

Programming document 2017–2020

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TOWARDS UPWARD CONVERGENCE 2017-2020



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Foreword

Eurofound's new *Programming document 2017–2020* is being presented at a time of considerable change and challenge for the people of Europe. The context is that of a halting recovery from the crisis and the profound difficulties that flow from it, as well as the impacts of regional and global trends.

As the past decade has shown, long-term trends can combine with shorter-term exigencies to create profound socioeconomic consequences. No part of Europe has been untouched by the shocks. Through this period, Eurofound has continued to strive to fulfil its role: to contribute to the planning and design of better living and working conditions for Europeans. It has done so through measuring impacts on the labour market, on working conditions, on social dialogue and on the quality of life of citizens, reviewing policy responses to identify effective measures and highlighting issues and groups that embody particular concerns.

With more than four decades of this experience, Eurofound is well equipped to continue to contribute strongly as it adopts a new strategic approach to the next four years.

This programming document will guide Eurofound's work and shape its contribution during this period in developing scientifically sound, timely and relevant knowledge to support policymakers in the EU institutions, social partners and national governments.

As we embark on this new phase, we look forward to working together with our partners as we seek to help shape changes that will improve the lives of all Europeans.

Juan Menéndez-Valdés

Director

List of acronyms

ABB	activity-based budgeting
ABM	activity-based management
BPI	business performance improvement
CA	contract agent
CAAR	<i>Consolidated annual activity report</i>
Cedefop	European Centre for the Development of Vocational Training
CEOS	Conditions of Employment of Other Servants of the European Union
CRM	customer relationship management system
ECS	European Company Survey
EIGE	European Institute for Gender Equality
EJM	European Job Monitor
EMCC	European Monitoring Centre on Change
EMCO	Employment Committee
ENP	European Neighbourhood Policy
EPMS	Eurofound Performance Monitoring and Evaluation System
EPSO	European Personnel Selection Office
EQLS	European Quality of Life Survey
ERM	European Restructuring Monitor
ETF	European Training Foundation
EU-OSHA	European Agency for Safety and Health at Work
EurWORK	European Observatory of Working Life
EU-SILC	European Union Statistics on Income and Living Conditions
EWCS	European Working Conditions Survey
FRA	European Union Agency for Fundamental Rights
FTE	full-time equivalent
IAS	Internal Audit Service
ICT	information and communications technology
IIWG2	Inter-institutional Working Group 2
ILO	International Labour Organization
IPA	Instrument for Pre-accession Assistance
KPI	key performance indicator
EU-LFS	European Union Labour Force Survey
MEP	Member of European Parliament
OECD	Organisation for Economic Co-operation and Development
QFR	Quality Framework for anticipation of change and restructuring
SES	Structure of Earnings Survey
SNE	seconded national expert
SPC	Social Protection Committee
TA	temporary agent
TFEU	Treaty on the Functioning of the European Union

Mission statement

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

The 1975 Founding Regulation stipulates:

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

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

I. General context

The policy context

- Eurofound’s multiannual programme 2017–2020 commences at a time when the European Union looks back at a decade of economic turmoil and one of the most challenging periods in its history. The banking and fiscal crisis that led to the most severe recession since the Great Depression triggered unprecedented measures geared towards restoring fiscal stability and saving the euro.
- Though successful in achieving these aims, a large part of Europe has experienced the past decade as one marked by high levels of unemployment, especially among young people, growing economic insecurity and increasing poverty and exclusion. In terms of progress in achieving the core objectives of the European integration project – inclusive growth and upward economic convergence with employment creation and better living and working conditions for all – the 10 years since the outbreak of the crisis in 2007 appear as a lost decade.
- This holds true even if not all Member States have been hit equally hard by the recession, and governments have introduced different measures to counteract the effects of the employment and social crises. However, the catching-up process of lower-income countries was stopped by the crisis, and the pace of reduction of income dispersion has slowed down.¹ Eurofound’s analysis of data from the 2012 European Quality of Life Survey (EQLS) shows that the top income quartile in poorer Member States are worse off than the bottom income quartile in richer Member States, as measured by a deprivation index.² The data also show that the effects of the crisis are particularly evident in the countries on the periphery: being able to afford all six items of the deprivation index was least common in Bulgaria, Greece, Lithuania and Estonia.
- Around 2015, growth returned to most Member States, but the recovery is fragile, and major divides within and between Member States persist. Failure to return to a path of growth and jobs and a perceived lack of fairness could impact on the disengagement and decreasing levels of trust that the EQLS depicts. Europe is marred by various forms of political extremism, and euro-scepticism has increased.
- For the period 2017–2020 covered by the programming document, this means that progress will have to be made in solving the economic challenges Europe continues to face: increasing competitiveness and ensuring sustainable, job-rich growth. Additionally, progress in achieving more equal and inclusive societies and a return to convergence towards higher levels of quality of work and life for all must also become evident.
- These ambitions are, inter alia, reflected in the political guidelines of the Commission, the Agenda for Jobs, Growth, Fairness and Democratic Change. The European social partners are united in the view that Europe needs to be both a good place for enterprises to invest and create jobs and also a good place to work and live.³

The vital goal of European integration – improving living and working conditions and harmonising them – has to be achieved in a new global setting that differs in many respects from the pre-crisis situation. The underlying long-term drivers of change remain the same: demography, technological development,

¹ European Central Bank (2015), ‘Real convergence in the euro area: Evidence, theory and policy implications’, *ECB Economic Bulletin*, No. 5, pp. 30–45.

² The third European Quality of Life Survey measured material deprivation in terms of the ability to afford six items considered essential: keeping the home adequately warm; paying for one week’s annual holiday away from home; having a meal with meat, chicken or fish every second day; replacing worn-out furniture; buying new clothes rather than second-hand ones; inviting friends or family for a drink or meal at least once a month.

³ BusinessEurope, CEEP, ETUC and UEAPME (2015), *Joint in-depth employment analysis*, Employers’ Resource Centre, Brussels.

globalisation and environmental challenges. However, within these drivers, some paradigmatic changes are manifesting themselves that are likely to have a particularly transforming influence on the areas of relevance to Eurofound. When addressing these challenges, policymakers are facing a series of dilemmas. The digital shift is having an impact on labour markets and the employment distribution between occupations as well as on the content and quality of work and its organisation. Digitalisation is likely to lead to job losses and to new jobs being created. New possibilities for automation can contribute to enhanced competitiveness and support a revival of manufacturing in Europe, but this is unlikely to lead to the abundance of jobs previously associated with a strong manufacturing sector. Digitalisation is also changing the services sector, including high-value-added tasks such as design and engineering, with the potential to improve productivity but also impacting on employment levels and job content and quality, as well as skills requirements. Adapting to these changes and seizing the opportunities the digital age offers are, therefore, closely linked to appropriate skills and well-functioning labour markets. The question is how European economies should adapt to benefit from digitalisation, and also how to manage the process in order to minimise potential disruptive effects.

- Technological change and new forms of work are transforming employment relations. Concepts like ‘job’, ‘employer’, ‘worker’, ‘self-employed’ and ‘workplace’ are changing, and boundaries are blurring. Eurofound research shows that some new forms of work can contribute to job growth. They come with new challenges for devising policies aimed at ensuring better jobs and improving working conditions, and for preventing fraudulent practices. The search for solutions takes place in the face of declining unionisation and in a setting where social dialogue has been under pressure and coverage of collective bargaining has decreased, as Eurofound research shows.
- Analysis of the European Working Conditions Survey (EWCS) shows that the majority of European workers have good-quality jobs. But there is concern about an increasing gap between those in secure, relatively well-paid jobs and those with a more tenuous attachment to the labour market, working for low wages, with little prospects. This raises questions about social justice and equality, unfair competition based on lower working standards, but also about the impact of job quality and segmentation on the efficient functioning of labour markets.
- Demographic change, though foreseeable for decades, is starting to show a real impact on labour markets and society, demanding urgent policy action in a range of fields. Labour shortages and the sustainability of social protection systems are a concern. Both concerns, the quest for skilled labour of an increasing number of companies and the need to broaden the base of contributions to the social security system, could be addressed, at least partially, by higher labour mobility and immigration. But the resulting increased diversity of our societies will require solutions to counterbalance the risk of rising tensions and feelings of insecurity. Finding solutions to this dilemma is particularly urgent in the face of humanitarian crises caused by geopolitical conflict and poverty outside of Europe and security problems. Failure to achieve political agreement and societal support for an effective integration of refugees and migrants into European societies prevents Europe from living up to its humanitarian responsibility to protect. It could ultimately also endanger one of the basic principles of European integration, the freedom of movement in the EU.
- European companies continue to operate in a globalised world and have to maintain and improve their position vis-à-vis a growing number of increasingly capable competitors. In order to improve productivity and competitiveness on the grounds of innovation and added value rather than low labour standards, European companies need an appropriate regulatory framework and access to a qualified workforce with the right skills. This requires investment in training and upskilling. Engaging and motivating employees and organising work in such a way that makes full use of their knowledge as well as managing diversity can also increase the innovative capacity of companies. The third European Company Survey (ECS) provides evidence that companies with high levels of employee engagement perform better not only in terms of economic results but also in terms of well-being of their employees. However, extensive practices for direct employee participation can only be found in a minority of European companies.
- The drivers of change have impacted differently on different groups of citizens. The economic crisis has exacerbated the trend towards less cohesive societies and has resulted in an increasing number of people at

risk of poverty. Mitigating measures – the provision of high-quality public services and adequate transfer systems – rely on healthy public finances and strong, sustainable social protection systems. The need to reduce public deficits and the reality of an altered age structure adds to the challenge of addressing inequality and the needs of people in vulnerable situations in our societies.

- These developments and associated dilemmas need to be tackled to achieve more equal and inclusive societies and a return to upward convergence towards better living and working conditions – the longstanding EU objective. Three main outcomes need to be achieved to this end: inclusive growth that comes with jobs; better jobs that can make work more sustainable; and increased cohesion within and between Member States. This requires policy responses from the EU institutions, governments and the social partners. Eurofound, in accordance with its remit and based on its expertise in the fields of living conditions, working conditions, employment and industrial relations, can contribute knowledge to assist policymakers in this task.
- The European Union’s growth strategy, Europe 2020, provides the blueprint for achieving a more competitive economy with higher employment. Targets set are clear, but progress towards achieving them is lagging behind in many areas as a result of the depth of the recent economic and financial crisis. The period covered in this programming document will therefore require Eurofound to provide the best possible input to support the implementation of the European growth strategy. At the same time, information provided needs to be meaningful to facilitate the review and update of this strategy for the next decade.

The institutional context

- The Agency operates within the EU institutional framework. The mid-to-longer-term financial outlook for Eurofound is characterised by minimum growth. This implies a reduction, in real terms, of the resources available, unless new tasks with additional resources are allocated to Eurofound. As with other EU decentralised Agencies, Eurofound has been requested to reduce its staff beyond the 5% staff cut agreed for all EU institutions and bodies. This situation challenges the organisation to do things better with the same or less, especially in a situation where the cost of some key activities is increasing.
- Following the common approach on the EU Agencies agreed in 2012 between the European Parliament, the Council and the Commission, a number of measures are being implemented, related to issues such as the role and position of Agencies, their structure and governance, operations, programming of activities and resources as well as their accountability, controls, transparency and relations with stakeholders. Many of the measures are expected to be fully implemented during this programming period, including the revision of Eurofound’s Founding Regulation, which could update the tasks entrusted to Eurofound. In addition, the Agency may have to deal with the outcome of the Inter-Institutional Working Group (IIWG2) that started working in 2015 in defining criteria for further developments of the EU decentralised Agencies, including potential synergies and efficiency gains through more structural measures.
- The tripartite character of Eurofound’s governing structure will continue to ensure the continued relevance of Eurofound’s programme of activities for its stakeholders and target groups.
- Cooperation agreements are in place with the European Agency for Safety and Health at Work (EU-OSHA), the European Centre for the Development of Vocational Training (Cedefop), the European Training Foundation (ETF), the European Institute for Gender Equality (EIGE) and the European Union Agency for Fundamental Rights (FRA). These agreements foresee early consultation on work programme development and are complemented by yearly action plans that agree further forms of exchange and, where appropriate, joint activities.
- Collaboration reaches even further with the engagement of the Agency’s activities in the candidate countries through the Instrument for Pre-accession Assistance (IPA) programme of the European Commission. If adequate funding was available through the Commission’s European Neighbourhood Policy (ENP), the Agency could explore the relevance of using its expertise in these countries. Cooperation with the ETF would ensure that the experience of the ETF with working in these countries is taken into account.

- The provision of a global perspective in addressing the challenges for the EU is facilitated through cooperation with organisations such as the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). It allows Eurofound access to expertise and information about countries outside the EU.
- It is against this background that Eurofound has to fulfil its mandate to increase and communicate knowledge likely to assist in the development of social, employment and work-related policies.

II. Multiannual programming 2017–2020

Introduction

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

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

Multiannual objectives

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

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

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

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

Relevant indicators are also applied to the operational activities defined in Section III (‘Work programme 2017’), which follow the same logic and approach as the corporate-level KPIs applied to the level of the relevant activity.

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

KPIs

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

Outcome and first-level impact indicators:

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

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

Input and output indicators:

- Budget implementation (98% of the annual budget)
- Staff capacity (97% over a 12-month period)
- Programme delivery (80% of the total number of outputs to be delivered in Year N)

Strategic areas of intervention and implementation approach

Strategic areas of intervention

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

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

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

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

1. Working conditions and sustainable work

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

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

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

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

2. Industrial relations

Industrial relations, the relationship between employers and employees and their respective representatives at collective level, are key to shaping the working conditions and employment relations of Europeans and play an important role in the functioning of national economies, sectors and companies. European policymakers are seeking to promote forms of industrial relations that ensure equitable and productive solutions in a changing world, where the relationship between employer and employee continues to evolve. Eurofound has developed as a centre of expertise for monitoring and analysing trends in industrial relations, including social dialogue. It can draw on its network of correspondents to capture developments in all Member States. Beyond investigating the dynamics of social dialogue itself, analysing its contribution and the role of the social partners in finding and implementing solutions in a wide range of policy fields is mainstreamed in all strategic areas of intervention described in this programme. The single point of access for Eurofound's material on industrial relations and working conditions is EurWORK. Below described are the two activities that will be implemented over the programming period to address existing knowledge gaps in the area of industrial relations.

2.1. Social dialogue

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

2.2. Reporting on working life developments

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

3. Labour market change

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

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

3.1. Well-functioning and inclusive labour markets

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

3.2. Monitoring structural change and managing restructuring

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

3.3. Innovation and job creation in companies

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

employment development and productivity improvements. This could be complemented by case study research on the job creation potential of specific types of companies, such as cooperatives, or cases of business succession. A further research strand will look at the effectiveness of public policy measures in supporting job creation, for example through backing innovation in companies. Other policies that have shown a positive impact on job creation could be explored. Eurofound wishes to maintain its capacity to investigate workplace practices and will therefore explore options for surveying companies across Europe, in cooperation with other EU Agencies, building on its experience with conducting the ECS. The survey should gather data that would allow the investigation of work organisation, human resources practices, skills and knowledge management, and direct and indirect participation in European workplaces and would provide data for research also in other activities. The envisaged cooperation with Cedefop would strengthen the investigation of issues related to skills and learning organisations through the survey. Results of this survey could inform also other strategic areas and activities.

4. Quality of life and public services

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

4.1. Quality of life and quality of society

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

4.2. Public services

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

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

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

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

6. Monitoring convergence in the European Union

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

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

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

Implementation approach

Research methodologies and tools

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

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

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

Europe-wide surveys

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

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

European Working Conditions Survey (EWCS)

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

European Quality of Life Survey (EQLS)

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

European Company Survey (ECS)

For the ECS, Eurofound will explore new routes and join forces to gather information on company practices. An offer has been made to several Agencies, and following their feedback, Eurofound has started to explore the feasibility of conducting a further survey in cooperation with sister Agency Cedefop. The ECS investigates company practices and questions management, as well as employee representatives wherever possible. While the feasibility and design of this joint survey has to be defined, information on skills development and training could be strengthened in a joint survey, and data collection on company practices in the area of work organisation, human resources policies, and direct and indirect employee participation would be maintained.

Analysing European datasets

Eurofound will continue to exploit datasets provided by Eurostat and other organisations. EU-LFS data are analysed for the EJM and for the investigation of labour market changes generally. Other frequently used European datasets include the European Union Statistics on Income and Living Conditions (EU-SILC) and the Structure of Earnings Survey (SES). Eurofound also makes use of ad-hoc modules of the EU-LFS and EU-SILC as well as Eurobarometer data.

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

Gathering national-level information through a network of correspondents

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

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

Assessing policies and practices

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

Anticipating future developments

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

Changing information needs and ad-hoc requests

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

Communication approach

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

For the programming period 2017–2020, some changes to Eurofound's communication approach will be introduced. This is due to the streamlined activity-based focus chosen for the programming period and the need

to integrate key user feedback on communication issues, provided through the reports from the EPMS, the user satisfaction activities and various evaluations.

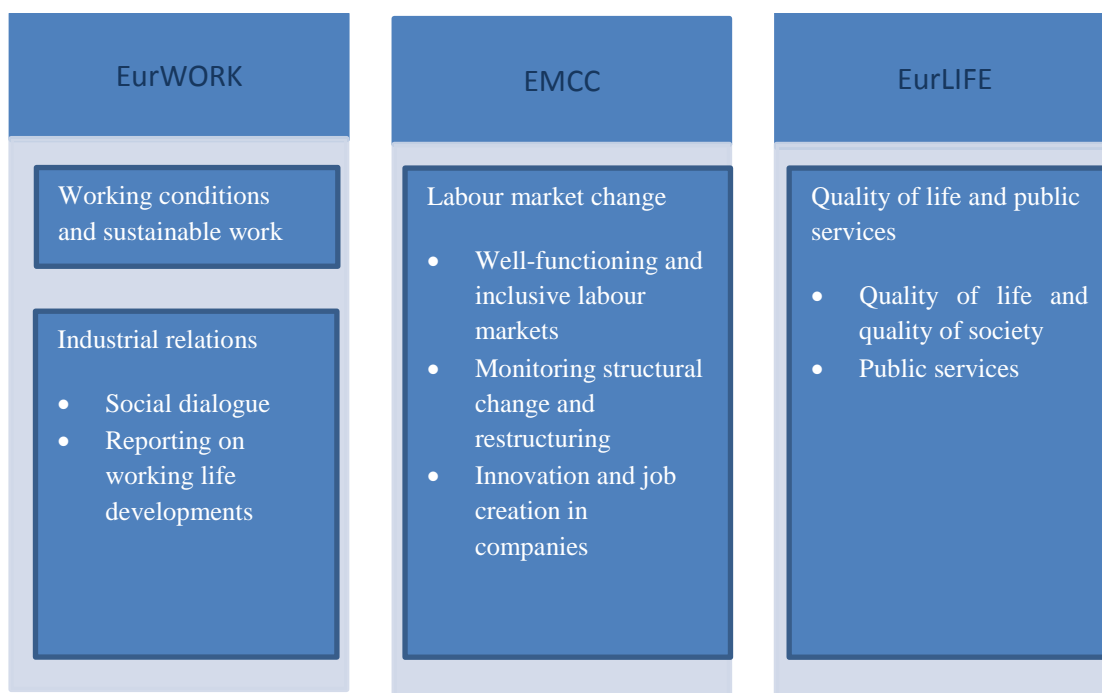
This user feedback has indicated consistently high levels of satisfaction with Eurofound’s work, and performance analytics present positive results over the previous four-year period, showing improvements across a wide range of indicators and ongoing progress by Eurofound in achieving its objective ‘to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

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

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

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

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



Two additional strategic areas of intervention, ‘Monitoring convergence in the European Union’ and ‘The digital age: Opportunities and challenges for work and employment’, will be implemented based on a cross-cutting approach, with communication activities taking place in an ad-hoc manner, making use of opportunities as they arise.

The Eurofound brand will be represented via the home page of the website. The surveys and databases, as well as other relevant information, would remain accessible via this home page. Each portal would be adapted to focus on the relevant activities while maintaining access to the existing body of research data, analysis and expertise and preserving some recent developments. Communication on the cross-cutting areas of intervention (‘Monitoring convergence in the European Union’ and ‘The digital age: Opportunities and challenges for work and employment’) would be accessible from the general home page. The thematic search function per topic and per country will be strengthened to ensure an easy and rapid access to existing and future findings by external end-users.

- A flagship report from each of the first four strategic areas of intervention will be published over the four-year period.
- Activities would be presented via a dedicated landing page highlighting Eurofound’s contribution.
- An activity-focused publication series for the first four strategic areas of intervention will be introduced over the four-year period, and specific publication registers will be updated on an ongoing basis.
- The events and networking programme will continue to be largely demand-driven and shaped by emerging agendas. Collaboration with the EU Presidencies and with the Council committees, such as the Employment Committee (EMCO) and the Social Protection Committee (SPC), will continue to be a core priority. The flagship Foundation Forum will take place every four years, and Eurofound will continue to reach out to EU and national-level stakeholders via its programmes of social partner and MEP lunches, the existing Foundation Seminar Series, thematic workshops and seminars.
- User profiles will be established in the newly upgraded customer relationship management (CRM) system, enabling segmentation, targeting and tracking customised to the users’ needs. Media segmentation and RSS feeds will be similarly tailored to user needs.
- Social media will continue to be exploited as a modern and effective mechanism of expanding reach and driving users to Eurofound’s website, and Eurofound will move to respond effectively to the growing number of mobile users.
- Multilingualism will continue to be very relevant in Eurofound’s outreach and dissemination programme, with efforts set to continue in the publications programme and online profile to ensure access to Eurofound’s information for all national-level users according to the language communication policy. In this context, Eurofound will continue to translate all executive summaries into all EU official languages as well as entry-level web pages and other ad-hoc demand-driven translation requirements. Reports will continue to be produced in English only, while the Foundation Findings series will continue to be translated into a limited number of languages. Ad-hoc requests for language versions and potential translation of flagship and other key reports will be considered on a case-by-case basis.
- The use of audio-visual material, interactive tools and infographics will be further developed in an effort to present Eurofound’s work in the most clear and accessible manner across all EU countries.

The above approach outlines how Eurofound will adapt its ongoing communication activities specifically to this 2017–2020 four-year programme. The primary focus remains EU-level decision makers. Eurofound will also serve national-level policymakers where it concerns the influencing or implementation of EU policy at national level or where Eurofound can clearly contribute useful comparative information to issues relevant at European level. Some specific tools and infrastructure are in place to support and deliver the communication dimensions of each of these activities. These include web development and maintenance; publication and language policy;

events and networking; contact management and dissemination; and promotion and design (see Section III, horizontal activity 2.2.1).

Organisational support and development

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

- staff recruitment and development;
- budgeting and financial management;
- information and communications technology (ICT) infrastructure and application development;
- procurement and contract management;
- programme and project management support.

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

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

- Continuous investment in training and development of staff in support of the proposed areas of intervention.
- Managing the engagement and commitment of the people to the organisation's objectives aimed at increased performance in the organisation and retention of staff through sense of ownership, responsibility and accountability.
- Commitment to a longer-term view on succession planning, skill gaps and evolving skills needs.

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

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

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

Human and financial resource outlook

Overview of the past and current situation

Staff population overview 2015

Staff population		Staff population actually filled at 31.12.2014	Staff population in voted EU budget 2015	Staff population actually filled at 31.12.2015	Staff population in voted EU budget 2016 ⁸
Officials	AD	8	8	8	8
	AST	10	10	9	8
	AST/SC	0	0	0	0
TA	AD	41 ⁹	43	40	42
	AST	36	36	38	37
	AST/SC	0		0	
Total		95	97	95	95
Total CA		13	14	13	14
SNE ¹⁰		0	1	0	1
Structural service providers ¹¹		7 ¹²	8 ¹³	7	7 ¹⁴
TOTAL		115	120	115	118
External staff ¹⁵ for occasional replacement ¹⁶		0			

Expenditure for 2015 and 2016

Of the total of €20,582,049 appropriations arising from the EU subsidy and other general, non-assigned appropriations, Eurofound achieved a commitment rate of 99.9% in 2015.

Title	Appropriations arising from the EU subsidy and other general appropriations	Commitments made from 2015 appropriations	Budget execution rate 2015	Budget 2016
Title 1 – Staff	12,290,957	12,282,999	99.9%	12,080,000
Title 2 – Administrative	1,402,307	1,401,843	100.0%	1,400,00
Title 3 – Operational	6,888,785	6,886,214	100.0%	7,080,000
TOTAL (€)	20,582,049	20,571,057	99.9%	20,560,000

⁸ Figures should not exceed those indicated in the Legislative Financial Statement attached to the founding act (or the revised founding act) minus staff cuts in the context of 5% staff cuts over the period 2013–2017.

⁹ A vacancy existed for a research manager.

¹⁰ FTE

¹¹ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge, etc.); and (4) contributing to the value added of the Commission. Expressed as FTE.

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

¹³ Increase due to Eurofound's coordinating of the Network of EU Agencies in 2015.

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

¹⁵ FTE

¹⁶ For instance, replacement due to maternity leave or long sick leave.

Resource programming

Financial resources

Justification

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

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

- The annual subsidy payments have been communicated to Agencies in the Commission Communication COM(2013)519 of 10 July 2013.
- The EU contribution will continue to be the main source of revenue during 2017–2020.
- Eurofound has been classified as a ‘cruising speed’ Agency – well-established and with stable tasks. It implies an annual subsidy that is frozen since 2012, despite increasing demands from stakeholders linked to the current economic and social situation.
- According to the mentioned Commission Communication, 2018 is expected to be the last year of staff reduction and budget freeze, and the annual subsidy is foreseen to increase then by 2% or €408,000 in 2019, followed by 2% again or €416,000 in 2020.
- Price increases in contracts that are considered an essential part of the proposed activities will be difficult to avoid. This concerns particularly the cost of preparation and fieldwork of the surveys. To alleviate the pressure on all other activities, Eurofound will explore and invest time in options to reduce cost, to reallocate or pool resources, and to deliver activities and projects in alternative ways while maintaining a strict results and quality focus.

Revenue

Revenue (in thousand €)	2017	2018	2019	2020
EU subsidy	20,371	20,371	20,779	21,195
IPA (Instrument for Pre-accession Assistance)	p.m.	p.m.	p.m.	p.m.
Other grants	-	-	-	-
Revenue from services rendered/other	200	200	200	200
TOTAL	20,571	20,571	20,979	21,395

Expenditure

Expenditure (in thousand €)	2017	2018	2019	2020
Title 1 – Staff	13,020	13,270	13,490	13,650
Title 2 – Administrative (buildings, equipment and misc. operating expenditure)	1,400	1,350	1,350	1,350
Title 3 – Operational	6,151	5,951	6,139	695
TOTAL	20,571	20,571	20,979	21,395

Budget outturn

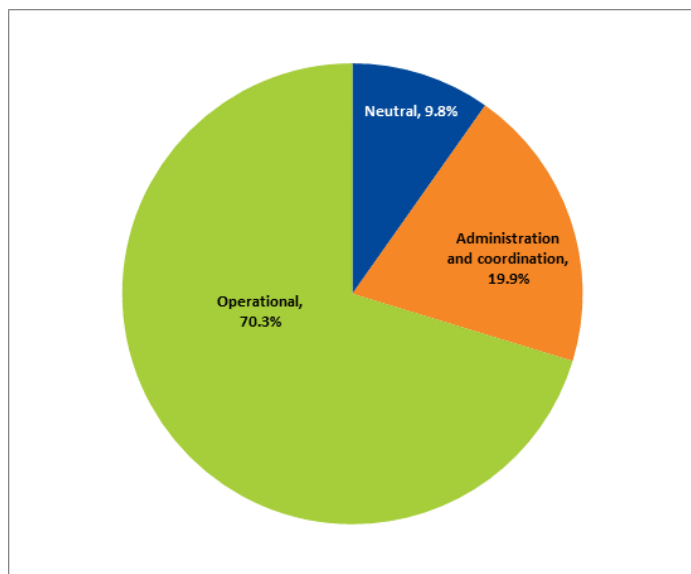
2015 surplus reimbursed to the EU budget (as assigned revenue): €7,126.97.

Human Resources

Staff population evolution

During the period 2013 to 2017, Eurofound reduced its establishment plan from 101 to 95 posts in compliance with the reduction required at the moment.¹⁷ This number covers both officials and temporary agents (TAs).

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



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

Staff population		Staff population envisaged in draft EU budget 2017 ¹⁸	Staff population envisaged in 2018	Staff population envisaged in 2019	Staff population envisaged in 2020
Officials	AD	8	8	8	8
	AST	8	6	6	6
	AST/SC	0	0	0	0
TA	AD	42	42	42	42
	AST	35	35	35	35
	AST/SC		0	0	0
Total		93	91	91	91
Total CA¹⁹		14	14	14	14
SNE²⁰		1	1	1	1

¹⁷ In accordance with the position of its Governing Board in relation to the requirement that cruising speed Agencies reduce staff by 10%, Eurofound will not provide the detail on any reductions in excess of the 6% agreed in the budget 2016 until it is clear what is decided on this issue by the IIWG2 for future exercises. Regardless of the outcome of these discussions, in the same way as Eurofound has already managed a 6% reduction, it will also comply with directives from the legislative authorities in relation to any further reductions. In this context, the tables in Annex III reflect the impact of a reduction of 6% for the moment and will be adjusted if necessary.

¹⁸ Ibid.

¹⁹ FTE

Structural service providers²¹	7 ²²	7 ²³	7 ²⁴	7 ²⁵
TOTAL	118	118	118	118
External staff²⁶ for occasional replacement²⁷				

Resource outlook 2017–2020

The programme is ambitious in the planning of its activities, given the limitation in resources. The efficiency and reorganisation initiatives undertaken in recent years aimed to ensure that Eurofound will be able to cope with the existing staff allocation, taking into account the need to reduce staff numbers by 6%. Notwithstanding these efforts, the Agency finds itself under increasing pressure to deliver within the constraints of these resources. Any further reduction does raise questions about the continued ability of Eurofound to discharge its mandate in all aspects, at a time where the visibility of the Agency has been considerably increased.

Eurofound’s reputation as a professional organisation is built on the quality of research and communication programmes. The reliability of the data and analysis and the timely and user-friendly communication are crucial success factors. The Agency relies primarily on its staff to safeguard and to further anchor its professional reputation. In the short term, Eurofound’s workforce will not grow. The talent management and workforce planning will therefore focus on optimising the effective development and deployment of its existing staff. The recent strategic focus on the further strengthening of quality management will continue into this programming period. The quality assurance could apply to: (1) good data practices, (2) proper research procedures and (3) reviewing research.

New tasks

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

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

Growth of existing tasks

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

²⁰ FTE

²¹ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge, etc.); and (4) contributing to the value added of the Commission. Expressed as FTE.

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

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

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

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

²⁶ FTE

²⁷ For instance, replacement due to maternity leave or long sick leave.

Efficiency gains

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

- improve key business processes, thus achieving internal synergies in the delivery of services;
- increase user-friendly automation of processes;
- take advantage of shared services to support internal efficiencies;
- revisit its organisational arrangements in the light of the finally approved programming document.

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

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

Technological developments will further aid efficiency gains. Investigation of cloud computing applications and the implications for Eurofound are ongoing, including exploration of a common cloud solution for the Agencies. Investment in budget forecasting tools and e-tendering will materialise during the programming period.

Negative priorities

During the development of this programme, a wide range of tasks were discussed and their discontinuation or downsizing or limits to their further expansion considered. In the context of limited resources, the following negative priorities were agreed:

- The three Europe-wide surveys are a priority for Eurofound and a key source of information for the stakeholders. The current approach is, however, unsustainable in the medium term. In order to maintain the surveys, it will be necessary to adjust the frequency and/or to consider adapting other characteristics. A larger sample size and higher frequency requested by some key stakeholders for the EWCS, while politically relevant, will not be implemented unless additional resources are provided.
- Despite requests from stakeholders to increase multilingualism, especially in the context of serving a national-level audience, multilingual communication of outputs is restricted to avoid a disproportionate claim on the communication budget.
- Unlike in previous work programmes, the topics of youth and migration have not been selected as separate activities. They will be addressed as part of several strategic areas of intervention (in particular where it concerns inclusive labour markets).

Redeployment

Due to the fact that most of Eurofound staff are permanent (officials) or on indefinite contracts (Article 2(f) temporary agents), staff reductions were found primarily from retirements, resignations and more transient contractual arrangements (Article 2(b) temporary agents, contract agents, or Article 2(f) temporary agents who are on fixed-term contracts).

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

Are posts key to the functioning of Eurofound?

- Is the post that is becoming vacant (transfer, end of contract, retirement or resignation) still as relevant as it was when originally created?
- Has technology or more efficient procedures/structures created any redundancies in the roles?

- Is the post assigned to a core activity?
- Is the activity appropriately resourced or over-resourced? Could it be carried out with fewer resources or by restructuring other roles? Is there duplication between the role and what others are doing? Can the work be delegated to other staff?
- Can the activity/task be outsourced or simply discontinued?
- Are skills critical – do they exist in other staff or must they be recruited?
- What would be the impact of not filling the post – for the unit, for Eurofound?
- Should staff reductions be used to rebalance in favour of AD and have less AST staff, or vice versa?

Favouring one contract type?

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

In this context, the following posts were not filled when they became vacant in order to achieve the staff reduction requirement:²⁸

Budget year	Contract type	Function group	Posts to be suppressed ²⁹
2014	TA	AST	Achieved
	Official	AST	Achieved
2015	TA	AST	Achieved
2016	Official	AST	Achieved
2017	TA	AD	Achieved
2017	Official	AST	Achieved

²⁸ In accordance with the position of its Governing Board in relation to the requirement that cruising speed Agencies reduce staff by 10%, Eurofound will not provide the detail on any reductions in excess of 6% until it is clear what is decided on this issue by the IIWG2. The Network of EU Agencies has submitted fiches setting out an analysis under the four headings to be considered by the IIWG2 and will present its positions within the IIWG2 and further elaborate on the content of the fiches. To publish details in advance of agreement on the level of staff reduction would create unnecessary concern within the Agency and could have an adverse effect on business processes and on staff morale. Regardless of the outcome of these discussions, in the same way as Eurofound has complied with the 6% reduction requirement in the budget of 2016, it will comply with directives from the legislative authorities in relation to any further reductions. In this context, the tables in Annex III reflect the impact of a reduction of 6% for the moment and will be adjusted if necessary.

²⁹ The achievement of up to 10% staff cuts by 2018 is extremely difficult due to the fact that the Agency had a policy of offering contracts of indefinite duration to all temporary agents until 2013. Since then, temporary agents have been employed on initial contracts of five years' duration, indefinite on first renewal. The flexibility that might be available to other Agencies in regard to management of contracts exists to a very limited degree, particularly since the management of reductions through inclusion of contract agents has been ruled out.

III. Work programme 2017

1. Executive summary

2017 is the first year of a new multiannual programme for Eurofound. Support for policies that lead to the upward convergence of living and working conditions in Europe is at its centre. Building on established areas of expertise, the Agency will focus its research and communication efforts in the areas of working conditions, industrial relations, labour markets and quality of life. Research and communication will be organised along 10 topical activities:

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

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

A large part of the evidence that Eurofound will provide in 2017 will be derived from Eurofound's own surveys. In the area of working conditions, new insights into the development of job quality in Europe and on progress made towards more sustainable work will be gained from analysis of the sixth European Working Conditions Survey (EWCS). Working conditions are shaped to a great extent by industrial relations, the quality of social dialogue and its outcomes. Developments in industrial relations in Europe will be reported on in 2017. Longer-term trends can be investigated due to the availability of extended series of observations in Eurofound's monitoring tools. Analysis of social dialogue dynamics will focus on the articulation between the national level and the EU level. In the area of labour market change, job creation in companies will be examined by making use of data from the third European Company Survey (ECS). Up-to-date information on the employment effects of restructuring will be available from the European Restructuring Monitor (ERM). Eurofound will continue to provide analysis and data on what kind of jobs are being destroyed and what kind are being created through the European Jobs Monitor (EJM). When providing evidence on developments in quality of life, the key data source is the fourth wave of Eurofound's European Quality of Life Survey (EQLS). Examining the trust Europeans put in institutions and in people will be a focus of this analysis, as will the examination of tensions in society. Research in 2017 on the quality of a range of public services – healthcare, long-term care, childcare and education – will equally be based mainly on the analysis of the module on public services in the fourth EQLS.

The 2017 work programme will also gather evidence on what policies and measures have worked. Eurofound will identify policies and measures that have been evaluated, with the aim of presenting systematic overviews of the results of these evaluations. This will be done for policies in support of job creation and for policies to combat labour market segmentation. Evidence will also be provided through case study research, which in 2017 will focus on exploring the opportunities and risks associated with selected new forms of employment (casual work and crowd employment) and to examine the impact of automation on the services sector.

At the start of a new programming cycle, conceptual work is also required, in many cases related to developing measurement tools and indicators for monitoring developments. The feasibility of measuring the sustainability of work will be explored, and Eurofound will examine the option of establishing an industrial action monitor. A

research approach will be developed for investigating the broad labour market implications and the impact on work of digitalisation and for the specific aspect of the impact of digitalisation on social services. Also, for the activity ‘Monitoring convergence in the European Union’, the development of a conceptual framework will be the first step in 2017. A distinct activity is devoted to managing Eurofound’s surveys and to developing them further, where the focus in 2017 will be on testing designs for a next ECS. The 2017 work programme also foresees the possibility to react to ad-hoc information requests from Eurofound’s stakeholders. Roughly 5% of the operational budget and staff capacity are reserved to cover unforeseen issues that require policy action. Implementation of the operational research and communication activities outlined above is supported by two horizontal activities. These ensure that an optimal communication infrastructure is in place and that organisational support and development guarantee sound financial management, increased efficiency, and availability of staff with the skills and competencies necessary to implement the programme effectively.

2. Activities

2.1 Operational activities

2.1.1. Working conditions and sustainable work

Overview

The European Working Conditions Survey (EWCS) is a prime source of information on job quality and its correlation with the health and well-being of different groups of workers. The analysis of the new dataset of the 2015 wave will be the focus for 2017. It will allow the Agency to provide policymakers with evidence on the development of job quality in Europe based on fully comparable, up-to-date data from this unique survey. The survey will be analysed to establish to what extent workers of different ages experience different working conditions, which age groups are exposed to what kind of conditions, and what the associations between working conditions and the perceived sustainability of work³⁰ are. This research started in 2016 and will be completed in 2017. Analysis on another topic will begin: based on EWCS data, Eurofound will investigate what the associations between working conditions and the physical and mental health of workers and absenteeism and presenteeism are (in consultation with EU-OSHA). Evidence on the conditions experienced by workers in other parts of the world is increasingly relevant in the face of the internationalisation of economic activity. In 2017, Eurofound will complete work on a joint report with the ILO on working conditions in a global perspective, which will describe and analyse working conditions in a number of non-EU countries.

The analysis of job quality data in the EWCS will be taken a step further. Eurofound wants to explore the feasibility of measuring work sustainability. According to Eurofound's 2015 concept paper, sustainable work depends on two elements – the different dimensions of job quality and the circumstances and characteristics of the individual. The way in which these two elements combine influences the ability to work and remain in work throughout the life course. Eurofound will investigate the question of which elements of job quality are most significant for making work sustainable. Secondly, it will explore whether quantitative indicators for contextual and institutional factors important for sustainable work can be developed.

In a further research strand investigating non-standard forms of employment that are emerging or expanding, casual work – as defined and identified in Eurofound's research on new forms of employment – will be examined, including zero-hour and very-short-hour contracts. The motivation for taking up casual work will be part of this investigation. A quantitative description of the phenomenon (extent of use in different Member States, characteristics of people engaged in this form of work) will be provided where reliable data sources are available. Linked to this research will be a further secondary analysis of sixth EWCS data investigating the question of whether and how employment status is associated with certain working conditions.

Objectives

- To provide analysis of the development of working conditions in a global perspective (based on EWCS data).
- To provide evidence on working conditions and their implications for the sustainability of work, derived from analysis of the EWCS, specifically on
 - working conditions of workers of different ages;
 - working conditions and workers' health.
- To provide evidence on casual work:
 - its regulation in the Member States;
 - the extent to which it is used and the characteristics of people involved in it (for Member States where reliable data sources exist);

³⁰ As measured by the question 'Do you think you will be able to do your current job or a similar one until you are 60 years old?' (if respondent is aged 55 or younger) or 'Do you think you will be able to do your current job or a similar one in five years' time?' (if respondent is aged 56 or older).

- the implications for working conditions and social protection, with a focus on zero-hour and very-short-hour contracts.
- To provide evidence on the links between employment status and working conditions (based on EWCS data).
- To establish the feasibility of measuring sustainable work.

Outputs

- Joint report with the ILO on working conditions in a global perspective (2018)
- Report on working conditions of workers of different ages
- Report on work and health (2018)
- Report on casual work, with a specific focus on zero-hour and very-short-hour contracts (2018)
- Report on employment status and working conditions (2018)
- Interim results from exploring the feasibility of measuring sustainable work

Expected results

Analysis of the EWCS is expected to contribute data and information to the monitoring of job quality by key stakeholders, including the social partners, the European Commission, EMCO, the European Parliament and the OECD. Data is expected to also feed EIGE's Gender Equality Index.

Comparative data and analysis on working conditions in the EU and beyond, based on the 2015 EWCS, will be available. This evidence is expected to inform policies aimed at extending working lives and achieving the employment targets of the Europe 2020 strategy.

The feasibility study for measuring sustainable work would provide clarity, if the development of new indicators on sustainable work is an option. These indicators, bringing together the different dimensions of sustainable work, would allow consideration of the interrelation of policies. This would enhance the scope of the debate and analysis by EU institutions and the social partners in this field.

Indicators

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

Resources

- €370,000
- 3.7 FTE

2.1.2. Social dialogue

Overview

As decision-making at EU level has become more relevant in a number of areas, the relationship between European and national social dialogue is also becoming more relevant. The future of all forms of social dialogue at EU level is dependent on the social partners' capacity to increase the articulation between their EU-level organisations and their rank and file at the national, local and company levels. Eurofound will investigate the level linkages between European social dialogue and the national levels at cross-sector and sectoral levels. The relationship between the national affiliates of European trade unions and employer organisations and developments at EU level will be examined from a bottom-up perspective: to what extent are national players aware of European social dialogue, and what is their degree of interest in and influence on European affairs? A top-down perspective and the question of how information filters down from the European to the national level will also be chosen to provide a complete picture of how coordination between the EU and the national levels works.

Eurofound will map and analyse models and features of social dialogue at the national level that served as examples of good practice before, during and after the crisis. In the course of the exercise, the key dimensions of industrial relations developed in 2015 will be applied. This will allow better understanding and comparisons leading to mutual learning and the identification of areas where support could be of help. A particular focus will be on social dialogue in the Member States that joined in 2004, 2007 and 2013.

Eurofound will continue to assess the representativeness of EU-level sectoral social partner organisations and launch six new studies in 2017. The Agency will consolidate the data gathered via the representativeness studies in a database on the European social partners.

Objectives

- To provide up-to-date information on examples of the articulation between the EU and national levels of social dialogue.
- To improve understanding of models and features of national-level social dialogue and identify areas for mutual learning or support.
- To provide the information required by the European Commission to assess the representativeness of European sectoral social partner organisations so as to support European cross-industry and sectoral social dialogue.

Outputs

- Report on the articulation between the EU and national levels of social dialogue (2018)
- Report on mapping facts and figures on social dialogue at national level in light of key dimensions of industrial relations (2018)
- Six sectoral representatives studies

Expected results

Eurofound representativeness studies will support the European Commission in assessing which European social partners to consult under Article 154 of the Treaty on the Functioning of the European Union (TFEU).

The evidence provided can point social dialogue actors to areas where a better articulation between different levels could render social dialogue more efficient. The evidence provided by Eurofound can also enhance mutual learning processes by increasing knowledge of social dialogue at different levels, which could, in turn, contribute to the capacity building of social partner organisations. This could benefit the involvement of social partners in the design and implementation of policies and reforms, including in the European Semester process.

The evidence can also contribute to a more accurate assessment of social dialogue in the framework of the employment guidelines.

Indicators

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

Resources

- €678,000
- 3.7 FTE

2.1.3. Reporting on working life developments

Overview

In 2017, Eurofound will continue to provide systematic and comparable data on national industrial relations systems and developments in working life through the monitoring and reporting tools integrated in the European

Observatory of Working Life, EurWORK. This includes updating the working life country profiles, which provide background information on industrial relations systems, with an overview of main features, actors and issues for each Member State. Regular reporting on aspects of working life will highlight developments regarding actors, topics discussed and outcomes achieved through legislation or negotiation. The European Industrial Relations Dictionary will also be kept up to date.

New sets of industrial relations data could be added: Eurofound will explore the feasibility of an industrial action monitor. This instrument would systematically screen industrial action events across Europe (announced and actual), their causes and outcomes.

The collective wage bargaining portal brings together wage-bargaining outcomes with qualitative information on wage-bargaining systems and actual practices. It is web-based and also hosts the collective wage bargaining systems and dispute resolution dataset, which is updated every second year. Departing from the initial focus on wage-bargaining outcomes, the portal will in the future be extended to cover collective bargaining in a more holistic way, with the aim to report more systematically on a broader scope of topics addressed in collective agreements (for example, working time and training). Preparatory work will start in 2017.

Objectives

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

Outputs

- Feasibility assessment for an industrial action monitor (2018)
- EurWORK reporting, including:
 - annual review of working life
 - updated working life country profiles
 - updated time series and annual reports on pay and working time
 - European Industrial Relations Dictionary: up to 60 updated or new entries of terms
 - quarterly reporting and articles

Expected results

Eurofound expects to become the portal of reference on industrial relations for EU and national policymakers, providing permanently updated comparative information on actors and institutions, topics discussed and outcomes achieved. The evidence provided can contribute to better-informed initiatives of actors, which could lead to a better functioning of social dialogue at European and national levels. The comparative nature of the information provided can also support initiatives for mutual learning.

Indicators

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

Resources

- €735,900
- 5.2 FTE

2.1.4. Well-functioning and inclusive labour markets

Overview

In 2017, work on labour market segmentation will review existing empirical and conceptual studies. Eurofound will also map what policies have been implemented to combat segmentation. The mapping will prepare the ground for both the development of indicators of labour market segmentation in Europe and an assessment of policies to combat segmentation in subsequent annual programmes.

In the area of employment policies, research in 2017 will focus on measures taken to assist dismissed employees to find a new job. A specific focus will be on collective redundancies, measures geared towards older workers and the uptake of these support measures by the target group.

A further line of research will start looking at recent debates around the issue of wages as a key aspect of inclusive labour markets. The concept of a ‘living wage’, a wage that makes a minimum acceptable standard of living and participation in society possible (but is not statutory and is not equivalent to a minimum income scheme), is debated and implemented in some Member States. Eurofound will map the countries in which there is a political discourse on the living wage and will investigate how, in the countries where it exists, it is calculated and implemented, what position is taken by the social partners and to what extent they are involved in the process.

Objectives

- To initialise research on the concept of labour market segmentation, indicators of labour market segmentation and policies to combat it implemented in Europe.
- To find out what measures work best to ensure that employees, especially older workers, who are made redundant find a new job.
- To start exploring the concept of a living wage in Europe and how it is calculated in different countries or regions.

Outputs

- Report on labour market segmentation (2018)
- Report on the living wage in Europe (2018)
- Report on support measures in the case of redundancies, with a focus on older workers (2018)

Expected results

Policymakers will have access to empirical evidence on the segmentation of labour markets in the EU and different types of segmentation. This evidence is expected to assist an informed policy debate on the presence of segmentation, on measures to identify this presence and on the types of labour market reforms that can in address segmentation effectively.

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

Policymakers will have access to an overview describing what measures work best to ensure that employees who are dismissed due to collective redundancies find a new job and what works specifically for older workers. This will inform the debate on how to address the challenge of an increasing number of older workers facing difficulties in re-entering employment after losing their jobs.

Indicators

- Budget implementation (90%)
- Programme delivery (80%)
- Uptake through website (downloads)
- Contribution through events

- Use in key EU policy documents

Resources

- €238,000
- 2.4 FTE

2.1.5. Monitoring structural change and managing restructuring

Overview

Eurofound has developed two instruments to monitor structural change, provide knowledge on restructuring activities and their employment effects, and good practice for anticipating and managing restructuring: the European Jobs Monitor (EJM) and the European Restructuring Monitor (ERM).

Eurofound will continue to record the employment impact of large-scale restructuring events in the EU28 in the ERM restructuring events database, which has collected over 20,000 cases since 2002. The online database on restructuring-related legislation will be updated in 2017. Using new data from the sixth European Working Conditions Survey, conducted in 2015, Eurofound will investigate the associations between restructuring and working conditions. This will be supplemented by qualitative research on company initiatives addressing those who remain in the firm after restructuring.

Furthermore, in the framework of the EJM, preparatory work for the analysis planned for 2018 (on demography and gender) will take place.

Objectives

- To provide up-to-date information on restructuring events and regulation in the EU.
- To analyse the associations between restructuring and working conditions based on findings from the sixth EWCS and qualitative research.

Outputs

- ERM restructuring report, with a focus on the associations between restructuring and working conditions (2018), and quarterly briefs
- EJM interactive online databases

Expected results

Policymakers will have access to information on structural labour market trends and developments. The ERM will continue to provide up-to-date information on announced restructuring events, legislation and other related information as a one-stop shop for restructuring. This will provide a basis for the European Commission to identify appropriate types of target cases for the European Globalisation Fund. Evidence provided can also contribute to the monitoring of the application of the Quality Framework for anticipation of change and restructuring.

Indicators

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

Resources

- €266,000
- 3.5 FTE

2.1.6. Innovation and job creation in companies

Overview

In 2017, Eurofound will further explore which company characteristics and workplace practices are linked to productivity growth and increase the likelihood of employment growth and retention in organisations. Data from the third European Company Survey (ECS) will be analysed to establish links between certain types of workplace practices and employment and productivity developments. Preparation will start for a further project in which Eurofound will explore, through qualitative research, types of organisations that have been identified as positively contributing to employment (job retention and job creation).³¹

To investigate how public policy can support companies in creating and maintaining jobs, Eurofound will identify evaluations of national innovation-support measures (for example, subsidies or tax incentives for research and development or product or process development, or support for cooperation between companies and research). A systematic review of existing evaluations of public innovation support at company level will highlight lessons learned about what works and what does not, taking into account the specific frameworks.³² The key question is which innovation-support measures have had a positive employment effect in terms of job creation, job retention, skill development and so on.

To update and deepen previous research on workplace practices that enhance human capital and benefit company performance as well as employee well-being, fresh company-level data is required and Eurofound will, in 2017, continue to investigate options for surveying companies in Europe (in the framework of the ongoing activity of survey management and development). A further company survey would provide data for research also in other activities.

Objectives

- To establish how workplace practices and company characteristics are associated with the development of productivity and employment levels in companies, and with working conditions and well-being.
- To explore the motivations for and constraints on positive employment development in selected organisations, their recruitment and employment strategies, and the possibilities for targeted public support.
- To provide an assessment of the job creation effects of public innovation-support measures.

Outputs

- Report on the associations between the development of productivity and employment levels in companies and workplace practices in the area of work organisation, human resource management and employee participation (2018)
- Report on motivations for and constraints on positive employment development in specific organisation types (2019)
- Report on the job creation effects of public innovation-support measures (2018)

Expected results

Policymakers will have access to an overview of existing evaluations of public support for innovation, including the link between these support measures and job creation. This evidence can help improve the effectiveness of public support measures by showing how public funds can be spent best to improve the labour market situation in Europe.

Evidence will be available to policymakers on the link between certain workplace practices and the development of employment levels in companies. In addition, this evidence could inform policies geared towards enhancing the job creation potential of companies through encouraging certain practices.

³¹ Preliminary suggestions are, for example, cooperatives, social enterprises, or business transfers and successions.

³² Alternatively, a review of evaluations could be done on start-up support measures for the unemployed (following a 2016 project on start-up support for young people).

Indicators

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

Resources

- €230,000
- 1.8 FTE

2.1.7. Quality of life and quality of society

Overview

In 2017, this research programme will capitalise on new data from the fourth European Quality of Life Survey (EQLS), collected during the second half of 2016. From its conception and the first wave in 2003, the EQLS has applied a framework that brings together both individual and societal dimensions, and subjective and objective aspects of well-being. This data source allows Eurofound to present in an overview report the key changes in well-being and living conditions since the previous survey wave (2011). Through analysis of the dataset, a variety of questions can be answered. What tensions exist in our societies, and have tensions between specific groups, for example ethnic groups, increased or decreased? How has European citizens' trust in national and European institutions and in other people developed? Have social and economic insecurity increased? How has social participation and community engagement developed? These first analyses will provide orientation for further in-depth research in subsequent years and the development of indicators. Policymakers have a particular interest in knowing how people of different ages compare with regard to the questions raised above. Eurofound will therefore prepare a short analysis on generational differences with regard to quality of life and quality of society.

Quality of life depends on local factors: how communities are engaged, how services are organised, what amenities are offered, what opportunities for housing exist, how safe the local environment is, and so on. These local-level factors have not been explored extensively in previous research on well-being. Eurofound wants to identify the policy relevance of these issues and establish policymakers' information needs in 2017. This will inform decisions on whether a research approach suitable for the Agency, its remit and expertise can be found.

Objectives

- To provide an overview of the key dimensions of quality of life and quality of society in Europe based on empirical, comparative data from the fourth EQLS.
- To provide in-depth analysis of developments of European societies in terms of trust and tensions, community engagement and cohesion.
- To analyse the links between societal characteristics (quality of society) and the well-being of different social groups.
- To explore the option of conducting research on measures and ways to build up quality of life at the local level.

Outputs

- EQLS overview report
- Report, *Trust in people and in institutions in the 21st century* (2018)
- Report, *Social cohesion and well-being in Europe* (2018)
- Policy brief on generational differences

Expected results

Evidence on quality of life and quality of society in the EU from the fourth EQLS could provide relevant input to analysis published by the European Commission, in particular with regard to data on quality of services, social exclusion, social tensions, the situation of the unemployed, indebtedness and other social indicators.

Comparative data on developments in different dimensions of quality of life and for specific groups of people can be used to assess the impact of policy initiatives on different target groups, such as young people, jobless people, families, people with care responsibilities or people with disabilities. This can assist policy evaluation.

Ongoing discussions on inclusion and further fine-tuning of indicators for quality of life in the European Statistical System could benefit from insights gained through research on how to improve the measurement of phenomena related to the quality of society.

Indicators

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

Resources

- €158,000
- 3.3 FTE

2.1.8. Public services

Overview

In 2017, Eurofound will analyse data from the fourth European Quality of Life Survey (EQLS) and the EU Statistics on Income and Living Conditions (EU-SILC) in order to gain more insights into how access to and quality of public services have developed. Has perceived quality since the last wave of the EQLS in 2011 changed, and how do specific societal groups experience quality and access? The fourth EQLS provides data on general satisfaction with a range of public services but will also allow more in-depth analyses of the perceived quality of healthcare, childcare, long-term care and school services, drawing on a new module added in the 2016 edition of the survey.

The research on public services will emphasise responses to new social and demographic realities, not only ageing societies, but also challenges around children and youth. In particular, work will begin on inequalities in access for young people to information and support services; the characteristics of those most disadvantaged will be identified, as well as initial documentation of measures to address this.

Eurofound will commence research on the impact of digitalisation on social services. This requires, as a first step, conceptualising technological change, and specifically digitalisation, in social services and documenting it. This preparatory work in 2017 will be followed by an analysis of how new technologies impact on the design and delivery of social services, using case study methodology, in later annual programmes.

Objectives

- To provide comparative data and analysis on access to and quality of social services in the 28 EU Member States based on, among other sources, the fourth EQLS and to identify which dimensions influence quality of social services most and how they differ for different societal groups.
- To document patterns of access and use of information and support services among young people.
- To develop a concept and research approach for investigating the impact of digitalisation on social services from 2018 onwards.

Outputs

- Report based on the EQLS module on healthcare, long-term care, childcare and education (2018)
- First report on inequalities in access to services among young people
- Internal paper to conceptualise and document technological change, specifically digitalisation in social services

Expected results

Policymakers at the European and national levels will have access to comparative data and analysis on accessibility and quality of social services and the factors influencing it. This knowledge can assist in the planning, adaptation and improvement of social services and contribute to enhancing their accessibility and quality.

The comparative data covering the 28 EU Member States could inform discussions in the SPC on how to maintain high-quality standards in the future delivery of social services to a changing population.

Data and analysis from the module on social services of the fourth EQLS can be used in the European Commission's *Employment and Social Developments in Europe* report.

Eurofound will avail of a conceptual framework on which it can base, with confidence, its planned research on the impact of digitalisation on social services.

Indicators

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

Resources

- €217,000
- 2.1 FTE

2.1.9. The digital age: Opportunities and challenges for work and employment

Overview

In 2017, Eurofound will start its analysis of the broader implications of the development of the digital economy with the drafting of a background paper entitled *Employment in the digital age*. It will include the results of a literature review and present a conceptual framework on which future work will be based. The background paper will also provide a broad, initial overview showing what kind of data on employment in the digital age is available, based on the exploration of different data and information sources, including Eurofound surveys. The employment impact of the automation of services will also be explored. Case studies will highlight which game-changing technologies are present in services, including in the retail sector, and which positive and negative impact on employment levels and working conditions can be seen. A further line of research will explore working conditions of specific groups. The situation of ICT-based mobile workers and teleworkers as identified in the sixth European Working Conditions Survey (EWCS) will be examined in 2017. Preparatory work will be done in order to conduct in-depth case studies on ICT-based mobile work to complement this quantitative analysis in 2018. More information on the opportunities and risks associated with forms of employment that are new or expanding as a result of technological change will also be explored through case study research on crowd employment in 2017. The question of how social dialogue is impacted by the changes brought about by the digital age will be addressed where appropriate.

Objectives

- To develop a research approach for investigating the broad labour market implications and the impact on work of digitalisation, including for social dialogue, where appropriate.

- To identify game-changing technologies in services through case study research.
- To analyse the working conditions of ICT-based mobile workers and teleworkers based on data from the sixth EWCS and qualitative case studies.
- To analyse crowd employment, its regulation in the Member States and the implications for working conditions and social protection.

Outputs

- Background paper, *Employment in the digital age*
- Analysis of the working conditions of ICT-based mobile workers and teleworkers (2018)
- Analysis of the effects of specific forms of crowd employment on working conditions (to be integrated into the output of the 2018 project on the topic)
- Contract for conducting case studies on the impact of game-changing technologies in services.

Expected outcomes

New insights regarding the current effects and potential future implications of the digital economy for the employment and working conditions of Europeans will be available to policymakers. This will include information on the effects of technological advances in services in Europe. It could inform the debate on the digital opportunities for people and businesses in the framework of the Digital Agenda for Europe.

Evidence on the positive and negative implications of changing employment relations for workers and employers could help to identify whether there is a need for public or social partner intervention and, if so, in which areas.

Indicators

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

Resources

- €335,000
- 3.3 FTE

2.1.10. Monitoring convergence in the European Union

Overview

In 2017, through desk research, a literature review, and internal and external consultation with academic experts and stakeholders, an integrated conceptual framework on convergence will be developed. This will be the first step towards providing evidence based on monitoring convergence through selected indicators in a number of dimensions over time. As part of this framework, a list of indicators drawn from Eurofound and Eurostat surveys and measuring the selected dimensions will be prepared. The dimensions for which indicators will be selected are the socioeconomic environment, employment, social protection, working conditions, and social cohesion and quality of life.

Work on analysing data will focus on two of the above dimensions in 2017, employment and the socioeconomic environment, with other dimensions to be added from 2018 onwards. As the macroeconomic situation plays a big role in determining employment participation and working and living conditions, the investigation of economic convergence cannot be ignored. In order to outline the context, Eurofound will focus its investigation on a limited set of key indicators such as gross domestic product (GDP) per capita and productivity. Regional differences will be covered, wherever possible, to explore inter-country and intra-country differences.

Eurofound will investigate employment trends by using standard measures of employment (such as participation rates, employment rates, unemployment rates and long-term unemployment) and other supplementary measures of labour market slack (such as discouraged and involuntary part-time workers). Special focus will be placed on young people, women and migrants. Labour market transitions will be covered, too, since they provide a dynamic picture of European labour market performance.

Also in 2017, work will start on developing an appropriate web-based repository that will allow user-friendly access to the key indicators for monitoring convergence in the areas covered.

Objectives

- To develop a conceptual framework on which to base the monitoring of convergence in five dimensions (employment, social protection, working conditions, social cohesion, and quality of life and socioeconomic factors)
- To start monitoring convergence in the dimensions of employment and the socioeconomic environment and provide analysis of developments for selected indicators
- To prepare a web-based repository to present convergence data and findings

Outputs

- Concept paper and list of indicators
- Interim results on the socioeconomic environment and convergence in employment in Europe
- Web-based convergence repository

Expected outcomes

Policymakers will have access to data and analysis showing in which areas EU Member States are converging and whether or not this is an upward convergence. Evidence will also be available indicating whether the distance between groups of Member States is increasing and whether some groups are moving in different directions. This could assist decision-making on which areas and for which countries or groups of countries intervention is required. It could also feed the debate on and possible initiatives around a European Pillar of Social Rights.

The development of a set of indicators covering the relevant dimensions that impact on the broad area of living and working conditions would allow for continuous and comprehensive monitoring of progress towards upward convergence. This could help the assessment of the impact that EU-level policies and measures in support of convergence have.

Indicators

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

Resources

- €160,000
- 2.5 FTE

2.1.11. Survey management and development

Overview

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

In 2017, the data collection for the fourth European Quality of Life Survey (EQLS) is expected to just be completed, implying that work needs to be done to assess the quality of the data (outsourced) and to carry out an assessment of the lessons and opportunities that can be drawn from the experience of applying the web add-on in the fourth EQLS (in-house).

The preparation for the fourth European Company Survey (ECS) – in collaboration with Cedefop – will be in full flow. Design choices will be explored (outsourced), and the questionnaire will need to be developed (in-house) – following a systematic and rigorous approach – which is well-documented and ensures prevalence of a substantive and methodological expertise. Finally, in 2017, the survey design needs to be finalised, and tender specifications need to be drafted accordingly (in-house).

The first steps in the preparation of the seventh European Working Conditions Survey (EWCS) should be made. A post-test of the sixth wave will be done to inform the development of the next questionnaire. One element will be to carry out a small number of cognitive interviews with respondents/workers to assess to what extent the survey questions accurately and comprehensively captured certain topics of interest (such as self-employment and sustainability of work; outsourced). Also, exploration of stakeholder interest will take place, possibly through a seminar (in-house).

In 2017, Eurofound will examine whether a combined analysis of data from the third ECS and the sixth EWCS is possible. If this turns out to be a viable option, combined analysis of the two surveys could be the basis for further research into the link between certain workplace practices and employee well-being in the future.

Finally, the general in-house activities of maintaining guidelines, capacity building and networking would need to be carried out. A key event in this regard is the 2017 European Survey Research Association conference.

Objectives

- To ensure effective and efficient data collection and analysis to an appropriate quality standard.

Outputs

- Report on the external data quality assessment of the fourth EQLS
- Report on methodological advances in the fourth EQLS
- Report(s) documenting the results of the exploratory study of possible design(s) for the fourth ECS
- Report on the results of the post-test of the sixth EWCS
- Internal paper on the possibilities for combining data from the third ECS and the sixth EWCS

Expected results

A coherent and comprehensive overview will be available of where Eurofound surveys stand in terms of the extent to which they fulfil the information needs of stakeholders, as well as how they fare in comparison to the methodological and substantive state-of-the-art.

A range of tools and resources to ensure coherent and high-quality data collection and analysis will be available. This is expected to ensure the reliability and usefulness of Eurofound surveys as a key tool for providing policy-relevant evidence in the future.

Indicators

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

Resources

- €374,100
- 2.9 FTE

2.1.12. Reacting to ad-hoc information requests

Overview

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

Objectives

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

Outputs

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

Expected results

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

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

Indicators

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

Specific indicator:

- Number of requests

Resources

- €400,000
- 2 FTE

2.2. Horizontal activities

2.2.1. Corporate communication and infrastructure

Overview

Eurofound requires a solid and responsive communication infrastructure and approach to deliver the optimum outcome of providing policymakers with high-quality, relevant and accessible information that informs social and work-related policymaking. The communication context is constantly changing and requires an adaptive response. At the same time, there is growing competition in the information arena at EU and at national levels,

which requires a streamlined and structured communication approach. Moreover Eurofound continues to cover a wide spectrum of issues in its work, which spreads its expertise across an extensive number of topics.

This presents a challenge to the Agency in terms of communication. How to package Eurofound's information through new and innovative formats, how to publish these outputs and via which channels, what languages to use, what dissemination channels to prioritise and with what tools will all form part of the communication activity during this period.

This activity covers two strands:

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

The first strand will cover all generic Eurofound communication outputs and activities and specifically the *Living and working in Europe* yearbook and production of related promotional outputs. It will also include, amongst others, the flagship Foundation Forum every four years (where not aligned to a strategic area of intervention) as well as events resulting from cooperation with Presidencies (Malta and Estonia in 2017). The Foundation Seminar Series will be postponed to 2018. Ad-hoc contributions, including to events, are demand-driven and could also be covered in this context.

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

Objectives

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

Expected results

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

Outputs

- All corporate communication products as outlined in the work programme 2017
- Web hosting and web maintenance as required to deliver the work programme 2017
- Web application development as required to deliver the work programme 2017
- CRM system as required to deliver the work programme 2017
- Media monitoring system as required for delivering the work programme 2017
- Design and promotion as required for delivering the work programme 2017

Indicators

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

Resources

- €1,154,000 (Title 3)
- 13.7 FTE

2.2.2. Organisational support and development

Overview

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

Investment in ensuring a high level of regulatory awareness will continue. The internal control standards and practices are a vital component of the Agency’s commitment to sound financial management. The anti-fraud strategy will be reviewed and updated. An annual awareness raising seminar will be mandatory for all staff. Activities to raise awareness will also be the focus of the annual data protection programme.

The organisational development initiatives during this programming period will centre on the alignment of the organisational and work structure with the programme’s ambitions. In 2017, a database of skills and competencies will become operational to support project implementation, succession planning and career development. A blended approach to learning will be further rolled out to meet the broad range of development needs. The third edition of the bi-annual staff engagement survey will be carried out, which will allow for a comparison over time.

Specific attention will be placed on strengthening the project and programme management capabilities of staff across the organisation. This includes providing training and templates, as well as advice on areas such as project costing, scoping and planning. The aim of the capability is to increase the success rate of projects, maximise the amount of projects delivered in scope with the specified quality, on time and on budget, and by so doing, ensuring more efficient and effective delivery of the programme and its objectives.

Eurofound’s Performance Monitoring and Evaluation System (EPMS) covers monitoring and reporting on the organisation’s performance through quantitative and qualitative methods. Performance monitoring and analysis takes place through indicators and metrics as well as qualitative assessments, user feedback and evaluation. A new framework contract for ‘user satisfaction feedback instruments’ will start in 2017, and it continues to include an annual user satisfaction survey as well as qualitative feedback instruments for users (for example, in-depth interviews and focus groups), complemented with new internal rapid user feedback capture mechanisms.

The evaluation plan proposed for 2017 foresees ex-ante evaluation activities for the activities ‘The digital age: Opportunities and challenges for work and employment’ and ‘Monitoring convergence in the European Union, in order to better define the intervention logic and intended impact for these activities. The survey methodology and development activity already foresees lessons learned from the most recent surveys, which can be complemented by an interim evaluation review. Based on the interim evaluation findings from 2016, new collaboration forms, including a new contract cycle for the network of European correspondents, will be developed.

The continued evolution of activity-based budgeting, costing and management will help the Agency to identify priorities and the portfolio of activities/projects in the programme. The adaptation of data collection systems to the new programme cycle will benefit from the sharing of tools and experiences between Agencies.

The key strategic ICT projects for the programming period relate to a mobile workforce, remote access, cloud-based services and the adoption of Commission-based systems (such as Sysper). The 2017–2020 ICT strategy will be put in place closely aligned with the operational objectives of the programme. Following a review of the current system of document and record management during the previous programming period, the future approach to this key element of any knowledge-based organisation will be decided.

Objectives

- To further increase efficiency through streamlining internal processes.

- To increase regulatory awareness in order safeguard sound financial management through the application of robust internal control standards.
- To have the right tools in place to ensure a longer-term view on succession planning, skill gaps and evolving skills needs.
- To develop a skills and competencies database that will facilitate the identification of the right mix of skills, competencies and experience for staffing of projects, along with the design of succession strategies for key posts.
- To monitor and report on Eurofound’s organisational performance in a reliable and timely manner, providing guidance to the management and learning of Eurofound.
- To ensure that activity-based management (ABM) systems are fully aligned with the programming document.
- To ensure that the ICT strategy and key ICT projects are business aligned and meet the needs of the organisation through supporting the working environment as well as the delivery of the operational and horizontal activities.

Expected results

- Cost savings following completion of a business process improvement (BPI) project.
- The internal control measures will be mature and proportionate, as evidenced by the risk assessment of the Internal Audit Service (IAS).
- Recruitment and development activities that ensure that staff can implement Eurofound’s programme effectively and in line with their potential.
- A more flexible, effective and efficient organisation of work, a better skills mix in project teams, and less time spent on repetitive processes, leaving more time for higher value work.
- EPMS data and analysis are fully integrated Eurofound’s programme management cycle.
- ABM system fully integrated in the programme management cycle.
- New and improved ICT solutions in the area of remote access, mobile workforce and cloud-based services will support flexible working arrangements and more efficient storage and access to software and other applications.

Outputs

- Completed BPI project, including implementation of the action plan of 2016 BPI project
- Delivery of an anti-fraud data protection awareness seminar to all staff

Skills and competency database integrated with the project management system

- 2017 staff engagement survey
- Project Centre version 2 rolled out
- Governing Board and Bureau meetings
- Evaluation reports and EPMS 2016 report
- Activity-based costing fully implemented
- Deployment of the core modules of the Commission’s centralised human resource management system, Sysper2, and selected add-on modules (for example, the mission management module, MIPS)
- Implementation of cloud-based solutions for software and infrastructure support (SaaS and IaaS)

Indicators

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

Resources

- €603,000 (Title 3)
- 4.7 FTE

Annex 1: Resource allocation

Table A1: Resource allocation per activity, 2017

		Operational cost – Title 3 (€)	Full cost 2017 (€)³³ – status January 2016
Continuation of work programme 2016		242,000	1,805,000
Operational activities			
2.1.1	Working conditions and sustainable work	370,000	1,171,000
2.1.2	Social dialogue	678,000	1,619,000
2.1.3	Reporting on working life developments	735,900	2,079,900
2.1.4	Well-functioning and inclusive labour markets	238,000	828,000
2.1.5	Monitoring structural change and managing restructuring	266,000	1,147,000
2.1.6	Innovation and job creation in companies	230,000	671,000
2.1.7	Quality of life and society	158,000	985,000
2.1.8	Public services	217,000	747,000
2.1.9	The digital age: Opportunities and challenges for work and employment	335,000	1,174,000
2.1.10	Monitoring convergence in the European Union	160,000	794,000
2.1.11	Survey management and development	374,100	1,141,100
2.1.12	Reacting to ad-hoc information requests	400,000	879,000
Horizontal activities			
2.2.1	Corporate communication and infrastructure	1,154,000	3,853,000 ³⁴
2.2.2	Organisational support and development	603,000	1,677,000 ³⁵
TOTAL	As per budget	6,151,000	20,571,000

³³ Full costs include operational (Title 3), staff (Title 1) and overhead (Title 2) costs.

³⁴ The total cost for Activity 2.2.1 includes €80,000 from Title 2 directly allocated to the Information Centre.

³⁵ The total cost for Activity 2.2.2 includes €160,000 from Title 1 directly allocated to training and €40,000 to recruitment.

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

Table A2: Expenditure

Expenditure	2016		2017	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	12,080,000	12,080,000	13,020,000	13,020,000
Title 2	1,400,000	1,400,000	1,400,000	1,400,000
Title 3	7,080,000	7,080,000	6,151,000	6,151,000
Total expenditure	20,560,000	20,560,000	20,571,000	20,571,000

Expenditure	Commitment appropriations*					Envisaged 2018	Envisaged 2019	Envisaged 2020
	Executed budget 2015	Budget 2016	Draft budget 2017		VAR 2017/2016			
			Agency request	Budget forecast				
Title 1								
Staff expenditure	12,287,115	12,080,000	13,020,000	13,020,000	+8%	13,270,000	13,490,000	13,650,000
11 Salaries and allowances	11,107,764	11,013,000	11,812,000	11,812,000	+7%	11,983,000	12,155,000	12,314,000
– of which establishment plan posts	10,690,048	10,553,000	11,352,000	11,352,000	+8%	11,515,000	11,683,000	11,838,000
– of which external personnel	417,716	460,000	460,000	460,000	0%	468,000	472,000	476,000
12 Expenditure relating to staff recruitment	90,562	104,000	190,000	190,000	+ 83%	217,000	262,000	262,000
13 Mission expenses	346,635	365,000	320,000	320,000	-12%	320,000	320,000	320,000
14 Socio-medical infrastructure	190,110	158,000	168,000	168,000	+6%	170,000	171,000	172,000
15 Training	95,701	120,000	160,000	160,000	+33%	160,000	160,000	160,000
16 External services	456,342	320,000	370,000	370,000	+16%	420,000	422,000	422,000
17 Receptions and events								
Title 2								
Infrastructure and operating expenditure	1,401,843	1,400,000	1,400,000	1,400,000	0%	1,350,000	1,350,000	1,350,000
20 Rental of buildings and associated costs	681,904	661,000	656,000	656,000	-1%	621,000	621,000	621,000
21 Information and communication technology	566,485	550,000	555,000	555,000	+1%	550,000	550,000	550,000
22 Movable property and associated costs	67,543	102,000	102,000	102,000	0%	92,000	92,000	92,000
23 Current administrative expenditure	16,705	20,000	20,000	20,000	0%	20,000	20,000	20,000
24 Postage/telecommunications	69,207	67,000	67,000	67,000	0%	67,000	67,000	67,000

Expenditure	Commitment appropriations*					Envisaged 2018	Envisaged 2019	Envisaged 2020
	Executed budget 2015	Budget 2016	Draft budget 2017		VAR 2017/ 2016			
			Agency request	Budget forecast				
25 Meeting expenses								
26 Running costs in connection with operational activities								
27 Information and publishing								
28 Studies								
Title 3 Operational expenditure (to be specified by chapter)	7,402,211	7,080,000	6,151,000	6,151,000	-13 %	5,951,000	6,139,000	6,395,000
TOTAL EXPENDITURE	21,091,169	20,560,000	20,571,000	20,571,000	0.1%	20,571,000	20,979,000	21,395,000

* All commitments made from C1, C4 and new R0 appropriations in 2015

Expenditure	Payment appropriations**					Envisaged 2018	Envisaged 2019	Envisaged 2020
	Executed budget 2015	Budget 2016	Draft budget 2017		VAR 2017/2016			
			Agency request	Budget forecast				
Title 1 Staff expenditure	12,076,450	12,080,000	13,020,000	13,020,000	+8%	13,270,000	13,490,000	13,650,000
11 Salaries and allowances	11,107,764	11,013,000	11,812,000	11,812,000	+7%	11,983,000	12,155,000	12,314,000
– of which establishment plan posts	10,690,048	10,553,000	11,352,000	11,352,000	+8%	11,515,000	11,683,000	11,838,000
– of which external personnel	417,716	460,000	460,000	460,000	0%	468,000	472,000	476,000
12 Expenditure relating to staff recruitment	339,101	104,000	190,000	190,000	+ 83%	217,000	262,000	262,000
13 Mission expenses	338,102	365,000	320,000	320,000	-12%	320,000	320,000	320,000
14 Socio-medical infrastructure	127,183	158,000	168,000	168,000	+6%	170,000	171,000	172,000
15 Training	81,536	120,000	160,000	160,000	+33%	160,000	160,000	160,000
16 External services	82,764	320,000	370,000	370,000	+16%	420,000	422,000	422,000
17 Receptions and events								
Title 2 Infrastructure and operating expenditure	1,142,619	1,400,000	1,400,000	1,400,000	0%	1,350,000	1,350,000	1,350,000
20 Rental of buildings and associated costs	522,641	661,000	656,000	656,000	-1%	621,000	621,000	621,000

Expenditure	Payment appropriations**					Envisaged 2018	Envisaged 2019	Envisaged 2020
	Executed budget 2015	Budget 2016	Draft budget 2017		VAR 2017/2016			
			Agency request	Budget forecast				
21 Information and communication technology	475,146	550,000	555,000	555,000	+1%	550,000	550,000	550,000
22 Movable property and associated costs	63,071	102,000	102,000	102,000	0%	92,000	92,000	92,000
23 Current administrative expenditure	14,241	20,000	20,000	20,000	0%	20,000	20,000	20,000
24 Postage/telecommunications	67,520	67,000	67,000	67,000	0%	67,000	67,000	67,000
25 Meeting expenses								
26 Running costs in connection with operational activities								
27 Information and publishing								
28 Studies								
Title 3 Operational expenditure (to be specified by chapter)	4,967,047	7,080,000	6,151,000	6,151,000	-13%	5,951,000	6,139,000	6,395,000
TOTAL EXPENDITURE	18,186,116	20,560,000	20,571,000	20,571,000	0.1%	20,571,000	20,979,000	21,395,000

** Payments made from C1, C4 and new R0 commitments in 2015

Table A3: Revenue

Revenues	2016	2017
	Revenues estimated by the Agency	Budget forecast
EU contribution	20,371,000	20,371,000
Additional EU funding: ad-hoc grants and delegation agreements	pm	pm
Other revenue	189,000	200,000
Total revenues	20,560,000	20,571,000

Revenues	2015	2016	2017		VAR 2017/ 2016	2018	2019	2020
	Executed budget ***	Revenues estimated by the Agency	As requested by the Agency	Budget forecast		Envisaged	Envisaged	Envisaged
1 Revenue from fees and charges								
2 EU contribution	20,371,000	20,371,000	20,371,000	20,371,000	0%	20,371,000	20,779,000	21,195,000
– of which assigned revenues deriving from previous years' surpluses	191,089	11 078	7,127	7,127		pm	pm	pm
3 Third-countries' contribution (incl. EFTA and candidate countries)	pm	pm	pm	pm		pm	pm	pm
– of which EFTA	pm	pm	pm	pm		pm	pm	pm
– of which candidate countries	pm	pm	pm	pm		pm	pm	pm
4 Other contributions	pm	pm	pm	pm		pm	pm	pm
– of which additional EU funding stemming from ad-hoc grants (FFR Art. 7)	pm	pm	pm	pm		pm	pm	pm
5 Administrative operations	131,912	17,000	18,000	18,000	6%	18,000	18,000	18,000
– of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	1,706	15,000	15,000	15,000	0%	15,000	15,000	15,000
6 Revenues from services rendered against payment	283,236	172,000	182,000	182,000	6%	182,000	182,000	182,000
7 Correction of budgetary imbalances								
TOTAL REVENUES	21,086,148	20,560,000	20,571,000	20,571,000	0%	20,571,000	20,979,000	21,395,000

*** Revenue received and cashed in 2015

Table A4: Budget outturn and cancellation of appropriations

Budget outturn	2013	2014	2015
Revenue actually received (+)	20,623,496.28	21,313,406.30	21,086,148.19
Payments made (-)	16,348,414.56	-16,841,957.78	-18,903,387.62
Carry-over of appropriations (-)	4,515,594.85	-4,819,155.21	-2,916,762.85
Cancellation of appropriations carried over (+)	91,899.82	79,882.74	64,601.35
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	341,517.12	280,902.67	678,363.43
Exchange rate differences (+/-)	- 1,814.99	-2,000.34	-1,835.53
Adjustment for negative balance from previous year (-)			
Total	191,088.82	11,078.38	7,126.97

Descriptive information and justification on:

Budget outturn:

First estimate of the 2015 surplus that should be reimbursed to the EU budget (as assigned revenue): €7,126.97

Cancellation of commitment appropriations:

The total amount of unused C1 appropriations cancelled amounted to €10,991.99. This represents ca. 0.1% of all C1 appropriations available.

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

Cancelled payment appropriations (carry-overs) from 2014 to 2015 amounted to €64,601.35 (C8 taken into account). This corresponds to a cancellation rate of 1.6% of all carry-overs. The main reason for the cancellations was an over-estimation of services ordered under framework contracts that were not fully delivered according to the specifications.

Annex III: Human resource outlook and staff evolution

Table A5: Human resource outlook

Staff population		Staff population actually filled at 31.12.2014	Staff population in voted EU budget 2015	Staff population actually filled at 31.12.2015	Staff population in voted EU budget 2016 ³⁶	Staff population envisaged in draft EU budget 2017 ³⁷	Staff population envisaged in 2018	Staff population envisaged in 2019	Staff population envisaged in 2020
Officials	AD	8	8	8	8	8	8	8	8
	AST	10	10	9	8	8	6	6	6
	AST/SC	0	0	0	0	0	0	0	0
TA	AD	41 ³⁸	43	40	42	42	42	42	42
	AST	36	36	38	37	35	37	37	37
	AST/SC	0	0	0	0	0	0	0	0
Total		95	97	95	95	93	91	91	91
CA GF IV		3	3	4	3	3	3	3	
CA GF III		4	4	4	4	4	4	4	
CA GF II		4 ³⁹	5	3 ⁴⁰	5	5	5	5	
CA GF I		2	2	2	2	2	2	2	
Total CA⁴¹		13	14	13	14	14	14	14	
SNE⁴²		0	1	0	1	1	1	1	
Structural service providers ⁴³		7 ⁴⁴	8 ⁴⁵	7	7 ⁴⁶	7 ⁴⁷	7 ⁴⁸	7 ⁴⁹	
TOTAL		115	120	115	118	118	118	118	
External staff ⁵⁰ for occasional replacement ⁵¹		0							

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

³⁷ Ibid.

³⁸ A vacancy existed for a research manager.

³⁹ A drop in number arising from a resignation in October 2014.

⁴⁰ An offer is being made and, when accepted, this number will increase to 4.

⁴¹ FTE

⁴² FTE

⁴³ Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: (1) no individual contract with the Commission; (2) on the Commission premises, usually with a PC and desk; (3) administratively followed by the Commission (badge, etc.); and (4) contributing to the value added of the Commission. Expressed as FTE.

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

⁴⁵ Increase due to Eurofound's coordinating of the Network of EU Agencies in 2015.

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

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

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

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

⁵⁰ FTE

⁵¹ For instance, replacement due to maternity leave or long sick leave.

Table A6: Proposed resources for the ‘Future of manufacturing’ pilot project*

Staff population	Staff population actually filled at 31.12.2015	Staff population envisaged in 2016	Staff population envisaged in 2017	Staff population envisaged in 2018	Staff population envisaged in 2019
CA GF IV	0	1	1		
CA GF III					
CA GF II	1	1	1	1	1
CA GF I					
Total CA⁵²	1	2	2	1	1
SNE⁵³	0	0	0	0	0
TOTAL	1	2	2	1	1

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

⁵² FTE

⁵³ FTE

Table A7: Staff evolution

Category and grade	Establishment plan in EU budget 2014		Modifications envisaged in establishment plan 2014 in application of flexibility rule		Establishment plan in EU budget 2015		Modifications envisaged in establishment plan 2015 in application of flexibility rule		Staff population actually filled at 31.12.2015		Establishment plan in draft EU budget 2016 ⁵⁴		Modifications envisaged in establishment plan 2016 in application of flexibility rule		Establishment plan in draft EU budget 2017		Establishment plan 2018		Establishment plan 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16																						
AD 15						1					1				1		1 ⁵⁵		1 ⁵⁶			1
AD 14		2				1				2		1			1		1		1			1
AD 13		3				4				3	1	4			1	4	2	4	2	5	2	7
AD 12	2	3			2	7			2	4	2	8			2	7	1	7	1	8	1	7
AD 11	1	5			1	5			1	4	0	5			0	5	1	5	1	4	1	4
AD 10	1	4			1	4				1	2	4			2	4	1	3	2	4	2	4
AD 9	1	3			1	3			1	2	1	3			1	3	1	6	1	6	1	7
AD 8	1	6			1	7			2	5	1	5			1	6	1	6		6	1	6
AD 7	1	6		1	2	5		1	1	6	1	5		1	1	6	1	5	1	4		3
AD 6	1	6				6				7		5				4		3		2		1
AD 5		5				0			1	6		1			1		1		1		1	1
Total AD	8	43			8	43			8	40	8	42			8	42	8	42	8	42	8	42
AST 11						0						0				0		1		1		2
AST 10		2				2				2		2				2		1		1		1
AST 9		5				6				3		7				6		7		8		8
AST 8		6				7				3		8				8		8	1	9	1	9

⁵⁴ Upgrades in the establishment plan have been inserted in order to allow for reclassification and promotions. In certain grades, AD 5 particularly, the cohort largely date from a certain period of recruitment and many have or will reach at least the multiplication factor for the grade as indicated in Annex IB to the Staff Regulations. Not to include such provision will not allow for career development.

⁵⁵ This is a provision for the career development of the Director.

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AST 7		8				9				9	1	10			2	8	2	7	2	6	3	5
AST 6	2	4			2	2			1	4	3				3	1	3	3	2	3	1	3
AST 5	4	6			3	6			3	3	2	8			1	7	1	5	1	4	1	3
AST 4	2	3		-1 ⁵⁷	2	1		-1		5	1			-1	0	1	0	2	0	1	0	1
AST 3	1	2			1	1				4						2				1	0	1
AST 2		1			1	1			1	4	1	1			0	0	0	1	0	0		
AST 1	1	1		-1	1	1			4	1		1			0	2				1		1
Total AST	10	38			10	36			9	38	8	37			6	37	6	35	6	35	6	35
AST/SC 6																						
AST/SC 5																						
AST/SC 4																						
AST/SC 3																						
AST/SC 2																						
AST/ SC 1																						
Total AST/SC																						
TOTAL	18	81			18	79			17	78	16	79			14	77	14	77	14	77	14	77
	99				97			0	95		95				93		91		91		91	

⁵⁷ Eurofound applied the flexibility rule. The current accounting officer is AST and eligible to apply for AD positions. The role, however, is regraded at AD level. Until this position becomes vacant, Eurofound will reflect this situation by AST 4 -1 and AD 7 +1

Annex IV: Human Resources policies

A. Recruitment policy

a) Officials

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

The options used for recruitment of officials are:

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

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

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

b) Temporary agents

Temporary agents, 2(f), are used for all roles, both managerial and operational, in Eurofound, except those roles that are filled with contract agents (such as receptionist).

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

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

The entry grades are in accordance with the requirement of the Staff Regulations and with the model decision for the Agencies. For the most junior administrative assistant role (for example, secretary or finance assistant) the entry level was AST 1.⁵⁸ For more complex administrative assistant roles (for example, HR officer, information officer, contracts officer, editor or personal assistant), the entry level is AST 3 or AST 4. Almost all AD staff are recruited at AD 5, AD 6 or AD 7 levels. The determining factor in deciding on the appropriate

⁵⁸ From 1 January 2014, the most junior grade is AST/SC 1. Decisions on the future allocation of posts to the new SC category will be taken following a full evaluation of the job specifications, consultation with heads of unit and, where appropriate, with the in-house social partners.

entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, research managers recruited at AD 7 are normally more mature candidates, with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research officers, on the other hand, who are recruited at AD 5, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the research officer develops the skills of a research manager over time and by the time of promotion to AD 7 in due course will be expected to assume all aspects of the role of research manager.

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

- internal selection
- inter-agency mobility
- open selection

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

The open selection procedure is advertised through a short notice in the Official Journal, C series, and on the EPSO website. The full detailed vacancy notice is published on Eurofound's website, which also contains the application form. Candidates are required to apply through the online recruitment system. Normally, there is a four-week deadline for submission of applications.

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

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

With regard to the recruitment of director and deputy director, under Eurofound's Founding Regulation, the Governing Board is responsible for selection of candidates and for nomination of a shortlist to the Commission. The Consultative Committee on Appointments (CCA) guidelines on the selection and recruitment of directors and deputy directors of Agencies are followed.⁵⁹

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

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

⁵⁹ It is proposed to align the selection and recruitment for Eurofound with that of other Agencies, where the Commission will manage the selection, and the Governing Board will be the Appointing Authority. This will be reflected in an amended Founding Regulation for Eurofound, which is expected to be adopted in 2017.

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

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

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

c) Contract agents

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

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

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

Eurofound offers contracts of up to five years' duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract would become indefinite.⁶⁰

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

There are two options available when recruiting contract agents on short- or medium-term employment. The first is to source candidates from the EPSO CAST database. The CAST has not proved to be effective for sourcing candidates, and it is now rarely used by Eurofound. The second option of recruiting through a selection procedure organised by the Agency is invariably the more effective solution.

Where sourced through the CAST database, candidates are screened in accordance with the job requirements. They are invited for interview by Eurofound and asked to take a competency test to establish their skills/knowledge levels. They are not required to take a language test since this has already been covered in the EPSO selection process. The interview is conducted by a selection committee comprising a chair and management and staff representatives, appointed in the same way as for other competitions. Following the interview and test, a recommendation is submitted to the Appointing Authority, who makes the final decision on the offer of the position.

Where sourced through a selection procedure organised by Eurofound, a selection committee comprising a chair and management and staff representatives is established by the Appointing Authority, with a letter of instruction

⁶⁰ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

confirming the establishment of the committee, the nature of the position to be filled and the grade, along with job requirements and candidate competencies issued to all members of the selection committee and its secretary.

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

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

d) Seconded national experts⁶¹

Eurofound does not have any seconded national experts (SNEs) at present. They have been used on numerous occasions in the past to carry out research manager or research officer type work. The Agency is open to engaging SNEs and, as indicated above, provision has been made for engaging at least one SNE in the coming years.

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

e) Structural service providers⁶²

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

Temporary agency staff

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

⁶¹ NB: SNEs are not employed by the Agency.

⁶² NB: Structural service providers are not employed by the Agency.

ICT contractors

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

Service contractors

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

f) Appointment of heads of unit

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

B. Appraisal of performance and reclassification/promotions

Table A8: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2014		How many staff members were promoted/reclassified in 2015		Average number of years in grade of reclassified/promoted staff members	Multiplication rates (%) – Annex IB, Staff Regulations
	Officials	TA	Officials	TA		
AD 16						
AD 15						
AD 14		1				
AD 13		3				15
AD 12	1	2				15
AD 11	2	6		1	6	25
AD 10		1				25
AD 9	1	2				25
AD 8		5		2	3.2	33
AD 7	3	6	1	1	2.45	36
AD 6		6		3	2.46	36
AD 5		8		1	5.41	36
Total AD	7	40	1	8	3.9	
AST 11						
AST 10		2				20
AST 9		3				20
AST 8		4				25
AST 7		5		1	3.41	25
AST 6	1	7		1	5.41	25
AST 5	1	4				25

AST 4	1	5	1	2	3.27	33
AST 3	1	4		1	3	33
AST 2		1				33
AST 1	5	3		1	2.04	33
Total AST	9	38	1	5	3.4	
Total	16	78	2	13	3.66	

Table A9: Reclassification of contract staff

Function group	Grade	Staff in activity at 1.01.2014	How many staff members were reclassified in 2015	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14	1		
	13	1		
CA III	12			
	11			
	10			
	9	1		
	8	2	1	2.83
CA II	7	2		
	6			
	5	3	1	3.66
	4			
CA I	3			
	2	1		
	1	1		
Total		12	2	3.24

C. Mobility policy

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

Mobility within the Agency

- All vacancies are advertised internally, where practical and appropriate. Interested candidates are interviewed and if considered suitable are internally transferred. If there is no suitable candidate, a selection procedure or competition is launched. The first stage is an internal selection/competition, and if internal candidates are successful, they are appointed to the position. There were two successful internal selections/competitions during the year 2014.
- A job rotation scheme also exists. It is not frequently availed of, but it allows staff members to swap jobs with each other. The ultimate decision to facilitate the swap is contingent on the suitability of each candidate for the roles. No staff member availed of it during 2014. The scheme was further advertised during 2014, and a number of staff have expressed an interest.
- In the context of the 2011 reorganisation of the Research function, all staff working in Research were invited to state their preferences for the units in which they wished to work. Most staff did express a preference, and it was possible to facilitate the majority of them.

Mobility between the Agencies and the institutions

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

D. Gender and geographical balance

Table A10: Gender balance

Female	Contract agent	FG I	1
		FG II	2
		FG III	1
		FG IV	2
	Official	AD	4
		AST	7
	Temporary agent	AD	18
		AST	26
	Total		61
Male	Contract agent	FG I	1
		FG II	2
		FG III	3
		FG IV	2
	Official	AD	4
		AST	2
	Temporary agent	AD	22
		AST	12
	Total		48
Total		109	

Geographical balance

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

Table A10: Geographical balance

		AT	BE	BG	CZ	DE	ES	FI	FR	EL	HU	IE	IT	LT	LU	NL	PL	PT	RO	SE	SK	UK	Total	
Contract agent	FG I	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	2	
	FG II	0	0	0	0	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	4
	FG III	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	1	0	4
	FG IV	1	0	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	4
Official	AD	1	1	0	0	1	2	0	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	8
	AST	0	0	0	0	0	0	0	2	0	0	1	1	0	0	0	1	0	1	0	1	2	9	
Temporary agent	AD	1	1	0	0	4	4	1	3	1	2	6	4	1	2	4	1	1	0	1	0	3	40	
	AST	0	4	1	0	1	5	0	3	0	0	16	2	0	0	1	2	0	0	1	0	2	38	
Total		3	6	1	1	7	14	1	9	1	2	26	10	1	2	7	4	1	1	3	2	7	109	

E. Schooling

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

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

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

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

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

The Seat Agreement with the Irish government undertakes to work with Eurofound to establish educational facilities that are similar to those provided for other EU bodies. Further work with the Irish authorities is necessary in this regard.

Annex V: Buildings

Current buildings

	Name, location and type of building	Other comments
Information to be provided per building:	Dublin: Main building and conference centre	
Surface area (in square metres) – of which office space – of which non-office space	Approx. 2,500 sq. m. 2,000 sq. m. 500 sq. m., conference centre	
Annual rent (in €)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	€1,151,073	As of 31 Dec. 2014

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

	Name, location and type of building	Other comments
Information to be provided per building:	Brussels: 18, Avenue d'Auderghem	Brussels Liaison Office
Surface area (in square metres) – of which office space – of which non-office space	100 sq. m.	
Annual rent (in €)	€21,175	In 2015
Type and duration of rental contract	Lease agreement with annual termination clause	
Host country grant or support	n/a	
Present value of the building	n/a	

Building projects in the planning phase

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

Building projects submitted to the European Parliament and the Council

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

Annex VI: Privileges and immunities

The Irish government and Eurofound concluded a Seat Agreement and a related Memorandum of Understanding on 10 November 2015.

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

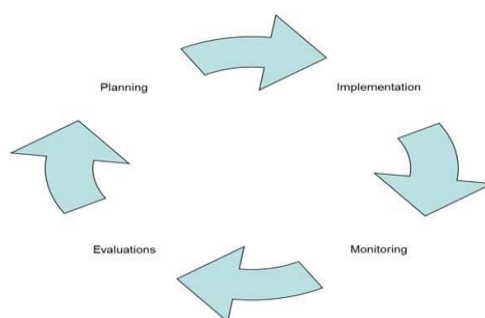
The new Seat Agreement and Memorandum of Understanding are based on the guidelines and templates prepared by the Commission and the Agencies' Legal Network.

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

Annex VII: Evaluations

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

- **Planning:** Objective setting and programme development in a multiannual perspective;
- **Implementation:** Carrying out the programme in order to reach the objectives;
- **Monitoring:** Collecting data on the progress and achievement of the programme objective(s) using a set of agreed metrics and key performance indicators (KPIs);
- **Evaluation:** Together with qualitative analysis, providing an input to further improve the next cycle of planning and implementation.



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

For the period 2017–2020, Eurofound’s performance will be geared towards achieving its strategic objective for 2017–2020. This is expressed in the programming document as follows:

Strategic objective 2017–2020

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

This translates into the following programming logic:

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

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

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

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

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

Particularly important subsets of these performance data are the KPIs at strategic level (see Section II of the programming document for the corporate KPIs), and the activity indicators, described in Section III, Work programme 2017.

The second very important element of the EPMS is analysis and evaluation. This component takes a multiannual perspective and focuses on deeper analysis of the outcomes and impact of Eurofound's programme according to the programme logic.

Analysis and evaluations draw on the large range of metrics and KPIs collected and reported by the monitoring function of the EPMS, and go beyond them with additional methods and tools. Analytical capacity is provided by an evaluation services framework contract, in addition to internal analysis and evaluation capacities.

Analysis and evaluation enables deeper understanding why and how Eurofound's information contributes to the policy development.

Such analyses feed into reporting for accountability purposes, such as through the *Consolidated annual activity report* (CAAR), as well as the development of the annual programmes. In addition, Eurofound recognises evaluation as a valuable systematic tool that provides evidence for better decision-making and a tool for organisational learning and continuous improvement.

Eurofound's 2017–2020 evaluation programme will consist of a thematic approach to replace the conventional ex-ante/interim /ex-post evaluation approach at programme level, focusing in particular on the new activity level of the new programme cycle. The new evaluation programme defines the high-level plans over the four-year period. It is being implemented by a combination of internal and external resources (new framework contract for evaluation services).

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

Annex VIII: Risks

Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation’s activities and the achievement of its objectives.⁶³ The risk register is based on the risk identification process carried out in December 2015–January 2016. It documents the most significant risks, following an assessment of likelihood and impact. The register will be monitored and updated throughout the implementation of the programme period. While the risks refer to the multiannual programme period of 2017–2020, the actions are specific for the relevant annual period. They will be reported on in the *Consolidated annual activity report*.

	Description of key risks	What is the consequence (with reference to the planned topics and activities)	Actions 2017
1	Inability to meet the external expectations and internal ambitions following a 10% staff reduction.	<p>The programme’s objectives are ambitious. The staff reduction will risk that delivery against the performance target will not be met.</p> <p>Communication from the Commission to the European Parliament and the Council (COM (2013)519 final) outlines the programming of human and financial resources for decentralised Agencies for 2014–2020. Over this time period, Eurofound along with other Agencies is expected to reduce staff by up to 10% (5% minimum).</p> <p>Further pressure will impact the motivation and engagement of staff, with the risk of key staff leaving.</p>	<p>Review of work organisation changes and allocation of tasks, as well as of succession-management processes: are they sufficient to ensure business continuity?</p> <p>Possibility to review negative priorities with the Governing Board in subsequent programming documents.</p>
2	Insufficient capacity to meet the programme’s objective to respond to ad-hoc request.	<p>In recent years, there has been a growing demand on Eurofound for shorter-term ad-hoc requests – demand driven by high reputation and long experience in specific research. The programme anticipates this demand, even more relevant with the calendar for the adoption of the programming document (starting two years in advance of the implementation). The assumptions underlying the allocation of resources to respond to ad-hoc requests have not been tested and risk being insufficient. This impacts negatively on the relevance of Eurofound’s work in its contribution to the policy-development process. Insufficient capacity also puts the timely delivery of the planned activities at risk.</p>	<p>Review continued appropriateness of assumptions for ad-hoc capacities: budget and staff time allocation.</p> <p>Monitor requirements and accept explicitly trade-off on other priorities.</p> <p>Keep the Bureau and Governing Board fully informed.</p>
3	Organisation not fit for purpose: an integrated approach to research and communication at activity level is not delivered effectively over the programming period.	<p>Moving from individual research projects and a separate communication approach to a smaller number of activities that integrate different strands and provide focus for research and communication is a key design feature underpinning the programming document approach.</p> <p>A misaligned organisation will hamper efficient and effective programme delivery and will consume too much effort on coordination.</p>	<p>Review of organisational structure – is it fit for purpose to deliver the programme?</p>

⁶³ Based on the Commission’s *Implementation guide on risk management*..

4	Increased administrative burden following full implementation of activity-based management (ABM).	<p>The change in the planning schedule implies a higher level of uncertainty when budgeting by activity. This risks managing a higher level of deviations during the implementation of the programme</p> <p>In addition, the necessary administrative requirement may not weigh up against the assumed benefit of improved management information in comparison with the current methodology, leading to a bureaucratic exercise and reduced efficiency, which is the opposite of what is intended.</p>	Monitoring of the programme implementation by activity.
5	The cost of the surveys will take up an ever-increasing proportion of Title 3.	Adherence to the highest quality standards, including sampling size, and stakeholder demands for fresh data risk not being met or will affect the implementation of activities that require other research methodologies (such as case studies and policy evaluation).	Results of the 2016/2017 reflection on future scenarios will be reviewed in the light of setting negative priorities.

Annex IX: Procurement plan

No.	Activities 2017	Value ¹	Procurement type ²	Contract type ³	Procurement launch date 2017
2.1.1	Working conditions and sustainable work				
	Analysis of sixth EWCS data: Working conditions and workers' health	60,000	Negotiated	Direct contract	tbc
	Casual work – Characteristics and implications	110,000	Negotiated	Direct contract	Q3
	Analysis of sixth EWCS data: Links between employment status and working conditions	60,000	Negotiated	Direct contract	tbc
	Measuring sustainable work – feasibility study	50,000	Negotiated	Direct contracts	Q1–Q2
2.1.2	Social dialogue				
	Articulation between EU and national levels of social dialogue	80,000	Negotiated	Direct contracts	Q3
	Mapping functioning of social dialogue at national level (applying key dimensions)	50,000	Negotiated	Direct contract	Q1–Q2
	Representativeness studies – comparative analysis	114,000	Negotiated	Direct contract(s)	Q1–Q4
2.1.3	Reporting on working life developments				
	Feasibility of industrial action monitor	40,000	Negotiated	Direct contract	Q1
	Comprehensive and holistic reporting on collective bargaining – feasibility and pilot	50,000	Negotiated	Direct contract	Q4
2.1.4	Well-functioning and inclusive labour markets				
	Labour market segmentation in Europe	100,000	Negotiated	Direct contract	Q1
	Evaluation of measures to assist labour market integration after dismissal	80,000	Negotiated	Direct contract	Q3
	Living wage	16,000	Negotiated	Direct contract	Q2
2.1.5	Monitoring structural change and managing restructuring				
	European Restructuring Monitor (ERM)	80,000	Negotiated	Direct contract	Q1
2.1.6	Innovation and job creation in companies				
	Job creation by organisation type	120,000	Negotiated	Direct contract	Q4
	Evaluation of innovation support measures	80,000	Negotiated	Direct contract	Q3
2.1.7	Quality of life and society				
	Trust in institutions in the 21st century – analysis of fourth EQLS data	60,000	Open	Direct contract	Q2
	Social cohesion and well-being – analysis of fourth EQLS data	55,000	Open	Direct contract	Q2
	Neighbourhood quality and role of local-level measures in building up the quality of life	5,000	Negotiated	Direct contract	Q4
	Intergenerational differences – analysis of fourth EQLS data	5,000	Negotiated	Direct contract	Q3
	EQLS overview report – two peer reviews	5,000	Negotiated	Direct contract	Q2

No.	Activities 2017	Value ¹	Procurement type ²	Contract type ³	Procurement launch date 2017
2.1.8	Public services				
	The impact of digitalisation on social services – development of a concept and research approach	65,000	Open	Direct contract	Q4
	Access of young people to information and support services – concept paper on key patterns of use of information and support services among young people and their impact on life chances – key features of the new European generation	30,000	Negotiated	Direct contract	Q1
	Access of young people to information and support services – in-depth case studies aimed at examining policies and measures that address particular disadvantaged groups, services and service providers, as well as modes of information and service delivery in selected Member States	85,000	Open	Direct Contract	Q4
2.1.9	The digital age: Opportunities and challenges for work and employment				
	The employment impact of the automatisisation of services	130,000	Open	Direct contract	Q2
	Conditions of employment of ICT-mobile workers and teleworkers – literature study	15,000	Negotiated	Direct contract	Q1
	Conditions of employment of ICT-mobile workers and teleworkers – qualitative research	70,000	Negotiated	Direct contract	Q4
	Crowd employment – exploring the employment and working conditions related to specific types of online platforms for paid work	80,000	Open	Direct contract	Q2
2.1.10	Monitoring convergence in the European Union				
	Development of a conceptual framework for monitoring convergence	50,000	Negotiated	Direct contract	Q2
	Monitoring socioeconomic convergence in employment	80,000	Negotiated	Direct contract	Q3
2.1.11	Survey management and development				
	Data quality assessment – EQLS	40,000	Negotiated	Direct contract	Q2
	Preparation of fourth ECS – preparation of fieldwork and fieldwork	2,600,000 ⁴	Open	Framework contract	Q2
	Preparation of fourth ECS – literature review	20,000	Negotiated	Direct contract	Q1
	Preparation of seventh EWCS – post-test of sixth EWCS	45,000	Negotiated	Direct contract	Q2-Q3
2.1.12	Reacting to ad-hoc information requests				
2.2.1	Corporate communication and infrastructure				
	Provision of ad-hoc English language editing and proofreading services	140,000	Negotiated	Cascading framework contract	Q3
	Subscription to blog platform advertisement and dissemination	120,000	Open	Framework	Q1
	Provision of press release and news distribution services	24,000	Negotiated	Framework	Q3

No.	Activities 2017	Value ¹	Procurement type ²	Contract type ³	Procurement launch date 2017
	Provision of social media management and impact metrics reporting	16,000	Negotiated	Framework	Q2
	Provision of URL link management platform and reporting tool	44,000	Negotiated	Framework	Q1
	Provision of photography resources database	8,000	Negotiated	Direct contract	Q1
	Web content management – specialised support	10,000	Negotiated	Direct contract	Q2
2.2.2	Organisational development and support				
	Provision of general and house style stationery products	tbc	Open	New framework contract	Q1
	Provision of insurance brokerage services	140,000	Negotiated	Direct contract with 3x automatic renewal	Q1
	Refurbishment of Eurofound's premises	150,000	Negotiated	Direct contract	tbc
	Replacement of car	2,000	Negotiated	Direct contract	Q3
	Provision of ICT consumables	24,000	Negotiated	Framework contract	Q3
	Strategic ICT Plan 2017–2020	30,000	Negotiated	Framework contract	Q2
	Health and safety audit	5,000	Negotiated	Direct contract	Q1
	Provision of language training services	120,000	Open	Framework contract	Q3
	Provision of evaluation services to support Eurofound's monitoring and evaluation programme (two separate multiannual framework contracts: user satisfaction services; evaluation services)	670,000	Open	Framework contract	Q1

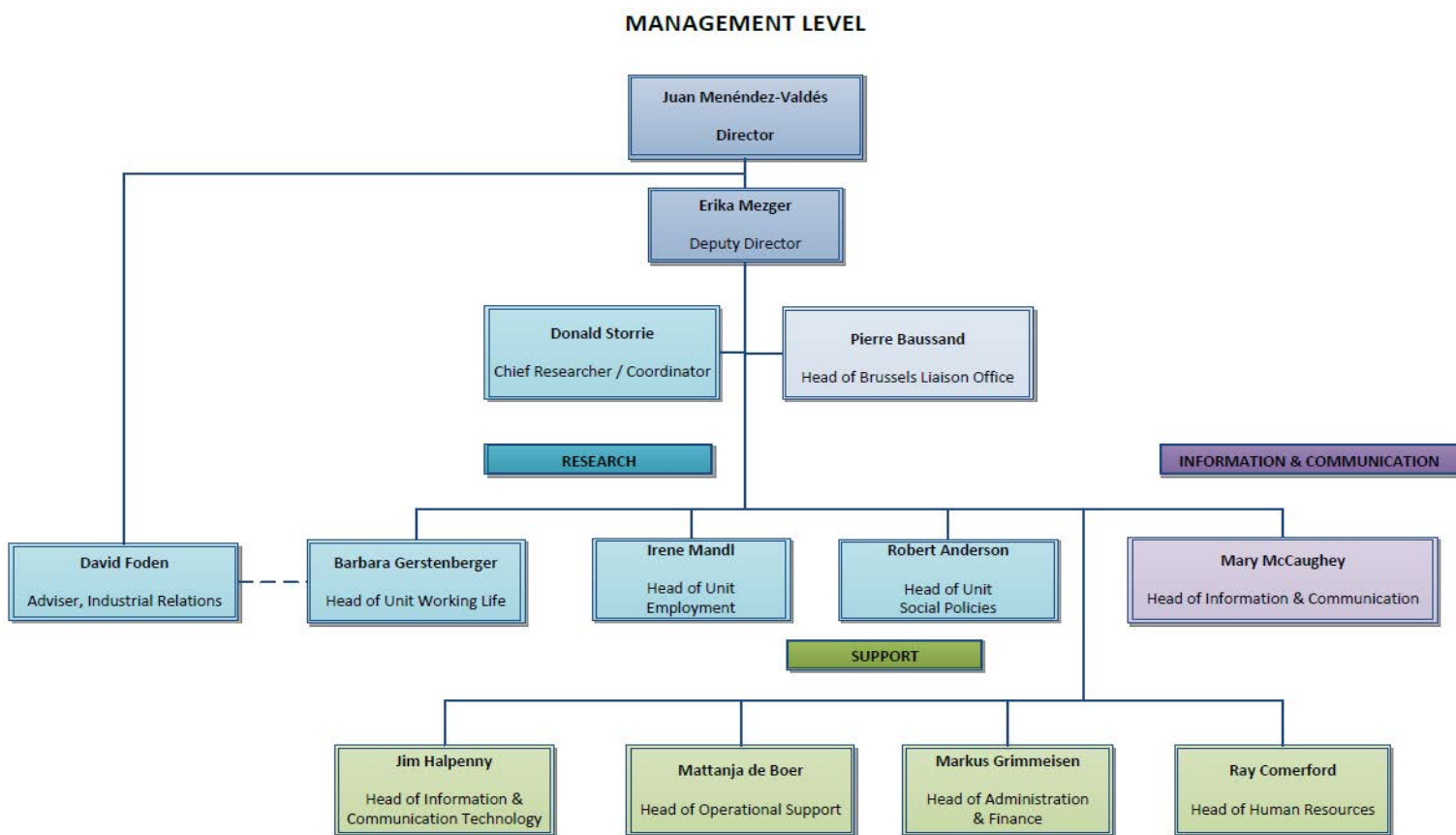
¹ Amount of budget (column C) set aside for the award of contracts during 2017. For a framework contract, this is the amount for the *total* period that the contract will be valid (normally four years).

² Open, negotiated or n/a

³ Framework contract or direct contract

⁴ Joint procurement with Cedefop, each responsible for 50% of the contract value. Actual expenditure planned under the envisaged framework contract for Eurofound in 2017 is €100,000.

Annex X: Organisation chart (1 January 2017)



EF/16/59/EN

