



Decision No 10/2020

of 29 June 2020

of the Management Board

on the draft work programme of the European Labour Authority for 2021

THE MANAGEMENT BOARD OF THE EUROPEAN LABOUR AUTHORITY,

Having regard to Regulation (EU) 2019/1149 of the European Parliament and of the Council of 20 June 2019 establishing a European Labour Authority, amending Regulations (EC) No 883/2004, (EU) No 492/2011, and (EU) 2016/589 and repealing Decision (EU) 2016/344¹ (“the Founding Regulation” and “the Authority”), and in particular Article 24 thereof,

Whereas:

- 1) In order to ensure the implementation of the activities of the Authority, it is necessary to adopt an annual work programme for 2021 that shall be equivalent to a financing decision for the activities it covers.
- 2) According to Article 24 of the Founding Regulation, the Management Board should adopt the annual Work Programme.
- 3) The annual EU contribution and the total number of establishment plan posts for the ELA will be decided in the framework of the Union annual budgetary procedure
- 4) In order to allow for flexibility in the implementation of the annual work programme, it is appropriate to delegate the power to make non-substantial amendments to the annual work programme to the Executive Director,

HAS ADOPTED THIS DECISION:

Article 1
The work programme

The 2021 work programme for the implementation of the activities of the European Labour Authority for the year 2021, which shall be equivalent to a financing decision for the activities it covers, as set out in the Annex, is hereby adopted.

The work programme shall become definitive after the final adoption of the General

¹ OJ L 186, 11.7.2019, p.21.

Budget of the European Union for 2020.

In the event of a change in the amount of the European Union contribution and/or in the establishment plan, the respective provisions of the work programme shall be adjusted accordingly.

Article 2
Non-substantial amendments

The Management Board delegates the power to make non-substantial amendments to the work programme for the year 2021 to the Executive Director.

Cumulated changes to the amounts estimated in the annual work programme, not exceeding 20%, shall not be considered to be substantial, where those changes do not significantly affect the nature and the objective of the actions.

The decision on non-substantial amendments should be communicated to the Chairperson and Deputy Chairperson of the Management Board.



WORK PROGRAMME 2021

Work Programme of the European Labour Authority 2021

Brussels, 29 June 2020

Doc: Decision No 10/2020 of 29 June 2020 of the Management Board

If you have questions or comments in relation to this document please send them (quote the reference) to EMPL-ELA-INFO@ec.europa.eu

Table of contents

Introduction.....	6
List of Acronyms.....	8
Mission Statement	9
1. GENERAL CONTEXT	10
2. OPERATIONAL ACTIVITIES	12
2.1 Facilitating access to information and to relevant services on labour mobility	12
2.2 Facilitating cooperation and exchange of information between Member States in the enforcement of relevant Union law	19
2.3 Coordination and support of concerted and joint inspections	21
2.4 Labour mobility analyses and risk assessment.....	25
2.5 Support to capacity building	27
2.6 Enhancing cooperation in tackling undeclared work	28
2.7 Mediate and facilitate a solution in cases of cross-border disputes between Member States on the application of relevant Union law	29
2.8 Integration of existing bodies.....	31
2.9 Communication and dissemination activities	32
3. GOVERNANCE AND SUPPORT ACTIVITIES	33
3.1 Governance bodies (Management Board and Stakeholder Group).	33
3.2 Relation to third countries and/or international organisations	33
4. RESOURCES	34
4.1 Financial Resources.....	34
4.2 Human Resources.....	35
4.3 ICT infrastructure	36

Introduction

2021 will be a year of transition for ELA, on all fronts. On the administrative side, the Authority will see the new Executive Director taking office, the move to Bratislava, and the financial autonomy. On the operational side, the European Coordination Office ('ECO') of the EURES network and the European Platform tackling undeclared work ('Platform') will be integrated into the Authority.

2021 will however also be a year marked by the COVID-19 crisis – if not actively, then at least by its aftermath. The extent and length of its impact on cross-border labour mobility is not yet foreseeable. What nevertheless already transcends is that the COVID-19 pandemic confirmed the need for better provision of information to citizens and employers, better cooperation and exchange of information between competent national authorities, and a more effective enforcement of EU rules. In this, there is a clear role for ELA. Within the remit of its current capacity, the Authority will develop COVID-19 adaptation and response measures that will span across ELA's tasks. Most importantly, the Authority will work in close cooperation with national administrations, the Commission and relevant Union bodies to continue ensuring and strengthening fair labour mobility.

The above-described context of transition and crisis response requires ELA to be, more than ever, ambitious but realistic. Ambitious, because the Authority is now ready to go beyond its "two priorities strategy", (i.e. "*Facilitating access to information on labour mobility*" and "*Coordination and support of concerted and joint inspections*"), kick-starting activities in all the areas where the Authority carried out preparatory actions so far. Realistic, because it knows that by the end of 2021, it will still operate with only 60% of its total staff, 60% of its budget and the gradual arrival of its middle management.

This Work Programme sets a line of continuity with its predecessor in that it expands and articulates activities started in the two priority areas of information and inspections while it initiates activities in all the areas where the Authority carried out preparatory actions. Building on the positive experience made in the Working Groups on Information and Inspection, this Work Programme proposes to extend the good practice of gathering experts to think and design the Authority's other tasks – on a regular or ad-hoc basis. This approach will prove useful when developing a shared methodology for risk assessment, a procedure for following-up on unresolved issues between Member States or ELA's mediation procedure.

In terms of communication, 2020 has seen a steady development in the digital presence of ELA: with an increasing social media following and a more comprehensive website. ELA has also joined a communication campaign for the first time in 2020, the #EU4FairWork campaign. In 2021 there will be a boost in ELA's communication with a new website, more investment in social media and new communication campaigns.

Lastly, in 2021 ELA will start developing its Key Performance Indicators (KPIs), which will accompany the drafting of ELA's next programming documents and consolidated annual activity reports. KPIs are a set of performance-related indicators which would allow for an effective assessment of results achieved against ELA's objectives, for both the operational side and the human and financial resources management.

This Work Programme paves the way to the preparation of an ambitious and forward-looking Single Programming Document 2022-2024, which is being drafted in line with the activities outlined in this document. Indeed, 2021 will mark the transition of the Authority into its first multi-annual programming cycle.

List of Acronyms

AC: Administrative Commission for the coordination of social security systems

CDT: Translation Centre of the Bodies of the European Union

CJI: Concerted and Joint Inspections

ECO: European Coordination Office (EURES)

ECG: European Coordination Group (EURES)

EEA: European Economic Area

EFTA: European Free Trade Agreement

ELA: European Labour Authority

EURES: European Network of Employment Services

IMI: Internal Market Information system

NCO: National Coordination Office (EURES)

NLO: National Liaison Officer

PES: Public Employment Services

SLIC: Senior Labour Inspectors' Committee

Mission Statement

The European Labour Authority ('the Authority') is a Union (EU) body established by Regulation (EU) 2019/1149 of the European Parliament and of the Council, which entered into force on 31 July 2019.

The objective of the Authority is to contribute to ensuring fair labour mobility across the Union and assist Member States and the European Commission in the coordination of social security systems within the Union.

The Authority will improve cooperation and the implementation of EU rules in this field, by carrying out its tasks in full cooperation with the Union institutions and bodies and the Member States, while avoiding any duplication of work and promoting synergy and complementarity.

The Authority will deliver the following essential tasks for a well-functioning European labour market:



1. Facilitate access to information, and coordinate EURES;
2. Facilitate cooperation and the exchange of information between Member States with a view to the consistent, efficient and effective application and enforcement of relevant Union law;



3. Coordinate and support concerted and joint inspections;
4. Carry out analyses and risk assessment of issues of cross-border labour mobility;
5. Support Member States with capacity building regarding the effective application and enforcement of relevant Union law;



6. Support Member States in tackling undeclared work;
7. Mediate disputes between Member States on the application of relevant Union law.

The scope of activities of the Authority will cover the following Union acts:

- Free movement of workers (Regulation (EU) No 492/2011; Directive 2014/54/EU);
- EURES (Regulation (EU) 2016/589);
- Posting of workers (Directive 96/71/EC (as amended by Directive 2018/957/EU) and Directive 2014/67/EU);
- Social security coordination (Regulation (EC) No 883/2004 and Regulation (EC) No 987/2009, Regulation (EU) 1231/2010) and insofar as they are still applicable, Council Regulations (EEC) No 1408/71 and (EEC) No 547/72, and (EC) No 859/2003;
- Social aspects of international road transport rules (Regulation (EC) No 561/2006; Directive 2006/22/EU; Regulation (EC) No 1071/2009).

1. GENERAL CONTEXT

This section presents (policy) factors that are expected to influence the Authority's work in 2021.

COVID-19 pandemic

EU labour mobility has shown an upward trend throughout the last decade, almost doubling in numbers compared to a decade ago. Whether such an increase is still foreseen for 2020, the year of the outbreak of the COVID-19 pandemic, and the period beyond, is yet unpredictable. Due to this, many possible developments lie open: labour mobility might change in its frequency (short vs. long-term), direction (return mobility or increase of mobility from high-unemployment to low-unemployment countries), target groups and target sectors. Whatever the short and mid-term development, the need for effective cooperation between national authorities and for concerted administrative action is ever so important. The pandemic has also raised new challenges related to undeclared work, whilst highlighting the importance of encouraging the transition to declared work.

Mobility Package

In the road transport sector, the Mobility package was adopted on 9 July 2020. The co-legislators have agreed on important amendments to legislation which are covered by the scope of activities of ELA, such as rest and driving times and the *lex specialis* on posting in the international road transport sector, and in some cases explicitly assign a role to the Authority. Upon adoption, the Authority will support the Member States and the Commission to ensure timely and extensive application of the new rules within the scope of its competences.

Social Security Coordination

Free movement of persons would not be possible in practice without European rules on the coordination of social security. Those rules guarantee that persons moving from one Member State to another do not lose their social security rights acquired in another Member State. The 2016 Commission proposal modernises the current rules to ensure that they are fair, simpler to apply and easier to enforce. The negotiations on this file are still on-going.

Single Digital Gateway

The Single Digital Gateway² will allow access to the information, administrative procedures and assistance services that citizens and businesses need to make the most of the single market. By the end of 2020, citizens and companies active across EU borders will easily be able to find out what rules and assistance services apply in their new residency.

² Regulation (EU) 2018/1724

The Single Digital Gateway constitutes the overarching governance framework for the provision of information on single market issues. The Authority will contribute to the overall endeavour with a specific focus on labour mobility issues, in close coordination with the Commission. For example, information on Living and Working Conditions provided by the EURES portal fall under the information provisions covered by the Single Digital Gateway Regulation.

Moreover, EURES is one of the seven assistance services, which are 'automatically' part of the gateway³. Therefore, the provisions on assistance services including data collection and user feedback apply to it. EURES portal falls within the information strand of single digital gateway (Annex I).

EURES

The Commission is currently preparing the second biannual EURES activity report covering the period July 2018 - June 2020, which should be presented early 2021. By May 2021, the Commission will also publish an ex-post evaluation report of the operation and effects of the EURES regulation. Both the report and the ex-post evaluation will accompany the transfer of EURES to ELA and feed into the development of EURES under the chapeau of the Authority.

Platform tackling undeclared work

In 2021, the Platform tackling undeclared work will present its bi-annual activity report which covers the Platform's two year Work Programme 2019-2020. It will feed into the transfer and further development of the Platform under the realm of ELA.

³ Annex III of Regulation (EU) 2018/1724

2. OPERATIONAL ACTIVITIES

This section defines the actions to be carried out by the Authority during the year 2021.

2.1 Facilitating access to information and to relevant services on labour mobility

The Authority will pursue the objective of contributing to ensuring fair labour mobility in Europe through facilitating access to information on rights and obligations as well as provision of job-matching services across borders through the EURES network and working with other relevant EU assistance services, such as SOLVIT and Your Europe Advice.

This task remains a work priority for the Authority, all the more so in the current context and the impact of the COVID-19 crisis. The Authority will increment efforts and further articulate the initiatives started in 2020, most notably through the activities of the Working Group on Information.

Moreover, during 2021 the Authority will progressively integrate all the responsibilities of the European Coordination Office managing the EURES network and portal (see box at 2.1.5), thus completing the transfer of competences from the Commission. The new framework will not affect the governance of the network, as stipulated by the EURES Regulation.

The Authority will pursue business continuity for EURES as a first priority. In the same time, the Commission is due to present the biannual report on EURES activities and the ex post evaluation report of the operation and effects of the EURES Regulation. The Authority will ensure the follow-up to the operational conclusions of those reports.

Further challenges to the activities of EURES may stem from the consequences of the crisis caused by the COVID-19 pandemic, which may require some strategic re-adaptation of the work programme.

Key objective

The Authority will further articulate and step up the ambition of the activities supporting the provision of online and offline information to citizens and employers, with particular attention to the needs arising from the impact of the COVID-19 pandemic and an increasing sectoral focus starting with the road transport sector. While gradually integrating the management of the EURES European Coordination Office, the Authority will also promote the full integration of the EURES network and activities into its own strategy and initiatives.

Main actions and outputs

2.1.1 Activities of the Working Group

The Working Group on Information will continue its activities in 2021 aiming to meet about four times during the year in physical and/or videoconference format.

The activities of the Group will build on the methods developed and topics covered throughout 2020, including a close monitoring of the communication policy to citizens and employers concerning the Union and national policy measures affecting labour mobility related to COVID-19.

The Group will take stock of the results of the study on improving EU websites of information on labour mobility, and advise the Authority and the Commission to enact targeted improvements to the EU websites. Particular attention will be given to the collection and sharing of relevant information for citizens and companies as regards to rights and conditions of cross-border operations on the Your Europe and EURES websites.

The Group will continue with the permanent review process of national websites in distinct labour mobility areas. It will discuss national practices, map relevant institutional and non-institutional websites and develop a shared approach for the layout and content of information to citizens and employers. From 2021, the Group will count on the support of an external service providing specific, technical advice based on expertise on institutional web-based communication. Under the control of the Authority, such ELA information support service may also provide individualised support to requesting Member States willing to carry out modifications to their institutional websites on labour mobility.

2.1.2 Boosting the ELA translation facility

In continuity with the service offered in 2020, ELA will provide further resources to the ELA Translation Facility to support the translation of national, official websites on labour mobility into other languages. The Facility will complement the service offered through the Single Digital Gateway with a specific focus on labour mobility areas.

This action will continue to be implemented through the Translation Service (Centre du Traduction, CdT). The Authority will carry out this action in line with its operational rules set in 2020⁴ and review them, if necessary.

2.1.3 Undertaking support actions for information to employers and workers in specific sectors, including road transport

The Authority will organise specific support to favour the improvement of EU- and national-level information to citizens, workers and employers in particular sectors, including through targeted information and communication campaigns, also in coordination with the social partners and relevant EU bodies, such as SLIC. Priority

⁴ Decision of the Executive Director 2/2020 on the establishment and operational modalities of the ELA Translation Facility

will be given to target groups or sectors most in need in the context of the aftermath of the COVID-19 pandemic, such as frontier and seasonal workers⁵.

This activity will also concern the road transport sector where the Authority will assist the Commission and the Member States in the application and effective enforcement of the legislative provisions [currently pending final adoption, *n.d.r.*] of the Mobility Package especially in the areas of driving and rest times, in the context of the Single Digital Gateway.

The action will be delivered also with the support of an external service provider in the framework of the ELA Information support service mentioned in 2.1.1.

To prepare campaigns and/or other information support actions in particular sectors, the Authority will organise prior meetings with the relevant stakeholders, including the Commission and the relevant social partners.

2.1.4 Review and cooperation with other EU information and assistance services

The Authority will explore possible common actions with other Union agencies, services or networks providing information and advice services to mobile workers and their families, as well as to employers. Also in the context of the Working Group on Information, the Authority will review existing EU information and advice services and develop a work plan of possible actions to ensure synergy and complementarity, including building cooperation with the existing SOLVIT, Your Europe Advice and Europe Direct services.

In this context, the Authority will organise targeted workshops, including with the bodies for free movement set up under Directive 2014/54/EU

2.1.5 EURES

During 2021, the Authority will progressively integrate all the responsibilities of the European Coordination Office managing the EURES network, thus completing the transfer of EURES tasks from the Commission.

The Authority will pursue business continuity for EURES as a first priority. In the same time, the Commission is due to present the biannual report on EURES activities and the ex post evaluation report of the operation and effects of the EURES Regulation. The Authority will ensure the follow-up to the operational conclusions of those reports.

EURES will operate in a different environment in which the COVID-19 crisis will have had and most probably will continue to have a severe impact on the labour

⁵ Communication from the Commission: Guidelines on seasonal workers in the EU in the context of the COVID-19 outbreak. C(2020) 4812, 16 July 2020
<https://ec.europa.eu/social/BlobServlet?docId=22866&langId=en>

market, with unemployment set to increase.⁶ Therefore, further challenges to the activities of EURES may stem from the consequences of the crisis caused by the COVID-19 pandemic and following up the Commission activities to restart EURES in 2020, which may require some strategic re-adaptation of the work programme to be agreed in the context of the EURES European Coordination Group.

Responsibilities of the European Coordination Office

Article 8 of Regulation (EU) 2016/589 specifies that the European Coordination Office develops and conducts, in cooperation with the National Coordination Offices (NCOs), the following activities:

- the formulation of a coherent framework and the provision of horizontal support activities for the EURES network, including
 - the operation and development of the EURES portal, and related IT services;
 - information and communication activities regarding the EURES network;
 - a common training programme and continuous professional development for the staff of the EURES Members and Partners, and of the NCOs;
 - a helpdesk function supporting the staff of the EURES Members and Partners and NCOs;
 - the facilitation of networking, exchange of best practices and mutual learning within the network.
- the analysis of geographic and occupational mobility;
- the development of an appropriate cooperation and clearance structure for apprenticeships and traineeships.

The European Coordination Office shall establish a regular dialogue with the representatives of the social partners at Union level. It shall draw up its multiannual work programmes, in consultation with the European Coordination Group (ECG).

The ECG is composed of representatives of the EURES National Coordination Offices. It supports the implementation of the EURES Regulation, coordinates and develops the activities of the network and serves as a platform for the exchange of information and sharing of best practices.

2.1.5.1 European Coordination Group

ELA will take the responsibility of preparing and chairing the European Coordination Group (ECG) meetings starting from Q2 2021, including setting the agenda, preparing the necessary documents and liaising with the National Coordinators.

⁶ European Commission, Spring 2020 Economic Forecast: A deep and uneven recession, an uncertain recovery

The Authority expects to organise at least three ECG meetings and about four smaller-scale meetings, such as mutual learning events and a programming workshop.

ELA will rely on external contracts providing logistical assistance to the preparation of these meetings, including the reimbursement of travel and accommodation costs.

2.1.5.2 Annual programming cycle

ELA will cooperate with the Commission in the organisation and management of the workshop initiating the annual programming cycle 2021. ELA will progressively take ownership in managing the following phases of the cycle, which includes the joint review of annual work programmes and the drafting of the public summary of the work programmes by the end of the programming cycle 2021.

ELA will inherit the specific part of the framework contract providing services to the programming cycle. Accordingly, it will launch the specific annual contract.

2.1.5.3 Performance Management System

ELA will assist the Commission in the delivery of the annual consolidated report related to the year 2020, to be presented in Q2 2021, which includes both national analyses and EU-wide assessment.

In 2021, ELA will be responsible for the delivery of the Semester I report.

ELA will launch the specific annual contract providing services to this task in the context of the dedicated framework contract.

2.1.5.4 Training

ELA will coordinate around 70 training sessions of varying length for EURES staff scheduled in 2021, both in 'classroom' format in different European locations and online. This includes the implementation of the training programme for EURES (EURES Academy) which encompasses all training activities under the EURES Regulation with the goal of providing EURES staff with the necessary tools, competences and skills for developing placement and recruitment activities.

ELA will tender the external service framework contract related to the provision of trainings upon its expiration and launch the specific annual contract.

2.1.5.5 Communication activities

ELA will propose for discussion and adoption in the European Coordination Group the new EURES Communication Strategy for 2021-2025, including the strategic planning of the different deliverables, including monthly articles for the EURES portal Extranet, non-verbal communication outputs, newsletters, and social media and community management.

ELA will finalise the award of the new communication framework contract dedicated to the EURES communication activities, which will enter into force upon the expiration of the current one.

It will thus launch the first annual specific contract for EURES communication activities.

2.1.5.6 European (Online) Job Days

ELA will ensure the continuity of EURES activities in the planning of and support to the European Online Job Days.

ELA will finalise the award of the dedicated service contract which is set to enter into force upon the expiration of the current one.

It will thus launch the first annual specific contract.

2.1.5.7 Report on labour shortages and labour surpluses

ELA will assist the Commission in the production of an analysis of labour market shortages and surpluses and their causes in the EURES member countries based on data collection and analyses gender-disaggregated information on labour shortages and labour surpluses on national and sectoral labour markets.

ELA will have access to the contract providing services to this task and will launch the specific request for services.

2.1.5.8 EURES Portal

Business consultancy

The ELA will continue managing consultancy resources with a view to ensuring continuity of quality EURES Portal services during 2021.

ELA will contract out the consultancy resources through the dedicated framework contract.

Interoperability Working Group

ELA will organise at least two meetings of the Working Group of the national interoperability contact points starting from Q3 2021, in line with the current practice.

ELA will cover the costs of the meetings.

Helpdesk

ELA will ensure the continuity of the Helpdesk service for all users of the EURES Portal and its services (i.e. jobseekers, employers, staff of the EURES Members and Partners, NCOs and guest visitors).

It will also launch the specific, annual contract upon the expiration of the present one.

Translations for the EURES Portal

ELA will ensure the necessary translation of the content of the EURES portal. This includes the exercise of updating national information included in the “Living and Working Conditions” of the EURES website, with a view to ensuring translation in Q4 2021.

It will thus issue the annual request to the Translation Centre (CdT) in line with the usual procedure.

Hosting fees and licences

The delivery of the services on the EURES Portal require the purchase of IT infrastructure and related services (such as server operation and maintenance, operating system upgrades) used for hosting of all IT components and services of EURES IT Portal.

It also requires the acquisition and maintenance of licences for proprietary software used in EURES IT portal (including some of EURES Portal IT components, features and services, including training/webinar, chat solutions and matching engine).

ELA will ensure the continuity of such services by taking over the contribution to the related framework contract, managed by the Commission.

Activities	Method	Time 2021	2021 Estimate
Working Group (2.1.1)	Organisation of the meetings, reimbursement of travel costs	Continuous	120 000
Translation Facility (2.1.2)	Translation Centre	Continuous	500,000
Support actions in specific sectors (2.1.3)	Organisation of the meetings, reimbursement of travel costs	Continuous	50 000
Workshop on other EU information and services relevant for labour mobility (2.1.4)	Organisation of the meetings, reimbursement of travel costs	Q3	50 000

EURES			
European Coordination Group (2.1.5.1)	Organisation of the meetings, reimbursement of travel costs	Q1, Q2 and Q4	200,000
Annual Programming Cycle (2.1.5.2)	Service contracts	Q3	600 000
Performance Management System (2.1.5.3)			
Training (2.1.5.4)	Service contract	Q4	2 300 000
Communication activities (2.1.5.5)	Service contract	Q2	1 300 000
European Online Job Days (2.1.5.6)			
Report on labour shortages (2.1.5.7)	Service contracts	Q2	50 000
EURES Portal (2.1.5.8): - consultancy - interoperability WG - helpdesk - translations - hosting fee - licences	Contracts for services, Organisation of the meetings, reimbursement of travel costs	Q1-Q4	3 050 000, of which - 700 000 - 50 000 - 400 000 - 1 000 000 - 400 000 - 500 000
Total			8 300 000 (of which 700 000 for information)
Human Resources (FTE)			8

2.2 Facilitating cooperation and exchange of information between Member States in the enforcement of relevant Union law

Enhancing the cooperation and exchange of information between Member States across the wide range of labour mobility legislation with a view to the consistent,

efficient and effective application and enforcement of relevant Union law is a key task for the Authority. The role of National Liaison Officers (NLO) will be essential in this respect, because they will provide a physical contact point between the EU level, the home administration and the authorities of other Member States, working shoulder to shoulder with their peers from other countries.

Key objective

In 2021, ELA will take steps towards strengthening the cooperation between the Member States. During workshops and other capacity building activities, ELA will start developing a new framework for cooperation, establish working methods for NLOs, and explore ways to enhance the exchange of information between the relevant national actors, be it via the Internal Market Information System (IMI) and other modern information exchange systems.

Main actions and outputs

For the activities listed below, seminars and other related capacity building activities will be organised to a) gather input and expertise, b) carry out analyses, and c) exchange good practices and further train relevant staff and stakeholders.

2.2.1 Develop a framework for cooperation and exchange of information between ELA and national authorities

ELA will start working on developing a framework for cooperation and exchange of information between ELA and the Member States, including the role of the NLOs. It will also provide guidance on how the NLOs and the Member States should handle requests of a sensitive nature (e.g. inspections and mediation) and the deadlines to be respected in this regard.

2.2.2 Analyse issues related to personal data protection arising from the provisions of Regulations (EU) 2018/1725 and 2016/679

The Authority will assess with the help of NLOs and an external consultant different data protection legislation and map existing electronic tools and databases across the Member States with a view to establishing potential and limitations of sharing individual data in the context of the Authority, in particular as regards the coordination and carrying out of concerted and joint inspections.

2.2.3 Promoting the use of the Internal Market Information System (IMI) and exploring information exchange systems for ELA

ELA will start working on increasing the speed and seamlessness of information exchange between Member States, ELA and the Commission.

One strand of work will focus on the usage of the Internal Market Information system (IMI). Potential actions could include the analysis of the national use of IMI systems to identify possible shortcomings, the exchange of good practices, and

other related capacity building activities. In this context, ELA will also consider further steps in assessing the development of an IMI module on tackling undeclared work, as proposed by the European Platform tackling undeclared work plenary. ELA may also include specific support to national authorities in the road transport field in view of the implementation of new legislation on rest and driving times.

In parallel to this, and building on an analysis of the extent to which IMI can be used by ELA, the Authority will also map existing methods and platforms to exchange information between Member States, ELA and the Commission, with a view to finding the most appropriate tool to support the efficient and effective carrying out of activities under ELA's realm.

Activities	Method	Time 2021	2021 Estimate
Workshops and trainings	Organisation of the meetings, reimbursement of travel costs	Q2 – Q4	100 000
External consultant	Service contract	Q3 – Q4	75 000
Total			175 000
Human Resources (FTE)			2

2.3 Coordination and support of concerted and joint inspections

The European Labour Authority is tasked with coordinating and supporting concerted and joint inspections. Subject to the prior agreement of the participating Member States, the Authority will facilitate the settling of an inspection agreement specifying the terms and conditions of the inspection as well as other relevant arrangements, and will provide support to carrying out such inspections.

In 2021 the inspections work will build on the progress made within the Working Group on Inspections in 2020 and on the results of the first ELA pilot joint inspections on the field, planned for the second half of the year. This may include developing and implementing adaptation measures linked to the effect of the COVID-19 pandemic on cross-border activities. The Working Group on Inspections has started a reflection on this issue in the course of 2020.

Key objective

In 2021, ELA will coordinate and support joint and concerted inspections; expand its support to the Member States with the aim to improve cooperation, including through capacity building; and develop and operationalise strategic partnerships.

Main actions and outputs

2.3.1 Supporting Member States in organising concerted and joint inspections

The Authority will continue to support the organization of concerted and joint inspections by providing conceptual, logistical, technical support and legal expertise. It will assess cases based on criteria developed by the Working Group on Inspections and approved by the Management Board and taking into account the available human and budgetary resources.

The Authority will build on the work carried out by the Working Group on Inspections and on the results of the pilot inspections supported in 2020 to scale-up its activities. The tools and procedures for concerted and joint inspections (CJIs) developed in 2020 will be used to coordinate and support a larger number of CJIs in the course of the year 2021.

The objective is that each Member State requesting or agreeing to do so should participate in at least one concerted or joint inspection in order to get acquainted with the procedures and tools available. The results of these inspections carried out on a voluntary basis will be assessed in the Working Group and will provide material for further improvement in carrying out the task.

After basing its initial work on well-established bilateral and multilateral cooperation mechanisms, the Authority will aim to bridge the gap in the level of engagement and the existing capacity of different Member States in bilateral and multilateral cross-border cooperation.

ELA will draft a proposal for the most appropriate way of providing financial support to the concerted and joint inspections carried out by the Member States.

Complementarities will be established with the work of ELA on risk assessment, to identify economic sectors at risk, and with the work on capacity building, to intervene on weaknesses highlighted by the pilot inspections.

2.3.2 Working Group

The Authority will continue the work of the Working Group on Inspections in 2021.

In particular, the experts of the Working Group will continue to provide expertise on matters related to the legal and practical aspects of organizing and conducting concerted and joint inspections, discuss the results of inspections and identify further needs. If needed, the Working Group will further improve the relevant

documents and procedures taking into account the experience acquired during inspections. The Working Group will also discuss coordination and cooperation arrangements with other relevant and strategic partners, including EU-agencies or other bodies.

The Working Group will report to the Management Board on the results of its activities and may receive from the Management Board the mandate to work on specific issues on an ad-hoc basis.

2.3.3 Mutual learning and training activities

The Authority will continue to organize mutual learning and training activities, including staff visits, aimed at national inspectors, practitioners and other stakeholders. These activities will have the objectives of promoting the exchange of good practices, the knowledge of the applicable EU and national legislations, the understanding of inspection practices as well as of bilateral agreements in place, to foster a culture of cooperation on cross-border inspections.

These activities will be coordinated with and/or build on relevant activities carried out by the European Platform tackling undeclared work, SLIC and EU-funded projects such as Eurodétachement. Where appropriate National Liaison Officers may participate in these activities.

The Authority will focus on the capacity building needs arising from the practical experience of concerted and joint inspections and from the discussions in the Working Group to launch a tender for training activities in 2021.

2.3.4 Support and analytical services

The Authority will develop further necessary tools to facilitate the cooperation and carrying out of inspections, e.g. mapping of national legislation and practices relevant for inspections, the use of directories of national contact points, databases and secure information exchanges, etc. with close involvement of the NLOs. It may also include undertaking research and analyses in relevant areas. For these purposes, as well as to receive support in the implementation of this task through the work of the Working Group on Inspections, the Authority will launch a tender in 2021.

2.3.5 Information campaigns

The Authority may launch targeted information campaigns to tackle specific issues identified during its work of coordinating and supporting concerted and joint inspection, as well as based on input received from Member States or other stakeholders, including within the Working Group on Inspections.

2.3.6 Strategic partnerships

During 2020 the Authority has initiated working relations with EU agencies and services. In 2021, ELA will continue building on these relations and further operationalise them with working arrangements. With regards to inspections and in particular for cases involving criminal affairs, human trafficking, falsifications of documents, or organised social (benefit) fraud, the collaboration with Europol and Eurojust will be crucial in handling cross-border cases. ELA will communicate information and experiences to SLIC and EU-OSHA on aspects linked to occupational safety and health that have come up during its activities.

The founding Regulation also emphasises the need for good cooperation with social partners at EU and national level. The Authority will deepen its working relations with social partner organisations to address in particular issues of undeclared work in specific economic sectors.

2.3.7 Support with translations

The Authority will translate the relevant materials, such as case-specific documentation, templates and training material for inspections, where appropriate and within the budget limits. In specific cases the Authority may also translate communication material produced by Member States and other stakeholders in order to facilitate their dissemination during campaigns or inspections.

Activities	Method	Time 2021	2021 Estimate
Inspections	Service contracts or grants for expertise, logistics and interpretation	Continuous	600 000
Working Group	Organisation of the meetings, reimbursement of travel costs	Continuous	100 000
Information campaigns	Service contract	Q3 – Q4	50 000
Strategic partnerships	Organisation of the meetings, reimbursement of travel costs	Q3	25 000
Learning and training	Service contract	Q3 – Q4	350 000
Support and analytical services	Service contract	Q3 – Q4	100 000
Translations	Translation Centre	Continuous	300 000

Total			1 525 000
Human Resources (FTE)			8

2.4 Labour mobility analyses and risk assessment

The activities of the Authority, most notably provision of information and inspection activities, should be based on a solid analytical understanding of the socio-economic, legal and policy challenges of labour mobility. The overarching objective of carrying out labour mobility analyses and risk assessment is to support other activities and tasks of the Authority. Therefore, the Authority will increasingly develop its analytical and risk assessment capacity also in cooperation with other EU Agencies, services and networks, including, where appropriate, the social partners.

Article 10 of the Regulation specifies that the Authority shall, in cooperation with Member States and, where appropriate, the social partners, assess risks and carry out analyses regarding labour mobility and social security coordination, on topics such as labour market imbalances, sector-specific challenges and recurring problems. The Authority can also carry out focused in-depth analyses and studies to investigate specific issues.

To this end, the Authority can use relevant and current statistical data available from existing surveys, and ensure complementarity with, and draw on the expertise of Union agencies or services and of national authorities, agencies or services, including in the areas of fraud, exploitation, discrimination, skills forecasting and health and safety at work.

The task includes:

- Organisation of peer reviews on topics concerning the implementation, practical application and enforcement in practice of Union law; the strengthening of consistency in the provision of services to individuals and businesses; mutual understanding of different systems and practices;
- Reporting on findings from risk assessment or analytical work;
- Collecting statistical data and streamlining of current data collection activities.

Key objective

Based on the results of the 2020 workshop on risk assessment, in 2021, the Authority will initiate the development of an analytical and risk assessment capacity complementing and informing its other activities, including in the inspection domain.

The Authority will also continue developing the cooperation model with other EU agencies, services and networks as for gathering, sharing and processing the data to avoid overlap and ensure complementarity.

Main actions and outputs

2.4.1 Workshops on labour mobility analyses and risk assessment

The Authority will organise a series of follow-up workshops on labour mobility analyses and risk assessment, which will include experts from the Member States, the social partners and EU agencies, services and networks. Based on the outcome the 2020 workshop on risk assessment tools, the creation of a separate Working Group on labour mobility analyses and risk assessment will be considered.

2.4.2 Shared methodology for risk assessment, mapping of Member States' tools and approaches, and the ELA platform for risk assessment

Building on the work carried out by the European Platform tackling undeclared work and the 2020 workshop on risk assessment tools, the Authority will start developing a shared methodology for risk assessment. Such methodology may be employed to support the planning and organisation of concerted and joint inspections across borders. To that end, in 2021, the Authority will launch a new contract for an external consultant supporting the development of a shared methodology for risk assessment.

The Authority will also begin the mapping exercise of Member States' tools and approaches with a view to developing a methodology for compiling, processing and analysing the existing relevant data. The mapping of Member States' tools and approaches will support the Authority in carrying out its task mostly related to provision of information and the planning and organisation of concerted and joint inspections. The mapping exercise will also be covered by the external consultant.

Building on the methodology consolidated above, the Authority will plan for an ELA platform to share risk assessment data and results between national authorities.

2.4.3 Peer reviews

The Authority will organise at least one peer review on a selected topic of interest for cross-border labour mobility policy following upon cases identified by SOLVIT and/or Your Europe Advice. Based on the outcome of the peer review, the Authority will produce a draft report outlining, where necessary, possible measures to address identified weaknesses with a view to improving mutual knowledge and enhancing the enforcement of relevant Union law.

2.4.4 Working relations with other EU agencies, services and networks

Following on the workshop with other EU agencies, services and networks organised in Q4 2020, the Authority will start operationalising the working relations by agreeing on a multiannual cooperation programme and starting to undertake joint deliverables with the relevant EU agencies, services and networks.

Activities	Method	Time 2021	2021 Estimate
Workshops on labour mobility analyses and risk assessments	Service contract	Continuous	100 000
Support and analytical services for risk assessment	Service contract	Q2 – Q4	100 000
Peer reviews	Organisation of the meetings, reimbursement of costs	Q2 – Q4	50 000
Total			250 000
Human Resources (FTE)			2.5

2.5 Support to capacity building

The Authority is tasked with supporting Member States in building the necessary capacities at national level to enforce labour mobility legislation consistently and effectively. The founding Regulation lists a number of possible actions that the Authority could undertake to this purpose (see box below).

Article 11 of the Regulation lists the following actions that the Authority is expected to undertake to support capacity building:

- Development of non-binding guidelines;
- Promote mutual assistance, staff exchanges;
- Support exchange of good practices;
- Develop training programmes and training material;
- Promote awareness-raising campaigns.

Key objective

In 2021, the Authority will start developing its multiannual capacity building strategy, both in terms of content and format.

Moreover, further capacity building activities will be developed and implemented under the Authority's other tasks. ELA will also explore synergies with the activities of the EURES Academy.

Main actions and outputs

2.5.1 Launch of the ELA Capacity Building Centre

The Authority will develop a centre for the delivery of capacity building services covering to the maximum extent all ELA tasks in a horizontal way.

Capacity building services, notably including trainings and workshops, should target the staff of national authorities, the social partners, including with a specific focus on labour and social security inspectorates, as well as enforcing authorities in the road transport sector. Capacity building also covers the development of a staff exchange scheme for staff of national authorities.

In the first place, the Authority will develop a capacity building strategy, which will include the definition of needs across different tasks and stakeholders, as well as different delivery methods. In this context, the Authority will explore and create the possibility of hosting capacity building activities virtually, including the streaming of trainings and interactive webinars.

The design of the trainings will be developed and implemented with the help of an external contractor. A Framework contract will be launched to this end and the Authority will conclude the first annual specific contract covering the activities of the year. The scope of the Framework contract will include e.g. online and offline trainings and training material, translation, costs of the trainers, and travel and accommodation costs.

Activities	Method	Time	2021 Estimate
ELA Capacity Building Centre	Service contract, reimbursement of travel and accommodation costs	Q3 – Q4	750 000
Total			750 000
Human Resources (FTE)			2

2.6 Enhancing cooperation in tackling undeclared work

From Q3 2021 the European Platform to enhance cooperation in tackling

undeclared work will be fully integrated in the Authority as a permanent Working Group, supporting the activities of ELA in tackling undeclared work. The Authority will ensure a seamless integration and business continuity of its activities.

Already in 2020 the Authority started working on a smooth transition by participating in the activities of the European Platform tackling undeclared work in a systematic manner. It is actively participating in the drafting of the work programme 2021-2022 and in other key activities. Finally, the Authority took active part in the campaign #EU4FairWork, co-organised with the Platform.

The ELA Management Board will formally establish the Platform Working Group and the Members and Observers of the Platform will be asked to appoint their representatives in the Working Group respecting the current composition of the Platform, as set out in article 12 of the ELA founding Regulation.

The Work Programme 2021-2022 of the Platform will be subject to endorsement by the ELA Management Board in Q4 2020 to become part of the ELA Work Programme 2021 and SPD 2022-2024, after verifying its compatibility with the available resources.

Key objective

Ensure the smooth integration of the Platform tackling undeclared work in the Authority.

Main actions and outputs

2.6.1 Implement the Platform’s Work Programme 2021-2022.

Once finalised in October 2020, the Platform’s Work Programme will be sent to the ELA Management Board for its formal endorsement. Following the endorsement of the Management Board, the Platform’s Work Programme will constitute an addendum to this Work Programme.

The Authority will be responsible for the implementation of the Work Programme 2021 starting from the date of its financial autonomy.

Activities	Method	Time 2021	2021 Estimate
Activities from the Platform’s Work Programme 2021	As defined in the Platform’s Work Programme 2021	Q3 - Q4	1 650 000
Meeting expenses	Organisation of the meetings, reimbursement of costs	Continuous	50 000

Total			1 700 000
Human Resources (FTE)			2.5

2.7 Mediate and facilitate a solution in cases of cross-border disputes between Member States on the application of relevant Union law

In 2021, the Authority will start its work on setting up its mediation function. The mediation procedure will aim to facilitate solutions in cases of cross-border disputes between the Member States regarding individual cases of application of Union law in areas covered by the Regulation, with the aim to reconcile divergent points of view between the Member States that are party to a dispute.

Once the mediation function is established, Member States will be able to refer disputes to the Authority about individual cases which they fail to resolve on a bilateral or multilateral level, through direct contact and dialogue. The agreement of all Member States that are party to the dispute is necessary for mediation to take place.

In order to establish the mediation procedure, the first steps in 2021 will be the drafting and adoption of the rules of procedure and the working arrangements. This will be done with the assistance of a working group on mediation. In 2021, the Authority will also engage in discussions with the Administrative Commission with the aim of concluding a cooperation agreement in relation to disputes concerning social security matters.

Article 13 of the Regulation defines the mediation task. A two-stage mediation procedure is established:

- First stage: mediation is conducted between the Member States that are party to the dispute and a mediator;
- Second stage: mediation is carried out by a Mediation Board to be established by the Authority.

According to Article 13(6) of Regulation (EU) 2019/1149, the Management Board will adopt the rules of procedures for mediation, including working arrangements and the appointment of mediators, the applicable deadlines, the involvement of experts, and the possibility of the Management Board to sit in panels composed of several members.

For matters relating to social security, the Administrative Commission will be informed. The Authority and the Administrative Commission will establish a cooperation agreement.

Key objective

The Authority will undertake the necessary preparatory work to set-up and have the mediation function up and running by the end of 2021, with a view to appoint Mediators and members of the Mediation Board.

Main actions and outputs

2.7.1 Setting up a working group on mediation

The Authority will set up a working group on mediation, composed of experts appointed by the Members of the Management Board. This group will discuss and agree on the relevant issues to set-up the mediation procedure, including the process flow, applicable deadlines, different mediation panels, etc. with the aim to present draft rules of procedure and working arrangements for adoption by the Management Board. Other relevant experts may be invited to participate during the course of the discussions in the working group.

The deliverables of this working group will serve as a basis for mediation in ELA and will thus be translated into all the official languages of the EU.

Furthermore, an external consultant will facilitate the work of the working group and assist with legal expertise on the deliverables.

2.7.2 Start discussions with the Administrative Commission and conclude a cooperation agreement

In 2021, the Authority will start discussions with the Administrative Commission on the interaction between the Authority’s mediation procedure and the AC’s Dialogue and Conciliation procedure, with the aim to establish suitable working arrangements and conclude a cooperation agreement as stipulated in Article 13 of the Regulation, which will be presented for adoption to the Management Board end of 2021.

Activities	Method	Time 2021	2021 Estimate
Working Group (2.7.1)	Meeting organisation and reimbursement of costs	Continuous	125 000
External consultant	Service contract	Continuous	50 000
Translations	Translation Centre	Continuous	50 000
Total			225 000
Human Resources (FTE)			3

2.8 Integration of existing bodies

The European Labour Authority aims to streamline the current institutional setup in the field labour mobility and social security coordination by pooling operational tasks that are currently dispersed across different EU bodies into a permanent structure that provides a strengthened forum for cooperation and joint investigative activities.

By doing so, the Authority will incorporate and carry out as of 2021 tasks of two existing EU bodies, in as far as these fall under the remit of the Authority's competencies:

- the Technical Committee on the Free Movement of Workers;
- the Committee of Experts on Posting of Workers⁷;

In 2021, a discussion will be held on how to best preserve the expertise of these two bodies, ensure synergies with other activities of the Authority, and where appropriate, continue their work. In accordance with the founding Regulation, ELA will consider setting up dedicated working groups or expert panels.

Such decision may, if necessary, constitute an amendment to this Work Programme.

In the process of making such decision, the Authority will closely cooperate with the Commission services currently supervising the work of these bodies.

2.9 Communication and dissemination activities

2020 has seen a solid development in ELA's communication activities, with an increasing number of social media followers (+2200 followers on Twitter and +2000 followers on LinkedIn), a more comprehensive website and the first communication campaign the Authority has ever joined, the #EU4FairWork campaign.

2021 will be a year of new communication endeavours for ELA. A new website, more investment in social media and digital activities and new communication campaigns will be key to make ELA more widely known and to make sure ELA's main messages are reaching their target audiences.

As mentioned above, in 2021 ELA will launch communication and information campaigns on specific sectors and areas, such as road transport or on inspections. EURES communications will also be further developed, with a new strategy to be

⁷ In accordance with Recital 43 of Regulation (EU) 2019/1149 and Article 46(2), which concerns the Technical Committee, both committees will cease to exist once the Authority reaches its financial autonomy (latest 1 August 2021).

ELA/MB/2020/020

designed in 2021.

3. GOVERNANCE AND SUPPORT ACTIVITIES

3.1 Governance bodies (Management Board and Stakeholder Group).

The Authority's administrative and management structure includes a Management Board, an Executive Director and a Stakeholder Group. Following its set-up in 2019 and consolidation in 2020, the essential administrative structures (i.e. Management Board, Stakeholder Group) are now well-established and can carry out their mandate.

3.2 Relation to third countries and/or international organisations

EEA EFTA countries continue to participate in Management Board meetings.

The EEA (via the Joint Committee) and EFTA States are assessing their full participation in ELA. Once the Joint Committee reaches a decision⁸, which can take up to two years, the ELA Management Board would need to agree the practical arrangements for their full participation.

ELA has not yet received notification on possible financial contributions from third countries participating in the Management Board.

⁸ For Switzerland, the agreement on Free Movement of Persons (AFMP) should be amended.

4. RESOURCES

4.1 Financial Resources

In 2021, ELA will have the following objectives in the finance and procurement field:

- 1) Acquire its financial autonomy;
- 2) Develop its business processes;
- 3) Establish its annual Procurement Plan;
- 4) Explore the use of IT tools developed by different EU bodies for the planning, monitoring and reporting of its budget;
- 5) Explore the use of e-Procurement modules developed by the European Commission;
- 6) Subject to its operational needs, ELA might explore the use of e-Grants modules developed by the European Commission;
- 7) Participate to Inter-institutional Framework Contracts for resources' purposes.

Financial Autonomy

The preparatory actions for the financial autonomy have been initiated in Q3 2020 with a view to the adoption of ELA's financial rules and financial circuits. During Q4 2020 the configuration of financial IT tools (ABAC Workflow, ABAC Assets, SAP), the training of the financial actors, the transfer of ELA's budget from the European Commission's ABAC to ELA's, the testing of the financial IT tools will take place, while in Q1 of 2021 all remaining steps will be finalised so as to achieve the financial autonomy by the end of March 2021.

Business processes

ELA will develop its paperless business processes in line with its financial rules, its financial circuits, its internal control framework and the IT tools incorporated for all financial transactions. These processes would ensure both sound financial management of the resources (effectiveness, efficiency and economy) and legality and regularity.

Procurement Plan

ELA will establish its Procurement Plan in line with the operational actions described in this document and any other need stemming from its resources' needs.

Budget IT tool

ELA will explore the use of Budget IT tools already developed by other EU bodies to efficiently plan, monitor and report on its budget by limiting manual interventions.

The fees and modality payments on the use of such IT tool will be defined by a Service level Agreement with the corresponding EU body.

e-Procurement modules

ELA has already signed a Service Level Agreement with the European Commission – DG DIGIT for the incorporation of these modules in its business processes after acquiring its financial autonomy.

e-Grants modules

Depending on the form of implementing certain operational actions by means of awarding grants, ELA will explore the possibility of using the e-Grants module in line with its paperless business processes and if needed sign a Service Level Agreement with the European Commission – DG DIGIT.

Inter-institutional Framework Contracts

ELA will continue analysing possible associations with Inter-institutional Framework Contracts through signature of Memorandum of Understanding for its resources' needs.

4.2 Human Resources

In 2021 ELA should see a consolidation of its workforce after intensive recruitment effort. The main objectives of the Human Resources activities of the Authority will be:

- Recruitment: to meet the target of over a hundred staff members by end of the year, as per the Legislative Financial Statement attached to the Regulation establishing ELA
- Working conditions: to ensure a quick integration of all ELA staff to the organisation, as well as in the new Headquarters of Bratislava, counting on sufficient support for both staff and their families
- Appraisal & development: to implement an appraisal system and adapt the Learning & Development offer to the needs of the Authority.

Recruitment

By the end of 2021 ELA should count on a total of 110 staff members, all categories of staff combined. This breaks down into 50 Temporary Agents, 15 contract agents, and 45 Seconded National Experts, among which are the National Liaison Officers. To reach this objectives, ELA will be launching several recruitment procedures during the year, and also keep recruiting staff from valid reserve lists available.

Among the colleagues joining ELA during 2021 will be the middle management, on

the basis of recruitment procedures carried out during 2020. In support to the Executive Director, they will play an instrumental role in coordinating the execution of ELA's tasks.

For all recruitments, ELA will look to reach a suitable geographical and gender balance, in accordance to the relevant provisions in the Staff Regulations of the EU. The recruitment policy of ELA will continue to be based on the principles of open and transparent recruitment procedures to be published and communicated actively to all interested parties.

Working Conditions and Integration

As ELA continues to grow, the Human Resources service of the Authority will have a strong focus in the successful integration of newcomers to be able to count on a reliable and steady workforce. In 2021 this will be combined with the successful adaptation of the Authority to its new Headquarters in Bratislava. To this end, ELA will adapt its Learning & Development offer to its staff, as well as its internal structure to provide support to staff members and their families. Measures in support of integration will include the possibility to follow Slovak language courses, support with the registration of staff and family members with the Slovak authorities, provision of practical information, and dedicated learning actions to ensure a smooth integration of new colleagues. A decision by the Management Board offering children of ELA staff members the possibility of following their education in international schools in Bratislava is already in place. Other initiatives with a similar objective to support the integration of staff in Slovakia may then follow once the Authority is established in Bratislava.

Appraisal and Learning & Development offer

In 2021, the first members of staff may reach 2 years seniority in their position, making them eligible for a first promotion. Many staff members will be still serving their initial probationary periods. For 2021, ELA will therefore make sure to implement an appraisal system that can effectively support an ongoing dialogue and feedback to staff on their performance.

While it may be early to mention staff mobility in 2021, the Authority will also have to consider the career and development path of its staff to define its learning & development offer and adapt it if necessary.

4.3 ICT infrastructure

Following an assessment of various strategies for ELA's ICT infrastructure, ELA has opted for a strategy for Cloud Services, combined with the adoption of O365 to deliver Laptop Operating systems and associated office software. This offered the best choice of extensive services across many disciplines all of which are already in service with several Agencies that already procure service under the Cloud Broker

FWC. Moreover, with O365 ELA can deploy this technology immediately, thus enabling the new ela.europa.eu email accounts and Share Drives, and providing a seamless migration of staff from Brussels to Bratislava.

The Services within the Cloud Broker FWC will be fully developed in advance of the migration to Bratislava, and the infrastructure required both in the new offices and the Cloud Brokers Data Centre will be established (with assurances that Servers and Data will only be hosted inside the EU) and tested to ensure it is fully operational prior to occupancy of the new office.

The activities for 2021 will focus on:

- a) the operational services, ensuring they are fit-for-purpose;
- b) establishing the applicable management processes to monitor and manage the contract appropriately;
- c) developing improvements to the services as applicable and necessary;
- d) fully implementing the conference suite and interpretation booths, by installing all appropriate infrastructure, such as screens, projectors, microphones and speakers and bringing these into operational service as soon as the construction has been completed and the commissioning activities are concluded;
- e) supporting new staff by providing them with Laptops available on the first day of commencing their employment, regardless of whether the staff members will start working at the office or from a remote location; and
- f) testing the teleworking capability, to ensure that the Authority is able to operate efficiently and effectively when 100% of staff are teleworking.