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From: Executive Director

To: Members of the Management Board

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Subject New organizational structure of eu-LISA

eu-LISA **LIMITED BASIC**



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Releasable to Management Board

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Dear Members of the Management Board,

I am pleased to inform you that as of 01 September eu-LISA is working with the new organisational structure, which was implemented with my Decision no 161 of 29 August 2019.

This means that the process, which we started together back in November 2017, when I presented to you the initial proposal for the way forward to redevelop the organisational structure, and which you approved in March 2018, has reached an important milestone. In this regard, I would like to thank you for the efficient cooperation and your strong and continuous support.

The new organisational structure of the Agency is finalised, clearly mapping the function-based entities: departments/units/sectors, which are now fit for our enlarged mandate and scope of new responsibilities. All the Heads of Units and Heads of Sectors have already started or are about to come on-board, and I have full confidence in the new leadership team of the Agency. Agency already shared details about its new organizational with the Advisory Groups. eu-LISA's modernised organisational structure is just one major milestone from the way towards eu-LISA 2.0. In this sense it is not only the journey that matters but with whom you take it and how you manage it.

Therefore, I would like to share with you some reflections of the past two years, and remind us once again of the reasons behind the transformation of a young eu-LISA into an agile Agency, which is empowered by its people.

Seven years ago, eu-LISA started out as a relatively small Agency with 120 staff and was accountable for three large-scale IT systems. Since then, we have year after year increasingly shown our capabilities and built strong trust and confidence among our stakeholders. With more trust, there have come also increased expectations on the performance of the Agency and increased demand towards services provided. That trend was reflected in the increase of the staff of eu-LISA: by the end of 2020, the number of employees of the Agency will be close to 400.

The Establishing Regulation of eu-LISA, which entered into force on 21 December 2018, broadened our mandate and scope of responsibilities further. It was obvious that there was no room to act with yesterday's mind set. Only by reinventing ourselves, we would achieve sustainable development of the organization, having more agility within our job, creating leaner, faster and more efficient processes and empowering further people in the organization.

The transformation of the Agency, which is operating in a strictly regulated legal environment with teams in different countries, is without any doubt a great challenge. This transformation had to include not solely the change of the organisational structure but also working processes, the operational model and the competency model.

To ensure ownership of eu-LISA 2.0 within the Agency, several Task Forces were established, composed of eu-LISA staff. Besides the overall organisational structure, they worked out the description of the new duties and functions of the sectors and units in the transformed Agency. They also revised some of the key corporate and operational processes, providing a full picture to the management, in order to proceed further with the definition of the Agency's new operating model.

Our key guiding principle in the process of transformation was – transparency.

Throughout the transformation period consultations were organised and progress was regularly presented to all staff at various levels, from individuals to the whole organisation. A dedicated information platform eu-LISA 2.0 was set up and continuously updated, staff assemblies were convened regularly and change-dedicated training sessions organised in both, Tallinn and Strasbourg. I would like to emphasise here the role of the managers and the Human Resources Unit, who all have devoted a significant amount of their time and energy to facilitate the process and have taken it as their personal mission to help the staff to adjust to this positive changes as smoothly as possible.

Throughout the two years of transformation, so far, a detailed roadmap has been developed and I have updated you regularly on the progress with its implementation. The Advisory Groups have also been kept informed.

Dear Members of the Management Board,

So far, we did our best to implement internal transformation as smooth and successful as possible. It has been challenging endeavour and will continue to be until its complete implementation. However, the only way to keep eu-LISA successful is to embrace change as part of our every day's work and to use it a platform for agility and growth.

Krum Garkov

Executive Director

Appendix 1: revised organizational structure of eu-LISA