Council of the European Union

NOTE

From:	Presidency
To:	Working Party on JHA Information Exchange (IXIM) / Mixed Committee (EU-Iceland/Norway and Switzerland/Liechtenstein)
No. prev. doc.:	10110/20; 11309/20
Subject:	SIS recast implementation: competent authorities' access and change management

I.   BACKGROUND

At the informal videoconference of the members of the Working Party on JHA Information Exchange (IXIM) on 16 July 2020, the Presidency introduced the topic of change management with regard to the SIS recast and outlined its importance for successfully connecting competent authorities to the revised Schengen Information System (SIS). In preparation for further discussion on the topic at the informal videoconference of the members of IXIM on 5 October 2020, the Presidency circulated a questionnaire[1] asking the Member States about their experience of and views on change management as part of the SIS implementation, in particular in order to share best practices.

The responses from 24 Member States, Europol and the European Border and Coast Guard Agency (Frontex) are summarised in document 11309/20, and were also presented during the above-mentioned informal videoconference of the IXIM members.

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[1]   10110/20.

The replies to the questionnaire, and the exchange of views that took place at the IXIM videoconference showed that the involvement of current and new SIS users and the training they receive is considered to be a critical success factor, both for the implementation of interoperability and for the SIS recast. Appropriate, effective and focused communication will be a key factor in a successful change management process and would benefit all Member States.

The Presidency has therefore created a toolbox comprising the different change management measures and instruments cited by the Member States, in to order to allow all SIRENE Bureaux to make use of them as part of their respective SIS implementation, in accordance with applicable legislation.

II. CHANGE MANAGEMENT TOOLBOX

Sets of possible measures to take as part of the SIS recast

The different instruments for change management that could be used as part of the SIS recast implementation are listed below, grouped by purpose:

1. Tools for information gathering

- Questionnaires for assessing needs and carrying out primary internal evaluations. The main aim of this phase is to identify all authorities and stakeholders concerned and to prepare and develop a possible future project structure.

2. Tools for internal (project) communication and information sharing

- **Communication matrix**: a tool to assess how exactly one stakeholder is communicating with another (in the form of a table showing all the project stakeholders and their communication flows). A communication matrix of this type could be structured in such a way as to clarify **who** (responsible authority or person) communicates with **whom** (stakeholder) about **what** (content/topics), **how** (form of communication), **when** (once, periodically, etc.) and sometimes **why** (main goal, desired outcome).

- **Project jour fixe**: a regular meeting of the operational and management level to keep all relevant stakeholders updated about progress and developments on the project.

- **Project workshops**: an internal expert meeting at operational level (including the various governmental, national, regional and local authorities) to address specific technical questions, such as IT-related or legal issues, in order to develop solutions and prepare for the decision-making phase of the project.

- **Project groups**: groups to facilitate cooperation with external partners from governmental, national, regional and local authorities that are not directly part of the national SIS recast project structure.

- **Multipliers workshops**: workshops aimed at specific individuals who will play the role of mediators by passing on their knowledge to a particular group of end users. The idea is to first identify suitable multipliers in a number of authorities, who will share information and ideas with their colleagues.

- Non-personal/written information sharing:

  - **newsletters** about the project structure, notable developments, milestones reached, workshop outcomes;

  - **intranet presence**: webpages, info portals, SharePoint platforms or wikis which provide SIS end users with regular updates and ensure a continuous information flow; and

  - **flyers** to raise awareness among end users.

3. Tools for public relations, internal and external advertisement, and motivation of end users

- **Videos** explaining the SIS recast and its impact. These videos can be shared on social media intranet platforms aimed at end users.

- **Mini stories/series** on the intranet page which explain the SIS step by step (e.g. one alert category at a time) and set out the changes introduced by the new legal basis.

- **Hero stories** to illustrate the success of the SIS. These stories comprise narrative descriptions giving real life examples of situations where case officers, SIRENE officers, police officers, prosecutors and judges are working together successfully – similar to the initiative put in place by the European Commission in autumn 2019.

- **Articles** about the SIS in professional journals.

- **Visits** by the project team to the end users' authorities to inform them about the SIS recast project.

- **Video messages** or official communication to end users (e.g. from ministers, heads of authorities or the head of the project).

- **Distribution of giveaways** (possibly with the national SIS recast project logo) to stakeholders.

4. Tools for training and education

- **Updated national training** programmes for SIRENE operators, staff deployed at police stations and all end users. Different programmes could be created for beginners, intermediate users and advanced users (and could be run on, e.g. knowledge platforms or wikis).

- **E-learning tools** and tutorial platforms with, e.g. click-through tutorials, manuals and applications available for use on different devices, including mobile phones. These could include:

  o webinars (online seminars given by a lecturer and offering screen-sharing options);

  o web conferences (dialogue between participants);

  o virtual classrooms; and

  o micro e-learning (small learning units and short-term learning activities).

5. Tools for long-term success/sustainability

- Development/upgrade of a service desk for all end users.

- Maintenance and regular update of the SharePoint or other platform, including once the regulations have been fully implemented and the national SIS recast project has been completed, as a way of ensuring ongoing success.

III. WAY FORWARD

The tools proposed above reflect the current state of thinking with regard to change management measures that can be adopted as part of the SIS recast implementation. Change management is an ongoing process that takes place during the implementation phase and beyond. The list set out above is not designed to be exhaustive, and not all instruments will be suitable for all SIS recast implementation projects in any particular Member State. The list can therefore be added to and updated with further measures during the course of the project phase. The proposed instruments should, however, serve as a good guide to how successful change management can be achieved during the SIS recast. The toolbox may also be useful for change management processes taking place as part of the implementation of other projects in the area of JHA information systems.