



UNION EUROPÉENNE DES MÉDECINS SPÉCIALISTES
EUROPEAN UNION OF MEDICAL SPECIALISTS

Association internationale sans but lucratif – International non-profit organisation

2015 UEMS CEO REPORT

(update Sept. 2016)

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INTRODUCTION *Highlights*

2015

- New house : relocation 21st FEB 2015
- New activity for UEMS (Business Center)
- New team players
- Financial Challenge

2016

- EACCME 2.0 incl. new IT functionalities
- Empowerment of the office
- Use of total surface of the DME
- Marketing actions (DME, accreditation, UEMS presentation)

2017

- Financial upturn
- New external financial management
- EU affairs department
- EACCME 3.0
- Training plan

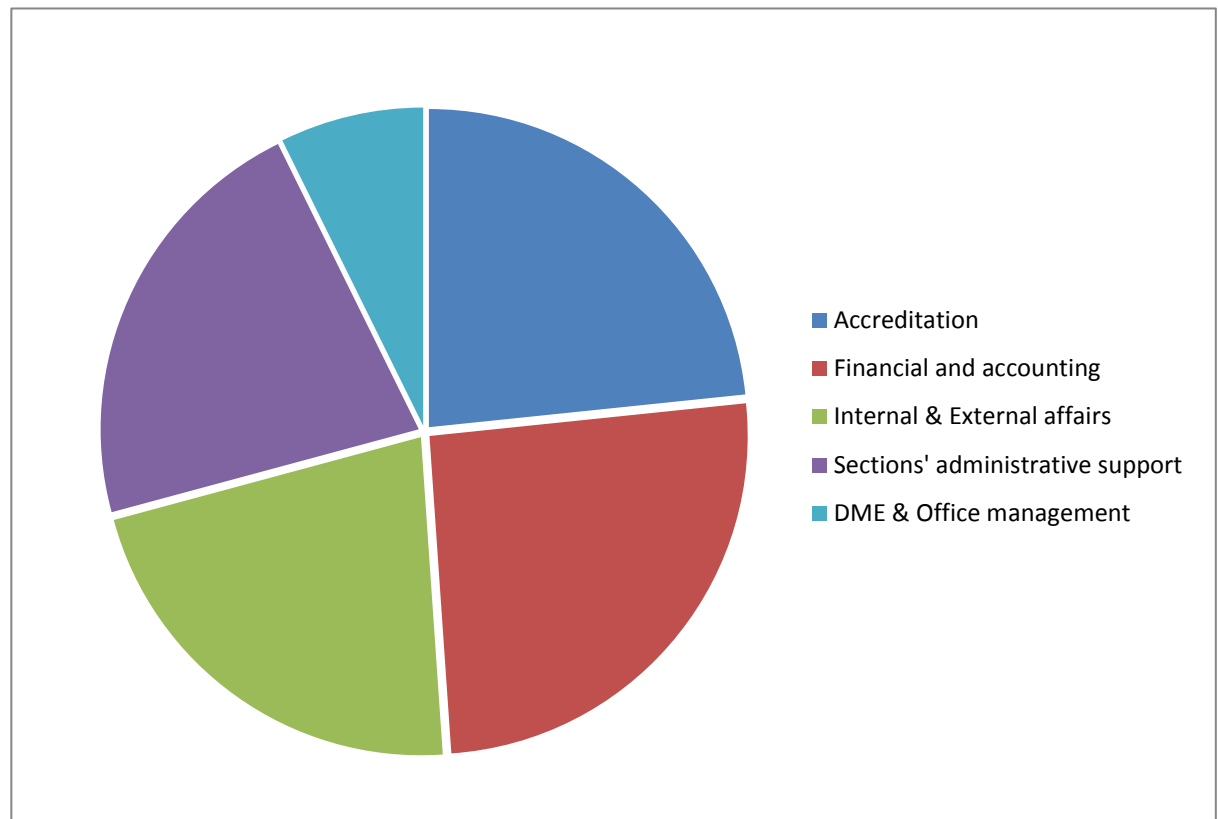


I - OFFICE OVERALL ACTIVITY

1/ OFFICE ACTIVITY BREAKDOWN *(in working hours)*

5 departments :

- Accreditation (ACC)
- DME and Office management (DME)
- Financial and accounting affairs (FI)
- Internal and External affairs (AFF)
- Sections' administrative support (SUP)



Details are given in the Annex 4/ HR ACTIVITY DETAILS p.14



2/ CURRENT SITUATION

	Current situation	
	+	-
Accreditation	Increasing activity (record number of applications for FEB 2016)	Not enough time for policy, marketing and training actions (newsletter) Lack of IT processing (e-learning processed manually)
Financial and accounting affairs	Streamlining and harmonization in progress Financial management less burdensome	Noncompliance with the accounting process (invoice -> encoding->payment-> checking with bank receipt)
Internal & External affairs	More familiar with subjects in discussion	Limited involvement in hot topics taking place in Brussels (see hot topics below) Secretarial training is time consuming
Section administrative support	Improvement in the service provided	Challenging start due to change of staff and learning process
DME & Office management	Empowerment of the Office in progress Better team spirit, trust and communication (circulation of information, involvement in transverse activity) Development of secretarial support Good results of Business Center (especially given limitations in investments) DME completed	On-going trial with the architect Pending final certificate of job completion by the architect and engineer

NOTE : - hot internal issues : Revision of the Annex V; UEMS Conference on CME; DME renting the 1st Floor; General Assembly of the Surgery Section (Belfast); External FIN Audit



3/ PERSPECTIVES

	2016-2017	
	Objectives	Actions plan
Accreditation	<ul style="list-style-type: none"> - Simplification of process - Extension of CME formats portfolio - Broader targets with other med. professions 	<ul style="list-style-type: none"> - Implementation EACCME 2.0 - New EACCME portal with updated functionalities - KPIs
Accounting and finances	<ul style="list-style-type: none"> - certification - 	<ul style="list-style-type: none"> - Insisting on good practice through an explicative leaflet
Internal & External affairs	<ul style="list-style-type: none"> - Overall visibility on UEMS bodies's activities (EU exams, accredited centres, lists of delegates) - participation to UEMS Sections' meetings (reports) - Better knowledge of NMAs' systems 	<ul style="list-style-type: none"> - KPIs - Apply to EU funds and projects - training, meetings
Section administrative support	<ul style="list-style-type: none"> - increasing knowledge in UEMS's functioning 	<ul style="list-style-type: none"> - training and self development
DME & Office management	<ul style="list-style-type: none"> - increasing empowerment 	

Hot topics in BRU

- EU Affairs (Brexit, ,ERNs, EU directives, Fundings, Joint Actions, TTIP etc...)
- E-health, T-health, M-health, Data protection, AMR, CEN
- Industry/Pharmacy issues (off-labels..)

Closer contacts with

- NMAs (for instance, through their Brussels representation)
- Sections (for instance, when meeting in BRU)



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- National Authorities
- EU institutions
- EMOs

KPIs

- Number of applications; response rate in case of disagreements (ACC)
- Financial KPIs (FI)
- Number of meetings, income evolution (DME)
- Attendance to meeting, number of reports (AFF)

4/ UEMS REPRESENTATION

UEMS representation to meetings of...	EVENTS' AREA				
	UEMS- S&B	EMOs	EU affairs	Miscel.	Total
2015	10	10	12	2	34
2016 (up to 30 SEPT.)	11	13	10	10	44
2017					0



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II – DME OVERVIEW

1/ DME COST 2015 – FORECAST 2016

Expenses 2015

Parking Domus	7.772,38
surveillance & security systems	350,92
Domus Maintenance and Repair	3.257,00
Building cleaning	10.365,73
Plant,machinery and equipment	151,24
IT Maintenance office equipment	5.989,83
Water	3.220,80
Gas	4.572,54
Electricity	8.493,91
Drinks	802,38
Phone	4.045,36
cleaning product	106,23
Stationery & Printing	2.114,34
Internet & Fax	24,95
Documentations	101,70
Lawyers'fees	8.186,40
Engineers fees	8.996,90
Domus (GEOTRA – removal firm)	6.604,38
Tax on services	7.645,10
Tax on parkings	725,00
Tax on Assets	2.420,52

85.947,61

Expenses 2016 (forecast)

Parking Domus	4.900,00
surveillance & security systems	350,92
Domus Maintenance and Repair	2.000,00
Building cleaning	11.000,00
Plant,machinery and equipment	6200,00
IT Maintenance office equipment	1.200,00
Water	3.400,00
Gas	4.572,54
Electricity	9.000,00
Drinks	802,38
Phone	4.200,00
cleaning product	106,23
Stationery & Printing	2.114,34
Internet & Fax	24,95
Documentations	101,70
Lawyers'fees	5.000,00
Engineers fees	-
Domus (GEOTRA)	-
Tax on services	7.645,10
Tax on parkings	725,00
Tax on Assets	2.420,52

65.763,68



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2/ DME INCOME 2015 – FORECAST 2016

To date, the incomes generated and planned in 2016 are as follows:

	Service Contract	Price/month (VAT excl.)	TOTAL 2015 (VAT excl.)	Remarks	TOTAL 2016 (VAT excl.)
Tenants			€ 26.320,00		€ 56.277,68
Smoke free Partnership	Serviced office - SFP	€ 2.500,00	€ 25.000,00		€ 30.000,00
EBR-ESR	Serviced office	€ 1.000,00			€ 11.000,00
Ad-Hoc 1	Flex offices	€ 330,00	€ 1.320,00		€ 3.960,00
Ad-Hoc 2	Flex offices	€ 330,00			€ 2.640,00
NHS	Serviced office	€ 2.892,56		from 1st OCT 2016	€ 8.677,68
Meeting rooms	Hiring		€ 7.546,25		€ 15.164,37
Services			€ 1.330,00		€ 5.160,00
EuSPF	Postal Address	€ 80,00	€ 640,00		€ 960,00
ESR	Postal Address	€ 55,00	€ 330,00		
AOB	Virtual address	€ 290,00	€ 0,00	From 1st January 2016	€ 3.480,00
SFP	phone bills	€ 60,00	€ 360,00		€ 720,00
Parking			€ 1.300,00		€ 5.600,00
Bosnia Embassy	1 park space (107) - 06	€ 100,00	€ 400,00		€ 800,00
K&L Gates (Carloni)	1 park space (303) - 12	€ 100,00	€ 300,00		€ 800,00
K&L Gates (Corbiau)	1 park space (302) - 05	€ 100,00	€ 200,00		€ 800,00
DDE Consult. (Dewulf)	1 park space (126) - 08	€ 100,00	€ 200,00		€ 800,00
ATOS	1 park space (231)	€ 100,00			€ 800,00
SFP	1 park space (106) - 10	€ 100,00	€ 200,00		€ 800,00
ATOS	1 park space (301)	€ 100,00			€ 800,00

Total	€ 36.496,25	€ 82.202,05
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3/ WHAT'S NEXT?

The booking activity is expected to continue to grow in 2016.

To generate more income, 3 goals are identified :

- Multiply recurrent customers (having more than 4 meetings a year like AOB)
- Make sure that all UEMS bodies are properly informed that their meetings can advantageously take place in the DME
- Advertise the DME towards private businesses

The service is being improved with

- more choice in catering and upgraded quality
- dedicated staff (students)
- new equipment (laser pointer)

The renting activity is expected to continue to grow in 2016.

- Negotiations to rent the 1st Floor with NHS are completed. Moving in on the 4th OCT. 2016
- New prospect for the Flex office service with potential new customers in the IT field.



III - HR REVIEW

1/ RESOURCES

Staff and working time structure

(Based on data SEPT. 2016)

	Full time	Part time			Total
		4/5	3/4	1/2	
Accreditation dpt		2			2
Administrative and financial dpt	1		1		2
Internal & External affairs dpt	1				1
Section administrative dpt	1			1	2
Internship					-
head office management	1				1
TOTAL Number of staff					8

Full Time Equivalent

6,85



Actions plan 2016 :

- Yearly Individual assessment review and objectives for 2016. For the first time, there was a formal professional appraisal of each member of staff with discussion about their professional development.
- Implementation of training on case by case basis according to need (budget?)
- Development of more transversal knowledge and skills
- Team building actions (social events)
- More visibility (attendance, communication materials)
- More assistance from outsourced staff free of charge (stagiaires)

NOTE : Sick leave 2015 (total team): **26.5 days**

2/ SECRETARIAL SUPPORT

2015 : - cost for secretarial support : **13.416,80€**

- payment received from requesters : **16.422,50€** (incl. payment provided for LC and BR's assistance)

2016 : - cost for secretarial support : **20.217,28€**

- payment received from requesters : **7.500,00€**



3/ RECRUITMENT PROCESS (see example of recruitment process p.28)

In 2015 and 2016, the UEMS office had to address 2 challenging needs in terms of HR : replacement of qualified staff and recruitment of new workforce while offering new range of services (secretarial support). A recruitment process was implemented to avoid a disruptive running of the organization. The main steps were as follow (a detailed example is given in the Annex - 5/ *EXAMPLE OF RECRUITMENT PROCESS* -) :

1. Elaboration of the job offer based on UEMS needs
2. Publication of a Job offer on UEMS website and www.eurobrussels.com
3. Screening of CVs according to candidate rating system (see below)
4. Selection of 16 candidates for 1st interview
5. First Interviews of candidates
6. Analysis of strength and weaknesses of each candidate and selection of best candidates
7. Presentation of 4 best candidates to the UEMS Executive
8. Contact of 4 candidates for a second interview
9. Second interview of candidates
10. Selection of candidate to replace XXX

The following documents were made :

- the selection criteria
- the Candidates' Rating System
- the questions/objectives list for the interviews

And the report issued regularly with

- a recruitment history chart
- the shortlisted candidates



III - ANNEX

1- EACCME FIGURES -

2015 figures E-learning:

Total number of applications: 97

Accredited materials: 91

Rejected materials: 1

No follow-up from provider: 5

2015 live events

Live Educational Events

1st January – 31st December 2015

	2014 applications	2015 applications Only	2015 % of total
New	1609	1625	-
Still on-going		6	-
Accredited	1471	1529	94 %
Rejected	70	34	2.5 %
Suspended	52	40	2.5 %
Accr + Susp	16	16	1 %



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1st January – 5 October 2016

	2015/2016 applications	2016 applications Only	% (2016 applications only)
New		1401	
Still on-going		288	20 %
Accredited	1281	1040	74 %
Rejected	12	7	0.5 %
Suspended	78	66	4.5 %

Live Educational Events (Comparison 2015-2016 at 5th October 2016)

	2015*	2016	Difference	%
New	1309	1401	+ 92	+ 7 %
Accredited	1044	1040	- 4	0 %
Rejected	22	7	- 15	- 70 %
Suspended	30	66	+ 33	+ 110 %
Still on-going	213	288	+ 75	+ 35 %

Live Educational Events (Appeals 1st Jan – 5th October)

	2015*	2016	Difference	%
Total	5	6	+ 1	+ 20 %
Successful	2	2	0	
Unsuccessful	3	4	+ 1	
% Successful	40 %	33 %		



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Number of applications received:

	2010	2011	2012	2013	2014	2015	2016
January	131	180	177	112	178	175	147
February	153	161	199	154	166	160	205
March	169	191	181	161	149	146	157
April	120	106	140	77	96	107	113
May	96	91	106	137	131	128	157
June	128	161	151	166	179	179	233
July	166	181	254	163	178	178	157
August	129	156	142	102	89	104	137
September	132	154	116	57	87	98	14
October	97	95	114	117	95	94	
November	89	115	96	91	141	113	
December	114	149	195	114	120	143	
Total	1524	1740	1871	1451	1609	1625	1320

EACCME figures – e-learning materials

Number of applications received:

	2010	2011	2012	2013	2014	2015	2016
Total	71	95	72	91	91	97	63



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2/ DME : BOOKING PLANNING 2015

Date	Organisation	Pax	salle	Hire price	Catering				Services extras	offer	Result
					coffee AM	lunch	coffee PM	TOTAL			
MARCH											
5	SFP	3	2-R2	0		0				€ 0,00	€ 0,00
5	GBS	10	GF1a	85		150				€ 235,00	€ 85,00
6	SFP	3	2-R2	0		0		0		€ 0,00	€ 0,00
APRIL											
14	SFP	35-50	5FL1			0		0		€ 0,00	€ 0,00
24	ESNO	12	GF1a	172,5	30	180	30	60		€ 412,50	€ 292,50
MAI											
4&5	SFP	9	GF	0		135		45		€ 135,00	€ 45,00
JUNE											
1	EUGMS	10	GF1a	127,5		150	25	50		€ 302,50	€ 202,50
10	EuPSF	25	5FL	281,25	62,5	375	62,5	125		€ 781,25	€ 531,25
27	UEMS Thoracic Surgery	7	ALL	622,5	20	105	20	35		€ 767,50	€ 697,50
JULY											
2	SFP	12	GF			180		60		€ 180,00	€ 60,00
20	AOB	4	GF1	221,25		60		20		€ 281,25	€ 241,25
24	UEMS Peditry	3		85		45		15		€ 130,00	€ 100,00
AUGUST											
21	PCPD	16	5FL	0		240		80		€ 240,00	€ 80,00
31	AOB	8	GF1	240		120		40		€ 360,00	€ 280,00
SEPTEMBER											
OCTOBER											
24	UEMS Radiology	20	5FL	187,5	50	300	50	100		€ 587,50	€ 387,50
19	AOB	20	5FL	393,75		300		100		€ 693,75	€ 493,75
NOVEMBER											



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7	UEMS Ophthalmology	9	GF1	115	30	135	30	45		€ 310,00	€ 220,00
7	UEMS Pathology	25	5FL	305	62,5	375		125		€ 742,50	€ 492,50
9	AOB	7	GF1	258,75		105		35		€ 363,75	€ 293,75
18	UEMS NASCE	2	2FL	85		30		10		€ 115,00	€ 95,00
27	UEMS Gov. Board	11	GF1	0		165		0		€ 165,00	€ 0,00
DECEMBER											
7	AOB	30	5FL	660		450		150	80	€ 1.190,00	€ 810,00
10	AOB	14	GF	393,75		210		70	100	€ 703,75	€ 463,75
11	UEMS CESMA	40	5FL+GF	305	100	600	100	200	160	€ 1.265,00	€ 705,00
12	UEMS CESMA	50	FL	305	125	750	125	250	160	€ 1.465,00	€ 805,00
12	UEMS Emergency Medicine	10	GF1a	115	25	150		50	60	€ 350,00	€ 250,00
TOTAL				4958,75	505	5160	442,5	1665	560	€ 11.541,25	€ 7.546,25

3/ DME : BOOKING PLANNING 2016 (as of the date of 30 SEPT 2016)

Date	Organisation		BF ok	offer	Result
JANUARY					
				€ 0,00	€ 0,00
7	UEMS EEC	11:00 - 17:00		€ 0,00	€ 0,00
8	ACOE UEMS	9h-10h		€ 0,00	€ 0,00
8	UEMS EEC	9:00-17:00		€ 0,00	€ 0,00
8	GoBo	11:00 - 17:00		€ 0,00	€ 0,00
8	Off Label meeting		11:00	€ 0,00	€ 0,00
25	UEMS Psychiatry	9:30-17:30	X	€ 295,00	€ 235,00
FEBRUARY					
8	UEMS RENAL SECT.	half day	X	€ 450,00	€ 330,00
12	ESA	ZC et CM 9h – 17h00	X	€ 1.017,50	€ 767,50



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12	UEMS Thoracic Surgery	11h 16h - ZC et CM 10h - 16:30	X	€ 425,00	€ 275,00
18	AOB	19:30-23:00 - ZC 18h30	X	€ 810,00	€ 660,00
26	Collegium Chirurgicum	ZC et CM - examen en chirurgie de 40 à 60 étud. 7h30 - 15:00	X	€ 918,75	€ 853,75
MARCH				€ 0,00	€ 0,00
21	AOB	CM en soutien 19h-23h		€ 1.393,19	€ 665,00
22	GBS ! ANNULE ATTENTATS BXL	20h30-24h00 - LC en soutien	X		
				€ 0,00	€ 0,00
APRIL				€ 0,00	€ 0,00
1	UEMS CARDIOTHORACIC SURGERY	Examen / ZC 7h30 - 13:00	X	€ 427,50	€ 537,50
15	UEMS Rheumatology REPORTE JUIN	paper board needed/ CM en soutien 12:00 - 19:00	X		
16	UEMS Rheumatology REPORTE JUIN	ZC 8:00 - 16:00	X		
22	ESNO	50% off- meeting 09.00am-1.00pm / CM 9:00-18:30 + SC am	X	€ 425,62	€ 325,62
22	EBC	meeting 10am-6.00pm - CM 09.00-18.30 + SC am		€ 775,00	€ 605,00
28	AOB (BSOPRS meeting)	19.30 - 23.00 ZC 18:30-23:00			
30	ANNULE UEMS Geriatric Section meeting	Number tbc - Pro Forma to send ZC 09:00-18:00 cancelled	X	€ 0,00	€ 0,00
				€ 0,00	€ 0,00
MAI				€ 0,00	€ 0,00
2	ESCENT	Meet 11.00am-5.00pm - SC	X	€ 360,00	€ 360,00
11	AOB	Meet 7.30pm-11.00pm - 7.00-23.00pm CM	X	€ 1.151,40	€ 665,00
				€ 0,00	€ 0,00
JUNE				€ 0,00	€ 0,00
13	AOB	Meet 7.30pm-11.00pm - 6.30-00.00 LC	X	€ 1.222,20	€ 675,00
16	Smoke Free Partership	10.00am-6.00pm			
24	UEMS Rheumatology	Meet 1.00pm-6.30pm - 11.30am-7.30pm SC	X	€ 825,00	€ 615,00
25	UEMS Rheumatology	Meet 8.30am-3.30pm - 08.15 am-4.30pm SC	X	€ 937,50	€ 727,50
				€ 0,00	€ 0,00
JULY				€ 0,00	€ 0,00
1	CANCELLED Thoracic Surgery Section	07.30am-5.00pm LC en soutien		€ 372,50	€ 302,50



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	(exams)				
2	Thoracic Surgery Section (exams)	07.30am-5.00pm LC en soutien		€ 1.038,75	€ 988,75
11	ESCENT	2.00pm-6.00pm LC			
AUGUST				€ 0,00	€ 0,00
				€ 0,00	€ 0,00
				€ 0,00	€ 0,00
SEPTEMBER				€ 0,00	€ 0,00
CANCELLED	Eu Psychiatry Assoc.			€ 0,00	€ 0,00
OCTOBER				€ 0,00	€ 0,00
7	Board of Transplantation (exams)	Meet 08.00-7.00pm Conor 07.00-12.00am & Sophie 11.00am-8/9.00pm		€ 1.697,50	€ 947,50
8	Board of Transplantation (exams)	Meet 08.00-7.00pm Zuzanna 07.00am-8.00pm		€ 1.697,50	€ 947,50
10	AOB	Meet 7.30pm-11.00pm - Conor 6.30pm-00.00am		€ 1.151,40	€ 665,00
10	Interest - Becthle				
11	Interest - Becthle				
12	Interest - Becthle				
13	Interest - Becthle				
NOVEMBER				€ 0,00	€ 0,00
2	European Patient Safety Foundation	Meet 11.00am-4.00pm / Conor 10,00am - 5,00pm	X	€ 552,50	€ 402,50
5	UEMS Ophthalmology	Meet 09.00am-5.00pm / Zuzanna 08.00-6.00pm	X	€ 498,75	€ 408,75
11	CANCELLED BY UEMS (BANK HOLIDAY) ESNO				
18	UEMS Emergency Medicine	Meet 10.00am-5.00pm / Conor 09,00am-6,00pm	X	€ 1.117,50	€ 817,50



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25	UEMS Allergology Section	Meet 08.30am-5.30pm / Conor 07,30am-6,30pm	X	€ 917,50	€ 717,50
29	TBC European Psychiatric Association				
30	TBC European Psychiatric Association			€ 670,00	€ 670,00
DECEMBER				€ 0,00	€ 0,00
2	CESMA			€ 0,00	€ 0,00
3	CESMA			€ 0,00	€ 0,00
				€ 0,00	€ 0,00
				€ 0,00	€ 0,00
TOTAL				€ 21.147,56	€ 15.164,37

4/ HR ACTIVITY DETAILS (August 2015)

BERTRAND DAVAL	TASKS	Details (if applicable)	% working time split	% working time	% working time targeted
UEMS OPERATIONAL MANAGEMENT	Administrative support	minutes, ToDo list, drafting, meetings	15	37	25
	Coordination activities	issues' follow up, liaising	17		
	Planning, proposals	support for section, accounting service, factoring service...	5		
HOUSE MANAGEMENT	Booking follow up		3	17	15
	Meetings + support	rooms preparation, Exams session, opening ceremony,	4		



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	Contractors	CRS, Servais, Ferin, Polytherm, Rubbers, Scieur, Droyers, IPL, Mobispot, GMTVouche, Kone, Interparking	3		
	Maintenance	Mitel, destiny, Proxymus, alarm, Ricoh, Rosseels, Heytens	3		
	Business Center	Marketing, Com', Sponsoring, visits, partners (Thon)	3		
EU Affairs	Participation to meetings, events, projects	EU, EMOs, JA, Study, COCIR, U4H, Ethel, MedTech, NHS, BMA, Exams sessions,	6	11	25
	Training/learning	directive, data protection, CEN, E-Health, M-Health, Medical Devices	5		
TEAM MANAGEMENT	Informing, Planning, implementation, leading		5	12	15
	recruitments		5		
	Training, Information session	Insurance	2		
FINANCIAL MANAGEMENT	Invoices review, checking figures	financials documents	4	10	5
	Tenders, negotiations	IT, plates, heating, Arkadym...	2		
	FC participation		2		
	Banks contacts		2		
OUTSOURCED SERVICES	Legal advise	DME, Sections, EACCME...	3	7	5
	IT	Pluritech, Squiz, GoTO meeting, Arkadyn	4		
EACCME	Emailing, Agreements		2	5	10
	Event, meeting	CME forum, EBAC...	3		



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OTHERS	MM	FB, Tweeter	1	1	0
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BENEDICTE REYCHLER				
	TASKS	Details (if applicable)	% working time split	% working time
HUMAN RESOURCES	Collaboration with Social Secretariat	Statement of performances (monthly)		15
		Payment of salaries, Social Security, lunch vouchers (monthly)		
	Staff	Managing of staff issues (holidays, schedule, overtime, etc.)		
		Implementation of UEMS contractual obligations towards the members of the staff (and advice from the lawyer)		
	Recruitment	Interview with candidates (in collaboration with the CEO)		
		Preparing data for working contract		
	Work Regulations	Setting up and follow-up		
	Insurances related to HR	Setting up and follow-up (hospitalisation & group insurance)		
FINANCIAL MANAGEMENT	General accounting	Exchange with the accountant on periodical and annual closing financial reports and on draft budget		30
	Managing of the invoices subjected to the approval of the Treasurer			
	Payments of all invoices			
	UEMS Subscriptions	Calls (January) and reminders (July)		



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	Bank	Managing of the UEMS central bank accounts, follow-up of the portfolio, loans, etc.		
	Financial Committee	Participation to the TC meetings		
		Reports of the meetings		
	Liaising with internal and external auditors			
UEMS SECTIONS & BOARDS	Opening & Managing of the Sections' accounts	Follow-up of the administrative work, answering to emails from the S&B, contacts with the bank		12
		Communication of instructions on financial obligations to the Sections' Treasurers		
EACCME	Recording of payments of the accreditation invoices			12
	Reimbursement accreditation fees to the reviewers (evaluations on live events) : NAAs, Sections & Boards and ESABs			
	Reimbursement accreditation fees to the reviewers (evaluations on e-learning materials)			
DOMUS MEDICA	Contacts with architect, lawyer, bank, notary (in accordance with CEO)			4
	Follow up of the suppliers (maintenance contracts)	Water, electricity, lift, cleaning, etc.		
	Purchase office supplies			
UEMS MEETINGS	Practical organisation of the meetings	Contacts with the catering		7



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		Preparation of the agenda and relevant documents		
		List of participants		
		Follow-up of the meetings		
	Follow up of the reimbursement of the expenses to the Members of the Executive	Travel costs, hotels, etc.		
	Daily allowances for the Executive	<i>(Suspended)</i>		
ADMINISTRATION	General administrative issues	Administrative support and replies to queries from the staff members		15
		Performing the necessary administrative tasks in relation with the function (mailing, filing, archiving)		
		Ad hoc tasks as required by the general organisation of the Secretariat		
	Moniteur (Belgian Official Journal)	Follow up of legal requirements with regard to publication : publication of Statutes' amendments and periodical publications (change of Executive, etc.)		5
	General Insurances	Package (fire, robbery, etc.), travel insurance, civil liability : setting up & follow-up		
	Devices/machines : maintenance contracts	Copy machine, computer, stamp machine, etc.		
	Telephone, Management of the postal correspondance	Dispatching of the postal correspondance, registered letters		
Miscellaneous	Taking out the trash (!), etc.			



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LISE CARRATALA					
	TASKS	Details (if applicable)	% working time split	% working time	% working time targeted
Support Sections & Boards	x UEMS Statutes and RoP queries			20	25
	x Administrative support (list delegates, sending documents, emails on behalf of the S&B)				
	x Organisation meetings, minutes, invitations (CESMA and other groups)				
Section of Surgery - transfert to Brussels	x training of Blagovesta Cholova	Transition period May- May- July 2015		17	10
	x answering emails candidates, heads of divisions				
	x Eportfolio project, website of the section				
	x contacts with Berlin office for the transition + contacts with IT provider				
	x Organisation Athens meeting				
UEMS Website	x updates, events, documents online			5	5
training interns and	x training of UEMS interns		5	20	10



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authentication of European diplomas	x registration, email to fellows, list keeping, checking payments, issuing invoices, sending diploma back	Ponctual May-June - July 2015	15		
Executive administrative support	x Draft letters, collect information		10		
UEMS Council meeting organisation	x Contact with local organisers, administrative support, follow up on registrations, follow up queries from participants	Depends on periods(in March, April, this has been 20%)	10	20	15
EU affairs	x Presentation UEMS to external partners				
	x Meetings EU institutions, projects, circukating information			5	20
	x Learning EU affairs questions, research				
UEMS general info	x Answers to requests			5	5
Domus Medica	x Technical and Logistic help for events				
	x Answering emails and requests about UEMS in general, from UEMS website or others			5	5
Other	xTwitter, etc...			3	5

NATHALIE PAULUS				
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	TASKS	Details (if applicable)	% working time split	% working time	% working time targeted
E-LEARNING APPLICATIONS	Processing	Check the application when it comes in, see if info has been provided for all criteria, try link and login details, send letter of acknowledgement and invoice to provider	10	48%	30%
	Invoicing	Check VAT status of the provider (VIES) and issue first invoice and possibly second invoice	2		
	Follow-up of applications, contacts with providers and reviewers	Amendment procedure, send reviewers' feedback to provider, send resubmission from provider to reviewers, exchange of correspondence between providers and reviewers & vice-versa	35		
	Granting of accreditation	Issuing of the letter of accreditation	1		
LEE APPLICATIONS	Finalisation of applications	Finalising of applications, checking of event websites and documentation before accreditation	20	32%	10%
	Coordination accreditation activities	Providing advice/feedback/instructions to Patricia re applications live events	10		
	Implementation of new procedures	Reviewing of applications for frequent applicant status...	2%		



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EMAILS	Respond to emails	Emails related to policy and other issues regarding accreditation, emails from providers, emails from reviewers...	10%	11%	10%
	Mailings	To providers & reviewers (new developments in EACCME policy, invitation to CME conference, ...)	1		
POLICY	Governance Board	Preparation of guidance documents, FAQs...	2	2%	25%
	Marketing of EACCME	Newsletter?, organisation of courses for providers?	0		
AGREEMENTS	Sending of agreements	Dissemination of templates of agreements to ESABs, NAAs...	1	5%	10%
	Finalisation of agreement documents to be signed	Preparation of agreements to be signed, make sure all the various annexes are provided	3		
	Answering queries	Respond to comments/suggested changes from NAAs, ESABs	1		
MEETINGS	Governance Board	Preparation of agenda (in accordance with Chairman GB) and meeting documents, emailing of invitation + meeting documents, practical organisation of the meeting, processing of registrations and preparation of participants' lists...	At the time of the meeting (5)	2%	10%



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	Advisory Council	Preparation of agenda (in accordance with Secretary-General) and meeting documents, emailing of invitation + meeting documents, practical organisation of the meeting, processing of registrations and preparation of participants' lists...	At the time of the meeting (10)		
	CME Conference	Drafting of programme (in accordance with Executive), contacting speakers, emailing of invitation + documents, practical organisation of the meeting (hotel,...), processing of registrations and preparation of participants' lists...	At the time of the conference: it took about 50-60% of my time		
	With reviewers, providers, ESABs, external organisations...	TC calls with reviewers (cf. ERS, RCP...), meetings at the office with providers (cf. ESA, ESICM...)/ESABs(cf. ACOE, EBAC...)/external organisations (cf. NHS UK...)	1		
	European CME Forum, Medtech...	Attendance at meetings	1		
REPORTING	Governance Board meeting	Drafting of minutes of meeting, sending to all participants for comments...	At the time of the meeting (5)		5%
	Advisory Council meeting	Drafting of minutes of meeting, sending to all participants for comments...	At the time of the meeting (15)		



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PATRICIA DEMEULEMEESTER					
EACCME	TASKS	Details (if applicable)	% working time split	% working time	% working time targeted
General Queries				15	10
Checking new applications				15	15
Checking pending applications	Reminders to complete, etc			50	15
Liaison with reviewers	Reminders			5	10
Completing accreditation				5	5
Post-accreditation	Final programmes, websites etc.			5	15



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Development				5	30

THIERRY KALALA						
	TASKS	Details (if applicable)	% working time split	% working time	% working time targeted	
Accounting from A-Z	Collecting of all accounting documents (section and Board + UEMS office)			15	5	
	Checking, organization, advice and corrections of supporting documents in relation to the accounting and belgian tax legislation			5	5	
	Recording of accounting transactions (UEMS offices, SS&Bs)	Purchase invoies		20		10
		Accreditation invoices				
		European examination invoice				
		Call for contributions				
		Travel expenses				
		Bank & VISA statements				
	...					
	Tax declaration	VAT		5		20
intra-Community VAT						
Property Tax						
Declaration on non profit corporation tax						
Tax information sheets (281.xx)						



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		Financial statement (for the Belgian national bank)			
	Reporting	Cash Flow forecast		55	20
	MonthlY and yearly accounting closure operations	Balance sheet		0	40
		Profit and Loss			
		Annexes (Fianacial analyses)			
		Depreciation, amortization and impairment of assets			
		Other adjustments according to the budget (eg, deferred income, not received invoices ...)			
				100	100

5/ EXAMPLE OF RECRUITMENT PROCESS (DEC 2015)

Recruitment of an EU Policy and Administrative Officer to join the UEMS Brussels Office

Briefing Note

Background and UEMS Needs

The UEMS Office needs a new staff member to replace XXX. The ideal profile was a person that has some knowledge of EU institutions with some strong administrative skills. Persons that had already been Assistant MEP for instance would be considered as ideal profile. However, young graduates were also seen as possibly interesting given that they will learn quickly and remain flexible.



In order to find the most suitable candidate to join the UEMS Office and provide added value to the team, the following recruitment procedure and criteria have been used.

RECRUITEMENT PROCESS:

11. Elaboration of the job offer based on UEMS needs
12. Publication of a Job offer on UEMS website and www.eurobrussels.com
13. Screening of CVs according to candidate rating system (see below)
14. Selection of 16 candidates for 1st interview
15. First Interviews of candidates
16. Analysis of strength and weaknesses of each candidate and selection of best candidates
17. Presentation of 4 best candidates to the UEMS Executive
18. Contact of 4 candidates for a second interview
19. Second interview of candidates
20. Selection of candidate to replace XXX

SELECTION CRITERIA of candidates to EU Policy and Administrative Officer position

Language Requirement:	<ul style="list-style-type: none">• Fluent in French AND English.• Additional language is an asset.• Persons not speaking one of the official language of UEMS are not eligible.
Qualification Requirements:	<ul style="list-style-type: none">• European Law & International Law,• Political Science• Economics• Management of Administration, Journalists,



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	<ul style="list-style-type: none">• Other (IT, ...)
Administrative skills:	<ul style="list-style-type: none">• writing minutes and report,• briefing notes,• organising meetings and events,• database management,• website management,• drafting newsletters, article
Experience:	<ul style="list-style-type: none">• not mandatory to have large experience,• young graduates accepted,• internship considered• overqualified candidates are not suitable for such position

Candidates' Rating System:

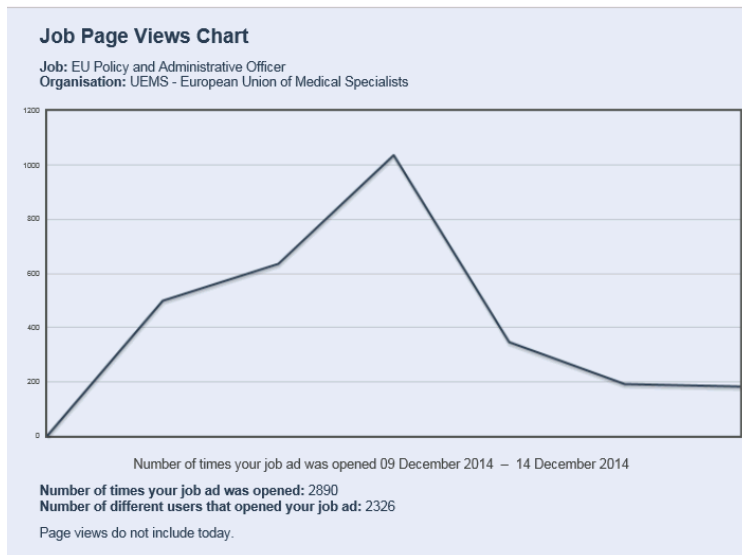
All CVs were screened by at least 2 UEMS Staff and marked with a grade from 0 to 5.

- 0 – the person has not the profile
- 1 – the person has some few elements to propose but not fitted to the advert
- 2 – the person has an interesting profile but not fitted to the UEMS needs
- 3 – The person meets some requirements of the job advert
- 4 – the person meets many requirements of the job advert (possibly selected for interviews)
- 5 – the person meets all/almost all requirements of the job advert (selected for interviews)



RECRUITMENT HISTORY

The vacancy position was published on the UEMS website and on www.eurobrussels.com on 9th December 2014.



2326 visitors viewed the ad "EU Policy and Administrative Officer" 2890 times between 9 December - 14 December 2014

250+ applications were received.

Interviews of selected candidates were held between Wednesday 17th December and Friday 19th December 2014

16 candidates were contacted for a first interview and were asked a pre-set of questions

Set of questions for interviewed candidates (17-19.12.2014):



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Question	Objective
THE ORGANISATION	
Please describe the UEMS as you understood it?	Know whether the candidate has investigated on the company he/she is willing to work in
What is your experience with the EU Institutions?	Check interest in EU Affairs
What is your experience with medical sector?	Know whether the candidate has knowledge in health issues.
What would you bring to this organisation?	Know whether candidate has looked into the organisation he/she is willing to work in
What do you think the job consists of?	
SKILLS	
Have you already made a report of a meeting?	Evaluate writing skills
Did you already write newsletters, articles, ...?	Evaluate writing skills
Did you already organise events? What was your role?	Check organisational skills
Have you already managed a database? What are your IT skills	Evaluate management of database
Are you able to make presentation in front of large audience?	Evaluate presentation skills
Are you willing to travel?	Evaluate readiness to move abroad
Are you available to work in Saturdays?	Evaluate readiness on week ends
Are you available as of 5 th January 2015?	Evaluate immediate availability
PROFILE	
Are you ready to handle basic tasks (booking hotel rooms, answer phone calls, ...)?	Check readiness to perform basic tasks as needed in a small office environment
Do you work now, if so, why do you plan to leave your current position?	Check motivation to join the UEMS
Do you have references?	
What do you like to do most?	Evaluate strengths at workplace
What do you dislike to do?	Evaluate weaknesses at workplace
Would you describe yourself as flexible?	Evaluate ability to be multi tasking
Would you describe yourself as service-oriented?	
Have you experienced some conflicts with colleagues and if yes, how did you managed them?	Evaluate good ability to work in a team
What salary do you expect?	



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SHORTLISTED CANDIDATES AFTER 1st INTERVIEW

LIST OF GRADES FOR CANDIDATES TO EU POLICY AND ADMINISTRATIVE OFFICER

Grades		Skills
1 = low	Excellent	***
2 = medium	High	**
3 = high	Good	*
4 = excellent		

Name	XXX	YYY	ZZZ	CCC
Age	26	25	24	25
Qualifications/References	4	4	4	4
Understanding of UEMS	4	3	4	3
Experience in EU Affairs	3	3	3	4
<i>worked at EU level.</i>	***	***	***	***
<i>worked in EU Institutions</i>				***
<i>Advocacy skills</i>	***	***	***	***
<i>Monitoring EU Legislation</i>	***	***	***	***
Administrative Skills	4	3	3	3
<i>taking minutes and drafting reports</i>	***	***	***	***
<i>Communication skills</i>	***	**	**	***
<i>Organising meetings</i>	***	***	***	**
<i>writing briefing notes, newsletters, article, papers</i>	***	***	**	***
<i>liaise with constituency</i>	***	**	***	**
IT Skills	3	4	4	3
<i>Website management</i>	***	***	***	***
<i>Database management</i>	**	***	***	**
Language (French + English)	4	2	3	4
<i>English</i>	***	***	**	***
<i>French</i>	***	*	***	***



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Potential for UEMS	4	3	4	3
Requested Salary (Gross)	2,000 €	2,500 €	2,500 €	2,500 €

Grade	26	22	25	24
	93%	79%	89%	86%

Next Steps:

A second Interview will be held on Tuesday 6th January in view of starting on 7th January 2015. Given that Mr Rouffet leaves at end of January, the sooner the candidate starts the better the transmission of knowledge will be.