



Eurofound

Annual activity report of the Authorising Officer for the year 2011

Contents

Introduction	1
Part 1: Programme implementation	3
1.1 Programme results	3
1.2 Performance 2011	7
Part 2: Management and internal control system	13
2.1 Overview of Governing Board activities	13
2.2 Management activities	14
2.3 Functioning of the internal control system	23
Part 3: Building blocks of assurance	25
3.1 Building block 1: Assessment of management supervision and control	25
3.2 Building block 2: Results and follow-up of independent audits	25
3.3 Building block 3: Follow-up of recommendations and action plans for audits from previous years	27
3.4 Building block 4: Assurance received from Authorising Officers by Delegation	29
3.5 Reservations	29
Part 4: Declaration of the Authorising Officer	31
Part 5: Annexes	33
Annex 1 – Human and financial resources per activity	33
Annex 2 – Summary of the provisional accounts 2011, including report on waivers of recovery	34
Annex 3 – Activities and research projects	36
Annex 4 – Events	40
Annex 5 – Eurofound publications 2011	54
Annex 6 – Members of the Governing Board	57
Annex 7 – Advisory committees (established in October 2011)	60
Annex 8 – Eurofound staff	63
Annex 9 – List of negotiated procedures	67
Annex 10 – Delegated powers of Authorising Officer by Delegation (AOD)	68
Annex 11 – Template for AOD declaration	69
Annex 12 – Statement of the Internal Control Coordinator	70

Introduction

Eurofound's overall mission is to conduct research to provide independent, relevant and timely information for users of its knowledge, aimed at improving living and working conditions in Europe, in the best spirit of its tripartite and independent nature.

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a European Agency that provides knowledge and expertise to support policies on improving living and working conditions in Europe. It communicates the results of its EU-wide comparative surveys, the work of the observatories, systematic research and qualitative studies in a responsive and effective way to its key information users: employer organisations and trade unions at EU and national levels, Member State governments and European institutions – particularly the European Commission and the European Parliament.

Eurofound was established in 1975 by Regulation (EEC) No 1365/75 of the Council of 26 May 1975.

Programme implementation 1

1.1 Programme results

Introduction

Eurofound's 2011 programme of work was approved by its Governing Board in October 2010. Within the framework of its four-year programme for 2009-2012 'Better work, better life', the research and communication activities for 2011 were adapted to the changing challenges in Europe, addressing the EU 2020 Strategy priorities focusing on the impact of the financial and economic crisis.

Eurofound's activities are grounded in its expertise in working conditions, industrial relations, living conditions and anticipation and management of change. Within the 2009-2012 programme framework, the research and communication activities are grouped into three broad focus areas:

1. Employment growth and supply of labour in changing labour markets
2. More and better jobs and higher productivity through partnership
3. Promotion of social inclusion and sustainable social protection

The Network of European Observatories (NEO) is the framework within which the work of Eurofound's Observatories is planned and coordinated. The observatories are central to Eurofound's role of monitoring developments in working life in Europe.

In its three Europe-wide surveys, Eurofound gathers data on populations of relevance for Eurofound (e.g. workers, citizens, households, companies, establishments or others). They are a vital source of quantitative data for Eurofound. Their design in terms of questionnaires and methodology reflects Eurofound's role as a European tripartite body with a remit to conduct policy-oriented research in the fields of living and working conditions. The surveys are

1. The European Working Conditions Survey (EWCS)
2. The European Quality of Life survey (EQLS)
3. The European Company Survey (ECS).

Eurofound's monitoring activities

Considerable resources continued to be deployed on monitoring trends and developments in the quality of work and life, industrial relations and structural change.

Eurofound's observatories are built on an expert network (EU27, Norway, EU-level) which monitors developments and research findings and contributes articles for publication in the fields of working conditions and quality of work (European Working Conditions Observatory), industrial relations (European Industrial Relations Observatory) and restructuring (European Restructuring Monitor).

The Network of European Observatories (NEO) is the framework within which this work is organised. During 2011 the outputs in the observatories included:

- Restructuring Fact Sheets
- Information updates reporting developments in industrial relations and research findings on working conditions
- Comparative Analytical Reports

- Sectoral studies on the representativeness of social partner organisations. The representativeness studies are strongly connected to the dynamism of sectoral social dialogue in the European Union. Eurofound has been conducting these studies since 2006, following a request by the European Commission (DG EMPL). They provide the basic information needed to set up sectoral social dialogue committees and to ensure the continuing representativeness of existing committees. The studies will continue to be carried out into seven or eight sectors in close collaboration and consultation with the social partners.
- Survey data reports
- Annual updates on working time and pay respectively
- Annual Review of industrial relations and working conditions

Eurofound's three Europe-wide surveys were at different stages of the research cycle in 2011.

Field work for the third wave of the *European Quality of Life Survey* (EQLS) started in September 2011, covering all 27 EU Member States, Norway and six acceding and candidate countries. At the same time, dissemination of the results of the second wave continued. Analysis of data from the second *European Company Survey* (ECS) continued while a tender for the third wave was launched at the end of 2011 with a completion date of April 2012.

The overview report from the fifth *European working conditions survey* was written during 2011, and launched at a conference in the European Parliament (April 2012). Thematic analysis of the survey data is underway on:

- Sustainable work and the ageing workforce
- Employment and security
- Health and well-being in the workplace
- Working-time flexibility and work-life balance
- Quality of work and employment - work and gender

Key research topics in 2011

- Restructuring: The ERM Annual Report 2011, Public instruments to support restructuring in Europe, launched a database on public and social partner support measures to anticipate and manage restructuring in the EU.
- Flexicurity: The project '*Analysis of practices and policies in Member States*' looked at the effectiveness of Member States' employment policies and reforms to improve the functioning of labour markets.

The project '*Flexicurity in time of crisis*' mapped company measures towards vulnerable groups of workers that could be considered as flexicurity measures.

The initial findings were published in the 'Foundation Findings' report *Flexicurity – perspectives and practice*, reporting on flexicurity policies and measures that have been developed across European countries before and during the crisis.

- Social dialogue: The project '*Social dialogue in times of global economic crisis*' analysed joint measures taken by social partners, governments and relevant public bodies (at EU, national, local and company levels of social dialogue) with a view to addressing the effects of the crisis.

- Job creation in Europe: *The European Jobs Monitor* monitors changes in the employment structure in different EU Member States and looks in particular at the development of net job creation in Europe. The report, *Shifts in the Job Structure in the EU during the Great Recession*, describes the shifting structure of the European labour market between Q2 2008 and Q2 2010 on the basis of Labour Force Survey data.

Key findings:

- Three main patterns of employment shifts were observed at MS level: upgrading, polarisation and downgrading;
- Women fared less badly on the labour market than men during the recession;
- The recession has resulted in an older workforce in Europe;
- The employment status picture is mixed (looking at temporary employment and part-time work).

The findings were also published in *EC Quarterly Labour Market Monitor* which formed the basis of a chapter of the Commission flagship publication, *Employment in Social Europe 2011*.

- Working time: The project '*Organisation of working time: Implications for productivity and working conditions*' looked at the way companies implemented working time flexible arrangements with positive effects for productivity and working conditions.
- Labour mobility within the EU: This project looked at the impact of return migration, based on case studies in Poland, Hungary, Latvia and Romania.
- Wages: Two reports were published: *Developments in wage-setting and collective bargaining in the wake of the global economic crisis* and *Wage setting and indexation in Europe*, at the time when the 'Pact for the Euro' proposed that competitiveness could be improved by adjusting wage-setting arrangements or wage-indexation mechanisms. The annual analysis of pay trends as part of the European Industrial Relations Observatory was published for the year 2010.
- Managing Household Debts: This project examined the extent and character of personal debt problems as well as access to and quality of advisory services.
- Active inclusion for young people with disabilities or health problems: This project looked at 1) the evolution of mental health and psychological problems, 2) the significant increase in number of young people on incapacity benefits and related costs projections.
- Youth employment: *Young people and NEETs: challenges and solutions for higher participation of young people in the labour market* - this project investigated the situation of young people in Europe, exploring the phenomenon of the NEETs group in order to understand the economic and social consequences of disengagement from labour market and education. Among factors increasing the risk of becoming NEET ('*Not in Employment, Education or Training*'): disability, immigration background, low education level, low household income, living in remote areas, bad health conditions.
- Age management: '*Income after retirement*' - This project looked at the take-up of work by retirees and how companies seek to recruit or retain retirees. It also explored what governments are doing to facilitate employment (including self-employment) after retirement. The data from Eurofound's fifth European Working Conditions Survey are analysed on the topic of '*Sustainable work and the ageing workforce*'. These activities form important inputs for the communication focus for 2012 in support of the 'European Year for Active Ageing' for which a resource pack was prepared: *Living longer, working better - active ageing in Europe*.

A more in-depth presentation of Eurofound's key research findings is found in its 2011 Yearbook: *Living and working in Europe*. A project-by-project overview of the 2011 activities is available in Annex 3.

Communication focus

Eurofound's communication in 2011 was focused on:

- National stakeholders through events and in particular its 'EU Presidencies programme';
- Flagship reports, the series *Foundation Findings* and the use of new media channels;
- EU agencies' cooperation with a *Joint European Parliament–Agencies seminar on Youth and Employment* (Eurofound, Cedefop, EU-OSHA and ETF) - 30 June 2011.

To raise awareness of volunteering and to improve the opportunities for participation in voluntary activities, 2011 was designated the 'European Year of Voluntary Activities – Promoting Active Citizenship'. As a contribution to the European Year, Eurofound produced the resource pack, *Volunteering – a force for change*, which presents different perspectives on volunteering.

For 2011, Eurofound committed itself to continue to direct its communication activities at Member State level with comparative research findings and policy pointers translated in all official EU languages. It produced two information packs on the themes of volunteering and active ageing respectively. Participation in Presidency conferences has been the vehicle to reach governments, trade unions and employer organisations.

A full list of 2011 events is available in Annex 4. A comprehensive list of publications is presented in Annex 5. This list covers results from the 2010 and 2011 work programmes. This is due to the multi-annual project cycle of many of Eurofound's activities.

Preparing for 2013–2016

In the 2011 programme Eurofound identified two specific growing challenges that it wished to explore further for its 2013-2016 programme activities:

- Sustainable, efficient and effective public sector

Eurofound worked with the European Institute for Public Administration and other experts on a possible research programme for 2013-2016. It found that Eurofound can close serious empirical knowledge gaps through a comparative European analysis in important policy areas in the European public sector. Eurofound started in 2011 to investigate the evolution of employment relationships in the core of the public sector, the central administration. The results of this project 'Working conditions and industrial relations in the public sector central administrations' are expected in 2012. Eurofound also analysed the role of public services on quality of life, quality of society and quality of work in Europe through data analysis of its own surveys.

- Job creation, European structural weaknesses and competitiveness developments

This was an overarching theme running through various research projects such as:

- European Restructuring Monitor and European Job Monitor
- The second phase of flexicurity: an analysis of practices and policies in the Member States
- Anticipating and managing the growth and employment effects of greening of industries in the EU
- Sustainable competitiveness of European companies and restructuring
- Flexibility, social dialogue and performance: policy lessons from the European Company Survey

- Organisation of working time: implications for productivity and working conditions
- Work organisation and innovation: involvement and participation

Many of these projects will deliver their findings in 2012. The theme of job creation features in one of the four proposed priority areas for Eurofound in its 2013-2016 programme.

1.2 Performance in 2011

2011 was the third year of implementing Eurofound's 2009-2012 programme, 'Better work, better life'. This programme identifies two specific objectives to be achieved within the timeframe 2009-2012:

- be a reliable source of high quality information and identify emerging issues for research and debate;
- strengthen the tripartite character and stakeholder relationships of Eurofound's activities.

In addition, Eurofound strives to:

- achieve operational excellence through efficiency and high productivity.

What progress did Eurofound make during 2011 in fulfilling the four-year objectives?

An answer to this question requires a comprehensive set of monitoring and evaluation tools of which many are mentioned in this report. An important tool is Eurofound's Performance Monitoring System (EPMS). The EPMS tracks a set of performance indicators that are linked to the strategic objectives in the 2009-2012 programme. This section provides a high-level analysis based on the 2011 data from the EPMS. Chapter 2.2. gives a description of the EPMS itself.

Key performance data for 2011 are:

1. *Be a reliable source of high quality information and identify emerging issues for research and debate*
 - 2,021,691 user sessions on Eurofound's websites
 - 118,576 downloads of research findings
 - Over 873 quotations of Eurofound research in scientific journals in Europe
2. *Strengthen the tripartite character and stakeholder relationships*
 - 193 EU policy documents citing references to Eurofound findings and expertise
 - 1082 contacts with EU-level policymakers and decision makers
3. *Achieve operational excellence*
 - 99% (cumulative) of budget utilisation

Progress in relation to Objective 1: Be a reliable source of high quality information and identify emerging issues for research and debate

The three most important indicators for measuring progress in relation to the above objective are ‘Visibility of Eurofound’s work through targeted communication’, ‘Quality of outputs’ and ‘Input of Eurofound at (emerging) debate at EU- and national level’.

Visibility of Eurofound’s work through targeted communication

Compared to 2010, Eurofound’s 2011 has seen a 17% increase in web user sessions. This represents a continual improvement. The monthly values are relatively stable with continued strong interest in survey-related material, and that of the European Industrial Relations Observatory, the European Working Conditions Observatory and the Industrial Relations Dictionary. There was a steady increase in the last quarter, with important fresh content coming on stream in the latter months of the year. The importance of Eurofound’s reliability in terms of ‘the right information at the right time’ is further highlighted in the data regarding web downloads. The cumulative figure for 2011 shows a -7% percentage point decrease compared to 2010. However the October and November figures for 2011 showed an increase coinciding with the publication and promotion of policy relevant publications. Press article cuttings saw a nearly 50% increase compared to 2010. Whilst this is partially explained by more efficient dissemination and media monitoring tools, it is also regarded as a reflection of Eurofound’s unique position in providing comparative socio-economic research in some niche areas. When Eurofound’s comparative information is produced and disseminated to coincide with relevant public debates, the media impact can be huge, as shown by the figures. The impact of social media networking tools in conjunction with traditional media monitoring is now also an important element in these indicators.

The output measure of the number of disseminations refers to print publications. The reduction is a result of a strategic decision towards electronic dissemination, where contacts are sent the online link to a new publication, as well as the availability of RSS news feeds for online users. These have reduced the necessity to rely on the dissemination of printed outputs only. A major update of the customer relations management database means more targeted mailings.

The number of translated pages is measured in the context of Eurofound’s commitment to provide access to its findings for target groups at national level. The policy is to translate the executive summaries of all reports. The number fluctuates with the number of reports being published.

The uptake of Eurofound’s work at EU-level is a very important indicator of Eurofound’s performance as a reliable source of high quality information, especially given its commitment to strengthen its stakeholder relationships. The progress in this area is described under Objective 2.

Quality of outputs

A customer satisfaction survey combined with focus groups on specific product types was carried out in 2011 for the second time, from which an annual overall customer satisfaction index was calculated. The baseline value from the combined years 2009 and 2011 is 3.75 out of 5.

Over the period 2010–2011, Eurofound’s work was cited in at least 873 professional articles published in 450+ peer reviewed journals. This is a further steady increase over last year’s figure (820). Eurofound continues to be a highly quoted source in highly respected and influential peer reviewed professional journals in the key domains of Eurofound’s work.

2011 saw a significant increase in demand for all survey data sets combined, which is up by 376% compared to 2010. Requests were very high for the fifth EWCS data set, which was launched at the end of 2010, with very dynamic promotional activity in the first part of 2011, resulting in a high level of requests by other researchers for the data set for their own analysis while Eurofound's own analysis was still pending. Requests for the data sets of Eurofound's surveys:

	EQLS	EWCS	ESWT/ECS	Total/year
2010	127	215	63	405
2011	496	1,167	267	1,930

Source: report UK Data archive for Eurofound, 2012

Input of Eurofound at (emerging) debate at EU level

This is an indicator for Eurofound's commitment to contribute to emerging issues and requests. The number of 'hot spots' stands for identified policy-making processes and events for which to plan Eurofound contributions, as well as new issues identified that feed the preparation of annual work programmes. Up to 2010 the number of hot spots identified was measured. In 2011 this was changed to the number of policy relevant opportunities identified and followed up with an input of Eurofound's knowledge and expertise. It is seen as a more accurate measurement of Eurofound's performance. In 2011, a total of 75 'hot spots' were actively followed up by Eurofound. It required the capacity to deliver contributions on an 'ad hoc' basis demanding flexibility in the work organisation in order to balance this effectively with the planned commitments in the annual work programme.

Progress in relation to Objective 2: Strengthen the tripartite character and stakeholder relationships

The indicator used for this Objective is 'Number of documents at EU level with reference to Eurofound and its work'. It is also used as one of the indicators for Objective 1.

The number of policy documents making reference to Eurofound's expertise declined by 12% during the year (from 220 documents in 2010 to 193 documents in 2011), which corresponds to a similar decline in the overall number of relevant EU level policy documents registered. The data are relative to the volume of initiatives and related documents on the part of the European Commission. 2011 saw a lower level of policy initiatives by the European Commission in comparison with 2010, which logically impacts on the global number of legislative follow-ups, positions papers and reactions from the various EU level social actors. The European Commission continues to quote Eurofound research most often in comparison with other organisations, but less than 2010. Here again, this must be put in the context of the above-mentioned lower number of policy documents. In contrast, there has been a slight increase in references to Eurofound's work in European Parliament policy documents, and by international organisations.

Progress in relation to Objective 3: Achieve operational excellence

Budget management

Of the € 20,335,913 general commitment appropriations, arising from EU subsidy (€ 20,210,000) and general non-assigned appropriations (€ 125,913), Eurofound achieved a commitment rate of 99.4 % (compared to 98.7 % in 2010), confirming Eurofound's efficiency in budget planning and implementation.

The target was achieved, with 82% of budget being allocated to 'core business' activities (research and I & C) and slightly above 18% for the activity 'administration and support'. It was approximately at the same level as in 2010. The activity-based management does not focus any longer on the different budget lines and titles but rather on the allocation of all resources (financial and human resources) to operational and support activities.

Staff capacity: % of positions on staff table filled

96% of posts were filled by end of 2011, exceeding the target by 1%. 69.5% of staff is allocated to the core operational areas of research or information and communication. All 10 new staff members from 2011 were recruited for these areas.

Staff development: number of days training delivered per staff member

In 2011, a total of 876 training days were delivered to Eurofound staff. This results in an average number of 8.43 training days per staff member in 2011. In comparison to previous years, this is a sharp increase and shows a more diverse range of training topics. Two new training programmes were rolled out during 2011, focusing on leadership and management and on communication competencies respectively.

As mentioned in the work programme, specific attention was given to improving excellence in operations, through a review of Eurofound’s project management practice and system, as well as through organisational development (see for both Chapter 2). Both initiatives endeavour to address concerns about delays in the implementation of projects which poses a risk to Objective 1. The investment -since 2009- in increased staffing levels in the area of research has been another significant initiative to balance the (staff) resources with the information needs and expectations of our stakeholders.

In summary

Eurofound’s performance in achieving its objectives for 2009-2012 is overall on course. The identification of the emerging issues and of the information needs of the target groups is very well developed, and so is the quality of Eurofound’s research and communication. This is demonstrated through our capacity to adjust our work programme to new information needs due to the financial and economic crisis, and further supported through good performance in the visibility and quality of Eurofound’s outputs. In terms of its operational excellence, the positive investment in the development of staff and a high percentage of budget implementation point to a solid performance. The 2011 efforts to ensure operational efficiency in process management and effective internal coordination and cooperation will continue in 2012. The commitment is also to further improve the efficiency of internal workflows.

Performance in data

The table below shows the performance data for 2011 in comparison with 2010.

Indicator	Measure	Values 2011	Values 2010
Objective 1a Be a reliable source of high quality information			
Visibility of Eurofound’s work through targeted communication	Internet use		
	# user sessions	2,021,691	1,804,835
	# downloads	118,576	127,596
	# of press article cuttings	329	155
Quality of outputs	Publications programme		
	# publications disseminated	73,952	85,511
	# pages translated	7,600	8,340
	Academic references (annually)	[2010-2011]	[2009-2010]
	# articles in which Eurofound’s work is cited	873	820
Objective 1b Identify emerging issues for research and debate			
Debate at EU- and national level [where Eurofound can make an input]	# Most relevant policy making processes to be followed up – hotspots	75	97 ¹

¹ Up to 2010 the # of hotspots identified was measured, since 2011 this was changed to the number of policy relevant opportunities identified that were followed up with an input of Eurofound’s knowledge and expertise.

Indicator	Measure	Values 2011	Values 2010
Objective 2 Strengthen the tripartite character and stakeholder relationships			
Consolidated contacts and briefing meetings with key policymakers at EU level and national level	At EU level	875	1,082
Use of Eurofound material in policy and legislative process and documents [<i>influence on policy debate – and as such also an indicator for objective 1a</i>]	# Documents with reference to Eurofound or its work	193	221
Objective 3 Achieve operational excellence			
Budget management and implementation	% (cumulative) of budget utilisation/planned	99%	98%
	Carry forwards consumption progress (funds in €000) (C8 and C3)	99%	98%
ICT resources and innovation			
	# New applications and developments	6	8
Investment in human capital			
	# Days training delivered per staff member	8.4	5.1
	# Staff positions on staff table filled (% of total)	96%	91%
	Staff numbers: % Headcount in Core Activities, and # of Research staff	70%	65%

Management and internal control system 2

2.1. Overview of Governing Board activities

In 2011 the new Governing Board settled into its role, having been appointed in November 2010 for a period of three years. Members of the Governing Board represent governments, employer and worker organisations in the Member States, joined by representatives of the European Commission, coordinators representing employer and worker organisations at EU-level and observers from the European Free Trade Association (EFTA) and the European Agency for Safety and Health (EU-OSHA).

The Governing Board met once in 2011. A smaller, equally tripartite Bureau of 11 members (3 representatives of employers and workers' organisations, 3 representatives of Member States' governments and 2 representatives of the European Commission) met six times in 2011. The Bureau is empowered to take decisions that are urgent or necessary between meetings of the Governing Board, subject to ratification later.

This two-tier governance structure of Eurofound allows for an effective balance between proper supervision and control on the one hand and broad involvement of social partners and governments of all Member states to ensure a relevant work programme and an active dissemination of research findings throughout the EU. The cost of Eurofound's governance structure amounted in 2011 to 0.8% of its total budget which is below the average for the EU Agencies.

Members attended the summer stakeholder group meetings in Dublin, where they were able to discuss policy issues within each group, allowing for a valuable exchange of experiences in the different Member States. They were involved more directly in the research programme through their participation in various Advisory Committees that monitor and advise on the implementation of research projects.

In the Group meetings in June and the plenary meeting in October, the members discussed and adopted the 2012 Work programme and explored options for the Four-Year Programme 2013-2016.

In light of the impact of the financial crisis on living and working conditions in Europe, the groups focused in their discussions on ensuring the timeliness and relevance of Eurofound's research outputs and stressed the importance of the surveys and observatories. The members were united in their support for these as the central core of Eurofound activities and often the sole source of much empirical information in Europe on living and working conditions and the issues that surround them.

On a national basis, the members participated in a number of visits organised with Eurofound staff and the national correspondents from the Network of European Observatories (NEO). These meetings were organised at the request of the members who were concerned that they did not know the correspondents sufficiently, and felt that they had knowledge and insight which should be drawn on. The meetings were seen as a positive impetus for Board members to come together on a tripartite basis to discuss and in many cases coordinate their approach to Eurofound, including requests for work programme input.

The following decisions were made by the Governing Board and Bureau in 2011:

Date	Decision
26 January	Approved carryover of 2010 appropriations by written procedure
28 January	Approved minutes of Bureau meeting 28 October 2010

Date	Decision
23 March	Approved minutes of Bureau meeting 28 January with amendments
5 April	Approved draft budget 2012 by written procedure
27 May	Authorised participation by Eurofound in EC Framework services contract with COMLIN for provision of computer storage equipment
27 May	Adopted minutes of Bureau meeting 23 March 2011
17 June	Adopted 2010 Annual Activity Report of the Director by written procedure
30 June	Adopted Final 2010 accounts by written procedure
18 August	Adopted Multiannual Staff Policy Plan 2012-2014 by written procedure
18 August	Elected Vice-Chairperson of the Governing Board (Governments' Group) by written procedure
9 September	Adopted minutes of Bureau meeting 27 May 2011 with a minor correction
21 October	Adopted minutes of Governing Board meeting 29 October 2010 with amendments
21 October	Adopted 2012 Work Programme (draft 4) with amendments
21 October	Elected Chairperson and Vice-Chairpersons: Ms Rossi (Chairperson) Mr Ciechański, Mr Fonck, Mr Silva (Vice Chairpersons)
21 October	Adopted a proposal regarding the Advisory Committees (to reduce the number of committees and adopt procedures)
21 October	Adopted schedule of meetings of Board, Bureau and Groups in 2012
21 October	Ratified decisions taken by Bureau since its last meeting in October 2010
9 December	Adopted revised minutes of Bureau meeting 9 September 2011
9 December	Adopted minutes of Bureau meeting 20 October 2011
9 December	Authorised Director to sign contract for strategic ICT services with ERGO Ltd.
21 December	Adopted work programme 2012 and revised annex 1 by written procedure
22 December	Adopted amended 2011 budget by written procedure

Annexes 6 and 7 of this report give the composition of the Governing Board, Bureau and Advisory Committees as per 31 December 2011.

2.2 Management activities

Management meetings and reports

The Director is assisted in his management responsibilities by the Deputy Director and a Management Committee (MAC). It consists of the Director, Deputy Director, a Coordinator², the Head of the Brussels Liaison Office, the Head of Information and Communication, five Heads of Research³, and four Heads of support units (Administration, Human

² Since 1 February 2011.

³ From 1 January 2012 changed from five to three.

Resources, ICT and Operational Support). During 2011 the Management Committee met 12 times. The recurring items focused on:

- Resource planning and forecasting.
- Performance progress. Special efforts were made to improve the quality of the reporting and to align the various reporting requirements. This remains a point of attention in the 2012 meetings.
- Information points from the Directorate concerned the meetings with the Bureau and developments at Inter-agency level, notably in relation to the work of the Inter-agency working group on the review of the agencies.
- Quarterly reviews identified opportunities on the EU Agenda for contributions by Eurofound – either through a speaker's engagement or written contribution or mailing of existing research findings.

Strategic and operational discussion items concerned:

- Future positioning of Eurofound's surveys
- Terms of reference of Eurofound's Advisory Committees
- Practical arrangements for cooperation with other Agencies and international organisations
- ICT strategic review for 2012
- Review and recommendation of Eurofound's project management practices and procedures
- Copyright protection in relation to references by third parties
- Internal control standards, such as the review of the exceptions register
- Health and safety assessment and recommendations

There were four additional ad hoc meetings, particularly in relation to the development of the Work programme 2012 and preparatory work for the 2013-2016 four-year programme.

Quarterly general staff meetings were organised to inform staff of relevant issues and new developments. During 2011 these covered – inter alia – a new multi-annual training programme, the adaptation of Eurofound's human resources development and promotion assessment process, as well as the organisational review and restructuring in the research area. In addition, monthly unit meetings and regular project team meetings ensure effective internal communication. Important corporate decisions in relation to human resource management, procurement, organisational structure, and internal control were communicated in Office notices which are published on the Agency's Intranet.

The Director reports to the Governing Board at its annual meeting in October, and at the meetings of its Bureau, six times a year (see section 2.1.). At least twice a year, Eurofound staff meet with various Advisory committees about the research and communication aspects of specific projects in the work programme. The committees are composed of members of the Governing Board and additional experts and are organised around the areas of expertise of Eurofound's research: Employment and Change, Working Conditions, Industrial Relations, Living Conditions and Quality of Life.

The information and communication aspects, which up to 31 December were covered in a separate Advisory committee, are now part of these committees. There are ad-hoc committees for specific projects of strategic significance, currently for the third European Company Survey and the Foundation Seminar Series.

Planning: 2012 and : ci f!Year Programme planning processes

In compliance with Article 12, each year the Director prepares a work programme which specifies the activities for the particular calendar year contributing to the implementation of a (rolling) four-year programme. This ensures an integrated approach: each annual work programme takes a medium to long term four-year perspective, implementing Eurofound's mission, aiming to realise its vision.

The planning and preparation of the 2012 Work programme took place between March and October 2011. This would be the final year of the current four-year programme 2009-2011. An interim evaluation exercise with gap analysis was carried out to ensure that the programme development process would take note of any open issues. Its recommendations looked beyond the annual programme, feeding into the development process for the new 2013-2016 programme. This commenced in June 2011 with a Note to the Bureau outlining the purpose and structure of the programme.

For both the four-year programme as well as the annual programme, consultation with stakeholders and experts as well as with staff is a very important part of the process.

- For the 2012 programme, the start of the process was a two-day seminar in March for the Management Committee. This was followed by a meeting with the European Commission (14–15 April), and consultation with the main social partner organisations in Brussels, as well as with other EU Agencies.
- The 2013-2016 programme consultation process to date has involved:
 - Group meetings of the Governing Board – June 2011
 - Governing Board meeting – October 2011
 - Bureau meetings – June, September, December 2011 (continued in 2012)
 - EU-level stakeholder seminar, March 2012 (MEPs, social attaches, NGOs in the area of social policies)
 - Bilateral meetings with EU-level social partner organisations, December 2011-February 2012
 - Consultation of other EU Agencies, January 2012
 - Stakeholder – expert seminar, March 2012
 - Staff consultation via internal seminars, a general staff meeting and electronic bulletin board, November 2011

Performance monitoring and corporate indicators

Eurofound's Performance Monitoring System (EPMS) has been developed as part of the internal control standards, requiring organisational performance monitor through performance indicators. Eurofound's strategic performance measurement and management system was developed in 2006, based on the Balanced Scorecard approach. It provides an integrated picture of an organisation's performance based on four perspectives:

- a). Financial perspective – examines the implementation of the organisation's budget.
- b). User perspective – zooms in on the effort of the organisation to satisfy the needs of Eurofound's target groups.
- c). Internal process perspective – covers the activities and key processes required in order for the organisation to operate productively and efficiently.
- d). Learning and growth perspective – focuses on the intangible assets of an organisation, mainly on the internal skills and capabilities that are required to support the value-creating internal processes.

The EPMS keeps track of a set of performance indicators that are linked to the strategic objectives in the 2009-2012 programme. Many indicators are measured on a monthly basis and the data are reported to the Management Committee. For some of the data an annual target is set, where for most the comparison with previous years is sufficiently meaningful for monitoring purposes. The data input is decentralised and many of the staff contributes directly to the data collection. For example, information from mission reports such as the contacts with specific target groups through meetings feed into the system. Twice a year the group of ‘data-owners’ meet to give input to a more comprehensive analysis of the data. This is presented in a report for the Management Committee. The annual report of the EPMS feeds into this report (see Part 1, section 1.2.). The project team and this group would also review the quality of the measures in terms of reliability. At the start of 2011 such a review resulted in the proposal to stop a small number of indicators. This was approved with the understanding that the remaining measures continued to provide a balanced picture of Eurofound’s performance. Furthermore, the link between the EPMS and the evaluation programme provides assurance for additional relevant data and analysis. Preparations were started at the end of 2011 for an overall review of the EPMS to align the system with the new 2013-2016 programme, due to be finalised mid-2012. The review will look at the overall cascading application of a system of indicators and measures. It is likely that further simplification and a closer integration with the evaluation programme will be introduced.

Eurofound is an active participant in the Inter-Agency Performance Development Network. Together with Cedefop, EU-OSHA and ETF it looked at the potential of performance benchmarking with a view to establishing a meaningful basis for an exchange of experiences.

Risk management process

The risk management process consists of the following steps:

- Risks are identified and assessed at project level before being captured in the draft work programme
- The findings are discussed at the Management Committee
- The Director makes the final assessment of the risk level.
- The critical risks are added to the work programme together with a brief action plan.
- The action plan is reviewed in the Management Committee.
- The Internal Control committee oversees the plan including its reviews.

The 2011 Risk register included five critical risks, of which two were closed during 2011. The actions for the remaining three critical risks (# 1, 2 and 4) are being implemented and monitored in 2012.

#	Description	Affected project(s)/	Existing control(s) or	Assessment	Risk
1	Limited policy impact of the findings of the fifth European Working Conditions Survey due to a lack of political and academic validation of the secondary analyses.	The quality of the secondary analyses will be more vulnerable to criticism which has a negative impact on the reputation of the EWCS and Eurofound.	In case of outsourcing selecting the best quality researchers. Organising peer reviews Involvement of Advisory Committee.	Critical	Avoid
<p>Action plan If evaluation meetings are not considered to be sufficient to ensure the quality of research peer review of external experts should be introduced. This may be as part of the evaluation meeting or separate. If the above is regarded as acceptable and feasible to organise, the risk is not critical any longer.</p> <p>Review May 2011/ Early 2012 During the review in May the risk had not materialised. Most of the work was still at an early stage of implementation. Near the end of the year issues with quality had arisen. Very intensive involvement of the project managers remains necessary to remedy the situation.</p> <p>Decisions following review Under control – expected to be closed mid 2012.</p>					

#	Description	Affected project(s)/ activity(ies)	Existing control(s) or mitigating factor(s) in place	Assessment of risk level	Risk response
2	The increase of the number of representativeness studies from five to seven leads to a strain on the capacity of the network correspondents and internal resources.	Reduced operational efficiency, reduced quality of the work of the network correspondents and reduced impact.	Detailed scheduling and management, ongoing communication with the correspondents to pre-empt any issues.	Critical	Reduce
<p>Action plan Review schedule with Commission for work on these studies. Agree internally and with stakeholders a medium-term perspective for the future.</p> <p>Review May 2011 The schedule was revised as planned. It was necessary to revise the plan in order to address concerns about capacity of the contractor for analytical services. A meeting has been held with contractors to promote more effective competition for the work. Discussions are ongoing with the Commission to find a stable approach in the medium-term; and the burden on correspondents is being addressed through streamlining of the data gathering.</p> <p>Decisions following May review, confirmed early 2012 The results of these efforts should be monitored closely continuing in 2012</p>					
#	Description	Affected project(s)/ activity(ies)	Existing control(s) or mitigating factor(s) in place	Assessment of risk level	Risk response
3	Dependency on extensive use of Eurostat databases requires additional work, as the description of data is not always fully transparent.	Disruption in the tight planning and production schedules of various projects (3.1.1 (annual report), 3.1.2, 3.1.4, 3.1.10).	Very accurate preparation of data extraction requests to minimize misunderstandings from Eurostat.	Critical	Avoid
<p>Action plan Further improve the requests and follow up communication with Eurostat</p> <p>Review 2011 In order to avoid this risk, Eurofound has established a contract with Eurostat for the provision of EU-LFS and EU-SILC microdata. This contract has been put in place in the framework of the Commission Regulation 831/2002 and its amendment, and the access to microdata is subordinated to the submission of a project proposal to Eurostat. The Eurostat official Microdata dissemination calendar is published on the Eurostat Website. Furthermore we have improved the request and follow-up communication with Eurostat for the provision of ad-hoc extractions of EU-LFS data. With all the actions put in place, this item is not a issue anymore.</p> <p>Decisions following review Closed</p>					
#	Description	Affected project(s)/ activity(ies)	Existing control(s) or mitigating factor(s) in place	Assessment of risk level	Risk response
4	Divergence of research and communication objectives leads to delivery of outputs in inappropriate form or timing and execution.	All projects requiring joint involvement.	Ongoing internal communication.	Critical	Reduce
<p>Action plan 1. Systematic use of Projex for all planning 2. Introduction of quarterly communication meetings</p> <p>Review May 2011 Incomplete resource allocation, notably for Foundation Findings and Foundation Focus. This has caused delays in the production. Also changes in planning of research have led to lost communication priorities. The quarterly meetings envisaged for a broad forum of staff will start in September. It is essential to have regular reporting and discussion in the MAC to ensure clarity in priorities.</p> <p>Decisions following May review 1. Include relevant IC-led projects in the monthly reporting 2. Plan IC objectives and activities as a discussion topic on a quarterly basis for comprehensive review and decisions. Take on board in work programme planning 2012</p> <p>Update early 2012 The MAC agreed on a list of communication priorities that guide the planning of relevant projects. Regular monitoring remains important.</p>					

#	Description	Affected project(s)/ activity(ies)	Existing control(s) or mitigating factor(s) in place	Assessment of risk level	Risk response
5	Inaccurate planning of procurement leads to internal inefficiencies and unsuccessful budget implementation.	Coordination and management of procurement activities throughout Eurofound and in OSU and Finance in particular.	Central monitoring and reporting, ongoing liaison with project teams.	Critical	Reduce
Action plan Use recommendations of external procurement review for further process efficiency improvements.					
Review May 2011 EPMS data (MAC 17 May) show good performance in terms of budget implementation benchmarked against the planned procurement plans. The efficiency improvements are being implemented (Office notice 2011-10). It is currently too early to assess the impact of all in terms of efficiency improvement. However the monitoring of one central procurement plan is contributing to earlier interventions to avoid and reduce delays.					
Decisions following review Closed					

Delegation and accountability chains

In 2007 Eurofound established a management model that includes far-reaching delegation of powers from the Authorising Officer, the Director of Eurofound, to the Heads of unit who since then act as Authorising Officers by Delegation on the basis of a comprehensive and specific delegation paper. Details of the authorisation arrangements are listed in Annex 10.

The benefits of the decentralised management model are timeliness in the decision-making process at unit level, empowerment of the units and their management and an increase of accountability at the level of the unit management.

An important element of the authorisation arrangements applied in Eurofound is the absence of any sub-delegation of powers of the Authorising Officer or Authorising Officers by delegation. In the case of absence of an Authorising Officer by Delegation, the decision or transaction is not further sub-delegated but rather referred back to the Authorising Officer himself.

All Authorising Officers by Delegation have signed the Decision of delegation, have received the Charter for Authorising Officers by Delegation and a Declaration of Assurance for their areas of responsibilities addressed to the Authorising Officer.

Organisational development

Further to the recommendations arising from an analysis of the effectiveness and efficiency of the procurement processes and procedures in 2010, the administrative procurement workflow – including the planning and coordination function – was centralised in the Operational Support Unit in the spring of 2011. The objective is to concentrate the expertise of procurement procedures and to minimise interruptions in the procurement workflow.

During the summer of 2011, the Director reviewed the organisation in the light of the programme objectives. This review had also been one of the recommendations from the 2005-2008 ex-post evaluation. The Director identified the need to simplify the organisational structure with the objective to reinforce thematic expertise and alignment of the organisational set up of the research function with Eurofound's mandate, as well as to improve communication within and between units. The decision was taken to better integrate the monitoring tools -Eurofound's surveys and the three observatories with other research activities.

The number of units was reduced from five to three (implementation 1 January 2012):

- Employment and Change
- Working Conditions and Industrial Relations
- Living Conditions and Quality of Life

Each of the three units has been given a specific remit based on Eurofound's area of expertise and knowledge base. A new function of senior programme manager was introduced. Two of such posts were filled in the new Working Conditions and Industrial Relations unit, to take responsibility for the content development of the two areas of expertise. In order to continue Eurofound's knowledge increase in survey methodology, a dedicated working group is being established during 2012. Further initiatives followed in 2012, for example on improving project management and on coordination of research activities.

Financial management

System and process improvements

In 2011, developments in financial management were guided by the principles of efficiency, effectiveness, transparency, consistency and continuity.

Eurofound finalised a comprehensive finance procedure manual . The manual covers instructions for initiation of all financial transactions in ABAC in accordance with Eurofound's financial regulation and its implementing rules. It will serve as a reference for staff members inside the Finance unit to ensure business continuity, outside the Finance unit to understand procedures and workflows, as well as to ensure transparent and consistent documentation of financial transactions in the light of the internal control standards.

The decision was taken to replace the current mission calculation tool (Filemaker Pro) with a new Sharepoint application, called Mission Management System (MiMa). It is an application already used in other EU agencies. It will facilitate an electronic mission management process, minimise the risk of human calculation errors and standardise the procedures in line with other EU agencies. The implementation of the system will be completed in 2012.

In 2011 the Accounting Officer conducted a successful tender exercise for new banking services for Eurofound. As a result, cost reductions could be realised.

The following further improvements were introduced:

- Implementation of the fixed asset management system ABAC Assets was approved and the system was integrated with the current ABAC modules. The finalisation of the data import from the current fixed asset management system (Filemaker Pro) and full implementation will take place during the first half of 2012.
- Monitoring of delayed payments was systematically improved. According to Eurofound's Financial Regulations and implementing rules payments must be completed within 30 days of receipt of a valid invoice. Quarterly reports were created and the results on delayed payments were analysed and discussed at the Finance unit level. Furthermore, a payment suspension procedure was implemented. The procedure enabled initiating agents to suspend the payment processes and stop the automatic calculation of 30-day deadline in ABAC. This is only relevant in cases where the invoices cannot and should not be paid for various reasons such as inaccuracy, missing deliverables or information and if the contractor or payee has been informed of the suspension. As a result, the amount of delayed payments decreased from 9 % to 5 % in 2011.

- Establishment of planned carry forward appropriations was completed and reported during the first quarter of 2011. Approximately 2.2 million euro of planned carry overs were based on initial project, contract and procurement plans. Regular reviews were conducted during the year and variances were discussed and analysed.

Budget implementation

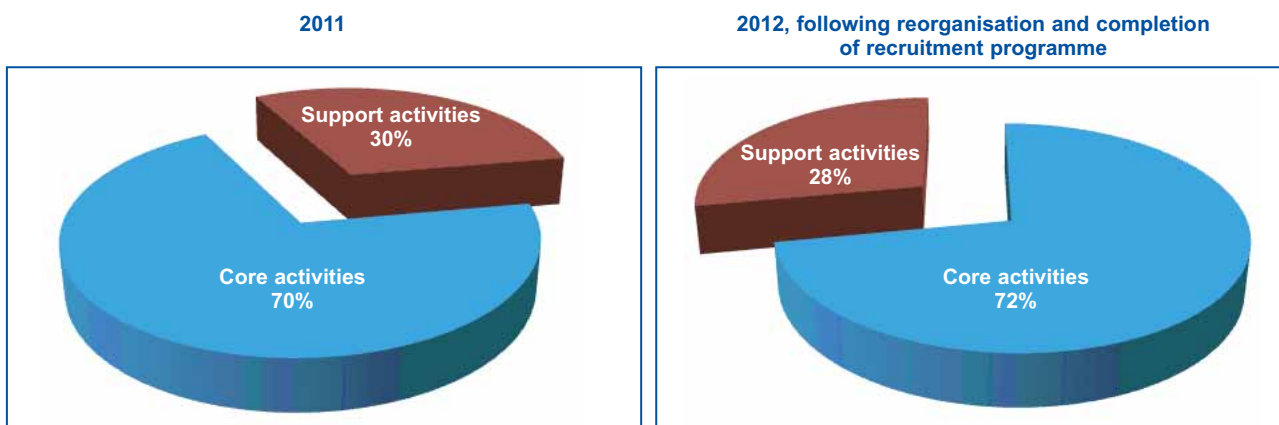
2011 was a successful year for Eurofound in terms of budget implementation:

- Budgetary appropriations totalled to € 20,600,000 (thereof general subsidy appropriations (C1) € 20,335,913 and assigned revenue € 264,087) representing a slight decrease of 1.2 % in comparison with budgetary appropriations for the financial year 2010.
- Of the € 20,335,913 general commitment appropriations, arising from EU subsidy (€ 20,210,000) and general non-assigned appropriations (€ 125,913), Eurofound achieved a commitment rate of 99.4 % (compared to 98.7 % in 2010).
- Eurofound paid 79.9 % of the committed appropriations⁴ (compared to 81.7 % in 2010). Payment appropriations⁵ carried forward amounted to 20.1 % of the committed appropriations (compared to 18.3 % in 2010).
- Payment rate of payment appropriations carried forward⁶ from 2010 amounted to 95.6 % leaving 4.4 % to be cancelled as unused payment appropriations (compared to 96.7 % and 3.3 % for cancellations respectively).
- The activity-based budgeting approach (allocation of staff, infrastructure and operational cost to key activities) confirmed that more than 80% of Eurofound's budget was spent on core activities as defined in its founding regulation (research and communication).
- Eurofound published one amending budget in December 2011(similarly to December 2010).

Human resource management

Following the policy adopted in recent years of increasing the number of staff in the core activities of Eurofound, in 2011 a total of 70% of staff were dedicated to the core (operational) areas of research and information and communication. The completion of the recruitment programme planned for 2012, together with the reorganised research function, will increase the number to 72%.

Split of Staff between Core (Operational)⁷ and Support Activities



⁴ Commitments made of general commitment appropriations (C1, C3)

⁵ General payments appropriations carried forward (C8, C3)

⁶ Payments made of general payment appropriations carry forward (C8, C3)

⁷ Resources dedicated to research and to information and communication activities, including a proportion of staff from the Directorate and the Operational Support Unit.

The breakdown of allocation of human resources in 2011 was:

Summary	AD	AST	Contract agents	SNE	Interim	Total staff	%
Core activities	37.5	34	5	0	3	79.5	70
Support activities	7.5	16	5	0	5	33.5	30

Following the review of the effectiveness of the research function, the existing five-unit research structure was reorganised into three new units:

- Working Conditions and Industrial Relations
- Living Conditions and Quality of Life
- Employment and Change

The new model became effective at the beginning of January 2012, to coincide with the 2012 Work Programme.

Organigrammes showing the 2011 and current organisational structures can be found in Annex 8.

The management of staff performance is effected partly through the appraisal process, which is a competencies based, objective setting model, and where performance indicators are set for each performance objective. A new appraisal model was adopted and implemented in 2011. Appraisals are conducted firstly with Heads of Unit, with objectives being set with reference to the Annual Work Programme and Unit Plans, and ‘cascading’ to the rest of the staff with their objectives being set in the context of the objectives for the Unit.

Working in cooperating with the Staff Committee and the Union Syndicate, the review of all Implementing Rules was completed, for submission under Article 110 of the Staff Regulations in Quarter 1, 2012.

Document management

In 2011 Eurofound carried out a major upgrade to its document and records management system HP TRIM as part of a migration to MS Office 2010 and Windows 7.

HP TRIM was implemented in 2009 in response to the proliferation of unstructured business information in shared and local drives and email systems which meant that it was difficult to find the right document quickly. HP TRIM is an off-the shelf electronic document and records management solution that is integrated with MS Office applications and Sharepoint. Its introduction allowed Eurofound to create a single repository for corporate records and to apply retention policies to those records. The availability of functionality such as version control and audit trails for documents has improved the quality of electronic records in Eurofound. It has significantly reduced the duplication of data as users no longer store local copies but instead work on a single version of a document. It has improved collaboration and sharing of information across the organisation and has mitigated the creation of information silos. The fact that emails can be saved easily in HP TRIM has addressed a significant problem for the organisation in capturing email records, although the management of email continues to be a challenge.

HP TRIM is an important component of Eurofound’s knowledge management strategy and future developments will ensure that it continues to be integrated with other business applications.

Public access

Regulation (EC) 1049/2001 on public access to European Parliament, Council and Commission documents has been applicable in Eurofound since 2003. A register of public documents and short guide on how to exercise the right of access to documents is available on Eurofound's website.

In 2011 only one request under regulation (EC) 1049/2001 was received. It concerned a legal question that was not applicable to Eurofound and therefore no document could be provided.

2.3 Functioning of the internal control system

Development of internal control standards

During 2011, based on findings of the Internal Audit Service, the Internal Control Coordinator in her annual work plan prioritised the further development of the following internal control standards:

- *Risk management process* (#6)
Procedure on reporting suspected improprieties
- *Operational Structure* (#7)
Update of procedure on sensitive posts
- *Processes and procedures* (#8)
Procurement procedures
Financial
Survey Management
Editorial Procedures and Publication Procedures
Stakeholder Management
Review of Exceptions register
- *Business Continuity* (#10)
Development of plan
- *Accounting and Financial reporting* (#13)
Strengthening of Asset Management
- *Assessment of Internal control procedures* (#15)
Reporting and correcting of internal control
Preparation of audit for Building Blocks of Assurance (2012)

All planned activities, bar the development of the business continuity plan and the review of the Exceptions register were completed by year-end. Together with the preparation of the audit on Building blocks of assurance, efforts to further strengthen the internal control system are continuing in 2012.

Assessment of internal control weaknesses

Eurofound's baseline requirements for the 16 internal control standards is adapted from the Commission's communication of 16 October 2007 Sec (2007)1341 on the revision of the Internal control standards and Underlying Framework, and adopted by Eurofound's Governing Board on 17 October 2008 (GB 79/10(d) .

As per recommendation of the Internal Audit Service, Eurofound introduced a self-assessment procedure for the identification of internal control weaknesses. Each year in the autumn, the Internal Control committee will do a self-assessment of the 16 standards in relation to the baseline requirements. It will recommend actions for improvement for prioritisation by the Internal Control Coordinator, and approval by the Director. The agreed actions, together with the actions based on the recommendations from the IAS will be included in the Internal Control annual work plan. A summary will be part of Eurofound's annual work programme. This exercise was completed for 2012.

Every four years the assessment will be carried out in a more elaborate manner. This may involve more staff, notably the Management committee. The assessment will make use of a relevant tool such as the MARCI risk assessment model. The results of this assessment will be used to update the definition and baseline requirements of the 16 standards.

The risk assessment of the IAS in the context of its multi-annual strategic plan is regarded as another opportunity for Eurofound to assess the risks of weaknesses in the Internal Control framework (see 2.2.).

Conclusion

The main elements of appreciation and evidence of the functioning of Eurofound's internal control system in 2011 are mentioned above. Considering key developments which took place in 2011 in its organisation and management and supervision processes, and in particular the planning, monitoring and reporting processes, and financial and human resources management processes, and the assessment of internal control procedures, Eurofound's internal control standards can be considered as working sufficiently and thus providing reasonable assurance to adequately controlling the organisation's risks in achieving its objectives, protecting staff and safeguarding assets and information. Further strengthening of the efficiency and effectiveness remains an important priority, for example in relation to further aligning management information from progress reports, risk management plans and performance and evaluation systems.

Building blocks of assurance 3

3.1 Building block 1: Assessment of management supervision and control

Ex post verification

In compliance with Articles 39.3 and 39.4 of Eurofound's Financial Regulations (articles 47.3 and 47.4 of the Implementing Rules) and Office Notice 2008-02 of 28/02/2008, Eurofound's Verification Officers perform three times per year the ex-post verification on a sample of transactions for the following categories:

- Salaries and social contributions
- Reimbursements for interviewees
- Reimbursement of medical expenses
- Mission expenses
- Reimbursement of participants' expenses

These transactions are defined as routine administrative expenditure for which no ex-ante verification is carried out.

The sample of each category is based on a risk assessment.

The findings based on the samples from 2011 transactions confirmed the expenditure in order and conforming to the relevant provisions. The findings in relation to mission expenses were based on a larger sample size than was foreseen on the basis of the initial risk assessment (30% rather than 10%) following the results of the 2010 ex-post verification for this category. The findings from the period September-December 2011 showed a reduction in the number of corrections to be made, due to procedural clarifications and experience of staff. The cost of corrections averaged well below € 100. Recommendations in relation to a few procedural issues will require follow-up in 2012.

Advisory Committee on Procurement and Contracts

The Advisory Committee on Procurement and Contracts (ACPC) gives an opinion on contract proposals to the value of € 250,000 and over. The committee met five times during 2010 and examined five dossiers in total. All Opinions were favourable.

The ACPC carried out an annual ex-post check on a sample of files each of a cumulative value of between € 60,000 and € 250,000. It was the first of these checks and involved three randomly selected files out of a total of 18 contracts – of which seven were framework contracts, awarded during 2010. The ACPC found no errors in these files. It made suggestions to ensure clarification of procedures for staff.

Recording exceptions

No exceptions had to be recorded during 2011.

3.2 Building block 2: Results and follow-up of independent audits

This section has been drawn up in accordance with article 72.5 of Eurofound's Financial Regulation⁸ which states that the Director should send every year, to the authority responsible for discharge and to the Commission, a report related to internal audits carried out during the year.

⁸ Based on the Framework Financial Regulation

It takes note of the annual internal audit report for 2011⁹ received on 10 May 2011 from the Commission’s Internal Audit Service (IAS) who is, according to article 71.2 of Eurofound’s Financial Regulation, also the internal auditor of Eurofound.

Results from 85% audit

Audit on Quality Control Process on the fieldwork preparation and implementation of the fifth European Working Conditions Survey

The overall objective of this audit engagement was to assess the adequacy and effectiveness of the implementation of selected controls included in the quality control process of this survey. Eurofound followed up on all recommendations in the final report from the IAS (20 2011) with an action plan. Out of eleven recommendations, three are classified as 'very important'. At the cut-off date (January 2012) for the annual review, implementation of the actions was on course.

European Court of Auditors – accounts 2010/ preliminary 2011

As in the past, the Court of Auditors visited Eurofound twice in relation to the 2010 accounts (first visit in November 2010 and second visit in May 2011)

For the first time in many years, the Court gave its statement of assurance without any observation in relation to the accounts and the underlying transactions for the financial year ended 2010.

The audit exercise in relation to the financial year ended 2011 is on going at the time of drafting of this report. Eurofound was chosen by the Court as a pilot within the agencies for outsourcing the actual audit work while remaining in charge of the audit supervision and the statement of assurance. The audit fieldwork was carried out in March 2012 by Mazars Ireland.

A

Results of monitoring and evaluation

Evaluation report	Date	Follow up
European Company Survey (2001-2010)	Final report: 15 February 2011. Evaluation of European Company Survey - preliminary evaluation report - final - 15 February 2011	No separate action plan. Final report contains several recommendations, essentially summarised in this overall recommendation for future actions: “Undertake a comprehensive strategic option review for Eurofound’s surveys (including ECS), in the context of the preparations for the next four-year programme (and beyond), going beyond the scope of a review concerning the next planned survey wave and previously explored survey merger options internal to Eurofound.”
Mid-term evaluation of Eurofound’s four-year work programme 2009-2012	Mid-term evaluation Eurofound’s four-year work programme 2009-2012 - final report - accepted on 1 July 2011	Separate agreed action plan Mid-term evaluation action plan - June 2011 1/7/2011 at 16:39
Evaluation of research methodologies	Final report – accepted 21 December 2011. GR-11-27204 Evaluation of research methodologies - final report - December 2011	Separate agreed action plan for implementation of recommendations of evaluation project 0370 “Application of research methodologies” - 2011 December

⁹ IAS Reference ARES (2012)564450-08/05/2012

3.3 Building block 3: Follow-up of recommendations and action plans for audits from previous years

Actions following recommendations cZĤ YInternal Audit Service

By the end of 2011, Eurofound had implemented the actions in response to outstanding critical and very important recommendations from the Internal Audit Service (IAS), and had submitted the necessary documentation for review. Following the review of the IAS all were closed, except for the following two, as outlined in annex 1 of the above mentioned annual internal audit report 2011:

- Validation of Accounting Systems

Two outstanding issues following the validation in 2010 have been implemented in 2011/2012: ABAC assets was introduced and a professional systems audit was performed by an independent consultant.

- Update procedure manual for procurement and reinforce compliance of good practice.

This recommendation consisted of several action points, which have all been implemented.

It is expected that both recommendations will be closed following testing on-the-spot mid 2012.

Remaining actions were dealt with in early 2012:

- Procedure for entertainment and representation expenditure (in place)
- Action following the ICT risk assessment: ICT governance (in place)
- Action following strategic risk assessment: business continuity (in progress)

The implementation of the action plans is monitored through quarterly meetings of the Internal Control Coordinator and the committee, with progress reported to the MAC and Bureau meetings. All activities are recorded in the on-line Issue Track system of the IAS. As soon as activities are fully implemented, this is reported in the system together with supporting evidence.

Action plan Yx-post evaluation

The action plan was reviewed twice during 2011. It is based on the recommendations in the final report (17.2.2010) from the ex-post evaluation of Eurofound's 2009-2011 programmes, carried out by external evaluators (CSES). At its meeting of 23 March 2011, the Bureau of Eurofound's Governing Board reviewed the state of play, and an internal review was carried out on 30 November 2011. Out of the seventeen actions, ten were closed during 2011, with the remaining seven on course for completion by mid-2012.

European Parliament

The discharge report for the year 2010 was adopted on 10 May 2012 by the European Parliament. It grants the Director discharge in respect of the implementation of the budget for the financial year 2010 and approves the closure of the accounts for 2010. The specific observations in relation to Eurofound are commented and addressed as follows:

Recommendations for discharge 2010	Comments and actions taken
Budget and Financial Management	
Publication of an amended budget very close to the year end 2010 without information from the agency on the reasons behind these changes. Discharge authority should be informed about the matter.	It is common budgetary practice in EU bodies and was recommended to Eurofound by Auditors to mark uncertain revenue and expenditure budget lines with 'pm' (pour mémoire) at the time of establishment of the budget and to amend the budget once the nature and amount of the 'pm- lines' become available. We will further inform the budgetary authority on the matter.
Ratio of accruals versus carry-forwards in 2010 was lower than 50%.	Eurofound's projects have to be financially committed at the time of signature of the contract. Actual payments out of these commitments might fall into the next financial year which is why the commitments have to be carried forward. Different to some services in title 2, there is no direct link in title 3 between carry-forwards and the accruals. Example: a research contract is committed in September with results to be delivered in the following year. The financial regulation requests the financial commitment in September and its automatic carry forward to the next year. The contractor's work is mostly done in the following year and payments will be done only after receiving the agreed deliverables. In this very common case, most of the commitment has to be carried over and only a small amount of it will be accrued for.
Performance	
Observation that only 68% of staff is allocated to operational activities while all other staff is allocated to support tasks.	For the past few years, Eurofound is committed to allocating an increasing percentage of staff to operational tasks. The way to measure this should, however, not be based on head count but on total resources. It is for this reason that activity-based budgeting (ABB) and planning was introduced. The ABB figures of recent years consistently show that more than 80% of all resources (staff and financial resources) are allocated to operational task.
All decisions of the Governing Board should be properly signed, dated and registered.	A formal register of all Governing Board decisions has been established. Efforts will be increased to avoid exceptional situations during which a decision might not have been properly signed in the past.
Terms of reference and rules of procedures for Advisory Committees should be formalised and the discharge authority be informed about the measures taken.	New terms of reference were decided by the Governing Board in October 2011. The IAS has been timely informed about it. On this basis formal rules of procedures have now been established. The discharge authority will be informed about the two documents.
In relation to core activities, like surveys, guidelines and manuals should be put in place	Survey management guidelines have been developed and implemented in 2011. The IAS has been informed about the implementation of this recommendation.
Internal audit	
The annual internal audit report 2011 should be provided to the discharge authority.	Eurofound agrees that the report be made available on a confidential basis to the members of the Budgetary Control Committee by the IAS.
Immediate steps should be taken to validate the accounting system and the discharge authority informed of the measures taken.	The Accounting Officer did validate the accounting system at the end of 2010. A decision on the fixed assets system and a final systems audit remained open at the time, which was why the IAS did not reconsider the finding. In the meantime, ABAC assets was introduced and a professional systems audit was performed by an independent consultant. The IAS will, however, only close the recommendation after their next on-site follow-up audit. The discharge authority will be kept informed about the exact state of play of the matter.
All IAS recommendations should be properly addressed and the discharge authority informed about the measures taken in this respect.	The discharge authority can rest assured that all IAS observations as well as findings of the external auditors are treated with a sense of urgency and priority. The discharge authority will be informed about progress in relation to the IAS findings in the next annual report on internal audit activities ex. Art. 72(5) of the Financial Regulation.

Recommendations for discharge 2010	Comments and actions taken
Common challenges of agencies – Agencies' website	
Publication of contracts awarded and a list of the Members of their Management Boards with their Declaration of Interests	The list of contracts awarded by Eurofound is published either in the Official Journal or directly on the Agency's website, depending on the contract value. Members of the Governing Board will be asked to sign declarations of interest for publication on the website.

Data protection

During the course of 2011, Eurofound achieved high compliance in the area of data protection in line with Regulation (EC) 45/2001 on the protection of individuals with regard to the processing of personal data. The European Data Protection Supervisor (EDPS) visited Eurofound in March 2011. During the visit, the Data Protection Officer (DPO) informed the EDPS of Eurofound's progress in achieving compliance including, for instance, updates to the Inventory, the Register and prior checking notifications. Subsequent to the visit, Eurofound sent a number of important notifications based on Article 27 of Regulation (EC) 45/2001 (prior checking cases) to the EDPS. It should be noted that in addition, all open Article 25-notifications (processes to be notified to the DPO) were addressed to the DPO. Both exercises demonstrate Eurofound's determination and ability to comply fully with the provisions of Regulation (EC) 45/2001. The EDPS noted his satisfaction in his letter of 7 December 2011 and stated that Eurofound's efforts made a significant contribution to ensuring ongoing compliance with Regulation (EC) 45/2001. Eurofound's achievements were also noted positively in the annual report of the EDPS.

3.4. Building block 4: Assurance received from Authorising Officer by Delegation

See annex 11.

3.5 Reservations

There are no reservations.

Declaration of the Authorising Officer 4

I, the undersigned, Director of the European Foundation for the Improvement of Living and Working Conditions
in the capacity of Authorising Officer

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on own judgement and on the information at my disposal, such as the observations of the European Court of Auditors, the Internal Audit Service, the statement of the Internal Control Coordinator, the declarations of the Authorising Officers by Delegation as well as the results of management supervision and the results of evaluations.

Confirm that I am not aware of anything not reported here which could harm the interests of the European Foundation for the Improvement of Living and Working Conditions.

Place: **Dublin**

Date: **6 June 2012**



Signed: **Juan Menéndez - Valdés**, Authorising Officer

Annex 1 – Human and financial resources per activity

Monitoring, Surveys and Observatories							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	7.5	6	2	0	2	17.5	€6,294,000
Employment and Competitiveness							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	8.25	1	1	0	0	10.25	€1,806,000
Industrial Relations and Workplace Developments							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	10.25	3	1	0	0	14.25	€2,233,000
Living Conditions and Quality of Life							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	5.25	4	0	0	0	9.25	€1,997,000
Information and Communication							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	6.25	20	1	0	1	28.25	€4,259,000
Administration and Support / Directorate							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	7.5	16	5	0	5	33.5	€3,791,000
Total							
Grade	AD	AST	CA	SNEs	Temps	Total staff	Budget
	45	50	10	0	8	113	€20,381,000

Annex 2 – Summary of the provisional accounts 2011, including report on waivers of recovery

Budget Outturn Account

	2011	2010
REVENUE		
Balancing Commission subsidy	+ 20,210,000.00	19,830,000.00
Other subsidy from Commission (Phare, IPA,...)	+ 237,450.00	25,000.00
Other income	+ 86,729.07	251,736.07
Assigned Revenue	+ 500,962.00	
TOTAL REVENUE (a)	20,534,179.07	20,607,698.07
EXPENDITURE		
<i>Title I: Staff</i>		
Payments	- 10,865,111.02	10,644,197.38
Appropriations carried over	- 169,413.02	212,909.25
<i>Title II: Administrative Expenses</i>		
Payments	- 1,391,910.11	1,078,841.09
Appropriations carried over	- 447,894.33	284,713.60
<i>Title III: Operating Expenditure</i>		
Payments	- 4,155,015.19	5,613,441.07
Appropriations carried over	- 3,594,587.91	3,344,326.80
TOTAL EXPENDITURE (b)	20,623,931.58	21,178,429.19
OUTTURN FOR THE FINANCIAL YEAR (a-b)	-89,752.51	-570,731.12
Cancellation of unused payment appropriations carried over from previous year	+ 162,549.76	116,234.84
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+ 186,715.76	595,922.14
Exchange differences for the year (gain +/-loss -)	+/- -2,626.83	-2,396.30
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR	256,886.18	139,029.56
Balance year N-1	+/- 95,677.65	-43,351.91
Positive balance from year N-1 reimbursed in year N to the Commission	- -95,677.65	0.00
Result used for determining amounts in general accounting	256,886.18	95,677.65
Commission subsidy - agency registers accrued revenue and Commission accrued expense	19,953,113.82	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1	256,886.18	
Not included in the budget outturn:		
Interest generated by 31/12/N on the Commission balancing subsidy funds and to be reimbursed to the Commission (liability)	+ 44,826.31	32,267.05

Economic Outturn Account

	2011	2010	Variation
Revenues from administrative operations	12,696.72	0.18	12,696.54
Other operating revenue	20,219,262.95	20,849,170.61	-629,907.66
TOTAL OPERATING REVENUE	20,231,959.67	20,849,170.79	-617,211.12
Administrative expenses	-12,606,746.83	-12,053,480.02	-553,266.81
All Staff expenses	-10,046,065.53	-9,290,274.88	-755,790.65
Fixed asset related expenses	-533,118.21	-513,432.67	-19,685.54
Other administrative expenses	-2,027,563.09	-2,249,772.47	222,209.38
Operational expenses	-8,734,531.47	-9,146,246.14	411,714.67
Other operational expenses	-8,734,531.47	-9,146,246.14	411,714.67
TOTAL OPERATING EXPENSES	-21,341,278.30	-21,199,726.16	-141,552.14
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	-1,109,318.63	-350,555.37	-758,763.26
Financial expenses	-1,079.43	-974.88	-104.55
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	-1,079.43	-974.88	-104.55
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	-1,110,398.06	-351,530.25	-758,867.81
ECONOMIC OUTTURN FOR THE YEAR	-1,110,398.06	-351,530.25	-758,867.81

Cash flow

		2011	2010
Cash Flows from ordinary activities			
Surplus/(deficit) from ordinary activities		-1,110,398.06	-351,530.25
Operating activities			
Adjustments			
	Amortization (intangible fixed assets) +	50.83	425.81
	Depreciation (tangible fixed assets) +	521,459.53	490,922.08
	Increase/(decrease) in Provisions for risks and liabilities	99,687.86	-170,205.65
	(Increase)/decrease in Short term Pre-financing	36,960.13	209,898.83
	(Increase)/decrease in Short term Receivables	549,034.95	99,222.25
	(Increase)/decrease in Receivables related to consolidated EU entities	836.65	85,718.17
	Increase/(decrease) in Accounts payable	385,848.26	-940,462.42
	Increase/(decrease) in Liabilities related to consolidated EU entities	278,326.76	-613,897.58
	Other non-cash movements	11,906.19	-240,567.28
Net cash Flow from operating activities		773,713.10	-1,430,476.04
Cash Flows from investing activities			
	Increase of tangible and intangible fixed assets (-)	-263,480.47	-114,083.23
	Proceeds from tangible and intangible fixed assets (+)	12,350.83	0.00
Net cash flow from investing activities		-251,129.64	-114,083.23
Net increase/(decrease) in cash and cash equivalents		522,583.46	-1,544,559.27
Cash and cash equivalents at the beginning of the period		3,942,353.17	5,486,912.44
Cash and cash equivalents at the end of the period		4,464,936.63	3,942,353.17

Report on waivers of recovery

The table below provides a list of the aged recovery orders (RO) which were waived in ABAC in 2011. Some of them date back as far as to 2004-2007. It was considered that there is no possibility anymore to recoup these monies and the debts were deemed to be irrecoverable as aged.

Most of the recovery orders below relate to reimbursements of travel expenses from third parties who invited Eurofound staff members to their organisations or events.

Organisation	Year of origin	Recovery order	Reference	Reason for waiving	Amount (EUR)
Foras Aiseanna Saothir / Ireland	2004	RO.14	Rental of Conference Centre	Debt too old and not accepted	1,356.00
Impulsa Iniciativas Y Medios / Spain	2005	RO.15	Reimbursement of Travel expenses of a staff member	Debt too old and not accepted	144.03
Koninkrijk de Nederlanden / Ministry of Employment	2005	RO.16	Reimbursement of Travel expenses of a staff member	Debt too old and not accepted	138.87
Irish Congress of Trade Unions / Ireland	2006	RO.17	Reimbursement of Travel expenses of a staff member	Debt too old and not accepted	383.49
Age Platform Europe AISBL/ Belgium	2006	RO.18	Reimbursement of Travel expenses of a staff member	Debt too old and not accepted	237.00
Swift Couriers Ltd / Ireland	2007	RO.19	Reimbursement of Travel expenses of a staff member	Debt too old and not accepted	252.29
Caisse Nationale D'Assurance/ France	2008	RO.75	Reimbursement of Travel expenses of a staff member	The organisation had paid directly to the staff member who, in turn, was not reimbursed by Eurofound.	437.61
Aalborg Universitet, Department of Economics / Denmark	2009	RO.105	Reimbursement of Travel expenses of a staff member	The organisation had paid directly to the staff member who, in turn, was not reimbursed by Eurofound.	613.51
Institut Syndical Européen AISBL/ Belgium	2009	RO.110	Reimbursement of Travel expenses of a staff member	The organisation had paid directly to the staff member who, in turn, was not reimbursed by Eurofound.	722.53
Total					4,285.33

Annex 3 – Activities and research projects

Activities and research projects	Project Status 2010	Project Status 2011
Surveys and Observatories		
European Working Conditions Observatory (EWCO) Comparative analytical reports (CAR) Information Updates	On-going activities 2010 CAR topics: <ul style="list-style-type: none"> The impact of the crisis on working conditions: Getting prepared for the upswing: qualification and training during the crisis ➡ CLOSED Work organisation ➡ CLOSED Working Conditions of nationals with a foreign background ➡ CLOSED 	On-going activities 2011 CAR topics: <ul style="list-style-type: none"> Working Conditions in the Retail Sector ➡ to be closed Q1 2012 Use of alcohol and drugs at the workplace ➡ to be closed Q1 2012 Evolution of wages during the crisis (2011-2012) to be published Q1 2013 ➡ to be closed Q2 2012
European Industrial Relations Observatory (EIRO) Comparative analytical reports (CAR) EIR Dictionary Update Annual updates on Pay and on Working time Information Updates	On-going activities 2010 CAR topics: <ul style="list-style-type: none"> Industrial relations in the health care sector, in particular the situation of nurses and carers ➡ CLOSED Effect of the information and consultation directive on industrial relations in the EU Member States five years after its transposition ➡ CLOSED SMEs: Employment, Industrial relations and local partnerships ➡ CLOSED Helping young workers during the crisis: Contributions by social dialogue and public services ➡ CLOSED IR in the banking sector in the EU and other global economies ➡ CLOSED 	On-going activities 2011 CAR topics: <ul style="list-style-type: none"> Employment and industrial relations in the transport sector (Railways) ➡ to be closed Q1 2012 Employment and industrial relations in the hotels and restaurants sector ➡ to be closed Q1 2012 The changing business landscape in the electricity industry and industrial relations ➡ to be closed Q1 2012 The role of social partners in unemployment benefits policies ➡ to be closed Q3 2012
European Restructuring Monitor (ERM) (EMCC) ERM Quarterly Reports ERM monthly and quarterly contributions to EC DG EMPL (for 'Monthly Labour Market Fact Sheet' + 'EU Employment and Social Situation Quarterly Review') Contribution to EC "Employment In Europe Report" ERM Annual report IRM Infosheets & Factsheets Comparative Analytical Reports	On-going activities 2010 CAR topics ➡ CLOSED <ul style="list-style-type: none"> Availability and effectiveness of public restructuring instruments; Joint public-private partnership initiatives at local level to cope with the effects of the recession; Emerging forms of entrepreneurship 	On-going activities 2011 CAR topics: <ul style="list-style-type: none"> Public support instruments to support self-employment and job creation in one-person and micro enterprises ➡ CLOSED Recent policy developments related to NEETs ➡ to be closed end 2012 Company cases of greening ➡ to be closed Q1 2012
European Quality of Life Survey (EQLS)	Preparation of 3rd wave (2011) ➡ CLOSED	3rd wave of field work + Data analysis form EQLS/ Eurobarometer 2009-2010 Analysis and reporting: <ul style="list-style-type: none"> Overview report ➡ Q4 2012 In-house papers ➡ 2012-2013 Analytical reports ➡ mid-2013
European Working Conditions Survey (EWCS)	Fieldwork of fifth wave- analysis of results – Release of first key findings ➡ CLOSED	Overview report fifth wave + launch on 12 April 2012 ➡ CLOSED Secondary analysis projects ➡ to be closed in 2012 <ul style="list-style-type: none"> Working time flexibility and work-private life balance Health and well-being at the workplace Quality of work and employment Employability and security

Activities and research projects	Project Status 2010	Project Status 2011
Surveys and Observatories		
European Company Survey (ECS)	Data quality assessment report + dissemination of 2nd wave ➔ CLOSED	2nd wave - 3 new secondary analysis projects: <ul style="list-style-type: none"> • Training practices in companies in EU ➔ Summer - CANCELLED • Flexibility practices in the central administration, public companies and private sectors ➔ 2012 - CLOSED • Flexibility, social dialogue and performance: policy lessons from the ECS ➔ Summer 2012 Preparation of the 3rd wave (for running in 2012)
Research areas and projects		
RESEARCH AREA 1: EMPLOYMENT GROWTH AND DEMAND AND SUPPLY OF LABOUR IN CHANGING LABOUR MARKETS		
European Jobs Monitor (EJM)	On-going	On-going Thematic reports: Q3 2011 Annual descriptive report Q4 2011
Developing flexicurity within the enterprise and offering transition security through the recession	New project 2010 – CLOSED	
EMCC sector studies	New sector 2010: “In-depth study on educational and training services”	Continuation - CLOSED
Restructuring in recession and labour force participation	New project 2010-2011	Continuation ➔ to be published Q1 2012
The role of intermediaries in the mobility of labour in Europe	New project 2010 – Partly implemented as final tendering procedure was unsuccessful. CLOSED	
The second phase of Flexicurity: an analysis of practices and policies in the MS		New project – Publication of results Q2 2012
Restructuring in SMEs		New project (Report, case studies, CAR) - to be finalised Q1 2013
Growth and employment: anticipating and managing the effects of greening of industries in the EU		New project (online database of company cases) - to be completed by Q1 2012
The consequences of restructuring for employees in Europe		New project Report to be published Q1 2012
Youth employment: Challenges and solutions for higher participation of young people in the labour market		New project Report to be published Q2 2012
RESEARCH AREA 2: MORE AND BETTER JOBS AND HIGHER PRODUCTIVITY THROUGH PARTNERSHIP		
Industrial relations		
Industrial relations and sustainability (including case studies)	Continuation of 2009 project	Publication early 2011 - CLOSED
Industrial relations in EU and other global economies	On-going – New topic 2010 - CLOSED <ul style="list-style-type: none"> • Social dialogue and conditions in the finance sector 	On-going – New topic 2011: <ul style="list-style-type: none"> • Role of social partners in tackling the crisis Report to be completed by Q1 2012
Representativeness studies of sectoral social dialogue (agreement with EC DG EMPL)	On-going – new sectors / update – 2010 - 2011 <ul style="list-style-type: none"> • Catering, Footwear, Civil aviation, Inland water transport, Central public administration, Education, Commerce, Metal - CLOSED 	On-going – new sectors / update – 2011-2012 <ul style="list-style-type: none"> • Banking (CLOSED), Paper and pulp, Insurance, Sport and active leisure, Sea fisheries ➔ to be all closed in 2012 • HORECA, Audiovisual services, Live performance, Agro-food industries, Ports, Industrial cleaning, Textile and clothing, Private security ➔ to be closed in 2012

Activities and research projects	Project Status 2010	Project Status 2011
Research areas and projects		
RESEARCH AREA 2: MORE AND BETTER JOBS AND HIGHER PRODUCTIVITY THROUGH PARTNERSHIP		
Industrial relations		
Social dialogue in times of global economic crisis (mapping of impact of crisis + case studies)	New project 2010-2011	Continuation with additional company case studies – Report ➡ Q1 2012
Flexicurity in times of crisis	New project 2010-2011	Continuation - CLOSED
National practices on information and consultation		New project - Overview report + case studies ➡ Q4 2012
Work organisation and Innovation		New project – piloting case studies Final report with additional case studies ➡ Q1 2013 ➡ Q1 2013
Working conditions and industrial relations in the Public Sector Central Administrations		New project – research phase Cases studies + experts seminars + final report ➡ Q2 2013
Working conditions		
Working Conditions, social dialogue and performance	Continuation of 2009 project - CLOSED	
The economic crisis and evolution of work and employment	New project 2010 – On-going until 2012	Continuation 2011 (analysis report) and 2012 (case studies) Two reports ➡ Q1 2012
Organisation of working time: implications for productivity and working conditions		New project 2011-2012 Report ➡ end Q1 2012
RESEARCH AREA 3: PROMOTION OF SOCIAL INCLUSION AND SUSTAINABLE SOCIAL PROTECTION		
European Network of Cities for Local Integration Policy for Migrants (CLIP)	Communication of last results from 2009 - CLOSED	
Quality of life in Europe: changes and challenges	New project - CLOSED	
New mobility trends	New project - CLOSED	
Analysis of the socio-economic situation of migrants	New project - CLOSED	
Measures for social inclusion of elderly (case studies)	Continuation of 2009 + new country case studies	Continuation - Consolidated report early 2011 and dissemination activities - CLOSED
Company initiatives to reconcile employment with care (case studies)	Continuation of 2009 + new phase of case study research	Continuation 2010 - Consolidated report early 2011 and dissemination activities - CLOSED
Managing debts: extent and character, access to and quality of advisory services	New project 2010-2011	Continuation Report to be completed by Q1 2012
Active inclusion for young people with disabilities or health problems	Continuation 2009 + new phase 2010	Continuation + new phase 2011
Labour mobility within the EU		New project report to be published by Q3 2012
Labour mobility between EU and its Eastern Neighbourhood countries		New project - CLOSED after publication early 2012
Parenting support in Europe: a comparative study of policies and practices		New project Report + national case studies ➡ Q4 2012
Living conditions of the Roma: analysis of the current situation		New project - CLOSED after publication early 2012
Income after retirement		New project Continuation in 2012 – new activities Research report + Country reports + expert workshop ➡ Q3 2012
Sustainable, efficient and effective public services		New project - Concept paper

Activities and research projects	Project Status 2010	Project Status 2011
Communicating and sharing ideas and experiences		
Media - Debate and Events - Publishing (incl. language policy) - Web based publishing and distribution - Stakeholder outreach	On-going activity : Highlights of 2010 achievements: <ul style="list-style-type: none"> • Translation in all languages of summaries of all research • Launches of flagship reports and survey findings (e.g. ECS, EWCS, ERM) – Survey Mapping Tool • New e-newsletter on data from Observatories: “Eurofound Observer” • ES and BE Presidency collaboration programmes • Contribution to EU Year of combating poverty and social exclusion • Series of national-level stakeholder seminars • Overhaul Customer relations management contact data 	On-going activity – 2011 priorities: <ul style="list-style-type: none"> • Strengthen communication with stakeholders at national level (events, exhibitions, Presidency programmes) • Flagship events tied to the EU agenda • Flagship reports communication (ERM, fifth EWCS, annual reviews on pay or working time) • Using new media channels • EU agencies’ joint exhibition at EP
Brussels Liaison Office Monitoring EU developments - Programme of briefings with EU stakeholders - Monitoring of the use of Eurofound’s expertise in EU policy documents	On-going activity : Highlights of 2010 achievements: <ul style="list-style-type: none"> • Communication to renewed European Parliament • Programme of working luncheons with MEPs, EU social partners, Member States Social Affairs Attachés • Eurofound EU Impact Tracking reports 	On-going activity: 2011 priorities <ul style="list-style-type: none"> • Joint event with EP and sister agencies (Cedefop, EU-OSHA, ETF) • Analysis of EU developments for preparation of work programme 2013-2016
Foundation Seminar Series	On-going – Topic 2010 <ul style="list-style-type: none"> • Session on “Skills development in EU” 	On-going – Topic 2011: “Ageing workforce”
Monitoring, Evaluation		
Multi-annual evaluation programme	New project in 2010 – IN PROGRESS Action Plan based on ex-post evaluation of 2005-2008 work programme (2009)	On-going activity Continuation of implementation of 2009-2012 programme: <ul style="list-style-type: none"> • Evaluation of research methodologies • Interim evaluation
Eurofound Performance Measurement System (EPMS)	On-going	On-going

Annex 4 – Events

Date	Title	Place	Participants	Type of event
10-11 January	Polish Presidency Planning Meeting	Warsaw, Poland	Ludwinek Anna, McCaughey Mary, Anderson Robert	Foundation Event
19 January	Meeting of NEO Correspondents and Governing Board Members - Netherlands	The Hague, Netherlands	Foden David, McCaughey Mary, Mezger Erika	Foundation Event
20 January	Meeting of NEO Correspondents and Governing Board Members - France	Paris, France	Foden David, McCaughey Mary, Mezger Erika	Foundation Event
24 January	Flexicurity Stress Test Seminar	Stockholm, Sweden	Storrie Donald	External Event
25 January	Transnational Workshop IRENE+FT Project Conclusions and Outputs	Brussels, Belgium	Storrie Donald	External Event
25 January	Director's Presentation of Eurofound's Work Programme 2011 to EP EMPL Committee	Brussels, Belgium	Jacquet Sylvie	External Event
26 January	Regional and Local Authorities in Action during the European Year of Volunteering 2011	Brussels, Belgium	Foti Klara	External Event
26 January	Expert Meeting - Survey on Discrimination and Victimisation Experiences of the LGBT population	Vienna, Austria	Leoncikas Tadas	External Event
27 January	Well-Being 2030 Task Force Expert Meeting on Temporary and Circular Migration	Brussels, Belgium	Foti Klara	External Event
27 January	Meeting of NEO Correspondents and Governing Board Members - UK	London, UK	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
28 January	Meeting of NEO Correspondents and Governing Board Members - Belgium	Brussels, Belgium	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
28 January	Bureau Meeting	Brussels, Belgium	Menéndez-Valdés Juan, Grimmeisen Markus, Mezger Erika	Board/Bureau/Advisory
31 January - 4 February	European Parliament Agencies Exhibition	Brussels, Belgium	Jacquet Sylvie, Mans Martensson, Juan Menéndez-Valdés, Mary McCaughey	Joint Event
2 February	Junta de Castilla Y Leon - Spain	Dublin, Ireland	Erika Mezger, John Hurley, Klara Foti, Christian Welz, David Foden	Internal Visit
3 February	The Future of the Labour Market in Europe - in search of an effective response to demographic trends	Brussels, Belgium	Storrie Donald	External Event
3-4 February	U.S.-Canada-European Commission Trilateral Roundtable - the employment dimension of the transition to a green economy	Washington DC, USA	Aumayr Christine	External Event
7-11 February	Seminar on European Labour Law 2011	Brussels, Belgium	Welz Christian	External Event
7 February	Nordic & Baltic Ambassadors	Dublin, Ireland	Erika Mezger, Juan Menéndez-Valdés, Klara Foti, Donald Storrie, David Foden, Stavroula Demetriades, Tadas Leoncikas, Agnes Parent-Thirion, Mary McCaughey	Internal Visit
8-9 February	Working for Better Times	Brussels, Belgium	Menéndez-Valdés Juan	External Event
9 February	Lessons from the Financial Crisis: strengthening consumer protection in financial services	Brussels, Belgium	Dubois Hans	External Event
9 February	Roundtable: Serving an Ageing Population – Collaboration and Integration in Healthcare	Brussels, Belgium	Dubois Hans	External Event
9 February	Meeting of NEO Correspondents and Governing Board Members - Estonia	Talinn, Estonia	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
10 February	QDG for EQLS	Brussels, Belgium	Robert Anderson	Board/Bureau/Advisory
10 February	Colloque on Social Dialogue	Luxembourg, Luxembourg	Jean Michel Miller	External Event
14-15 February	Agencies Heads of Communication and Information Network	Helsinki, Finland	McCaughey Mary	External Event
14-15 February	European Debate on Evidence-based Mental Health Promotion	The Hague, Netherlands	Molinuevo Daniel	External Event
16 February	IC Advisory Committee	Brussels, Belgium	Mary McCaughey	Board/Bureau/Advisory

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
17-18 February	Financialisation of Social Welfare - workshop	Oslo, Norway	Dubois Hans	External Event
17 February	EC Working Group on ICW	Brussels, Belgium	Welz Christian	Board/Bureau/Advisory
17 February	Psychosociaal welzijn in Europa en België	Brussels, Belgium	Vermeylen Greet	External Event
17 February	EU-SILC Module 2013 - 2nd Meeting of the Task Force on Well-being	Luxembourg, Luxembourg	Leoncikas Tadas	External Event
21-22 February	Visit by MEPs Assistant - Michael Contes and Brian Dawson	Dublin, Ireland	Menéndez-Valdés Juan, Mezger Erika, Preston Catherine, Anderson Robert, Gouilleux-Cahill Elisabeth, Parent-Thirion Agnes, Martensson Mans	Internal Visit
22-23 February	Austerity, Economic Governance Reforms and Social Policies in Europe	Brussels, Belgium	Vacas Carlos	External Event
23 February	EESC hearing on 'The conditions of entry and residence of third-country nationals in the framework of an intra-corporate transfer'	Brussels, Belgium	Ludwinek Anna	External Event
23 February	LRC Symposium - Building Better Employment Relations	Dublin, Ireland	Welz Christian, Ortigao Manuel	External Event
2 March	European Globalisation Adjustment Fund Conference	Brussels, Belgium	Storrie Donald	External Event
3-4 March	Promoting Mental Health and Wellbeing at Work	Berlin, Germany	Parent-Thirion Agnes	External Event
4-5 March	SEEK Conference: Going for Smart Growth with Knowledge and Innovations	Mannheim, Germany	Storrie Donald	External Event
7-8 March	Advisory Committee for EWCS	Brussels, Belgium	Parent-Thirion Agnes	Board/Bureau/Advisory
7-9 March	Foundation Seminar Series - Session Two	Madrid, Spain	Menéndez-Valdés Juan, Biletta Isabella, Vargas Oscar, Vacas Carlos	Foundation Event
7 March	Meeting of NEO Correspondents and Governing Board Members - Spain	Madrid, Spain	Menéndez-Valdés Juan, Foden David, McCaughey Mary	Foundation Event
8 March	Financial Exclusion and Over-indebtedness: challenges and policy responses	Dublin, Ireland	Dubois Hans	External Event
9-11 March	Social Reporting in Europe, Measuring and Monitoring Social Progress in European Societies – Is Life Still Getting Better?	Milan, Italy	Leoncikas Tadas	External Event
9 March	6th Edition of the European Barometer	Brussels, Belgium	Ortigao Manuel, Bello Paola	External Event
9 March	Integration Strategy for the County of Dún Laoghaire-Rathdown	Dublin, Ireland	Ludwinek Anna	External Event
9 March	WP of the ACSH on OSH strategy	Luxembourg, Luxembourg	Parent-Thirion Agnes	External Event
10-11 March	Statistics for Policymaking: Europe 2020	Brussels, Belgium	Dubois Hans	External Event
10-11 March	Tripartite Social Forum	Brussels, Belgium	Mezger Erika, Vermeylen Greet	External Event
10 March	The Future of European Labour Markets, the Nobel Prize Conference	Brussels, Belgium	Menéndez-Valdés Juan	External Event
16-17 March	Launch of the Social Innovation Europe Initiative	Brussels, Belgium	Vermeylen Greet	External Event
16 March	Advisory Committee on EQLS	Dublin, Ireland	Mikulic Branislav	Board/Bureau/Advisory
16 March	Advisory Committee on Living Conditions	Brussels, Belgium	Anderson Robert, Foti Klara	Board/Bureau/Advisory
17-18 March	Industrial Relations in Europe Report: dissemination conference	Brussels, Belgium	Menéndez-Valdés Juan	External Event
18 March	RECWOWE - Reconciling Work and Welfare in Europe: research findings and policy challenges	Brussels, Belgium	Jacquet Sylvie	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
21-25 March	Capacity Building and Social Dialogue in CEECs	Turin, Italy	Aumayr Christine	External Event
21 March	EESC Conference on the Role of Family Policy in Demographic Change	Brussels, Belgium	Molinuevo Daniel, Jacquet Sylvie	External Event
21-22 March	Advisory Committee for ECS	Brussels, Belgium	Vermeyleen Greet	Board/Bureau/Advisory
21-22 March	International Symposium on Welfare to Work	London, UK	Anderson Robert	External Event
21-22 March	Workshop on Recent Trends in European Collective Bargaining	Brussels, Belgium	Cabrita Jorge	External Event
21-22 March	European Directors of Social Statistics	Luxembourg, Luxembourg	Leoncikas Tadas	External Event
21-23 March	EC Advisory Committee meeting and meeting with EC, Fernando Vasquez	Brussels, Belgium	Demetriades Stavroula	External Event
22 March	European Networks AGM	Dublin, Ireland	Preston Catherine	External Event
22-23 March	Business Burden and Motivation in NSI Surveys	Heerlen, Netherlands	Lyly-Yrjanainen Maija	External Event
23 March	Bureau Meeting	Brussels, Belgium	Menéndez-Valdés Juan, Grimmeisen Markus, Mezger Erika	Board/Bureau/Advisory
23 March	ETUC/ETUI Benchmarking Working Europe 2011	Brussels, Belgium	Patriarka Marina	External Event
22 March	European Employment Research Dialogue II	Brussels, Belgium	Biletta Isabella, Jacquet Sylvie	External Event
28 March	The Labour Market in 2020	The Hague, Netherlands	Dubois Hans	External Event
28 March	Interculturality, Diversity and Entrepreneurship	Ceuta, Spain	Ludwinek Anna	External Event
28-29 March	Hungarian Presidency Event - Demographic Change: the reconciliation of work and family life as a way to overcome demographic challenge	Budapest, Hungary	Anderson Robert	External Event
29-30 March	ETUI Climate Change Conference	Brussels, Belgium	Aumayr Christine	External Event
29 March	Spring Social Partners Debate Lunch on Youth and Employment	Brussels, Belgium	Patriarka Marina, Cabrita Jorge, Biletta Isabella, Anderson Robert, Mezger Erika, Jacquet Sylvie, Mascherini Massimiliano	Foundation Event
30 March - 1 April	Congés Européen	Brussels, Belgium	Jean Michel Miller	External Event
31 March - 1 April	Changements Organisationnels et Informatisation (COI)	Paris, France	Vermeyleen Greet	External Event
31 March	ESF conference: innovating together for employment of senior workers	Paris, France	Dubois Hans	External Event
31 March	Advisory Experts Committee Meeting	Turin, Italy	Demetriades Stavroula	External Event
31 March	Meeting of NEO Correspondents and Governing Board Members - Latvia	Riga, Latvia	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
31 March - 1 April	European User Conference for EU-LFS and EU-SILC	Mannheim, Germany	Mascherini Massimiliano	External Event
31 March - 1 April	Social Partners and Flexicurity in Contemporary Labour Markets	Brussels, Belgium	Menéndez-Valdés Juan	External Event
31 March	De Baak VNO-NCW, The Netherlands	Dublin, Ireland	Mattanja de Boer, Robert Anderson, Gijs van Houten	Internal Visit
31 March - 1 April	Flexicurity Final Conference 2011	Brussels, Belgium	Menéndez-Valdés Juan	External Event
1 April	Meeting of NEO Correspondents and Governing Board Members - Finland	Helsinki, Finland	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
5-6 April	Meeting of the EU Expert Group on Social Determinants and Health Inequalities	Luxembourg, Luxembourg	Molinuevo Daniel	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
5 April	7th meeting of the Committee of Experts on Posting of Workers	Brussels, Belgium	Isabella Billetta	External Event
5 April	Presentation to Master Advanced Quant students	Dublin, Ireland	van Houten Gijs	External Event
6-7 April	ECS Workshop - Different Modes of Data Collection	Dublin, Ireland	Agnès Parent-Thirion, Christine Aumayr, David Foden, Ezster Sandor, Gijs Van Houten, Greet Vermeulen, Radoslaw Owczarzak, Sophia MacGoris, Tadas Leoncikas, Victoria Rahm	Foundation Event
6 April	Universite Catholique de Louvain - Belgique	Dublin, Ireland	Elisabeth Gouilleux-Cahill, Jorge Cabrita, Klara Foti	Internal Visit
7-8 April	ISSA European Network Technical Seminar on Sickness Insurance, Work Incapacity and Reintegration	Stockholm, Sweden	Ludwinek Anna	External Event
7-8 April	Advisory Committee Industrial Relations	Brussels, Belgium	Demetriades Stavroula	Board/Bureau/Advisory
11 April	Meeting of NEO Correspondents and Governing Board Members - Ireland	Dublin, Ireland	Foden David, McCaughey Mary, Mezger Erika	Foundation Event
12 April	Information Meeting re: Social Inclusion Week	Dublin, Ireland	Preston Catherine	External Event
13 April	Meeting of NEO Correspondents and Governing Board Members - Luxembourg	Luxembourg, Luxembourg	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
14 April	Polish Presidency Briefing (Annual programme)	Brussels, Belgium	Menéndez-Valdés Juan, Anderson Robert, Mandl Irene, Jacquet Sylvie, Buzek Anett	Foundation Event
14-15 April	Healthy and Active Ageing for all Europeans: V11 European International Congress	Bologna, Italy	Anderson Robert	External Event
14 April	Advisory Committee Working Conditions	Brussels, Belgium	Demetriades Stavroula	Board/Bureau/Advisory
15 April	Chamber of Labour for Carinthia, Austria	Dublin, Ireland	Doris Hirschfeld, Christine Aumayr, Irene Mandl, Gijs Van Houten	Internal Visit
15 April	Brainstorming with Bureau	Brussels, Belgium	Menéndez-Valdés Juan, Grimmeisen Markus, Mezger Erika	Board/Bureau/Advisory
19 April	Keeping Ireland Fit for Work	Dublin, Ireland	Gerstenberger Barbara	External Event
29 April	Towards the European Year for Active Ageing and Solidarity between Generations	Brussels, Belgium	Anderson Robert	External Event
29 April	COST Expert Meeting: methods for studying firm restructuring and impact on workers	Leuven, Belgium	Hurley John	External Event
29 April	Meeting with EC on REP Studies	Brussels, Belgium	Demetriades Stavroula	External Event
3-5 May	EPSU Women's & Gender Equality Committee - impact eco crisis on employment and WC of women in public sector	Brussels, Belgium	Patriarka Marina	External Event
3 May	Eurofound's Planning Seminar	Dublin, Ireland	Juan Menéndez-Valdés , Erika Mezger, Robert Anderson, Mary McCaughey, Stavroula Demetriades, David Foden, Agnes Parent-Thirion	Foundation Event
4-6 May	The Future of Volunteering: concepts, trends, visions	Tallinn, Estonia	Foti Klara	External Event
5 May	Sectoral Social Dialogue Committee Meeting on Steel	Brussels, Belgium	Demetriades Stavroula	External Event
5-6 May	Social Dialogue in Times of Global Economic Crisis	Paris, France	Welz Christian, Vacas Carlos	Foundation Event
6-7 May	Life-cycles and Pension Systems	Budapest, Hungary	Dubois Hans	External Event
10 May	Interservice Discussion on the EU Skills Panorama	Brussels, Belgium	Owczarzak Radoslaw	External Event
11-13 May	Working Group on Living Condition Statistics	Luxembourg, Luxembourg	Sandor Eszter	External Event
11-12 May	PEROSH meeting	Oslo, Norway	Lyly-Yrjanainen Maija	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
12 May	Meeting of NEO Correspondents and Governing Board Members - Portugal	Lisbon, Portugal	McCaughey Mary, Gerstenberger Barbara, Mezger Erika	Foundation Event
13-14 May	10th European Meeting of People Experiencing Poverty	Brussels, Belgium	Anderson Robert	External Event
13 May	European Sectoral Social Dialogue Committee Meeting - Banking Sector	Brussels, Belgium	Vacas Carlos	External Event
16-18 May	Mobilising for Social Europe	Athens, Greece	Jean Michel Miller	External Event
16 May	Work and Health	Paris, France	Parent-Thirion Agnes	External Event
16-18 May	Presidency Conference 'Promoting Migrant Integration Through Media and Intercultural Dialogue'	Budapest, Hungary	Ludwinek Anna	External Event
16-19 May	ETUC Congress - Athens 2011	Athens, Greece	Menéndez-Valdés Juan, Turner Bernice, Foden David, Ryan Kathryn, Mezger Erika	External Event
17-18 May	Visit of EP EMPL Delegation	Dublin, Ireland	Menéndez-Valdés Juan, McCaughey Mary, Mezger Erika, Jacquet Sylvie	Internal Visit
18 May	Meeting of NEO Correspondents and Governing Board Members - Cyprus	Nicosia, Cyprus	Foden David, McCaughey Mary, Mezger Erika	Foundation Event
18-19 May	Interlinks: health systems for long-term care for older people in Europe	The Hague, Netherlands	Anderson Robert	External Event
18 May	Korean Occupational Safety & Health Agency	Dublin, Ireland	Agnes Parent-Thirion, Isabella Biletta, Juan Menéndez-Valdés, Gijs Van Houten, Sophia MacGoris	Internal Visit
19 May	Final Conference on 'Well-being 2020' Project	Brussels, Belgium	Menéndez-Valdés Juan	External Event
19-21 May	Community, Work and Family IV International Conference	Tampere, Finland	Sandor Eszter, Vermeylen Greet, Lyly-Yrjanainen Maija	External Event
19 May	Social Partner Contributions to Improving Health and Safety at the Workplace	Brussels, Belgium	Jean Michel Miller	External Event
20 May	Conference on Health and Wellbeing at Work	Antwerp, Belgium	van Houten Gijs	External Event
20 May	Meeting of NEO Correspondents and Governing Board Members - Greece	Athens, Greece	Foden David, McCaughey Mary, Mezger Erika	Foundation Event
23-24 May	2nd EU Level Thematic Conference for the EY of Volunteering 2011	Brussels, Belgium	Klara Foti	External Event
23 May	BDA European Affairs Committee	Berlin, Germany	Menéndez-Valdés Juan	External Event
23-24 May	10th CLIP Network meeting	Frankfurt, Germany	Krieger Hubert	External Event
24 May	Meeting of NEO Correspondents and Governing Board Members - Italy	Rome, Italy	Foden David, McCaughey Mary, Mezger Erika	Foundation Event
25 May	Meeting of the Working Group on European Statistics of Accidents at Work	Luxembourg, Luxembourg	van Houten Gijs	External Event
25-26 May	Sustainability and Adequacy of Funded Pension Schemes	Riga, Latvia	Dubois Hans	External Event
26 May	Migration and Integration in Europe: towards a joined-up framework for integrating non-EU nationals	Brussels, Belgium	Ludwinek Anna	External Event
26 May	Analysing Pension Policy	Dublin, Ireland	Dubois Hans	External Event
26 May	Advisory Committee on Safety and Health at Work	Luxembourg, Luxembourg	Vermeylen Greet	External Event
26-27 May	Workshop on Economic, Social and Environmental Sustainability	Pavia, Italy	Foti Klara	External Event
27-28 May	European Association of Work and Organizational Psychology	Maastricht, Netherlands	Vermeylen Greet	External Event
27 May	Bureau Meeting	Brussels, Belgium	Menéndez-Valdés Juan, Grimmeisen Markus, Mezger Erika	Board/Bureau/Advisory
30-31 May	Colloque	Paris, France	Jean Michel Miller	External Event
30-31 May	The Role of Social Partners In Creating Conducive Conditions for the Mobility of Employees within Major European Companies	Paris, France	Jean Michel Miller	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
1 June	Lazlo Andor, Commissioner for Employment, Social Affairs & Inclusion	Dublin, Ireland	Robert Anderson, David Foden, Klara Foti, Barbara Gerstenberger, Mary McCaughey, Juan Menéndez-Valdés, Erika Mezger	Internal Visit
1 June	Heads of Agencies and EU Agencies Network meeting	Brussels, Belgium	Jacquet Sylvie	External Event
5-7 June	European Civil Meeting 2011 - Active European Citizenship	Budapest, Hungary	Foti Klara	External Event
5-7 June	The Seventh International Symposium on Multinational Business Management	Nanjing, China	Demetriades Stavroula	External Event
6 June	Posted Workers in Europe: Policies, Experiences, Best Practices	Athens, Greece	Biletta Isabella	External Event
6-7 June	EESC/LMO Event on Youth	Madrid, Spain	Menéndez-Valdés Juan	External Event
13 June	Centre for Occupational Safety, Finland	Dublin, Ireland	Erika Mezger, Maija Lyly-Yrjanainen, John Hurley, Jean-Michel Miller	Internal Visit
15 June	EP EMPL Hearing on the Agenda for New Skills and Jobs	Brussels, Belgium	Gerstenberger Barbara, Jacquet Sylvie	External Event
15-17 June	RECOWO Final Conference	Brussels, Belgium	Verneylen Greet	External Event
16 June	EIGE (European Institute for Gender Equality)	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Mary McCaughey, Agnes Parent-Thirion, David Foden, Mattanja de Boer, Christine Aumayr, Stavroula Demetriades	Internal Visit
16 June	Máire Geoghegan-Quinn, Commissioner for Research, Innovation and Science	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger	Internal Visit
16 June	Labour Market Needs and Migration - expert seminar	Brussels, Belgium	Ludwinek Anna, Foti Klara	External Event
16-17 June	Peer Review in Social Inclusion	Dublin, Ireland	Anderson Robert	External Event
20 June	Meeting of NEO Correspondents and Governing Board Members - Sweden	Stockholm, Sweden	Mezger Erika, David Foden, Mans Martensson	Foundation Event
20-22 June	International Forum on Occupational Health and Safety: policies, profiles and services	Espoo, Finland	Parent-Thirion Agnes	Joint Event
20 June	Spanish Embassy Delegation	Dublin, Ireland	Gomez Martin Manuel, Vargas Oscar, Menéndez-Valdés Juan, Vacas Carlos, Molinuevo Daniel, Dolan Ramona, Murray Fiona	Internal Visit
21 June	Instituto Cervantes, Dublin	Dublin, Ireland	Menéndez-Valdés Juan, McCaughey Mary	Internal Visit
21-22 June	Programme Expert Seminar on Public Sector	Brussels, Belgium	Biletta Isabella, Gotzelmann Christina	Foundation Event
21 June	Effective Parenting and Child well-being: understanding the evidence base	London, UK	Molinuevo Daniel	External Event
21-22 June	Expert Seminar on Future of Public Sector/Service in Europe	Brussels, Belgium	Sandor Eszter, Biletta Isabella, Leoncikas Tadas, Silaj Tomislav, Mezger Erika, Krieger Hubert	Foundation Event
24 June	Launch of Pathways to Work E-learning Modules	Dublin, Ireland	Ludwinek Anna	External Event
24 June	ENAR Employment Conference	Brussels, Belgium	Leoncikas Tadas	External Event
27-30 June	International Conference - Democratic Participation in Employment and Societal Regulation	Cachan (Paris), France	Mezger Erika, Demetriades Stavroula	External Event
27 June	University College Dublin, Ireland	Dublin, Ireland	Christian Welz, Carlos Vacas	Internal Visit
27-28 June	Conference on Fundamental Social Rights and the Posting of Workers	Brussels, Belgium	Biletta Isabella	External Event
29 June	Regional Social Policy Advisors Meeting	Brussels, Belgium	Buzek Anett	External Event
29 June	Democratic Participation in Employment and Societal Regulation	Paris, France	Biletta Isabella, Demetriades Stavroula	External Event
30 June	Working Together for Youth Employment - from education to the workplace	Brussels, Belgium	Cabrita Jorge	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
30 June	Children Well-being and Quality of Childcare	Brussels, Belgium	Molinuevo Daniel	External Event
30 June	Greening the Labour Market	Brussels, Belgium	Aumayr Christine	External Event
30 June	EP-Four Agencies Joint Seminar - Youth Employment	Brussels, Belgium	Menéndez-Valdés Juan, Patriarka Marina, Cabrita Jorge, Jacquet Sylvie, Mascherini Massimiliano, Buzek Anett	Joint Event
4 July	International Chemical Employers, Labour Relations Committee, 2011 Annual Meeting	Helsinki, Finland	Owczarzak Radoslaw	External Event
5-6 July	Employers' Group Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Grimmeisen Markus	Board/Bureau/Advisory
5-6 July	Governments' Group Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Grimmeisen Markus	Board/Bureau/Advisory
5-6 July	Workers' Group Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Grimmeisen Markus	Board/Bureau/Advisory
6-9 July	Volunteering Summer School (Fundação Eugénio de Almeida)	Evora, Portugal	Foti Klara	External Event
6-8 July	European Social Services Conference 2011: building an active and caring society (PL Pres.)	Warsaw, Poland	Ludwinek Anna, Foti Klara, Bernier Javier, Renehan Teresa	External Event
6-8 July	OECD Congress: new directions in welfare	Paris, France	Mandl Irene	External Event
7 July	Eurostat Steering Committee Meeting on Feasibility Study on Data Matching	Luxembourg, Luxembourg	Dubois Hans	External Event
7 July	Quality Control Plan	Dublin, Ireland	Parent-Thirion Agnes	Foundation Event
12 July	The Sustainable Company: changing the way our corporations are governed in the interests of stakeholders and society	Brussels, Belgium	Storrie Donald	External Event
12-13 July	Presentation of EF report on Young Workers during the Crisis	Madrid, Spain	Cabrita Jorge	External Event
12 July	Restructuring Event BMAS and BAuA	Berlin, Germany	Mandl Irene	External Event
13 July	EP Exchange of Views on the Review of the H&S Strategy 2007-2013	Brussels, Belgium	Miller Jean Michel, Jacquet Sylvie	External Event
18-22 July	Conference of the ESRA	Lausanne, Switzerland	van Houten Gijs, Mikulic Branislav	External Event
19 July	Ms Karin Fichtinger-Grohe	Dublin, Ireland	Anderson Robert, Lyly-Yrjanainen Maija	Internal Visit
21 July	Commissioner John Sydenham, OPW	Dublin, Ireland	Menéndez-Valdés Juan, Grimmeisen Markus, Hogan Ewan	Internal Visit
26 July	Expert Workshop on Income After Retirement	Brussels, Belgium	Anderson Robert, Dubois Hans	Foundation Event
29 July	TFMI (Transatlantic Forum on Migration) Regional Meeting and Meeting with FRONTEX	Warsaw, Poland	Ludwinek Anna	External Event
10 August	Meeting of NEO Correspondents and Governing Board Members - Slovakia	Bratislava, Slovakia	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
11 August	Meeting of NEO Correspondents and Governing Board Members - Czech Republic	Prague, Czech Republic	Foden David, Gerstenberger Barbara, Mezger Erika	Foundation Event
17 August	Norwegian Federation of State Employees' Unions (LO Stat)	Dublin, Ireland	Preston Catherine, Hurley John	Internal Visit
25-27 August	6th ECPR General Conference (European Consortium for Political Research)	Reykjavik, Iceland	Ludwinek Anna	External Event
30 August	Expert Workshop on Managing Household Debts	Brussels, Belgium	Anderson Robert, Dubois Hans	External Event
6 September	Mayors of the County of Salzburg, Austria	Dublin, Ireland	Erika Mezger, Mary McCaughey, Klara Foti	Internal Visit
6 September	Reception: visit of Mayors of the County Salzburg and the Austrian Minister Karin Fichtinger-Grohe	Dublin, Ireland	Mandl Irene	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
7 September	Alaymont International	Dublin, Ireland	Sara Riso, Massimiliano Mascherini	Internal Visit
8 September	Company Case Study Lanfer	Borken-Weseke, Germany	Mandl Irene	External Event
9 September	Bureau Meeting	Brussels, Belgium	Erika Mezger, Juan Menéndez-Valdés, Markus Grimmeisen	Board/Bureau/Advisory
9 September	European Instruments for Employment: Opportunities, Challenges, Future	Gdansk, Poland	Storrie Donald	External Event
13 September	Finnish Bi-partite Delegation – Centre for Occupational Safety	Dublin, Ireland	Erika Mezger, Jean-Michel Miller, Maija Lyly-Yrjanainen	Internal Visit
14 September	Kymlaakso University of Applied Sciences visit to BLO	Brussels, Belgium	Patriarka Marina, Buzek Anett	Internal Visit
15-16 September	Advisory Committee Industrial Relations	Brussels, Belgium	Cabrita Jorge, Biletta Isabella, Welz Christian, Jean Michel Miller, Mezger Erika, Demetriades Stavroula	Board/Bureau/Advisory
15 September	Wage trends in Europe	Brussels, Belgium	Demetriades Stavroula	External Event
15-16 September	International Network on Leave Policies and Research: annual seminar	Reykjavik, Iceland	Ludwinek Anna	External Event
16 September	Research Symposium	London, UK	Leoncikas Tadas	External Event
19-21 September	Eurofound and its Observatories: contributing to better working conditions and social dialogue across Europe	Belgrade, Serbia	Menéndez-Valdés Juan, Foden David, Cabrita Jorge, Vargas Oscar, Ioana Visan, Jean Michel Miller, Bernice Turner	Foundation Event IPA funds
19-20 September	ESF AGE Network: mutual learning seminar on the themes of education/lifelong learning, work-life balance and phased retirement	Ghent, Belgium	Dubois Hans	External Event
19-21 September	Challenge Social Innovation	Vienna, Austria	Foti Klara	External Event
19 September	Moveo-studienreisen GmbH	Dublin, Ireland	Patrick Grabolle	Internal Visit
20 September	Work Organisation and Working Time Arrangements	Brussels, Belgium	van Houten Gijs	External Event
20 September	Stakeholder and Expert Meeting: towards Europe-wide quality standards for inter ships and apprenticeships	Brussels, Belgium	Mascherini Massimiliano	External Event
20 September	Confederation of Vocational Unions-State Sector, YS Stat, Norway	Dublin, Ireland	Erika Mezger, Radoslaw Owczarzak, Maija Lyly-Yrjanainen	Internal Visit
20 September	Workshop on Flexicurity	Brussels, Belgium	Mandl Irene, Celikel-Esser Funda, Storrie Donald, Botos Chantal	Foundation Event
21 September	Improving the Health and Well-being of Migrants in Europe: shaping a comprehensive EU-wide strategy	Brussels, Belgium	Ludwinek Anna	External Event
21 September	Regional Council of Southwest Finland	Dublin, Ireland	Erika Mezger, Greet Vermeylen	Internal Visit
21-22 September	IC Advisory Committee	Dublin, Ireland	McCaughey Mary	Board/Bureau/Advisory
21 September	Beyond Traditional Employment – can Europe regain its competitiveness?	Brussels, Belgium	Storrie Donald	External Event
21-22 September	Eurostat Meeting of the European Directors of Social Statistics	Luxembourg, Luxembourg	Dubois Hans	External Event
21 September	Mental Health: Europe 2020: Launch of ESN Report	Brussels, Belgium	Buzek Anett	External Event
21 September	SOLIDAR Conference ‘Decent work, Quality of Jobs, Industrial relations’	Brussels, Belgium	Biletta Isabella, Jacquet Sylvie	External Event
22 September	IIEA - Keynote address Peter Sutherland on ‘The Current Crisis in Europe’	Dublin, Ireland	Welz Christian	External Event
22 September	EP Youth Intergroup	Brussels, Belgium	Buzek Anett	External Event
22 September	Summit of Mayors on Roma: building mutual trust at the grassroots	Strasbourg, France	Molinuevo Daniel	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
22 September	European Court of Auditors, Luxembourg	Dublin, Ireland	Erika Mezger, Mattanja de Boer, Markus Grimmeisen	Internal Visit
22 September	Advisory Committee Working Conditions	Brussels, Belgium	Biletta Isabella, Vargas Oscar, Curtarelli Maurizio, Jean Michel Miller, Vacas Carlos, Demetriades Stavroula	Board/Bureau/Advisory
22-23 September	Prevention and Research Advisory Group (PRAG) Meeting	Bilbao, Spain	Lyly-Yrjanainen Maija	External Event
23 September	Getting out of the Crisis Together: EAPN Conference	Brussels, Belgium	Bernier Javier, Dubois Hans, Renehan Teresa	External Event
23 September	Meeting of the Sectoral Social Dialogue Committee on Banking	Brussels, Belgium	Vacas Carlos	External Event
26 September	Innovative Responses to the Social Impact of the Crisis (PL Pres.)	Wrocław, Poland	Juan Menéndez-Valdés	External Event
26 September	Workshop Do Men Care? Equal Involvement of Men in Care and Domestic Work	Brussels, Belgium	Molinuevo Daniel	External Event
26-27 September	Advisory Committee for EWCS	Brussels, Belgium	Agnes Parent-Thirion	Board/Bureau/Advisory
27 September	Plenary of the Social Dialogue Committee for the Postal Sector	Brussels, Belgium	Vacas Carlos	External Event
28 September	Meeting of NEO Correspondents and Governing Board Members - Copenhagen	Copenhagen, Denmark	David Foden, Erika Mezger, Mans Martensson	Board/Bureau/Advisory
29-30 September	Advisory Committee for ECS	Dublin, Ireland	Vermeylen Greet	Board/Bureau/Advisory
29 September	Meeting of NEO Correspondents and Governing Board Members - Lithuania	Vilnius, Lithuania	Erika Mezger, Mans Martensson, David Foden	Board/Bureau/Advisory
29-30 September	Public Service and Integration of Migrants in the EU	Vienna, Austria	Ludwinek Anna	External Event
29-30 September	FEPS/TASC - seminar on incomes	Cork, Ireland	Cabrita Jorge	External Event
29-30 September	Seminar on Sustainable Pensions (PL Pres.)	Krakow, Poland	Dubois Hans	External Event
29 September	EMCC Advisory Committee	Brussels, Belgium	Hurley John, Riso Sara, Storrie Donald, Owczarzak Radoslaw, Botos Chantal, Mascherini Massimiliano, Celikel-Esser Funda,	Board/Bureau/Advisory
29-30 September	6th European Quality Conference (PL Pres.)	Warsaw, Poland	Biletta Isabella	External Event
3-4 October	IAS Conference 2011- Strategies for Internal Audit Excellence	Brussels, Belgium	de Boer Mattanja	External Event
3-4 October	Roma Integration: mission (im)possible?	Vilnius, Lithuania	Leoncikas Tadas	External Event
4-7 October	Meeting of NEO Correspondents and Governing Board Members - Slovenia	Ljubljana, Slovenia	Menéndez-Valdés Juan, Foden David, Mezger Erika, Vermeylen Greet, Owczarzak Radoslaw, Martensson Mans	External Event
5-8 October	Innovation and Wellbeing - European Health Forum Gastein	Bad Hofgastein, Austria	Anderson Robert	External Event
6-7 October	Building a Coordinated Strategy for Parenting Support - Peer Review	Paris, France	Molinuevo Daniel	External Event
6-7 October	HIVA - European Seminar 'European Works Councils: the intercultural perspective'	Leuven, Belgium	Kerckhofs Peter	External Event
6 October	Active Inclusion of Young People with Disabilities	Brno, Czech Republic	Ludwinek Anna	External Event
6 October	IBEC HR Leadership Summit 2011	Dublin, Ireland	Ortigao Manuel	External Event
7 October	Chamber of Labour - Austria	Dublin, Ireland	Mary McCaughey, Jorge Cabrita, Jean-Michel Miller, Christian Welz	Internal Visit
7-9 October	Work, Participation, Democracy. People, Right and the Civil Economy	London, UK	van Houten Gijs	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
7 October	Preparatory Workshop of the International Restructuring Forum	Brussels, Belgium	Storrie Donald	External Event
8-14 October	Social Inclusion Week	Dublin, Ireland	Preston Catherine	External Event
10 October	Liaison Forum	Brussels, Belgium	Patriarka Marina	External Event
10-11 October	Challenges and Opportunities for Employment vis-a-vis Demographic Change (PL Pres.)	Warsaw, Poland	Anderson Robert	External Event
11 October	Confederation of Vocational Unions - Norway	Dublin, Ireland	Catherine Preston, Maurizio Curtarelli, Radoslaw Owczarzak, Agnes Parent-Thirion	Internal Visit
11 October	EC - Sixth Meeting of Group of Experts on Transnational Company Agreements	Brussels, Belgium	Welz Christian	External Event
11 October	Ministry of Social Affairs & Employment, The Netherlands	Dublin, Ireland	Catherine Preston, Anna Ludwinek, Irene Mandl	Internal Visit
12 October	Council of Labour Affairs, Taiwan	Dublin, Ireland	Erika Mezger, Christian Welz, Oscar Vargas, John Hurley	Internal Visit
12 October	The Future of Families	Brussels, Belgium	Molinuevo Daniel	External Event
12 October	Two Years after the Stiglitz Report: what well-being and sustainability measures?	Paris, France	Anderson Robert	External Event
12 October	Seminar on Workplace Learning - open days	Brussels, Belgium	Sylvie Jacquet	External Event
12 October	MEPs Working Breakfast 'Integration Challenges in Work and Society in Europe'	Brussels, Belgium	Menéndez-Valdés Juan, Patriarka Marina, Leoncikas Tadas, Jean Michel Miller, Jacquet Sylvie, Buzek Anett	Joint Event
13 October	ENA - France	Brussels, Belgium	Patriarka Marina, Jacquet Sylvie, Buzek Anett	Internal Visit
13-14 October	IRES Emilia Romagna - sixth meeting of the international network on employee-driven innovation and workplace learning	Bologna, Italy	Ortigao Manuel	External Event
13 October	Labour Market Inclusion of Less Skilled Migrants - expert seminar	Brussels, Belgium	Jacquet Sylvie	External Event
13-14 October	OECD Conference - building quality jobs in the recovery	Dublin, Ireland	van Houten Gijs, Ludwinek Anna, Anderson Robert, Bernier Javier	External Event
14 October	Meeting of NEO Correspondents and Governing Board Members - Bulgaria	Sofia, Bulgaria	Foden David, Mezger Erika, Murray Fiona	Board/Bureau/Advisory
17-22 October	Transatlantic Forum on Migration and Integration 2011	Poovar, India	Ludwinek Anna	External Event
17-18 October	European Platform against Poverty and Social Exclusion (PL Pres.)	Kracow, Poland	Foti Klara, Dubois Hans	External Event
17-19 October	A Week of Employee Financial Participation (EFP)	Brussels, Belgium	Demetriades Stavroula	External Event
17-19 October	ILO Working Time Arrangements Tripartite Meeting	Geneva, Switzerland	Vargas Oscar	External Event
19-20 October	Governments' Group Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Markus Grimmeisen	Board/Bureau/Advisory
20 October	Bureau Meeting	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Markus Grimmeisen	Board/Bureau/Advisory
20 October	Workers' Group Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Markus Grimmeisen	Board/Bureau/Advisory
20 October	Employers' Group Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Markus Grimmeisen	Board/Bureau/Advisory
20-21 October	Cedefop Expert Workshop on Employer Surveys	Bratislava, Slovakia	van Houten Gijs	External Event
20-21 October	Mechanisms of Reconciling Work and Family Roles as a Change of Active Participation in the Labour Market for Women and Men (PL Pres.)	Cracow, Poland	Billfalk May-Britt	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
20-21 October	ASTREES - final conference 'quel droit social en Europe apres la crise ?'	Lyon, France	Welz Christian	External Event
21 October	Dr Christa Sedlatschk, Director of EU OSHA	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Barbara Gerstenberger, Mary McCaughey, Stavroula Demetriades, David Foden, Agnes Parent-Thirion	Internal Visit
21 October	84th Meeting of the Governing Board	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger	Board/Bureau/Advisory
22 October	EUROPE2020 @ Darklight Festival	Dublin, Ireland	Molinuevo Daniel	External Event
25 October	Tables rondes: regard sur la France et l'Europe; regard sur l'emploi et la mixité; regard sur la conciliation des temps de vie	Paris, France	Parent-Thirion Agnes	External Event
25 October	European Sectoral Social Dialogue Committee in Central Government Administrations (SDC CGA) - working group meeting	Brussels, Belgium	Biletta Isabella	External Event
25 October	Final Conference on the Equal Chances in the Labour Market Project	Bucharest, Romania	Anderson Robert	External Event
26 October	Expert Workshop on Parenting Support in Europe	Brussels, Belgium	Anderson Robert, Molinuevo Daniel	Foundation Event
26 October	Links between Working Conditions and Performance	Warsaw, Poland	Menéndez-Valdés Juan, Storrie Donald	Joint Event
28 October	Council for Negotiation & Cooperation (PTK) - Sweden	Dublin, Ireland	Christian Welz, Mans Martensson	Internal Visit
30 October - 1 November	11th CLIP Network Meeting	Istanbul, Turkey	Ludwinek Anna	External Event
30 October - 2 November	Measuring Quality of Employment	Geneva, Switzerland	Vermeulen Greet	External Event
1 November	Effective Parenting and Child Well-being: resources for research	London, UK	Molinuevo Daniel	External Event
2-3 November	Ageing Globally - Ageing Locally	Dublin, Ireland	Anderson Robert, Foti Klara, Dubois Hans	External Event
2-4 November	Work Research Conference	Tampere, Finland	Parent-Thirion Agnes	External Event
2 November	Seminar at Finnish Labour Market Organisation	Helsinki, Finland	Vermeulen Greet	External Event
3-4 November	IZA/OECD Employment Seminar: job creation in hard times. Learning from the past and new policy directions	Paris, France	Storrie Donald	External Event
3 November	Economical Effects of Mobbing	Aachen, Germany	Miller Jean Michel	External Event
4 November	Workshop. Work-life Best Practices: focus on workplace flexicurity initiatives	Paris, France	Owczarzak Radoslaw	External Event
4 November	Rethinking Retirement - Employment and Retirement	Manchester, UK	Dubois Hans	External Event
7 November	Social Pillar of the EU Maritime Policy	Brussels, Belgium	Lyly-Yrjanainen Maija	External Event
7-9 November	Foundation Seminar Series. Session one: improving working conditions: contribution to active ageing	Dublin, Ireland	Menéndez-Valdés Juan, Biletta Isabella, Anderson Robert, Curtarelli Maurizio, Vacas Carlos, Storrie Donald	Foundation Event
7 November	Intergroup on Ageing: towards a successful EY 2012 on active ageing and intergenerational solidarity	Brussels, Belgium	Anderson Robert	External Event
8 November	Working Time in Europe - Tagung	Brussels, Belgium	Mezger Erika	External Event
8-9 November	Workers's Participation - building a more democratic and social Europe	Brussels, Belgium	Mezger Erika	External Event
9-10 November	Globalised Working Life - keynote speaker	Norrköping, Sweden	Storrie Donald	External Event
10 November	EC Workshop on Gender Equality - man's role at work	Brussels, Belgium	Vermeulen Greet	External Event
10-11 November	Cedefop Workshop on Innovation and Learning in Enterprises	Thessaloniki, Greece	Ortigao Manuel	External Event
10-12 November	European Platform for Rehabilitation Annual Conference	Athens, Greece	Anderson Robert	External Event

Date	Title	Place	Participants	Type of event
11 November	Paul De Krom – State Secretary of Social Affairs and Employment	Dublin, Ireland	Juan Menéndez-Valdés, Erika Mezger, Robert Anderson, Anna Ludwinek	Internal Visit
14-15 November	High-Level Stakeholder Conference on Flexicurity	Brussels, Belgium	Mandl Irene	External Event
14-15 November	Cedefop International Seminar on skills anticipation and matching	Athens, Greece	Storrie Donald	External Event
15 November	Workshop on Industrial Restructuring	Brussels, Belgium	Mandl Irene	External Event
15 November	Meeting of the Sectoral Social Dialogue Committee on ‘Steel’ working group	Brussels, Belgium	Hurley John	External Event
15 November	Psychological Health and Well-being in Restructuring: key effects and mechanisms (PSYRES)	Brussels, Belgium	Hurley John	External Event
16 November	EESC-LMO Hearing ‘Labour Market Shortages in a Period of Unemployment’	Brussels, Belgium	Vermeylen Greet	External Event
17-18 November	Social and Economic Impact of Migration: a Central and East-European perspective (PL Pres.)	Warsaw, Poland	Menéndez-Valdés Juan, Turner Bernice, Hurley John, Kelly Mary, Dunne Carol, Ludwinek Anna, McCaughey Mary, Anderson Robert, Foti Klara	Joint Event
17 November	Seminar - The Nordic Models: resilience in changing	Dublin, Ireland	Storrie Donald	External Event
17-18 November	Evidence-based Policy Conference ‘Youth and Social Inclusion’	Brussels, Belgium	Salvatore Lidia	External Event
21-22 November	IPTS/Eurocarers Workshop	Brussels, Belgium	Anderson Robert	External Event
21 November	EP Hearing on Discharge of Agencies	Brussels, Belgium	Jacquet Sylvie	External Event
21 November	Eurociett/Euractiv/EP Europe’s Next Job - getting us out of the employment crisis?	Brussels, Belgium	Torres Revenga Yolanda	External Event
22-23 November	EU-OSHA HW Summit, Healthy Workplaces Campaign on Safe Maintenance	Bilbao, Spain	Mezger Erika	External Event
22 November	EU-Labour Markets: what does work, where is a need for action?	Brussels, Belgium	Storrie Donald	External Event
22 November	Autumn Social Partners Debate Lunch on Performance Related Pay	Brussels, Belgium	Sylvie Jacquet	Foundation Event
23-24 November	Employment Week 2011 - European Employment Forum	Brussels, Belgium	Anderson Robert	External Event
23 November	3rd Meeting of the Steering Group for the EGF Mid-term Evaluation: final report	Brussels, Belgium	Storrie Donald	External Event
23 November	Cuatrecasas International Institute’s Session in Madrid	Madrid, Spain	Menéndez-Valdés Juan	External Event
23 November	Posting of Workers within Road Transport Sector in the EU	Brussels, Belgium	Torres Revenga Yolanda	External Event
23 November	Work Organisation and Innovation Experts’ meeting	Brussels, Belgium	Szostak Edyta, Vacas Carlos, Ortigao Manuel	Foundation Event
23 November	Kick-off Meeting with EIPA (European Institute of Public Administration)	Brussels, Belgium	Cabrera Jorge, Biletta Isabella, Curtarelli Maurizio	Foundation Event
23-24 November	34th Meeting of the Governing Board of OSHA	Bilbao, Spain	Mezger Erika	External Event
24 November	Segundas Jornadas de Riesgos Psicosociales y Organización del Trabajo de OSALAN	Bilbao, Spain	Vermeylen Greet	External Event
24-25 November	4th Annual Legal Seminar European Labour Law Network - Dismissal and Employment Protection - basic features and current trends	Frankfurt, Germany	Biletta Isabella	External Event
24-25 November	Negotiation, Consultation and Autonomy of EU Social Partners - 20 years of the Social Partners’ Agreement	Warsaw, Poland	Foden David	External Event
24 November	EESC Hearing ‘Migrants Entrepreneurs Contribution to the EU Economy’	Brussels, Belgium	Ludwinek Anna	External Event
24-25 November	LC Advisory Committee	Dublin, Ireland	Anderson Robert	Board/Bureau/Advisory
25 November	Visit FRA - Vienna in relation to Planning, Project Management and Monitoring	Dublin, Ireland	Grimmeisen Markus, Schmidt Barbara, de Boer Mattanja, Comerford Ray	Internal Visit
25 November	Panorama on Entrepreneurial Activity: concrete steps	Brussels, Belgium	Mandl Irene	External Event

Annual activity report of the Authorising Officer for the year 2011

Date	Title	Place	Participants	Type of event
25 November	Advisory Committee on EQLS	Dublin, Ireland	Robert Anderson	Board/Bureau/Advisory
28 November	Joint Conference EF - IBA - GEI	Dublin, Ireland	Turner Bernice, Dunne Carol, Ortigao Manuel, Demetriades Stavroula	Joint Event
29 November	Cities for Active Inclusion - final conference	Brussels, Belgium	Ludwinek Anna	External Event
29 November	European Movement Ireland	Dublin, Ireland	Menéndez-Valdés Juan, van Houten Gijs, Preston Catherine, McCaughey Mary, Mezger Erika, Owczarzak Radoslaw	Internal Visit
29 November - 1 December	Financial Crises – Which Future? Current Challenges And Future Perspectives for Private Households, Debt Advice And The Financial Sector	Gdańsk, Poland	Dubois Hans	External Event
29 November	Working Group Meeting - European Occupational Diseases Statistics (EODS)	Luxembourg, Luxembourg	Miller Jean Michel	External Event
30 November - 1 December	17th Plenary Meeting of the Advisory Committee on Safety and Health at Work	Luxembourg, Luxembourg	Miller Jean Michel	External Event
30 November	S&D Restructuring Task Force	Dublin, Ireland	Torres Revenga Yolanda	External Event
30 November	EESC SOC Study Group on Social Impacts of the New Economic Governance Legislation	Brussels, Belgium	Jacquet Sylvie	External Event
30 November - 1 December	Studies on the EU and other Global Economies. The Role of Social Partners in Tackling the Crisis	Dublin, Ireland	Menéndez-Valdés Juan, Biletta Isabella, Welz Christian, Vacas Carlos, Demetriades Stavroula; Ioana Visan, Catherine Preston, Manuel Gomez Martin	Foundation Event
30 November - 2 December	Eurochild 8th Annual Conference - tackling child poverty through supporting and strengthening families	Cardiff, UK	Molinuevo Daniel	External Event
1-2 December	Closing Conference of the European Year of Volunteering (EYV) 2011 (PL Pres.)	Warsaw, Poland	Foti Klara	External Event
1-2 December	European Day for People with Disabilities Conference	Brussels, Belgium	Ludwinek Anna	External Event
1-2 December	Employment Protection in Restructuring for Workers in more Flexible Forms of Work and in SME's	Brussels, Belgium	Gerstenberger Barbara	External Event
1 December	EC Meeting on Apprenticeship Supply in the EU	Brussels, Belgium	Ortigao Manuel	External Event
5-6 December	Inequalities in Europe and the Future of the Welfare State	Brussels, Belgium	Anderson Robert	External Event
5-6 December	Restructuring Forum: socially responsible restructuring worldwide	Brussels, Belgium	Mandl Irene, Celikel-Esser Funda, Storrie Donald	External Event
6 December	SSDC 'Live Performance' Plenary Meeting	Brussels, Belgium	Patriarka Marina	External Event
6 December	Over Indebtedness Seminar	Brussels, Belgium	Anderson Robert, Dubois Hans	Joint Event
6 December	Meeting of the Council of Nordic Trade Unions (preparatory meeting to the ETUC Board Meeting)	Brussels, Belgium	Jorge Cabrera	External Event
6 December	GDP and Beyond - 3rd meeting	Brussels, Belgium	Anderson Robert	External Event
7 December	Mr Norbert Schoebel	Dublin, Ireland	Menéndez-Valdés Juan, Erika Mezger, Agnes Parent-Thirion, John Hurley, Stavroula Demetriades, Jean-Michel Miller	Internal Visit
7 December	Going for Care - Going for Growth - social services as key to reaching the Europe 2020 targets	Brussels, Belgium	Dubois Hans	External Event
7 December	Seminar on the Informal Economy	Leicester, UK	Owczarzak Radoslaw	External Event
8 December	Defending Collective Bargaining to Safeguard Democracy in the EU	Brussels, Belgium	Torres Revenga Yolanda	External Event
8 December	Meeting Ms Jepsen and Mr Pochet	Brussels, Belgium	Erika Mezger	Foundation Event
8 December	Work More, Work Less - what should be done so that we can all work and perform better?	Brussels, Belgium	Torres Revenga Yolanda	External Event
9 December	Towards an Age-friendly EU through Enterprise 2020	Brussels, Belgium	Anderson Robert	External Event

Date	Title	Place	Participants	Type of event
9 December	The 'Euro-Posting' Project - Final Meeting - Posting of Workers: what is the scope for administrative cooperation in Europe?	Brussels, Belgium	Biletta Isabella	External Event
9 December	Our Vision of Care that Respects the Rights of Individuals, Guarantees Access to Services and Promotes Social Inclusion	Brussels, Belgium	Anderson Robert	External Event
9 December	Bureau Meeting	Brussels, Belgium	Markus Grimmeisen, Erika Mezger, Juan Menéndez-Valdés	Board/ Bureau/ Advisory
12-13 December	Older Workers & Work Ability Conference	Melbourne, Australia	Anderson Robert	External Event
12 December	Thematic Liaison Forum on the 'Capacity Building' of National and European Social Partners	Brussels, Belgium	Patriarka Marina, Kerckhofs Peter	External Event
12-13 December	EU Expert Group on Health Inequalities	Luxembourg, Luxembourg	Molinuevo Daniel	External Event
13-14 December	The Economic Crisis and its Impact on the Future of Young People	Paris, France	Mascherini Massimiliano, Juan Menéndez-Valdés	External Event
13 December	European Sectoral Social Dialogue on Education	Brussels, Belgium	Owczarzak Radoslaw	External Event
14 December	Workshop - Greening of Industries in the EU: anticipating and managing the effects on quantity and quality of jobs	Brussels, Belgium	Owczarzak Radoslaw, Botos Chantal	Foundation Event
14 December	The Day of Social Dialogue	Brussels, Belgium	Torres Revenga Yolanda	External Event
14 December	SPC Ad Hoc Group Meeting on Child Poverty	Brussels, Belgium	Molinuevo Daniel	External Event
15-16 December	Network of Observatories on Skills Needs and Mismatches	Brussels, Belgium	Owczarzak Radoslaw	External Event
15 December	Industrial Relations Evaluation Meeting	Brussels, Belgium	Foden David, Mezger Erika, Vacas Carlos, Jean Michel Miller, Demetriades Stavroula	Board/ Bureau/ Advisory
20 December	European Business Day 2011 'Europe Fast Forward'	Copenhagen, Denmark	Mascherini Massimiliano	External Event
16-17 December	Final conference – Change in Public Services: fora for the improvement of expertise in restructuring	Brussels, Belgium	Foti Klara	External Event

Annex 5 – Eurofound publications 2011

Title of publication	Type
Area 1: Employment growth and demand and supply of labour in a changing labour markets	
The impact of investment funds on restructuring practices and employment levels Company case studies	Web report
Extending flexicurity - The potential of short-time working schemes	Executive summary
Impact of interfirm relationships - employment and working conditions	Report
Impact of emerging forms of interfirm relationships on employment and working conditions Literature review	Web report/ Executive summary
Shifts in the job structure during the great recession	Executive summary
Educational and training services: Anticipating the challenges: Case study: Itpreneurs, the Netherlands; MAYDAY Poland; ATKM Project, Czech Republic; Aalto University, Finland; Teach First, United Kingdom respectively	Web reports/ Executive summary
Impact of the recession on age management policies	Résumé
Young people 'not in employment, education or training' (NEETs) in Europe: first findings	Résumé
Public instruments to support restructuring in Europe – ERM report 2010	Report/ Executive summary
ERM Quarterly Issue 4 -2010, Issues 1,2 and 3 - 2011	Web report
The ERM an unique Europe-wide data source	Info sheet
ERM Infosheet: Restructuring in Belgium, the UK, Ireland, Italy, Germany, the Czech Republic, Slovakia, France respectively- Job losses and job gains	Info sheet
Joint public-private local partnerships for employment to cope with the recession	Web report/ Executive summary
Emerging forms of entrepreneurship	Executive summary
Working together for youth employment- From education to the workplace: a global challenge – Conclusions joint seminar EP Employment and social affairs committee and Cedefop, ETF, EU-OSHA and Eurofound	Web report
Flexibility	Fact sheets
Area 2: More and better jobs and higher productivity through partnership	
Employee involvement in companies under the European company statute	Report/ Executive summary
Employee involvement in companies under the European Company Statute (ECS) Case study: Elcoteq SE, Hager SE, Equens SE, GfK SE, Allianz SE, MAN SE, BASF SE, SCOR SE, Strabag SE, Fresenius SE respectively	Web report
From national to sectoral industrial relations: Developments in sectorial industrial relations in the EU	Web report/ Executive summary
Social dialogue and working conditions - Overview report	Web report/ Executive summary
Industrial relations and sustainability: the role of social partners in the transition towards a green economy	Web report/ Résumé
Social dialogue and recession in the banking sector a global perspective	Web report/ Executive summary
Social dialogue and recession in the banking sector	Info sheet
Recession and social dialogue in the banking sector: a European perspective	Web report/ Executive summary
Links between quality of work and performance	Web report/ Executive summary
Industrial relations developments in the commerce sector in Europe Country report: United Kingdom, Spain, Romania, The Netherlands, Hungary, Germany, Denmark respectively	Web report
The social impact of the crisis - background paper	Web report
The gender pay gap: Government and social partners actions	Web report
Derogation clauses on wages in sectorial collective agreements in seven European countries	Web report
Sector level bargaining and possibilities for deviations at company level: Austria, Belgium, France, Germany, Ireland, Italy, Spain respectively	Web report
Representativeness of the European social partner organisations: Metal -, Public administration, Education -, Commerce -, Banking sector respectively	Web report

Title of publication	Type
Area 3: Promotion of social inclusion and sustainable social protection	
Arrangements for workers with care responsibilities for sick or dependent relatives – the situation in the EU	Report/Info sheet
Parenting support and education	Info sheet
Ethnic entrepreneurship - Case Study Frankfurt am Main, Germany Vienna, Austria Wroclaw, Poland Stuttgart, Germany Strasbourg, France Amsterdam, the Netherlands respectively	Web report
Analysis of the socioeconomic situation of migrants - Gathering comparable data on their living conditions Workshop report	Web report
Volunteering by older people in the EU	Report/ Executive summary
Volunteering	Factsheets
Active inclusion of young people with disabilities or health problems - The Netherlands	Web report
Promoting ethnic entrepreneurship in European countries	Report
New mobility trends in Europe: a preliminary analysis for further research	Web report
Company initiatives for workers with care responsibilities for disabled children or adults	Report/ Executive summary
Company initiatives for workers with care responsibilities for disabled children or adults: review and case studies in six member states. Annotated bibliography	Web report
Surveys and observatories	
Pay developments 2010 (EIRO)	Web report
Working time developments 2010 (EIRO)	Web report
Posted workers in the EU (EIRO)	Executive summary
Employment and industrial relations in the health care sector (EIRO)	Web report/ Executive summary
SMEs in crisis: Employment, industrial relations and local partnership (EIRO)	Web report/ Executive summary
Helping young workers during the crisis: contributions by social partners and public authorities (EIRO)	Web report/ Executive summary
Information and consultation practice across Europe five years after the EU Directive (EIRO)	Web report/ Executive summary
Annual review of working conditions 2009-2010 (EWCO)	Report
Preparing for the upswing; training and qualification during the crisis (EWCO)	Web report/ Executive summary
Reconciliation of work, private and family life in the EU (EWCO)	Web report
Working conditions of nationals with a foreign background (EWCO)	Web report/ Executive summary
Recent developments in work organisation in the EU27 Member States and Norway (EWCO)	Web report/ Executive summary
The Danish working environment during economic growth (2005-2008) (EWCO)	Web report
Work and employment conditions in Polish enterprises (EWCO Survey data report Poland)	Web report
Monitoring improvements in quality of work in Flanders (EWCO Survey data report Belgium)	Web report
Fewer occupational accidents but more violence at work (EWCO Survey data report)	Web report
Rise in reported cases of bullying and violence at work (EWCO Survey data report)	Web report
Workers prone to stress and burn- out at work (EWCO Survey data report Luxembourg)	Web report
Recession drives change in workplace practices (EWCO Survey data report Ireland)	Web report
Older workers and employment (EWCO Survey data report France)	Web report
Industrial relations and working conditions developments in Europe 2010	Report
Recent developments in wage setting and collective bargaining in the wake of the global economic crisis - Background paper	Web report
Extension of collective bargaining agreements in the EU - Background Paper	Web report
Time-off provisions for employee representatives in Europe - Background paper	Web report
European Company Survey 2009	Report

Title of publication	Type
Surveys and observatories (cont'd)	
Employee representation at establishment level in Europe (European Company Survey 2009)	Web report/ Executive summary
Part time work in Europe (European Company Survey 2009)	Report/ Executive summary
HRM Practices and establishment performance: an analysis using the European Company Survey 2009	Web report/ Executive summary
Performance-related pay and employment relations in European companies -Findings of the European Company Survey 2009	Executive summary
Management practices and sustainable organisational performance: an analysis of the European Company Surveys 2009	Web report/ Executive summary
Quality assessment of the 2nd European Company Survey	Web report
Quality of life in Croatia, the former Yugoslav Republic of Macedonia and Turkey (Second European quality of life survey)	Web report/ Executive summary
Family life and work (Second European quality of life survey)	Web report
Quality of life in ethnically diverse neighbourhoods (Second European quality of life survey)	Web report/ Executive summary
Participation in volunteering and unpaid work (Second European quality of life survey)	Report
Promo Card Third EQL Survey	Promo Card
Changes over time - First findings from the fifth European Working Conditions Survey	Résumé
General	
Youth and Work	Foundation Findings
Work and health (issue 9)	Foundation Focus
Job creation (issue 10)	Foundation Focus
Eurofound News - 10 issues	Newsletter
Annual work programme 2011	Web report
Yearbook 2010	Report
Annual activity report of the Authorising Officer for the year 2010	Web report

Annex 6 – Members of the Governing Board (Status at 31 December 2011)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Tina Konrad Federal Ministry of Labour, Social Affairs and Consumer Protection	Petra Pencs Federal Ministry of Labour, Social Affairs and Consumer Protection	Ruth List Federation of Austrian Industry (IV)	Heidrun Maier-de Kruijf Union of Public and Cooperative Economy of Austria (UPCEA)	Karin Zimmermann Austrian Federation of Trade Unions (ÖGB)	Sonja Freitag Austrian Federation of Trade Unions (ÖGB)
Belgium	Michel De Gols Ministry of Employment, Labour and Social Dialogue	Jan Baten Ministry of Employment, Labour and Social Dialogue	Kris de Meester Federation of Enterprises in Belgium (FEB-VBO)	Roland Waeyaert Organisation for Self-employed and SMEs (UNIZO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	François Philips Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Dragomir Draganov Ministry of Labour and Social Policy	Teodora Demireva Ministry of Labour and Social Policy	Dimitar Brankov Bulgarian Industrial Association	Nikola Zikatanov Bulgarian Industrial Capital Association	awaiting replacement	awaiting replacement
Cyprus	Orestis Messios Ministry of Labour and Social Insurance	Yiota Kambouridou Ministry of Labour and Social Insurance	Lena Panayiotou Cyprus Employers and Industrialists Federation	Polyvios Polyviou Cyprus Employers and Industrialists Federation	Nicos Epistithiou Cyprus Workers' Confederation (SEK)	Andreas Matsas Cyprus Workers' Confederation (SEK)
Czech Republic	Vlastimil Váňa Ministry of Labour and Social Affairs	Petra Murycová Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of the Czech Republic	Pavla Břečková Association of Small and Medium-Sized Enterprises and Crafts of the Czech Republic (AMSP)	Hana Málková Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Lone Henriksen Ministry of Employment	Lisbet Møller Nielsen Ministry of Employment	Karen Roij Confederation of Danish Employers	Nils Juhl Andreassen Danish Confederation of Employers' Associations in Agriculture (SALA)	awaiting replacement	vacant
Estonia	Liina Malk Ministry of Social Affairs	Ester Rünkla Ministry of Social Affairs	Eve Päärendson Estonian Employers' Confederation (ETTK)	Tarmo Kriis Estonian Employers' Confederation (ETTK)	Kalle Kalda Association of Estonian Trade Unions (EAKL)	Kadi Alatalu Estonian Broadcasting Professionals' Union
Finland	Antti Närhinen Ministry of Employment and the Economy	Jan Hjelt Ministry of Employment and the Economy	Seppo Saukkonen Confederation of Finnish Industries (EK)	Anu Sajavaara Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Valérie Delahaye-Guillocheau Ministry of Social Affairs, Labour and Solidarity	Marie-Soline Chomel Ministry of Social Affairs, Labour and Solidarity	Emmanuel Jahan European Centre of Employers and Enterprises (CEEP) Air France Group	Emmanuel Julien Movement of French Enterprises (MEDEF)	Emmanuel Couvreur Confédération Française Démocratique du Travail (CFDT)	Jean-Jacques Danis General Federation of Labour (FO)
Germany	Andreas Horst Ministry of Labour and Social Affairs (BMAS)	Sebastian Jobelius Ministry of Labour and Social Affairs	Lutz Mühl German Federation of Chemical Employers' Associations (BAVC)	Renate Hornung-Draus Confederation of German Employers' Association (BDA)	Dieter Pougin German Confederation of Trade Unions (DGB)	Friederike Posselt German Confederation of Trade Unions (DGB)
Greece	Stamatia Pissimissi Ministry of Employment and Social Protection	Ioannis Konstantakopoulos Ministry of Employment and Social Protection	Rena Bardani Confederation of Greek Industries (SEV)	Christina Georganta Hellenic Federation of Enterprises (SEV)	Alexandros Kalivis Confederation of Workers of Greece (GSEE)	Konstantinos Issychos Confederation of Workers of Greece (GSEE)
Hungary	Peter Csányi Ministry of National Resources	Eszter Enyedi Ministry for National Economy	Antal Csuoport National Association of Strategic and Public Utility Companies (STRATOSZ)	Istvan Komoroczki Union of Agrarian Employers (AMSZ)	Erzsébet Hanti National Confederation of Hungarian Trade Unions (MSZOSZ)	László Gyimesi Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Paul Cullen Department of Enterprise, Trade and Employment	vacant	Brendan McGinty Irish Business and Employers Confederation (IBEC)	Eamonn McCoy Irish Business and Employers Confederation (IBEC)	Sally Anne Kinahan Irish Congress of Trade Unions (ICTU)	Liam Berney Irish Congress of Trade Unions (ICTU)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Italy	Michele Tiraboschi Ministry of Labour and Social Politics (representative)	Francesco Cipriani Ministry of Labour and Social Politics	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Uliano Stendardi Confederazione Italiana Sindacati dei Lavoratori (CISL)	Giulia Barbucci Italian General Confederation of Labour (CGIL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Eduards Filippovs Employers Confederation of Latvia (LDDK)	Anita Līce Employers' Confederation of Latvia (LDDK)	Ruta Porneice Free Trade Union Confederation of Latvia (LBAS)	Janis Kajaks Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Rita Skrebiškienė Ministry of Social Security and Labour	Evaldas Bacevičius Ministry of Social Security and Labour	Andrius Guzavičius Confederation of Lithuanian Industrialists (LPK)	Dovile Baškytė Confederation of Lithuanian Industrialists (LPK)	Kristina Krupavičienė Lithuanian Trade Union (Solidarumas)	Danute Šlionskienė Lithuanian Trade Union Confederation (LPSK)
Luxembourg	Nadine Welter Ministry of Labour	Gary Tunsch Ministry of Labour	Pierre Oesch Business Federation Luxembourg (FEDIL)	Magalie Lysiak Business Federation Luxembourg (FEDIL)	awaiting replacement	René Pizzaferrri Luxembourg Confederation of Independent Trade Unions (OGB-L)
Malta	Noel Vella Department of Industrial and Employment Relations	Sylvia Gauci Department of Industrial and Employment Relations	Martin Borg Malta Chamber of Commerce, Enterprise and Industry	vacant	William Portelli Confederation of Malta Trade Unions (CMTU)	vacant
Netherlands	Lauris Beets Ministry of Social Affairs and Employment	Martin Blomsma Ministry of Social Affairs and Employment	Mario Van Mierlo Confederation of Netherlands Industry and Employers (VNO-NCW)	Gerard van de Grind Dutch Organisation for Agriculture & Horticulture (LTO)	Erik Pentenga Federation of Dutch Trade Unions (FNV)	Leon Meijer National Federation of Christian Trade Unions (CNV)
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	Joanna Maciejewska Ministry of Labour and Social Policy	Piotr Sarnecki Polish Confederation of Private Employers (LEWIATAN)	Adam Ambrozik Confederation of Polish Employers (KPP)	Bogdan Olszewski Independent and Self-Governing Trade Union 'Solidarność' (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	José Luís Forte Ministry of Labour and Solidarity	Fernando Ribeiro Lopes Ministry of Labour and Social Solidarity	Marcelino Pena Costa Confederation of Portuguese Commerce and Services (CCP)	António Vergueiro Confederation of Portuguese Industry	Vítor Manuel Coelho General Workers' Federation (UGT-P)	Armando Farias Confederation of Portuguese Workers (CGTP)
Romania	vacant	Liana Mostenescu Ministry of Labour, Family and Social Protection	vacant	vacant	Cecilia Gostin National Trade Union Confederation (Cartel ALFA)	vacant
Slovakia	Silvia Gregorcová Ministry of Labour, Social Affairs and Family of the Slovak Republic	Elena Paliková Ministry of Labour, Social Affairs and Family of the Slovak Republic	Martin Hošťák National Union of Employers (RUZ)	Viola Kromerová Slovak Craft Industry Federation (SZZ)	Erik Macák Confederation of Trade Unions of the Slovak Republic (KOZ SR)	Margita Döményová Confederation of Trade Unions of the Slovak Republic (KOZ SR)
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Metka Štoka-Debevec Ministry of Labour, Family and Social Affairs	Tatjana Pajnkihar Association of Employers of Slovenia (ZDS)	Igor Antauer Association of Employers in Craft and Small Business in Slovenia	Pavle Vrhovec Association of Free Trade Unions of Slovenia (ZSSS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)
Spain	María de Mingo Corral Ministry of Work and Immigration	José Ranz Zapatero Ministry of Work and Immigration	Miguel Canales Gutiérrez Spanish Association of the Electrical Industry (UNESA)	Javier Blasco de Luna Asociación Grandes Empresas Trabajo Temporal (AGETT)	Antonia Ramos Yuste General Union of Workers (UGT)	Ramón Baeza Sanjuán Federation of Workers' Commissions (CCOO)
Sweden	Per Nyström Ministry of Employment	Håkan Nyman Ministry of Social Affairs	Sverker Rudeberg Confederation of Swedish Enterprises	Niklas Beckman Confederation of Swedish Enterprises	Mats Essemeyr Swedish Confederation of Professional Employees (TCO)	Sten Gellerstedt Swedish Trade Union Confederation (LO-S)
United Kingdom	vacant	vacant	Neil Carberry Confederation of British Industry (CBI)	Benjamin Digby Confederation of British Industry (CBI)	Hugh Robertson Trade Union Congress (TUC)	Elena Crasta Trade Union Congress (TUC)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
EFTA-EEA	<i>Observers</i>					
	Hege Forbord Norwegian Ministry of Labour and Inclusion, Norway		Ingrid Malt Confederation of Norwegian Business and Industry (NHO), Norway		Anthony Kallevig Norwegian Confederation of Trade Unions, Norway	

Representatives of the Commission						
	Armindo Silva DG Employment, Social Affairs and Equal Opportunities	Andrew Chapman DG Employment, Social Affairs and Equal Opportunities	Michael Hübel DG Health and Consumer Protection	Charles Price DG Health and Consumer Protection		
					vacant	vacant

Members of the Bureau

	Members	Alternates
GOVERNMENT GROUP	<p>Vice-Chairperson of the Governing Board Jerzy CIECHAŃSKI Ministry of Social Policy - Poland</p> <p>Coordinator Michel DE GOLS Ministry of Employment, Labour and Social Dialogue - Belgium</p> <p>Nadine WELTER Ministry of Labour and Employment - Luxembourg</p>	<p>Lauris BEETS Ministry of Social Affairs and Employment - Netherlands</p> <p>Nadine WELTER Ministry of Labour and Employment - Luxembourg</p> <p>Rita SKREBIŠKIENE Ministry of Social Security and Labour - Lithuania</p>
EMPLOYERS GROUP	<p>Chairperson of the Governing Board Stefania ROSSI Confindustria - Italy</p> <p>Vladimíra DRBALOVÁ Confederation of Industry of the Czech Republic - SPCR</p> <p>Coordinator Magdalena BOBER BUSINESSEUROPE</p>	<p>Neil CARBERRY Confederation of British Industry, CBI - UK</p> <p>Lutz MÜHL German Federation of Chemical Employers' Associations (BAVC)</p>
TRADE UNION GROUP	<p>Vice-Chairperson of the Governing Board Herman FONCK Christian Confederation of Trade Unions (ACV-CSC) - Belgium</p> <p>Hana MÁLKOVÁ Czech-Moravian Confederation of Trade Unions (CMKOS)</p> <p>Coordinator Józef NIEMIEC European Trade Union Confederation, ETUC</p>	<p>Mats ESSEMYR Swedish Confederation for Professional Employees (TCO) – Sweden</p> <p>Erik PENTENGA Federation Dutch Labour Movement (FNV) – Netherlands</p> <p>Deputy Coordinator Sigurt VITOLS European Trade Union Institute, ETUI</p>
EUROPEAN COMMISSION	<p>Vice Chairperson of the Governing Board Armindo SILVA DG Employment, Social Affairs and Equal Opportunities</p> <p>Andrew CHAPMAN DG Employment, Social Affairs and Equal Opportunities</p>	

Annex 7 – Advisory committees (October 2011)

Advisory Committee for Working Conditions

Project 0240

Coordinator: Agnes Parent-Thirion

Representation

Governments: Andreas Horst (DE)
Antti Närhinen (FI)
Petra Pencs (AT)
Vladka Komel (SI)

Employers: Lutz Mühl (DE)
Mario Van Mierlo (NL)
Kris De Meester (BE)
Emmanuel Jahan (FR)

Employees: Herman Fonck (BE)
Erik Pentenga (NL)
Fabienne Scandella, ETUI
Awaiting nomination

Commission: Guido Schwarz, DG Employment, Social Affairs and Equal Opportunities
Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities

Experts: Michel Gollac, CREST (FR)
Jouko Natti, University of Jyväskylä (FI)

Advisory Committee for Living Conditions and Quality of Life

Project 0238

Coordinator: Robert Anderson

Representation

Governments: Silvia Gregorcová (SK)
Vlastimil Váňa (CZ)
Tina Konrad (AT)
Martin Blomsma (NL)

Employers: Marcelino Pena Costa (PT)
Emmanuel Jahan (FR)
Hector Torres Laguna (ES)
Antal Csúport (HU)

Employees:	Bogdan Olszewski (PL) Ivan Kokalov (BG) Sotiria Theodoropoulou, ETUI Awaiting nomination
Commission:	Radek Maly, DG Employment, Social Affairs and Equal Opportunities Charles Price, DG Health and Consumers

Advisory Committee for Industrial Relations

Project 0241

Coordinator:	Stavroula Demetriades
--------------	-----------------------

Representation

Governments:	Metka Štoka-Debevec (SI) Orestis Messios (CY) Michel De Gols (BE) Gary Tunsch (LU)
Employers:	Lutz Mühl (DE) Mario Van Mierlo (NL) Kris De Meester (BE) Jože Smole (SI)
Employees:	Mats Essemyr (SE) Philippe Pochet (BE) Erzsebet Hanti (HU) Awaiting nomination
Commission:	Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities
Expert:	Paul Teague, Queens University Belfast (NI)

Advisory Committee for Employment and Change

Project: 0280

Coordinator:	Donald Storrie
--------------	----------------

Representation

Governments:	Paul Cullen (IE) Awaiting nomination Awaiting nomination Awaiting nomination
--------------	---

Employers:	Piotr Sarnecki (PL) Seppo Saukkonen (FI) Liliane Voložinskis, UEAPME Martin Hošťák (SK)
Employees:	Dieter Pougin (DE) Giulia Barbucci (IT) Béla Galgóczi, ETUI Awaiting nomination
Commission:	Jean-François Lebrun, DG Employment, Social Affairs and Equal Opportunities Christopher Allen, DG Enterprise

Advisory Committee for the European Company Survey

Project 0358

Coordinator: Greet Vermeylen

Representation

Governments:	Michel De Gols (BE) Vladka Komel (SI)
Employers:	Seppo Saukkonen (FI) Piotr Sarnecki (PL)
Employees:	Bogdan Olszewski (PL) Sigurt Vitols (DE)
Commission:	Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities Guido Schwarz, DG Employment, Social Affairs and Equal Opportunities
Experts:	Jouko Nätti, University of Jyväskylä (FI) Antoine Valeyre, Centre Maurice Halbwachs (FR)
EU-OSHA:	William Cockburn

Annex 8 – Eurofound staff (as at 31 December 2011)

Breakdown of staff by function

	Name
DIRECTORATE	
Director	MENENDEZ-VALDES Juan
Deputy Director	MEZGER Erika
	GERSTENBERGER-SZTANA Barbara
Head of BLO	JACQUET Sylvie
	PATRIARKA Marina
	RECORBET Sylvaine
	ROBINSON Janka
	TORRES REVENGA Yolanda

ADMINISTRATION AND FINANCE UNIT	
Head of Unit	GRIMMEISEN Markus
	FALLER Pierre
	FLYNN Catherine
	HAYES Sarah
	HOGAN Ewan
	LANDY-LOVATT Bernadette
	MADDOCKS David
	MARINO GARCIA Ramona
	PRIVETT Leslie
	SVENSK Pauliina
	SUBEA Juliana (T)
	TYNER Simon

EMPLOYMENT AND COMPETITIVENESS UNIT	
Head of Unit	STORRIE Donald
	BOTOS Chantal
	CELIKEL-ESSER Funda
	HURLEY John
	JUNGBLUT Jean-Marie
	MANDL Irene
	MASCHERINI Massimiliano
	OWCZARZAK Radoslaw
	SALVATORE Lidia
	RISO Sara

	Name
HUMAN RESOURCES UNIT	
Head of Unit	COMERFORD Raymond
	BANGACHEVA Nevena
	CAOMHANACH Aoife
	GUIDO Bruno (T)
	HUGHES Barry (T)
	RITCHIE Helen
	STEVENS Wouter

INFORMATION AND COMMUNICATION UNIT	
Head of Unit	MCCAUGHEY Mary Elizabeth
	BILLFALK May-Britt
	BURKE Helen
	DEASLEY Clare
	DUNNE Carol (T)
	FLYNN Martin
	FRAWLEY Cristina
	GOMEZ MARTIN Manuel
	GOMOLA Peter
	GOUILLEUX-CAHILL Elisabeth
	GRABOLLE Patrick
	HIRSCHFELD Doris
	IRELAND Philip
	JAEGER Stephan
	KELLY Mary
	MARTENSSON Mans
	MURRAY Fiona
	MONTES KINSELLA Inma
	O'DONOGHUE Hilary
	O'NEILL Colm
	POMPILIO Elena
	PRESTON Catherine
	SEIGNE-MONKS Sylvie
	TURNER Bernice

	Name
INFORMATION AND COMMUNICATION TECHNOLOGIES UNIT	
Head of Unit	HALPENNY Jim
	BYRNE Linda
	EL AROUSSI Said
	GORMAN Brian
	PRITCHARD David
	SHANLEY Louise
	WECHSLER Norbert (T)

INDUSTRIAL RELATIONS AND WORKPLACE DEVELOPMENT UNIT	
Head of Unit	DEMETRIADES Stavroula
	AUMAYR Christine
	BILETTA Isabella
	CABRITA Jorge
	CURTARELLI Maurizio
	DENEYS-O'CONGHAILE Cecile
	KERCKHOFS Peter
	MILLER Jean-Michel
	ORTIGAO Manuel
	SZOSTAK Edyta
	VACAS Carlos
	VARGAS LLAVE Oscar
	WELZ Christian

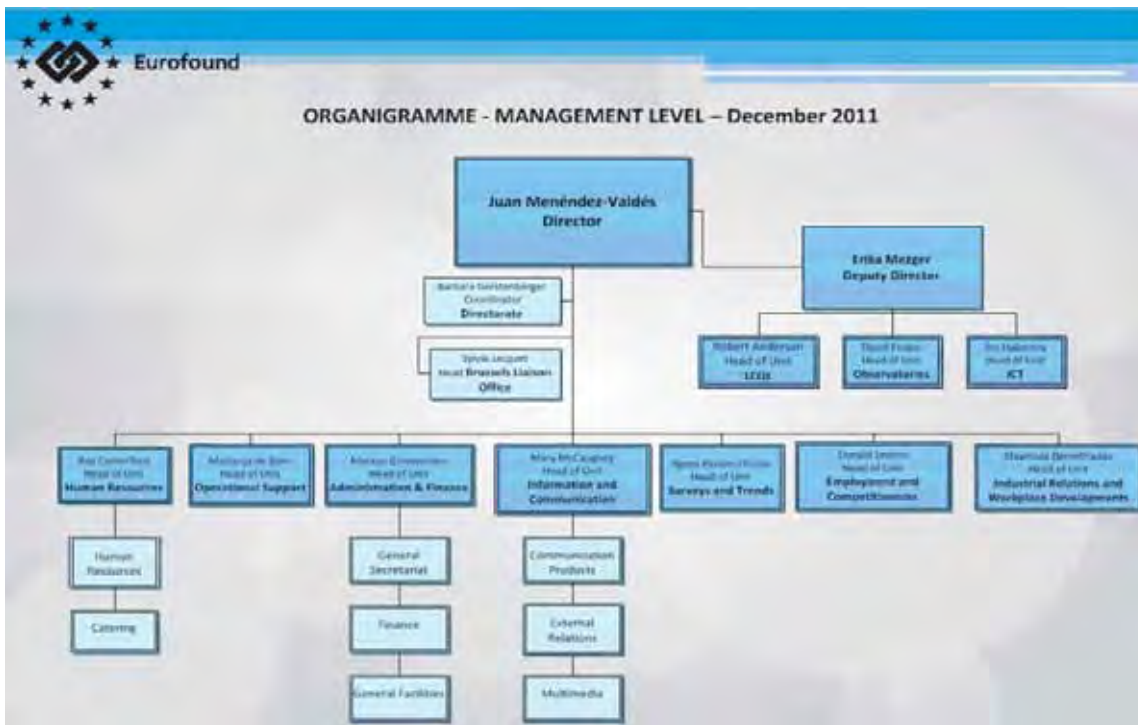
MONITORING AND SURVEYS UNIT	
Head of Unit	PARENT-THIRION Agnes
	LEONCIKAS Tadas
	LYLY-YRJANAINEN Maija
	MACGORIS Sophia
	MIKULIC Branislav
	RAHM Victoria
	SANDOR Eszter
	VAN HOUTEN Gijsbertus
	VERMEYLEN Margareta

	Name
OBSERVATORIES UNIT	
Head of Unit	FODEN David
	CAMPBELL Adele
	CERF Catherine
	CRINION Olivia
	GALLI DA BINO Camilla
	SWEENEY Ben (T)
	VANDAMME Jan

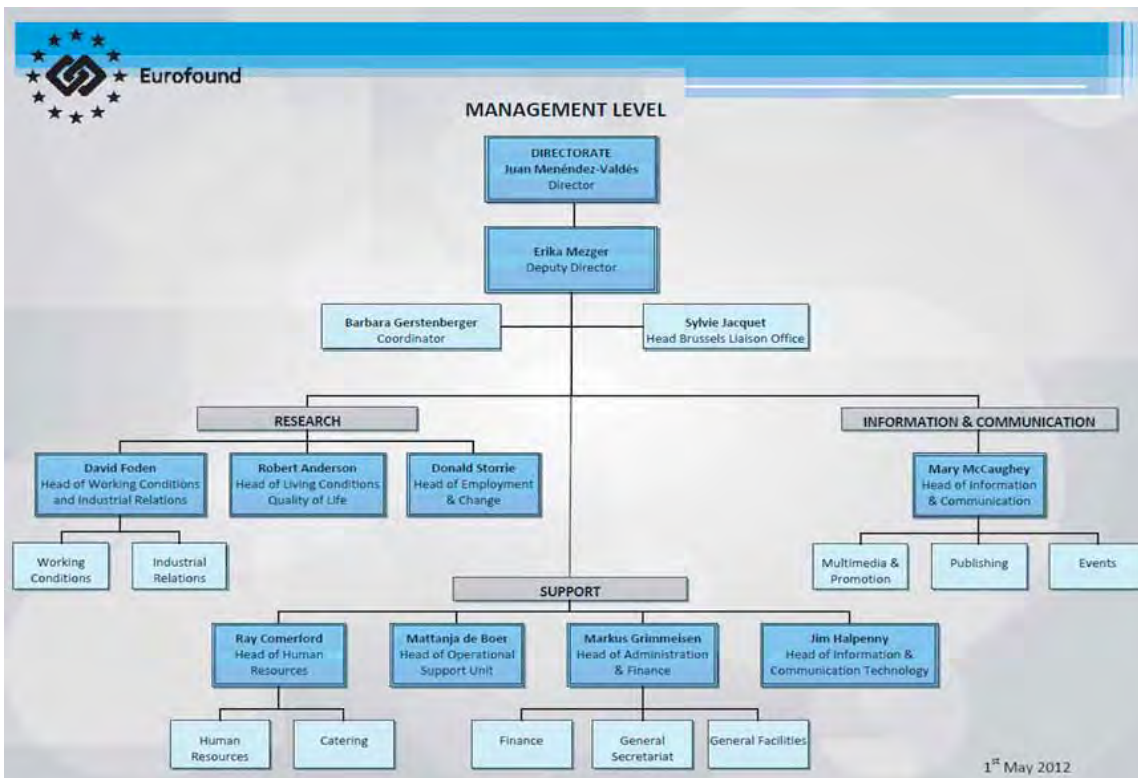
OPERATIONAL SUPPORT UNIT	
Head of Unit	DE BOER Mattanja
	JANKOWSKA Lidia
	KOSTKA Wojciech
	MCNEICE Mary
	MASTENBROEK Leontine
	SCHMIDT Barbara
	STJERNBERG Anders
	TYNAN Ronan (T)

LIVING CONDITIONS AND QUALITY OF LIFE UNIT	
Head of Unit	ANDERSON Robert
	BERNIER Javier
	DUBOIS Hans
	FARRELL Sarah
	KALOCZKAINE FOTI Klara Anna
	LUDWINEK Anna
	MOLINUEVO Daniel
	RENEHAN Teresa

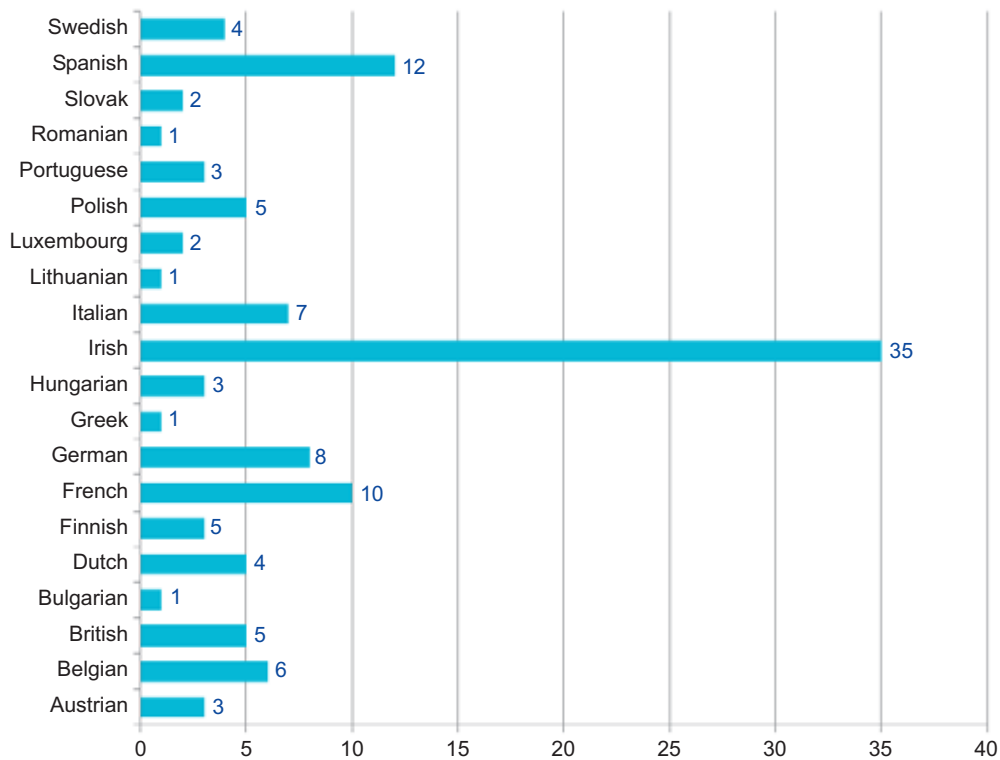
Organisational Structure in 2011



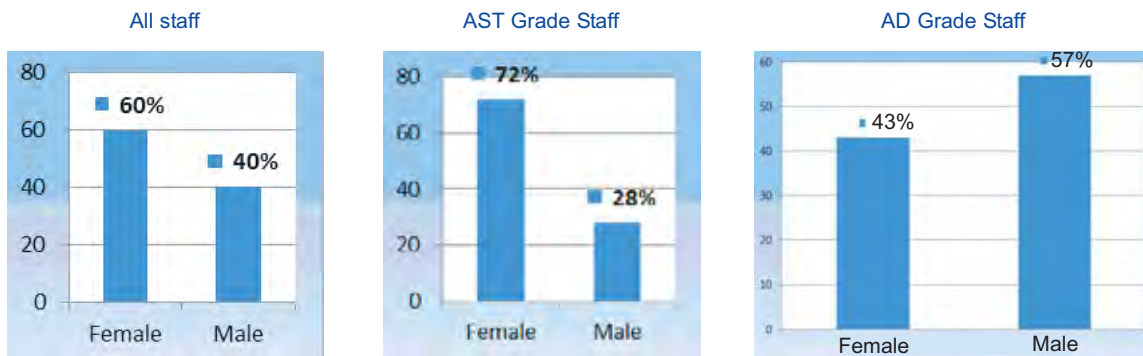
Organisational Structure implemented from January 2012



Breakdown of staff by nationality (as at 31 December 2011)



Breakdown of staff by gender



Annex 9 – List of negotiated procedures

Report on contracts concluded by negotiated procedures referred to in articles 126(1) (a) to (g), 127(1) (a) to (d) - as per Article 54 Rules for the implementation of the Financial Regulation of Eurofound				
Contract Number	Contract Title	Contractor's Name	Article of the IR used	Value
11-3040-01	Eurofound workshop during European Social Network conference in Warsaw	European Social Network	Art. 126.1 (b) - neg. without publ.	€12,430.00
11-3012-02	Publication and dissemination of the supplement paper – Year of Volunteering Supplement	Irish Times Ltd.	Art. 126.1 (b) - neg. without publ.	€9,500.00
11-3000-06	Subscription Dataweb	Agence Europe	Art. 126.1 (b) - neg. without publ.	€8,900.00
11-3000-05	Annual Subscription to Nexis News Online	Lexis Nexis Butterworths	Art. 126.1 (b) - neg. without publ.	€6,000.00
11-3000-07	Subscription to SCOPUS	Elsevier	Art. 126.1 (b) - neg. without publ.	€11,195.34
11-3000-08	Online subscription Elsevier products on Science Direct	Elsevier	Art. 126.1 (b) - neg. without publ.	€8,353.36
11-3000-09	Provision of daily reporting on job creation and loss within EU	Esmerk Ltd.	Art. 126.1 (b) - neg. without publ.	€19,980.00
11-3000-10	Sage Reference Online Handbook Collections	Sage Publication Ltd.	Art. 126.1 (b) - neg. without publ.	€11,590.29
11-3030-21	Growth and Employment: Anticipating and Managing the Effects of Greening of Industries in the EU	Public Policy & Management Institute, PPMI	Art. 126.1 (b) - neg. without publ.	€4,000.00
11-3012-04	Provision of promotion and dissemination services (media campaign + site advertisement)	European Voice (The Economist Newspaper Ltd.)	Art. 126.1 (b) - neg. without publ.	€11,900.00
11-3030-02	3rd EQLS Pre-testing	Significant GFK	Art. 126.1 (e) - neg. without publ.	€46,200.00
11-3030-25	Translation validation and cognitive interviews for the 3rd EQLS in Croatia, FYROM, Turkey, Kosovo, Montenegro and Serbia	Significant GFK	Art. 126.1 (e) - neg. without publ.	€23,624.00
11-3030-41	Non response analysis of the 3rd EQLS	Significant GFK	Art. 126.1 (e) - neg. without publ.	€69,600.00
08-2204-01	Provision of an Internet Link	BT Ireland	Art. 126.1 (e) - neg. without publ.	€6,444.96
11-3030-26	Restructuring in SMEs	Kingston University Enterprises Limited (KUEL)	Art. 126.1 (e) - neg. without publ.	€62,863.00
11-3030-01	Provision of scheduled information reporting services: quality of work and employment, industrial relations and restructuring and management of change – Latvia	Sabiedrība ar ierobežotu atbildību - SIA "EPC"	Art. 127.1 (a) - neg. after publ.	€82,170.00

126.1 (b): Particular economic operator (technical or artistic reasons; exclusive rights)

126.1 (e): Additional services as a result of unforeseen circumstances

127.1 (a): Irregular or unacceptable tenders received in original open/restricted procedure

Annex 10 – Delegated powers to Authorising Officers by Delegation (AOD)

Finance activities	Delegated to
Authorisation for:	
Provisional budgetary commitment of appropriations of less than €60,000	Heads of Units (AODs)
Individual budgetary commitment of appropriations of less €60,000	Heads of Units (AODs)
Legal commitments (as well as the preliminaries) of less than €60,000	Heads of Units (AODs)
Payment orders (with individual payment requests less than €60,000)	Heads of Units (AODs)
Estimates of amounts receivable	Heads of Units (AODs)
Recovery orders	Heads of Units (AODs)
Waivers of recovery of amounts receivable of less than €5,000	Heads of Units (AODs)
Cancellations of amounts receivable of less than €5,000	Heads of Units (AODs)
} only for own area of responsibility; no cross-delegation, no sub-delegation	
HR activities	Delegated to
Authorisation for:	
Annual Leave & Flexitime Recuperation	Line managers, Heads of Units (AODs)
Special Leave	Head of HR unit (AOD)
Sick Leave	Line managers, Heads of Units (AODs)
Carry forward of leave in excess of 12 days	Head of HR unit (AOD)
Compensatory Leave	Line managers, Heads of Units (AODs)
Advance of Salaries	Head of HR unit (AOD)
Training Requests	Line managers, Heads of Units (AODs)
Determination of entitlements	Line managers, Heads of Units (AODs)
Determination of grade and step	Head of HR unit (AOD)
Determination of place of origin	Head of HR unit (AOD)

Annex 11 – Template for AOD declaration

MODEL DECLARATION BY THE AUTHORISING OFFICER BY DELEGATION RELATING TO THE ANNUAL ACTIVITY REPORT 2011

I, the undersigned, _____ (Authorising Officer by delegation)

in my capacity as Authorising Officer by delegation,

Declare that the information contained in this report gives a true and fair view¹⁰.

State that I have a reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principle of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self assessment, the ex post controls, the work of the internal control coordinator, the observations of the Internal Audit Service⁵ and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported which could harm the interests of Eurofound.

However the following reservations should be noted:

[where appropriate]

[The Authorising Officer by delegation could, by way of reservations, note, for example, any particular risks which may have been run in using appropriations, or report any malfunctions; in this case, an indication must be given of remedial measures taken or planned by the Authorising Officer by delegation].

Place

date

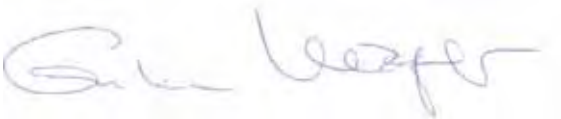
Signature.....

¹⁰ True and fair view in this context means a reliable, complete and correct picture of the state of affairs in the service.

Annex 12 – Statement of the Internal Control Coordinator

I hereby declare that in accordance with my responsibilities as Internal Control Coordinator I have reported my assessment, advice and recommendations to the Director on the overall state of internal control in Eurofound based on the 2011 Internal Control Annual Workplan.

Place: **Dublin** Date: **4 May 2012**



signed **Erika Mezger**, Deputy Director
Internal Control Coordinator

