework contract until the latest possible date (September 2019). The aim was to reduce the impact of a change during the elections period and to have enough time to prepare the handover from one supplier to another.

- Risk of delays and/or unsuccessful completion of the project to replace Streamline by a new inter-institutional tool (moderate)

As the advancement of this project depends on external factors, i.e. European Commission's decision regarding the future of Sysper, which has now an extended scope, the moderate risk relating to this project continued to persist in 2019. The IT Unit continued its mitigating actions, i.e. ensuring that Oracle will continue to provide maintenance support to the underlying product and developing new modules under a hybrid architecture to facilitate a later integration with the new system.

- The risk of undue payments based on incorrect information remains high, and results mainly from the non-automatisation of the pay. Mitigating controls addressing this risk are in place, as described in Section 4.
- The risk financial irregularities as a result of incorrect declarations or incomplete or fake supporting documentation.

This risk remains high in particular in relation to the APA population, across the different HR processes (e.g. entitlements, missions, leave

management). The root causes of this risk are the nature of the APAs working relationship, with the Parliament as an employer and the members as manager (weak management supervision), the high turnover of this population, as well as difficulties in implementing monitoring and control measures over the APA population.

This risk is mitigated by operational controls performed by file managers and ex-ante controls performed by verifiers at the moment of recruitment, annual control campaigns over certain allowances, collaboration between units to identify suspicious cases etc.

- Risks resulting from insufficient human resources

This risk has been flagged as high by several operational units in DG PERS. The DG manages a substantial budget in the context of a complex legal and regulatory environment (e.g. staff regulations, data protection regulation, financial regulation etc.) that requires a commensurate level of checks. In addition to constant increase in the level of its activities over the last few years, the DG has also launched the development of various IT projects supporting its objective of investing in innovative IT solutions. Furthermore, units experienced an increased staff turnover as a result of mobility and the ending of contract staff contracts, combined with difficulties in finding appropriate and timely replacements through recruitment, especially of AST/SC staff in Luxembourg. The combination of these factors resulted in certain units experiencing unreasonably high levels of workload over a prolonged period of time.

In 2019, a number of improvements were made that partly mitigated the human resources risk: the release of several IT applications resulting

in the optimisation and acceleration of procedures using electronic documents, measures to improve the dissemination of knowledge and skills among staff members, temporarily placements of staff to units with a

temporarily substantial increase of workload, etc. Furthermore, several projects under the PPP 2017-2019 implemented actions aimed at implementing new working methods, providing mental health first aid training and more.

RESOURCES MANAGEMENT

3

3. Resources management

3.1. Human resources

As on 1 January 2019, 364 posts (officials and temporary staff) were approved in DG PERS's establishment plan, one post less than in the 2018 establishment plan.

As on 31 December 2019, DG PERS counted 459 staff members. The number of officials and temporary staff decreased from 355 in 2018 to 344 in 2019, while the number of contract staff and interim staff increased from 101 in 2018 to 115 in 2019:

- In 2019, DG PERS contributed with three posts to the 6 % posts reduction for the period 2014-2019.
- In July 2019 DG PERS was entrusted with the recruitment and management of

Members' trainees. Following this decision, DG PERS' budgetary appropriations for contract staff (item 1400) was increased to cover the cost of four additional contract staff.

- One AST posts was upgraded to AD post during the year and was redeployed to the Legal Service.
- During 2019, four AST posts were transformed into AST/SC. This results from the action of identifying posts previously occupied by an AST, that correspond to the AST/SC category, and reallocating them to the AST/SC category, once they become vacant.

ESTABLISHMENT PLAN

	on 01/01/2019			
	AD	AST	AST/SC	Total
Permanent posts	81	248	21	350
Temporary posts	13	1	0	14
Total	94	249	21	364

	on 01/01/2018			
	AD	AST	AST/SC	Total
Permanent posts	81	249	21	351
Temporary posts	13	1	0	14
Total	94	250	21	365

STAFF NUMBERS AT 31.12.2019

	AD	AST	AST/SC	Total
Officials	73	229	18	320
Temporary staff	17	5	2	24
- on temporary posts	12	1	0	13
- on permanent posts	2	0	1	3
- offsetting staff working part time	3	4	1	8
Contract staff				111
Seconded national experts (SNE)				0
Agency staff				4
Total				459

3.2. Financial and budgetary management

The overall budget of DG PERS represents approximatively 48 % of the Parliament's budget. Over 93 % of DG PERS' budget is earmarked for salaries and allowances for the different categories of the Parliament's staff. Other categories of expenditure relate to missions and duty travel for staff and accredited parliamentary assistants (4 %), childcare facilities and contributions to the European School (0.8 %), IT related expenses in the field of Human Resources applications (0.7 %), learning and staff development (0.6 %) etc. The final appropriations allocated to DG PERS for the financial year 2019 totalled EUR 949 963 841, representing an increase of more than 2 % compared to 2018.

INITIAL AND FINAL APPROPRIATIONS

The overall budget outturn of DG PERS is in line with the forecast, with only a minor surplus of 0.4 % or EUR 3 971 700 recorded in the financial year 2019. The initial appropriations allocated to DG PERS for the financial year 2019 amounted to EUR 953 935 541, while the final appropriations totalled EUR 949 963 841. However, the list below explains the significant differences (both shortfalls and surpluses) between the forecasts and the budget outturn by budget lines:

- Item 1200 (Remuneration and allowances of officials and temporary staff): due to a slight overestimation of the budget line (2 %), a net surplus of EUR 16 001 300 could be transferred to other budget lines.
- Item 1400 (Other staff — Secretariat and political groups): several transfers were

made to this item to cover a net deficit of EUR 2 916 300, caused by: (i) prolongation of contracts in DG COMM Liaison Offices after the election period due to positive impact; (ii) the legislative transitional period resulting in temporary recruitments for the Vice-Presidents and the Questors; (iii) projects not considered during the budget preparation.

- A deficit of EUR 2 100 000 was recorded on item 1401 (Other staff — Security), caused mainly by the change of rates in shift allowances for security agents.

- Item 3000 (Expenses for staff missions and duty travel): as 2019 was an electoral year, the estimation was less reliable and the mission expenditure was lower than expected. A net surplus of EUR 1 550 000 could be transferred to other budget lines.

- DG PERS recorded a net deficit of EUR 9 574 000 on item 4220 (Expenditure related to parliamentary assistance), explained mainly by: (i) the transfer of new tasks related to the management of Members trainees, for the social coverage and coverage of the missions and travel expenses of trainees; (ii) approval of lower initial commitments, insufficient to cover the APAs 2019 salaries, considering also that the estimations were made on the assumptions of Brexit happening in March and subsequently in October 2019. This deficit was covered to a large extent by a surplus of DG FINS on the same item.

FINAL APPROPRIATIONS AND APPROPRIATIONS COMMITTED

DG PERS achieved a rate of utilisation of final appropriations of 99 %. Total commitments entered into amounted to EUR 941 499 619, while appropriations non-committed and cancelled amounted to EUR 8 514 222 (see

Annex 6a). Most of the cancelled appropriations correspond to salary related budgetary items (e.g. item 1200, item 4220 etc.).

APPROPRIATIONS COMMITTED AND PAYMENTS MADE

Payments made in 2019 totalled EUR 926 368 207, representing ca. 98 % of appropriations committed (see Annex 6a). Invoices still not received in the area of learning and development or IT services, or the fact that not all the requests for the reimbursements of 2019 missions' costs have been received or settled, account for the difference.

USE OF AUTOMATIC AND NON-AUTOMATIC CARRYOVERS FROM 2018 TO 2019

The automatic carryovers to the financial year 2019 amounted to EUR 12 307 412. At 31 December 2019, the payments made against

these appropriations amounted to EUR 10 699 602 or 87 %. The remaining percentage is explained by invoices still not received and by the difference between estimates and actual amounts needed to cover the cost of 2018 missions settled in 2019.

APPROPRIATIONS CORRESPONDING TO ASSIGNED REVENUE

The assigned revenue available in 2019 (current and carried over) amounted to EUR 12 723 734.

The payments in 2019 against appropriations from assigned revenue (current and carried-over) amounted to EUR 9 397 617 and were mostly driven by the assigned revenue corresponding to childcare facilities, which represents parental and institutional contributions invoiced on a monthly basis by the Parliament, but paid with several months of delay.

EVALUATION AND EFFECTIVENESS OF INTERNAL CONTROL, INCLUDING OVERALL ASSESSMENT OF COST- EFFECTIVENESS



4. Evaluation and effectiveness of internal control, including overall assessment of cost-effectiveness

4.1. Assessment of the effectiveness and efficiency of internal control

DG PERS' approach for the assessment of the degree of implementation of the Minimum Internal Control Standards (MICS) was reviewed. The main change compared to the previous approach consists of the fact that the DG has decided to prioritise a limited number of standards each year, based on particular challenges and developments or the results of audit exercises. For the 2019 exercise, the focus was on five standards. In order to assess the degree of implementation of these five standards, the DG has launched an anonymous iCAT survey to seek the views of the staff of the directorate-general on the application of the MICS in the daily management of operations, the results and conclusions of which are summarised in Annex 6e. Different measures to address the weaknesses identified by the survey will be implemented starting in 2020.

In terms of performance monitoring, in the last quarter of 2019, the DG has reviewed its one-lead performance indicator ("time to deliver"): by extending the scope of the indicator through the inclusion of additional activities and by reviewing the calculation methodology and the targets.

In addition, the DG has made significant efforts in the context of the metrics collection

project launched by the Cabinet of the Secretary-General, which will be rolled out for the period starting on January 2020. The project will enable the monthly collection of metrics at unit level and the launch of client satisfaction surveys.

In the context of the review of the risk assessment exercise 2020 at Parliament's level, DG PERS took actions to review its risk management process, in particular by improving the communication and management support, by seeking structured input from the operational units and by deciding to launch specific risk reviews in certain areas of activities during 2020.

Some deficiencies still persist in the area of supervisory arrangements, in relation to ex-post controls. During the year, the Financial Resources Unit continued to be confronted with staffing issues and as such, the unit could not ensure the ex-post control function in 2019. The review of the supervisory arrangements related to ex-post controls was postponed to 2020.

These deficiencies are considered to be minor, as DG PERS internal control arrangements are mostly focused on ex-ante operational and financial controls, which are briefly described in the next sub-section.

In addition, the oversight of the internal control framework of the DG is ensured by the Internal Control Coordinator (ICC) appointed by the DG. The ICC is part of the Parliament's Internal Control Coordinators' network and its

related working groups, with responsibilities over the coordination of the reporting activities of the DG, the risk management at DG level and internal controls.

Overall, DG PERS has set up an organisational structure and internal control systems tailored to the performance of its tasks, taking into account the risks associated with the management environment. The authorising officer by delegation continuously assesses the effectiveness and efficiency of the internal control systems with a view to ensuring that they are functioning as expected and that any detected weaknesses in the controls are corrected.

4.2. Assessment of the cost-effectiveness of the controls

In 2019, DG PERS managed a budget of around EUR 950 million (around 48 % of Parliament's overall budget), with around 97 % of this budget being implemented through payments of salaries and allowances and settlement of missions expenses. The underlying transactions supporting these payments related to the recruitment of staff, establishment of individual entitlements and missions' expenses declarations.

All personnel decisions (e.g. recruitment decisions, establishment of individual entitlements, etc.) are subject to ex-ante operational controls in the various units. The verification of recruitment files of officials, temporary agents, contract staff and APAs is carried out by ex-ante verifiers in each of the dedicated units. In 2019, 5 999 files were

verified by 6 FTE dedicated to controls in the three recruitments units.

For the establishment of individual entitlements, in 2019, 1 562 files (2018: 1 207) for new recruitments or changes of status were verified ex-ante, which led to the identification and correction of 235 errors⁵. These controls provide assurance with respect to the legality and regularity of transactions underlying the payment of salaries and allowances to staff.

Furthermore, the Payroll Unit implements a peer review system for the each decision encoded into the payroll application. In 2019, an overall volume of 20 059 payslips and travel allowances were processed and controlled. The peer review is complemented by monthly reconciliations, consistency checks and ex-ante financial verification of each payroll run, as well as ad-hoc controls on different allowances (in total 4.5 FTE are dedicated to controls). The controls in place and their results provide reasonable assurance with respect to the true and fair view of the expenses with salaries and allowances for the Parliament's staff.

Another important area of expenditure is the settlement of expenses for staff missions and duty travel. The Missions Unit operates a refined scheme of risk-based and random sample ex-ante operational controls, with a detailed analysis of the errors incurred. In 2019, 14 % (or 7 051) of the expenses declarations were verified ex-ante, before being paid. In total, around 0.7 full time equivalent (FTE) are dedicated to the ex-ante operational control of settlements in the Missions Unit.

⁵ The errors relate mainly to encoding errors and differences in the interpretation of underlying rules. 43 % were errors without financial impact.

With respect to the financial transactions, in addition to the controls carried out by the operational units, the Financial Resources Unit provides a centralised structure for the financial initiation and ex-ante verification of all financial transactions. It also provides ex-ante verification of and advice on public procurement.

8 367 financial transactions were executed during the year, as presented in the table below:

Transaction	2019
Commitment of expenditure	310
Liquidation of commitment of expenses	36
Payment or regularisation orders	4 350
Recovery orders	1 023
Treasury operations (receipts & payments)	2 648

The ex-ante financial verification is performed by a team of eight ex-ante verifiers (corresponding to four FTE), coordinated by an administrator. During the year, the ex-ante verifiers emitted 55 unfavourable opinions (please refer to Annex 6c), mostly related to the non-respect of the principle of no legal commitment without a prior budgetary commitment (Article 111.2 of the Financial Regulation). The main reasons for these exceptions were: (i) the budgetary appropriations for the financial year 2018 were insufficiently provisioned to cover the reimbursement of actual costs incurred at the year-end 2018 for travel and accommodation expenses of recruitment candidates; and, (ii) in the case of external training providers, the contractors did not send the invoices within the validity period of carried over appropriations or the final invoices encompassed additional costs (e.g. travel cost and per diem

allowances) not reflected in the initial order forms. In addition to improving the cost estimates and monitoring of expenditure at the level of the concerned units, the new FMS system should also enable an automated monitoring of the consumption of committed appropriations.

The DG's contract-based expenditure amounts to around 2 % of the budget, consisting mainly of IT expenditure, the provision of childcare, medical and training services. An additional team of two staff members (corresponding to two FTE) in the Financial Resources Unit provide ex-ante verification of and advice on public procurement, with 107 contracts having been awarded in 2019 by the DG.

With regard to financial controls, a new methodology has been established at Parliament level, which allows to report the ratio of the estimated costs of controls over the budget managed and the total financial transactions.

DG PERS estimates the costs of financial controls for the year 2019 at over 0.13% of the budget it implements (see table below). This cost corresponds to 8 367 financial transactions, 107 awarded contracts, to processing of 20 059 payslips and travel allowances and the settlement of 53 670 mission expenses declarations.

Total estimated costs of controls ⁶	Budget managed ^{*7}	Ratio (%)
1 231 268	974 994 987	0.13%

In general, the cost-effectiveness of the controls in place is regarded as satisfactory, but could be further improved once the ongoing IT projects will deliver more advanced and integrated functionality, processes and procedures are further streamlined and more risk-based internal controls are implemented.

4.3. Summary of internal and external audits

During the year, DG PERS closed nine actions related to the recruitment process (of officials, temporary agents and contract staff) and to

the management of individual entitlements process.

In addition, in 2019, the Internal Auditor finalised the second phase of the audit on individual entitlements, which focused on the family-related allowances (household, dependent child and education allowances). The overall conclusion of the assignment was positive, as it did not reveal errors of a systemic nature in managing and interpreting the entitlement to the family allowances covered by the audit. Nevertheless, the audit identified potential improvements of the overall control environment (i.e. mainly related to the internal guidance and documentation of procedures), for the implementation of which DG PERS agreed on four actions with the Internal Audit.

⁶ These costs do not include the cost of resources dedicated to the ex-ante verification of AIPN decisions (e.g. recruitment decisions, decisions for the establishment of rights).

⁷ The budget managed includes final appropriations 2019, automatic carryovers 2018 to

2019, appropriations from assigned revenue in 2019 and assigned revenue carried over to 2019, as reported in the Annex 6a - "Budgetary implementation overview"

STATEMENT OF ASSURANCE

5

5. Statement of assurance

I, the undersigned, Knudsen Kristian

Director-General of Personnel

hereby declare, in my capacity as authorising officer by delegation, that I have reasonable assurance that:

- the information contained in the report presents a true and fair view;
- 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;
- 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 judgement and on the information at my disposal, such as the results of self-assessment 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 **Brussels**

On **08/04/2020**



Signature

ANNEXES

6

6. Annexes

a. Budgetary implementation overview

Code	Appropriation type	EUR ou %	Formule
Appropriations of 2019			
A	Initial appropriations	953.935.541	
B	Final appropriations	949.963.841	
C	Commitments	941.449.619	
D	commitments in % of final appropriations	99%	D=C/B
E	Payments	926.368.207	
F	Payments in % of commitments	98%	F=E/C
G	Cancellations of 2019 final appropriations	8.514.222	G=B-C-K
H	Cancellations appropriations in % of final appropriations	1%	H=G/B
Appropriations carried forward from 2019 to 2020			
I	Automatic carryforwards from 2019 to 2020	15.081.413	I=C-E
J	Automatic carryforwards from 2019 to 2020 in % of commitments	2%	J=I/C
K	Non-automatic carryforwards from 2019 to 2020	0	
L	Non-automatic carryforwards from 2019 to 2020 in % of final appropriations	0%	L=K/B
Appropriations carried over from 2018 to 2019			
M	Automatic carryovers from 2018 to 2019	12.307.412	
N	Payments against automatic carryovers from 2018 to 2019	10.699.602	
O	Payments against automatic carryovers from 2018 to 2019 in % of automatic carryovers from 2018 to 2019	87%	O=N/M
P	Cancellations of automatic carryovers from 2018 to 2019	1.607.810	P=M-N
Q	Cancellations of automatic carryovers from 2018 to 2019 in % of automatic carryover from 2018 to 2019	13%	Q=P/M
R	Non-automatic carryovers from 2018 to 2019	0	
S	Payments of non-automatic carryovers from 2018 to 2019		
T	Payments of non-automatic carryovers from 2018 to 2019 in % of non-automatic carryovers from 2018 to 2019	-	T=S/R
U	Cancellations of non-automatic carryovers from 2018 to 2019		U= R-S
V	Cancellations of non-automatic carryovers from 2018 to 2019 in % of non-automatic carryovers from 2018 to 2019		V=U/R
Assigned revenue in 2019			
W	Appropriations from assigned revenue in 2019 (current)	10.714.956	
X	Assigned revenue carried over to 2019	2.008.778	
Y	Balance of commitments on assigned revenue carried over to 2019	1.967.651	
Z	Payments in 2019 against appropriations from assigned revenue (current and carried-over)	9.397.617	
AA	Payments in 2019 against appropriations in % of assigned revenue (current and carried-over)	64%	AA=Z/(W+X+Y)

THIS TABLE WILL BE DRAWN UP BY DG FIN'S BUDGET UNIT ON THE BASIS OF THE PROVISIONAL ACCOUNTS APPROVED BY THE ACCOUNTING OFFICER AND WILL BE FORWARDED TO AUTHORISING OFFICERS FOR CONFIRMATION.

b. 2019 Budget implementation statement

The following budget outturn reports for the DG are attached to this report:

1. Current appropriations as at the end of December - Financial year 2019 (nature 0)
2. Automatic carryovers as at the end of December - Financial year 2019 (nature 2)
3. Non-automatic carryovers as at the end of December - Financial year 2019 (nature 6)
4. Specific expenditure appropriations/assigned revenue as at the end of December - Financial year 2019 (nature 7)
5. Specific expenditure appropriations/assigned revenue carried over as at the end of December - Financial year 2019 (nature 5)
6. Specific expenditure commitments/assigned revenue carried over as at the end of December - Financial year 2019 (nature 3)
7. Specific expenditure appropriations/external assigned revenue as at the end of December - Financial year 2019 (nature 9) - N/A

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01...	DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION								
012..	FONCTIONNAIRES ET AGENTS TEMPORAIRES								
0120.	REMUNERATION ET AUTRES DROITS								
01200	REMUNERATIONS ET INDEMNITES								
01200-00	REMUNERATIONS ET INDEMNITES	676.670.381,00	16.001.300,00-	660.669.081,00	657.194.111,45	99,47	657.194.111,45	0,00	3.474.969,55
01202	HEURES SUPPLEMENTAIRES REMUNEREES								
01202-00	HEURES SUPPLEMENTAIRES REMUNEREES	110.000,00	0,00	110.000,00	46.000,00	41,82	14.090,40	31.909,60	64.000,00
01204	DROITS LIES A LA PRISE DE FONCTIONS,MUTATION,CESSATION DE FONCTIONS								
01204-00	DROITS LIES A LA PRISE DE FONCTIONS,MUTATION,CESSATION DE FONCTIONS	3.060.000,00	500.000,00-	2.560.000,00	2.560.000,00	100,00	2.529.437,96	30.562,04	0,00
	Total Article 0120.	679.840.381,00	16.501.300,00-	663.339.081,00	659.800.111,45	99,47	659.737.639,81	62.471,64	3.538.969,55
0122.	INDEMNITES APRES CESSATION ANTICIPEE DE FONCTION								
01220	INDEMNITES EN CAS DE RETRAIT D'EMPLOI ET CONGES DANS L'INTERET DU SERVICE								
01220-00	INDEMNITES EN CAS DE RETRAIT D'EMPLOI ET CONGES DANS L'INTERET DU SERVICE	1.985.000,00	100.000,00	2.085.000,00	1.840.407,81	88,27	1.840.407,81	0,00	244.592,19
	Total Chapitre 012..	681.825.381,00	16.401.300,00-	665.424.081,00	661.640.519,26	99,43	661.578.047,62	62.471,64	3.783.561,74
014..	AUTRES PERSONNELS ET PRESTATIONS EXTERNES								
0140.	AUTRES AGENTS ET PERSONNES EXTERNES								
01400	AUTRES AGENTS - SECRETARIAT GENERAL ET GROUPES POLITIQUES								
01400-00	AUTRES AGENTS - SECRETARIAT GENERAL ET GROUPES POLITIQUES	54.054.199,00	2.916.300,00	56.970.499,00	56.672.946,01	99,48	56.672.946,01	0,00	297.552,99
01401	AUTRES AGENTS - SECURITE								
01401-00	AUTRES AGENTS - SECURITE	27.634.012,00	2.100.000,00	29.734.012,00	29.319.030,17	98,60	29.319.030,17	0,00	414.981,83
01402	AUTRES AGENTS - CHAUFFEURS AU SECRETARIAT GENERAL								
01402-00	AUTRES AGENTS - CHAUFFEURS AU SECRETARIAT GENERAL	6.372.506,00	300.000,00	6.672.506,00	6.173.530,08	92,52	6.173.530,08	0,00	498.975,92
01404	STAGES , SUBVENTIONS ET ECHANGES DE FONCTIONNAIRES								
01404-01	STAGES, EXPERTS NATIONAUX DETACHES, ECHANGES DE FONCTIONNAIRES ET VISITES D'ETUDES : STAGES	6.336.000,00	14.000,00	6.350.000,00	6.350.000,00	100,00	5.891.217,25	458.782,75	0,00
01404-03	STAGES, EXPERTS NATIONAUX DETACHES, ECHANGES DE FONCTIONNAIRES ET VISITES D'ETUDES : ECHANGES DE FONCTIONNAIRES ENTRE L'INSTITUTION VERS LES SECTEURS PUBLICS	150.000,00	0,00	150.000,00	0,00	0,00	0,00	0,00	150.000,00
01404-05	STAGES, EXPERTS NATIONAUX DETACHES, ECHANGES DE FONCTIONNAIRES ET VISITES D'ETUDES : EXPERTS NATIONAUX DETACHES	2.571.000,00	0,00	2.571.000,00	2.571.000,00	100,00	1.893.426,59	677.573,41	0,00
	Total Poste 01404	9.057.000,00	14.000,00	9.071.000,00	8.921.000,00	98,35	7.784.643,84	1.136.356,16	150.000,00
	Total Article 0140.	97.117.717,00	5.330.300,00	102.448.017,00	101.086.506,26	98,67	99.950.150,10	1.136.356,16	1.361.510,74
016..	AUTRES DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION								
0161.	DEPENSES LIEES A LA GESTION DU PERSONNEL								
01610	FRAIS DE RECRUTEMENT								

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01610-00	FRAIS DE RECRUTEMENT	163.000,00	15.000,00-	148.000,00	88.822,39	60,02	51.822,39	37.000,00	59.177,61
01612	PERFECTIONNEMENT PROFESSIONNEL								
01612-01	APPRENTISSAGE ET PERFECTIONNEMENT								
01612-01-01	FORMATION GÉNÉRALE	0,00	1.675.416,67	1.675.416,67	1.570.000,00	93,71	872.939,52	697.060,48	105.416,67
01612-01-02	COURS DE LANGUES	0,00	1.450.000,00	1.450.000,00	1.246.932,67	86,00	664.543,43	582.389,24	203.067,33
01612-01-03	COURS INFORMATIQUES	0,00	550.620,00	550.620,00	479.769,42	87,13	162.105,38	317.664,04	70.850,58
01612-01-04	E-LEARNING ET LEARNING TECHNOLOGIES	0,00	94.583,33	94.583,33	43.859,53	46,37	4.583,33	39.276,20	50.723,80
01612-01-05	MANAGEMENT ET DÉVELOPPEMENT DES TALENTS	0,00	500.000,00	500.000,00	358.455,00	71,69	184.462,29	173.992,71	141.545,00
01612-01-06	PROJET ACADEMIE JEAN MONNET	0,00	550.000,00	550.000,00	440.000,00	80,00	320.349,51	119.650,49	110.000,00
01612-01-07	FORMATIONS SOUTENANT LE SEF	0,00	120.000,00	120.000,00	105.186,64	87,66	4.045,64	101.141,00	14.813,36
01612-01-08	FORMATION EXTERNE	0,00	640.000,00	640.000,00	590.000,00	92,19	442.181,96	147.818,04	50.000,00
01612-01-09	ÉGALITÉ DES CHANCES	0,00	20.000,00	20.000,00	2.000,00	10,00	803,00	1.197,00	18.000,00
01612-01-10	LEARN.MEP	0,00	23.000,00	23.000,00	17.700,00	76,96	11.000,00	6.700,00	5.300,00
01612-01-11	MATÉRIEL DIDACTIQUE ET RÉSERVE	0,00	50.000,00	50.000,00	40.000,00	80,00	36.659,82	3.340,18	10.000,00
	Total Sous-poste 01612-01	5.818.000,00	144.380,00-	5.673.620,00	4.893.903,26	86,26	2.703.673,88	2.190.229,38	779.716,74
	Total Article 0161.	5.981.000,00	159.380,00-	5.821.620,00	4.982.725,65	85,59	2.755.496,27	2.227.229,38	838.894,35
0163.	INTERVENTIONS EN FAVEUR DU PERSONNEL DE L'INSTITUTION								
01630	SERVICE SOCIAL								
01630-01	SERVICE SOCIAL : AIDE COMPLÉMENTAIRE AUX HANDICAPES FRAIS NON REMBOURSES PAR LE RÉGIME COMMUN D'ASSURANCE-MALADIE ET AUTRES INTERVENTIONS SPÉCIFIQUES	366.000,00	50.000,00-	316.000,00	316.000,00	100,00	190.808,36	125.191,64	0,00
01630-02	SERVICE SOCIAL : SECOURS EXTRAORDINAIRES	70.000,00	70.000,00-	0,00	0,00	0,00	0,00	0,00	0,00
01630-03	SERVICE SOCIAL : INTERVENTIONS SOCIALES	251.000,00	100.000,00-	151.000,00	115.000,00	76,16	88.400,80	26.599,20	36.000,00
01630-04	SERVICE SOCIAL : RELATIONS AVEC LE PERSONNEL	37.000,00	0,00	37.000,00	37.000,00	100,00	15.031,74	21.968,26	0,00
01630-05	SERVICE SOCIAL : MESURES SPÉCIFIQUES RELATIVES À L'AMÉNAGEMENT RAISONNABLE POUR DES PERSONNES PRÉSENTANT UN HANDICAP	25.000,00	0,00	25.000,00	25.000,00	100,00	15.117,00	9.883,00	0,00
	Total Poste 01630	749.000,00	220.000,00-	529.000,00	493.000,00	93,19	309.357,90	183.642,10	36.000,00
01632	RELATIONS SOCIALES ENTRE LES MEMBRES DU PERSONNEL ET AUTRES INTERVENTIONS SOCIALES								
01632-00	RELATIONS SOCIALES ENTRE LES MEMBRES DU PERSONNEL ET AUTRES INTERVENTIONS SOCIALES	240.000,00	0,00	240.000,00	240.000,00	100,00	215.911,19	24.088,81	0,00
	Total Article 0163.	989.000,00	220.000,00-	769.000,00	733.000,00	95,32	525.269,09	207.730,91	36.000,00
0165.	ACTIVITÉS CONCERNANT L'ENSEMBLE DES PERSONNES LIÉES À L'INSTITUTION								
01650	SERVICE MÉDICAL								
01650-00	SERVICE MÉDICAL	1.555.000,00	10.000,00-	1.545.000,00	1.159.480,00	75,05	779.236,14	380.243,86	385.520,00
01654	STRUCTURES DE GARDE D'ENFANTS								
01654-01	STRUCTURES DE GARDE D'ENFANTS - BRUXELLES - GESTION EXTERNE DE LA CRÈCHE ET DE LA SALLE FAMILIALE DE L'INSTITUTION AINSI QUE DES CRÈCHES CONVENTIONNÉES	3.600.000,00	0,00	3.600.000,00	3.600.000,00	100,00	3.456.597,88	143.402,12	0,00

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01654-02	STRUCTURES DE GARDE D'ENFANTS: BRUXELLES - QUOTE-PART DE L'INSTITUTION AU CENTRE DE LA PETITE ENFANCE GERE PAR LA COMMISSION EUROPEENNE	1.450.000,00	0,00	1.450.000,00	1.450.000,00	100,00	1.450.000,00	0,00	0,00
01654-03	STRUCTURES DE GARDE D'ENFANTS: STRASBOURG - FONCTIONNEMENT DE LA SALLE FAMILIALE DE L'INSTITUTION	25.000,00	0,00	25.000,00	25.000,00	100,00	10.353,26	14.646,74	0,00
01654-04	STRUCTURES DE GARDE D'ENFANTS: LUXEMBOURG - 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	2.600.000,00	367.320,00-	2.232.680,00	2.232.680,00	100,00	2.000.937,18	231.742,82	0,00
	Total Poste 01654	7.675.000,00	367.320,00-	7.307.680,00	7.307.680,00	100,00	6.917.888,32	389.791,68	0,00
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)	615.000,00	0,00	615.000,00	615.000,00	100,00	615.000,00	0,00	0,00
	Total Article 0165.	9.845.000,00	377.320,00-	9.467.680,00	9.082.160,00	95,93	8.312.124,46	770.035,54	385.520,00
	Total Chapitre 016..	16.815.000,00	756.700,00-	16.058.300,00	14.797.885,65	92,15	11.592.889,82	3.204.995,83	1.260.414,35
	Total Titre 01...	795.758.098,00	11.827.700,00-	783.930.398,00	777.524.911,17	99,18	773.121.087,54	4.403.823,63	6.405.486,83

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Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paielements Effectués	Soldes 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	4.763.000,00	34.000,00-	4.729.000,00	4.728.995,08	100,00	2.993.202,16	1.735.792,92	4,92
02105	INFORMATIQUE ET TELECOMMUNICATIONS INVESTISSEMENTS EN PROJETS								
02105-16	INFORMATIQUE ET TELECOMMUNICATIONS - INVESTISSEMENTS EN PROJETS: PERS - PROJETS IT DECENTRALISES	1.455.000,00	34.000,00-	1.421.000,00	1.420.995,08	100,00	841.336,13	579.658,95	4,92
	Total Article 0210.	6.218.000,00	68.000,00-	6.150.000,00	6.149.990,16	100,00	3.834.538,29	2.315.451,87	9,84
0214.									
02140	MATERIEL ET INSTALLATIONS TECHNIQUES								
02140-12	MATERIEL ET INSTALLATIONS TECHNIQUES: CENTRES SPORTIFS ET AUTRE MATERIEL ET EQUIPEMENT POUR LA DG PERS	190.000,00	100.000,00-	90.000,00	76.519,25	85,02	55.942,93	20.576,32	13.480,75
	Total Chapitre 021..	6.408.000,00	168.000,00-	6.240.000,00	6.226.509,41	99,78	3.890.481,22	2.336.028,19	13.490,59
	Total Titre 02...	6.408.000,00	168.000,00-	6.240.000,00	6.226.509,41	99,78	3.890.481,22	2.336.028,19	13.490,59

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Poste	Intitulé	Crédits Initiaux	Virements + Budg. Suppl.	Crédits Actuels	Engagements Contractés	% Util.	Paielements Effectués	Soldes 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	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : DEPLACEMENTS ENTRE LES TROIS LIEUX DE TRAVAIL	21.022.000,00	2.000.000,00-	19.022.000,00	18.919.800,00	99,46	15.540.721,52	3.379.078,48	102.200,00
03000-02	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : MISSIONS HORS DES TROIS LIEUX DE TRAVAIL	3.607.000,00	250.000,00	3.857.000,00	3.658.334,82	94,85	2.808.334,82	850.000,00	198.665,18
03000-03	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : APPRENTISSAGE ET PERFECTIONNEMENT	1.604.000,00	200.000,00	1.804.000,00	1.685.075,22	93,41	1.425.075,22	260.000,00	118.924,78
03000-04	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : STAGIAIRES	777.000,00	0,00	777.000,00	760.297,60	97,85	460.297,60	300.000,00	16.702,40
	Total Poste 03000	27.010.000,00	1.550.000,00-	25.460.000,00	25.023.507,64	98,29	20.234.429,16	4.789.078,48	436.492,36
0304.	FRAIS DIVERS DE REUNIONS								
03042	REUNIONS, CONGRES ET CONFERENCES								
03042-06	REUNIONS, CONGRES, CONFERENCES ET DELEGATIONS : LAISSEZ-PASSER COMMUNAUTAIRES	200.000,00	0,00	200.000,00	200.000,00	100,00	26.617,92	173.382,08	0,00
	Total Chapitre 030..	27.210.000,00	1.550.000,00-	25.660.000,00	25.223.507,64	98,30	20.261.047,08	4.962.460,56	436.492,36
032..	EXPERTISE ET INFORMATION : ACQUISITION , ARCHIVAGE , PRODUCTION ET DIFFUSION								
0320.	ACQUISITION D'EXPERTISE								
03200									
03200-04	ACQUISITION D'EXPERTISE: ETUDES, EXPERTS ET AUTRES PERSONNALITES (DG PERS)	71.500,00	0,00	71.500,00	0,00	0,00	0,00	0,00	71.500,00
0322.	DEPENSES DE DOCUMENTATION								
03220	DEPENSES DE DOCUMENTATION								
03220-06	DEPENSES DE DOCUMENTATION: LIVRES, SOUSCRIPTIONS, JOURNAUX, PERIODIQUES ET PRODUITS MEDIATHEQUES POUR LA DG PERS	5.000,00	0,00	5.000,00	5.000,00	100,00	1.036,45	3.963,55	0,00
	Total Chapitre 032..	76.500,00	0,00	76.500,00	5.000,00	6,54	1.036,45	3.963,55	71.500,00
	Total Titre 03...	27.286.500,00	1.550.000,00-	25.736.500,00	25.228.507,64	98,03	20.262.083,53	4.966.424,11	507.992,36

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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	DEPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE : REMUNERATIONS ET INDEMNITES DES ASSISTANTS ACCREDITES - STATUT DES DEPUTES	114.956.943,00	5.000.000,00	119.956.943,00	119.107.690,85	99,29	119.107.690,85	0,00	849.252,15
04220-04	DEPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE : FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL ET COURS EXTERNES DES ASSISTANTS ACCREDITES - STATUT DES MEMBRES								
04220-04-01	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DES ASSISTANTS ACCREDITES	0,00	11.338.000,00	11.338.000,00	11.100.000,00	97,90	8.810.266,81	2.289.733,19	238.000,00
04220-04-02	COURS EXTERNES DES ASSISTANTS ACCREDITES	0,00	112.000,00	112.000,00	112.000,00	100,00	72.883,99	39.116,01	0,00
	Total Sous-poste 04220-04	9.526.000,00	1.924.000,00	11.450.000,00	11.212.000,00	97,92	8.883.150,80	2.328.849,20	238.000,00
04220-05	DEPENSES ASSISTANTS PARLEMENTAIRES : INDEMNITE, ALLOCATION + COUVERTURE SOCIALE DES STAGIERES DES DEPUTES	0,00	1.860.000,00	1.860.000,00	1.860.000,00	100,00	1.025.361,89	834.638,11	0,00
04220-06	DEPENSES RELATIVES ASSISTANTS PARLEMENTAIRES: FRAIS DE MISSIONS ET DE DEPLACEMENTS DES STAGIAIRES DES DEPUTES	0,00	700.000,00	700.000,00	200.000,00	28,57	44.547,52	155.452,48	500.000,00
04220-07	DEPENSES RELATIVES ASSISTANTS PARLEMENTAIRES: COMPENSATIONS DES PARTICIPANTS DES VISITES D'ETUDES DES DEPUTES	0,00	90.000,00	90.000,00	90.000,00	100,00	33.803,22	56.196,78	0,00
04220-08	DEPENSES RELATIVES ASSISTANTS PARLEMENTAIRES: FRAIS DE MISSIONS ET DE DEPLACEMENTS DES PARTICIPANTS DES VISITES D'ETUDES DES DEPUTES	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
	Total Poste 04220	124.482.943,00	9.574.000,00	134.056.943,00	132.469.690,85	98,82	129.094.554,28	3.375.136,57	1.587.252,15
	Total Titre 04...	124.482.943,00	9.574.000,00	134.056.943,00	132.469.690,85	98,82	129.094.554,28	3.375.136,57	1.587.252,15
	Total Général	953.935.541,00	3.971.700,00	949.963.841,00	941.449.619,07	99,10	926.368.206,57	15.081.412,50	8.514.221,93

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Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paielements Effectués	% Util.	Reste à payer	Reliquat de Conversion
01...	DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION							
012..	FONCTIONNAIRES ET AGENTS TEMPORAIRES							
0120.	REMUNERATION ET AUTRES DROITS							
01202	HEURES SUPPLEMENTAIRES REMUNEREES							
01202-00	HEURES SUPPLEMENTAIRES REMUNEREES	22.326,18	22.326,18	22.326,18	17.601,89	78,84	4.724,29	0,00
01204	DROITS LIES A LA PRISE DE FONCTIONS,MUTATION,CESSATION DE FONCTIONS							
01204-00	DROITS LIES A LA PRISE DE FONCTIONS,MUTATION,CESSATION DE FONCTIONS	316.534,82	316.534,82	316.534,82	316.534,82	*****	0,00	0,00
	Total Article 0120.	338.861,00	338.861,00	338.861,00	334.136,71	98,61	4.724,29	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	55.543,35	55.543,35	55.543,35	55.543,35	*****	0,00	0,00
016..	AUTRES DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION							
0161.	DEPENSES LIEES A LA GESTION DU PERSONNEL							
01610	FRAIS DE RECRUTEMENT							
01610-00	FRAIS DE RECRUTEMENT	33.222,58	33.222,58	33.222,58	30.932,94	93,11	2.289,64	0,00
01612	PERFECTIONNEMENT PROFESSIONNEL							
01612-01	PERFECTIONNEMENT PROFESSIONNEL							
01612-01-01	FORMATION GENERALE	825.267,19	825.267,19	825.267,19	673.193,64	81,57	152.073,55	0,00
01612-01-02	COURS DE LANGUES	435.618,66	435.618,66	435.618,66	353.164,24	81,07	82.454,42	0,00
01612-01-03	COURS INFORMATIQUES	142.175,80	142.175,80	142.175,80	111.627,20	78,51	30.548,60	0,00
01612-01-04	E-LEARNING ET LEARNING TECHNOLOGIES	70.552,37	70.552,37	70.552,37	47.922,36	67,92	22.630,01	0,00
01612-01-05	MANAGEMENT ET DEVELOPPEMENT DES TALENTS	283.527,99	283.527,99	283.527,99	160.733,50	56,69	122.794,49	0,00
01612-01-06	PROJET ACADEMIE JEAN MONNET	146.000,00	146.000,00	146.000,00	120.934,05	82,83	25.065,95	0,00
01612-01-07	FORMATIONS SOUTENANT LE SEF	113.350,00	113.350,00	113.350,00	103.594,48	91,39	9.755,52	0,00
01612-01-08	FORMATION EXTERNE	183.897,53	183.897,53	183.897,53	107.644,52	58,54	76.253,01	0,00
01612-01-09	EGALITE DES CHANCES	1.482,45	1.482,45	1.482,45	1.482,45	*****	0,00	0,00
01612-01-10	MATERIEL DIDACTIQUE ET RESERVE	2.975,89	2.975,89	2.975,89	2.975,89	*****	0,00	0,00
	Total Sous-poste 01612-01	2.204.847,88	2.204.847,88	2.204.847,88	1.683.272,33	76,34	521.575,55	0,00
01612-03	PERFECTIONNEMENT PROFESSIONNEL: POUR LE SERVICE DE SECURITE	8.865,00	8.865,00	8.865,00	7.865,00	88,72	1.000,00	0,00
	Total Poste 01612	2.213.712,88	2.213.712,88	2.213.712,88	1.691.137,33	76,39	522.575,55	0,00
	Total Article 0161.	2.246.935,46	2.246.935,46	2.246.935,46	1.722.070,27	76,64	524.865,19	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	174.574,63	174.574,63	174.574,63	138.718,97	79,46	35.855,66	0,00

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01630-03	INTERVENTIONS SOCIALES	23.347,58	23.347,58	23.347,58	12.587,70	53,91	10.759,88	0,00
01630-04	RELATIONS AVEC LE PERSONNEL	21.218,19	21.218,19	21.218,19	20.591,75	97,05	626,44	0,00
01630-05	MESURES SPECIFIQUES RELATIVES A L'AMENAGEMENT RAISONNABLE POUR DES PERSONNES PRESENTANT UN HANDICAP	6.000,00	6.000,00	6.000,00	2.330,50	38,84	3.669,50	0,00
	Total Poste 01630	225.140,40	225.140,40	225.140,40	174.228,92	77,39	50.911,48	0,00
0165.	ACTIVITES CONCERNANT L'ENSEMBLE DES PERSONNES LIEES A L'INSTITUTION							
01650	SERVICE MEDICAL							
01650-00	SERVICE MEDICAL	311.189,37	311.189,37	311.189,37	189.420,28	60,87	121.769,09	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	41.732,80	41.732,80	41.732,80	19.218,87	46,05	22.513,93	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	168.079,00	168.079,00	168.079,00	97.320,39	57,90	70.758,61	0,00
01654-03	STR-STRUCTURES DE GARDE D'ENFANTS FONCTIONNEMENT DE LA SALLE FAMILIALE DE L'INSTITUTION	3.201,52	3.201,52	3.201,52	2.551,57	79,70	649,95	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	142.669,12	142.669,12	142.669,12	129.400,30	90,70	13.268,82	0,00
	Total Poste 01654	355.682,44	355.682,44	355.682,44	248.491,13	69,86	107.191,31	0,00
	Total Article 0165.	666.871,81	666.871,81	666.871,81	437.911,41	65,67	228.960,40	0,00
	Total Chapitre 016..	3.138.947,67	3.138.947,67	3.138.947,67	2.334.210,60	74,36	804.737,07	0,00
	Total Titre 01...	3.533.352,02	3.533.352,02	3.533.352,02	2.723.890,66	77,09	809.461,36	0,00

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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	1.529.715,46	1.529.715,46	1.529.715,46	1.528.892,12	99,95	823,34	0,00
02105	INFORMATIQUE ET TELECOMMUNICATIONS INVESTISSEMENTS EN PROJETS							
02105-16	INVESTISSEMENTS EN PROJETS - PERS PROJETS IT DECENTRALISES	558.988,09	558.988,09	558.988,09	558.847,51	99,97	140,58	0,00
	Total Article 0210.	2.088.703,55	2.088.703,55	2.088.703,55	2.087.739,63	99,95	963,92	0,00
0214.								
02140	MATERIEL ET INSTALLATIONS TECHNIQUES							
02140-12	MATERIEL ET INSTALLATIONS TECHNIQUES: CENTRES SPORTIFS ET AUTRE MATERIEL ET EQUIPEMENT POUR LA DG PERS	96.021,13	96.021,13	96.021,13	69.076,49	71,94	26.944,64	0,00
	Total Chapitre 021..	2.184.724,68	2.184.724,68	2.184.724,68	2.156.816,12	98,72	27.908,56	0,00
	Total Titre 02...	2.184.724,68	2.184.724,68	2.184.724,68	2.156.816,12	98,72	27.908,56	0,00

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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	2.667.008,26	2.667.008,26	2.667.008,26	2.534.730,22	95,04	132.278,04	0,00
03000-02	MISSION HORS DES TROIS LIEUX DE TRAVAIL	1.263.274,92	1.263.274,92	1.263.274,92	920.942,25	72,90	342.332,67	0,00
03000-03	MISSIONS PERFECTIONNEMENT PROFESSIONNEL	250.000,00	250.000,00	250.000,00	192.062,37	76,82	57.937,63	0,00
03000-04	MISSIONS STAGIAIRES	182.889,72	182.889,72	182.889,72	174.868,63	95,61	8.021,09	0,00
	Total Poste 03000	4.363.172,90	4.363.172,90	4.363.172,90	3.822.603,47	87,61	540.569,43	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 MEDIATHEQUES POUR LA DG PERSONNEL	3.328,00	3.328,00	3.328,00	0,00	0,00	3.328,00	0,00
	Total Titre 03...	4.366.500,90	4.366.500,90	4.366.500,90	3.822.603,47	87,54	543.897,43	0,00

DG PERS

situation Crédits reportés automatiques Exercice: 2019 (en EUR)

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Poste	Intitulé	Crédits Reportés	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Reste à payer	Reliquat de Conversion
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							
04220-04	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL ET COURS EXTERNES DES ASSISTANTS ACCREDITES - STATUT							
04220-04-01	FRAIS DE MISSIONS ET DE DEPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DES ASSISTANTS ACCREDITES	2.180.418,30	2.180.418,30	2.180.418,30	1.966.341,27	90,18	214.077,03	0,00
04220-04-02	COURS EXTERNES DES ASSISTANTS ACCREDITES	42.415,74	42.415,74	42.415,74	29.950,50	70,61	12.465,24	0,00
	Total Sous-poste 04220-04	2.222.834,04	2.222.834,04	2.222.834,04	1.996.291,77	89,81	226.542,27	0,00
	Total Titre 04...	2.222.834,04	2.222.834,04	2.222.834,04	1.996.291,77	89,81	226.542,27	0,00
	Total Général	12.307.411,64	12.307.411,64	12.307.411,64	10.699.602,02	86,94	1.607.809,62	0,00

DG PERS

Situation des crédits de dépenses spécifiques/RA

Exercice:2019 (en EUR)

Edité le 11/02/2020 à 14:07

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Poste	Intitulé	Virements	Crédits an. cumulés.	Crédits Actuels	Engagements Contractés	% Util.	Paielements Effectués	Solde des Engag. E.C.	Crédits Disponibles
01...	DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION								
012..	FONCTIONNAIRES ET AGENTS TEMPORAIRES								
0120.	REMUNERATION ET AUTRES DROITS								
01200	REMUNERATIONS ET INDEMNITES								
01200-00	REMUNERATIONS ET INDEMNITES	0,00	193.386,31	193.386,31	131.039,19	67,76	101.423,02	29.616,17	62.347,12
014..	AUTRES PERSONNELS ET PRESTATIONS EXTERNES								
0140.	AUTRES AGENTS ET PERSONNES EXTERNES								
01400	AUTRES AGENTS - SECRETARIAT GENERAL ET GROUPES POLITIQUES								
01400-00	AUTRES AGENTS - SECRETARIAT GENERAL ET GROUPES POLITIQUES	0,00	5.541.241,69	5.541.241,69	3.335.870,86	60,20	3.335.870,86	0,00	2.205.370,83
01401	AUTRES AGENTS & " SECURITE								
01401-00	AUTRES AGENTS & " SECURITE	0,00	410.348,94	410.348,94	410.348,94	100,00	410.348,94	0,00	0,00
01404									
01404-01	STAGES, EXPERTS NATIONAUX DETACHES, ECHANGES DE FONCTIONNAIRES ET VISITES D'ETUDES : STAGES	0,00	3.350,94	3.350,94	2.178,10	65,00	2.178,10	0,00	1.172,84
	Total Article 0140.	0,00	5.954.941,57	5.954.941,57	3.748.397,90	62,95	3.748.397,90	0,00	2.206.543,67
016..	AUTRES DEPENSES CONCERNANT LES PERSONNES LIEES A L'INSTITUTION								
0163.	INTERVENTIONS EN FAVEUR DU PERSONNEL DE L'INSTITUTION								
01630									
01630-02	SERVICE SOCIAL : SECOURS EXTRAORDINAIRES	0,00	55.695,73	55.695,73	15.732,45	28,25	0,00	15.732,45	39.963,28
0165.	ACTIVITES CONCERNANT L'ENSEMBLE DES PERSONNES LIEES A L'INSTITUTION								
01650	SERVICE MEDICAL								
01650-00	SERVICE MEDICAL	0,00	532,02	532,02	532,02	100,00	532,02	0,00	0,00
01654									
01654-01	STRUCTURES DE GARDE D'ENFANTS - BRUXELLES - GESTION EXTERNE DE LA CRECHE ET DE LA SALLE FAMILIALE DE L'INSTITUTION AINSI QUE DES CRECHES CONVENTIONNEES	0,00	1.757.437,00	1.757.437,00	1.012.136,03	57,59	691.875,51	320.260,52	745.300,97
01654-04	STRUCTURES DE GARDE D'ENFANTS: LUXEMBOURG - 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	0,00	2.319.847,44	2.319.847,44	1.337.374,99	57,65	1.109.006,12	228.368,87	982.472,45
	Total Poste 01654	0,00	4.077.284,44	4.077.284,44	2.349.511,02	57,62	1.800.881,63	548.629,39	1.727.773,42
	Total Article 0165.	0,00	4.077.816,46	4.077.816,46	2.350.043,04	57,63	1.801.413,65	548.629,39	1.727.773,42
	Total Chapitre 016..	0,00	4.133.512,19	4.133.512,19	2.365.775,49	57,23	1.801.413,65	564.361,84	1.767.736,70
	Total Titre 01...	0,00	10.281.840,07	10.281.840,07	6.245.212,58	60,74	5.651.234,57	593.978,01	4.036.627,49

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situation des crédits de dépenses spécifiques/RA

Exercice:2019 (en EUR)

Edité le 11/02/2020 à 14:07

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Poste	Intitulé	Virements	Crédits an. cumulés.	Crédits Actuels	Engagements Contractés	% Util.	Paielements Effectués	Soldes 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									
03000-01	FRAIS DE MISSIONS ET DE DÉPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : DÉPLACEMENTS ENTRE LES TROIS LIEUX DE TRAVAIL	0,00	399.809,61	399.809,61	226.107,84	56,55	226.107,84	0,00	173.701,77
03000-02	FRAIS DE MISSIONS ET DE DÉPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : MISSIONS HORS DES TROIS LIEUX DE TRAVAIL	0,00	714,00	714,00	0,00	0,00	0,00	0,00	714,00
03000-04	FRAIS DE MISSIONS ET DE DÉPLACEMENT ENTRE LES TROIS LIEUX DE TRAVAIL DU PERSONNEL : STAGIAIRES	0,00	936,43	936,43	502,81	53,69	0,00	502,81	433,62
	Total Poste 03000	0,00	401.460,04	401.460,04	226.610,65	56,45	226.107,84	502,81	174.849,39
	Total Titre 03...	0,00	401.460,04	401.460,04	226.610,65	56,45	226.107,84	502,81	174.849,39

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Poste	Intitulé	Virements	Crédits an. cumulés.	Crédits Actuels	Engagements Contractés	% Util.	Paielements Effectués	Soldes 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									
04220-02	DÉPENSES RELATIVES A L'ASSISTANCE PARLEMENTAIRE : RÉMUNÉRATIONS ET INDEMNITÉS DES ASSISTANTS ACCRÉDITÉS - STATUT DES DÉPUTÉS	0,00	31.656,05	31.656,05	20.865,70	65,91	10.113,93	10.751,77	10.790,35
	Total Titre 04...	0,00	31.656,05	31.656,05	20.865,70	65,91	10.113,93	10.751,77	10.790,35
	Total Général	0,00	10.714.956,16	10.714.956,16	6.492.688,93	60,59	5.887.456,34	605.232,59	4.222.267,23

DG PERS

Situation des credits reportes dep.spec RA Exercice: 2019 (en EUR)

Edité le 16/12/2019 à 14:24 Page 01 /03

Poste	Intitulé	Crédits Initiaux	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Soldes des Engagements	Crédits disponibles
01...								
012..								
0120.								
01200	Rémunérations et indemnités							
01200-00	Rémunérations et indemnités	207.152,60	207.152,60	207.152,60	207.152,60	*****	0,00	0,00
014..								
0140.								
01400	Autres agents - Secrétariat Général et group							
01400-00	Autres agents - Secrétariat Général et group	252.218,06	252.218,06	252.218,06	252.218,06	*****	0,00	0,00
01401	Autres agents - Sécurité							
01401-00	Autres agents - Sécurité	2.679,77	2.679,77	2.679,77	2.679,77	*****	0,00	0,00
01404	Stages, subventions et échanges de fonctionna							
01404-01	Stages, subventions et échanges de fonctionnastages pour diplômés et stages de formation (autres que traducteurvisites d'études non indemnisées	175,34	175,34	175,34	175,34	*****	0,00	0,00
	Total Article 0140.	255.073,17	255.073,17	255.073,17	255.073,17	*****	0,00	0,00
016..								
0163.								
01630	Service social							
01630-02	Service social : secours extraordinaires	99.432,32	99.432,32	99.432,32	50.493,67	50,78	48.938,65	0,00
0165.								
01654	Structures de garde d'enfants							
01654-01	Structures de garde d'enfants : Bruxelles - gestion externe de la crèche et de la salle familiale de L'INSTITUTION ain	531.933,58	531.933,58	531.933,58	531.933,58	*****	0,00	0,00
01654-04	Structures de garde d'enfants : Luxembourg - QUOTE PART DE L'INSTITUTION AU CENTRE POLY. DE L'ENFANCE GERE PAR LA COMMISSION EUR. ET LE PE AINSI QU'AUX CRECHES CONVENTIONNEES	850.778,45	850.778,45	850.778,45	850.778,45	*****	0,00	0,00
	Total Poste 01654	1.382.712,03	1.382.712,03	1.382.712,03	1.382.712,03	*****	0,00	0,00
	Total Chapitre 016..	1.482.144,35	1.482.144,35	1.482.144,35	1.433.205,70	96,70	48.938,65	0,00
	Total Titre 01...	1.944.370,12	1.944.370,12	1.944.370,12	1.895.431,47	97,48	48.938,65	0,00

DG PERS

Situation des credits reportes dep.spec RA Exercice: 2019 (en EUR)

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Poste	Intitulé	Crédits Initiaux	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Solde des Engagements	Crédits disponibles
03...								
030..								
0300.								
03000	Frais de missions et de déplacement entre les trois lieux de travail du personnel							
03000-01	Frais de missions et de déplacement entre les trois lieux de travail du personnel déplacements entre les trois lieux de travail	62.103,98	62.103,98	62.103,98	62.103,98	*****	0,00	0,00
	Total Titre 03...	62.103,98	62.103,98	62.103,98	62.103,98	*****	0,00	0,00

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Poste	Intitulé	Crédits Initiaux	Crédits Actuels	Engagements Contractés	Paiements Effectués	% Util.	Solde des Engagements	Crédits disponibles
04...								
042..								
0422.								
04220	Dépenses relatives à l'assistance parlementaire							
04220-02	Dépenses relatives à l'assistance parlementaire rémunérations et indemnités des assistants ac - Statut	2.304,00	2.304,00	2.304,00	2.304,00	*****	0,00	0,00
	Total Titre 04...	2.304,00	2.304,00	2.304,00	2.304,00	*****	0,00	0,00
	Total Général	2.008.778,10	2.008.778,10	2.008.778,10	1.959.839,45	97,56	48.938,65	0,00

DG PERS

Situation des engagements reportés dep.spec RA (nature 3) à la fin du mois de DECEMBER

Exercice: 2019

Edité le 16/12/2019 à 14:24 Page 01 /01

Poste	Intitulé		Crédits Reportés	Crédits Actuels	Engagements Contractés	Paielements Effectués	% Util.	Reste à payer
01...								
014..								
0140.								
01400-00			496.518,23	496.518,23	496.518,23	422.902,23	85,17	73.616,00
	Total Poste	01400	496.518,23	496.518,23	496.518,23	422.902,23	85,17	73.616,00
	Total Article	0140.	496.518,23	496.518,23	496.518,23	422.902,23	85,17	73.616,00
	Total Chapitre	014..	496.518,23	496.518,23	496.518,23	422.902,23	85,17	73.616,00
016..								
0163.								
01632-00			735,16	735,16	735,16	0,00	0,00	735,16
	Total Poste	01632	735,16	735,16	735,16	0,00	0,00	735,16
	Total Article	0163.	735,16	735,16	735,16	0,00	0,00	735,16
0165.								
01654								
01654-01			1.018.836,64	1.018.836,64	1.018.836,64	801.104,60	78,63	217.732,04
01654-04			451.560,76	451.560,76	451.560,76	326.314,54	72,26	125.246,22
	Total Poste	01654	1.470.397,40	1.470.397,40	1.470.397,40	1.127.419,14	76,67	342.978,26
	Total Article	0165.	1.470.397,40	1.470.397,40	1.470.397,40	1.127.419,14	76,67	342.978,26
	Total Chapitre	016..	1.471.132,56	1.471.132,56	1.471.132,56	1.127.419,14	76,64	343.713,42
	Total Titre	01...	1.967.650,79	1.967.650,79	1.967.650,79	1.550.321,37	78,79	417.329,42
	Total Général		1.967.650,79	1.967.650,79	1.967.650,79	1.550.321,37	78,79	417.329,42

c. List of exceptions - derogations from the rules

EXCEPTIONS TO PROCEDURE

DECISIONS TO MAKE AN EXCEPTION TO THE APPLICABLE PROCEDURES AND RULES							
DOCUMENT REF.	RELEVANT AUTHORISING OFFICER	SUBJECT	AMOUNT	VERIFIER'S OPINION	VERIFIER'S OPINION	DECISION	DECISION
FINORD REF., CONTRACT, ETC.				FAVOURABLE WITH STATEMENT/UN FAVOURABLE	JUSTIFICATION	RELEVANT AUTHORISING OFFICER	JUSTIFICATION
Payment order 9/469/493	F. ANTON	Payment order	384,66 EUR	Unfavourable	Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	J. MORENO DIAZ	Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/494	F. ANTON	Payment order	362,61 EUR	Unfavourable	Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	J. MORENO DIAZ	Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/495	F. ANTON	Payment order	882,55 EUR	Unfavourable	Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	J. MORENO DIAZ	Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/496	F. ANTON	Payment order	369,80 EUR	Unfavourable	Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	J. MORENO DIAZ	Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/498	F. ANTON	Payment order	369,20 EUR	Unfavourable	Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	J. MORENO DIAZ	Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/499	F. ANTON	Payment order	345,61 EUR	Unfavourable	Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	J. MORENO DIAZ	Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/793/0183	P. PARVANOV	Payment order	1.419,69 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	J. MORENO DIAZ	Je comprends les observations de la vérification ex-ante mais comme la prestation a déjà été effectuée il faudra la payer.

Payment order 9/927/058	C. CALLEJA	Payment order	2.200,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	J. MORENO DIAZ	Je comprends les observations de la vérification ex-ante mais comme la formation externe a déjà été effectuée et payée par le collègue le remboursement doit être fait.
Payment order 9/806/064	F. ANTON	Payment order	586,13 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	J. MORENO DIAZ	Je comprends les observations de la vérification ex-ante mais comme la prestation a déjà été effectuée il faudra la payer.
Payment order 9/469/100	F. ANTON	Payment order	296,77 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	J. MORENO DIAZ	L'engagement initial n'était pas suffisamment approvisionné et un complément a été introduit tardivement. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/102	F. ANTON	Payment order	231,63 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	L'engagement initial n'était pas suffisamment approvisionné et un complément a été introduit tardivement. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/927/025	C. CALLEJA	Payment order	2.316,66 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	C. CALLEJA	Je comprends les observations de la vérification ex-ante mais comme la prestation a déjà été effectuée il faudra la payer.
Payment order 9/469/421	F. ANTON	Payment order	208,20 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	L'engagement initial n'était pas suffisamment approvisionné et un complément a été introduit tardivement. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/793/157	P. PARVANOV	Payment order	14.077,00 EUR	Unfavourable	Conseil à l'ordonnateur subdélégué de mettre en place un système de suivi des engagements provisionnels afin d'éviter à l'avenir que le montant soit épuisé.	P. PARVANOV	Je comprends les observations mais la prestation doit être payée.
Payment order 9/793/340	S. KOENIG	Payment order	459.138,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Je partage l'appréciation du vérificateur.	S. KOENIG	Cependant le PE a une obligations juridique de payer cette facture.
Payment order 9/531/5165	PA.BARTHELEMY	Payment order	17.262,50 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	PA.BARTHELEMY	Accord de principe sur la non-conformité, cependant la facture doit être payée. Nos procédures ont été revues pour éviter ce genre de problèmes.
Payment order 9/662/677	J.M WEISSENBERGER	Payment order	6.970,00 EUR	Unfavourable	Dérogation à l'article 164 et au point 14 de l'annexe I du Règlement financier.	J.M WEISSENBERGER	Note de M. Runge Nielsen du 26/07/19 en considérant : il y a lieu de traiter le paiement via la procédure de passer outre.

Payment order 9/531/5193	PA.BARTHELEMY	Payment order	16.893,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	PA. BARTHELEMY	Accord de principe sur la non-conformité, cependant la facture doit être payée. Nos procédures ont été revues pour éviter ce genre de problèmes.
Payment order 9/793/172	P. PARVANOV	Payment order	1.595,00 EUR	Unfavourable	Non-respect de la réglementation en vigueur, RF Art. 12 point 7, et le principe de bonne gestion financière.	P. PARVANOV	Je comprends les observations de la vérification ex- ante mais comme la prestation a déjà été effectuée il faudra la payer.
Payment order 9/247/0051	PA.BARTHELEMY	Payment order	13.810,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	PA. BARTHELEMY	Accord de principe sur la non-conformité, cependant la facture doit être payée. Nos procédures ont été revues pour éviter ce genre de problèmes.
Payment order 9/927/045	C. CALLEJA	Payment order	560,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	C. CALLEJA	Je comprends les observations de la vérification ex- ante mais comme la prestation a déjà été effectuée il faudra la payer.
Payment order 9/469/683	F. ANTON	Payment order	459,04 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Je comprends les observations de la vérification ex- ante mais comme la prestation a déjà été effectuée il faudra la payer.
Payment order 9/927/0041	P. PARVANOV	Payment order	4.633,34 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du 28/02/19 mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/469/501	F. ANTON	Payment order	155,09 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique. Les engagements de 2018 n'ont pas été suffisamment approvisionnés.	F. ANTON	Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/793/123	P. PARVANOV	Payment order	4.990,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du 28/02/19 mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/640/0508	F. ANTON	Payment order	327,36 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/213	F. ANTON	Payment order	552,32 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.

Payment order 9/793/160	P. PARVANOV	Payment order	10.540,00 EUR	Unfavourable	Conseil à l'ordonnateur subdélégué de mettre en place un système de suivi des engagements provisionnels afin d'éviter à l'avenir que le montant soit épuisé.	P. PARVANOV	Je comprends les observations mais la prestation doit être payée.
Payment order 9/927/033	P. PARVANOV	Payment order	1.080,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/469/678	F. ANTON	Payment order	695,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/531/5023	F. ANTON	Payment order	151,24 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/531/5024	F. ANTON	Payment order	463,24 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/531/5025	F. ANTON	Payment order	588,16 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/491	F. ANTON	Payment order	316,92 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/469/492	F. ANTON	Payment order	254,76 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.

Payment order 9/469/107	F. ANTON	Payment order	152,82 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/89/458	P. PARVANOV	Payment order	1.800,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/793/054	P. PARVANOV	Payment order	6.750,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/793/267	P. PARVANOV	Payment order	990,35 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/793/061	P. PARVANOV	Payment order	7.180,20 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	Les frais de voyage et de séjour ont été payés avec l'ED 35090 de 2019 (réserve, remboursement et paiements sur factures)
Payment order 9/5106/022	F. ANTON	Payment order	373,15 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	F. ANTON	Les engagements de 2018 n'ont pas été suffisamment approvisionnés. Nous devons donc utiliser l'engagement de 2019. Toutefois les frais indiqués par le candidat sont réels et je demande donc le paiement de cet OD.
Payment order 9/640/790	A-M. GENSO	Payment order	240,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/640/791	A-M. GENSO	Payment order	400,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/640/792	A-M. GENSO	Payment order	600,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/640/793	A-M. GENSO	Payment order	600,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/640/801	A-M. GENSO	Payment order	240,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.

Payment order 9/640/802	A-M. GENSO	Payment order	240,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/640/918	A-M. GENSO	Payment order	600,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/640/936	P. PARVANOV	Payment order	7.500,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/640/937	P. PARVANOV	Payment order	3.996,00 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique.	P. PARVANOV	J'ai bien pris connaissance de la note de la vérification ex-ante du mais on est obligé de payer la prestation car elle a eu lieu.
Payment order 9/640/1019	A-M. GENSO	Payment order	240,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	A-M. GENSO	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/662/942	F. PETERS	Payment order	130,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	F. PETERS	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/662/943	F. PETERS	Payment order	130,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	F. PETERS	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/662/944	F. PETERS	Payment order	230,00 EUR	Unfavourable	La prestation a eu lieu en l'absence d'un engagement juridique de la part du Parlement européen	F. PETERS	On prend note du changement récent de procédé mais il est impératif de payer la facture d'une prestation de service déjà fournie.
Payment order 9/839/104	P. PARVANOV	Payment order	181,50 EUR	Unfavourable	Dérogation à l'article 111 (2) du RF. Pas d'engagement budgétaire préalable à l'engagement juridique	P. PARVANOV	Je comprends les observations de la vérification ex-ante mais comme la prestation a déjà été effectuée il faudra la payer.

WAIVERS/CANCELLATIONS OF RECEIVABLES

RECEIVABLE WAIVER/CANCELLATION PROCEDURES

DOCUMENT REF. (FINORD REF.)		RELEVANT AUTHORISING OFFICER	SUBJECT	AMOUNT	AUTHORISING OFFICER'S REASONS FOR WAIVER/CANCELLATION
Payment 9/640/528	order	A. ARMELLIN	Waiving of debtor	14 626,94	Waiver of the debt for an accredited parliamentary assistant, approved by the Debt Committee
Payment 9/640/528	order	A. ARMELLIN	Waiving of debtor	8 750,72	Waiver of the debt for an accredited parliamentary assistant, approved by the Debt Committee.
Payment 9/640/528	order	A. ARMELLIN	Waiving of debtor	3 444,10	Waiver of the debt for an accredited parliamentary assistant, approved by the Debt Committee
Payment 9/640/811	order	A. ARMELLIN	Waiving of debtor	2 515,60	Waiver of the debt for an accredited parliamentary assistant, approved by the Debt Committee

d. Results of assessments

No ex-post controls were carried out in 2019. The management will review the supervisory arrangements related to ex-post controls during 2020.

e. Assessment of the implementation of the minimum internal control standards

DG PERS' approach for the assessment of the degree of Minimum Internal Control Standards (MICS) was reviewed. The main change compared to the previous approach consists of the fact that the DG has decided to prioritise a limited number of standards each year, based on particular challenges and developments or the results of audit exercises. For the 2019 exercise, the focus was on the following five standards:

- Standard 2 - Ethical and organisational values
- Standard 3 - Allocation of staff and mobility
- Standard 4 - Staff assessment and development

- Standard 7 - Operational set-up
- Standard 8 - Processes and procedures

In order to assess the degree of implementation of these five standards, the DG has launched an anonymous iCAT survey in January 2020 to seek the views of the staff of the directorate-general on the application of the MICS in the daily management of operations. The survey achieved a participation rate of 60%. The results and conclusions of the survey are summarised under each standard below. Different measures to address the weaknesses identified by the survey will be implemented starting in 2020.

Self-assessment summary table

STANDARD	ACHIEVED	ALMOST	PARTLY	STARTED	TO BE STARTED/N.A.
Section 1: mission statement and values					
1. Duties					
2. Ethical and organisational values					
Section 2: Human resources					
3. Allocation of staff and mobility					
4. Staff assessment and development					
Section 3: Planning and risk management					
5. Objectives and performance indicators					
6. Risk management process					
Section 4: Operations and control activities					
7. Operational set-up					
8. Processes and procedures					
9. Supervision by management					
10. Business continuity					
11. Document management					

Section 5: Information and financial reporting

12. Information and communication



13. Accounting and financial information



Section 6: Evaluation and auditing

14. Evaluation of activities



15. Evaluation of internal control systems



16. Audit reports



Comments on the outcome of the annual self-assessment of MICS performance

The comments below are limited to the five MICS which received specific attention during the year, and additionally to the MICS on which actions were initiated in 2018 and delivered results in 2019 (e.g. Standard 10 Business continuity, Standard 6 Risk management), which were updated to reflect this developments.

Standards assessed as ‘achieved’ – good practices

Standard N°1 Mission statement

The DG identifies its overall objectives on an annual basis. These form the basis for the objectives defined at Directorates’ and units’ level.

All staff members are informed about the mission, job descriptions, tasks and roles, especially during the annual staff assessment procedure. Following the restructuring of the DG in October 2017 and the creation of the APA Front Office Unit in 2018, the DG finalised updating and communicating the mission statements of the different units and directorates, further clarified the roles and attribution of tasks and updated the job descriptions.

Standard N°5 Objectives and performance indicators

The overall objectives of the DG and the expected results are outlined in detail at the beginning of each year and presented in the first periodic activity report of the DG.

In terms of performance monitoring, in the last quarter of 2019, the DG has reviewed its one-lead performance indicator (“time to deliver”): by extending the scope of the indicator through the inclusion of additional activities and by reviewing the calculation methodology and the targets. In addition, the DG has made significant efforts in the context of the metrics collection project launched by the Cabinet of the Secretary-General, which will be rolled out for the period starting on January 2020. The project will enable the monthly collection of metrics at unit level and the launch of client satisfaction surveys.

Based on the DG’s annual objectives, personal objectives for staff are set, discussed and formalised in the staff assessment report. Staff performance against these objectives is assessed annually.

Standard N°10 Business continuity

DG PERS carried out a Business Impact Analysis of its activities following the same methodology applied at corporate level and in 2019 established its Business Continuity Plan (BCP).

Standard N°12 Information and communication

The managers are briefed on all key policy or administrative issues during the “Enlarged Management Team” (EMT) meetings. Information is shared with the rest of the staff through meetings at different levels, intranet, notes, and communications to all staff etc. The staff is aware of the procedures for reporting irregularities, as highlighted by the survey (see Standard 8).

Standard N°13 Accounting and financial information

Information on accounting and financial management is appropriate for the activities of the DG and was available through the FINORD application in 2019. Starting with 2020, the new FMS application is in use. The Financial Resources Unit maintains regular contacts with AODs to ensure the adequate financial implementation, consistent with the budget and the planning approved. An in-depth analysis of the budget execution is carried out during the mid-term review exercise and with the occasion of the mopping-up exercises. Furthermore, periodic activity reports are established and regular management meetings are organised.

Standard N°14 Evaluation of activities

DG PERS monitors, measures and reports on the performance of its activities in relation to set objectives. The one lead indicator "time to deliver" and other output indicators support this evaluation. The one lead indicator "time to deliver" was established in 2017 and its calculation methodology was further refined during 2018 and 2019 (see Standard 5). The management measures and reports on the "time to deliver" indicator quarterly. Also, DG PERS ensures continuous monitoring of its portfolio of projects and reports on its progress on a monthly basis.

In addition, the DG has made significant efforts in the context of the metrics collection project launched by the Cabinet of the Secretary-General, which will be rolled out for the period starting on January 2020. The project will enable the monthly collection of metrics at unit level and the launch of client satisfaction surveys.

Standard N°16 Audit reports

The management examines the recommendations of the external and internal audit reports and decides on appropriate measures and actions to remedy any shortcomings or weaknesses in its internal control systems. The Internal Auditor carries out, twice a year, a follow-up exercise to determine the degree of advancement of the agreed actions.

Standards assessed as 'almost achieved' – further work required

Standard N°2 Ethical and organisational values

Staff members have access, through the intranet, to information on all matters related to staff conduct, prevention and reporting of fraud and irregularities, the Staff Regulation, the Rules of Procedure of the EP, the Financial Regulation and its implementation, internal rules, charters, etc. In 2018, a training was developed, which is now available to all staff in the learn.EP catalogue. Furthermore, DG PERS also developed and published in 2019 a guide for staff members on ethics, which explains the rules in this area in a straight-forward and concise way.

The iCAT survey showed positive results in terms of awareness of obligations concerning ethics and integrity, as the majority of staff consider themselves to be aware of the requirements and provisions in this area. Nevertheless, the survey also revealed that an awareness gap seems to exist at the level of new colleagues, despite the fact that the guide is systematically given to all new recruits.

Room for improvement has been identified in terms of:

- improving the communication activities in relation to ethics and integrity in the DG, including producing additional communication

materials complementing the brochure and guide on ethics (e.g. video tutorials, articles published on the intranet, etc.);

- introducing the training on ethics and integrity as a mandatory course part of the induction program; the same training could be provided as a refresher course for other colleagues;
- organising specific workshops for the staff of the DG, aiming to raise awareness of issues relating to professional ethics, to remind of the regulatory framework, but also to focus on the challenges specific to jobs in the DG;
- providing specialised training in the area of fraud prevention and detection for staff working in operational areas with higher inherent risk.

Standard N°3 Allocation of staff and mobility

The establishment of a recruitment plan on a multi-annual basis is a task assigned to the Strategic HR Planning Unit. Staff allocation is integrated into the budgetary procedure to ensure that the allocation of resources matches with political priorities and the pre-defined objectives.

The survey revealed that the majority of staff considers there is a clear or mostly clear distribution of tasks, roles and responsibility in their organisational entity, and that mutual expectations between staff and line managers are properly set. Overall, the staff of DG PERS consider that the tasks entrusted to them are in line with their qualifications.

The results also point to discrepancies between units in terms of workload, and to the need to improve the allocation of resources between them. Furthermore, an important percentage of staff consider that, in the

context of overall staff reduction, the staff allocation is not adequate and in line with priorities and workload.

The implementation of internal mobility in 2018 and 2019 perceived as disrupting their services, which, in the absence of timely suitable replacements felt significant increases in workload for prolonged periods. Staff also pointed out the need to better promote the inter-DG mobility opportunities, as well as the transparency and communication regarding the mobility exercise.

The following actions remain to be implemented:

- identify, analyse (the causes of) and address abnormal staff turnover;
- establish and apply measures to improve the allocation of resources between units;
- improve the communication and transparency around the mobility exercise and establishing accompanying measures for those affected by the mobility exercises;
- broadening the scope of the job shadowing exercise, which received positive comments.

Standard N°4 Staff assessment and development

The performance of all staff members is assessed during the annual staff assessment procedure.

Overall, the majority of DG PERS' staff considers the yearly evaluation of performance as an opportunity for a constructive and reflective dialogue on professional development (including training needs). The facultative annual performance evaluation for contract agents has also received positive feedback.

While the majority of managers are rather satisfied that the system in place allows them to appraise, reward and address staff performance issues properly, a little less than half of the staff consider that there is a correlation between the appraisal reports and the award of merit points.

A third consider that there is no such correlation.

The majority of staff consider that there are sufficient training opportunities offered to staff, allowing them to become more efficient and effective in their jobs.

Room for improvement has been identified in terms of:

- developing and implementing a form of structured support for managers when dealing with extremely serious cases of underperformance, which could be deployed to the entire EP.
- in order to increase motivation of staff, develop alternative ways to motivate staff and reward performers.

Standard N°6 Risk management process

As part of the risk assessment exercise, DG PERS identifies, in cooperation with the Risk Manager, all the relevant risks to the achievement of the DG's objectives and establishes action plans to mitigate the identified risks. As part of the Risk-based internal controls project (PERS P15), a mapping of risks at unit level was carried out. In the context of the review of the risk assessment exercise 2020 at Parliament's level, DG PERS took actions to review its risk management process, in particular by improving the communication and management support, by seeking structured input from the operational units and directorates and by deciding to launch specific risk reviews in certain

areas of activities during 2020. A specific workshop will also be organised during 2020.

Standard N°7 Operational set-up

The delegation of powers and functions within the DG complies with the relevant internal control standards. Where required by modifications in the organigram or by business continuity, sub-delegations are updated. These changes are immediately implemented in relevant IT applications. For the majority of staff, the nature and extent of the delegated tasks and powers are mostly clear. A very large majority of staff also feel that they are aware of the sensitivity of the job. Also, a very large percentage also agree or partly agree that tasks and responsibilities are delegated effectively by the line manager.

Staff expressed mixed views as to whether the operational structure of the Directorate General works properly. Some operational issues are being highlighted with respect to the workflow and the flow of information for finance related tasks. An analysis of these issues and of the flow of information should be considered once some more experience is gained with the new financial management system.

Standard N°8 Processes and procedures

Following the re-organisation of the DG in October 2017, most of the relevant processes and procedures of the DG have been documented (in the form of manuals of procedures, intranet or Vademecum) or are in the process of being documented. The follow-up of the internal audit open actions showed that, in 2019, DG PERS units continued to complete and/or update their manuals of procedures, with a number of them having

developed Wiki pages to better share information within teams. However, work still remains to be done in this area, mainly as regards the degree of updating, accessibility of the procedures, and communication to staff about most risky processes and procedures.

Staff confirmed that they know how to act when an issue is detected that does not comply with the existing rules or departed from established procedures, but views were more mixed when it came to the justifications for and documentation of these exceptions. Almost half of the managers are convinced that recording exceptions helps to improve the internal control framework.

Standard N°11 Document management

The document management and archiving systems mostly meet the relevant requirements. During the year, DG PERS has made further progress on the archiving of both paper and electronic documents, and on the digitalisation of paper archives. It also participates in the works of the Interdepartmental Group of Document Management Officers (GIDOC) and its various working groups. During 2019, DG PERS carried out a high number of preparatory actions in view of the introduction of the new document management system (HERMES) in 2020. In this context, in 2020 the DG will also participate in the pilot phase of Hermes deployment.

Standard N°15 Evaluation of the internal control system

The DG evaluates each year its internal control system. The audits carried out by the Internal Auditor complement this annual evaluation. Furthermore, following the re-organisation of October 2017, several units

reviewed their internal controls. The new HR & Strategic Monitoring Unit is in charge of further identifying and correcting internal control weaknesses. The Risk-based Internal Control Framework project (PERS 15 of 2017-2019 PPP) identified and proposed several actions that will be mostly implemented in 2020 and aiming at effectiveness and efficiency gains.

Standard N°9 Supervision by management

Progress was made with respect to the reorganisation of the Financial Resources Unit with the arrival of a new head of unit in February 2019. Nevertheless, during the year, the Financial Resources Unit continued to be confronted with staffing issues and as such, the unit could not ensure the ex-post control function in 2019. The review of the supervisory arrangements related to ex-post controls was postponed to 2020. However, despite the fact that some deficiencies still persist in the area of supervisory arrangements in relation to ex-post controls, these are considered to be minor in the overall context of DG PERS' internal control arrangements.

Management ensures that there is an appropriate reporting which permits adequate oversight of the state of internal control. The oversight of the internal control framework of the DG is ensured by the Internal Control Coordinator (ICC) appointed by the DG. The ICC is part of the Parliament's Internal Control Coordinators' network and its related working groups, with responsibilities over the coordination of the reporting activities of the DG, the risk management at DG level and internal controls.

Supervision of transactions is mostly carried out through ex-ante operational and financial controls and regular reporting on key indicators such as the "time to deliver", output indicators, budget implementation, payment delays, transactions processed and controlled.

Before the start of the financial year, each unit has to establish detailed budgetary planning for the year ahead, as well as planning of the procurement procedures. The Directorate of Resources monitors closely

this planning and the Director-General reviews it regularly (e.g. at the time of the mopping up exercises).

On these basis, it is now considered that this standard is partly achieved.

Standards assessed as ‘partly achieved’ or ‘started’ – weaknesses and practices - N/A

Standards assessed as ‘to be started’ or ‘non-applicable’ - N/A