

Programming document 2017–2020

Work programme 2018

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TOWARDS UPWARD CONVERGENCE 2017-2020



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Foreword

While recovery and progress is discernible, Europe continues to face many challenges across the social, employment and work-related domains.

The dramatic and ongoing political developments are equally demanding for a European Union seeking to ensure a fair and competitive context for all those who live within its boundaries.

It is against this background that Eurofound's new programme of work for 2018 is launched within the context of its multiannual programming document. Notwithstanding the challenges, the Agency continues in its efforts to contribute to effective policies that lead to the improvement of quality of life and work for all citizens – a role and ambition it has held for over four decades and which continues today. Working with its partners at EU and national level, the new programme is Eurofound's unbiased response to the needs of policymakers as they grapple with this unique period of change and uncertainty.

We trust this work programme will serve as a positive contribution to those shaping the policy agenda to improve the lives and work of all Europeans at this important time.

Juan Menéndez-Valdés

Director

Acronyms used in the report

ABB	activity-based budgeting
ABM	activity-based management
BPI	business performance improvement
CAAR	consolidated annual activity report
Cedefop	European Centre for the Development of Vocational Training
CRM	customer relations management system
ECS	European Company Survey
EIGE	European Institute for Gender Equality
EJM	European Jobs Monitor
EMCC	European Monitoring Centre on Change
EMCO	Council's employment committee
ENP	European neighbourhood programme
EPMS	Eurofound performance monitoring system
EQLS	European Quality of Life Survey
ERM	European Restructuring Monitor
ETF	European Training Foundation
EU-LFS	European Union Labour Force Survey
EU-OSHA	European Agency for Safety and Health at Work
EU-SILC	European Union Statistics on Income and Living Conditions
EurLIFE	European Observatory on Quality of Life
Eurofound	European Foundation for the Improvement of Living and Working Conditions
EurWORK	European Observatory of Working Life
EWCS	European Working Conditions Survey
FRA	European Union Agency for Fundamental Rights
IAS	Internal Audit Service
ICT	information and communication technology
ILO	International Labour Organization
IPA	Instrument for Pre-accession Assistance
KPI	key performance indicator
MEP	Member of the European Parliament
OECD	Organisation for Economic Co-operation and Development
QFR	quality framework of change and restructuring
SES	Structure of Earnings Survey
SPC	Social Protection Committee

Mission statement

Eurofound's mission is to provide knowledge to assist in the development of better social, employment and work-related policies.

The 1975 Founding Regulation stipulates:

The aim of the Foundation shall be to contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development. With this aim in view, the tasks of the Foundation shall be to develop and to pursue ideas on the medium- and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change.

Eurofound's vision is that the Agency's knowledge will contribute to effective policies that lead to the improvement of quality of life and work in a fair and competitive Europe.

I. General context

Policy context

- Eurofound’s multiannual programme 2017–2020 commenced at a time when the European Union looked back at a decade of economic turmoil and one of the most challenging periods in its history. The banking and fiscal crisis that led to the most severe recession since the Great Depression triggered unprecedented measures geared towards restoring fiscal stability and saving the euro.
- Though successful in achieving these aims, a large part of Europe has experienced the past decade as one marked by high levels of unemployment, especially among young people, growing economic insecurity and increasing poverty and exclusion. In terms of progress in achieving the core objectives of the European integration project – inclusive growth and upward economic convergence with employment creation and better living and working conditions for all – the 10 years since the outbreak of the crisis in 2007 appear as a lost decade.
- However, as we roll out this programming document, the EU labour market has shown improvement in more recent years. Since 2013, unemployment has fallen sharply and by the end of 2016 was at the same level as in 2006: 8%. This holds true, despite the fact that not all Member States were hit equally hard by the recession, national governments introduced different measures to counteract the effects of the employment and social crises, and recovery is not homogeneous. After a long period of convergence among Member States of the European Union, both as regards wages and income, the recession of 2008 halted this catch-up process. However, as growth returns, Eurofound research shows that there are signs of a return to convergence in wages – although not yet in household income – which is also influenced by other factors, such as unemployment and welfare transfers.
- The EU economy has been growing since 2013, with all Member States registering positive numbers by 2016. But still the scars of the recession remain, not least as regards long-term unemployment, the increase in involuntary part-time work – particularly in countries with high unemployment – and the persistence of a perceived lack of fairness. Moreover, Europe is marred by various forms of political extremism and euro-scepticism is still high, which is at least partially linked to negative perceptions of migration and mobility as well as security tensions – also against the background of impending exit of the UK from the European Union. For the period covered by the multiannual part of this programming document, this means that progress must continue to be made in solving the economic challenges facing Europe: to increase competitiveness and ensure sustainable, job-rich growth. Additionally, progress in achieving more equal and inclusive societies and a return to convergence towards higher levels of quality of work and life for all must also become evident.
- These ambitions, reflected in the political guidelines of the Commission, the *Agenda for jobs, growth, fairness and democratic change*, have shaped initiatives such as the European Pillar of Social Rights¹ and the New start for social dialogue.² The European social partners are united in the view that Europe needs to be both a good place for enterprises to invest and create jobs and also a good place to work and live.³
- The vital goal of European integration – improving living and working conditions and harmonising them – has to be achieved in a new global setting which differs in many respects from the pre-crisis situation. The

¹ The [European Pillar of Social Rights](#), launched by the European Commission on 26 April 2017, sets out a number of key principles and rights to support fair and well-functioning labour markets and welfare systems. It will serve as a compass for a renewed process of convergence towards better working and living conditions and includes a comprehensive package of different legislative and non-legislative initiatives. The Social Scoreboard used to monitor and compare developments in this area is a key element of the initiative. The European Pillar of Social Rights was proclaimed and signed by the Council of the EU, the European Parliament and the Commission during the Gothenburg Social Summit for fair jobs and growth in November 2017.

² Joint statement signed in June 2016 by the European Commission, the Presidency of the EU Council and the EU Social Partners.

³ 2015 Joint in-depth employment analysis by BUSINESSSEUROPE, CEEP, ETUC and UEAPME.

underlying long-term drivers of change remain the same: demography, technological development, globalisation and environmental challenges. However, within these drivers, some paradigmatic changes are manifesting themselves that are likely to have a particularly transforming influence on the areas of relevance to Eurofound. When addressing these challenges, policymakers are facing a series of dilemmas.

- The digital shift is having an impact on labour markets and the employment distribution between occupations, as well as on the content and quality of work and its organisation. Digitalisation is likely to lead to job losses and to new jobs being created. New possibilities for automation can contribute to enhanced competitiveness and support a revival of manufacturing in Europe, but this is unlikely to lead to the abundance of jobs previously associated with a strong manufacturing sector. Digitalisation is also changing the services sector, including high value-added tasks such as design and engineering, with the potential to improve productivity but also impacting on employment levels and job content and quality, as well as skills requirements. Adapting to these changes and seizing the opportunities the digital age offers are, therefore, closely linked to appropriate skills and well-functioning labour markets. The question is, how to adapt European economies in order to benefit from digitalisation, and also how to manage the process in order to minimise potential disruptive effects. The challenges and opportunities that technological change poses to the protection of health and safety of workers is taken up in the ‘New agenda for health and safety at work to foster better working conditions’ which the Council adopted in October 2015.
- Technological change and new forms of work are transforming employment relations. Concepts such as ‘job’, ‘employer’, ‘worker’, ‘self-employed’, and ‘workplace’ are changing, and boundaries are blurring. Eurofound research shows that some new forms of work can contribute to job growth. However, they come with new challenges to devise policies aimed at ensuring better jobs, guaranteeing workers’ rights and social protection in all situations, improving working conditions, and preventing fraudulent practices. The search for solutions takes place in the face of declining unionisation and in a setting where social dialogue has been under pressure and coverage of collective bargaining has decreased as Eurofound research shows.
- Analysis of the European Working Conditions Survey (EWCS) shows that the majority of European workers have good quality jobs. But there is concern both about those in the 20% of jobs considered of poor quality and about the gap between those in secure relatively well-paid jobs and those with a more tenuous attachment to the labour market, working for low wages with few prospects. This raises questions about social justice and equality and unfair competition based on lower working standards, and also about the impact of job quality and segmentation on the efficient functioning of the labour markets.
- Demographic change, while foreseeable for decades, is starting to show a real impact on labour markets and society, particularly as demand for labour is increasing with economic recovery, demanding urgent policy action in a range of fields. Labour shortages and the sustainability of social protection systems are a source of concern. Both concerns, the search for skilled labour by an increasing number of companies and the need to broaden the base of contributions to the social security system, could be addressed, at least partially, by higher labour mobility and immigration. But the resulting increased diversity of our societies will require solutions to counterbalance the risk of rising tensions and feelings of insecurity. Finding solutions for this dilemma is particularly urgent in the face of the persistent humanitarian crisis caused by geopolitical conflict and poverty outside of Europe, and security problems. Failure to achieve political agreement and societal support for the effective integration of refugees and migrants into European societies is preventing Europe from living up to its humanitarian responsibility to protect. It could ultimately also endanger one of the basic principles of European integration, the freedom of movement in the EU. In order to protect the free movement of workers, as well as that of services, fair mobility needs to be ensured. This is reflected, for example, in the ongoing debate on the posting of workers.
- European companies continue to operate in a globalised world and have to maintain and improve their position vis-à-vis a growing number of increasingly capable competitors. In order to improve productivity and competitiveness on the grounds of innovation and added value rather than low labour standards, European companies need an appropriate regulatory framework and access to a qualified workforce with the right skills. This requires investment in training and upskilling. Engaging and motivating employees and organising work in such a way that makes full use of their knowledge as well as managing diversity can

also increase the innovative capacity of companies. The third European Company Survey (ECS) provides evidence that companies with high levels of employee engagement perform better, not only in terms of economic results but also in terms of the well-being of their employees.

- The drivers of change have impacted differently on different groups. The economic crisis exacerbated the trend towards less cohesive societies and resulted in an increasing number of people at risk of poverty. Mitigating measures – the provision of high quality public services and adequate transfer systems – rely on healthy public finances and strong, sustainable social protection systems. The need to contain public deficits and the reality of an altered age structure adds to the challenge of addressing inequality and the needs of people in vulnerable situations in our societies.
- These developments and associated dilemmas need to be tackled to achieve more equal and inclusive societies and a return to upward convergence towards better living and working conditions – the longstanding EU objective. Three main outcomes need to be achieved to this end: Inclusive growth that comes with jobs, better jobs that can make work more sustainable over the life-course and increased cohesion within and between Member States in order to regain the trust of citizens. This requires policy responses from the EU institutions, governments and the social partners. Eurofound, in accordance with its remit and based on its expertise in the fields of living conditions, working conditions, employment and industrial relations, can contribute knowledge to assist policymakers in this task.
- The period covered in this programming document will require Eurofound to provide, on the one hand, the best possible input to support the implementation of the European growth strategy Europe 2020 and the political guidelines in the President of the European Commission’s Agenda for jobs, growth, fairness and democratic change. On the other hand, Eurofound will need to remain responsive to changes in policy priorities arising from, for example, the UK’s withdrawal from the EU, the newly elected European Parliament in 2019 and the subsequent appointment of a new European Commission, as well as the necessary review of the European Policy Agenda and the Multiannual Financial Framework beyond 2020.

Institutional context

- The Agency operates within the EU institutional framework. The mid to longer term financial outlook for Eurofound is characterised by minimum growth. This implies a reduction, in real terms, of the resources available, unless new tasks with additional resources are allocated to Eurofound. As with other EU decentralised Agencies, Eurofound has also been requested to reduce its staff by 10% – going beyond the 5% staff cut agreed for all EU institutions and bodies. This situation challenges the organisation to do things better with the same resources or less, especially demanding in a situation where the cost of some key activities is increasing.
- Following the common approach for the EU Agencies agreed in 2012 between the European Parliament, the Council and the Commission, a number of measures are being implemented, related to issues such as the role and position of Agencies, their structure and governance, operations, programming of activities and resources, as well as their accountability, controls, transparency and relations with stakeholders. Many of the measures are expected to be fully implemented during this programming period, including the revision of Eurofound’s founding regulation, for which the Commission presented a draft in August 2016. The Commission also commissioned a cross-cutting evaluation with findings by the end of 2017. The evaluation assesses the Agency’s objectives, mandate, governance and tasks in relation to other Agencies acting in the field of labour market, working conditions, vocational education and training and skills in the period 2011–2016. The Commission will draw on the conclusions of the evaluation when developing a Staff Working Document about the future of the four Agencies under the remit of DG EMPL during the course of 2018. This evaluation is likely to be considered also in the context of the development of a proposal for a new European Labour Authority announced by President Juncker in his State of the Union Speech in September 2017. In addition, Eurofound may have to deal with the outcome of the Inter-Institutional Working Group (IIWG2) that started work in 2015 to define the criteria for further developments for EU decentralised Agencies, including potential synergies and efficiency gains through more structural measures.

- The tripartite character of Eurofound’s governing structure will continue to ensure the continued relevance of Eurofound’s programme of activities for its stakeholders and target groups.
- Cooperation agreements are in place with the European Agency for Safety and Health at Work (EU-OSHA), the European Centre for the Development of Vocational Training (Cedefop), the European Training Foundation (ETF), the European Institute for Gender Equality (EIGE) and the European Union Agency for Fundamental Rights (FRA). These agreements foresee early consultation on work programme development and are complemented by yearly action plans that agree further forms of exchange and, where appropriate, joint activities.
- Collaboration reaches even further with the engagement of the Agency’s activities in the candidate countries through the Instrument for Pre-accession Assistance (IPA) programme of the European Commission. If adequate funding was available through the Commission’s European Neighbourhood Policy (ENP), the Agency could explore the relevance of using its expertise in these countries. Cooperation with the ETF would ensure that the experience of the ETF with working in these countries is taken into account.
- The provision of a global perspective in addressing the challenges for the EU is facilitated through cooperation with organisations such as the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). It allows Eurofound access to expertise and information about countries outside the EU.
- It is against this background that Eurofound has to fulfil its mandate to increase and communicate knowledge likely to assist in the development of social, employment and work-related policies.

II. Multiannual programme 2017–2020

Introduction

The identification of Eurofound’s priorities for the programming period 2017–2020 is based, on the one hand, on the analysis of the policy and institutional context that the Agency anticipates (outlined above) and the associated information needs of its stakeholders and users. Secondly, the selection of priorities considers the areas of expertise Eurofound has developed over the years. Eurofound has a strong knowledge base in the area of **working conditions and industrial relations, labour markets and structural change, and living conditions and quality of life**.

It is in these core areas of expertise that Eurofound can make the most valuable contribution and increase knowledge that will assist policymakers in their decision-making. The unique added value provided by Eurofound, as defined by key stakeholders, lies in the provision of EU-wide comparative coverage and the reliability of the data provided.⁴

1. Multiannual objectives

Eurofound’s strategic objective for the programming period 2017–2020 is:

To provide scientifically sound, unbiased, timely and policy-relevant knowledge that contributes to better informed policies for upward convergence of living and working conditions in Europe.

To achieve this objective, Eurofound will make effective and efficient use of human and financial resources through sound management and continuous development of staff, which are key to a high-performing organisation.

Eurofound’s Performance Monitoring and Evaluation System (EPMS) will be used to monitor progress in achieving the strategic objective. The EPMS consists of a set of key performance indicators (KPIs) and metrics, together with analysis based on these data as well as from regular user feedback, and regular evaluations. The KPIs consist of a mixture of input (budget and staff), output (programme delivery) and outcome indicators (those relating to uptake, contributions and use of Eurofound’s knowledge). Following the underlying programming logic (see Annex VII), quantitative targets are defined only for input and output indicators, as these are under the direct control of Eurofound and are useful in that context. In contrast, no targets are defined for outcome indicators. This is not appropriate as outcomes and impact are subject to numerous exogenous factors over which the Agency has limited or no influence. The monitoring and analysis of the outcomes and impact of Eurofound’s work is done within a multiannual perspective, taking into account that several years can elapse for outcomes and impacts to come to fruition. The attribution of outcomes and impacts requires a more analytical approach for which KPIs are one of several information sources.

Relevant indicators are also applied to the operational activities defined in Section III (‘Work programme 2018’), which follow the same logic and approach as the corporate-level KPIs applied to the level of the relevant activity.

Key performance indicators

‘To provide scientifically sound, unbiased, timely and policy-relevant knowledge that contributes to better informed policies for upward convergence of living and working conditions in Europe.’

⁴ Ipsos MORI (2015), *Eurofound external multiannual programme evaluation – Ex-post evaluation of Eurofound 2009–2012 work programme*, Eurofound, Dublin.

Outcome and first-level impact indicators:

- Recognition of the scientific quality of Eurofound’s research.
- Uptake of Eurofound’s knowledge through Eurofound’s website.
- Contributions to policy development through events.
- Use of Eurofound’s expertise in key EU policy documents.

‘To make effective and efficient use of human and financial resources through sound management and continuous development of staff.’

Input and output indicators:

- Budget implementation (98% of the annual budget).
- Staff capacity (97% at year end).
- Programme delivery (80% of the total number of outputs from operational activities to be delivered in Year N).

2. Strategic areas of intervention

Eurofound endeavours in this programming period to contribute knowledge that will assist policymakers in achieving upward convergence of living and working conditions in the EU. To achieve this objective, Eurofound has selected six strategic areas of intervention in which it will implement a series of activities. The six strategic areas of intervention have been selected because well-designed policies in these areas will support upward convergence of living and working conditions and because Eurofound can provide scientifically sound and unbiased, timely and policy relevant knowledge given its areas of expertise. The six strategic areas of intervention are:

1. Working conditions and sustainable work
2. Industrial relations
3. Labour market change
4. Quality of life and public services
5. The digital age: Opportunities and challenges for work and employment
6. Monitoring convergence in the European Union

The first four areas of intervention reflect the four areas of expertise outlined in the introduction to the multiannual programme. They cover the main ongoing activities and ensure continuity of Eurofound’s work and expertise. The final two areas of intervention are different in nature. They capture cross-cutting challenges and paradigmatic changes – the digital shift and trends in convergence in the European Union – that are likely to have a transforming influence on all areas of relevance to Eurofound. Though all are important and relevant, the volume of work proposed for each strategic area of intervention is not symmetrical.

It is important to note that the changes and challenges described in Section I ‘General context’ will be considered across the whole work programme. Issues related to demography, such as ageing societies and ageing workforces, migration (including the integration of refugees into labour markets and society), the situation of young people, as well as gender-related challenges or the role of public services, will be mainstreamed and examined from different perspectives in the different strategic areas of intervention. For all areas, Eurofound will examine how living and working conditions can be improved through public policies and legislation, through the intervention of the social partners, and through practices at workplace level.

1. Working conditions and sustainable work

Providing evidence that can be used to improve working conditions remains a strategic area for Eurofound. Since 1990, the Agency has maintained a unique monitoring tool, the European Working Conditions Survey (EWCS), which allows Eurofound to add value by presenting comparative data and analysis on the evolution of quality of work across European countries. Of particular importance is the question of how conditions can be improved in order to make work more sustainable over the life course.

Work is a key activity in our societies. At its best, good-quality work brings prosperity, a sense of identity, of belonging and well-being. The EU is committed to support and complement the activities of the Member States in improving working conditions and the work environment. Improving working conditions is a goal in itself but also contributes to meeting the challenge of demographic change by making work more sustainable over the life course. Sustainable work, however, depends also on addressing other circumstances of individuals beyond their working conditions. Based on its long-standing expertise in monitoring and analysing working conditions in Europe and drawing on new data from the sixth EWCS, conducted in 2015, Eurofound will address policymakers' information needs by providing analysis on the development of working conditions for a wide range of dimensions, covering the EU28. This will include an analysis of working conditions by sector. A particular knowledge gap exists with regard to the factors that promote or inhibit sustainable work over the life course. The sixth EWCS can provide fresh insights on the factors that are relevant for ensuring longer working lives and their relative importance. Eurofound will provide evidence on working conditions for different age groups and on the conditions that support workers to develop their skills and employability over the life course. The links between work and health will be investigated in close consultation with EU-OSHA. Further analysis of EWCS data could include the investigation of gender issues, work–life balance and working with chronic diseases. Job quality indicators were developed for the fifth EWCS, and they will be revisited in the context of analysing the data of the sixth edition of the survey. The feasibility of complementing these indexes with other quantitative information to measure other aspects of sustainable work and provide a more comprehensive picture will be explored.

Changing employment relations are another area of interest for policymakers where evidence on the impact on working conditions is required. This is foreseen to be examined in a further strand of research, for example through the analysis of some non-standard employment relations that are emerging or expanding, such as casual work. The aim is to inform policymakers about available data on the extent of their use, the characteristics of people engaged in them, their working conditions, social protection and employment rights. Building on Eurofound work on undeclared work and fraudulent forms of contracting, further expertise and activities could be developed if requested by the new Platform tackling undeclared work. If the request of the Platform implies a new permanent activity of a significant volume, this new task assigned to Eurofound would require additional resources.

Eurofound's material on working conditions will be presented, together with findings on industrial relations, through the European Observatory of Working Life, EurWORK.

2. Industrial relations

Industrial relations, the relationship between employers and employees and their respective representatives at collective level, are key to shaping the working conditions and employment relations of Europeans and play an important role in the functioning of national economies, sectors and companies. European policymakers are seeking to promote forms of industrial relations that ensure equitable and productive solutions in a changing world, where the relationship between employer and employee continues to evolve. At European level, the Commission, the Presidency of the Council and the social partners underlined the fundamental role of the European social dialogue as a significant component of EU employment and social policymaking in a joint statement in June 2016. Eurofound has developed as a centre of expertise for monitoring and analysing trends in industrial relations, including social dialogue. It can draw on its Network of European Correspondents to capture developments in all Member States. Beyond investigating the dynamics of social dialogue itself, analysing its contribution and the role of the social partners in finding and implementing solutions in a wide range of policy

fields is mainstreamed in all strategic areas of intervention described in this programme. The single point of access for Eurofound's material on industrial relations and working conditions is EurWORK. The two activities that will be implemented over the programming period to address existing knowledge gaps in the area of industrial relations are described below.

2.1 Social dialogue

Social dialogue⁵ is an essential element of the European social model. It is a key tool to shape working conditions, involving a multiplicity of actors at various levels. Understanding the dynamics of social dialogue and ensuring it reaches its full potential is, therefore, of key interest to policymakers. Recent Eurofound studies have shown that a number of the features of national industrial relations, including social dialogue, have come under increased pressure in the crisis. If European social dialogue is to operate to the full, the EU and its Member States must support not only European social dialogue itself but also the national players and national structures for social coordination. At European level, Eurofound will continue to support social dialogue through carrying out studies on the representativeness of European sectoral social partner organisations, in line with the request it received from the European Commission in 2006. These representativeness studies are designed to provide the basic information needed for the setting up and functioning of the European sectoral social dialogue committees. At national level, Eurofound will map the situation of social dialogue and the social partners in the framework of the key dimensions of industrial relations developed by the Agency. This will allow it to identify areas where mutual learning or support could be helpful.

2.2 Reporting on working life developments

Policymakers require a thorough understanding of industrial relations processes but also of the outcomes achieved. In this context, Eurofound brings together in EurWORK information on industrial relations and working conditions, describing processes and outcomes and how they are linked and their impact on working life. Eurofound in this activity will provide systematic and comparable data on industrial relations systems and recent developments in working life. The focus will be on areas where no harmonised data sources across Europe exist. Several ongoing projects will continue so as to generate longer series of observations, allowing for trends to be followed. Most of the products available from this activity have been published and further developed for a number of years: the industrial relations country profiles, which have been expanded to cover the broader area of working life; the annual updates on pay and working time; and the European Industrial Relations Dictionary. In 2015–2016, the wage bargaining systems and dispute resolution database was developed, with an update foreseen for 2017–2018. Regularly updated comparative information on industrial action is currently only available for Member States where national statistics exist. Eurofound will explore the feasibility to close this knowledge gap through the development of an industrial action monitor. Regular reporting on aspects of working life will complement the picture and provide policymakers with access to up-to-date information on developments regarding the actors and institutions, topics discussed and outcomes of legislative or negotiated initiatives, including at the European level.

3. Labour market change

Assisting policymakers in anticipating and managing labour market change and in supporting employment creation is a key task for Eurofound. This includes the provision of knowledge which can inform policies in support of job creation, the management of restructuring and policies aimed at improving the functioning of labour markets. Tools for continuous monitoring of labour market developments and of restructuring in the Member States have been developed in the framework of the European Monitoring Centre on Change (EMCC). The investigation of factors supporting or inhibiting job creation requires also access to company-level information. Eurofound has conducted three waves of a Europe-wide company survey since 2003, providing comparative evidence on company practices and their link to innovation and job creation. To maintain this capacity to survey companies in the future, Eurofound will conduct a joint survey with its sister Agency, Cedefop. Data collected will inform several activities in addition to research on job creation. The EMCC will be

⁵ The term social dialogue is used to describe both 'the institutionalised consultation procedure involving the European social partners' and 'the processes between social partners at various levels of industrial relations' (Source: European Industrial Relations Dictionary).

the point of access for all information on changing labour markets, restructuring and job creation. The three activities which will be implemented over the programming period to address existing knowledge gaps in the area of labour market change are described below.

3.1 Well-functioning and inclusive labour markets

Well-functioning and inclusive labour markets are a prerequisite for making full use of the job creation potential of the economy and for providing a chance to participate in work and society for all. As Europe emerges slowly from a long period of recession and weak growth, policymakers have raised concerns about a number of issues, among them increasing labour market segmentation and the rise in income disparities. The benefits of good-quality work may become more unequally shared between those who have secure, relatively well-paid employment and prospects and those who do not. The latter group comprises not only of the unemployed and inactive but also of those with a more tenuous attachment to the labour market and those with relatively low wages, such as women, young people and migrants. This is not only a problem for equality and social justice. Segmentation, not least due to its underinvestment in human capital, can also lead to inefficient labour markets. In this activity, Eurofound will carry out strategic research to deepen the understanding of labour market segmentation and to identify policies which have proven to be successful in fighting it. How to achieve the swift reintegration of the unemployed into the labour market remains a concern in the face of persistent high levels of unemployment in many Member States, as is the problem of long-term unemployment. Employment policies that address the needs of specific groups, like young people, migrants or older unemployed, are of particular interest. Eurofound will investigate employment policies geared towards the integration of specific groups into the labour market and will identify policies and approaches that have proven to be successful. Wages are a key element of inclusive labour markets. In a further line of research, Eurofound will clarify and examine the concept of a living wage, which is different from statutory minimum wages or minimum income schemes, and how this has been implemented as one of the means to provide an adequate income for maintaining a decent standard of living and allowing full participation in society.

3.2 Monitoring structural change and managing restructuring

Labour markets are in a permanent state of flux. While dynamism is necessary for a vibrant economy, job loss can be a very serious life event and restructuring processes should seek to avoid serious negative consequences for employees. Eurofound can assist policymakers in anticipating and managing the consequences of structural change and restructuring through monitoring and identifying the structural change in European labour markets using two established monitoring tools, the European Restructuring Monitor (ERM) and the European Jobs Monitor (EJM). To assist in devising effective policies, during the programme period, biennial EJM reports will feature a standard, monitoring section charting broad labour market developments using the most recently available data (up to quarter two of the previous year) and at least one in-depth piece of thematic analysis. The European Restructuring Monitor will continue to monitor restructuring activity as well as policy instruments and publish the results in a series of online databases and a biennial report. The oldest of the databases charts the employment impact of large-scale restructuring events in the EU28 since 2002. More recent databases gather structured information in three areas: 1) restructuring support instruments, 2) restructuring-related legislation and 3) restructuring case studies. During the programming period, these databases will be updated regularly and further case studies could be conducted and added. Improvements in online search and monitoring technologies will be harnessed to improve coverage and enhancements to the presentation of the data.

3.3 Innovation and job creation in companies

Faced with a slow economic recovery after the most severe restructuring of the European economy in decades, it is one of the key challenges of the European Union to achieve job-rich growth. Jobs are maintained and created in competitive companies. Policymakers are looking for effective means to support this process. In this activity, Eurofound research will explore the company-internal factors and practices as well as external factors that result in enhanced competitiveness and the creation and retention of jobs. How these factors and company practices can be supported by policy measures will also be examined. Building on previous Eurofound work and data from the third European Company Survey (ECS), one research strand will explore which company characteristics (size, age, sector, business model, etc.) increase the likelihood of employment growth and retention in organisations and how the workplace practices examined in the ECS are associated with

employment development and productivity improvements. This could be complemented by case study research on the job creation potential of specific types of companies, such as cooperatives or cases of business succession. A further research strand will look at the effectiveness of public policy measures in supporting job creation, for example through backing innovation in companies. Other policies that have shown a positive impact in job creation could be explored. Eurofound wishes to maintain its capacity to investigate workplace practices and will therefore implement the fourth wave of the ECS, in cooperation with the Centre for the Development of Vocational Training (Cedefop). The survey will gather data which would allow for the investigation of work organisation, human resources practices, skills and knowledge management, the role of digitalisation and direct and indirect participation in European workplaces, as well as providing data for research also in other activities. Cooperation with Cedefop will strengthen the investigation of issues related to skills and learning organisations through the survey.

4. Quality of life and public services

It is of strategic importance for Eurofound to be able to assist policymakers in the establishment of better living conditions. The Agency has developed a tool for collecting harmonised and fully comparable data on the living conditions and quality of life of different socioeconomic groups across Europe: the European Quality of Life Survey (EQLS), first conducted in 2003. Using four waves of EQLS data, Eurofound can add value through mapping and analysing how the living conditions of people in Europe are developing. The survey also provides evidence on people's perception of the quality of life and the quality of society. Of specific interest in this regard are public services. The access to and quality of public services are key determinants of quality of life and cohesion. The fourth EQLS includes a module on public services that facilitates the investigation of their role in improving living conditions and quality of life and how this can be enhanced. The Agency can build on broad experience with assessing policies and practices using qualitative research methods to provide evidence on what works. Results of survey data analysis as well as qualitative research will be made accessible through a new observatory, EurLIFE. The two activities that will be implemented over the programming period to address existing knowledge gaps in the area of quality of life and public services are described below.

4.1 Quality of life and quality of society

Policies aimed at improving living conditions and social cohesion rely on data on the objective circumstances in which people live as well as on their subjective experience of quality of life. In this activity, Eurofound will analyse both objective and subjective aspects of quality of life based on the results of the fourth EQLS, conducted in 2016. Using other data sources also, the social situation of specific groups will be examined. A particular focus will be on migrants and young people. With policymakers looking for the most effective means to improve the situation of disadvantaged groups, Eurofound will investigate which measures are successful in improving their situation and strengthening societal cohesion. Previous Eurofound research has highlighted that in addition to individual circumstances and characteristics, the quality of society has a major impact on well-being. Declining trust in society and institutions, societal tensions, economic and social insecurity, perceived inequalities and lack of fairness are therefore cause for concern. Eurofound will use EQLS data to analyse developments in the quality of society and how they impact on well-being.

4.2 Public services

Public services are not only a vital means for achieving high levels of social protection, cohesion and social inclusion. The perceived quality of public services is also a key determinant for the trust people put in governments and for the quality of society. The design and provision of public services require rethinking. They need to adapt to the needs of ageing and more diverse societies, to the reality of tight public budgets, and to the challenges and opportunities inherent in technological change. To provide evidence that will assist this adaptation process, Eurofound will examine access to and the quality of social services of general interest in this activity, using data from the fourth EQLS alongside other research. In order to give examples of 'what works', innovative services and of innovative partnerships for providing these services will be identified and described. The issue of the cost-effectiveness of these services will also be addressed. The focus will be on those social services that have to respond to a changing demography, addressing the needs of older people, of migrants, young people or people with disabilities. In a second line of research, Eurofound will address how digitalisation

can impact on the design and delivery of social services. This will help to close a knowledge gap regarding the opportunities and risks associated with technological change. Can new technologies support progress towards fairer access and higher quality? What new services and delivery methods are emerging and what is the demand for these services? How are users and providers impacted? The question of how new technologies help to meet better the needs of specific groups – like older people, especially those with disabilities, younger people excluded from employment, families or migrants – will also be examined.

5. The digital age: opportunities and challenges for work and employment

The capacity of humankind to store, transmit and manipulate information has been massively expanded in recent years as a result of a number of crucial innovations in computing and telecommunication technologies. Because of their general applicability, such technologies are having very significant effects in most areas of the economy, leading to a general acceleration in the pace of technical change. Work, its content, organisation and design, regulation and protection, are all undergoing change. These changes come with new realities and often bring about a blurring of boundaries between different dimensions of work and between work, employment and non-work activity. Policymakers want to seize the opportunities for dynamic economic development and ensure that individual preferences can be followed. At the same time, they need to gain knowledge that will help to address the questions about effective regulation and how to ensure social protection in its broadest sense. In this activity, Eurofound will look at the broader implications – for working conditions, labour regulation and beyond – of the increasing scale and scope of digital technologies for the labour market. The employment impact of the automation of services will be explored. Eurofound will also examine the implications of the platform economy on the labour market, trying to map the contours of this platform economy across Europe.⁶ The nature of employment in the digital economy will be investigated, with a focus on the opportunities but also the policy challenges associated with more specific forms of employment which are new or expanding as a result of technological change: the working conditions experienced, for example, by ICT-based mobile workers, or the role of social partners in the context of new realities or in influencing the shape of the digital economy. The overall aim of this activity is to provide a forward-looking analysis of trends. Eurofound wants to support the policy debate through the development of plausible scenarios, taking into account different growth models, outlining what the future world of work could look like, insofar as this is possible based on previous research.

6. Monitoring convergence in the European Union

The European Union is committed to economic, social and territorial cohesion, inclusive growth and upward economic convergence. The inequalities and diverging patterns noted in Europe warrant common concern. To address these patterns, policymakers require evidence on where diverging trends exist both within and between Member States, whether or not these trends signal a general lowering of living and working conditions, and whether the distance between groups of Member States or regions is increasing and some groups are moving in different directions. In this activity, Eurofound will monitor convergence in a range of dimensions: employment, social protection, working conditions, social cohesion and quality of life and socio-economic factors. Convergence in employment will be analysed based mainly on the historical development of employment participation (European Union Labour Force Survey, EU-LFS). Convergence in social protection is an important but potentially very wide field. Eurofound will focus on a small number of broad indicators. The exploration of convergence in working conditions will rely on EWCS data for the period 1991 to 2015, and other statistical sources. Specific indicators related to job quality, like working time or wages will be selected. To investigate convergence in social cohesion and quality of life, Eurofound will analyse convergence for selected indicators in areas such as subjective well-being, satisfaction with life domains, living conditions, quality of society, social inclusion and social cohesion and inequality of wealth and income. Empirical analysis will be performed for the period 1983–2016, drawing also on data from the EQLS and other statistical sources. As the socio-economic context is central for the understanding of other convergence patterns, a limited set of indicators establishing this

⁶ The following would serve as a working definition of the ‘sharing economy’: ‘The peer-to-peer-based activity of obtaining, giving, or sharing the access to goods and services, coordinated through community-based online services’ (Hamari, J., Sjöklint, M. and Ukkonen, A. (2015), ‘The sharing economy: Why people participate in collaborative consumption’, *Journal of the Association of Information Science and Technology*, Vol. 67, No. 9, pp. 2047–2059).

context (per capita real income, the poverty rate, annual growth rate) will be monitored as well. Finally, the possibility to combine indicators and create summary indices will be explored, drawing on the experience of other international organisations. The analyses, building on previous work, will consider clustering countries or regions to understand variation between them. The difference between inter-country and intra-country trends will be examined to address the question of why some poorer regions in relatively rich countries are not converging upwards, even if countries with similar characteristics tend to do so.

Implementation approach

Research methodologies and tools

The above-described strategic areas of intervention will be addressed through activities which will provide evidence addressing the information needs of policymakers in the European institutions, governments, trade unions and employer organisations.

A range of tools and methodologies will be used to gather different types of evidence:

- data that allows for monitoring and comparing developments in living conditions, working conditions, industrial relations and employment in the Member States;
- assessments of policies and practices with a view to providing evidence to policymakers on what works;
- results of forward-looking research aimed at anticipating future developments.

Europe-wide surveys

Eurofound’s surveys collect original and fully comparable data covering all EU Member States and a range of other countries (depending on the survey). Data collected through the surveys allow for in-depth analysis of a wide variety of issues. The surveys are considered one of the most valuable and unique sources of information at Eurofound’s disposal. They inform and guide a substantial part of Eurofound’s research work.

The cycle and planning of the surveys require a long-term approach that goes beyond the time-frame of this programming document. The current approach to the three European Surveys carried out by Eurofound is financially unsustainable in the medium term, and will require considering adjusting the frequency or adapting other characteristics of the surveys.

European Working Conditions Survey (EWCS)

In the period 2017–2020, the Agency aims to consolidate the position of the EWCS as the key tool for benchmarking job quality in the European Union and beyond. The seventh EWCS should be implemented in 2020 according to the current cycle. Considering its increased use and suggestions by key stakeholders, the Agency would be ready to increase the sample size as well as the frequency of the survey (currently every five years) only if additional resources were made available. Expanding the coverage beyond the EU, already piloted in 2015, has an equally high political value of understanding how the EU compares in working conditions vis-à-vis other parts of the world.

European Quality of Life Survey (EQLS)

The fourth wave of the EQLS was conducted in 2016. The examination of citizens’ perceptions of the quality of society, and here especially quality, access and fairness of public services, has been expanded in the fourth wave and will be at the heart of the analysis. A comprehensive programme of analysis will be completed during the programming period. Building on the results, work on preparing the future of this survey will be done, although a next edition would not be implemented in the period 2017–2020.

European Company Survey (ECS)

For the ECS, Eurofound will explore new routes and join forces to gather information on company practices. An offer has been made to several Agencies, and following their feedback, Eurofound has started to explore the feasibility of conducting a further survey in cooperation with sister Agency Cedefop. The ECS investigates company practices and questions management as well as employee

representatives wherever possible. While the design of this joint survey is still being defined, information on skills development and training will be strengthened in a joint survey, and data collection on company practices in the area of work organisation, human resources policies, and direct and indirect employee participation will be maintained.

Analysing European data sets

Eurofound will continue to exploit datasets provided by Eurostat and other organisations. EU-LFS data are analysed for the EJM and for the investigation of labour market changes generally. Other frequently used European datasets include the European Union Statistics on Income and Living Conditions (EU-SILC) and the Structure of Earnings Survey (SES). Eurofound also makes use of ad hoc modules of the EU-LFS and EU-SILC as well as Eurobarometer data. Eurofound expects to benefit from the Commission's initiative to introduce a Regulation on new, integrated ways to collect and use data from social surveys.

Given the importance of quantitative information for providing evidence and existing data gaps, Eurofound will explore the collection of user-generated data and the potential of big data mining during the programming period.

Gathering national-level information through a network of correspondents

Eurofound maintains a Network of European Correspondents covering the EU Member States and Norway. Through the network, systematic and comparable information on national-level realities and developments can be collected. This is particularly relevant for areas where no harmonised Europe-wide data sources exist. Input from correspondents allows Eurofound to map and compare regulations, policies and practices in industrial relations, working conditions, labour markets and employment, as well as in other social policy related areas.

National correspondents also report regularly on developments in working life and restructuring, allowing Eurofound to add and update information in EurWORK and the EMCC. The regular nature of reporting generates longer series of observations in some areas, so that trends can be mapped with regard to, for example, pay and working time developments or collective bargaining. Country profiles are also established and regularly updated based on information from the correspondents. Network correspondents also report on large-scale restructuring cases in their countries, and regularly update information on restructuring support and legal instruments which are presented in the EMCC's European Restructuring Monitor.

Assessing policies and practices

Eurofound gathers evidence on what works. Through case study and other research methods, Eurofound provides qualitative information helping to understand and illustrate factors leading to change. Evidence from policy evaluations show which measures have resulted in positive outcomes and highlight the factors contributing to successful implementation, as well as the pitfalls that can jeopardise positive outcomes. The Agency will examine policies introduced by public authorities and by the social partners, as well as practices at workplace level, focussing on those examples where evidence on the results achieved is available.

Anticipating future developments

In accordance with its mandate to develop ideas on the medium- and long-term improvement of living and working conditions, Eurofound also conducts research aimed at identifying the factors leading to change. Forward-looking research may involve scenario-building exercises and other techniques used to identify emerging challenges and anticipate future developments.

Changing information needs and ad hoc requests

In times of continual economic and societal change, Eurofound has to be able to react to the new and emerging information needs of policymakers. The Agency will reserve capacity to react to ad hoc information requests and ensure that flexibility is maintained to take account of changing priorities. This is even more important considering the long timeframes required for developing the programming document. The Bureau will be fully informed about requests received and ad hoc research work.

In-house and contracted research

Eurofound has increased its capacity to conduct research, applying the tools and methodologies outlined above over the past decade, and continues to strengthen this capacity. As a result, a larger number of projects are now conducted by Eurofound research staff while a balance with managing contracted research is being sought.

Communication approach

Communication is a core function of Eurofound. Its role is to ensure that Eurofound's data, information and analysis is provided in a timely, accessible and relevant manner to ensure take-up by key policymakers in the social, employment and work-related domains.

For the programming period 2017–2020, some changes to Eurofound's communication approach will be introduced. This is due to the streamlined activity-based focus chosen for the programming period and the need to integrate key user feedback on communication issues, provided through the reports from Eurofound's Performance Management System (EPMS), the user satisfaction activities and various evaluations.

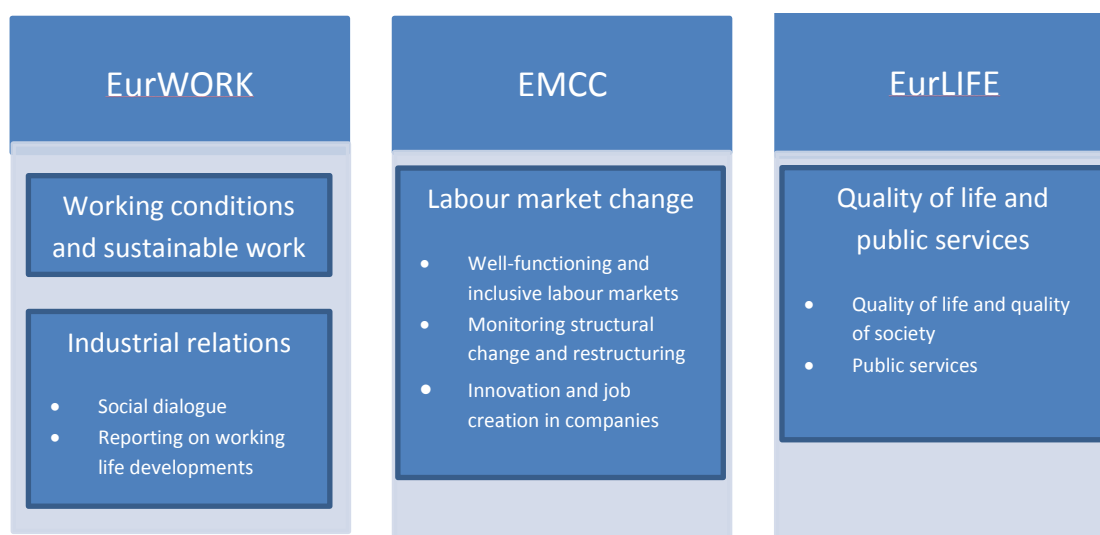
This user feedback has indicated consistently high levels of satisfaction with Eurofound's work, and performance analytics present positive results over the previous four-year period, showing improvements across a wide range of indicators and ongoing progress by Eurofound in achieving its objective 'to increase and disseminate knowledge likely to assist in establishing better living and working conditions'. Qualitative feedback indicates that the core drivers for these high levels of satisfaction include the following: Eurofound's independent and neutral position; the high reliability of its data; relevance; pan-European scope; trend analysis; and its tripartite dimension.

Other user feedback, emerging tensions and contextual changes must also be factored into a new communication approach. These include: ongoing reduction in the available resources for communication; increased competition on the marketplace; increasing demand for national-level information; growing ad hoc demands; calls for greater multilingualism; the changing communication context.

In addition, there have been continuing calls for Eurofound to reduce the volume of its outputs in an effort to better maximise its impact; to streamline communication messages in response to user priorities and needs; and to create an expert narrative in an environment of information overload.

The activity-based programme 2017–2020 provides an excellent opportunity to respond to some of these demands, to harness research and communication synergies and to enhance efficiency and performance as an organisation. In this context, Eurofound will build further on its existing communication strategy by integrating the research and communication approach to better streamline its communication messages, to focus its channels of communication and to respond best to the needs of its core stakeholders (as defined in its strategy and stakeholder management document).

Three thematic portals drawing on the material in the existing observatories (EurWORK and EMCC) and establishing a new portal (EurLIFE) will provide access to the four strategic areas of intervention: *Working conditions and sustainable work*; *Industrial relations*; *Labour market change*; and *Quality of life and public services*.



Two additional strategic areas of intervention, *Monitoring convergence in the European Union* and *The digital age: Challenges for work and employment*, will be implemented based on a cross-cutting approach, with communication activities taking place in an ad hoc manner, making use of opportunities as they arise. The surveys and databases, as well as other relevant information, will be accessible via a new data and statistical resources tab. The search function per topic and per country will be strengthened and content will be better aggregated to ensure an easy and rapid access to existing and future findings by external end-users.

- All six strategic areas of intervention will be highlighted on the home page as the primary areas of Eurofound’s research and communication focus and will be presented via customised landing pages.
- A flagship report/resource from each of the strategic areas of intervention will be published over the four-year period.
- A limited number of reports and a specific policy paper series will be produced for each of the six strategic areas of intervention over the four-year period.
- The events and networking programme will continue to be largely demand-driven and shaped by emerging agendas. Collaboration with the EU Presidencies and with the Council committees, such as the Employment Committee (EMCO) and the Social Protection Committee (SPC), will continue to be a core priority. The flagship Foundation Forum will take place every four years and Eurofound will continue to reach out to EU and national-level stakeholders via its programmes of social partner and MEP lunches, tripartite seminars, thematic workshops and national-level seminars.
- The customer relationship management strategy will be further enhanced, to allow for better understanding and segmentation of user preferences, in line with corporate communication priorities, on the corporate website, on social channels and on other channels of engagement.
- Social media together with email marketing will continue to be exploited as a core channel of expanding reach and website usage and engagement with Eurofound’s stakeholders and target audiences. Eurofound will also move to respond effectively to the growing number of mobile users.
- Multilingualism will continue to be relevant in Eurofound’s outreach and dissemination programme with efforts set to continue in the publications programme and online profile to ensure access to Eurofound’s information for all national-level users according to the language communication policy. In this context, Eurofound will continue to translate all executive summaries into all EU official languages, as well as entry-level web pages and other ad hoc demand-driven translation requirements. Reports will continue to be produced in English only while the Foundation Findings policy brief series will be translated in a limited number of languages on a case by case basis. Flagship reports/resources could also be considered to be published in a limited number of languages, based on demand and available resources. Ad hoc requests for language versions and potential translation of other key reports will be considered on a case-by-case basis.

- A concerted effort will be made to boost the Agency’s data visualisation capacity and use of audio-visual material, interactive tools and infographics will be further developed in an effort to present Eurofound’s work in the most clear and accessible manner across all EU countries.

The above approach outlines how Eurofound will adapt its ongoing communication activities specifically to this 2017–2020 four-year programme. The primary focus remains EU-level decision makers. Eurofound will also serve national-level policymakers where it concerns the influencing or implementation of EU policy at national level or where Eurofound can clearly contribute useful comparative information to issues relevant at European level. Some specific tools and infrastructure are in place to support and deliver the communication dimensions of each of these activities. These include web development and maintenance; publication and language policy; events and networking; contact management and dissemination and promotion and design (see Work programme 2018 below, section 2.2.1 ‘Corporate communication and infrastructure’).

Organisational support and development

Eurofound operates within the EU institutional framework. It is committed to delivering results to a high professional standard, while at the same time making efficient and effective use of resources available. Eurofound’s activities are executed in an open and transparent (regulatory) framework of governance and performed in a spirit of collaboration and teamwork. The aim will be to increase the value of the organisational support and development while continuing efforts to reduce costs and the administrative burden, particularly in relation to:

- staff recruitment and development;
- budgeting and financial management;
- ICT infrastructure and application development;
- procurement and contract management;
- programme and project management support.

To increase the value of organisational support and development the focus will be on:

Developing and engaging people and strengthening capabilities to implement a high-performing organisation

- Continued investment in training and development of staff in support of the areas of intervention.
- Facilitating the engagement and commitment of the people to the organisation's objectives to increase performance in the organisation and retention of staff through creation of a sense of ownership, responsibility and accountability,
- Commitment to a longer term view on succession planning, and managing skill gaps and evolving skills needs.

Providing the information and intelligence to make well-informed decisions about the use of the scarce resources

- The new programming cycle continues to be supported by a monitoring and evaluation approach of assessing the implementation of programmes and activities, and reporting on outputs, efficiency, effectiveness and outcomes.⁷
- Further development of activity-based budgeting and activity-based management (ABB and ABM) will help the organisation to identify links in costs between activities to achieve synergies and better align the activities to the objectives by providing data-driven information to decide on priorities and the portfolio of activities/projects in the programme.
- ICT will be positively influencing the strategy and objectives of the overall organisation by providing insights into the impact of technology on the way of working.

⁷ A detailed description of the approach to monitoring and evaluation is provided in annex VII.

3. Human and financial resources outlook 2018–2020

Staff population		Actually filled at 31.12.2015	In voted EU Budget 2016	Actually filled at 31.12.2016	In voted EU Budget 2017
Officials	AD	8	8	7	7
	AST	9	8	8	8
	AST/SC	0	0	0	0
TA	AD	40	42	41	43
	AST	38	37	37	35 ⁸
	AST/SC	0	0	0	0
Total		95	95	93	93
Total CA		13	14	11	14
SNE⁹		0	1	0	1
<i>Structural service providers¹⁰</i>		7 ¹¹	7	7	7
TOTAL		115	117	111	115
<i>External staff¹² for occasional replacement¹³</i>		0	0	0	0

Expenditure for 2016 and 2017

Of the total of €20,545,771 appropriations arising from the EU subsidy and other general, non-assigned appropriations, Eurofound achieved a commitment rate of 100.0 % in 2016.

⁸ Eurofound expects the Budget to be amended during 2017 to reflect 6 AST permanent posts and 37 AST temporary posts (this is budget neutral, and reflects what is indicated for 2018).

⁹ FTE.

¹⁰ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE.

¹¹ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security staff.

¹² FTE.

¹³ For instance, replacement due to maternity leave or long sick leave.

Title	Appropriations arising from the EU subsidy and other general appropriations	Commitments made from 2016 appropriations	Budget Execution rate 2016	Budget 2017
Title 1 – Staff	12,615,625	12,613,386	100.0 %	13,020,000
Title 2 – Administrative	1,342,079	1,341,998	100.0 %	1,400,000
Title 3 – Operational	6,588,067	6,588,019	100.0 %	6,151,000
Total (€):	20,545,771	20,543,403	100.0 %	20,571,000

Resource programming 2018–2020

Financial resources

Justification

The financial perspective for this programming period is characterised by tight public budgets for the Member States and, thus, for the EU institutions and bodies. Eurofound is, however, committed to deliver high-quality output to its stakeholders by improving its efficiency while at the same time complying with the increasing demands for sound management of its resources.

The following assumptions have been made for planning the utilisation of the subsidy from the EU Budget as well as other miscellaneous revenue:

- The annual subsidy payments have been communicated to Agencies in the Commission Communication COM (2013) 519 of 10 July 2013.
- The EU contribution will continue to be the main source of revenue during 2017–2020.
- Eurofound has been classified as a ‘cruising speed’ agency – well-established and with stable tasks. It implies an annual subsidy that was frozen for the period 2012 to 2018.
- From 2019 on, it is expected, though, that the annual subsidy will increase by 2% or €408,000 in 2019 followed by 2% or €416,000 in 2020.
- For several years, the widening gap between the frozen subsidy and the increased expenditure due to inflation and increased staff cost (title 1) put an enormous strain on the operational cost in title 3. The increase of the Irish country coefficient¹⁴, which affects the salaries of all Dublin-based staff, increased by about 9.2 percentage points between 2012 and 2017, amounting to a cost increase of more than €774,000 in title 1.

Revenue

Revenue (in thousand €)	2018	2019	2020
EU Subsidy	20,371	20,779	21,195
IPA (Instrument for pre-accession assistance)	p.m.	p.m.	p.m.
Other grants	-	-	-
Revenue from services rendered/other	200	200	200
TOTAL:	20,571	20,979	21,395

¹⁴ The country coefficient is calculated annually by Eurostat for all locations with EU staff to ensure comparable purchasing power of salaries in the different locations. Eurofound does not have any influence on the level and development of the coefficient.

Expenditure

Expenditure (in thousand €)	2018	2019	2020
Title 1 – Staff	13,400	13,730	13,930
Title 2 – Administrative (Buildings, equipment and misc. operating expenditure)	1,500	1,530	1,570
Title 3 – Operational	5,671	5,719	5,895
TOTAL :	20,571	20,979	21,395

Budget Outturn

The 2016 surplus that was reimbursed to the EU budget (as assigned revenue for 2018) amounted to €488.92.

Human Resources

Staff population evolution

During the period 2013–2017, Eurofound reduced its establishment plan from 101 to 91 posts in compliance with the reduction required at the time. This number covers both Officials and Temporary Agents.

During the same period, the number of Contract Agents remained constant and the opportunity was taken to divert some posts from support to core activities. The distribution of staff is as follows:

	Job screening Category																		
	Administrative Support and Coordination										Operational				Neutral				
	DOC	HR	IA	ICT	LOG	RES DIR/HoA	LEGAL	COMM	GEN COORD	POL COORD	TOP COORD	PGM M/IMPL	EVAL	GEN OPER	FIN/CONT	LING			
Totals 2016	0.8	3	0	6.6	11	1.7	0.5	0	1.3	0	24.9	6.2	65	1.2	12.5	84.9	12.2	0	12.2
as percentage											20.41%					69.59%			10.00%
Totals 2015	0.8	4	0	7	11	1	1	0	2	1	27.8	6	70	1	18.2	95.2	13	0	13
as percentage											20.44%					70.00%			9.56%
Totals 2014	0.8	3	0	6	3	2	1	0	3	1	19	7	67	1	13	88	14	0	14
as percentage											15.54%					72.81%			11.65%

The above Job screening¹⁵ table is in line with the methodology adopted by the Heads of Agencies in February 2015.

¹⁵ There is a significant difference between the number of staff engaged for Administrative Support and Coordination in 2014 and 2015. This does not reflect an increase in resources but a failure to include a number of contract staff (7 FTE) involved in catering, security and cleaning in the figures for 2014. 2015 and 2016 includes these external contract staff.

The following table sets out the projected staff evolution up to 2020

Staff population		Envisaged in Draft EU Budget 2017 ¹⁶	Envisaged in 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD	7	5	5	5
	AST	8	6	6	6
	AST/SC	0	0	0	0
TA	AD	43	44	44	44
	AST	35	36	36	36
	AST/SC	0	0	0	0
Total		93	91	91	91
Total CA ¹⁷		14	13	13	13
SNE ¹⁸		1	1	1	1
Structural service providers ¹⁹		7 ²⁰	7 ²¹	7 ²²	7 ²³
Total		115	112	112	112
External staff ²⁴ for occasional replacement ²⁵					

Resource outlook 2017–2020

The programme is ambitious in the planning of its activities given the limitation in resources. The efficiency and reorganisation initiatives undertaken in recent years aimed to ensure that Eurofound will be able to cope with the existing staff allocation, taking into account the need to reduce staff numbers by 8% by 2017 and a further 2% by 2018. Notwithstanding the efforts, the Agency finds itself under increasing pressure to deliver within the constraints of these resources. Any further reduction does raise questions about the continued ability of Eurofound to discharge its mandate in all aspects, at a time where the visibility of the Agency has been considerably increased.

¹⁶ Ibid.

¹⁷ FTE.

¹⁸ FTE.

¹⁹ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission the following general criteria should be fulfilled: 1. No individual contract with the Commission; 2. On the Commission premises, usually with a PC and desk; 3. Administratively followed by the Commission (badge, etc.) and 4. Contributing to the value added of the Commission. FTE.

²⁰ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security.

²¹ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security.

²² 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security.

²³ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security.

²⁴ FTE.

²⁵ For instance, replacement due to maternity leave or long sick leave.

Eurofound's reputation as a professional organisation is built on the quality of research and of communication programmes. The reliability of the data and analysis, and the timely and user-friendly communication are crucial success factors. The Agency relies primarily on its staff to safeguard and to further anchor its professional reputation. In the short term, Eurofound's workforce will not grow. The talent management and workforce planning will therefore focus on optimising the effective development and deployment of its existing staff. The recent strategic focus on the further strengthening of quality management will continue into this programming period. The quality assurance could apply to: a) good data practices, b) proper research procedures and c) reviewing research.

New tasks

At the time of writing, Eurofound has not been formally entrusted with new tasks through an amendment of its Founding Regulation, and its activities are as set out in this document. It is foreseen, however, that an update of the Founding Regulation will be approved during the timeframe of the programme or even earlier.

Other legal acts or the implementation of some EU initiatives may also require the Agency to assume new functions, such as in the context of the Platform against undeclared work. Should the Platform request support of its activities from Eurofound on a more structural basis, the resource implications need to be examined.

Growth of existing tasks

Eurofound expects an increase in ad hoc requests for policy-relevant evidence from key stakeholders given the longer interval between programme planning and implementation. As a result, a higher percentage of resources have been earmarked for the response to ad hoc requests, hence increasing the capacity of the Agency to react to changing information needs.

Efficiency gains

To increase efficiency, Eurofound has, and will be, taking steps to:

- improve key business processes, thus achieving internal synergies in the delivery of services;
- increase user-friendly automation of processes;
- take advantage of shared services to support internal efficiencies;
- revisit its organisational arrangements in the light of the approved Programming document;
- explore shared services with other EU institutions and bodies, including potential synergies between the European Commission's and Eurofound's networks and contractors.

As a result of initiatives taken over the past several years in regard to work organisation, technology and simplification of procedures, Eurofound has been able to assign more resources to its operational activities (81% of budget), particularly to research.

The early experiences with Business Process Improvement reviews have been promising in reducing the administrative burden and increasing effectiveness. Other operational and horizontal business processes will be reviewed to ensure they are fit for purpose, including for the support of new demands or possibilities. Measurement in quantitative and qualitative terms needs further development in order to demonstrate the results of the process improvements.

Technological developments will further aid efficiency gains. Investigation of cloud computing applications and the implications for Eurofound are ongoing, including exploration of a common cloud solution for the agencies. Investment in budget forecasting tools and e-tendering will materialise during the programming period. The Commission decision to make its HR management system, Sysper, available to agencies will deliver efficiencies when fully implemented in due course.

Negative priorities

Beyond the ongoing examination of potential savings and efficiencies in organisational operations during the development of this programme, the priorities for a wide range of tasks were discussed and their discontinuation, downsizing or limits to their further expansion considered.

In the area of communication, resources have been significantly reduced in recent years (in the region of 40% over the previous multiannual work programme), while similar uptake and impact of Eurofound findings could be preserved. The Foundation Forum, last time implemented in 2017, is not currently planned to be repeated in 2021 under the same approach. Notwithstanding a consistently high number of requests to participate in events and present Eurofound findings, a restrictive approach is being applied, with each invitation carefully examined based on a set of criteria for prioritisation. Despite requests to increase multilingualism especially in the context of better serving a national-level audience, the multilingual communication of outputs is restricted to avoid a disproportionate claim on the communication budget.

A number of project proposals are discarded every year during the annual discussion of the programming document. This includes projects in areas of high policy relevance (for example, pensions and poverty). Research on labour market mismatches announced in previous programming documents, within the activity of well-functioning inclusive labour markets, has been dropped from the multiannual programme, following Governing Board feedback to prioritise other proposals. In addition, ongoing activities are regularly examined. This includes, for example, the ERM, a project endorsed by the Governing Board to be continued, while resources had still been reduced in recent years.

Unlike in recent years, the topics of ‘youth’ and ‘migration’ have not been selected as separate activities. However, given their importance, they will be addressed as part of several strategic areas of intervention. While the area of refugees remains important and some research had been planned, Eurofound is not among the Agencies that have been given additional resources and mandate to deal with their situation.

Undeclared work is an area where Eurofound has developed some expertise. The *Platform to combat undeclared work*, to which Eurofound is a statutory observer and makes available its relevant findings, is mainly supported by a contractor of the Commission. At this stage, the Platform does not foresee any specific contribution from the Agency but might request it in its 2019–2020 work programme. A decision on possible contributions would be taken in the course of 2018.

The most central activities of Eurofound need also to be considered, particularly those most resource-intensive. They clearly remain as positive priorities for Eurofound, but the scope of the activities and volume of resources needs to be adjusted to ensure its sustainability:

- The three Europe-wide surveys are a priority for Eurofound and a key source of information for the stakeholders. In order to maintain this priority and ensure the sustainability of the surveys, Eurofound, as announced in previous programming documents, has explored options to adjust the frequency and/or to consider adapting other characteristics and examine different possibilities for efficiency gains. The Agency took the initiative to implement the fourth ECS jointly with Cedefop, sharing its costs and ensuring synergies. The sample size of the 2016 EQLS had to be reduced, as the tender awarded was more expensive than expected and the planned sample size was not affordable. A larger sample size and higher frequency requested by some key stakeholders for the European Working Conditions Survey, while politically relevant, will not be implemented, unless additional resources are provided. The frequency of the surveys has also been adjusted to avoid having a survey fully funded by Eurofound over two consecutive years. Therefore, after the 2020 EWCS, the EQLS is in principle planned for 2022, six years after the previous edition.
- Eurofound’s Network of European Correspondents is an important tool. It supports the Agency in conducting comparative research and in monitoring developments across the Member States. The set-up of the 2018–2021 contracts limits the share of the budget absorbed by the network to €1.2 million through adjusting the volume of outputs. Synergies through cooperation and reducing possible overlaps with other networks (such as the Commission’s European Centre of Expertise (ECE), the European Social Network, Eures and so on) have been explored, but the room for further efficiency gains is limited. The option offered

to the European Commission to join the framework contract in order to achieve some economy of scale was not considered.

- Industrial Relations will continue to be a key strategic area for Eurofound. Research demands in the area of Industrial Relations are taking a growing share of Eurofound resources. This includes studies on the representativeness of social partners, essential for the functioning of EU sectoral social dialogue, and additional regular research. The volume of work might need to be adjusted to available resources according to the priorities decided on an annual basis.

Depending on the future Multiannual Financial Framework, further savings in Eurofound's activities may be required. In the framework of a broader discussion on Eurofound multiannual priorities, in 2019 the Agency will discuss different scenarios to reconcile the central priority of the surveys and the Network of European Correspondents, together with other resource intensive activities, with the financial capacity beyond 2020.

Redeployment

Due to the fact that most of Eurofound staff are permanent (Officials) or on indefinite contracts (Art 2(f) TA), staff reductions have been found primarily from retirements, resignations and more transient contractual arrangements (Art 2(b) TAs, Contract Agents, or Art 2(f) TAs who are on fixed-term contracts).

Decisions regarding the choice of posts to be suppressed were and are based on strategic and organisational criteria to ensure that the best interests of the agency are not compromised and that the objectives of the Programming Document can be met. These criteria include the following considerations:

Are the posts key to the functioning of Eurofound?

- Is the post becoming vacant (through transfer, end of contract, retirement or resignation) still as relevant as it was when originally created?
- Has technology or more efficient procedures/structures created any redundancies in the roles?
- Is the post assigned to a core activity?
- Is the activity appropriately resourced or over-resourced? Could it be carried out with fewer resources or by restructuring other roles? Is there duplication between the role and what others are doing? Can the work be delegated to other staff?
- Can the activity/task be outsourced, or simply discontinued?
- Are skills critical – do they exist in other staff or must they be recruited?
- What would be the impact of not filling the post – for the Unit, for Eurofound?
- Should staff reductions be used to rebalance in favour of AD and have less AST staff, or vice versa?

Should one contract type be favoured over another?

- Temporary agent (TA) is the standard contract type for agencies, as defined in Article 2(f) of the Conditions of Employment of Other Servants of the European Union (CEOS). What should be the appropriate balance of contract type for Eurofound?
- Over a period of time, should administrative tasks be shifted to contract agent posts?

In this context, the following posts were not filled when they became vacant in order to achieve the staff reduction requirement. It should be noted that no temporary contract staff were hired in order to compensate for the loss of any of these posts:

Budget Year	Contract type	Function Group	Posts to be suppressed
2013	Official	AST	Achieved
	TA	AST	Achieved
2014	TA	AST	Achieved
	Official	AST	Achieved
2016	Official	AST	Achieved
	TA	AD	Achieved
2017	Official	AST	Achieved
	Official	AST	Achieved
	TA	AD	Achieved
2018	TA	AST	Achieved

III. Work programme 2018

1. Executive summary

2018 is the second year of a new multiannual programme for Eurofound. Support for policies that lead to the upward convergence of living and working conditions in Europe continues to be at its centre. Building on established areas of expertise, the Agency will provide knowledge in the areas of working conditions, industrial relations, labour markets and quality of life. Research and communication will be organised along ten topical activities:

- Working conditions and sustainable work.
- Social dialogue.
- Reporting on working life developments.
- Well-functioning and inclusive labour markets.
- Monitoring structural change and managing restructuring.
- Innovation and job creation in companies.
- Quality of life and quality of society.
- Public services.
- The digital age: Opportunities and challenges for work and employment.
- Monitoring convergence in the European Union.

Findings can assist policymakers in devising social, employment and work-related policies to achieve upward convergence of quality of life and work.

Also in 2018, a large part of the evidence that Eurofound will provide will be derived from Eurofound's own surveys. Analysis of the sixth European Working Conditions Survey (EWCS) will continue to provide further insights on the link between working conditions, job quality and the sustainability of work. Working conditions are shaped to a great extent by industrial relations, the quality of social dialogue and its outcomes. Reporting on developments in industrial relations in Europe will continue in 2018. Longer-term trends can be investigated due to the availability of extended series of observations in Eurofound's monitoring tools. Analysis of social dialogue dynamics will focus on the functioning and linkages between different levels of social dialogue in companies operating in several Member States. In the area of labour market change, an in-depth examination of job creation in social enterprises and cooperatives will commence. Up-to-date information on the employment effects of restructuring will be available from the European Restructuring Monitor (ERM). Eurofound will continue to provide analysis and data on what kind of jobs are being destroyed and what kind are being created through the European Jobs Monitor (EJM). When providing evidence regarding developments in quality of life, the key data source is the fourth wave of Eurofound's European Quality of Life Survey (EQLS). Links between societal characteristics (quality of society) and the well-being of different social groups will be a research focus in 2018. Research on the quality of a range of public services – healthcare, long-term care, childcare and education – will continue in 2018. A specific focus on analysing measures aimed at reducing the barriers encountered by refugees and new migrants in accessing services will be added.

Eurofound will also gather evidence on 'what works' through identifying policies and measures that have been evaluated, with the aim of presenting systematic overviews of the results of these evaluations. This will be done for policies in support of job creation and for policies to combat labour market segmentation. Evidence will also be provided through case study research. Case studies exploring the opportunities and risks associated with selected new forms of employment (casual work and crowd employment) will be continued in 2018, as will the examination of the impact of automation on the services sector.

Building on conceptual work carried out at the beginning of the new programming cycle in 2017, the next steps in developing an indicator for measuring the sustainability of work will be taken. Eurofound will also continue to implement its research approach to investigate the broad labour market implications and the impact on work

of digitalisation. Following the development of a conceptual framework, the implementation of the scoreboard of indicators to monitor convergence in the European Union will be completed. A distinct activity is devoted to managing Eurofound's surveys and to developing them further. In 2018, preparation of the fieldwork for the fourth European Company Survey has to be completed. Time will also be devoted to develop a medium- to long-term approach to surveys and data collection in Eurofound. The 2018 work programme also foresees the possibility to react to ad hoc information requests from Eurofound's stakeholders. Roughly 5% of the operational budget and staff capacity are reserved to cover unforeseen issues that require policy action. Implementation of the operational research and communication activities outlined above is supported by two horizontal activities. These ensure that an optimal communication infrastructure is in place and that organisational support and development guarantee sound financial management, increased efficiency, and availability of staff with the skills and competencies necessary to implement the programme effectively.

2. Activities

2.1 Operational activities

2.1.1 Working conditions and sustainable work

Overview

Eurofound will continue and extend the analysis of EWCS data in order to provide objective information on the different working conditions experienced by different workers. The focus in 2018 will be on gender equality at the workplace and an analysis of employee engagement and development of workers' knowledge and skills. The analyses started in 2017 on work and health and on employment status and working conditions will be completed. The joint report with the ILO on working conditions in a global perspective will be finalised and published in 2018. Eurofound will continue to address requests made by relevant international organisations or specific countries regarding cooperation activities on the measurement of working conditions outside of Europe. Building on the EQLS as well as the EWCS, the Agency will provide an analysis of work–life balance in Europe. Eurofound will also consult its stakeholders to decide on the approach for sectoral and occupational comparisons in job quality which could be implemented from 2019.

Work will be finalised on the research on casual work begun in 2017 and the results published.

According to Eurofound's 2015 concept paper, sustainable work depends on two elements: the different dimensions of job quality and the circumstances and characteristics of the individual. In 2018 and 2019, more work will be done on developing an indicator scoreboard of sustainable work which would encompass both elements (depending on the outcome of the 2017 feasibility study), with a particular focus on the role of motivation for the sustainability of work.

Objectives

- To finalise the joint ILO/Eurofound report *Working conditions in a global perspective* and to continue to monitor developments in measuring working conditions across the world and explore collaboration possibilities.
- To provide evidence on working conditions and their implications for sustainable work, derived from analysis of the EWCS, on:
 - working conditions and employee engagement and development of workers' knowledge and skills;
 - work and health and well-being;
 - working conditions and employment status;
 - gender equality at work.
- To develop measurement tools for the analysis of progress towards making work sustainable on the basis of the results of the feasibility study started in 2017, with a particular focus on exploring the role of motivation in keeping workers longer in work (based on EWCS and other relevant data).

- To analyse work–life balance and reconciliation challenges in Europe for both workers and non-workers, using data from the EWCS and EQLS.
- To provide evidence on casual work and associated risks and opportunities.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Report Casual work</p> <p>Working paper (National Contribution) Casual work national reports and case studies</p> <p>Policy Brief Employment status and working conditions (based on sixth EWCS)</p> <p>Working paper (Facts and figures paper) Employment status and working conditions (based on sixth EWCS)</p> <p>Report Work and health and well-being (based on sixth EWCS)</p>	<p>Report Work–life balance in Europe (based on sixth EWCS and fourth EQLS)</p> <p>Working paper (Facts and figures paper) The role of motivation and sustainable work</p>	<p>Report Gender equality at work (based on sixth EWCS)</p> <p>Report Working conditions and employee engagement and development of workers’ knowledge and skills (based on sixth EWCS)</p>

Expected results

The analysis of the European working conditions survey is expected to contribute data and information to the monitoring of job quality and working conditions by key stakeholders, including the social partners, Member State governments, the European Commission, the European Parliament, the OECD, the ILO and European agencies.

Eurofound will make available findings on the diversity of working conditions and job quality, identifying inequalities. New research drawing on both the EQLS and the EWCS will contribute to the policy debate on reconciliation issues and work–life balance for men and women. Eurofound’s rich material on working conditions and their measurement will, through cooperation, be placed in a wider context of international comparison. The specific analysis on gender is expected to contribute to gender equality policy documents.

Eurofound’s research on undeclared work, on the effects of employment status and on new forms of employment – such as casual work – will contribute to provide an enhanced information basis for policymakers, and could thereby feed into the activities of the European platform tackling undeclared work.

To contribute to the debate on extending working lives, Eurofound will provide findings on the motivation of workers in the context of work sustainability.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€186,000

3.8 FTE

2.1.2 Social dialogue

Overview

In 2018, Eurofound will continue work started in 2017 to investigate the linkages between the European social dialogue and social dialogue at national level. In 2018, a particular focus on the company level will be added. This follows the call from the European Parliament in 2016 that ‘... Eurofound takes account in its 2018 work programme studies examining cooperation between European and national stakeholders in multinational companies ...’²⁶. To this extent, Eurofound will review existing research analysing how social dialogue works in multinational companies, taking account of experiences involving European Works Councils and European Framework Agreements.

Eurofound will continue to map and analyse models of effective and well-functioning social dialogue at European and national level that served as examples of good practice before, during and after the crisis. This will complete work started in 2017. Eurofound will review existing work and other sources to identify capacity-building needs and initiatives of social partners (examples of good practice for enhancing the capacity for an effective and meaningful social dialogue, including those currently ongoing and those facilitated by public authorities) in relation to national frameworks for autonomous collective bargaining; involvement in European social dialogue; and developing membership and providing attractive services. On this basis, Eurofound will identify capacity needs and issues with its stakeholders to be addressed through future exchange seminars.

Eurofound will continue to assess the representativeness of EU-level sectoral social partner organisations and plans to launch six new studies in 2018. The Agency will consolidate the data gathered via the representativeness studies in a data base on the European social partners.

Objectives

- To investigate the linkages between the European social dialogue and the national levels, particularly focussed on better understanding of the cooperation mechanisms used in decision-making and implementation in multinational companies.
- To improve understanding of models and features of national level social dialogue.
- To explore with social partners the interest and possible audience for a capacity building exercise for an effective and meaningful social dialogue, such an exercise would aim 1) to identify capacity needs and issues to be addressed, and 2) to identify possible solutions. Depending on the outcome of these steps Eurofound might play a part later in the programming period in meeting specific needs identified.
- To provide the information required by the European Commission to assess the representativeness of European sectoral social partner organisations so as to support the European cross-industry and sectoral social dialogue.

²⁶ EP INI report, *Workers’ representation on the supervisory or administrative bodies of undertakings in Europe*, 2015/2222(INI) (rapporteur: Thomas Händel).

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Report The articulation between the EU and national levels of social dialogue</p> <p>Report Mapping social dialogue at national level in the light of key dimensions of industrial relations</p> <p>Web database Indicators of key dimensions of industrial relations</p> <p>Report Six Representativeness studies*</p>	<p>Working paper (Facts and figures paper) Background paper for stakeholder meeting on capacity-building for effective social dialogue</p> <p>Working paper (Facts and figures paper) European sector social dialogue: facts and figures (horizontal overview gathering data from already published sectoral representativeness studies)</p>	<p>Report Report on social dialogue at company level: analysing linkages between national and EU levels</p> <p>Report Six Representativeness studies*</p>

*rolling programme: six studies published every year, volume may be reviewed from 2019.

Expected results

The evidence provided by the report on the ‘Articulation between the EU and national levels of social dialogue’ will point social dialogue actors to areas and processes where better linkages between different levels of social dialogue could render social dialogue more efficient. The work of 2018 will shed light on the complex level linkages of social dialogue at company level both in its horizontal and vertical forms of articulation. The evidence provided by Eurofound in the years 2017 and 2018 on social dialogue shall support mutual learning processes by increasing knowledge of social dialogue at different levels. In this context, the 2018 activities shall also contribute to an assessment of how Eurofound can contribute to capacity building for an effective and functioning social dialogue at national level.

The evidence provided will benefit the involvement of social partners in the design and implementation of policies and reforms, including in the European semester process. Eurofound representativeness studies will support the European Commission in assessing which European social partners to consult under article 154 TFEU. The evidence will contribute to a more accurate assessment of social dialogue in the framework of the employment guidelines.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€711,000

4.3 FTE

2.1.3 Reporting on working life developments

Overview

In 2018, Eurofound will continue to provide systematic and comparable data on national industrial relations systems and developments in working life through the monitoring and reporting tools integrated in the European Observatory of Working Life, EurWORK. This includes updating of the Working life country profiles, which provide background information on industrial relations systems with an overview of main features, actors and issues for each Member State. Regular reporting on aspects of working life will highlight developments regarding actors, topics discussed and outcomes achieved through legislation or negotiation. The European Industrial Relations Dictionary will also be kept up-to-date. While the outputs will largely remain the same, the re-launch of the network contract in 2018 will provide the chance to adapt the way the network contributes towards these products.

Depending on the outcome of the feasibility study of an ‘Industrial Action Monitor’ as of 2017, and subject to a positive decision to go ahead, Eurofound might start to implement this activity already in 2018. This instrument would systematically screen industrial action events across Europe (announced and actual), their causes and outcomes.

Building on the exploratory work carried out in 2017 to report on collective bargaining in a more holistic and comprehensive way, Eurofound will start to pilot and implement identified changes in 2018. The entry point for presentation will be the already existing web portal on collective (wage) bargaining, which is likely to be revamped accordingly. The ‘comprehensive’ view will encompass the full contents of collective agreements beyond wages and working time. The ‘holistic’ approach means that actors, processes, and the systems that shape the processes and outcomes will be covered, as well as how different outcomes might be traded for others. Eurofound will thus go beyond a technocratic exercise of coding the contents of collective agreements and aim to provide more systematic reporting on collective bargaining across Europe which will allow for comparisons across countries, selected sectors and time.

Objectives

- To provide systematic data, in selected key areas of industrial relations, where no harmonised European level data sources exist.
- To highlight recent developments of selected features of working life.
- To provide an accessible and comprehensive overview of industrial relations systems, in particular of collective bargaining processes and outcomes across Europe.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Report Annual Review of Working Life 2017</p> <p>Report Topical update on statutory minimum wages 2018</p> <p>Report Topical update on pay 2017</p> <p>Web database Updated database on wages,</p>	<p>Web database European Industrial Relations Dictionary: Up to 30 updated and/or new entries of terms</p> <p>Web database Quarterly country updates</p> <p>Report Topical updates (x4 – covering all countries)*</p>	<p>Blog/article Industrial Action Monitor: Potential first summary of industrial action events across Europe based on 2018 data</p> <p>Report Topical update on statutory minimum wages 2019 Topical update on working time 2017–2018</p>

<p>working-time and dispute resolution</p> <p>Working paper (Concept and methodology paper)</p> <p>Industrial Action Monitor: concept/feasibility/pilot study</p> <p>Working paper (Concept and methodology paper)</p> <p>Pilot/feasibility study on reporting on collective bargaining</p>		<p>Report</p> <p>Annual review of working life 2018</p> <p>Web database</p> <p>Updated working life country profiles</p> <p>Web database</p> <p>Potential first implementation of portal reporting more comprehensively on collective bargaining</p>
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Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€614,000

4.2 FTE

Expected results

Eurofound expects to consolidate as the portal of reference on working life (including industrial relations and working conditions) for EU and national policymakers, providing continually updated comparative information on actors and institutions, topics discussed and outcomes achieved. The evidence provided can contribute to well-informed initiatives of actors which could lead to the better functioning of social dialogue at European and national level. The comparative nature of the information provided can also support initiatives for mutual learning.

2. 1.4 Well-functioning and inclusive labour markets

Overview

Building on the exploratory research conducted in 2017, Eurofound will focus much of its activity in 2018 on labour market segmentation. The mapping of policies to combat segmentation, including those addressing differences in employment protection (begun in 2017) will be followed up to provide some assessment of their effectiveness.

2018 will also see the implementation of the set of indicators, developed in 2017, that map the prevalence of segmentation in selected Member States. In a further development, some focus will be placed on socio-demographic groups that face a particular risk of segmentation, meaning that they are more likely to be employed in a separate submarket/segment of the labour market with very limited possibilities for moving to other segments (for example, due to age, gender, skills level, nationality, or health status). While it is very clear that employment is gender-segregated in most Member States – women dominate numerically in certain sectors – it is less clear to what extent this segregation (a quantitative measure) is related to segmentation (a qualitative concept) and how the latter contributes to the still disadvantaged position of women in the labour market. Another dimension is age (young and older people). With the recovery, young people are increasingly finding new jobs but there are concerns that they may be recruited to jobs in the secondary labour market with lower wages and less employment security.

Furthermore, in 2018 the projects on the living wage and measures to assist older workers affected by dismissals for economic reason will be continued and finalised.

Objectives

- To provide an assessment of initiatives to combat labour market segmentation, following up the activities started in 2017.
- To construct a number of quantitative indicators of labour market segmentation in selected Member States. Some focus will be placed on particular groups most exposed to the risk of segmentation, for example women, young people, and migrants.
- To explore which measures work best to ensure that employees, especially older workers, made redundant find a new job.
- To explore the concept of a ‘living wage’ in Europe and how it is calculated in different countries or regions.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Working paper (Facts and figures paper) Literature review on labour market segmentation</p> <p>Working paper (Facts and figures paper) Support for redundant older workers</p> <p>Web database Inclusion of identified support instruments for redundant (older) workers in ERM database</p> <p>Report Living wage</p>		<p>Working paper (Facts and figures paper) Quantitative part labour market segmentation</p> <p>Working paper (Facts and figures paper) Qualitative part labour market segmentation</p> <p>Report (consolidated) Labour market segmentation</p>

Expected results

The indicators on segmentation will provide policymakers with information on the prevalence of labour market segmentation throughout Europe. The assessed measures on how to mitigate labour market segmentation will show what types of labour market reforms can address segmentation effectively.

The ‘living wage’ project aims to raise awareness of an approach taken in some Member States, and illustrates how it is calculated. This can feed into the debate on the role of wages for guaranteeing an acceptable standard of living in other Member States, informing policymakers in governments and social partner organisations involved in this debate.

Policymakers will have access to an overview describing what measures support employees who have been dismissed for economic reasons to find a new job and some assessment concerning what works specifically for older workers. This will inform the debate on how to address the challenge of an increasing number of older workers facing difficulties in re-entering employment after losing their jobs.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€105,000

2.5 FTE

2.1.5 Monitoring structural change and managing restructuring

Overview

The monitoring of restructuring activity and of structural transformations in the labour market has been a strong focus of Eurofound work, especially since the inception of the European Monitoring Centre on Change in 2001. It is also an important element of EU policy-making as evidenced in the Quality Framework for the Anticipation of Change and Restructuring (2013) as well as the significant budget allocated to the European Globalisation Adjustment Fund and to restructuring-related activities in the Structural and Cohesion Funds.

The European Jobs Monitor will contribute to deepening contextual information around key Europe2020 strategic objectives, such as the 75% employment rate objective by providing regular, monitoring data on the quality as well as the quantity of jobs created. In 2018, specific thematic analysis will be carried out looking at ‘the new geography of jobs’, in particular the extent to which there has been in Europe a concentration of jobs of good quality (proxied for example by wage) in large, metropolitan and capital city areas despite earlier predictions that ICT developments would render place of work irrelevant and reduce the importance of proximity to cities as a condition of access to good quality employment. The jobs approach will be used in conjunction with regional level employment data to illustrate centre/periphery divergences, their manifestations in terms of sector and occupation employment shifts, their impacts in terms of inequality and their implications for regional and labour market policy.

The European Restructuring Monitor will continue to host the only available European data source mapping large-scale restructuring activity. The data collected complements the annual analysis of labour market and restructuring trends based on the European Labour Force Survey. The ERM will also present regularly updated information on restructuring-relevant policies and legislation.

Objectives

- To highlight how the structure of employment is changing and the policy implications of these changes
- To provide up-to-date information on restructuring, as regards employment effects, policies and legislation

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2018 project)
<p>Report Restructuring (working conditions after restructuring, including ERM standard part)</p> <p>Web database Case studies on company initiatives addressing stayers after restructuring (to be included in the ERM case study database)</p>	<p>Blog/articles Restructuring briefs</p> <p>Web database Updated ERM and EJM databases</p>	<p>Report EJM bi-annual report on the new geography of jobs and implications for the employment structure</p> <p>Report ERM standard part</p>

Expected results

Policymakers will be able to access information on labour market trends and developments and the drivers of change behind them. This will help to identify specific needs for managing change and to develop appropriate policy initiatives and instruments. The Commission will use this evidence, for example, in contributions to the *Employment and Social Development in Europe* flagship report as well as other relevant publications. Data and analysis on the regional distribution of good quality employment will inform Commission work on the ‘the new convergence process’ envisaged in the Five Presidents’ report.

Information on restructuring as provided by the ERM will assist the Commission in identifying appropriate types of target cases for the European Globalisation Adjustment Fund, as well as in monitoring the application of the Quality Framework for the Anticipation of Change and Restructuring.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€ 217,000

3.7 FTE

2.1.6 Innovation and job creation in companies

Overview

In the aftermath of the global economic and financial crisis, characterised by considerable job loss, European policymakers are looking for options to avoid further decline in employment and to support job creation. Little is known so far about the characteristics of companies that are more dynamic in job creation (or retention) than others. Recently, Eurofound has contributed to closing this knowledge gap by identifying factors influencing

companies’ job creation behaviour (‘Job creation in SMEs’ project and Work Programme 2017 project on ‘ECS analysis’).

Following on from preparatory work in the preceding year, in 2018 this will be supplemented by qualitative research to explore social enterprises including cooperatives and their motivations and potential constraints related to employment development, their recruitment and employment strategies as well as their use and need for public support. As far as the qualitative approach allows, the characteristics of the created/retained jobs will also be explored.

In addition, the activities started in 2017 to assess the effectiveness of public innovation support as regards their employment implications will be finalised.

The activity will also continue to contribute to the preparation of the next wave of the European Company Survey, planned to be conducted in cooperation with the Centre for the Development of Vocational Training (Cedefop).²⁷

Objectives

- To explore the motivations and constraints for positive employment development in social enterprises including cooperatives in terms of recruitment and employment strategies, and the possibilities for targeted public support.
- To provide an assessment of the job creation effects of public innovation support measures (continuation and finalisation of 2017 project).
- To contribute to the preparation of the next wave of the European Company Survey (specifically questionnaire development) led by activity 2.1.11 ‘Survey management and development’.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Working paper (Facts and figures paper) Workplace practices, including methodology, data annex</p> <p>Innovation support</p> <p>Policy Brief Employment effects of innovation support</p> <p>Working paper (Facts and figures paper) Employment effects of innovation support</p>		<p>Report Job creation by organisation type</p>

²⁷ The specific steps to be taken as regards the future methodology of the European Company Survey are captured in activity 2.1.11 ‘Survey management and development’ while input from this activity, for example concerning the indicators that should be covered, will be considered.

Expected results

The research will contribute to a better understanding of the factors influencing job creation and job retention in Europe. Such information is essential for the design and implementation of targeted public support in order to ensure its effectiveness, particularly in times of limited public budgets. The proposed approach provides value-added as so far little is known about the reasons for (not) hiring and about what would be needed by organisations to avoid job losses. The findings would be useful particularly for governments and business organisations.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€32,000

1.0 FTE

2.1.7 Quality of life and quality of society

Overview

In 2018, this research programme will continue the analysis of the data from the fourth European Quality of Life Survey (EQLS). After presenting the main survey results in the Overview report in early 2017, the work will continue on the thematic reports on trust in national institutions²⁸, as well as on social cohesion that are planned for publication in 2018. The main indicators of quality of life in the EU candidate countries will also be documented.

In 2018, a series of policy briefs will be prepared, for example around the themes of deprivation, economic and social insecurity and resilience, reconciliation of work and care, living conditions of people with chronic illness and disabilities, and the changing face of life in rural Europe. With regard to the themes proposed, the EQLS contains specific indicators that provide evidence along the topics mentioned.

Eurofound will continue its research into intergenerational differences in well-being, exploring opportunities to bring a life-course perspective to analysis of changes in well-being levels in an ageing population. An internal paper will be prepared in 2018 with regard to using other statistics in addition to the EQLS data for comparing the age cohorts in the EU countries.

Building on the in-house work in establishing the scope and relevance of local factors for quality of life, the research in 2018 will continue with an exploration of the empirical data on neighbourhood quality and services from the EQLS and other available European data sources, and with identification of relevant policy areas and measures.

To capitalise on the findings from the fourth EQLS and to identify the most relevant policy messages and emerging themes for future development²⁹, Eurofound will consider organising a seminar on social monitoring

²⁸ Trust in the following institutions is measured since 2007: national parliament, government, legal system, the police; newly introduced items cover local authorities, banks, humanitarian or charitable organisations, and news media. Trust in European institutions is not measured by the EQLS, but could possibly be referred to in the general background when reviewing other sources – relevance of this will be assessed at a time of project implementation.

²⁹ A further edition of the EQLS in the next programming period is in principle planned for 2022.

and reporting in Europe, bringing together the leading experts on indicator development and comparative analysis of societal trends in Europe.

Objectives

- To provide in-depth analysis of developments of European societies in terms of trust in institutions and of social cohesion.
- To produce a series of policy briefs that analyse the links between societal characteristics (quality of society) and well-being of different social groups.
- To extend the research on intergenerational differences in well-being in the EU Member States by using multiple waves of the EQLS as well as other statistics suitable for assessing change over time.
- To assess the scope and relevance of local factors for quality of life and identify policy measures (including at European level) that can address them.
- To provide an overview of the key dimensions of quality of life and quality of society in the EU candidate countries based on empirical, comparative data from the fourth European Quality of Life Survey.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Report Trust in institutions in the 21st century</p> <p>Report Social cohesion and well-being in Europe</p> <p>Policy Brief Generational differences</p> <p>Working paper (Facts and figures paper) Neighbourhood quality and local factors affecting well-being</p>	<p>Policy Brief EQLS policy briefs: Social insecurity and resilience</p> <p>Policy Brief EQLS policy briefs: Living with disability or chronic illness</p> <p>Policy Brief EQLS policy briefs: Life in rural Europe in 21st century</p> <p>Policy Brief EQLS policy briefs: Quality of life in major European cities</p> <p>Report Overview of quality of life in the EU candidate countries</p>	<p>Flagship report Eurofound findings in area of quality of life and public services</p> <p>Working paper (Facts and figures paper) Changes in well-being over the life-course</p>

Expected results

Completed reports on trust and social cohesion could provide insights for the European Commission and the European Statistical System, as well as social partners with regard to phenomena related to the quality of society and regarding the societal context for the policy reforms and changes of the recent years. In particular, the research results will be relevant to provide knowledge in relation to issues addressed by the European Commission in the European Pillar of Social Rights.

Evidence with regard to change in well-being levels over the life-course can inform European and national policymakers in assessing the outcomes of the social policies.

The fourth EQLS data on the EU candidate countries can be used by the countries as well as by the European Commission in their regular reviews of country situations and relevant policy reforms.

Budget implementation

Programme delivery

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€ 134,000

3.6 FTE

2.1.8 Public services

Overview

In 2017, Eurofound published an overview report with the main findings from the fourth EQLS. In 2018, Eurofound will continue its in-depth data analysis from the fourth EQLS and the EU statistics on income and living conditions (EU-SILC), with the aim of providing more insights into how access to and the quality of public services have developed in European countries. Using a range of quality indicators introduced in the EQLS, aspects of perceived quality will be investigated, taking into account changes since the last wave of the EQLS in 2011. The analysis will examine developments over time in access to and quality of services, with specific attention to social inequalities. The fourth EQLS provides data on general satisfaction with a range of public services and also allows for the development of more in-depth indicators on the perceived quality of healthcare, childcare, long-term care and school services.

The research on public services will emphasise responses to new social and demographic realities, not only ageing societies, but challenges around children and young people. In 2017, Eurofound identified the characteristics of young people having most difficulty (for example, young people with mental health problems) in accessing social and health services and the types of services that are most relevant in providing support. This work will continue in 2018 with in-depth case studies to examine robust and evaluated policies and measures that address the particular needs of disadvantaged groups. Modes of information and service delivery in selected Member States will also be examined. In addition to the analysis of policies and measures, the perspective of service provider organisations and their experiences of providing services to young people will also be analysed.

A concept and analytical framework was established in 2017 to assess the nature and extent of digitalisation of health and social services. In 2018, the research on digitalisation will continue: this will address how new technologies are being incorporated into the design and delivery of health and social services, and the consequences for both the users and providers of services. This information could be gathered through the Network of European Correspondents.

The recent flows of migrants will continue to have a short-term as well as long-term impact on public services. In 2017, Eurofound completed an initial mapping of the labour market integration of refugees with a meeting of key actors to identify emerging issues. Building on the findings of the 2016 report and consultation, in 2018 Eurofound will examine measures to reduce the barriers encountered by refugees and new migrants in accessing services, also taking into account the perspective of the service providers.

Objectives

- To provide comparative data and analysis on access to and quality of social services in 28 EU Member States based, among others, on the fourth European Quality of Life Survey and to identify which dimensions influence quality of social services in general and how they differ for different societal groups.
- To provide analysis of evaluated policies and measures that address the issue of access to and use of information and support services by young people across Member States, including the perspective of service providers.
- To assess the impact of digitalisation on access for service users and examine how the design and delivery of health and social services can be supported by new technologies.
- To analyse measures to reduce the barriers encountered by refugees and new migrants in accessing services.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Report Based on the analysis of EQLS module on services</p>	<p>Working paper (Concept and methodology paper) Measures to address inequalities in access to services among young people (to feed into the flagship report/resource)</p>	<p>Report Access of young people to information and support services</p> <p>Report The impact of digitalisation on health and social services</p> <p>Report The role of public services in integrating refugees and asylum seekers</p>

Expected results

Policymakers at European and national level will have access to comparative data and analysis on accessibility and quality of social services and the factors influencing it. This knowledge can assist in the planning, adaptation and improvement of social services and contribute to enhancing their accessibility and quality. The comparative data covering 28 EU Member States can assist Member States and the European Commission within the European Semester cycle, in particular in relation to monitoring and maintaining high quality standards for delivery of social services to a changing population, including migrants and young people. Research results will be relevant in providing knowledge to the ongoing debate within the framework of the European Pillar of Social Rights.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€201,000

3.3 FTE

2.1.9 The digital age: opportunities and challenges for work and employment

Overview

In 2018, Eurofound will continue its analysis of the broader implications of the development of the digital economy. This will include completing research strands started in 2017, adding further modules to these strands, as well as starting strands outlined in the multiannual programme but not yet initiated in 2017. The research approach for investigating the labour market implications and the impact of digitalisation on work and employment developed in 2017 will provide the conceptual framework for all work.

Eurofound will complete qualitative studies on five game-changing technologies in services³⁰ started in 2017. The technologies to be identified in 2017 could include, for example, advanced robotics, virtual reality, artificial intelligence, the internet of things or big data. ‘Game-changing technologies’ are defined as still being in their infancy but with the potential to radically change economic activity in the European service sector in the near future. In order to understand the employment impact of the automation of services, the qualitative investigation started in 2017 will be complemented in 2018 by a study on the quantitative impact, as far as available data allow. Eurofound can draw for this on previous work on the employment impact of technological change in the context of the European Jobs Monitor (EJM). The framework developed within the EJM to analyse the task content of jobs can help to estimate the potential impact of automation in services on employment levels in the sector. The investigation of the employment impact of the automation of services will also cover occupational and transversal skills, for which established cooperation with Cedefop will continue.

The investigation of the situation of specific groups of workers will continue with qualitative research on ICT-based mobile workers³¹, preparation for which started in 2017. Following on from analysis of data from the sixth EWCS completed in 2017, further research in selected Member States will investigate this employment form to gain further knowledge about potential benefits and risks. A specific focus could be on the current characteristics and possible gaps in the design of legal frameworks and collective agreements which support, for example, beneficial work–life balance outcomes, address risks in relation to health and safety, work organisation or consider workers’ representation issues. Also, the level of awareness of labour inspectorates (or similar institutions) and their approach to monitor implementation and the effects of this employment form could be explored. The results of quantitative and qualitative research on ICT-based mobile workers will then be brought together in a compiled analysis.

Research on crowd employment started in 2017 will be continued, exploring the working and employment conditions related to specific types of crowd employment. Furthermore, Eurofound will establish an online resource compiling various types of information on crowd employment (such as policy papers, an initiative to provide a collective voice to crowd workers, research publications) in order to facilitate policymakers’ access to respective information. Short articles summarising the most interesting publications, with a specific focus on the quantitative dimension of crowd employment, will be published.

A new research strand will start in 2018 to commence work on mapping the contours of the platform economy in Europe and assessing its implications for the labour market. The definitions and classifications with respect to the platform economy set out in the 2017 conceptual framework on the digital age will be the starting point. In 2018, Eurofound will investigate which tools and measurements are suitable for establishing if and to what extent the platform economy is an important part of the economy and how it affects the labour market. As established tools for measuring economic activity may not be the most suited, this investigation is a necessary first step before developing indicators and identifying reliable data sources. Research conducted by other institutions (for example, European Commission, JRC, OECD) will be considered if relevant.

³⁰ The 2017 project used a methodology similar to the one developed for the study on *Game Changers in European Manufacturing* in the context of the pilot project on ‘The Future of Manufacturing in Europe’. Results of the study on game changers in manufacturing will be available in late 2017.

³¹ ICT-based mobile work refers to work patterns of employees and self-employed operating from various possible locations next to or instead of a fixed workplace at the employer’s or client’s premises or at home (hence less place-bound than teleworking), supported by modern technologies (Eurofound, 2015).

Objectives

- To identify and describe game-changing technologies in services through case-study research and to try to quantify the employment effects of the automation of services.
- To analyse further the working conditions of ICT-based mobile workers through qualitative research and present a comprehensive picture of their situation by bringing together the results of quantitative and qualitative research in a compiled analysis.
- To analyse further crowd employment in the EU.
- To investigate tools and measurements suitable for establishing if and to what extent the platform economy is an important part of the economy and how it affects the labour market.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Working paper (Facts and figures paper) Quantitative analysis of ICT-based mobile work</p> <p>Report (consolidated) Crowd employment</p> <p>Working paper (Facts and figures paper) Crowd employment (supplementary information)</p>	<p>Web database Online resource on crowd employment</p>	<p>Working paper (Facts and figures paper) A number of working papers related to the automation of services</p> <p>Report (consolidated) Automation of services</p> <p>Report (consolidated) ICT-based mobile workers</p>

Expected results

Policymakers will gain knowledge on how the service sector will change as a result of technological change. They will have access to information on game-changing technologies impacting on the service sector, including their effects on workers' representation and social dialogue, and data on how the automation of services will impact on employment levels in services.

Policymakers will also be provided with more specific knowledge on a new employment form, ICT-based mobile work, which is already rather widespread in some Member States and has the potential to become more prominent in others due to technological progress and societal changes. This will include pointers where current frameworks (legislation, collective agreements, social dialogue, working and employment conditions' monitoring systems) could be better aligned to the new developments in order to benefit from the opportunities inherent in this employment form and to counteract the potential risks. Through raising awareness, the research findings could lead to more informed policies and potentially to the adaptation of existing frameworks or the introduction of new tailor-made interventions, if required.

Quantitative data on the scale and scope of crowd employment in Europe, as well as on the employment and working conditions of crowd workers, will enhance the understanding among policymakers of the importance of this employment form in Europe and its implications for the labour market. This can inform decisions about the need for and direction of policy intervention, not least in connection with debates around the future of work in the framework of discussing the European Pillar of Social Rights proposed by the European Commission.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)

- Uptake through website
- Contributions through events
- Use in key EU policy documents

Resources

€ 46,000

3.0 FTE

2.1.10 Monitoring convergence in the European Union

Overview

As part of this activity, in 2017 a conceptual framework and a set of indicators to monitor convergence in the European Union in the dimensions of employment, social protection, working conditions, social cohesion and quality of life and socio-economic factors was agreed. A conceptual paper summarising the main findings has been drafted. Moreover, the project on monitoring convergence in employment and the socio-economic dimension has started, as well as the development of an interactive web repository on convergence.

In 2018, as a continuation of 2017, the project on monitoring convergence in employment and socio-economic dimension will be completed.

Moreover, linking with the discussion on the European Pillar of Social Rights and building on the conceptual framework developed in 2017, in 2018 a new set of activities will start, including the implementation of the scoreboard of indicators to monitor convergence and divergence in the European Union. This will encompass the finalisation of the computation of composite indices for each of the dimensions identified in 2017 and the assessment of their quality. Data will cover all EU Member States and the set of indicators identified in 2017 will be constantly updated, as soon as new data are realised. Furthermore, building on the 2017 work done in the socio-economic and employment dimension, in 2018 Eurofound will investigate convergence in the dimension of working conditions. This will make full use of the latest EWCS data as well as other sources and will build on the previous work in the field, taking into account the various aspects of job quality considered in the EWCS. The study will be updated as soon as the new wave of the EWCS will become available. Finally, following the 2017 exercise, the web repository and the new interactive data visualisation tool will be finalised and published online. The website will include the continually updated scoreboard of indicators and indices and an interactive data visualisation tool, allowing the user to explore the indicators and to create their own indices, short articles, (such as blog pieces), summarising the main findings and presenting new evidence.

Objectives

- To complete the implementation of the scoreboard of indicators to monitor convergence in the European Union (following the conceptual work of 2017).
- To complete the investigation on convergence in employment and socio-economic dimensions started in 2017.
- To investigate and monitor convergence in working conditions through EWCS data.
- To finalise and to publish online the web repository and the interactive data visualisation tool.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Report Monitoring convergence in employment and in the socio-economic dimension</p> <p>Policy brief In-depth analysis on selected indicators of employment and socio-economic dimensions (two)</p>	<p>Report Conceptual framework including measurement and indicators</p> <p>Web database Web repository and the new interactive data visualisation tool</p>	<p>Report Monitoring convergence in working conditions</p> <p>Policy brief Analysis on selected indicators (two)</p>

Expected results

With the ambition of becoming a point of reference in the growing debate on convergence in the European Union, Eurofound will consistently provide up-to-date information and evidence on Member States' convergence trends and performances.

With the help of the scoreboard of indicators and indices created, the research will support the monitoring of Member States' dynamics in the dimensions of employment, working and living conditions. This will provide evidence relevant to the discussion on the European Pillar of Social Rights. It will also provide a better understanding of some of the factors that could influence such trends.

European and national policymakers, as well as a wider audience of scholars and citizens, will be able to access this information through the newly created web repository. The website will contain an interactive tool to explore the indicators considered. Together with blog pieces and further evidence and findings from this activity, the web repository will be a reference tool for policymakers involved in devising policy instruments aimed at achieving upward convergence in the EU.

Resources

€ 196,000

2.6 FTE

2.1.11 Survey management and development

Overview

Surveys are a key source of the policy-relevant information Eurofound provides to its stakeholders. A continuous effort is required to ensure effective and efficient data collection and analysis to an appropriate quality standard.

Preparation of the fourth European Company Survey will progress in 2018. This will include elements like cognitive testing of selected modules/questions and translation of the questionnaire to be pre-tested for selected languages. The questionnaire should be finalised and translated followed by a pilot for the field work. The aim is to complete all preparatory work to allow for fieldwork to start in late 2018 or early 2019. Contacts with the European Training Foundation will be established to facilitate their potential participation in the analysis of the survey for candidate countries.

In relation to the next wave of the European Working Conditions Survey, the tender specifications for preparation of fieldwork and for the fieldwork itself of the seventh wave of the EWCS, as well as the quality control plan, will be drafted, with a view to having a framework contract for fieldwork in place by the end of the third quarter of 2018. The first preparatory steps for fieldwork have been undertaken in 2017. In-house work started in 2017 (literature review, analysis of national and scientific questionnaires on working conditions and analysis of the European policy agenda) will be completed and work on the revision of the questionnaire will commence. A detailed plan for the preparation and implementation of fieldwork in 2020 will be prepared.

In 2017, Eurofound started to investigate how data from different Eurofound surveys can be statistically matched in order to expand the possibilities for data analysis without increasing response burden or costs. This work will be continued in 2018 with the statistical matching of the EQLS and EU-SILC public services modules. If this proves successful, a single combined dataset on ‘public services’ could be created. The second strand of combined analysis in 2018 consists of looking at the fourth EQLS and sixth EWCS, where the focus will be on work-life balance items. This preparatory work will feed into the combined analysis on work-life balance planned under the activity Working conditions and sustainable work. The overall aim of these exercises is to expand the focus of Eurofound’s surveys and incorporate different angles without increasing response burden or costs.

In 2018, further steps will be taken to improve the quality of the European Quality of Life Survey through analysing in detail non-response and exploring how non-response bias can be counter-balanced in data analysis and in future survey design. In addition, work will commence to assess the availability and accessibility of other surveys in Europe with a view to identifying potential platforms for sourcing survey items, testing new items or collecting data in the future.

In terms of developing a long-term perspective for Eurofound’s surveys beyond 2020, work will continue in 2018 with reviewing the timing (cycle of preparation and implementation of individual surveys) and exploring cost-saving scenarios and their quality implications. Also, a set of parameters will be identified which will be used to carry out an (outsourced) appraisal of the different scenarios.

Objectives

- To complete preparation of the fieldwork for the fourth ECS.
- To prepare a detailed plan for implementation of fieldwork of the seventh EWCS and to establish a framework contract for the preparation and implementation of this fieldwork.
- To enhance the usefulness of Eurofound surveys through exploring combined analysis and statistical matching.
- To explore the development of new thematic modules, new modes and new vehicles for the study of quality of life and public services through the EQLS.
- To develop a medium- to long-term approach to surveys and data collection in Eurofound.

Outputs

Outputs available 2018 (from project started in 2017)	Outputs available 2018 (from projects started in 2018)	Outputs available 2019 (from 2017 and 2018 projects)
<p>Final questionnaires for all Member States and candidate countries of the fourth ECS</p>	<p>Working Paper Results of the non-response analysis of the fourth EQLS</p> <p>Fourth ECS</p> <ul style="list-style-type: none"> • Pre-test report • Interviewer guidelines • Documentation for the fieldwork <p>Seventh EWCS</p> <ul style="list-style-type: none"> • Detailed plan for the preparation and implementation of fieldwork • Framework contract for preparation and fieldwork • Internal quality control plan <p>Analysis of national working conditions survey questionnaires</p> <p>Eurofound research paper on the statistical matching between the new modules on public services that both EQLS and EU-SILC included in 2016.</p> <p>Input to the combined analysis of the fourth EQLS and the sixth EWCS (work–life balance and other questions; see Activity 2.1.1 ‘Working conditions and sustainable work’).</p>	<p>Appraisal of different scenarios of Eurofound surveys for the long term future.</p> <p>Working paper Options for new modules, modes and survey tools for the studying quality of life and public services</p>

Expected results

A range of tools and resources to ensure coherent and high-quality data collection and analysis will be available. This is expected to ensure the reliability and usefulness of Eurofound surveys. Given the importance of Eurofound’s surveys as a unique data source for the provision of evidence-based advice to policymakers, the work done under this activity is a prerequisite for the successful implementation of the Programming Document and for reaching its objective. The activity will also have contributed to shared learning within the Agency thus contributing to development of its staff.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)

Resources

€1,188,000

4.3 FTE

2.1.12 Reacting to ad hoc information requests

Overview

Planning for Eurofound’s annual work programme is completed almost two years before implementation of the programme starts. In order to be able to react to changing information needs that could not be foreseen at the time of programme development and to ad hoc request of policymakers, Eurofound reserves the capacity (roughly 5% of the operational budget and of capacity of research staff) to provide background papers, customised reports and short studies on request to its stakeholders. The capacity reserved can also be used to research upcoming and unforeseen issues at the initiative of Eurofound. The Bureau will be fully informed about requests received and ad hoc research work.

Objectives

- To provide relevant knowledge to the Agency’s stakeholders on demand

Outputs

- Customised reports
- Studies replying to Stakeholder Enquiries
- Background papers
- Contributions to publications
- Own-initiative reports and papers
- Reports paid for by stakeholders

Expected results

Eurofound will have the flexibility to react to changing information needs and to provide evidence on emerging, unforeseen issues which require policy action.

The European Commission, the European Council and its committees, the European Parliament, Member States through their Presidencies of the European Council and the European social partners can receive tailor-made information on issues in Eurofound’s remit on request.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website
- Contributions through events
- Use in key EU policy documents

Specific indicator:

Number of requests

Resources

€ 400,000

2 FTE

2.2 Horizontal activities

2.2.1 Corporate communication and infrastructure

Overview

Eurofound requires a solid and responsive communication infrastructure and approach to deliver the optimum outcome of providing policymakers with high quality, relevant and accessible information which informs social and work-related policymaking.

This activity covers two strands:

1. Corporate communication activities (all communication which is not directly related to the strategic areas of intervention and associated activities outlined above).
2. Communication infrastructure (all applications, facilities and technological tools required to implement the communication activities).

The first strand will cover all generic Eurofound communication outputs and activities and specifically the *Living and working in Europe Yearbook 2017*. It will also include a programme of targeted events, specifically those resulting from cooperation with the EU Presidencies (Bulgaria and Austria in 2018). Ad hoc contributions are demand-driven and will also be covered in this context.

The second strand will cover all infrastructure elements that are required to deliver an effective communication programme including web hosting, usability and application development, the customer relations management system, media monitoring system and promotion and design programme.

Objectives

- To ensure Eurofound's information is high-quality, timely and accessible for key policymakers.
- To ensure the optimum communication tools are in place to deliver the above.
- To ensure a fully functioning, responsive and interactive website.
- To ensure an up-to-date and fully-operational CRM system.
- To ensure a streamlined, targeted and efficient publications programme.
- To ensure a responsive and cost-effective language strategy.
- To ensure the most innovative and cost-effective events and networking mechanisms.
- To establish and profile a renewed design profile for the Agency.

Expected results

An effective and results-oriented communication programme which delivers on time and to quality, providing key contributions to reaching the programme's objectives

Outputs

As per communication plan 2018.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)

Resources

€ 1,192,000

13.7 FTE

2.2.2 Organisational support and development

Overview

The benefit of organisational support and development lies in the reduction of cost (efficiency) and the increase of its value to the Agency (effectiveness of services). In the context of the current financial framework, efforts will continue to (re)gain financial and human resources through process improvements and a more integrated approach to the delivery of support services which includes a reflection on the optimal organisational structure. Improvement options will also explicitly consider the broader perspective of inter-Agency collaboration and sharing of services

Investment in ensuring a high level of regulatory awareness will continue. The internal control principles and practices are a vital component of the Agency's commitment to sound financial management. The organisational development initiatives during this programming period will centre on the alignment of the organisational and work structure with the programme's ambitions. In 2018, a blended approach to learning will be further rolled out to meet the broad range of development needs, increasing low cost accessibility to a much wider range of training and achieving better in the use of the training budget. Strengthening the project and programme management capabilities of staff across the organisation will focus on resource planning, supported by activity-based data on cost. The continued evolution of activity-based budgeting, costing and management will help the Agency to identify priorities within the portfolio of activities/projects in the programme. A more automated way of collecting data and reporting is planned for 2018.

Eurofound's Performance Monitoring System (EPMS) covers the monitoring, evaluation and reporting on the organisation's performance through quantitative and qualitative methods. In 2018, evaluations will support the implementation of the multi-annual programme according to agreed priorities. An interim review of the implementation of the Programming Document will be conducted during 2018. This will assess the progress made towards the multi-annual strategic objective. The review will cover the organisational measures taken to implement the new programming document. The development of the communication strategy will be integrated in the review. All this will allow Eurofound to look ahead to the next years of the multi-annual programme. The programme development process itself will be reviewed in the context of the Business Process Improvement initiative. External evaluation expertise will support the task described under the survey development and methodology activity, with an option appraisal of cost-saving scenarios and quality implications for developing a long-term perspective for Eurofound's surveys beyond 2020.

The annual user and stakeholder feedback survey and qualitative analysis will be implemented again during 2018.

Building on the 2017 feasibility study on corporate sustainability, further work will be done in 2018.

2018 will also be the first year of a new contract cycle for the Network of European Correspondents.

The key strategic ICT projects for the programming period relate to Mobile workforce, Remote access, Cloud-based services and the adoption of Commission-based systems (e.g. Sysper).

Objectives

- Business process improvements will lead to streamlining of internal processes.
- Increase awareness among staff of the relevance and application of the internal control standards in relation to their day-to-day work.
- The multi-annual learning and development strategy will provide the tools for ensuring a longer term view on succession planning, skill gaps, and evolving skills.
- Project planning and implementation will mature in terms of the allocation and management of resources.

- Establish the framework and baseline measurement 2018 as a first phase to commence reporting on corporate sustainability as part of the Agency’s reporting cycle.
- Support Eurofound’s organisational performance with data and analysis in a reliable and timely manner.
- Align fully the activity-based management systems with the multi-annual programmes.
- Ensure the ICT strategy and key ICT projects meet the needs of the organisation through supporting the working environment as well as the delivery of the operational and horizontal activities.

Expected results

- Efficiencies – notably in a reduction of the cumulative administrative workload.
- Recruitment and development activities ensure that staff are competent to implement Eurofound’s programme in line with their potential. The organisational development results in a more flexible, effective and efficient organisation of work, a better skills mix in project teams, leaving more time for higher value work.
- Transparency of the environmental and societal impact of Eurofound’s activities in its reporting cycle.
- EPMS data, analysis and evaluations are fully integrated into and support Eurofound’s programme management cycle.
- ABM system fully integrated in the programme management cycle.
- New and improved ICT solutions in the area of remote access, mobile workforce and cloud-based services will support flexible working arrangements and more efficient storage and access to software and other applications.

Outputs

- Completed BPI project on the programming development process including implementation of action plan of 2017 BPI project on procurement.
- Annual ethics and integrity month.
- Annual data protection day.
- Delivery of a multiannual Learning and Development programme based on needs identified in the appraisal process and from the work programme.
- Annual refresher training in project management, with topical module; annual newcomer orientation programme, project team programme.
- Governing Board and Bureau meetings.
- EPMS 2017 report.
- Corporate sustainability framework and baseline.
- Activity based costing supported by a suitable IT tool.
- Further adoption of Cloud-based services and integration of these solutions into the overall Eurofound ICT architecture (e.g. Office 365 adoption, CRM in the cloud, etc.).

- Further deployment implementation of Cloud-based solutions for software and infrastructure support software as a Service).

Indicators

- Budget implementation (90%)
- Programme delivery (80%)

Resources

€ 400,000 (title 3)

5.5 FTE

Annexes

Annex 1: Resource allocation per activity

Resource allocation per activity 2018		Operational cost Title 3 – status October 2017 (EUR)	Full cost 2018 – status October 2017 (EUR)
Continuation of work programme 2016		49,000	156,000
Operational Activities			
2.1.1	Working conditions and sustainable work	186,000	1,178,000
2.1.2	Social Dialogue	711,000	1,832,000
2.1.3	Reporting on working life developments	614,000	1,728,000
2.1.4	Well-functioning and inclusive labour markets	105,000	769,000
2.1.5	Monitoring structural change and managing restructuring	217,000	1,198,000
2.1.6	Innovation and job creation in companies	32,000	294,000
2.1.7	Quality of life and society	134,000	1,087,000
2.1.8	Public services	201,000	1,086,000
2.1.9	The digital age: Challenges for work and employment	46,000	852,000
2.1.10	Monitoring Convergence in the European Union	196,000	891,000
2.1.11	Survey management and development	1,188,000	2,357,000
2.1.12	Reacting to ad hoc information requests	400,000	919,000
Horizontal activities			
2.2.1	Corporate communication and infrastructure	1,192,000	4,472,000
2.2.2	Organisational support and development	400,000	1,752,000
Total	As per budget	5,671,000	20,571,000

Annex II: Human and financial resources (tables) N+1 – N+4
Table A1 – Expenditure

Expenditure	2017		2018	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	13,020,000	13,020,000	13,400,000	13,400,000
Title 2	1,400,000	1,400,000	1,500,000	1,500,000
Title 3	6,151,000	6,151,000	5,671,000	5,671,000
Total	20,571,000	20,571,000	20,571,000	20,571,000

Commitment appropriations

Expenditure	Commitment appropriations *)					Envisaged 2019	Envisaged 2020
	Executed Budget 2016	Budget 2017	Draft Budget 2018		VAR 2018 / 2017		
			Agency request	Budget Forecast			
Title 1 Staff Expenditure	12,616,404	13,020,000	13,400,000	13,400,000	2.9%	13,730,000	13,930,000
11 Salaries & allowances	11,661,888	11,808,500	12,181,000	12,181,000	3.2%	12,344,000	12,522,000
- of which establishment plan posts	11,280,716	11,348,500	11,773,000	11,773,000	3.7%	11,934,000	12,106,000
- of which external personnel	381,171	460,000	408,000	408,000	-11.3%	410,000	416,000
12 Expenditure relating to Staff recruitment	105,030	142,000	187,000	187,000	31.7%	351,000	369,000
13 Mission expenses³²	293,939	330,000	300,000	300,000	-9.1%	300,000	300,000
14 Socio-medical infrastructure	160,302	190,000	172,000	172,000	-9.5%	174,000	174,000
15 Training	94,647	160,000	160,000	160,000	0.0%	160,000	162,000
16 External Services³³	300,599	389,500	400,000	400,000	2.7%	401,000	403,000
17 Receptions and events							
Title 2 Infrastructure and	1,341,999	1,400,000	1,500,000	1,500,000	7.1%	1,530,000	1,570,000

³² Due to severe budget restrictions in 2016, the increase in 2017 and 2018 reflects a normalisation of the budget figures for missions.

³³ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and seconded national expert (SNE). The increase in 2017 and 2018 is mainly due to the filling of a SNE post in March 2017.

Expenditure	Commitment appropriations *)					Envisaged 2019	Envisaged 2020
	Executed Budget 2016	Budget 2017	Draft Budget 2018		VAR 2018 / 2017		
			Agency request	Budget Forecast			
operating expenditure							
20 Rental of buildings and associated costs	601,272	656,000	683,000	683,000	4.1%	704,000	724,000
21 Information and communication technology	565,481	560,000	620,000	620,000	10.7%	635,000	655,000
22 Movable property and associated costs	102,483	102,000	110,000	110,000	7.8%	104,000	104,000
23 Current administrative expenditure	13,643	20,000	20,000	20,000	0.0%	20,000	20,000
24 Postage / Telecommunications	59,119	62,000	67,000	67,000	8.1%	67,000	67,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							
28 Studies							
Title 3 Operational expenditure (to be specified by chapter)	6,820,659	6,151,000	5,671,000	5,671,000	-7.8%	5,719,000	5,895,000
Total	20,779,061	20,571,000	20,571,000	20,571,000	0 %	20,979,000	21,395,000

*) All commitments made from C1, C4 and new R0 appropriations in 2016

Payment appropriations

Expenditure	Payment appropriations **)					Envisaged 2019	Envisaged 2020
	Executed Budget 2016	Budget 2017	Draft Budget 2018		VAR 2018 / 2017		
			Agency request	Budget Forecast			
Title 1 Staff Expenditure	12,531,978	13,020,000	13,400,000	13,400,000	2.9%	13,730,000	13,930,000
11 Salaries & allowances	11,661,888	11,808,500	12,181,000	12,181,000	3.2%	12,344,000	12,522,000
- of which establishment plan posts	11,280,716	11,348,500	11,773,000	11,773,000	3.7%	11,934,000	12,106,000
- of which external personnel	381,171	460,000	408,000	408,000	-11.3%	410,000	416,000
12 Expenditure relating to Staff recruitment	104,922	142,000	187,000	187,000	31.7%	351,000	369,000
13 Mission expenses³⁴	293,033	330,000	300,000	300,000	-9.1%	300,000	300,000
14 Socio-medical infrastructure	123,928	190,000	172,000	172,000	-9.5%	174,000	174,000
15 Training	70,041	160,000	160,000	160,000	0.0%	160,000	162,000
16 External Services³⁵	278,166	389,500	400,000	400,000	2.7%	401,000	403,000
17 Receptions and events							
Title 2 Infrastructure and operating expenditure	1,110,207	1,400,000	1,500,000	1,500,000	7.1%	1,530,000	1,570,000
20 Rental of buildings and associated costs	447,064	656,000	683,000	683,000	4.1%	704,000	724,000
21 Information and communication technology	506,235	560,000	620,000	620,000	10.7%	635,000	655,000
22 Movable property and associated costs	87,002	102,000	110,000	110,000	7.8%	104,000	104,000
23 Current administrative expenditure	12,842	20,000	20,000	20,000	0.0%	20,000	20,000
24 Postage / Telecommunications	57,065	62,000	67,000	67,000	8.1%	67,000	67,000
25 Meeting expenses							
26 Running costs in connection with operational activities							
27 Information and publishing							

³⁴ Due to severe budget restrictions in 2016, the figures in 2017 and 2018 show normalisations of this budget line

³⁵ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and Seconded National Expert (SNE). The increase in 2017 and 2018 is mainly due to the filling of a SNE post in March 2017.

Expenditure	Payment appropriations **)					Envisaged 2019	Envisaged 2020
	Executed Budget 2016	Budget 2017	Draft Budget 2018		VAR 2018 / 2017		
			Agency request	Budget Forecast			
28 Studies							
Title 3 Operational expenditure (to be specified by chapter)	3,784,331	6,151,000	5,671,000	5,671,000	-7.8%	5,719,000	5,895,000
TOTAL	17,426,515	20,571,000	20,571,000	20,571,000	0 %	20,979,000	21,395,000

***) Payments made from C1, C4 and new R0 commitments in 2016

Table A2 – Revenue

Revenues	2017	2018
	Revenues estimated by the agency	Budget Forecast
EU contribution	20,371,000	20,371,000
Additional EU funding: ad hoc grants and delegation agreements	pm	pm
Other Revenue	200,000	200,000
Total	20,571,000	20,571,000

REVENUES	2016	2017	2018		VA R 201 7 / 201 6	2019	2020
	Executed Budget ***)	Revenues estimated by the agency	As requested by the agency	Budget Forecast		Envisaged	Envisaged
1 Revenue from fees and charges							
2 EU contribution	20,531,000 ****)	20,371,000	20,371,000	20,371,000	0%	20,779,000	21,195,000
- Of which assigned revenues deriving from previous years' surpluses	11,078	pm	pm	pm		pm	pm

REVENUES	2016	2017	2018		VA R 201 7 / 201 6	2019	2020
	Executed Budget ***)	Revenues estimated by the agency	As requested by the agency	Budget Forecast		Envisaged	Envisaged
3 Third countries contribution (incl. EFTA and candidate countries)		pm	pm	pm		pm	pm
- Of which EFTA		pm	pm	pm		pm	pm
- Of which candidate countries		pm	pm	pm		pm	pm
4 Other contributions		pm	pm	pm		pm	pm
- Of which additional EU funding stemming from ad hoc grants (FFR Art. 7)		pm	pm	pm		pm	pm
5 Administrative operations	11,251	18,000	18,000	18,000	0%	18,000	18,000
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	195	15,000	15,000	15,000	0%	15,000	15,000
6 Revenues from services rendered against payment	153,067	182,000	182,000	182,000	0%	182,000	182,000
7 Correction of budgetary imbalances							
TOTAL	20,695,318	20,571,000	20,571,000	20,571,000	0%	20,979,000	21,395,000

***) revenue received and cashed in 2016

****) Includes €160,000 from DG Enlargement for IPA programme.

Table A3 - Budget outturn and cancellation of appropriations

Budget Outturn Account

Budget outturn	2014	2015	2016
Revenue actually received (+)	21 313 406,30	21 086 148,19	20 695 317,54
Payments made (-)	-16 841 957,78	-18 903 387,62	-17 685 926,18
Carry-over of appropriations (-)	-4 819 155,21	-2 916 762,85	-3 366 089,26
Cancellation of appropriations carried over (+)	79 882,74	64 601,35	93 802,14
Adjustment for carry over of assigned revenue appropriations from previous year (+)	280 902,67	678 363,43	265 372,16
Exchange rate differences (+/-)	-2 000,34	-1 835,53	-1 987,58
Adjustment for negative balance from previous year (-)			
Total	11 078,38	7 126,97	488.92

Budget outturn:

The 2016 surplus that was reimbursed to the EU budget (as assigned revenue for 2018): 488.92 EUR.

Cancellation of commitment appropriations:

The total amount of unused C1 appropriations cancelled amounted to 2,367.89 EUR. This represents ca. 0.01% of all C1 appropriations available.

Cancellation of payment appropriations for the year and payment appropriations carried over:

Cancelled payment appropriations (carry overs) from 2015 to 2016 amounted to €93,802.14 (C8 taken into account). This corresponds to a cancellation rate of 3.7 % of all carry-overs. Main reason for the cancellations was an over-estimation of services ordered under framework contracts that were not fully delivered according to the specifications.

Annex III: Human resources outlook and staff evolution

Table A4: Human resources outlook

Staff population		Actually filled at 31.12.2015	In voted EU budget 2016 ³⁶	Actually filled at 31.12.2016	In voted EU budget 2017 ³⁷	Envisaged in 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD	8	8	7	7	5	5	5
	AST	9	8	8	8	6	6	6
	AST/SC	0	0	0	0	0	0	0
TA	AD	40	42	41	43	44	44	44
	AST	38	37	37	35	36	36	36
	AST/SC	0	0	0	0	0	0	0
Total		95	95	93	93	91	91	91
CA GF IV		4	3	3	3	6 ³⁸	6	6
CA GF III		4	4	3	4	3	3	3
CA GF II		3	5	3	5	2	2	2
CA GF I		2	2	2	2	2	2	2
Total CA ³⁹		13	14	11	14	13	13	13
SNE ⁴⁰		0	1	0	1	1	1	1
Structural service providers ⁴¹		7	7 ⁴²	7 ⁴³	7 ⁴⁴	7 ⁴⁵	7 ⁴⁶	7 ⁴⁷
TOTAL		115	118	111	115	112	112	112
External staff ³⁸ for occasional replacement ⁴⁹		0	0	0	0	0	0	0

³⁶ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013–2017.

³⁷ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013–2017.

³⁸ The number of Contract Agents FG IV has increased to facilitate the employment of Legal and Internal Control Officer and Project Officer Human Resources, without incurring any increase in the overall number of Contract Agents.

³⁹ FTE.

⁴⁰ FTE.

⁴¹ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge, etc.); and (4) contributing to the value added of the Commission. Expressed as FTE.

⁴² 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

⁴³ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

⁴⁴ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

⁴⁵ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

⁴⁶ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

⁴⁷ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel.

⁴⁸ FTE.

⁴⁹ For instance, replacement due to maternity leave or long sick leave.

*Table A5: Proposed resources for the ‘Future of manufacturing’ pilot project**

Staff population	Actually filled at 31.12.2015	Envisaged in 2016	Actually filled at 31.12.2016	Envisaged in 2017	Envisaged in 2018	Envisaged in 2019
CA GF IV	0	1	0	1		
CA GF III					1	1
CA GF II	1	1	1	1		
CA GF I						
Total CA⁵⁰	1	2	1	2	1	1
SNE⁵¹	0	0	0	0	0	0
TOTAL	1	2	1	2	1	1

*Budget procedure PE/2014/6653 – No. de Cote C(2014) 6866

⁵⁰ FTE.

⁵¹ FTE.

Table A6: Staff evolution

Category and grade	Staff population actually filled at 31.12.2015		Establishment plan in EU budget 2016 ⁵²		Modifications envisaged in establishment plan 2016 in application of flexibility rule		Staff population actually filled at 31.12.2016		Establishment plan in EU budget 2017		Establishment plan 2018		Establishment plan 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16																
AD 15				1					1		1 ⁵³		1		1	
AD 14		2		1				2	1		1		1		1 ⁵⁴	
AD 13		3	1	4				2	1	4	2	4	2	3	2	3
AD 12	2	4	2	8			2	3	2	7	1	7	1	8	1	8
AD 11	1	4	0	5			1	5	0	5	1	5	1	5	1	5
AD 10		1	2	4					2	4		4		5		6
AD 9	1	2	1	3			1	3	1	3		5	1	7	1	6
AD 8	2	5	1	5			2	5	1	6	1	7		6		7
AD 7	1	6	1	5		1	1	7		7		6		6		5
AD 6		7		5				7		4		3		1		1
AD 5	1	6		1				7		1		1		1		1
Total AD	8	40	8	42			7	41	7	43	5	44	5	44	5	44
AST 11				0						0		1		1		2
AST 10		2		2				2		2		1		2		1
AST 9		3		7				3		5		5		6		7
AST 8		3		8				3		8		7	1	8	1	8

⁵² Upgrades in the establishment plan have been inserted in order to allow for reclassification and promotions. In certain grades, AD 5 particularly, the cohort largely date from a certain period of recruitment and many have or will reach at least the multiplication factor for the grade as indicated in Annex IB to the Staff Regulations. Not to include such provision will not allow for career development.

⁵³ This is a provision for the career development of the Director.

⁵⁴ This post refers to the current Deputy Director role. In the new founding regulation it is proposed to discontinue this role. Based on the final decision adopted, this post may be reflected at a more junior level in the establishment plan for 2020 in the future.

Programming document 2017–2020 – Work programme 2018

AST 7		9	1	10				8	2	8	2	8	2	7	2	5
AST 6	1	4	3				1	5	3	1	3	2	2	2	2	3
AST 5	3	3	2	8			3	3	1	8	1	7	1	5	1	5
AST 4		5	1			-1		5	1	1	0	2	0	2	0	1
AST 3		4						3	0	1		1		2	0	1
AST 2	1	4	1	1			1	4	1	0	0	1	0	1	0	2
AST 1	4	1		1			3	1	0	1		1		0	0	1
Total AST	9	38	8	37			8	37	8	35	6	36	6	36	6	36
AST/SC 6																
AST/SC 5																
AST/SC 4																
AST/SC 3																
AST/SC 2																
AST/ SC 1																
Total AST/SC							0	0								
TOTAL	17	78	16	79			15	78	15	78	11	80	11	80	11	80
	95		95				93		93		91		91		91	

Annex IV: Human resources policies

A. Recruitment policy

a) Officials

The officials serving in Eurofound are largely as a result of the ‘titularisation’ exercise undertaken in 2007. The competition was open to all serving temporary agent staff, regardless of position. The result of that procedure is that staff across the Agency hold the status of official in a personal capacity without regard to their function. The options used for recruitment of officials are:

- inter-institutional transfer;
- internal competition (Article 29(d) of the Staff Regulations);
- European Personnel Selection Office (EPSO) reserve lists for officials, using the electronic reserve list (ERL) database;
- open competition organised by EPSO;
- temporary agents recruited under Article 2(b).

Due to difficulties in attracting, recruiting and retaining the right candidates (especially in Research), the decision on how to fill official vacancies is to be taken on a case-by-case basis. Eurofound is conscious of the principle in Article 29 that the vast majority of officials are to be recruited on the basis of open competitions. Therefore, future policy on filling official posts includes a mix of options allowing Eurofound to manage the process in the most efficient and effective manner. The policy aims to allow Eurofound to fill vacant posts in a timely manner and promote the career development possibilities of current staff members.

Inter-institutional transfers for officials are advertised on the Eurofound, EPSO and Commission websites. They are also circulated to all Agencies. Internal competitions may be organised on the basis of Article 29(d) of the Staff Regulations. A vacancy notice, outlining the job specification, the necessary competencies and the selection process is published internally in the Agency and serving officials and temporary agents are invited to apply.

b) Temporary agents

The great majority of staff in the agency are Temporary agents, 2(f). They are used for all roles, both managerial and operational, except those roles that are filled with contract agents. In addition there are two Temporary Agent 2(a) posts, which are filled by the Director and Deputy Director.

As indicated in the Staff Policy Plan 2014–2016, the policy of granting contracts of indefinite duration to temporary agents has been changed in favour of granting newly recruited staff a fixed-term contract, with the possibility of an indefinite contract on first renewal. Fixed-term contracts are for duration of five years, unless, exceptionally, the nature of the role to be filled or the skills required is for a shorter duration. As a general rule, a temporary agent will become indefinite on first renewal.

Where it is not possible to fill an official post with an official, the option of appointing a temporary agent under Article 2(b) of the CEOS is exercised. The contract duration is for up to four years in such cases, with the option of renewal for a maximum of a further two years.

The entry grades are in accordance with the requirement of the Staff Regulations and with the model decision for the Agencies. For the most junior administrative assistant role (for example, administrative assistant or finance assistant) the entry level was AST 1. For more complex administrative assistant roles (for example, HR Officer, Information Officer, Contracts Officer, Editor or Personal Assistant), the entry level is AST 3 or AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, Research Managers recruited at AD 7 are normally more mature

candidates, with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research Officers, on the other hand, who are recruited at AD 5, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the Research Officer develops the skills of a Research Manager over time and by the time of promotion to AD 7 in due course will be expected to assume all aspects of the role of Research Manager.

Normally, temporary agent posts are filled through the following processes:

- internal selection;
- inter-agency mobility;
- open selection.

Internal selection procedure notices are advertised within Eurofound, outlining the job description and the candidate requirements. If there are not sufficient qualified candidates through the internal selection process, the process moves to the inter-institutional and open stages of the selection procedure. The inter-agency procedure, which may run in parallel with the open selection, is advertised in the institutions and Agencies. Candidates are required to submit their applications through the Eurofound online recruitment system.

The open selection procedure is advertised through the EPSO website and on the Eurofound website in all EU languages. Advertising is boosted through LinkedIn where Eurofound has access to a certain number of ‘impressions’ per annum, ensuring that awareness of the recruitment extends beyond the normal cohort which regularly accesses the EPSO and Eurofound vacancies pages. Candidates are required to apply via the online recruitment system. Normally, there is a four-week deadline for submission of applications.

Pre-selection of Director and Deputy Director (temporary agent, 2(a))

Eurofound, like Cedefop, is one of only two Agencies that are responsible for the pre-selection of candidates for Director and Deputy Director. Eurofound has opted out of the implementing rule on the maximum duration for recourse to temporary staff on the basis that the maximum period would prevent the Agency from offering a second renewal of five years to both the director and the deputy director, since both of these are temporary agent, Article 2(a), contracts (Decision of the Governing Board, October 2014).

With regard to the recruitment of Director and Deputy Director, under Eurofound’s Founding Regulation, the Governing Board is responsible for selection of candidates and for nomination of a shortlist to the Commission. The Consultative Committee on Appointments (CCA) guidelines on the selection and recruitment of directors and deputy directors of Agencies are followed.⁵⁵

A pre-selection committee is established by the Governing Board, and its members are nominated from the Board. There are eight members comprising two from each of the groups represented on the Governing Board: governments, employers, workers and the Commission. The pre-selection committee is assisted in its work by HR consultants, who shortlist candidates in accordance with the criteria for the role. The vacancy notice is published in all 24 official languages in the Official Journal, C series, and also in the media in all Member States.

Candidates are screened and initially placed on a longlist, which is submitted to the pre-selection committee. When the list is accepted, candidates are required to undertake psychometric tests and a telephone interview. Arising from this process, a shortlist is drawn up, with a profile of each candidate, and submitted to the pre-selection committee. Candidates who are confirmed on the shortlist are invited to interview with the pre-selection committee.

When interviewed, candidates are marked against the competencies for the role. The pre-selection committee agrees on which candidates should be submitted to the Governing Board for nomination to the Commission.

Prior to taking a decision on the shortlist to be submitted to the Commission, each candidate is required to make a presentation to the Governing Board outlining their suitability. Following consideration of the process and the candidates, the Governing Board takes a decision recommending the candidates to the Commission.

The remainder of the process is managed by the Commission, without the direct involvement of Eurofound.

This procedure will be aligned to that applying to other agencies with the adoption of the new founding regulation for Eurofound, where the role of the Governing (Management) Board will change to that of Appointing Authority and the Commission will manage the pre-selection process.

c) Contract agents

Contract agents are engaged by Eurofound to carry out junior research roles, support roles and for assistance with operational activities.

Roles for which contract agents have been engaged are: Project officer – HR; Project Officer – Research; events assistant; contracts assistant; Project officer – Data Protection and Internal Control; receptionist; facilities assistant; and operations assistant. In deciding on the posts to be filled by contract agents, the following factors are considered:

- there is no post available in the approved staffing table to source a suitable candidate and there is a work overload problem, perhaps long term;
- there is a short- or medium-term project where the appointment of a permanent resource is not justified;
- to fill a post on a short-term basis, due to extended illness or, exceptionally, maternity leave;
- a post is being created on a pilot basis and a contract agent is employed until the success of the new post can be assessed in due course;
- the post is a general operative or manual/administrative of the type previously engaged as Category D temporary agents (such as receptionist).

Eurofound offers contracts of up to five years' duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract would become indefinite.⁵⁶

Some contract agents have been offered contracts of shorter duration, depending, for example, on the envisaged duration of the project in the case of core activities, the estimated time for which an additional resource is required, or the time that it will take to fill a temporary agent vacancy.

There are two options available when recruiting contract agents on short- or medium-term employment. The first is to source candidates from the EPSO CAST Permanent database. The second option of recruiting through a selection procedure organised by the Agency is invariably the more effective solution.

CAST Permanent is a new contract agent selection procedure for a number of profiles comprising Function Groups II, III & IV which has been developed by EPSO. There is no deadline for applications. This CAST Permanent procedure was launched in January 2017 for a series of generalist profiles, enabling candidates to apply to one or more of these profiles at a time. As a recruiter, Eurofound has access to the database of applications and able to shortlist a number of candidates whose profiles best suit its vacancies. The agency can then invite them to take a multiple choice computer-based test (CBT) comprising cognitive capacity test (verbal, numerical and abstract reasoning) and a competency test (knowledge in the field of specialisation). After the tests, all successful candidates must be invited to an interview by Eurofound (this is a legal condition set in the Call for Expression of interest). The final decision on recruitment remains at the discretion of Eurofound. If a candidate preselected by Eurofound has been fully or partially tested already, the results are visible in the Recruiter Portal and the successful candidates may be invited directly for an interview.

⁵⁶ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

Where sourced through a selection procedure organised by Eurofound, a selection committee comprising a chair and management and staff representatives is established by the Appointing Authority, with a letter of instruction confirming the establishment of the committee, the nature of the position to be filled and the grade, along with job requirements and candidate competencies issued to all members of the selection committee and its secretary.

The vacancy notice is finalised, along with the criteria for selection, by the selection committee and published on the Eurofound and EPSO websites. As with other selection procedures, candidates apply through the online recruitment system and following expiry of the deadline are shortlisted in accordance with published criteria. Shortlisted candidates are invited for testing and interview. Tests for FG II, III and IV comprise English (or a second language if the candidate is Anglophone). Candidates for all function groups are required to take a written competency test appropriate to the position being filled.

Following interviewing and testing, a reserve list is recommended by the selection committee to the Appointing Authority, who takes the final decision.

d) Seconded national experts⁵⁷

Eurofound has one seconded national expert (SNEs) at present, who acts as a policy advisor. SNEs have been used on numerous occasions to carry out research manager or research officer type work.

The procedure followed is a request to national administrations and bodies, through their respective Permanent Representations in Brussels. Candidates are nominated to Eurofound, which in turn invites them to interview to assess their suitability for the advertised role. If suitable, they are offered a secondment of two years, with payment of a daily allowance in accordance with the rules on SNEs adopted by the Commission.

e) Structural service providers⁵⁸

In Eurofound, there are three categories of resources falling within this heading.

Temporary agency staff

- Such staff are provided to meet shorter-term staffing needs, arising from inability to fill a vacancy immediately or to carry out work when the role holder is on long-term sick leave.
- They have been engaged to carry out a range of functions:
 - receptionist;
 - general facilities officer;
 - web content officer;
 - HR officer/generalist;
 - HR assistant;
 - finance assistant;
 - operations officer;
 - research officer;
 - personal assistant;
 - administrative assistant;
 - ICT helpdesk assistant.
- Contracts for interim staff usually range between 2 and 11 months. In exceptional cases, temporary agency staff may be engaged for a longer period, where they have key skills and the life of a project may exceed 11 months.
- They are supplied by a recruitment agency with which Eurofound has a four-year framework contract, following an open tendering procedure. Their employment contracts are with the recruitment agency and not with Eurofound.

⁵⁷ NB: SNEs are not employed by the Agency.

⁵⁸ NB: Structural service providers are not employed by the Agency.

ICT contractors

- They provide consultancy services and additional technical support to the staff of the ICT unit. This support relates to ICT projects for which specific technical expertise is not available internally within the ICT unit.
- They are provided under the terms of a framework contract, awarded following an open tendering procedure carried out by Eurofound or DIGIT (European Commission). Framework contracts have a duration of between one and four years.
- Their services are provided as required and relate to specific ICT projects approved in the annual Strategic ICT Plan. Support may also be provided during very busy periods or to cover for the absence of key ICT technical personnel (such as network administrator).

Service contractors

- A number of contract staff are working intra-muros in the context of framework contracts for the supply of catering, cleaning and security services.

f) Appointment of heads of unit

In order to ensure the appointment of candidates of the highest calibre and competence to head of unit positions, Eurofound decided in 2013 to open, in principle, the process to both internal and external candidates. In this case, while the roles will be advertised internally both as transfers and selection procedures, candidates may also be sought through both the inter-Agency mobility process and an open selection procedure. Such vacancies constitute a small number of the total number of vacancies arising, and in adopting this approach Eurofound would be cognisant of the ceiling of 20% applying to such appointments.

B. Appraisal of performance and reclassification/promotions

Table B1: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 01.01.2015		Staff members promoted/reclassified in 2016		Average number of years in grade of reclassified/promoted staff members	Multiplication rates (%) – Annex IB, Staff Regulations
	Officials	TA	Officials	TA		
AD 16						
AD 15						
AD 14		2				
AD 13		3				15
AD 12	2	3				15
AD 11	1	5				25
AD 10		1				25
AD 9	1	3				25
AD 8	2	5				33
AD 7	1	6		1	3.9	36
AD 6		8		2	5.1	36
AD 5	1	3				36
Total AD	8	39	0	3	4.5	
AST 11						
AST 10		2				20
AST 9		3				20
AST 8		4				25
AST 7		8				25
AST 6	1	4				25

AST 5	3	2		1	2.8	25
AST 4		6		1	5.5	33
AST 3		3		1	3	33
AST 2		4				33
AST 1	5	1				33
Total AST	9	37	0	3	3.8	
Total	17	76	0	6	4.2	

Table B2: Reclassification of contract staff

Function group	Grade	Staff in activity at 01.01.2015	Staff members reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14	3		
	13	2		
CA III	12			
	11			
	10			
	9	2		
	8	1		
CA II	7			
	6	1		
	5	3		
	4			
CA I	3			
	2	1	1	5.5
	1	1		
Total		14	1	5.5

C. Mobility policy

Mobility (internal mobility, between the Agencies, and between the Agencies and the institutions)

Mobility within the Agency

- All vacancies are advertised internally, where practical and appropriate. Interested candidates are interviewed and if considered suitable are internally transferred. If there is no suitable candidate, a selection procedure or competition is launched. The first stage is an internal selection/competition, and if internal candidates are successful, they are appointed to the position. There were two successful internal selections/competitions during the year 2016.
- A job rotation scheme also exists. It is not frequently availed of, but it allows staff members to swap jobs with each other. The ultimate decision to facilitate the swap is contingent on the suitability of each candidate for the roles. No staff member availed of it during 2016.
- In the context of the 2016 review of organisational working processes and the restructuring of the research function, all staff within the Agency were invited to state their preferences for the units in which they wished to work. Where it was in the interests of the service, a small number of staff were facilitated.

Mobility between the Agencies and the institutions

- Inter-institutional mobility is only open to staff who are serving as officials in Eurofound. There were no departures to the institutions from Eurofound during 2016.
- Inter-agency mobility is provided for in the 2014 Staff Regulation for temporary agents, 2(f). Eurofound has not had any such cases of mobility. The issue of continuity of pension rights for temporary agent, 2(f), staff who move to other Agencies is still under consideration by the Commission services.

D. Gender and geographical balance

Table D1: Gender balance on 31 December 2016

Female	Contract agent	FG I	1
		FG II	2
		FG III	1
		FG IV	1
	Official	AD	4
		AST	6
	Temporary agent	AD	17
		AST	26
	Total		58
	Male	Contract agent	FG I
FG II			1
FG III			2
FG IV			2
Official		AD	3
		AST	2
Temporary agent		AD	24
		AST	11
Total			46
Total			104

Table D2: Gender balance in management positions – 31 December 2016

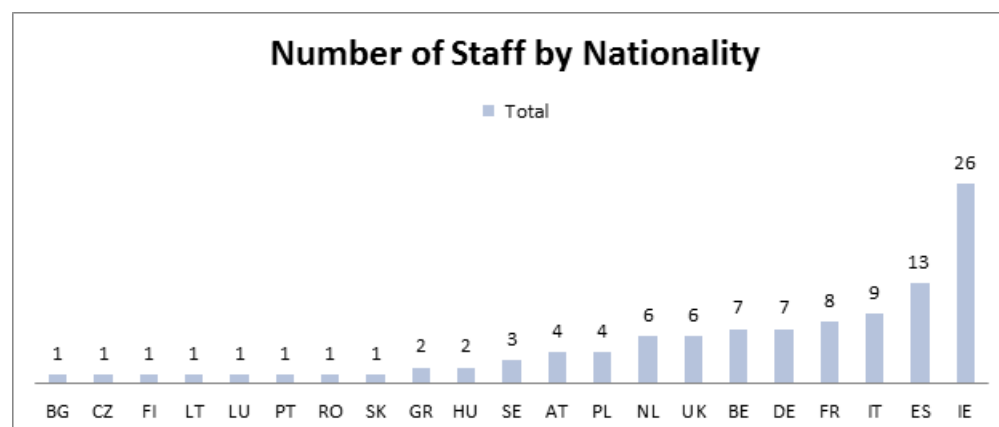
	N Staff	Percentage
Female	3	30%
Male	7	70%

On 1 January 2017, due to organisational changes, the gender balance in management positions (Head of Unit and upwards) was 50% female (5) and 50% male (5).

Geographical balance

There is a fairly balanced nationality distribution. The level of representation from the EU12 has improved, with candidates who have been recruited from Bulgaria, the Czech Republic, Hungary, Lithuania, Poland, Romania and Slovakia. It is notable that few candidates from Member States such as Cyprus, Estonia, Malta and Slovenia apply for positions in Eurofound. The high number of Irish staff is due mainly to historical reasons and may re-balance with time, although for geographical reasons, it will continue to be higher than other nationalities.

Table D3: Staff by nationality on 31.12.2016



E. Schooling

There is a European School, Type II, providing education up to level 5, based in Dunshaughlin, Co. Meath. However, it does not offer the European Baccalaureate. The Centre for European Schooling (CES) is an Accredited European School. The CES opened on 1 September 2002 and is entirely devoted to the education of children who would be considered Category I students in a European School. Students are enrolled at St. Seachnall’s National School (primary) and Dunshaughlin Community College (secondary) and attend the CES for Language I, Language II and Language III classes (and also European Hour & Ethics in primary school). The curricula are taught in all languages. Students follow mainstream curricula for all other subjects and, at secondary level, take the Irish State examinations at the end of Third and Sixth Year.

The distance from Eurofound of the primary school is just under 50 km but its location is not practical for any Eurofound staff and it is not used by anybody. It is convenient to the Food and Veterinary Office in Grange and is used primarily by the staff of that Office.

This situation is not considered to be satisfactory and Eurofound proposes that Accredited European School status be considered for one of the well-established schools in the Dublin city area. This option is being discussed with the Irish authorities in the context of the new Seat Agreement for Eurofound.

Eurofound and the Permanent Representation have had an arrangement for many years with a private school, St Andrew’s School, which operates at both primary and secondary level. The school already provides additional tuition in children’s mother tongues to the children of Eurofound staff, funded wholly by the Irish Government and also prepares children for the International baccalaureate. This school is used by many of the Eurofound staff. Until recently, preference was given to children of Eurofound staff by this school. However, new legislation prevents schools from granting preference to one category of child over another and the children of Eurofound staff must be considered on the same basis as all other children. Effectively, this means that should be placed on the waiting list about four years before they are due to start school. This places the children of recently recruited staff at a complete disadvantage. Eurofound has discussed with St Andrew’s whether they would have an interest in preparing students for the European baccalaureate but they have indicated that this is not possible on the basis of current resources, and the fact that they already prepare students for the Irish leaving certificate and the International baccalaureate.

There is clearly a difficulty in relation to provision of suitable education for the children of Eurofound staff and ensuring that they receive tuition in their mother tongue. Due to the relatively low number of children, a Type I school would not be justified. The only option that appears to be available is to establish a second Type II school. St Andrew's is a private school, has indicated that they are not interested in preparing students for the European baccalaureate and accordingly may not be an obvious candidate for Type II status. Therefore, it would seem that the best option would be to link it to one of the existing state funded schools. Such a school should be on the South side of Dublin city, for ease of access.

The Seat Agreement with the Irish Government undertakes to work with Eurofound to establish educational facilities that are similar to those provided for other EU bodies. Internally, the Staff Committee undertook a survey of staff and their preferred approach to this issue. A majority favoured Eurofound entering into discussions with the Irish Government and exploring options. Further work with the Irish Authorities is ongoing.

Annex V: Buildings

Current buildings

	Name, location and type of building	Other comments
Information to be provided per building:	Dublin: Main building and conference centre	
Surface area (in square metres)	Approx. 2,500 sq. m.	
– of which office space	2,000 sq. m.	
– of which non-office space	500 sq. m., conference centre	
Annual rent (in €)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	€692,851	31.12.2016

	Name, location and type of building	Other comments
Information to be provided per building:	Dublin: Loughlinstown House and grounds (historical, listed building)	
Surface area (in square metres)	Approx. 500 sq. m.	
– of which office space	350 sq. m.	
– of which non-office space	150 sq. m. meeting rooms	
Annual rent (in €)	None; €250,000 was paid in 2000 for a 99-year lease (from 2001 on)	
Type and duration of rental contract	99-year lease	
Host country grant or support	n/a	
Present value of the building	n/a	

	Name, location and type of building	Other comments
Information to be provided per building:	Brussels: 18, Avenue d'Auderghem	Brussels Liaison Office
Surface area (in square metres) – of which office space – of which non-office space	100 sq. m.	
Annual rent (in €)	€21,492	In 2016
Type and duration of rental contract	Lease agreement with annual termination clause	
Host country grant or support	n/a	
Present value of the building	n/a	

Building projects in the planning phase

No new buildings or significant building extensions planned; no change of surface area.

Building projects submitted to the European Parliament and the Council

Eurofound does not plan any building projects likely to have significant financial implications that will be submitted to the European Parliament and the Council. Nor are there building projects submitted previously in accordance with Article 203 of the Financial Regulation.

Annex VI: Privileges and immunities

The Irish government and Eurofound concluded a Seat Agreement and a related Memorandum of Understanding on 10 November 2015. This entered into effect on 19 July 2016.

These documents replaced previous arrangements that were based on written correspondence between Eurofound and the services of the Irish government.

The new Seat Agreement and Memorandum of Understanding are based on the Vienna Convention (Protocol on privileges and immunities), as well as guidelines and templates prepared by the Commission and the Agencies' Legal Network.

<i>Agency privileges</i>	<i>Privileges granted to staff</i>	
	<i>Protocol on privileges and immunities/diplomatic status</i>	<i>Education/day care</i>
<p>The Agency has diplomatic status.</p> <p>In common with other EU institutions, Eurofound is exempt from VAT.</p> <p>Eurofound meets the full cost of office furniture, security and infrastructure.</p> <p>There is no contribution by ministries and regional governments.</p>	<p>No staff member has diplomatic status, but senior staff are entitled to a Laissez-Passer document to facilitate travel; however, this privilege is currently not availed of. The Protocol on privileges and immunities is applicable to all staff recruited under the Staff Regulations. This entitles them and their families to enter Ireland without being subject to the usual immigration procedures, for staff to travel to and from work without hindrance, for staff to transfer residence to Ireland without payment of import duty on their effects and motor cars.</p> <p>Staff are exempt from national income tax on their earning on the basis that they are liable to a tax for the benefit of the Communities on salaries, wages and emoluments paid to them by the Communities.</p> <p>There are no continuous VAT exemptions for staff, with the exception of the director.</p> <p>Staff recruited from outside Ireland may purchase up to two cars without payment of tax or import charges. They may also purchase household goods free of VAT during the first 24 months after moving to Ireland.</p>	<p>There is no access to subsidised day-care facilities for staff.</p> <p>Educational allowances are paid to staff in accordance with the provisions of the Staff Regulations.</p> <p>School fees are not paid directly by Eurofound. Staff sending their children to private schools may qualify for the non-flat-rate education allowance (the child must be at least six years of age) in accordance with the provisions of the Staff Regulations.</p>

Annex VII: Evaluations

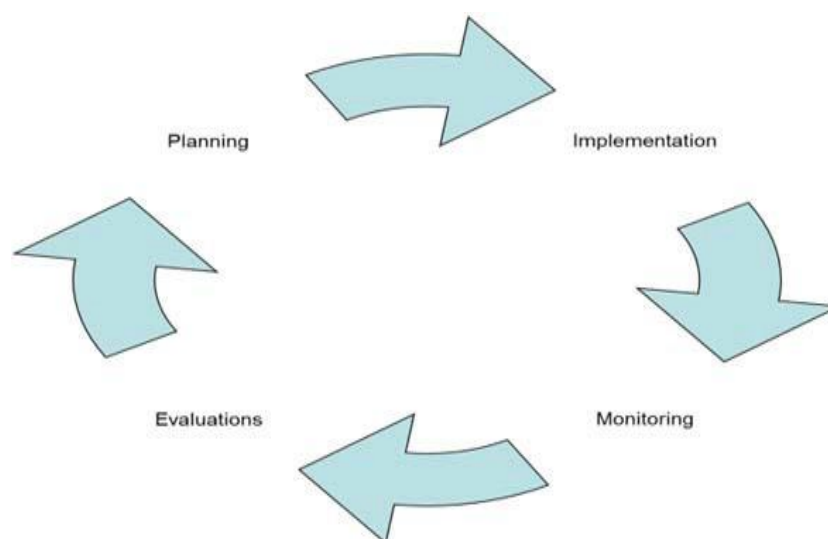
Performance monitoring and Evaluation are an integral part of a management approach to the Agency’s programme planning and implementation that is comprised of:

Planning: Objective setting and programme development in a multi-annual perspective;

Implementation: carrying out the programme in order to reach the objectives

Monitoring: collecting data on the progress and achievement of the programme objective(s) using a set of agreed metrics and key performance indicators

Evaluation: together with qualitative analysis providing an input to further improve the next cycle of planning and implementation



Eurofound’s Performance Monitoring and Evaluation System (EPMS) 2017-2020

For the period 2017–2020 Eurofound’s performance will be geared towards achieving its strategic objective for 2017-2020:

To provide scientifically sound, unbiased, timely and policy relevant knowledge that contributes to better informed policies for upward convergence of living and working conditions in Europe. This translates into the following programming logic:

1. {2nd order impact (ultimate aim, outside of Eurofound’s control)} -> ‘**for upward convergence of living and working conditions in Europe**’ {(assessed by evaluations)}.
2. {outcome / 1st order impact} -> ‘**contributes to better informed policies**’ (monitored by outcome indicators)
3. {outputs} (what Eurofound provides, by means of) ‘**provid(ing) scientifically sound and unbiased, timely and policy relevant knowledge**’ (monitored by output indicators)
4. {inputs} Inputs are required **to conduct Eurofound’s activities** in this programme (monitored by input indicators)).

As part of the EPMS, Eurofound is using various instruments to monitor, analyse and report on its performance and results:

- Performance data (metrics) and descriptions on all aspects of Eurofound’s multi-annual programme in reports for the Management committee and the Director, for the Advisory committees, for the Bureau and Governing Board, and for the budgetary authorities.
- Key performance indicators (KPIs) measure how well Eurofound as a whole performs in areas that are particularly relevant for achieving its corporate strategic objective.
- Analysis and evaluation, to assess the successes and the gaps, as well as to understand the contribution of Eurofound’s activities vis-à-vis its strategic objective.

The purpose of the ‘**monitoring**’ component is to track the accomplishment of the commitments the Agency is undertaking in the implementation of its annual programme of work, and the attainment of the strategic objectives.

One component in the ‘monitoring’ function of the EPMS system is a large set of **performance data (metrics)** collected across Eurofound’s functional areas, to allow monitoring of specific aspects relating to Eurofound’s operations. They cover a wide range of indicators and metrics, including two particularly important instruments, namely the EU impact tracking system and the user satisfaction and feedback programme. Data and information from these are used for reporting, as well as for analysis and evaluation, as relevant.

Particularly important sub-sets of these performance data are the **Key Performance Indicators (KPIs) at strategic level** (see Section II of Programming Document for the corporate KPIs), and the ‘**activity indicators**’, described in Section III, Work Programme 2018.

The second very important element of the EPMS is **analysis and evaluation**. This component takes a multiannual perspective, and focuses on deeper analysis of the outcomes and impact of Eurofound’s programme according to the programme logic. Analysis and evaluations draw on the large range of metrics and KPIs collected and reported by the monitoring function of the EPMS, and go beyond them with additional methods and tools. Analytical capacity is provided by an evaluation services framework contract, in addition to internal analysis and evaluation capacities.

Analysis and evaluation enables deeper understanding why and how Eurofound’s information contributes to the policy development. Such analyses feed into reporting for accountability purposes, such as through the Consolidated Annual Activity Report (CAAR) as well as the development of the annual programmes. In addition, Eurofound recognizes evaluation as a valuable systematic tool which provides evidence for better decision making, and a tool for organisational learning and continuous improvement.

Eurofound’s 2017-2020 [evaluation policy](#) and [evaluation programme](#) consists of a modular approach to replace the conventional ex-ante / interim / ex-post evaluation approach at programme level, focusing in particular on the new activity level of the new programme cycle. The evaluation programme defines the high-level plans over the four year period. It is being implemented by a combination of internal and external resources (through internal resources and a multiannual framework contract for evaluation and feedback services established in 2017).

Eurofound has long-standing expertise and experience in the area of Performance monitoring and Evaluation. This is also further enhanced through close involvement in the EU Agencies’ sub-network Performance Development Network, and is taking account of recent developments and requirements for monitoring and evaluation for EU agencies

Annex VIII: Risks

Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation's activities and the achievement of its objectives.⁵⁹ The risks refer to the multi-annual programme period of 2017-2020. It documents the most significant residual risks following an assessment of likelihood and impact. The actions are in addition to the internal controls in place. The actions are specific for the relevant annual period. They will be reported on in the consolidated annual activity report. The register is monitored throughout the implementation of the programme period. A risk review takes place every year. For the 2018 programme implementation the main risk area continues to be around matching available (scarcer) financial and human resources with the external expectations and internal ambitions. Developments outside the Agency are likely to have impact, notably Brexit and a new Multi-annual Financial Framework and the Commission's response to the 2017 cross-agency evaluation. However there is still too much uncertainty about the actual impact to adapt the 2018 risks and related actions in that light.

	Description of key risks	What is the consequence (with reference to the planned topics and activities)?	Actions 2018
1	Inability to meet the external expectations and internal ambitions with financial and human resources.	<p>The programme's objectives are ambitious. The continuation pressure on the resourcing of the activities due to factors outside the control of the Agency risks that the programme delivery against the performance target will not be met.</p> <p>Limited career opportunities and the need to do the same (or more) by less staff can impact on motivation. Unmet expectations can lead to undesired turnover and limit the capacity to retain best talent.</p>	<p>1. Carry out a business process improvement review of the development process of the Programming document – with a specific focus on allocation of (staff) resources. This will make use of the results of the internal audit on allocation of resources. Develop scenarios of possible responses to future resource decisions following Brexit and in the context of the 2021-2027. 2. Commit to exploring options in the form of shared services (across Agencies) notably in horizontal activities and review of work processes in order to ensure optimal use of resources for operational activities. This includes considering <i>central services</i> across Agencies.</p>
2	Insufficient capacity to meet the programme's objective to respond to ad hoc request.	In recent years there has been a growing demand on Eurofound for shorter-term ad hoc requests – demand driven by high reputation and long experience in specific research. The programme anticipates this demand, even more relevant with the calendar for the adoption of the programming document (starting two years in advance of the implementation). The	<p>Review continued appropriateness of assumptions for ad hoc capacities: budget and staff time allocation.</p> <p>Monitor requirements and accept explicitly trade-off on other priorities.</p> <p>Keep the Bureau and Governing Board fully informed.</p>

⁵⁹ Based on the Commission's Implementation Guide on Risk management, November 2015

	Description of key risks	What is the consequence (with reference to the planned topics and activities)?	Actions 2018
		assumptions underlying the allocation of resources to respond to ad hoc requests have been tested during 2017. The available capacity will continue to be available for 2018	
3	Organisation not fit for purpose: an integrated approach to research and communication at activity level is not delivered effectively over the programming period.	<p>Moving from individual research projects and a separate communication approach to a smaller number of activities that integrate different strands and provide focus for research and communication, is a key design feature underpinning the programming document approach.</p> <p>A misaligned organisation will hamper efficient and effective programme delivery and will consume too much effort on coordination.</p>	An interim review of the organisational measures focusing on coordination and coherence to support the implementation of the new programming document. It is part of an interim evaluation of the implementation of the Programming Document. The development of the communication strategy will be part of the review.
4	Increased administrative burden following full implementation of activity based management (ABM).	<p>The change in the planning schedule implies a higher level of uncertainty when budgeting by activity. This risks managing a higher level of deviations during the implementation of the programme</p> <p>In addition, the necessary administrative requirement may not weigh up against the assumed benefit of improved management information in comparison with the current methodology leading to a bureaucratic exercise and reduced efficiency which is the opposite of what is intended.</p>	Monitoring of the programme implementation by activity.
5	The cost of the surveys will take up an ever increasing proportion of title 3.	Adherence to the highest quality standards, including sampling size, and stakeholder demands for fresh data risk not to be met or will affect the implementation of activities that require other research methodologies (i.e. case studies, policy evaluation).	for Developing a long-term perspective for Eurofound's surveys beyond 2020 by preparing cost-saving scenarios

Annex IX: Draft Procurement Plan

No.	Activities 2018	Value 1)	Procurement type 2)	Contract type 3)	Procurement launch date 2018
2.1.1	Working conditions and sustainable work				
	Working conditions and employee engagement and development of workers knowledge and skills	65,000	Negotiated	Direct contract	Q2
2.1.2	Social dialogue				
	Analysing multi-level forms of social dialogue at company level	120,000	Negotiated	Direct contract	Q2
	Representativeness studies (comparative analysis writing)	114,000	Negotiated	Direct contract	Q1-Q4
2.1.3	Reporting on working life developments				
	EurWORK datasources	18,000	tbc	tbc	tbc
2.1.4	Well-functioning and inclusive labour markets				
	Labour market segmentation in Europe	77,000	Negotiated	Direct contract	Q1
2.1.5	Monitoring structural change and managing restructuring				
2.1.6	Innovation and job creation in companies				
2.1.7	Quality of life and society				
	Intergenerational differences	7,000	Negotiated	Direct contract	Q3
	Series of the fourth EQLS based policy briefs	20,000	Negotiated	Direct Contract	Q3
	Neighbourhood quality and role of local level measures in building up quality of life	10,000	Negotiated	Direct contract	Q3
2.1.8	Public services				

No.	Activities 2018	Value 1)	Procurement type 2)	Contract type 3)	Procurement launch date 2018
	Access and quality of public services: healthcare, long-term care, childcare and education – Analysis of fourth EQLS data	45,000	Negotiated	Direct contracts	Q1-Q2
	Role of public services in integrating refugees and asylum seekers	80,000	Open	Direct contract	Q1
2.1.9	The digital age: Challenges for work and employment				
2.1.10	Monitoring Convergence in the European Union-				
	Monitoring Convergence in the European Union: concepts, measurement and indicators.	35,000	Negotiated	Direct Contract	tbc
	Monitoring convergence in working conditions	80,000	Open	Direct contract	Q2
2.1.11	Survey management and development				
	7th European Working Conditions Survey	3,000,000	Competitive procedure with negotiation	Framework Contract	Q2
	Combined analysis of Eurofound Surveys	15,000	Negotiated	Direct Contract	Q2-Q3
	Options for survey development in the medium to long term	7,500	Negotiated	Direct Contract	Q2-Q3
2.1.11	Reacting to ad hoc information requests				
2.2.1	Corporate communication and infrastructure				
	Design and promotion campaign	300,000	Open	Framework Contract	Q2
	Logistic solution for promotional merchandise	60,000	Negotiated	Framework Contract	Q2

No.	Activities 2018	Value 1)	Procurement type 2)	Contract type 3)	Procurement launch date 2018
	Ad hoc printing	60,000	Negotiated	Framework Contract	Q4
	Documents delivery	40,000	Negotiated	Framework Contract	tbc
	Corporate travel contract	400,000	Open	Framework Contract	Q3-Q4
2.2.2.	Organisational support				
	Dispatch and Delivery of Administrative Documents (EU wide except Dublin county)	50,000	Negotiated	Framework Contract	Q1
	Provision of gardening services	60,000	Negotiated	Framework Contract	Q3
	Supply of gas	80,000	Negotiated	Framework Contract	Q1
	Refurbishment of Eurofound's premises	tbc	Negotiated	Direct contract	Q2
	Health and safety audit	15,000	Negotiated	Direct contract	Q1
	Provision of medical services	80,000	Negotiated	Framework Contract	Q1
	Provision of temporary agency workers to Eurofound	300,000	Open	Framework Contract	Q1
	Provision of legal services	160,000	Negotiated	Framework Contract	Q2
	Provision of psychometric tests	60,000	Negotiated	Framework Contract	Q2
	Provision of services for training and development of Eurofound Staff and administration of 180° feedback process	115,000	Open	Framework Contract	Q3
	Provision of voice telephony services (Lot 1) - Landline - Mobiles (Lot 2), Provision of leased line (Lot 3)	240,000	Open	Framework Contract	Q2
	Provision of monitoring services (EU impact tracking)	tbc	Open	Framework Contract	Q3

No.	Activities 2018	Value 1)	Procurement type 2)	Contract type 3)	Procurement launch date 2018
	Web application development and maintenance (lot 1); Web Hosting (lot 2)	1,200,000	Open	Framework contract	Q1
	Network Cabling	25,000	Negotiated	Framework Contract	Q1

1) Amount of budget (column C) set aside for the award of contracts during 2018. For a framework contract this is the amount for the total period that the contract will be valid (normally 4 years).

2) Open, negotiated or n/a.

3) Framework contract or direct contract.

Annex X: Organisation chart (1 January 2017)

