



European Personnel Selection Office

Director



Brussels, 2011
EPSO D(2011)

ANNUAL ACTIVITY REPORT
of
European Personnel Selection Office
and
European Administrative School
2010
ANNEXES 1 - 5

EPSO

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1. ANNEX 1: STATEMENT OF THE RESOURCES DIRECTOR

Annex 1 to the AAR - Statement of the Resources Director

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission¹, and in accordance with the Service Level Agreement signed between EPSO and DG HR, I have reported my advice and recommendations to the Director on the state of internal control in the financial area in EPSO.

I hereby certify that the information provided in annex 3 is, to the best of my knowledge, accurate and exhaustive.

28 March 2011

Signed

Alain SCRIBAN

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission, I have reported my advice and recommendations to the Director on the state of overall internal control in EPSO, except in the financial area.

I hereby certify that the information provided in Part 2 of the present AAR and in its annexes 2, 4 and 5 is, to the best of my knowledge, accurate and exhaustive.

31 March 2011

Signed

Caroline PONSAR

¹ SEC(2003)59 of 21.01.2003

2. ANNEX 2: HUMAN AND FINANCIAL RESOURCES BY ABB ACTIVITY

ABB Activity	Human Resources by ABB activity		
	Establishment Plan posts	External Personnel	Total
EPSO	112	23	135
EAS	13	11	24
Total	125	34	159

The establishment plan of EPSO for 2010 (including EAS) has 127 posts including 1 temporary agent post. In January 2010, the occupation rate was 127, including 3 "surcharges", in December it was 125, including 2 "surcharges". The authorised number of contract agent staff for 2010 was 33. In January 2010 the number of contract agents was 31 and in December 27. The authorised number of detached national experts for 2010 was 6. In January 6 national experts were in post, idem in December. The rhythm of recruitment of both permanent and non-permanent staff in 2010 was controlled in order to ensure that any new recruits would meet the requirements of EPSO's organisational structure.

EXECUTION DES CREDITS D'ENGAGEMENT

Activity code	Activity	Operational expenditure execution	Administrative expenditure execution	TOTAL €
26 01 02 01 01	Interinstitutional competitions	8.676.470		
26 01 02 01 02	Consultations, studies, surveys	30.521		
26 01 02 01 03	Internal meetings	28.000		
26 01 20 03 01	EAS management courses, induction, certification	3.960.064		12.695.055
26 01 20 01 01	Expenditure related to staff		9.914.000	9.914.000
26 01 20 01 02	External staff			
	Auxiliary Agent			
	Contract staff		1.136.040	
	Interim staff		78.300	
	Seconded National Expert		302.960	1.517.300
26 01 20 01 02 11	Training		250.000	
	Missions		678.475	
	Conferences		6.369	
	Representation		2.150	936.994
26 01 20 01 03	Buildings and related expenditure		5.517.288	5.517.288
27 01 20 01 60	Library stocks, purchase of books		4.873	4.873
	TOTAL EPSO activity	12.695.055	17.890.455	30.585.511

3. ANNEX 3: DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORTS

See pdf file

Annex 3 Financial Reports - DG EPSO - Financial Year 2010

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Economic Outturn Account

Table 6 : Average Payment Time Limits

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Contracts (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Additional comments

Table 5:

Four OIB recovery orders have been erroneously booked with EPSO's profit center. Taking into account the immaterial character and as advised by DG BUDG, no 2010 correction has been posted. The correction will be done by OIB in 2011. Due to this error the short term receivables as valued in table 4 are incorrect and should be 293.422,49 EUR instead of 399.753,49 EUR. The same applies to other operating revenue in table 5 which should be valued at 590.850,30 EUR instead of 895.061,30 EUR.

Table 6:

Late payments are mainly encountered in the area of reimbursements of travelling costs to candidates. EPSO is aiming a 30 days maximum payment time but it should be noted that PMO is aiming a 45 days maximum payment time for similar reimbursements. EPSO will align with PMO in 2011.

Table 8:

The recovery orders which are not mentioned in the table have been encoded with an empty recovery context since the field is not mandatory for the type of recovery order issued by EPSO.

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2010 (in Mio €)				
Chapter		Commitment appropriations authorised *	Commitments made	%
		1	2	3=2/1
Title 26 : Commission's administration				
26 01	Administrative expenditure of Commission's administration, policy area	31,98	30,99	96,91 %
Total Title 26		31,98	30,99	96,91 %
Total DG EPSO		31,98	30,99	96,91 %

* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).

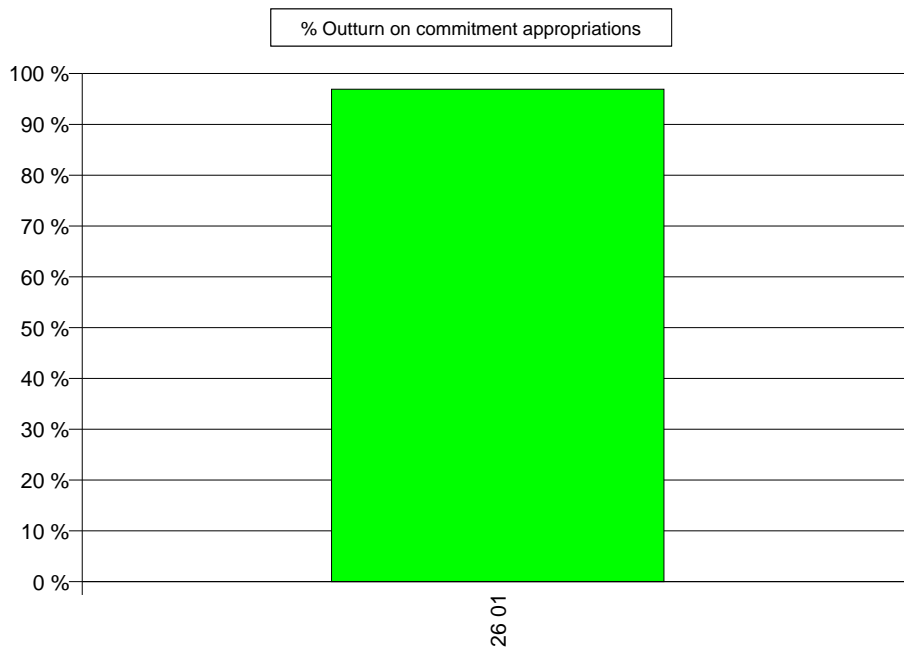


TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2010 (in Mio €)				
Chapter		Payment appropriations authorised *	Payments made	%
		1	2	3=2/1
Title 26 : Commission's administration				
26 01	Administrative expenditure of Commission's administration policy area	38,77	28,47	73,44 %
Total Title 26		38,77	28,47	73,44 %
Total DG EPSO		38,77	28,47	73,44 %

* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).

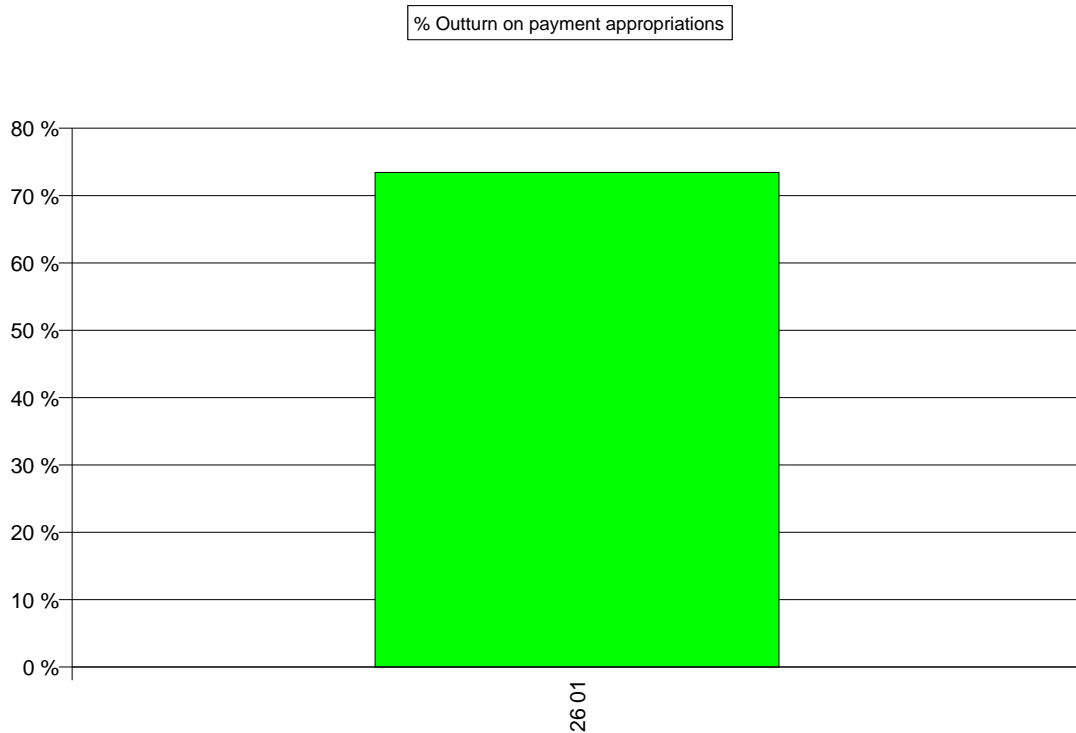
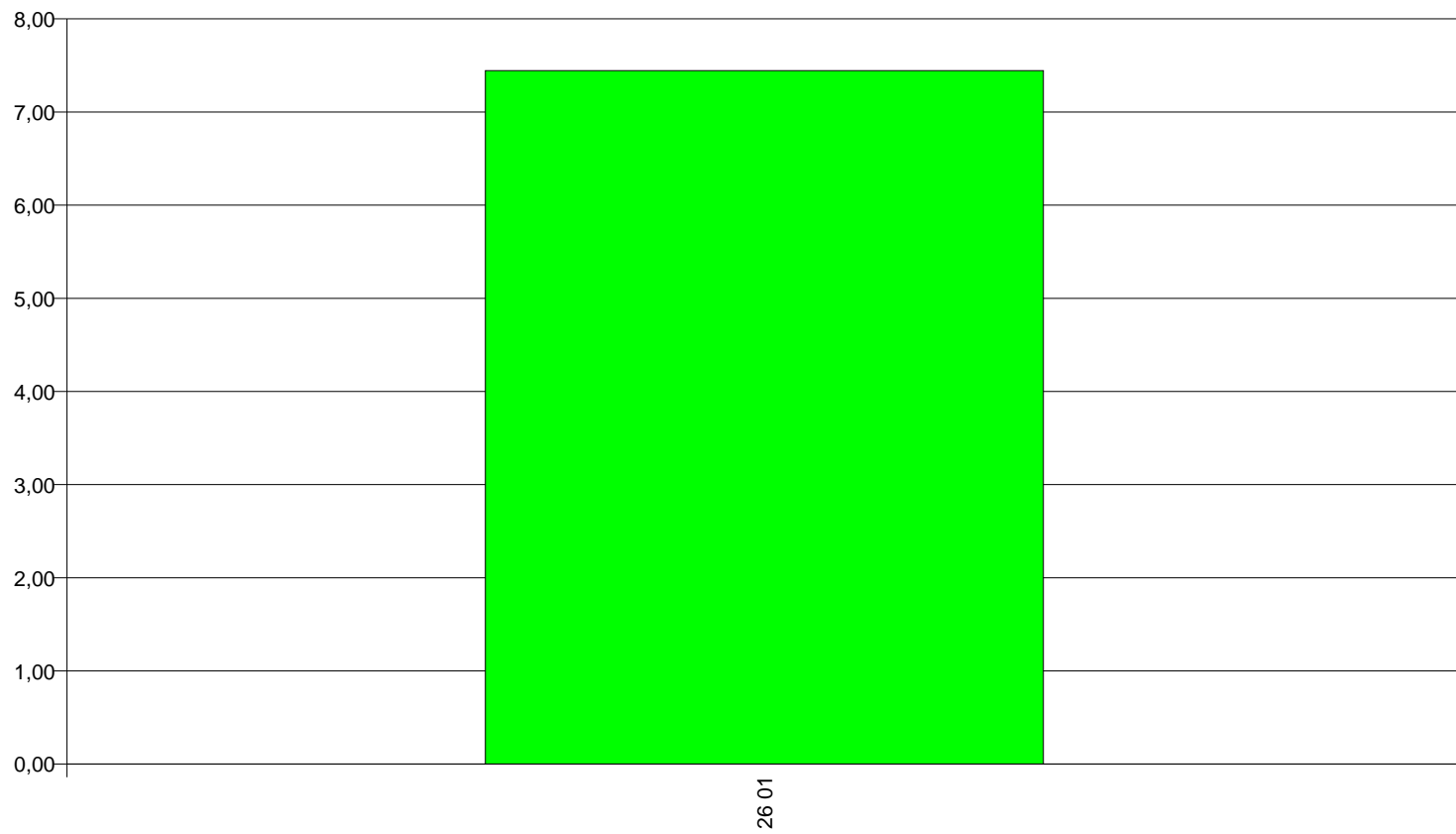


TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2010 (in Mio €)

Chapter		2010 Commitments to be settled				Commitments to be settled from financial years previous to 2010	Total of Commitments to be settled at end of financial year 2010 (incl.corrections)	Total of Commitments to be settled at end of financial year 2009 (incl.corrections)
		Commitments 2010	Payments 2010	RAL 2010	% to be settled			
		1	2	3=1-2	4=1-2/1			
Title 26 : Commission's administration								
26 01	Administrative expenditure of Commission's administration, policy area	30,70	23,25	7,44	24,25 %	0,00	7,44	6,79
Total Title 26		30,70	23,25	7,44	24,25 %	0,00	7,44	6,79
Total DG EPSO		30,70	23,25	7,44	24,25 %	0,00	7,44	6,79

Breakdown of Commitments remaining to be settled (in Mio EUR)



Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

TABLE 4 : BALANCE SHEET EPSO

BALANCE SHEET	2010	2009
A.I. NON CURRENT ASSETS	778.761,81	
A.I.1. Intangible Assets	778.761,81	
A.II. CURRENT ASSETS	399.753,49	316.395,65
A.II.2. Short-term Pre-Financing	0,00	0,00
A.II.3. Short-term Receivables	399.753,49	316.395,65
ASSETS	1.178.515,30	316.395,65
P.III. CURRENT LIABILITIES	-2.046.842,80	-836.679,42
P.III.4. Accounts Payable	-2.046.842,80	-836.679,42
LIABILITIES	-2.046.842,80	-836.679,42
NET ASSETS (ASSETS less LIABILITIES)	-868.327,50	-520.283,77
P.I.2. Accumulated Surplus / Deficit	0,00	0,00
Non-allocated central (surplus)/deficit*	1.647.089,31	520.283,77
TOTAL	0,00	0,00

* This figure is a balancing amount presented here so as to reflect the fact that the accumulated result of the Commission is not attributed to each DG

It should be noted that the balance sheet and economic outturn account presented in Annex 3 to this Annual Activity Report, represent only the (contingent) assets, (contingent) liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and economic outturn account they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 5 : ECONOMIC OUTTURN ACCOUNT EPSO

ECONOMIC OUTTURN ACCOUNT	2010	2009
II.1 SURPLUS/ DEF. FROM OPERATING ACTIVT	12.554.282,50	9.415.879,14
II.1.1. OPERATING REVENUES	-895.061,30	-550.726,09
II.1.1.1. Other operating revenue	-895.061,30	-550.726,09
II.1.2. OPERATING EXPENSES	13.449.343,80	9.966.605,23
II.1.2.1. Administrative Expenses	13.449.343,80	9.966.605,23
II.2. SURPLUS/DEF. NON OPERATING ACTIVIT	457,92	433,11
II.2. FINANCIAL OPERATIONS	457,92	433,11
II.2.2. Financial expenses	457,92	433,11
ECONOMIC OUTTURN ACCOUNT	12.554.740,42	9.416.312,25

It should be noted that the balance sheet and economic outturn account presented in Annex 3 to this Annual Activity Report, represent only the (contingent) assets, (contingent) liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and economic outturn account they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

TABLE 6: AVERAGE PAYMENT TIME LIMITS FOR 2010 - DG EPSO

Legal Times							
Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	4613	2609	56,56 %	16,24	2004	43,44 %	52,38
45	94	93	98,94 %	11,77	1	1,06 %	49,00
60	1	1	100,00 %	56,00			

Total Number of Payments	4708	2703	57,41 %		2005	42,59 %	
Average Payment Time	31,55			16,10			52,38

Target Times							
Target Payment Time (Days)	Total Number of Payments	Nbr of Payments within Target Time	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	4708	2702	57,39 %	16,09	2006	42,61 %	52,38

Total Number of Payments	4708	2702	57,39 %		2006	42,61 %	
Average Payment Time	31,55			16,09			52,38

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	27	48	1,02 %	4708	405.001,89	3,13 %	12.951.446,03

Late Interest paid in 2010			
DG	GL Account	Description	Amount (Eur)
DG EPSO	65010100	Interest on late payment of charges New FR	457,92
			457,92

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2010

Chapter	Revenue and income recognized			Revenue and income cashed from			Outstanding balance	
	Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total		
	1	2	3=1+2	4	5	6=4+5		
Title 5: REVENUE ACCRUING FROM THE ADMINISTRATIVE OPERATION OF THE INSTITUTION								
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	628.470,72	219.696,77	848.167,49	389.317,30	219.696,77	609.014,07	239.153,42
	Total Title 5	628.470,72	219.696,77	848.167,49	389.317,30	219.696,77	609.014,07	239.153,42
Total DG EPSO		628.470,72	219.696,77	848.167,49	389.317,30	219.696,77	609.014,07	239.153,42

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors

Annex 3 Financial Reports - DG EPSO
Report printed on 24/03/2011

TABLE 8 : RECOVERY OF UNDUE PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

RECOVERY ORDERS ISSUED IN 2010 Year of Origin (commitment)	TOTALS	
	Nbr	RO Amount

EXPENSES

	Nbr	Amount
INCOME LINES IN INVOICES	0	

	Nbr	Non-Eligible Amount
NON ELIGIBLE AMOUNT IN COST CLAIMS	0	

	Nbr	Credit Note Amount
CREDIT NOTES	0	

Note : The figures are those related to the provisional accounts and not yet audited by the Court of Auditors. The provisional closure will be based on the recovery context situation at 28/02/2011.

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2010 FOR EPSO

Year of Origin	Number at 01/01/2010	Number at 31/12/2010	Evolution	Open Amount (Eur) at 01/01/2010	Open Amount (Eur) at 31/12/2010	Evolution
2009	7		-100,00 %	219.696,77		-100,00 %
2010		25			239.153,42	
Totals	7	25	257,14 %	219.696,77	239.153,42	8,86 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2010 >= EUR 100.000

	Waiver Central Key	Linked RO Central Key	RO Accepted Amount (Eur)	LE Account Group	Commission Decision	Comments
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Total DG EPSO	
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Number of RO waivers	0
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J u s t i f i c a t i o n s :

No data to be reported

TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG EPSO - YEAR 2010

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Total		

No data to be reported

TABLE 12 : SUMMARY OF PROCEDURES OF DG EPSO EXCLUDING BUILDING CONTRACTS

Internal procedures > € 60,000	2009		2010	
Contract Class	Count	Amount (€)	Count	Amount (€)
Service	7	34.710.000,00	2	4.460.000,00
TOTAL	7	34.710.000,00	2	4.460.000,00
Procedure Type	Count	Amount (€)	Count	Amount (€)
Open Procedure (Art. 122.2 IR)	6	19.610.000,00	1	1.700.000,00
Restricted Procedure(Art. 122.2 IR)	1	15.100.000,00	1	2.760.000,00
TOTAL	7	34.710.000,00	2	4.460.000,00

External procedures > € 10,000
Contract Class
TOTAL
Procedure Type
TOTAL

Additional comments

TABLE 13 : BUILDING CONTRACTS

Total number of contracts :	0
Total amount :	

Legal base	Contract Number	Contractor Name	Description	Amount (€)
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No data to be reported

TABLE 14 : CONTRACTS DECLARED SECRET

Total Number of Contracts :	0
Total amount :	

Legal base	Contract Number	Contractor Name	Type of contract	Description	Amount (€)
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No data to be reported

4. ANNEX 4: MATERIALITY CRITERIA

The qualitative criteria used by EPSO to establish that there are no specific issues and shortfalls in the management and control systems which give rise to reservations take into account the nature of our activities, the risk environment and the expectations of all of our stakeholders. They concern events which could:

- Seriously compromise the image or reputation of the Institutions;
- Relate to serious shortfalls in the internal control system of the Office;
- Concern critical recommendations of the Court of Auditors or the Internal Audit Service.

In accordance with the guidelines in the Communication to the Commission COM (2003)28 of 21 January 2003 and the accounting modernisation project, the Office considered the quantitative materiality criterion to be above a threshold of 2% of the budget allocated to the ABB activity concerned.

In the analysis leading to the decision whether to issue reservations or not, both the agreed quantitative and qualitative criteria were used.

5. ANNEX 5: INTERNAL CONTROL TEMPLATE FOR BUDGET IMPLEMENTATION

<p>Control environment</p>	<p>Of EPSO's 31.0Mio€ operating budget, 18.5Mio€ is outsourced for staff costs, missions, infrastructure, utilities, and buildings management. Of the remaining budget 3.9Mio€ are reserved for the EAS, 3.7Mio€ concern Computer Based Testing (CBT), 1.2Mio€ relates to transactions to reimburse travel and subsistence expenses to candidates at the written and oral stages of selection procedures.</p> <p>EPSO has SLAs with 30 Regulatory Agencies and Joint Undertakings for the provision of staff selection services. Costs of selection are recovered by debit notes (1500 €Contract or Temporary Agent laureate; 6000 €laureate for open competitions and language tests.</p> <p>EAS also operates by way of debit notes for its services to other institutions and bodies.</p>
<p>Key inherent risks in this environment</p>	<p>After deduction of the outsourced amounts EPSO considers therefore that the greatest financial risk concerns roughly 50% of its total budget and that the principal area of risk lies with the reimbursement of candidates, mainly due to the volume of transactions (3646 in 2010), but also because these transactions are not underpinned by a contract. Having said that the real financial risk is limited because the amount of each reimbursement is low (see key figures below).</p> <p>In 2010 EPSO completed 13 negotiated procedures for test venues. 46% of the procedures are for amounts less than 5000 € (see key figures below). Although the amounts committed in relation to CBT are high, the risks are considered less significant because although the transaction amounts are higher than the reimbursements to candidates, they are underpinned by a contract. This factor</p>

	<p>contributes to reduce the occurrence of errors.</p> <p>For the outsourced budgetary amounts, with the exception of DIGIT where a crossed sub-delegation exists between AODs, management of the inherent risk comes under the control of the DGs and services carrying out the financial transactions on behalf of EPSO. Nonetheless EPSO would have to bear the possible consequences of any instances of their inadequate control.</p> <p>As regards the 3.9 Mio € managed on a day-to-day basis by EAS, all commitments are verified and payments initiated in the EPSO Financial Circuit.</p>
Management mode	Partially decentralised management
Key figures	<p>Average amount of reimbursements in 2010 was 270 €candidate.</p> <p>CBT: 2 financial commitments and 13 legal commitments in 2010 for an average amount of 356.000 €each</p> <p>135 debit notes issued by EAS in 2010</p> <p>27 debit notes issued by EPSO in 2010</p> <p>12 contract procedures for test venues: 6<5000€, 1>5000 €et <15000 €, 8>15000 € Total contract value for 2010 = 117379,08 € or 0,4% of EPSO's budget allocation</p>
Selection Process (of beneficiaries, intermediaries...)	<p>Selection process of contractors in 2010 has been made either via open call for tender (1 in 2010), restricted call for tender (1 in 2010) or negotiated procedures (15 in 2010, 12 of them for competition test venues). In the context of computer based testing (CBT) used for preliminary tests for open competitions and other selection procedures, EPSO continues to monitor the services provided by the contractors (chosen following an open call for tender in the Official Journal of the EU) via a well documented procedure (CBT rules of</p>

	procedures).
Communication and information (financial management)	<p>Financial circuit and sub-delegation are established and documented.</p> <p>Checklists for commitments and payments including a check list for each actor are regularly updated.</p> <p>Regular internal coordination meetings between financial initiators and verifiers to achieve a coherent approach in financial matters.</p>
Detective and corrective controls ex ante and ex post	Financial circuits in place ensure adequate ex-ante control of transactions. Ex-post control of all expenditure is carried out by DG HR within the framework of the SLA.
Preventive and corrective controls and audit	<p>For the core activity of EPSO and in line with the CBT rules of procedures, regular meetings and contacts with the contractor take place. A planning of the ongoing competitions and selection procedures organised by CBT is continually updated.</p> <p>EPSO has a common IAC with DG HR and other Offices. No audit on EPSO was carried out in 2010.</p> <p>As a follow up to the 2009 Court of Auditors Special report on "the efficiency and effectiveness of the personnel selection activities carried out by the European Selection Offices (see Section 3.1.3 p.20), nearly all the recommendations were implemented or are considered in the context of the EDP.</p> <p>Risk assessment in the Management Plan preparatory process also serves to highlight key issues to ensure preventive mitigating actions are taken.</p>
Verification that processes are working as designed	Of the 162 debit notes issued by EPSO in 2010, 1 was issued to recover amounts incorrectly paid to an agency instead of to the parent DG. The total value of this debit note was 10500 €
High level management reporting	Budget execution and variance reporting to Management Board at the first meeting

	following year end closure of accounts. Particular internal control and financial issues are discussed bilaterally with the Director or during the weekly management meetings.
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European administrative school
director

Brussels, 2011

ANNEX
of
European Administrative School

2010

1. ANNEX 1 : SEE EPSO

2. ANNEX 2 : SEE EPSO

3. ANNEX 3 : SEE EPSO

4. ANNEX 4: MATERIALITY CRITERIA

The qualitative criteria used by the EAS to establish that there are no specific issues and shortfalls in the management and control systems which give rise to reservations take into account the nature of its activities, the risk environment and the expectations of its stakeholders and customers. They concern events which could:

- Seriously compromise the image or reputation of the Institutions;
- Relate to serious shortfalls in the internal control system of the School;
- Have a negative impact on participants in the School's training programme.

As regards financial issues, recommended quantitative criteria were used.

5. ANNEX 5: INTERNAL CONTROL TEMPLATE(S) FOR BUDGET IMPLEMENTATION (ICT)

Procurement

- *The School buys mainly services/supplies in the area of training and training facilities. The contractors are mainly suppliers of training services in small to medium-sized companies within Europe. Procurement needs are clearly defined and justified from an economic or operational point of view and approved by the AOD.*
- *The School did not receive any negative opinions on its procedures in 2010*
- *In 2010, the School launched a large open procedure to award framework contracts for provision of services in the area of management training. This procedure was launched in cooperation with all the institutions and the majority of EU agencies and represents a significant procedure covering 6 lots. It is expected that the contracts arising from this procedure will be signed in the middle of 2011.*

Key inherent risks insofar they impact on reasonable assurance (including limit and extent of its responsibilities and those of other stakeholders):

- *The key inherent risks are limited due to application of the standard commission procedures concerning procurement and contracts. Additionally, all procedures with a contract value of more than 60 000 Euro are subject to control by GAMA, the internal control body for DG HR and the Offices. All detailed rules, in particular those set out in the DG BUDG vademecum for procurement are followed. Detailed discussions take place with the AOSD before any procedures worth more than 5000 Euro are undertaken.*
- *There is a potential risk of over-dependency on contractors due to the limited number of economic providers able to provide the services required by the School. However, open procedures are used to allow the widest possible market access. To date, none of the procurement procedures launched by the School have been contested.*

Management and control systems – the basis of the declaration of assurance

Planning and selection process of contractors, including preventive controls

- *For high value contracts an evaluation committee is set up to prepare the selection of the contractors. Members of evaluation committees are asked to sign a document reminding them of their obligation to declare any potential conflict of interest.*
- *Most contracts run a maximum of 4 years, before then end of which subsequent procedures are launched to ensure continuity of service. Discussions with the AOSD aim to ensure that undue advantage is not given to current contractors and that propriety is maintained by all School staff during any procedures*
- *Before a contract is signed, contractors must show that they are not in one of the situations of exclusion specified in the Financial Regulation (e.g. bankruptcy, failure to pay tax or social security contributions, convicted of an offence concerning their professional conduct). Before each transaction is authorised, staff are automatically alerted by the computerised financial system if the Commission is aware of this or any similar problem.*
- *Documentation for all open procedures is securely locked away with access limited to staff dealing directly with the procedures.*
- *The internal audit carried out during 2010 identified no problems with the procurement procedures examined, except for one very minor filing issue.*

Communication and information

- *Transparency measures: calls for tender are published in the Official Journal and the EUROPA website. Updated information and FAQ are posted regularly on the website*

- *Rules regarding communication to unsuccessful tenderers are fully applied. Where requested by a tenderer, the AOSD personally meets tenderers wishing further feedback on a particular procedure.*
- *Computerised accounting system is used to record the contracts in ABAC. Detailed tables monitor transactions related to the contracts.*
- *All staff involved in the procurement process are encouraged to attend specific training.*
- *All staff involved in financial management are aware of their responsibility to alert their Director, the Secretary-General or OLAF if they suspect any irregular, illegal or criminal activity*

Preventive and corrective controls and audit

- *Ex-post controls are carried out by DG HR (under the SLA signed with EPSO). No particular issues have been raised with the School's transactions in 2010.*