

**European Agency for the operational management of large-scale
IT systems in the area of freedom, security and justice
Work Programme 2012**

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1. Executive summary

The European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice was established by virtue of Regulation (EU) No 1077/2011 of the European Parliament and of the Council of 25 October 2011 (OJ L 286, 01.11.2011, p.1) which entered into force on 21 November 2011.

This work programme outlines the key priorities for this Agency for 2012. Given that the above-mentioned Regulation was adopted in October 2011, the annual deadlines for preparing and communicating the Annual Work Programme in the year beforehand could not be met for the Work Programme for 2012. This document has therefore been prepared at the earliest possible opportunity after the establishment of the Agency. It was discussed at the first Management Board meeting of 22-23 March 2012 and revised to take account of comments provided by the members of this Board by 30 April 2012. It was endorsed in the Management Board meeting of 28 June 2012, taking account of the opinions provided by the three Advisory groups in their meetings scheduled for early June 2012 and is due to be approved by the end of September 2012, taking account of the Commission's opinion provided in September 2012.

At the time of the above-mentioned Management Board Meetings, the Executive Director had not yet have commenced duties. The 2012 Work Programme has therefore been prepared by DG Home Affairs in its capacity as parent DG of the Agency.

The priorities laid down in this work programme reflect the duties assigned to this Agency as laid out in Chapter II of the founding Regulation and also take into account the expectations laid out in the Stockholm Programme and Action Plan. This Agency is a new organisation, but not all of its tasks are new. According to the founding Regulation, a number of ongoing activities for the operational management of the VIS and EURODAC projects will be incorporated into the framework of the Agency.

Given that this is the first year of operations, activities during most of this period will concentrate on setting up the Agency's vital structures (sites, buildings and equipment, in conformity with technical and security standards and applicable law), putting in place the governance structure, organisation, and teams and preparing for take-over of operational management of the systems, in particular, technical and logistical preparations and shadowing and coaching of staff. Last but not least, from December 2012 onwards, the Agency will be responsible for managing the two first systems handed over to it, namely VIS and EURODAC. Specific tasks in this area will include operation and maintenance of the systems, measures to guarantee continuous, uninterrupted service, technical development necessary for their smooth running and various tasks related to security and the Communications network. In parallel, the Agency will prepare for taking over the operations of SIS II (due to take place once this system goes live in the first quarter of 2013).

The activities outlined in this document are foreseen in 2012. However, it is possible that the Executive Director may have to decide to transfer some activities to 2013, should unexpected circumstances arise. In this case he/she will propose appropriate amendments to this Work Programme in the course of 2012.

2. Introduction

The European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice will contribute to the maintenance of secure external borders, effective police cooperation and to the implementation of European visa and asylum policy, by ensuring the operational management and continuity of operations of a number of large-scale information systems in the area of freedom, security and justice.

The core mission of the Agency will be to fulfil the operational management tasks for the Second Generation Schengen Information System (SIS II), the Visa Information System (VIS) and EURODAC. At an operational level, its main task will be to ensure that these systems operate 24 hours a day, seven days a week. The Agency will also carry out a number of additional tasks related to the IT systems under its responsibility, in particular, in the areas of security, data protection, monitoring, reporting and publication of statistics, training and information and communication.

The Agency's administrative and management structure shall comprise a Management Board an Executive Director and Advisory Groups.

The Commission shall be responsible for the establishment and initial operation of the Agency until the latter has the operational capacity to implement its own budget. For that purpose, the Commission may assign a limited number of officials, including one to fulfil the functions of the Executive Director, on an interim basis. Mr Ioan-Dragos Tudorache was appointed interim Executive Director as of 16 April 2012.

This Agency will be in a start-up phase in 2012. DG HOME in its capacity as parent DG, the Interim Executive Director and the Executive Director, as from his/her appointment will concentrate on setting up the Agency's vital structures (sites, buildings and equipment) and will start recruiting and training staff and putting in place the organisation, the teams and essential components of the governance structure, namely the Management Board and the Advisory groups.

Other important activities in 2012 will be the preparations for taking over operational management of the systems and implementation of the core tasks for managing the first wave of systems handed over to the Agency, including its tasks related to security and the communication network. According to the establishing Regulation, the Agency shall take up its responsibilities with regard to its core tasks from 1 December 2012. However, tasks relating to SIS II will not be taken over until the system goes live in the first quarter of 2013. Other additional tasks such as monitoring of research are due to commence in 2013.

The Agency will have 3 sites:

- The seat which will be based in Tallinn, Estonia
- The technical site in Strasbourg (Central Unit - CU), France, where the tasks related to development and operational management of the current and future systems will be carried out
- A back-up site (BCU) in Sankt Johann im Pongau, Austria, capable of ensuring the operation of a large-scale IT system in the event of failure of such a system on the main technical site.

Agreements will be negotiated and signed during this year by the Agency with the host Member States with regard to the headquarters of the Agency and the technical and back-up sites.

Agreements will also be negotiated with countries associated with the Schengen *acquis* and the Eurodac-related measures (Norway, Iceland, Liechtenstein and Switzerland), in order to define the detailed rules of their participation in the work of the Agency. The European Commission adopted in February 2012 a recommendation for a Council decision authorising the opening of negotiations and, on the basis of the Council's negotiating directives, will negotiate the agreements on behalf of the EU, in accordance with the procedure laid down in the TFEU for the adoption of international agreements. It is expected that negotiations will be finalised before the end of 2012.

This work programme takes account of the fact that the Executive Director will take up his/her post in the Autumn of 2012, that the Agency will take up its tasks related to operational management of the systems on 1 December 2012, that the initial staff will gradually start taking up duty throughout 2012 and that the Headquarters in Tallinn will be operating from temporary premises. The actions planned for 2012 have been defined in general terms, in order to enable flexibility in the implementation of this work programme.

According to Article 11 of the establishing Regulation, a key component of the Agency's administrative structure will be a **Management Board**. The main task of this Board will be to ensure that the Agency carries out its mission and performs the tasks assigned to it in accordance with the Regulation and the legal instruments governing each of the systems and to oversee the work of the Executive Director.

The Management Board will be composed of one representative of each Member State and two representatives of the Commission. Representatives of EUROJUST and EUROPOL will participate in this Board as observers. The representatives of associated countries¹ will also participate in this board as observers, pending the conclusion of definitive arrangements in accordance with Article 37 of the establishing Regulation.

The main decisions and documents to be approved by the Management Board in 2012 include:

- rules of procedure
- the draft organizational structure
- the 2013-2015 Multiannual Staff Policy Plan
- implementing measures related to the Staff Regulations
- implementation measures for secondment of national experts
- draft vacancy notices for certain key posts, and appointment of key members of staff (Executive Director, an Accounting Officer, a Security Officer and a Data Protection Officer)
- the draft Financial Regulation
- the 2012 budget and draft budget (estimates) for 2013
- the Annual Activity Report for 2011
- the draft Annual Work Programmes for 2012 and 2013
- a multi-annual work programme
- security measures
- the Headquarters Agreement and Agreements for the technical and back-up sites

¹ Countries associated with the implementation, application and development of the Schengen *acquis* and Eurodac-related measures

- practical arrangements concerning the implementation of the Regulation on public access to documents of the European Parliament, Council and Commission
- a Memorandum of Understanding between the Commission and the Agency
- a decision concerning the terms and conditions for internal investigations in relation to the prevention of fraud, corruption and any illegal activity detrimental to the Communities' interest
- The Management board will also have to endorse decisions relating to the removal of EURODAC.

The Management Board will also be responsible for publication of statistics on the IT systems under the Agency's management, publication of lists of national bodies authorized to use and/or access these IT systems, adopting reports on the technical functioning of these IT systems, advice to the Executive Director on the operational management of these systems and ensuring that adequate follow-up is provided to the findings of audits and evaluations, including EDPS audits.

The inaugural Management Board meeting took place on 22-23 March 2012 and the second meeting took place on 28 June 2012. The calendar for subsequent meetings and further information on administrative matters related to this board are given in point 4.9.

The Advisory Groups will be composed of representatives of the Member States and associated countries, the Commission, Europol and Eurojust (for SIS II) and Europol (for the VIS Advisory Group). They will provide the Management Board with expertise relating to large-scale IT systems and, in particular, in the context of the preparation of the annual work programme and the annual activity report. The staff of the Agency will also provide full support to the work of the Advisory Groups.

The Agency will also start internal discussions and planning, with a view to putting in place structures and processes in 2013 to ensure alignment of technical and business goals.

3. Budget 2012

The preliminary draft budget for the Agency for 2012 was prepared by the Commission in its care-taker role and is due to be approved by the Management Board in 2012. The EU subsidy to be provided to the Agency in 2012 was approved by the Budgetary Authority at the end of 2011 as part of the EU General Budget for 2012.

EXPENDITURE 2012	Commitment appropriations (EUR)	Payment appropriations (EUR)
Title 1		
Staff Expenditure	4,563,000	4,563,000
11 Salaries & allowances	4,063,000	4,063,000
- of which establishment plan posts	4,063,000	4,063,000
- of which external personnel	0	0
12 Expenditure relating to Staff recruitment	0	0
13 Mission expenses	200,000	200,000
14 Socio-medical infrastructure	0	0
15 Training	300,000	300,000
16 External Services	0	0
17 Receptions and events	0	0
Title 2		
Infrastructure and operating expenditure	9,297,000	9,297,000
20 Rental of buildings and associated costs	3,580,000	3,580,000
21 Information and communication technology	0	0
22 Movable property and associated costs	0	0
23 Current administrative expenditure	0	0
24 Postage / Telecommunications	0	0
25 Meeting expenses	500,000	500,000
26 Running costs in connection with operational activities	4,780,000	4,780,000
27 Information and publishing	337,000	337,000
28 studies	100,000	100,000
Title 3		
Operational expenditure	5,940,000	5,940,000
Operational cost (to be specified by chapter)	5,940,000	5,940,000
TOTAL EXPENDITURE	19,800,000	19,800,000

4. Operational Priorities

In the course of 2012, the Agency will make all necessary preparations for taking over the operational management of VIS and EURODAC by 1 December, assuming full responsibility for their operation and maintenance, guaranteeing continuous, uninterrupted service and carrying out the technical development necessary for their smooth running.

The VIS, which is now operated by France on the basis of a service contract with the Commission, will be formally taken over on 1 December 2012. In parallel, the Agency will prepare for moving EURODAC from Luxembourg to Strasbourg and to Sank Johann im Pongau in 2013. It will also prepare for taking over the operations of SIS II and is expected to have reached an advanced stage in these preparations by the end of the year.

As described in further detail below, the Agency will also be responsible for administrative tasks related to the management of these systems, the adoption of security and data protection measures and various tasks related to the communication infrastructure. It will also take over activities in the area of monitoring, reporting and statistics and communication as from the end of 2012.

4.1 Operational management and related tasks for SIS II, VIS and EURODAC

SIS II

SIS II is due to enter into operations in March 2013 and the Agency is due to take over operational management of Central SIS II at that time. As from that date, the Agency shall take over the tasks conferred on the Management Authority by Regulation (EC) No 1987/2006 and Decision 2007/533/JHA. In order to ensure that the Agency is ready on schedule for implementing these tasks, it will be involved in various training and shadowing activities in 2012.

In the first instance, SIS II will be handed over by the Main Development Contractor to the CSIS² in the final quarter of 2012. In preparation for this, a SIS II Transition plan will be implemented. This plan lays down the training and shadowing activities necessary for transferring knowledge from the main development contractor (HPS) to staff of the current operator, CSIS. As this transition plan is being implemented in the continuity of the VIS Transition Plan, a preliminary intensive training session on the pre-requisites for participating in the SIS II Transition plan must be organized for the new staff joining the Agency. The system will be handed over from the development contractor to CSIS during the last quarter of 2012.

This operational preparation of the SIS II by the Agency will also include work to follow up the final stages of the comprehensive tests and migration rehearsals shadowing the CSIS staff responsible for implementing these deliverables.

A call for tenders is due to be launched by the end of 2012 to cover the maintenance in working order of SIS II after Final System Acceptance. The tender procedure will be concluded by the Commission on behalf of the Agency. The Agency will prepare for taking over operational aspects of this contract (supervision of the preparations for maintenance of the system and the actual maintenance work) as from March 2013 and financial matters as from the time that it is granted financial independence. Further information on financial

² The central technical site of the French authorities that will take care of operational management in the interim phase pending hand-over to the Agency.

management, including information of the Management Board and involvement of external evaluators is given in point 6.5 below.

ACTION	INDICATIVE TIME FRAME
Shadowing and coaching (Agency Staff to benefit from on the job training by the contractor and subsequently by CSIS staff when they take over operation of the system in late 2012)	OCTOBER – DECEMBER 2012
Involvement in the comprehensive tests (shadowing on real-life activities with MS, subject to agreement with the MS)	JUNE – SEPTEMBER 2012
Involvement in migration preparations (migration rehearsal)	OCTOBER – DECEMBER 2012

VIS

As from 1 December 2012, the Agency is due to take over the tasks conferred on the Management Authority by Regulation (EC) No 767/2008 and Decision No 767/2008. It will take over the operational management of the Central VIS and national interfaces. These tasks will include operating and maintaining VIS, ensuring continuous, uninterrupted service, reporting, and technical development necessary for the smooth running of the system.

The main priority for the Agency in 2012 will be to ensure timely completion of all the technical, legal, and administrative preparations for taking over these tasks. A specific priority will be to ensure that Agency staff follow all the necessary shadowing and coaching to ensure that they have hands on experience with all of the above-mentioned tasks.

Roll-out of the VIS to the 2nd region (Middle East) was successfully completed on 10th of May 2012 and roll-out to the 3rd region (Gulf) is due to be completed by 2nd of October 2012 at the latest. Roll-out to the final regions will take place in 2013, possibly extending into 2014. The Commission will be responsible for political aspects of this roll out. The Agency will be responsible for ensuring that the technical platform of the VIS supports the world-wide roll-out. The VIS Advisory Group will play an important role in this area (see also 4.8).

A third specific priority will be to complete the preparations for taking over operational matters related to the supervision of the contractors' work under the contract for maintaining VIS in working order by December 2012. Tasks related to the upgrading of VIS under this contract will remain under the responsibility of the Commission until 2013. The Agency will have to prepare the transfer of responsibilities concerning the task related to the upgrading of VIS. The Commission will remain responsible for financial and contractual matters until the Agency has been granted financial independence.

ACTION	INDICATIVE TIME FRAME
Define working arrangements between the Commission and the Agency for supervising and implementing the MWO. This contract will be concluded by the Commission on behalf of the Agency.	Before 1 December 2012

Technical preparations for handover of the operation and maintenance of VIS to the Agency (<i>tasks for adapting/enhancing the system will be taken over in 2013</i>)	Q3 2012
Take-over supervision of maintenance tasks and operational matters under the maintenance in working order (MWO) contract.	1 December 2012

EURODAC

The Agency is due to take over as from 1 December 2012 the tasks conferred on the Commission as the authority responsible for the operational management of EURODAC in accordance with Regulations (EC) No 2725/2000 and (EC) No 407/2002. In particular, it will take over the operation of the EURODAC central database on behalf of the Member States. This also includes the tasks related to DubliNET.

Activities in 2012 will concentrate on the preparations necessary to ensure the transfer of EURODAC operations to the Agency by 1 December 2012. From that time onwards the Agency will be responsible for the core tasks of operating the system and maintaining continuity of operations in conformity with the provisions of the EURODAC establishing Regulation and implementing rules. These tasks include recording in the EURODAC Central Database of information provided by the Member States (in particular the finger prints of applicants for asylum and aliens apprehended in connection with the irregular crossing of an external border), operation of the system on behalf of the Member States, comparison of data and transmission of hits to Member States after carrying out the necessary checks, correction, erasure or blocking of data in the Central Database in the specific circumstances foreseen by the EURODAC Regulation and record keeping.

As the EURODAC system is currently based in Luxembourg, the first key priority will be to prepare a detailed plan describing all of the main tasks and steps necessary for the removal of this system from Luxembourg to Strasbourg and Sankt Johann im Pongau (due to take place in 2013) and transfer of operations to the Agency (due to take place in December 2012), including any necessary procurement procedures to be implemented in 2013. One of the main priorities for 2012 will be to ensure that all members of the Agency's staff that will work on EURODAC participate in shadowing and coaching activities, in order to provide them with operational hands on experience of all the key functions and procedures necessary for operating, managing and maintaining the system.

Other EURODAC-related tasks concerning security, the communication network, monitoring, reporting and statistics are mentioned in the relevant sections below.

ACTION	INDICATIVE TIME FRAME
Amend the framework contracts covering personnel and administrative services and items such as IT equipment (to ensure that these are valid for the Commission on behalf of the Agency).	October 2012

Prepare and implement a detailed plan and operational procedures for transfer of operations to the Agency.	End-November 2012
Prepare and <u>start</u> implementing a detailed plan and procedures relating to removal of EURODAC in 2013, including operational matters related to any specific procurement procedures that may be required for re-location or purchase of equipment in Strasbourg. Procurement procedures will be implemented by the Commission on behalf of the Agency until the Agency is granted financial independence.	Autumn 2012
Hand over of EURODAC operations to the Agency	1 December 2012
Shadowing and coaching	October-November 2012

4.2 Communication infrastructure

Responsibility for the communications infrastructure for SIS II, VIS and EURODAC will be divided between the Agency and the Commission. This applies as from 1 December 2012 with regard to the VIS and EURODAC and as from the moment that the Agency takes over the SIS II. The Agency will be responsible for supervision, security and coordination of relations between the Member States and the network provider for the communications infrastructure for each of the three systems. The Agency should also be responsible for the security measures in respect to the exchange of supplementary information through the communication infrastructure of SIS II.

One key priority in 2012 will be to prepare for taking over these tasks. Amongst other things, this will entail the finalization of a Memorandum of Understanding to ensure coherence between the responsibilities of the Agency and the Commission and to define operational working arrangements³. The Agency will also be responsible for establishing the technical procedures necessary for the use of the communication infrastructure for EURODAC. **The Commission will be responsible for all other tasks relating to the Communication infrastructure in particular, the tasks relating to the implementation of the budget, acquisition and renewal and contractual matters⁴.** The Commission will also retain responsibility for the security measures and the security plan for the communication infrastructure for SIS II.

The S-TESTA contract with DG DIGIT is due to expire at the end of 2013. With regard to existing activities, it will be possible to have specific contracts running in this framework until September 2014, but with limited change requests⁵. A new framework contract should be

³ Article 7(2) of the Agency Regulation.

⁴ Article 26 (2) and (3) of the VIS Regulation, Article 15 (2) and (3) of the SIS II Regulation and Decision and Article 5(b) of the Agency Regulation

⁵ The sTESTA Framework Contract expires on 28.9.2013 and the last specific contracts can cover services until 28.9.2014, but with limited change requests allowed/possible over the last year.

available in 2013. Contractual formalities under the new framework contract and the migration of SIS II, VIS and Eurodac to the new network have to be completed by September 2014 at the very latest. By the end of 2012, the Agency will start to plan activities for the preparation and implementation of network migration in its specific areas of competence (supervision, security and management of relations between the Member States and provider of the new network for VIS, SIS II and EURODAC). As mentioned above, the Commission remains responsible for budgetary and contractual matters related to the network.

ACTION	INDICATIVE TIME FRAME
MoU between the Agency and the Commission to ensure coherence between the exercise of their respective competences, as regards tasks relating to the Communication Infrastructure. This MoU will cover operational working arrangements also on a variety of other issues	FINALISE BY NOVEMBER 2012
Establish the technical procedures necessary for the use of the communication infrastructure for EURODAC	FINALISE BY END 2012

4.3 Adoption of security and data protection measures

The Agency will carry out the following tasks for SIS II, VIS and EURODAC in 2012

- Adoption of the necessary measures to ensure the security of central systems, the security of the communication infrastructure and the security of data, including a security plan, taking into account the possible recommendations of the Advisory Groups, with the exception of the security measures and the security plan of the communication infrastructure for SIS II which will remain the responsibility of the Commission. The Agency should nevertheless adopt security measures in respect to the exchange of supplementary information through the communication infrastructure of SIS II.
- Establish confidentiality requirements in respect of the staff required to work with the data in SIS II and VIS, in order to comply with Article 17 of Regulation (EC) No 1987/2006, Article 17 of Decision 2007/533/JHA and Article 26(9) of Regulation (EC) No 767/2008 respectively) and, in order to apply appropriate rules of professional secrecy or other equivalent duties of confidentiality to the Agency's staff required to work with EURODAC data.
- Ensure that every access to and all exchanges of personal data are recorded at central level as well as the protection of records by appropriate measures.
- Any additional security tasks assigned to the Agency under the legal instruments for the systems that it operates.
- With respect to data protection measures for EURODAC, the Agency will also be responsible for advising the Member State of origin if factually inaccurate data is identified in the system and for transferring or making available to the authorities of third countries data recorded in the system, in cases where the Agency is specifically authorised to do so.

ACTION	INDICATIVE TIME FRAME
General security measures	
1. Security Measures including a Security Plan for the Agency covering matters such as access to sites, personal security.	• Final approval by Management Board: Q4 2012
2. Business continuity and Disaster Recovery Plan for the Agency covering matters such as access to sites, personal security.	• Final approval by Management Board: Q4 2012
3. Confidentiality requirements rules for staff working with data in the systems (this item is separate in the legal instruments)	Final approval by Management Board: November 2012
Communication Infrastructure	
4. Security Measures and Security Plan for the Communication Infrastructure covering matters such as business continuity, management of contractors, management of encryption keys, etc) with the exception of the security measures and the security plan of the communication infrastructure for SIS II which will remain the responsibility of the Commission	Final approval by Management Board: November 2012
SIS II	
5. Security Measures and security plan for SIS II covering matters such as organisation of security, technical measures, business continuity, access control, cooperation with EDPS and follow-up of EDPS audits.	Final approval by Management Board: November 2012
6. Adopt security measures in respect to the exchange of supplementary information through the communication infrastructure of SIS II.	Final approval by Management Board: November 2012
VIS	
7. Security Measures and security plan for VIS, covering matters such as organisation of security, technical measures, business continuity, access control, cooperation with EDPS and follow-up of EDPS audits.	Final approval by Management Board: November 2012
EURODAC	
8. Security measures and security plan for EURODAC defining the necessary security measures to ensure the security of the central system, the communication infrastructure and the security of data. These will also cover	Final approval by Management Board: November 2012

matters such as cooperation with EDPS and follow-up of EDPS audits.	
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4.5 Monitoring, reporting and statistics and Communication

The specific tasks of the Agency in these areas are defined in the legal bases for the respective IT systems and in the founding Regulation. In general, the Agency will be responsible for putting in place and implementing procedures for monitoring the functioning of the systems under its management, reporting to the European Parliament, the Council and the Commission on the technical functioning and security aspects of the systems, provision of information required by the Commission for the regular evaluation of VIS and EURODAC, compilation of statistics on the use of the systems, publication of information on national authorities which have the right to access or use data in these systems and communication, in particular, the establishment of a web site for the Agency, preparations for the SIS II campaign scheduled for the first quarter of 2013 and communication on its own initiative in the fields within its tasks.

The following actions are foreseen for 2012:

ACTION	INDICATIVE TIME FRAME
Monitoring	
1. Put in place procedures for monitoring the functioning of VIS and EURODAC	Q4 2012
2. Continue preparations for the monitoring procedures for SIS II	Continuous
Reporting	
3. Adoption of the Annual Activity report for the Agency for 2011 and submission to the EP, the Council, the Commission and the Court of Auditors	15 June 2012
4. Adopting the annual report on the activities of the Central Unit of EURODAC	It is possible that the Commission may retain responsibility for this initially.
Information for the Commission, the Parliament EDPS and Member States	
5. Provide the Commission with the information necessary to produce the regular evaluation of VIS and EURODAC	As required
6. Inform the European Parliament and the Council of the measures adopted to ensure the security of data use in the VIS. In May 2010, the Commission adopted a Decision on a Security Plan for VIS, implementing the security provisions of the VIS basic instruments. ⁶	Once the agency's own security plans are available
Statistics	
7. Take over work, started by the Commission, to ensure that Member States have implemented statistics	Final deadline for completing this work: March 2013

⁶ This Decision entered into force when VIS went live and will remain in force until the Agency, which will have its own security plans, takes up its responsibilities on 1 December 2012.

gathering mechanisms, including common counting rules, in order to be able to fulfil reporting obligations from day one of SIS II operations.	
8. Ensure that mechanisms and processes are put in place to allow the Agency to take over statistics tasks for VIS by the beginning of 2013. No statistical tasks are reflected in the Agency text for VIS.	End 2012
9. Compilation of quarterly statistics, annual statistical compilations on the work of the Central Unit of EURODAC and any other statistics that may be required on EURODAC	As from the end of 2012
Publication	
10. Publication of updates to the lists of national authorities, including authorities having the right to access, enter, amend, search, delete or consult data in VIS and EURODAC, in accordance with the legal bases governing these systems.	As required
Communication	
11. Contribute to the planning and preparations for the SIS II information campaign to be organised at the start of operations of SIS II (March 2013)	October 2012
12. Establish the Agency web site by the end of 2012	End of 2012
13. Publication of the Annual Work Programme and the annual activity report for 2011	30 September 2012

4.6 Organisation of training on the IT Systems

The Agency will be responsible for providing training to national authorities, as laid down in the founding Regulation and the specific legal bases for the IT systems under its management. In particular, the Agency will be responsible for tasks relating to technical training on VIS and EURODAC⁷. In 2012, the Agency will be in a preparatory phase with respect to these activities and the actual training will start as of 2013.

One priority to address in 2012 and early 2013 will be to establish the role of the Agency in the area of training for SIRENE operators (clarification of the respective roles of the Agency, CEPOL and Member States in this area). This will pave the way for the signature of a memorandum of understanding with CEPOL and agreement on the inclusion in CEPOL's training curricula for law enforcement authorities of the relevant SIRENE and SIS II training. The memorandum should also cover division of responsibility between the agencies.

A second priority will be to establish the role of the Agency for training of Schengen evaluation team members and lead experts (clarification of the respective roles of the Agency, CEPOL and FRONTEX.)⁸.

⁷ As from 2013, these tasks will also include training on the technical use of SIS II, in particular for SIRENE-staff (SIRENE- Supplementary Information Request at the National Entries) and training of experts on the technical aspects of SIS II in the framework of the Schengen evaluation.

⁸ A key objective of these discussions will be to examine the roles assigned to each agency for this specific objective in their respective legal bases and to achieve complementarity by ensuring that each Agency offers a different portfolio of training activities, which when combined cover all aspects of the Schengen Evaluation process

A further priority for the Agency, with respect to VIS and EURODAC, will be to coordinate the development of curricula with national authorities and establish a training delivery plan in cooperation with these authorities.

See also point 4.7 below.

4.7 Cooperation with other agencies, organisations and projects in the field of freedom, security and justice

- **Agencies**

In accordance with the establishing Regulation, EUROPOL and EUROJUST may attend the meetings of the Management Board of the Agency when a question concerning SIS II in relation with the application of Decision 2007/533/JHA is on the agenda. EUROPOL may also attend the meetings of the Management Board as observers when a question concerning VIS in relation with the application of Decision 2008/633/JHA is on the agenda.

The Agency will take the initial steps for cooperation with Agencies not only with EUROPOL, and EUROJUST, but also ENISA, FRONTEX, CEPOL and FRA. The Executive Director of the Agency will participate in the annual meetings of the heads of JHA Agencies and a representative of the Agency (desk officer level) will participate in the JHA Agencies Contact Group, with a view to exploring and agreeing on other forms of cooperation. Representatives of a number of these Agencies will be invited to give presentations at Management Board meetings of this Agency. Complementarity will be a key objective for certain Agency relationships. This applies in particular to cooperation with EUROPOL and to cooperation in the area of training between CEPOL, FRONTEX and the Agency.

- **European Information Exchange Model**

The establishing Regulation provides that "*the Agency should follow European and international standards taking into account the highest professional requirements, in particular the European Union Information Management Strategy*" (Recital 22). The EU Information Management Strategy⁹ (IMS) provides a methodology to ensure that decisions taken at EU level about the need for managing and exchanging data and decisions about the ways to do so are taken into account in a coherent, professional, efficient and cost-effective way, accountable and comprehensible to the citizens and the professional users. In this context the Commission will in December 2012 present a Communication on the European Information Exchange Model (EIXM). Taking full account of the IMS, the EIXM aims to achieve better coherence and consolidation in the area of information exchange for law-enforcement cooperation¹⁰ The Agency will follow up developments with the EIXM with a view to defining the possibilities for future cooperation once the EIXM policy has been endorsed at political level.

4.8 Advisory Groups

- There will initially be three configurations of the Advisory groups (SIS II, VIS and EURODAC). These Groups will be composed of representatives of the Member States and associated countries, the Commission, EUROPOL and EUROJUST (for SIS II) and EUROPOL (for VIS Advisory Group).

⁹ The IMS was adopted by JHA Council on 30.11.2009 (see doc. 16637/09 JAI 873).

¹⁰ The first step of EIXM carried out in 2010/11 consisted of a mapping exercise on the four areas of legislation, communication, information flows and technology.

- The main role of these groups will be to provide the Management Board with expertise relating to large-scale IT systems and, in particular, in the context of the preparation of the annual work programme and the annual activity report. They will also provide recommendations related to security measures and an opinion on multi-annual work programmes and members of these groups may be called upon to assist members of the Management Board¹¹. The Executive Director or his/her representative will be entitled to attend all meetings of these groups as observers.
- The EURODAC Advisory Group also provides advice to the Management Board on technical aspects of the physical removal of EURODAC.
- The inaugural meetings of the Advisory Groups in all three configurations (SIS II, VIS and EURODAC) took place during the week of 5-8 June 2012 in Tallinn. Further meetings are due to take place every 1-2 months, depending on the priorities on the agenda.

4.9 Secretariat of the Management Board

The Commission will be responsible for the preparation of the Management Board meetings in a caretaker function until the Agency becomes operational and logistical formalities will be handled by the external contractor. This will apply for meetings of the Board until the Executive Director and secretarial support of the Agency are in place (tentatively scheduled for November 2012).

From that moment on, the Commission will gradually hand over responsibility for the organization of the Management Board meetings to the Executive Director, although it will retain financial responsibility until the Agency is fully independent from a financial point of view. This is expected in 2013.

ACTION	TIME FRAME
Inaugural Management Board (MB) meeting:	22-23 March 2012
2nd MB Meeting	28 June 2012
3rd MB Meeting	29-30 November

4.10 Other Operational tasks

Other tasks referred to in the Regulation establishing the Agency, in particular monitoring of research, implementation of pilot schemes and development and operational management of other new IT systems will start in subsequent years.

¹¹ Other tasks of the Advisory Groups could include providing information technology expertise to the Management Board on the systems, preparing technical specifications of descriptive nature which do not impose normative provisions on the Member States and the Commission, provide input on the draft reports on the technical functioning of the systems, on the training of experts, on the orientation for monitoring of research, on statistics on the systems and on any other matter strictly related to the development or operational management of the systems. The specific priorities will be fixed by each group. In particular, their work will take account of operational priorities for the relevant system.

5. Building the team

The projected size of the Agency is commensurate with the crucial role that it will play in managing large-scale IT systems that are essential for achieving important and visible policy objectives in the area of freedom, security and justice.

In 2012 the Agency will start the recruitment of staff and make the necessary organisational arrangements. The Establishment Plan of the Agency specifies that 75 Temporary Agents can be recruited in 2012.

5.1. Recruitment strategy of the Agency in 2012

The recruitment strategy for 2012 takes account of the establishment plan for 2012. The priorities, choice of procedures and arrangements described below have been defined in close consultation with DG HR and EPSO.

The Agency has no permanent posts in its establishment plan. The Agency staff will be composed of Temporary Agents (long and short-term), Contract Agents (long and short-term) and Seconded National Experts (SNEs). According to the current schedule, the Agency will be in a start-up phase in 2012 and will mainly recruit and train its staff members.

The Agency's 2012 establishment plan foresees the recruitment of 75 staff members during that year (approximately 62 operational staff and 13 administrative staff.). The main initial priority during 2012 will be to establish the operational units responsible for taking over the operational management of the systems as of 1 December 2012, as well as the backbone of the support units, i.e. the administrative services, human resources management and the finance, procurement and contract unit and legal advice functions. The Executive Director shall also take up his/her post in late 2012.

The profiles required by the Agency are as follows:

- Executive Director
- Security Officer, Data Protection Officer and Accounting Officer
- Management (for managing technical and administrative activities)
- Technical staff (security, helpdesk operators, IT specialists, IT support and assistance and administrative staff specialised in the various technical areas needed to operate and manage the systems)
- Administrative staff (General Administration and Coordination; Law; Finance, Audit and Procurement; Administrative and Logistic Support).

Procedures for drawing up reserve lists of management and technical staff, following the *Call for expressions of interest*¹² published on 23 November 2011 were completed by August 2012. Approximately 30 members of staff are due to be recruited from these lists in 2012. Recruitment of administrative staff is ensured via existing reserve lists (the European Personnel Selection Office – EPSO- sent information on this matter to all laureates which were on valid reserve lists in their database and which had not yet been recruited as officials). Approximately 12 persons are due to be recruited via this procedure in 2012. A limited

¹² For Management (grades AD 10 and AD 12), security (grades AD 5 and AD 7), IT Specialists (grades AD 5, AD 7 and AD 9) and IT Support and Assistance staff (grades AST 3 and AST 5).

number of additional members of staff with experience in the management of central units of Schengen-related IT systems (SIS, EURODAC, VIS) will also be recruited by the Agency in 2012 to ensure continuity in the operation of the systems.

The Security Officer, Data Protection Officer and Accounting Officer are due to be appointed by the Management Board in response to specific published announcements for each post.

ACTION	TIME FRAME
Recruitment of the Executive Director	Tentative target date for appointment by the Management Board (September 2012)
Recruitment of the initial Agency team (75 persons): technical staff, staff to ensure continuity of operations & administrative staff)	Autumn 2012. Reserve list for management and technical staff (following the Call for expressions of interest) due to be available from August 2012
Recruitment of the Security Officer, Data Protection Officer and Accounting Officer	End of 2012

5.2. Multiannual staff policy plan for 2013-2015

A draft multiannual staff policy plan for 2013-2015 was presented to the first Management Board meeting in March 2012 and adopted during the meeting.

5.3. Training of Agency Staff

The courses will be organised in 2012 for both technical and non-technical recruits. This will include induction training for both profiles, more specialised technical training and specific training tailored to the specific needs of each system that will be managed by the Agency. Steps will also be taken to ensure that other staff profiles receive appropriate training. This applies in particular to financial staff.

Specific training will be planned, taking account of training maps to be drawn up for each member of staff, precisely defining type of training needed to bring their existing skills set up to the full requirements for their specific functions.

Training for Agency staff in the framework of the shadowing and coaching activities for taking over the management of the IT systems is covered under the specific headings for these programmes in points 4.1 above.

IN-HOUSE TRAINING	DATE
1. Agency Welcome pack training for non-IT staff (1 week course providing non-technical recruits with an overview of all systems, in particular the business and key architectural elements).	October –November 2012
2. Administrative Welcome Pack (similar to the induction courses organized for new	October-November 2012

members of European Commission staff	
3. Agency IT Welcome Pack Training ¹³	September – November 2012
4. Detailed specific technical training for experts (IT specialists) ¹⁴	October – November 2012
5. Business and operational training (IT specialists) ¹⁵	October – November 2012

Technical training to national authorities on the IT systems under the Agency's management is covered in 4.6.

6. Administrative matters, infrastructure, financial management and logistics

Pursuant to Article 36 of the Regulation establishing the Agency, the Commission in a caretaker function has, over several months, taken various steps to start putting in place the necessary administrative, financial and logistical facilities and procedures that will be required, in order for the Agency to enter into operations. In addition to the ongoing agreement with EPSO for provision of assistance with implementing selection procedures for the Agency, service level agreements and other working arrangements with the following Commission services will be formalised and implemented in the course of 2012.

- OIB for provision of technical advice relating to the selection and upgrading of buildings for setting up the Agency HQ in Tallinn and for provision of temporary office space in the premises of the European Commission in Brussels for Agency staff due to be recruited before the temporary premises in Estonia are available.
- The Medical and Psychosocial Intervention Service of DG Human Resources and Security for formalities related to medical screening of selected candidates
- The Office for Administration and Payment of Individual Entitlements (PMO) for payment of remuneration and expenses to agency staff and candidates for posts
- DG Human Resources and Security Directorate for Security on compliance with security standards and DG DIGIT for the installation of the s-TESTA network
- The Translation Centre for the Bodies of the EU
- DG Budget for installation of ABAC
- OLAF: accession to the inter-institutional agreement concerning investigations by OLAF, in accordance with Article 35 of the Agency Regulation (a decision concerning the terms and conditions for internal investigations in relation to the prevention of fraud, corruption

¹³ One week course providing new technical recruits with detailed training on aspects common to all of the systems). This training will be mandatory for all technical profiles; other profiles may also be invited to participate in a reduced set of training modules, in order to develop their business knowledge of the core activities of the Agency.

¹⁴ This will cover subjects such as Oracle, Weblogic and/or specific hardware), taking account of the specific tasks that personnel will be required to perform and their existing level of knowledge.

¹⁵ Business and operational training: training related to the business and operational functions of the specific system that staff will operate or manage (eg how visas are processed, the business environment for EURODAC, how to resolve incidents...). For VIS and SIS II, this training will be delivered based on the material delivered by the main development contractor during the VIS/BMS and SIS II Transition plans (mainly operational procedures describing large-scale or daily operational scenarios).

and any illegal activity detrimental to the Communities' interest is due to be adopted by the Management Board in June 2012).

During the initial phase of Agency's operations, before it is granted financial independence, a number of contracts, including the MWO contracts for SIS II and VIS will be concluded by the Commission in the name of the Agency. Once the Agency has been granted financial independence (planned in 2013), it will assume responsibility for financial matters related to these contracts.

6.1 Headquarters Agreement with Estonia and site agreements with France and Austria

Work under this heading will follow on from the preparatory work carried out by the Commission and the Estonian, French and Austrian authorities in 2011 and early 2012.

Negotiations are in progress on the three draft agreements defining arrangements concerning the accommodation to be provided for the Agency in the host Member States, the facilities to be made available by those Member States, security arrangements and specific rules applicable in the host Member States to the Executive Director, the members of the Management Board, staff of the Agency and the members of their families. With regard to security, the Agency is responsible for security on its premises. However, Article 30(2) of the Agency Regulation requires host Member States to take adequate measures to maintain order and security in the vicinity of the premises of the Agency¹⁶. These obligations will be reflected in the Headquarters and site agreements.

Negotiations are expected to progress in time for the agreements to be approved by the Management Board and signed by the Executive Director of the Agency with the host member States in the 3rd quarter of the year.

6.2 Headquarters building in Tallinn, Estonia

As part of their offer to host the Agency, the Estonian authorities committed to making available suitable premises for the Agency Headquarters in Tallinn free of charge. In the medium term (approximately 2-3 years time), they intend to provide the Agency with a tailor-made building to permanently host its Tallinn HQ. The Agency HQ will be hosted on temporary premises until this permanent building is finished.

Estonia provided the temporary premises by June 2012. The building selected by the Commission from the alternatives proposed by the Estonian authorities is situated at 4, Ravala St ("EU House") in downtown Tallinn where the Commission Representation and the Bureau of the European Parliament are also located. The layout of this building needs to be modified, in order to respect technical and security requirements and to fine tune it to specific operational needs of the Agency.

The permanent premises will be identified at a later stage in close cooperation with the Management Board and the Executive Director.

6.3 Reconversion of C.SIS in Strasbourg into the technical site of the Agency

¹⁶ Also including the provision of appropriate protection and guaranteeing free access to the premises and land of the Agency by persons authorized by the Agency

In the framework of a Specific Contract with the Commission, a study is being carried out by an external contractor to assess the current C.SIS site and recommend specific measures to reconvert this site into the future technical site of the Agency. This site will need to be a modern data centre operating the IT systems with minimum costs and optimal utilization of resources. The specific recommendations from this study are being examined and the Management Board is due to be consulted on this matter during a forthcoming meeting in 2012. The next step will be the conclusion of a contract with an architectural study bureau for the development of an implementation plan, with a view to implementing the priority works necessary for the entry into operations of the Agency by December 2012 at the latest. The Agency will be responsible for managing and supervising the execution of this implementation plan. Further reconversion works may be necessary in the course of 2013.

6.4 Preparation of the back-up site in St Johann im Pongau

In case of a disaster preventing the Agency from operating the IT systems from its premises located in Strasbourg (France), the operation of these systems would be performed from the back-up (BCU) site located in Sankt Johan im Pongau (Austria). Staff from Strasbourg would be temporarily transferred to the back-up site pending the resolution of the issues.

The Agency will therefore need an adequate infrastructure and organisational support at the back-up site to deal with the switchover/failover operation itself together with additional facilities and support for hosting the temporarily transferred staff.

Teams of staff from the Strasbourg site on mission for 1 week periods will ensure a permanent presence at the BCU site.

The back-up site has already been prepared up to a sufficient standard to be operational in case of a disaster leading to a need for a switchover/failover of one or several of the systems. However, it is necessary to strengthen the facilities to be used in the event of a disaster requiring a permanent team on site during a prolonged period.

Specific requirements in terms of infrastructure, communication facilities, logistical requirements and organisational support have been defined, including additional requirements for a prolonged disaster. This document will form part of the agreement to be concluded with Austria on the back-up site.

Pending approval of the back-up site agreement, it is possible that the current contract between the European Commission and Austria for managing this site may be amended, with a view to obtaining additional space for EURODAC (and other needs).

During the negotiations with Austria it will also be necessary to discuss whether and how the current service contract for the back-up will need to be adapted to the requirements of the site agreement or separate technical agreement.

6.5 Financial Management

A number of key deliverables related to financial management have been prepared by the Commission, acting in its caretaker role. This applies in particular for the 2012 Budget and draft statement of estimates for 2013, the draft Annual Work Programme for 2012 and the draft Annual Work Programme for 2013 and Annual Activity Report 2011.

The Agency will start setting up the necessary financial structures and circuits in 2012, and specialised staff will be recruited for dealing with financial and procurement procedures.

The Agency is aiming to become financially independent in 2013.

- In the period prior to the granting of financial independence to the Agency, the Commission will launch a number of tender procedures on behalf of the Agency and work will start on a procurement plan.

During this period, the Agency will already assume responsibility for supervision of operational matters related to these contracts.

- Once the Agency has been granted financial independence, it will assume responsibility for financial matters, working on the basis of a procurement plan and will deal with a wide range of procurement procedures, including procedures for upgrading buildings and facilities, procurement of equipment and furnishings and specialised procurement related to the IT systems under its management.

In both of these phases, the Management Board will be informed of key calls for tenders and Member State experts may be invited on a case-by-case basis to provide technical expertise for the definition of tender documents and procedures.

6.6 Other arrangements

All the other necessary logistical arrangements will be made in order to ensure that the Agency will start delivering its services from Estonia during the summer of 2012.

Communications activities are described in point 4.5.

Action	Indicative Time Frame
Finalize and sign Headquarters Agreement with Estonia	3 rd quarter 2012
Finalize and sign technical site agreement with France	End of November 2012
Finalize and sign agreement with Austria on the Back-up site	3 rd quarter 2012
Finalize memoranda of understanding and/or agreements with Commission services required support/provide basic administrative functions (buildings, security, payment of staff, medical screening of candidates)	3 rd quarter 2012
Temporary premises to be made available by Estonia	2 nd semester 2012
Equip the interim premises in Tallinn	2 nd semester 2012
Implement the technical and security measures required on the sites	December 2012