European Labour Authority

Tools & processes of CJIs
Introduction of the trainer

Zuzana Maronova
Senior Manager | PwC

Zuzana has more than 20 years of professional experience as the leader of Global Mobility practice which also specializes in advisory services in the area of employee mobility (Posted Workers Directive) and related employment law issues. She actively presents at professional conferences on the various topics relating to global mobility issues.
Agenda

1. Introduction by Jordi Curell, Interim Executive Director of ELA
2. Introduction of the trainer
3. Train the Trainer Model
4. The role of ELA and its objectives
5. The role of CJI in enforcing Union law in the area of labour mobility
6. Planning the CJI
7. Use case #1 - Planning of joint inspection
8. Implementing the CJI
9. Use case #2 - Implementing concerted inspection
10. Following-up the CJI
11. Discussion and closing remarks of the day
2 Training model
Train the Trainer Model

✓ The Train the trainer model is **widely used training strategy**

✓ Subject-matter expert is trained to **become a training instructor**

✓ The method offers distinct **advantages** over other training models because trainees typically **learn faster and retain the information better** than in other teaching models

✓ **Spillover effect** of training - it's enable the education of a larger number of participants
Train the Trainer Model

The trainer, a subject-matter expert, trains other participants from Member States and simultaneously teaches them how to train others in the use of tools and processes of CJIs.

All participants will be encouraged to conduct similar trainings for other stakeholders (Inspectors and Social partners) in their respective Member States.

HOW?

• The participant will receive materials that will use during the presentation in Member State.

• The participant will use own remarks from today’s training.

WHAT materials?

1. Presentation with notes for the trainer and slides which are not visible for participants.

2. Links to necessary documents
Administration rules

In case of a question:

1. **Raise your hand** (virtually or physical)
2. Ask for the floor in the **chat** or ask directly in the chat

Please **wait** for the trainer to **give you the floor** to avoid confusion.
The role of ELA and its objectives
The role of ELA and its objectives

ELA is the **Union body** established by **Regulation (EU) 2019/1149** with the objective of **ensuring fairness in the single market**. To that end, the Authority shall:

- Facilitate access to information on rights and obligations regarding labour mobility across the Union as well as to relevant services.
- Facilitate and enhance cooperation between Member States in the enforcement of relevant Union law across the Union, including **facilitating concerted and joint inspections**.
- Mediate and facilitate a solution in cases of cross-border disputes between Member States.
- Support cooperation between Member States in tackling undeclared work.
# The scope of the Authority

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<td>2</td>
<td>EURES (Regulation (EU) 2016/589)</td>
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ELA is the first and only body to deal with the entire labour mobility legislation.
Tools & processes of CJIs developed by ELA

Workflows  Case description  Model agreement  Post inspection report  Key Performance Indicators  Guidelines for CJIs
What will happen with the documents?

Final templates and guidance to be presented to the Management Board of ELA
December 15, 2020

Approval of final templates and guidance by the Management Board of ELA

The documents will be operational and should be used for cross border inspections (incl. regular update of the documents)
4 CJIs
The role of CJIs in enforcing Union law in the area of labour mobility

- Cross-border labour mobility issues are increasing across the EU
- An effective cross-border inspection can address those issues
- Cross-border inspections are still not common
- Enforcement bodies have abroad limited authority and capacity to tackle labour mobility issues
- Complexity of labour mobility abuse demands better risk assessment and coordination of inspections across more countries and the EU as a whole.

The need for CJIs is increasing, especially in areas such as:

- Abuse of posting of workers
- Undeclared work
- Bogus self-employment
- Bogus temporary work agencies
- Fraudulent letterbox companies
<table>
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<tr>
<th>Definition and inspection needs</th>
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<tr>
<td><strong>Concerted inspections</strong></td>
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<tr>
<td>Inspections carried out <em>simultaneously in two or more MS regarding related cases</em></td>
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<td><strong>Joint inspections</strong></td>
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<td>Inspections carried out in <em>one MS</em> with the participation of the national authorities of one or more other MS</td>
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- **At one location in one MS**
- **At multiple locations in one MS**
- **At one or multiple locations in two or more MS**
The main actors for the CJIs supported by ELA

**ELA**
can suggest concerted and joint inspection

**MS**
can request concerted and joint inspection

**SPO**
can bring case to the attention of the ELA
15 minutes
coffee break
Planning the CJI
Guidelines for CJIs

- The entire inspection process is described in detail in the guidelines for CJIs.

- Guidelines cover the necessary aspects to help MS with planning, execution and follow up of CJIs.

- Provide practical guidance for national enforcement bodies on how to prepare, implement, and follow up effective cross-border inspections to ensure that the EU rules on labour mobility are enforced in a fair, simple and effective way.

Steps for successful CJIs

- Planning
- Implementing
- Following-up
Guidelines for CJIs

Highlighting elements included:

• How ELA can help?

• Important note

## Highlighting elements (examples)

### Important

It is highly recommended that the MS has already done some investigative activity concerning the relevant case before starting joint measures and contacting the parties involved.

### How can ELA help?

By promoting the exchange and dissemination of experience and good practices, including examples of cooperation between the relevant national authorities.

By organizing common learning (on-line) platforms and forums.

By maintaining a knowledge database with key findings and lessons learnt from all cross-border inspections.
Workflow guidance for ELA to initiate a CJIs

1. **ELA**
   - 3.1a ELA gathers information from complaints and own analyses and risk assessment
   - 3.1b ELA, including NLOs of concerned MS, initiates case assessment
   - 3.2 ELA completes the assessment phase and forwards the case to the Executive Director
   - 3.3 Formal decision of ELA Executive Director on whether to suggest a case to the authorities of concerned MS
   - 3.4 ELA, via NLOs, sends to MS a case data and a suggestion to carry out a CJI

2. **MS**
   - Workflow guidance for ELA to suggest CJIs required
   - Concerned MS do not agree to participate
   - ELA initiates a follow-up procedure according to Article 8(4) of Regulation EU 2019/1149

3. **Model Agreement**
   - 2.5a MS and ELA complete and sign a Model Agreement
   - 2.5b MS (and ELA) finalize the relevant annexes

4. **Inspector Plan**
   - 2.6 Case execution (G)

5. **CJIs completed**
   - 2.7 The joint action coordinator completes the follow-up report
   - 2.9 MS and ELA finalize case and plan potential follow-up

Explanatory Notes:
- Start event
- End event
- Task
- Subprocess
- Gateway
- Document
- Sequence flow

Additional notes:
- ELA can facilitate the case execution by providing e.g.:
  - Finances
  - Interpretation
  - Staff
  - Facilities for data exchange
Workflow guidance for MS to request the coordination and support of ELA for a CJI

**Workflow Overview:**
- **MS** initiates the process by collecting case-relevant data.
- **ELA** assesses the request and decides on involvement.
- **MS** and **ELA** finalize the case and plan potential follow-up.

**Key Steps:**
1. **MS** collects case-relevant data.
2. **MS** identifies relevant stakeholders.
3. **MS** specifies the role of the ELA.
4. **MS** fills in the ELA template with case data.
5. **ELA** evaluates the request.
6. **MS** and ELA decide on involvement.
7. **MS** and ELA finalize the case and plan potential follow-up.

**Decision Points:**
- **ELA** prioritizes the assessment of urgent cases.
- **MS** agrees or disagrees to participate.
- **ELA** facilitates case execution.

**Roles and Support:**
- **ELA** provides continuous cooperation support (e.g., facilitating preparatory meetings).
- **ELA** can facilitate case execution by providing resources such as finances, interpretation, staff, and facilities for data exchange.

**Outputs:**
- **Case description**
- **Model Agreement**
- **Inspection plan**
- **Report**

**Decision Logic:**
- If **MS** agrees to participate, the case is resolved without further action.
- If **MS** does not agree to participate, **ELA** prioritizes the assessment of urgent cases.
- If no role for **ELA**, **MS** are encouraged to send a report to the Authority.

**Explanatory Notes:**
- Start event
- End event
- Task
- Subprocess
- Gateway
- Document
- Sequence flow
Planning the CJI

- Correct **planning** of an inspection is crucial
- Planning ensures the **success** of activities and efficient allocation of resources.
- CJI planning **begins with the identification and specification of a case** and ends with the final to be signed Agreement

**Key steps in planning CJIs**

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
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<tbody>
<tr>
<td>2.1.1</td>
<td>Member State(s) collect case-relevant data</td>
</tr>
<tr>
<td>2.1.2</td>
<td>Member State(s) identify relevant stakeholders</td>
</tr>
<tr>
<td>2.1.3</td>
<td>Member State(s) specify role of the ELA</td>
</tr>
<tr>
<td>2.2</td>
<td>Member State(s) fill in ELA template with case data</td>
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<tr>
<td>2.3a</td>
<td>NLO(s) send official request for support to ELA and notify other concerned MS</td>
</tr>
<tr>
<td>2.3b</td>
<td>The case was resolved without further action</td>
</tr>
<tr>
<td>2.3c</td>
<td>Concerned MS do not agree to participate</td>
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<tr>
<td>2.4</td>
<td>ELA evaluates request as soon as possible, within a maximum of 14 days</td>
</tr>
<tr>
<td>2.5a</td>
<td>Member States and ELA Complete and sign a Model Agreement</td>
</tr>
<tr>
<td>2.5b</td>
<td>Member States (and ELA) finalize the relevant annexes and send to ELA</td>
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**Workflow guidance for MS to request the coordination and support of the ELA for a CJIs**

- MS
  - CJIs required
  - Case description
  - Model agreement
  - Inspection plan

- ELA
  - Workflow guidance for MS to request the coordination and support of the ELA for a CJIs
    - Correct planning of an inspection is crucial
    - Planning ensures the success of activities and efficient allocation of resources.
    - CJI planning begins with the identification and specification of a case and ends with the final to be signed Agreement

**Case description**

**Model agreement**

**Inspection plan**
Planning the CJI, steps 2.1.1 – 2.1.3

2.1.1 MS collect case-relevant data

- An inspection should be initiated as a result of serious complaints, reoccurring cross-border issues or risk assessment outcomes.

2.1.2 MS identify relevant stakeholders

- In some complex cases, it is necessary to involve other stakeholders:
  - Member States
  - National or international bodies, such as EU-OSHA, EUROPOL, EUROJUST
  - Social partners

2.1.3 Member States specify role of ELA

Together with ELA, the Member State in order to undertake the inspection specifies:

- Role of ELA
- Support required from ELA (staff, conceptual, logistical, technical, legal, or support related to translation)
- Estimated costs (transport, accommodation, interpretation, legal advice, IT-tools, etc.). The work of inspectors (time spent on inspection) is not eligible cost.
Planning the CJI, steps 2.1.1 – 2.1.3

How can ELA help?

- **ELA liaises with EUROPOL** and **EUROJUST** to investigate and prosecute cases
- By establishing permanent **working arrangements with EUROPOL** and **EUROJUST** to operationalise cooperation procedures
- By providing **continuous cooperation support** (e.g. facilitating preparatory meetings)

### Important

It is **highly recommended** that the initiating authority (MS or SPO) has **already done some investigative measures** concerning the relevant case **before starting joint measures** and contacting the parties involved.

### Best Practice

It is important to consider the possibility of **setting up mixed teams** coordinated by different competent authorities before starting an inspection.
2.2 MS fill in template with case data

The initiating authority will specify in the Case description:

- **1. Background on the case**
  - Description and background of the case
  - Motivation for the request, and scope of the issue included
  - Identification of relevant national or European legislation
  - Barriers that ELA involvement can help overcome

- **2. Sector and entity(-ies) to be inspected in each MS**
  - Specification of the economic sector in which the company operates.
  - The name of the company(ies) to be targeted

- **3. National coordinator(s) of the inspection**
  - Contact details of the entity and person in charge of the national coordination of the proposed CJI

- **4. Other stakeholders and number of participating persons**
  - Specification of other involved national or international organisations including social partner organisations

- **5. Number of companies and mobile workers concerned by the inspection**
  - Indication of the estimated number of companies and mobile workers directly involved in the case

- **6. Estimated costs to be paid by ELA and other support**
  - Support required from ELA in order to undertake the inspection
  - Roughly estimated costs

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**Important**

According to the ELA Regulation, MS and the Authority shall keep information about envisaged inspections **confidential** with regard to third parties.
2.3 NLO(s) send official request for support to ELA and notify other concerned MS

- When NLO(s) send official request for support to ELA and notify other concerned Member States, **three outcomes** are possible:
  - All Member States agree to participate
  - No further action is needed.
  - One or more Member States do not agree to participate.

- If a MS decides not to participate in a CJI the Authority shall establish and adopt the modalities to **ensure appropriate follow-up**. In such a case:
  - The concerned Member State shall **inform of the reasons for its decision and about the measures it plans to take** to resolve the case.
  - The concerned Member State shall inform about the **outcomes of the measures** they took.
  - The Authority may suggest that a MS which do not participate in CJIs, **undertake its own inspection** on a voluntary basis.

**Important**

MS that decide not to participate shall **keep information** about such an inspection **confidential**.
2.4 ELA evaluates request for support CJI

- Based on a set of **agreed criteria**
- **Prioritizes** the assessment of **urgent cases**
- Request **additional information** from Member States to facilitate assessment

**Criteria for ELA to assess the case**

- **Eligibility criterion**
  to be eligible for support, the proposed inspector should concern a cross-border case within the scope of the ELA as set-out in Article 1 of the ELA Regulation.

- **Number of workers/companies concerned**

- **Geographical spread of ELA support**

- **Necessity of the case**
  cases requiring action because the issue is recurring, it was not addressed previously, or because of the severity of the infringements or in relation to the nature of the suspected activities, etc. should be given priority.

- **Gravity of the impact on workers and/or labour markets**
  ELA should prioritize cases depending on the severity of the infringements (such as involving organized fraud/crime etc.) and the impact on workers or on the local or national labour markets.

- **Sectoral coverage**
  ELA should focus on priority sectors identified following the risk assessment and approved by the Management Board. Nevertheless, ELA should strive to ensure the coverage of other sectors in which cases clearly meet the above criteria.
2.5 MS and ELA complete and sign the Agreement and agree on the specificities of CJI

- The last step for formalizing the main responsibilities and steps to be taken by the parties
- Agreement of all participating Member States is a prerequisite for initiating concerted or joint inspections
- The choice of when, how and what type of cross-border inspections to perform depends on individual cases:
  - Decide on the type of concerted or joint inspection
  - Select appropriate timing
  - Briefings held before/after an inspection
  - Coordination of the data exchange
  - Identify the anticipated measures
  - Define methodology and further instructions

2.5a. Member States and ELA complete and sign a Model Agreement

2.5b. Member States (and ELA) finalize the relevant annexes and send to ELA
Workflow guidance for SPO at the national level to bring cases to the attention of ELA

1. The need to bring case to the attention of the ELA

2. Social partners collect case-relevant data, specifying previous attempts to address case with the relevant national authorities

3. National social partner organisation contacts the relevant national authorities signalling the intention of bringing a case to the attention of ELA

4. National SPO sends the case to ELA and informs relevant national authorities and the concerned NLO

4.5 ELA, including NLOs of the concerned Member State(s), assesses the case

4.6 ELA Executive Director identifies which measure (if any) is appropriate for addressing the case and notifies all involved parties

Possible measures may include (but are not limited):

- Concrete steps to MS, aimed at addressing the issue
- Relevant tools or interventions for MS
- Following the workflow guidance to suggest to MS to carry out a CJI
- Offering its expertise to MS

Explanatory Notes:

- Start event
- End event
- Task
- Document
- Sequence flow
SPO brings cases to the attention of ELA

4.1 Social partners collect case-relevant data, specifying previous attempts to address case with the relevant national authorities

SPO can counter the potential labour mobility issues by bringing a case to the attention to ELA. SPO collects existing case data and specifies whether or not the case has been addressed with national authorities previously; it is not required to bring the case to national authorities under this step.

4.2 National SPO contacts the relevant national authorities signaling the intention of bringing a case to the attention of ELA

• SPO and the relevant national authorities assesses the need for an action.
• SPO and the relevant national authorities do not agree on the need for an action or on the type of an action or national authorities do not act upon the request of the SPO, the SPO may bring the case to the attention of ELA.

4.3 National social partner organisation completes the template to bring the case to the attention of ELA

SPO completes the template Case description to bring the case to the attention of ELA.

4.4 National social partner organisation sends the case to ELA and informs relevant national authorities and the concerned NLO

SPO sends the completed Case description to ELA and provide this information to the relevant national authorities and NLOs.
ELA assesses the case and identifies appropriate measure

4.5 ELA, including NLOs of the concerned Member State(s), assesses the case

- Based on a set of agreed criteria
- Prioritizes the assessment of urgent cases
- Request additional information from Member States to facilitate assessment

4.6 ELA Executive Director identifies which measure (if any) is appropriate for addressing the case and notifies all involved parties

How can ELA help?

Offering technical, administrative, financial or other support for an information campaign to address the issue.
Use case #1 - Planning of joint inspection
1 hour lunch break
Implementing the CJI
Implementing the CJI

- The implementation phase describes the **on-site stages** of concerted and joint inspections
- During the implementation phase, all team members **follow the instructions stated in the Agreement** and/or **Inspection Plan**
- Inspectors look to **clarify details of inspection cases**

### Key steps in implementing CJIs

<table>
<thead>
<tr>
<th>MS</th>
<th>ELA</th>
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<tr>
<td>2.6 Case execution</td>
<td>Post Inspection Report</td>
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<tr>
<td>ELA can facilitate the case execution by providing e.g.:</td>
<td>2.7 The joint action coordinator completes the follow-up report</td>
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<tr>
<td>- Finances</td>
<td>- Staff</td>
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<tr>
<td>- Interpretation</td>
<td>- Facilities for data exchange</td>
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**Post Inspection Report**
Case execution

Key steps for Case execution

1. Utilise tools and foreign language support during CJIs

2. Verifying data can potentially expand the scope of the case

3. Use of collected data as evidence

• Agreement on the type of information and the questions legally permitted and admissible as evidence

• **Standardized tools** for cross-border inspections may be developed, such as (not limited to):
  - bilingual or multilingual questionnaires,
  - standard information documents,
  - comparison of investigative powers and underlying national legislation.

• **Multi-lingual questionnaires** and **electronic devices** can be use

• **Phones and tablets** may also be used to access information
Inspection check list

The information relevant for a cross border inspection.

- Full identification of the employer and his subcontractor(s)
- Nature of the contractual relationship and social security status of the workers
- Exact date of signature of the contract, and/or date of commencement of work (the two may not coincide)
- Validity of the employment contract (as necessary)
- In the event of a probation period, its stated duration and terms
- Job title and/or job specification (professional category)
- Employee structure (team/department), if available
- Salary, payment modalities and/or calculation method
- Additional payments and subsidies or entitlements paid to the worker in the prescribed manner (e.g. posting allowances)
- Working hours and daily record of workers on-site (timesheets), compensation for overtime
- The type and duration of annual leave (minimal, additional, extended)
- A1 forms and prior declaration for posted workers (if any) or proof of registration of the employee in the social security system of the host country
2.6 Case execution

Key steps for Case execution

1. Utilise tools and foreign language support during CJI's

2. Verifying data can potentially expand the scope of the case

3. Use of collected data as evidence

- Following an on-site visit, collected information is checked and analyzed
- Additional infringements or irregularities may be detected
- Data collected during a single site visit can be insufficient and result in:
  - The inspection being extended,
  - Requests for additional information,
  - Checks in another Member State.

“Irregularity” means any infringement or suspected infringement of Union Law which is identified during an inspection and does not directly fall within the scope of the inspection.
Case execution

Key steps for Case execution

1. Utilise tools and foreign language support during CJIs

2. Verifying data can potentially expand the scope of the case

3. Use of collected data as evidence

- Collaboration and data sharing requires solutions compatible with national legal framework

- Evidence can be used in administrative or criminal procedures in accordance with national law and practice. However, the data can’t always be used as evidence (for more information see Guidelines for CJI, annex 4)

- Procedures for collecting information and its relevance as evidence in court must be in align with the national legislation of all Member States involved.

- Administrative or criminal procedures can result in:
  - Financial penalties
  - Public tenders being withdrawn
  - Recovery of unpaid wages and social security contributions,
  - Withdrawal of fraudulent benefits,
  - The relevant authorities may decide to apply a temporary business closure penalty to prevent a company declaring insolvency to evade responsibility.
The joint action coordinator completes the follow-up report

The authority of a MS that carries out a CJI shall report to the Authority on the outcome of the inspection and on the overall operational running of the CJI.

The report is completed by the joint action coordinator for all participating countries.

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<thead>
<tr>
<th>Quantitative KPIs</th>
<th>Qualitative KPIs</th>
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<tr>
<td>Structured data (numerical) analyzed using statistical methods.</td>
<td>Unstructured information that is summarized and interpreted subjectively</td>
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Evaluation of indicators

Cross-border inspections are evaluated to check if they have met the pre-set inspection targets and to identify any unforeseen impact from the action.
Post Inspection Report

- Non-compliance with labour rights of EU mobile workers (e.g. underpayment/ non-payment of wages)
- Incorrect payment or non-payment of social security contributions and/or unlawfully obtained social benefits
- Cross-border undeclared work
- Non-genuine posting of workers
- Bogus self-employment
- Bogus, fraudulent or illegal temporary work agencies
- Letterbox companies and fictitious company constructions
- (Organised) illegal employment of third country nationals
- Trafficking of human beings and/or labour exploitation
- Other findings (including suspected irregularities in the application of Union law)

Providing information not only on identified irregularities but also on the positive effects of the CJI, indications that the CJI has improved or promoted compliance with the law.
Post Inspection Report

Can the inspection teams use the data collected during the inspection as evidence?

Provide additional information in case any special type of evidence is needed

Clarify who will lead any follow-up of the inspection

Did you communicate results to other relevant authorities

Should there be any further cross-border actions including with ELA support

What are the lessons learnt?

- Criminal prosecution (involvement of a public prosecutor)
- Civil procedures via social partner organisations
- Administrative fine
- Recovery of social contributions
- Payment of wages
- Recovery of undue social benefits
- Tax contributions
- Other coercive measures (license withdrawal, public procurement, etc.)
- Conciliation or other out-of-court dispute resolution procedures
- Follow-up inspections (including with ELA support)
- Any other follow-up activities (such as liaising with or reporting to EU institutions and bodies, international organizations, third countries’ authorities or other stakeholders)
Use case #2 - Implementing concerted inspection
Coffee Time!

15 minutes
coffee break
Following-up the CJI
Following-up the CJI

Following up on cross-border inspections is necessary to achieve the following **three key objectives**:

1. **Increasing the effectiveness** of concerted and joint inspections

2. **Increasing capacity** of inspectors and other relevant authorities to assess and address the risks of new and **complex cases** of labour mobility.

3. **Altering the behaviour of employers and employees** (e.g. increasing the number of declared workers at the inspected company or in the sector).

Critical reflection and potential improvement of processes for future inspections **based on evaluated KPIs**.

### Key steps in following-up the CJIs

<table>
<thead>
<tr>
<th>MS</th>
<th>2.8. Member States and ELA identify gaps and potential future actions</th>
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<tbody>
<tr>
<td>ELA</td>
<td>2.9. Member States and ELA finalize case and plan potential follow-up</td>
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CJIs completed
Member States and ELA finalize case and plan potential follow-up

Member States and ELA identify necessity for follow-up to inspections based on the findings.

- Internal and external communication can **maximize the impact of cross-border inspections**:
  - **Externally**, to inform other authorities, including those in other Member States, in order to:
    - Enable **expansion of the case** and the benefits of its findings,
    - Enhance **understanding of complex cases** operating in several countries,
    - Improve measures by countering or preventing similar fraud schemes, and sharing lessons learnt.
  - **Internally**, to share results and lessons learnt with colleagues and inspire a cross-border working culture.

- **Sharing results widely with the public** can also increase the impact of an inspection.

**How can ELA help?**

- ELA support and advice on communicating key findings is also available
Member States and ELA finalize case and plan potential follow-up

Member States and ELA identify necessity for follow-up to inspections based on the findings.

- Inspection results can offer **insight into emerging fraud schemes** and **fine-tune risk assessment systems**

- Results can also be used to:
  - Revise trainings and manuals,
  - Develop good practices for **sharing success stories**
  - Improve templates

**How can ELA help?**

- By **providing mutual learning and training activities**
- By **developing** sectoral and cross-sectoral training programmes
- By **updating guidelines**
Member States and ELA finalize case and plan potential follow-up

Member States and ELA identify necessity for follow-up to inspections based on the findings.

Communicating key findings

Encourage learning

Prevent future issues as regards labour mobility abuse

Cross-border inspections can uncover widespread problems in the labour market

Development national or EU-wide awareness raising campaigns to tackle them.

To inform individuals and employers, especially SMEs, of their rights and obligations and the opportunities available to them.

The role of ELA

- ELA assesses risk in cooperation with the MS and social partners. The risk assessment address topics, such as:
  - Labour market imbalances,
  - Sector-specific challenges,
  - Recurring problems.
- ELA carries out focused in-depth analyses and studies to investigate specific issues.
Discussion and closing remarks of the day