

Programming document 2017–2020

Work programme 2019

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TOWARDS UPWARD CONVERGENCE 2017-2020



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**Programming document
2017–2020**

Work programme 2019



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Abbreviations used in the report

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

Foreword

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

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

It is against this background that Eurofound's new programme of work for 2019 is launched within the context of its multiannual programming document. Notwithstanding the challenges, the agency continues in its efforts to contribute to effective policies that lead to the improvement of quality of life and work for all citizens – a role and ambition it has held for over four decades and which continues today. Working with its partners at EU and national level, the new programme is Eurofound's unbiased response to the needs of policymakers as they grapple with this unique period of change and uncertainty.

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

Juan Menéndez-Valdés

Director

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

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

I. General context

Policy context

- Eurofound’s multiannual programme 2017–2020 commenced at a time when the European Union looked back at a decade of economic turmoil and one of the most challenging periods in its history. The banking and fiscal crisis which led to the most severe recession since the great depression triggered unprecedented measures geared towards restoring fiscal stability and saving the euro.
- Though successful in achieving these aims, a large part of Europe has experienced the past decade as one marked by high levels of unemployment, especially among young people, growing economic insecurity and increasing poverty and exclusion. In terms of progress in achieving the core objectives of the European integration project – inclusive growth and upward economic convergence with employment creation and better living and working conditions for all – the 10 years since the outbreak of the crisis in 2007 appear as a lost decade. However, as we roll our programming document out for the period 2019–2021, the EU labour market has improved in recent years. Since 2013 unemployment has fallen sharply and by the end of 2016 was at the same level (8%) as in 2006. This holds true, even if not all Member States were hit equally hard by the recession, governments introduced different measures to counteract the effects of the employment and social crises, and recovery is not homogeneous. After a long period of convergence among the Member States of the European Union, both as regards wages and income, the recession of 2008 halted the catch-up process. However, as growth returns, Eurofound research shows that there are signs of a return to convergence in wages, though not yet in household income, which is also influenced by other factors such as unemployment and welfare transfers.
- The EU economy has been growing since 2013, and by 2017 all Member States registered positive numbers. Employment is at its highest level in Europe. But still the scars of the recession remain, not least as regards long-term unemployment and involuntary part-time work in some countries, and a perceived lack of fairness persists. Moreover, Europe is marred by various forms of political extremism and euro-scepticism is still high, which is at least partially linked to negative perceptions of migration and mobility as well as security tensions also against the background of impending exit of the UK from the European Union. For the period 2019–2021 covered by the multiannual part of this programming document, this means that progress must continue to be made in solving the economic challenges that Europe faces: increasing competitiveness and ensuring sustainable growth and quality jobs. Additionally, progress in achieving more equal and inclusive societies and a return to convergence towards higher levels of quality of work and life for all must also become evident.
- These ambitions, reflected in the political guidelines of the Commission, the *Agenda for jobs, growth, fairness and democratic change*, have shaped initiatives like the European Pillar of Social

- Rights¹ and the new start for Social Dialogue.² The European social partners are united in the view that Europe needs to be both a good place for enterprises to invest and create jobs in and also a good place to work and live³.
- The vital goal of European integration – improving living and working conditions and harmonising them – has to be achieved in a new global setting which differs in many respects from the pre-crisis situation. The underlying long-term drivers of change remain the same: demography, technological development, globalisation and environmental challenges. However, within these drivers, some paradigmatic changes are manifesting themselves that are likely to have a particularly transforming influence on the areas of relevance to Eurofound. When addressing these challenges, policymakers are facing a series of dilemmas.
- The digital shift is having an impact on labour markets and the employment distribution between occupations, as well as on the content and quality of work and its organisation. Digitalisation is likely to lead to job losses and to new jobs being created. New possibilities for automation can contribute to enhanced competitiveness and support a revival of manufacturing in Europe but this is unlikely to lead to the abundance of jobs previously associated with a strong manufacturing sector. Digitalisation is also changing the services sector, including high-value added tasks such as design and engineering, with the potential to improve productivity but also impacting on employment levels, job content and quality, as well as skills requirements. Adapting to these changes and seizing the opportunities the digital age offers is, therefore, closely linked to appropriate skills and well-functioning labour markets. The question is how European economies should adapt to benefit from digitalisation, but also how to manage the process in order to minimise potential disruptive effects. The challenges and opportunities that technological change poses to the protection of health and safety of workers is taken up in the *New Agenda for Health and Safety at Work to foster better working conditions* which the Council adopted in October 2015.
- Technological change and new forms of work are transforming employment relations. Concepts 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. However, they come with new challenges for devising policies aimed at ensuring better jobs, guaranteeing rights and social protection in all situations, improving working conditions, and preventing fraudulent practices. The search for solutions takes place in the face of declining unionisation and in a setting where social dialogue has been under pressure and coverage of collective bargaining has decreased during the crisis as Eurofound research shows.

¹ The [European Pillar of Social Rights](#), which was proclaimed at the Social Summit in Gothenburg on 17 November 2017, sets out a number of key principles and rights to support fair and well-functioning labour markets and welfare systems. It will serve as a compass for a renewed process of convergence towards better working and living conditions and includes a comprehensive package of different legislative and non-legislative initiatives. The Social Scoreboard used to monitor and compare developments in this area is a key element of the initiative.

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

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

- Analysis of the European Working Conditions Survey (EWCS) shows that the majority of European workers have good-quality jobs. But there is concern both about those in the 20% of jobs considered of poor quality and about the gap between those in secure, relatively well-paid jobs and those with a more tenuous attachment to the labour market, working for low wages with few prospects. This raises questions about social justice and equality and unfair competition based on lower working standards, and also about the impact of job quality and segmentation on the efficient functioning of labour markets.
- Demographic change, though foreseeable for decades, is starting to show a real impact on labour markets and society, particularly as demand for labour is increasing with the recovery, 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 by an increasing number of companies and the need to broaden the base of contributions to the social security system could be addressed, at least partially, by higher labour mobility and immigration. But the resulting increased diversity of our societies will require solutions to counterbalance the risk of rising tensions and feelings of insecurity. Finding solutions to this dilemma is particularly urgent in the face of a persistent humanitarian crisis 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. In order to protect the free movement of workers, as well as that of services, fair mobility needs to be ensured. This is reflected, for example, in the ongoing debate on the posting of workers.
- European companies continue to operate in a globalised world and have to maintain and improve their position vis-à-vis a growing number of increasingly capable competitors. In order to improve productivity and competitiveness through 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 and skills, as well as managing diversity, can also increase the innovative capacity of companies. The European Company Surveys provide evidence that companies with high levels of employee engagement perform better, not only in terms of economic results but also in terms of the well-being of their employees.
- The drivers of change have impacted differently on different groups. The economic crisis exacerbated the trend towards less cohesive societies and resulted in an increasing number of people at risk of poverty. Mitigating measures – the provision of high-quality public services and adequate transfer systems – rely on healthy public finances and strong, sustainable social protection systems. The need to contain public deficits and the reality of an altered age structure add to the challenge of addressing inequality and the needs of people in vulnerable situations in our societies.
- These developments and associated dilemmas need to be tackled to achieve more equal and inclusive societies and a return to upward convergence towards better living and working

conditions – the longstanding EU objective. Three main outcomes need to be achieved to this end: inclusive growth that comes with jobs, better jobs that can make work more sustainable over the life-course and increased cohesion within and between Member States in order to regain the trust of citizens. This requires policy responses from the EU institutions, governments and the social partners. Eurofound, in accordance with its remit and based on its expertise in the fields of living conditions, working conditions, employment and industrial relations, can contribute knowledge to assist policymakers in this task.

- The period covered in this programming document will require Eurofound to provide, on the one hand, the best possible input to support the implementation of the European growth strategy Europe 2020, the political guidelines in the President of the European Commission's Agenda for jobs, growth, fairness and democratic change, and the implementation of the principles proclaimed in the Pillar of Social Rights. On the other hand, Eurofound will need to remain responsive to changes in policy priorities arising from, for example, the UK's withdrawal from the EU, the newly elected European Parliament in 2019 and subsequent appointment of a new European Commission, as well as the necessary review of the European Policy Agenda and the multiannual financial framework beyond 2020.

Institutional context

- The agency operates within the EU institutional framework. The mid to longer term financial outlook for Eurofound is characterised by minimum growth. This implies a reduction, in real terms, of the resources available, unless new tasks with additional resources are allocated to Eurofound. Like other EU decentralised Agencies, Eurofound has been requested to reduce its staff by 10% going beyond the 5% staff cut agreed for all EU Institutions and bodies. This situation challenges the organisation to do things better with the same or less, especially in a situation where the cost of some key activities is increasing
- Following the common approach for the EU Agencies agreed in 2012 between the European Parliament, the Council and the Commission, a number of measures are being implemented, related to issues such as the role and position of Agencies, their structure and governance, operations, programming of activities and resources, as well as their accountability, controls, transparency and relations with stakeholders. Many of the measures are expected to be fully implemented during this programming period, including the revision of Eurofound's founding regulation, for which the Commission presented a draft in August 2016. A cross-cutting evaluation of the agencies in the area of employment and social affairs has been conducted. The evaluation assesses the agency's objectives, mandate governance and tasks in relation to other agencies acting in the fields of the labour market, working conditions, vocational education and training and skills for the period 2011–2016. The Commission drew on the conclusions of the evaluation when developing during 2018 a Staff Working Document about the future of the four agencies under the remit of DG EMPL. This evaluation is likely to be considered also in the context of the Commission Proposal for a Regulation of the European Parliament and of the Council establishing a European Labour Authority (COM(2018) 131 final), as presented on 13 March 2018. In addition, Eurofound may have to deal with the outcome of the Inter-Institutional Working Group (IIWG2) that started working in 2015 on defining criteria

for further developments for EU decentralised agencies including potential synergies and efficiency gains through more structural measures.

- The tripartite character of Eurofound’s governing structure will continue to ensure the continued relevance of Eurofound’s programme of activities for its stakeholders and target groups.
- Cooperation agreements are in place with the European agency for Safety and Health at Work (EU-OSHA), the European Centre for the Development of Vocational Training (Cedefop), the European Training Foundation (ETF), the European Institute for Gender Equality (EIGE) and the European Union agency for Fundamental Rights (FRA). These agreements foresee early consultation on work programme development and are complemented by yearly action plans that agree further forms of exchange and, where appropriate, joint activities.
- Collaboration is extended 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 were to be made available through the Commission’s European Neighbourhood Programme (ENP), the agency could explore the relevance of using its expertise in these countries. Cooperation with the European Training Foundation (ETF) would ensure that the experience of 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. In 2019, the ILO celebrates its 100th anniversary, centred on a global dialogue on the future of work. Eurofound hopes to be able to contribute to the various associated initiatives on the basis of work available within the agency.
- It is against this background that Eurofound is required to fulfil its mandate to increase and communicate knowledge likely to assist in the development of social, employment and work-related policies.

II. Multiannual programme 2019–2020 (with outlook to 2021)

Introduction

The identification of Eurofound’s priorities for the programming period 2017–2020 was based, on the one hand, on the analysis of the policy and institutional context which the agency anticipates (outlined above) and the associated information needs of its stakeholders and users. Secondly, the selection of priorities takes into account 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 which will assist policymakers in their decision making. The unique added value provided by Eurofound, as defined by key stakeholders, lies in the provision of EU-wide comparative coverage and the reliability of the data provided.⁴

1. Multiannual objectives

Eurofound’s strategic objective for the programming period 2019–2021 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 System (EPMS) will be used to monitor progress in achieving the strategic objective. The EPMS consists of a set of key performance indicators and metrics, together with analysis based on these data as well as from regular user feedback, and regular evaluations. The key performance indicators (KPIs) consist of a mixture of input (budget and staff), output (delivery) and outcome indicators (those relating to uptake, contributions and use of Eurofound’s knowledge). Following the underlying programming logic (see Annex VII), quantitative targets are defined only for input and output indicators as these are under the direct control of Eurofound and are useful in that context. In contrast, no targets are defined for outcome indicators. This is not appropriate as outcomes and impact are subject to numerous exogenous factors over which the agency has limited or no influence. The monitoring and analysis of the outcomes and impact of Eurofound’s work is done within a multiannual perspective, taking into account that several years can elapse for outcomes and impacts to come to fruition. The attribution of outcomes and impacts requires a more analytical approach for which KPIs are one of several information sources.

⁴ Ex-post evaluation of Eurofound 2009–2012 work programme, 2014.

Relevant indicators are also applied to the operational activities defined in section III (Work programme 2019), which follow the same logic and approach as the corporate level KPIs applied to the level of the relevant activity.

Key performance indicators

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

[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]:

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

2. Strategic areas of intervention and implementation approach

2.1 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 set for the period 2017–2020 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 – which are likely to have a transforming influence on all areas of relevance to Eurofound. Though all 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 the general context chapter 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 in labour markets and society), the situation of young people, as well as gender-related challenges and 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 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 as to 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 wellbeing. 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 EWCS conducted in 2015, Eurofound will address policymakers' information needs by providing additional analysis on the development of working conditions in the EU for a wide range of dimensions. The analyses will address the particular knowledge gap with regard to the factors which promote or inhibit sustainable work over the life course. It will include an analysis of working conditions by sector. Much effort will be focused on the preparation and implementation of the seventh edition of the EWCS in 2020. The intention is to cover the EU and candidate countries, and beyond where agreements are possible.

Changing employment relations is another area of interest for policymakers where evidence on the impact on working conditions is required. This is examined in a further strand of research, for example through the analysis of some non-standard employment relations which are emerging or expanding. 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. Participation in the European Platform tackling undeclared work will continue, and potential cooperation in the framework of their work programme will be explored.

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

2. Industrial relations

Industrial relations, the relationship between employers and employees and their respective representatives at collective level, are key to shaping the working conditions and employment relations of Europeans and play an important role in the functioning of national economies, sectors and companies. European policymakers are seeking to promote forms of industrial relations that ensure equitable and productive solutions in a changing world where the relationship between employer and employee continues to evolve. At European level, the Commission, the Presidency of the Council and the social partners underlined the fundamental role of the European social dialogue as a significant component of EU employment and social policymaking in a joint statement in June 2016. Eurofound has developed as a centre of expertise for monitoring and analysing trends in industrial relations, including social dialogue. It can draw on its network of correspondents to capture developments in all Member States. Beyond investigating the dynamics of social dialogue itself, analysing its contribution and the role of 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 the European Observatory of Working Life, EurWORK. Below is a description of the two activities which 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. Eurofound studies have shown that a number of the features of national industrial relations, including social dialogue, came under increased pressure during the crisis. If the European social dialogue is to operate to the full, the EU and its Member States must support not only the European social dialogue itself but also the national players and national structures for social coordination. Eurofound will contribute to capacity-building for an effective and well-functioning social dialogue, identifying specific capacity gaps and solutions through its research and exchange activities. At European level, Eurofound will continue to support social dialogue through carrying out studies on the representativeness of European sectoral social partner organisations in line with the request it received from the European Commission in 2006. These representativeness studies are designed to provide the basic information needed for the functioning of the European social dialogue and need to be regularly updated. Another relevant feature for the EU level is the participation of the social partners in the European Semester. Building on previous reports, Eurofound will continue to report regularly on developments in this area. However, a commitment to a fixed volume of work in social dialogue (i.e. representativeness studies and reporting on social partners’ participation in the semester) might be revised in the context of annual priorities and

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.

available budget. In addition, Eurofound will make available its knowledge and expertise to support the capacity-building of the social partners as a contribution to an effective and meaningful social dialogue. At national level, Eurofound will continue to base part of this work in the framework of the key dimensions of industrial relations developed by the agency. This will help 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 and 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, as well as their impact on working life. Eurofound will provide systematic and comparable data on industrial relations systems and recent developments of 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 a longer series of observations, so that trends can be followed. Most of the products available from this activity have been published and further developed for a number of years: the industrial relations country profiles, which have been expanded to cover the broader area of working life; the annual updates on pay and working time; and the European Industrial Relations Dictionary. In 2015–2016, the wage bargaining systems and dispute resolution database was developed and subsequent updates may be considered. Regularly updated comparative information on industrial action is currently only available for Member States where national statistics exist. Based on the results of the feasibility study to close this knowledge gap through the development of an industrial action monitor, further research might be considered. Regular reporting on aspects of working life will complement the picture and provide policymakers with access to up-to-date information on developments regarding the actors and institutions, topics discussed and outcomes of legislative or negotiated initiatives, including at the European level.

3. Labour market change

Assisting policymakers in anticipating and managing labour market change and in supporting employment creation is a key task for Eurofound. This includes the provision of knowledge which can inform policies in support of job creation, the management of restructuring and policies aimed at improving the functioning of labour markets. Tools for the 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. Eurofound will proceed with the analysis of data from the European Company Survey, the fieldwork for which is to be completed in 2019. Data collected will inform several activities in addition to research on job creation. The EMCC will be the point of access for information on changing labour markets, restructuring and job creation. Below is an outline of the three activities which will be implemented over the programming period to address existing knowledge gaps in the area of labour market change.

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 an opportunity 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 the unemployed and inactive, but also 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 research on combating labour market segmentation will continue based on previous results. Eurofound will investigate employment policies geared towards the integration of specific groups into the labour market to complement previous research. Wages as a key element of inclusive labour markets will continue to be part of Eurofound research.

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 the serious negative consequences for employees. Eurofound can assist policymakers in anticipating and managing the consequences of structural change and restructuring through monitoring and identifying the structural change in European labour markets using two established monitoring tools, the European Restructuring Monitor (ERM) and the European Jobs Monitor (EJM). To assist in devising effective policies during the programme period, biennial EJM reports will feature a standard, monitoring section charting broad labour market developments using the most recently available data (up to quarter two of the previous year) and at least one in-depth piece of thematic analysis. The European Restructuring Monitor will continue to monitor restructuring activity as well as policy instruments and publish the results in a series of online databases and a biennial report. The oldest of the databases charts the employment impact of large-scale restructuring events in the EU 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 explores 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. Analysis of the results of the European Company Survey 2019, jointly organised with Cedefop, will require special attention from 2019 onwards. The survey will examine

work organisation, human resources practices, skills and knowledge management, the role of digitalisation and direct and indirect participation in European workplaces. Cooperation with the Centre for the Development of Vocational Training (Cedefop) will strengthen the investigation of issues related to skills and learning organisations through the survey. The 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 enables the provision of 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 to and quality of public services are key determinants of quality of life and cohesion. The 2016 EQLS included a module on public services which allows the investigation of their role in improving living conditions and quality of life and how this can be enhanced. The agency can build on broad experience with assessing policies and practices using qualitative research methods to provide evidence on what works. Results of survey data analysis as well as qualitative research will continue to be made accessible through a new observatory, EurLIFE. The preparation of the fieldwork for the fifth edition of the EQLS will commence, acknowledging that it will not be possible to implement it in 2021, the year after the EWCS, in view of budget planning. Analysis within this strategic area will take into account people with disabilities and chronic diseases where possible. Below are the two activities which 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 analyses both objective and subjective aspects of quality of life based on the results of the EQLS 2016. Also using other data sources, the social situation of specific groups is being examined. With policymakers looking for the most effective means to improve the situation of disadvantaged groups, Eurofound investigates which measures are successful in improving their situation and strengthening societal cohesion. Preparatory work for the next EQLS wave will start.

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 examines access to and quality of social services of general interest in this activity, using data from the EQLS alongside

other research, with a particular focus on some groups, such as older people, migrants, young people and people with disabilities.

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

The capacity of humankind to store, transmit and manipulate information has been massively expanded in recent years as a result of a number of crucial innovations in computing and telecommunication technologies. Because of their general applicability, such technologies are having very significant effects in most areas of the economy, leading to a general acceleration in the pace of technical change. Work, its content, its organisation and design, its regulation and protection, are all undergoing change. These changes come with new realities and often imply a blurring of boundaries between different dimensions of work and between work, employment and non-work activity. Policymakers are keen to seize the opportunities for dynamic economic development and to 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 looks 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 continue to research the implications of the platform economy on the labour market, and the nature of employment in the digital economy. The overall aim of this activity is to provide a forward-looking analysis of trends. Eurofound wishes 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, to the extent that this is possible based on previous research.

6. Monitoring convergence in the European Union

The European Union is committed to economic, social and territorial cohesion, inclusive growth and upward economic convergence. The inequalities and diverging patterns noted in Europe are 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 monitors convergence across a range of dimensions: employment, social protection, working conditions, social cohesion and quality of life and socioeconomic factors. Based on the work done in 2017 and 2018, Eurofound will complete a comprehensive research programme in all these dimensions. The possibility of combining indicators to create summary indices will be considered, drawing on the experience of other international organisations. The analyses, building on previous work, will consider clustering countries or regions to understand variations between them. The difference between inter-country and intra-country trends will be examined to address the question as to why some poorer regions in relatively rich countries are not converging upwards, even if countries with similar characteristics tend to do so.

Outlook to 2021

At the time of writing this programming document, the multiannual financial framework beyond 2020 is not known. A clearer picture is expected by 2019. A deeper reflection will be then required

regarding the multiannual programme, including the orientation of the strategic areas of intervention and activities, possibly mainstreaming the convergence and digital ones beyond 2020. Options for other new strategic areas of intervention will be considered in light of new policy contexts. A discussion on priorities in all areas is planned. This will also consider the long-term sustainability of the surveys, the Network of Eurofound Correspondents (a new framework contract should be in place by 2022) and any other resource-intensive activities carried out regularly.

2.2 Implementation approach

Research methodologies and tools

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

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

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

Europe-wide surveys

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

The cycle and planning of the surveys require a long-term approach. The current approach to the three European surveys carried out by Eurofound has to be reassessed in the context of the new multiannual financial framework, and might require adjusting the frequency or adapting other characteristics of the surveys. An in-depth discussion is planned for 2019.

European Working Conditions Survey (EWCS)
In the period 2017–2020, the agency aims to consolidate the position of the European Working Conditions Survey (EWCS) as the key tool for benchmarking job quality in the European Union and beyond. The seventh edition of the EWCS will 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 in understanding how the EU compares in terms of its working conditions vis-à-vis other parts of the world.
European Quality of Life Survey (EQLS)
The fourth wave of the European Quality of Life Survey (EQLS) was conducted in 2016. Examination

of citizens' perceptions of the quality of society and especially the quality of access to 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 carried out, although a next edition would not be implemented in 2021.

European Company Survey (ECS)

For the European Company Survey (ECS), Eurofound joined forces to gather information on company practices. An offer was made to several agencies, and following their feedback, Eurofound agreed to conduct a fourth survey wave in cooperation with sister agency Cedefop (European Centre for the Development of Vocational Training). The ECS investigates company practices and surveys management as well as employee representatives wherever possible. Information on skills use and strategies will be strengthened, and the exploration of digital changes will be added to the joint survey, while data collection on company practices in the area of work organisation, human resources policies, and direct and indirect employee participation will be maintained. Eurofound's ambition is to continue to carry out a company survey in partnership with other EU agencies in the future.

Analysing European datasets

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

Given the importance of quantitative information for providing evidence and addressing 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 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 the European Observatory of Working Life (EurWORK) and the European Monitoring Centre on Change (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 and working time developments or collective bargaining. Country profiles are also established and regularly updated based on information from network correspondents. The Network of Eurofound Correspondents also reports on large-scale restructuring cases in their countries, and

regularly updates information on restructuring support and legal instruments which are presented in the EMCC's European Restructuring Monitor.

Assessing policies and practices

Eurofound gathers evidence on what works. Through case studies and other research methods, Eurofound provides qualitative information helping to understand 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 the pitfalls that can jeopardise positive outcomes. The agency will examine policies introduced by public authorities and by the social partners, as well as practices at workplace level, focusing on those examples where evidence on the results achieved is available.

Anticipating future developments

In accordance with its mandate to develop ideas on the medium- and long-term improvement of living and working conditions, Eurofound also conducts research aimed at identifying 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 reserves some 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 in view of the long timeframes required for developing the programming document. The Bureau will be fully informed about requests received and ad-hoc research work.

In-house and contracted research

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

Communication approach

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

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

This user feedback has indicated consistently high levels of satisfaction with Eurofound's work and performance analytics present positive results over the previous four-year period, showing improvements across a wide range of indicators and ongoing progress by Eurofound in achieving its

objective ‘to increase and disseminate knowledge likely to assist in establishing better living and working conditions’. Qualitative feedback indicates that the core drivers for these high levels of satisfaction include 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: the ongoing reduction in available resources for communication; increased competition on the marketplace; increasing demand for national-level information; growing ad-hoc demands; calls for greater multilingualism; and the changing communication context.

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

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

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

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

- All six strategic areas of intervention continue to be highlighted on the home page as the primary areas of Eurofound’s research and communication focus. They are also presented via customised landing pages which are updated on an ongoing basis and provide access to all relevant activities and information.
- The publications approach provides for a flagship resource based on key elements of each strategic area of intervention, research reports, a policy brief series and a blog programme.
- 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 EMCO and SPC continue to be a core priority. The flagship Foundation Forum took place in 2017. Eurofound will continue to reach out to EU and national-level

stakeholders via its programmes of social partner and MEP lunches, tripartite seminars, thematic workshops and national-level seminars.

- Further work will be completed on the website based on actions agreed following the usability, SEO and analytics assessments completed in 2016 and 2017.
- The customer relationship management strategy will be further enhanced, to allow for better understanding and segmentation of user preferences in line with corporate communication priorities, on the corporate website, on social channels and on other channels of engagement.
- Social media, together with email marketing, will continue to be exploited as a core channel of expanding reach and website usage with Eurofound's stakeholders and target audiences and in response to the growing number of mobile users.
- Multilingualism will continue to be relevant in Eurofound's outreach and dissemination programme to ensure access to Eurofound's information for all national-level users according to the language communication policy. In this context, Eurofound will build on the work carried out in 2017 and 2018 to translate the entry-level pages and new topic pages to reflect the new programme. It will continue to translate the executive summaries of reports into all EU official languages and fulfil other ad-hoc demand-driven translation requirements, budget and resource allowing. Reports will continue to be produced in English only, while the policy brief series will be translated in a limited number of languages on a case-by-case basis. Translation of other reports can be considered on a case-by-case basis according to demand and available resources.
- Work will continue on the agency's data visualisation capacity following the investment carried out on the survey mapping tool (particularly for the European Quality of Life Survey in 2017), the European Jobs Monitor, the collectively agreed wage bargaining database and the convergence repository. Use of audiovisual material, interactive tools and infographics will be further developed in an effort to present Eurofound's work in the most accessible manner across all EU countries.

Eurofound's primary focus remains EU-level decision-makers. Eurofound will also serve national-level policymakers where it concerns the influencing or implementation of EU policy at national level or where Eurofound can clearly contribute useful comparative information to issues relevant at European level. Some specific tools and infrastructure are in place to support and deliver the communication dimensions of each of these activities. These include web development and maintenance; publication and language policy; events and networking; contact management and dissemination and promotion and design (see work programme 2019; 1.2.1).

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 the resources available. Eurofound's activities are executed in an open and transparent (regulatory) framework of governance and performed in a spirit of collaboration and teamwork. The aim will be to increase the value of the organisational support and development while continuing efforts to reduce costs and the administrative burden, particularly in relation to:

- staff recruitment and development

- budgeting and financial management
- ICT infrastructure and application development
- procurement and contract management
- programme and project management support

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

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

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

Providing the information and intelligence to make well-informed decisions about the use of limited 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 outcome.⁶
- Further development of activity-based budgeting and management (ABB and ABM) will help the organisation to identify links in costs between activities to achieve synergies and better align the activities to the objectives by providing data-driven information to decide on priorities and the portfolio of activities/projects in the programme.
- ICT will positively influence the strategy and objectives of the overall organisation by providing insights into the impact of technology while delivering efficient and effective user-centric digital services and ICT solutions.

⁶ A detailed description of the approach to monitoring and evaluation is provided in annex VII.

3. Human and financial resources outlook 2019–2021

3.1. Overview of past and current situation

		Staff population in voted EU Budget 2017	Staff population actually filled at 31.12.2017	Staff population in voted EU Budget 2018
Officials	AD	7	5	5
	AST	6	6	6
	AST/SC	0	0	0
TA	AD	43	41	44
	AST	37	37 ⁷	36
	AST/SC	0	0	0
Total		93	89	91
Total CA		14	10	13
SNE⁸		1	1	1
<i>Structural service providers⁹</i>		7	7	7
TOTAL		115	107	112
<i>External staff¹⁰ for occasional replacement¹¹</i>		2	0	2

⁷ The figure includes one member of staff at AST9 level who retired in the first half of 2018. This post will not be replaced in the context of meeting the 10% staff reduction requirement.

⁸ FTE

⁹ **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.

¹⁰ FTE

¹¹ For instance, replacement due to maternity leave or long-term sick leave.

Expenditure for 2017 and 2018

Of the total of EUR 20,466,493 appropriations arising from the EU subsidy and other general, non-assigned appropriations, Eurofound achieved a commitment rate of 100% in 2017.

The budget for 2018 is aligned with the overall EU budget 2018 as approved by the Budgetary Authority at the end of 2017.

Title	Appropriations arising from the EU subsidy and other general appropriations 2017	Commitments made from 2017 appropriations	Budget Execution rate 2017	Budget 2018
Title 1 – Staff	12,854,677	12,854,442	100.0%	13,400,000
Title 2 – Administrative	1,896,845	1,895,453	99.9%	1,500,000
Title 3 – Operational	5,714,971	5,714,970	100.0%	5,671,000
TOTAL (EUR) :	20,466,493	20,464,865	100.0%	20,571,000

3.2. Resource programming 2019–2021

3.2.1. 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 outputs to its stakeholders by improving its efficiency while at the same time complying with the increasing demands for the 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 until 2020 have been communicated to agencies in the Commission Communication COM (2013) 519 of 10 July 2013.
- The EU contribution will continue to be the main source of revenue during 2017–2020.
- Eurofound has been classified as a ‘cruising speed’ agency – well-established and with stable tasks. It implies an annual subsidy that was frozen for the period 2012 to 2018.
- From 2019 on it is expected, though, that the annual subsidy will increase by 2% or 408,000 EUR in 2019 followed by 2% or 416,000 EUR again in 2020. The same applies to 2021, for which a 2% increase is assumed to offset the inflation and keep a flat subsidy in real terms.¹²
- For several years, the widening gap between the frozen subsidy and the increased expenditure due to inflation and increased staff costs (title 1) put an enormous strain on the

¹² Subject to the outcome of the next multiannual financial framework 2021–2027.

operational costs in title 3. The increase of the Irish country coefficient,¹³ which affects the salaries of all Dublin-based staff, increased by about 9.2 percentage points between 2012 and 2017, amounting to a cost increase of more than 774,000 EUR in title 1.

Revenue (in thousand EUR)	2019	2020	2021
EU Subsidy	20,779	21,195	21,620
IPA (Instrument for pre-accession assistance)	p.m.	p.m.	p.m.
Other grants	-	-	
Revenue from services rendered/other	200	200	200
TOTAL:	20,979	21,395	21,820

Expenditure (in thousand EUR)	2019	2020	2021
Title 1 – Staff	13,810	14,150	14,350
Title 2 – Administrative (Buildings, equipment and misc. operating expenditure)	1,520	1,570	1,590
Title 3 – Operational	5,649	5,675	5,880
TOTAL :	20,979	21,395	21,820

Budget outturn

The 2017 budget outturn indicates that no monies will be reimbursed to the EU budget since it shows a slight deficit of about 2,000 EUR due to exchange rate losses in an otherwise 100% executed budget.

3.2.2. Human Resources

Staff population evolution

During the period 2013 to 2018, Eurofound reduced its establishment plan from 101 to 91 posts in compliance with the reduction required at present. This number covers both Officials and Temporary Agents.

¹³ The country coefficient is calculated annually by Eurostat for all locations with EU staff to ensure the comparable purchasing power of salaries in the different locations. Eurofound does not have any influence on the level and development of the coefficient.

During the same period, the number of Contract Agents remained constant and the opportunity was taken to divert some posts from support to core activities. The distribution of staff as per December 2017 is as follows:

	Job screening Category																			
	Administrative Support and Coordination											Operational				Neutral				
	DOC	HR	IA	ICT	LOG	RES DIR/H/A	LEGAL	COMM	GEN COORD	POL COORD	TOP COORD	PGM M/IMPL	EVAL	GEN OPER	FIN/CONT	LING				
Totals 2017	1	4	0	6	11	2	0	0	1	0	23.9	7	67	1	13	87.9	12	0	12.2	
as percentage											19.27%					70.89%				9.84%
Totals 2016	1	3	0	7	11	2	1	0	1	0	24.9	6.2	65	1.2	12.5	84.9	12.2	0	12.2	
as percentage											20.41%					69.59%				10.00%
Totals 2015	1	4	0	7	11	1	1	0	2	1	27.8	6	70	1	18.2	95.2	130	0	130	
as percentage											20.44%					70.00%				9.56%

The following table sets out the projected staff evolution up to 2021.

Staff population		Staff population envisaged in 2019	Staff population envisaged in 2020	Staff population envisaged in 2021
Officials	AD	5	5	4
	AST	6	6	6
	AST/SC	0	0	0
TA	AD	45 ¹⁴	46 ¹⁵	47 ¹⁶
	AST	35	34	34
	AST/SC	0	0	0
Total		91	91	91
Total CA ¹⁷		13	13	13
SNE ¹⁶		1	1	1
Structural service providers ¹⁶		7 ¹⁸	7 ¹⁹	7

¹⁴ It is proposed to convert 1 AST6 to AD6 in order to allow for a redefinition of the role of Information Officer in the Brussels Liaison Office linked with the complexity and responsibility associated with the work.

¹⁵ It is proposed to convert 1 AST8 to AD8 in order to facilitate a reorganisation of the support units.

¹⁶ It is proposed to convert 1 Official AD post to 1 Temporary Agent AD post.

¹⁷ FTE

¹⁸ 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security

TOTAL	112	112	112
External staff ¹⁶ for occasional replacement ¹⁹	2	2	2

Resource outlook 2019–2021

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 10% by 2018. Any further reduction in staff 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. This is further compounded by budgetary constraints for operational expenditure as it is expected that the increase in salary cost will continue based on the ongoing escalation of the country co-efficient for Ireland. Eurofound's reputation as a professional organisation is built on the quality of research and of communication programmes. The reliability of the data and analysis, the timely and user friendly communication are crucial success factors. The agency relies primarily on its staff to safeguard and to further anchor its professional reputation. In the short term Eurofound's workforce will not grow. The talent management and workforce planning will therefore focus on optimising the effective development and deployment of its existing staff. The recent strategic focus on the further strengthening of quality management will continue into this programming period. The quality assurance could apply to: a) good data practices, b) proper research procedures and c) reviewing research.

New tasks

At the time of writing 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.

Other legal acts or the implementation of some EU initiatives may also require the agency to assume new functions.

Growth of existing tasks

Eurofound is experiencing 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.

Other requests of the stakeholders, which have been addressed in the early years of the programming period using the resources reserved to meet ad-hoc requests, are expected to become regular activities. In this case, they will be presented as part of the regular work programme, and the resources required will be identified and earmarked within the total available to be allocated to activities.

¹⁹ For instance, replacement due to maternity leave or long-term sick leave.

Efficiency gains

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

- Improve key business processes, thus achieving internal synergies in the delivery of services.
- Increase the user-friendly automation of processes.
- Take advantage of shared services to support internal efficiencies (e.g. more joint procurements with other agencies and increased use of Commission framework contracts).
- Revisit its organisational arrangements in the light of the approved programming document.
- Initiate and engage in shared services with other EU institutions and bodies, notably in the area of Eurofound's EU-wide surveys, following the joint responsibility for the European Company Survey in 2019. Potential synergies between the European Commission's and Eurofound's networks and contractors will continue to be explored. Synergies in generic organisational services (evaluation, internal audit) are being achieved through joint contracting arrangements with the European Commission and/or agencies, or the exchange of professional expertise between agencies.

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 the exploration of a common cloud solution for the agencies. Investment in budget forecasting tools and e-tendering will materialise during the programming period. The Commission decision to make its HR management system, Sysper, available to agencies will deliver efficiencies when fully implemented in due course.

Negative priorities

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

In the area of communication, resources have been significantly reduced in recent years (in the region of 40% over the previous multiannual work programme), while a similar uptake and impact of Eurofound findings could be maintained. The Foundation Forum, last implemented in 2017, is not currently planned to be repeated in 2021 under the same approach. The Foundation Seminar Series is not included in the work programmes up to 2020. Notwithstanding a consistently high number of requests to participate in events and present Eurofound findings, a restrictive approach is being applied, with each invitation carefully examined based on a set of criteria for prioritisation. Despite requests to increase multilingualism, especially in the context of better serving a national-level

audience, the multilingual communication of outputs is restricted to avoid a disproportionate claim on the communication budget.

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

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

Undeclared work is an area where Eurofound has developed some expertise and may conduct limited additional research. The European Platform tackling undeclared work, in which Eurofound is a statutory observer, does not foresee at this stage any specific contribution from the agency and the platform is mainly supported by a contractor of the Commission. Eurofound remains open to contribute to the work programme of the European Platform, as indicated in the activity ‘Working conditions and sustainable work’.

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

These activities are as follows:

- The three Europe-wide surveys are a priority for Eurofound and a key source of information for the stakeholders. In order to maintain this priority and ensure the sustainability of the surveys, Eurofound, as announced in previous programming documents, explored options to adjust the frequency and/or to consider adapting other characteristics and explore different possibilities for efficiency gains. The agency took the initiative to implement the ECS 2019 jointly with Cedefop, sharing its costs and ensuring synergies. The sample size of the next EQLS wave had to be reduced as the tender awarded was more expensive than expected and the planned sample size was not affordable. A larger sample size and higher frequency requested by some key stakeholders for the EWCS, while politically relevant, will not be implemented unless additional resources are provided. The frequency of the surveys has also been adjusted to avoid having two consecutive years with a survey fully funded by Eurofound. Therefore, after the EWCS 2020, the EQLS is in principle planned for 2022, six years after the previous edition.
- The Network of Eurofound Correspondents is an important tool. It supports the agency in conducting comparative research and in monitoring developments across the Member States. The set-up of the 2018–2021 contracts limits the share of the budget absorbed by the network to EUR 1.2 million through adjusting the volume of outputs. Synergies through cooperation and reducing possible overlaps with other networks (e.g. the Commission’s European Centre of

Expertise (ECE), the European Social Network and EURES) have been explored, but the room for further efficiency gains is limited. The option offered to the European Commission to join the framework contract in order to achieve some economy of scale was not considered.

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

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

III. Work programme 2019

1. Activities

1.1 Operational activities

1.1.1 Working conditions and sustainable work

Overview

In 2019, analysis of data from the EWCS 2015 will be well advanced and the focus will partially shift to finalising the preparation of the next wave of the survey, to be conducted in 2020 (part of activity 2.1.11 *Survey management and development*). However, a range of questions regarding differences in working conditions experienced by different groups of workers remain open. The focus in 2019 will be on the analysis of working conditions in different sectors. Based on the results of consultation with stakeholders in 2018 on the most appropriate approach to sectoral analysis, a comprehensive investigation of working conditions in sectors will be performed. In addition, a series of shorter analyses of EWCS 2015 data will be prepared. Following discussion in the Advisory Committee the following topics for short analysis were approved by the Bureau: Chronic diseases and ability to work; Working conditions of workers with more than one job; Working conditions of workers with a foreign background; ICT and health and well-being ; The low-skilled at work; At your service: working for customers in Europe.

Most analysis of EWCS 2015 data done so far includes some comparison of trends over time. However, the question as to whether working conditions are improving or deteriorating in general terms and more specifically the issue of whether trends are the same for all workers or whether inequalities between different groups of workers are increasing merits a detailed investigation. Eurofound will examine trends over time for the seven dimensions of job quality identified in the 2015 overview report and investigate whether working conditions have become more unequal over time.

The analyses started in 2018 on *Working conditions and employee engagement and development of workers knowledge and skills* and on *Gender equality at work* will be completed.

Eurofound's 2015 concept paper on sustainable work identifies two elements which are linked to making work sustainable: the different dimensions of job quality and the circumstances and characteristics of the individual. In 2017 and 2018, Eurofound explored possibilities for developing indicators of sustainable work which would encompass both elements and ways to analyse progress towards achieving sustainable work with the help of scoreboards/datasets. In 2019, these attempts to measure sustainable work will be further developed.

Changing employment relations and the abuse of certain types of employment status remain an area of interest for policymakers, connected also to the fight against undeclared work. Eurofound will continue to participate as an observer in the work of the European Platform tackling undeclared

work. Eurofound will make available its knowledge, specifically on fraudulent forms of contracting work, and remains open to cooperation in the framework of the Platform’s work programme.

In 2018, Eurofound carried out research on posted workers on the basis of resources under the activity ‘reacting to ad-hoc requests’. This research focused on the availability and lack of reliable data on the working conditions of posted workers. Depending on the outcomes of this mapping exercise and the scenarios suggested, additional activities might be considered.

For 2020, Eurofound plans a flagship report which will consolidate the findings of the strategic area of intervention *Working conditions and sustainable work*. Preparatory work will start in 2019.

Objectives

- To provide evidence on working conditions and their implications for sustainable work:
 - Working conditions and employee engagement and development of workers’ knowledge and skills
 - Gender equality at work
 - Working conditions of workers in different sectors
- To produce a series of short analyses based on EWCS 2015 data that examine the working conditions of specific groups of workers and particular issues which can impact on the sustainability of work.
- To provide evidence on trends regarding the improvement of working conditions (2005–2015) including on increasing or decreasing differences in working conditions between various groups of workers.
- To further develop measurement tools for the analysis of progress towards making work sustainable based on the indicator scoreboard developed in 2018.
- To prepare the drafting of a flagship report/resource which will present relevant findings from the SAI *Working conditions and sustainable work* from the current programming period in 2020.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2019 projects)
<ul style="list-style-type: none"> • Report Men and women at work (based on EWCS 2015) • Report Work and health and well-being (based on EWCS 2015) • Report Casual work 	<ul style="list-style-type: none"> • Working paper Indicators for measuring progress towards making work sustainable • Working paper ICT and health and well-being • Series of short analyses based on EWCS 2015 data Policy brief Chronic diseases and ability to work Policy brief 	<ul style="list-style-type: none"> • Report Analysis of working conditions in sectors (based on EWCS 2015) • Report Working conditions and employee engagement and development of workers’ knowledge and skills (based on EWCS 2015) • Series of short analyses

	<p>Working conditions of workers with a foreign background</p>	<p>based on EWCS 2015 data</p> <p>Policy brief Working conditions of workers with more than one job</p> <p>Policy brief At your service: working for customers in Europe</p> <p>Working paper The low-skilled at work</p> <ul style="list-style-type: none"> • Flagship report Working conditions and sustainable work
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Expected results

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

Eurofound will make available findings on the diversity of working conditions and job quality, identifying inequalities. The analysis of working conditions in different sectors will help to identify those sectors and areas where policy intervention should be considered. This can provide information for the social partners engaged in European-level sectoral social dialogue, as well as others. To contribute to the debate on extending working lives, Eurofound will provide original findings on employee engagement in the context of sustainability of work.

The analysis of EWCS 2015 data on the working conditions of men and women will provide evidence to inform policies aimed at closing gender gaps in the area of job and employment quality. The knowledge provided is relevant for the principle of gender equality and initiatives to improve work–life balance, as well as those included in the context of the European Pillar of Social Rights.

Given the European Union’s commitment to improving working conditions for all and achieving upward convergence, the analysis of trends over time and evidence regarding decreasing or increasing inequalities in working conditions provides policymakers with the evidence required for targeted policy intervention.

Indicators

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

Resources

EUR 154,000

4.7 FTE

2.1.2 Social dialogue

Overview

In 2019, Eurofound will continue to report on developments in industrial relations, including by drawing on the framework of the key dimensions of industrial relations developed in previous years, in particular the refined indicators developed in 2017–2018. The reporting will compare national developments, exploring connections between the different dimensions, such as industrial democracy (voice) and competitiveness. Eurofound will continue to analyse the strengths and limitations of social dialogue structures, and will finalise and publish the work begun in 2018 to investigate the linkages between social dialogue at the European and the national level, with a particular focus on companies. This work will review existing research analysing how social dialogue works in multinational companies, taking account of experience involving European Works Councils and European Framework Agreements.

In 2019, Eurofound will organise an exchange seminar of stakeholders, on the basis of the findings of exploratory work undertaken in 2018 on the capacity needs of social partners in relation to national frameworks for autonomous collective bargaining; involvement in European social dialogue; and developing membership and providing attractive services. The seminar should develop a joint commitment to follow-up action.

The agency will continue to assess the representativeness of EU-level sectoral social partner organisations and launch six new studies in 2019. Eurofound will also research the basis of European social partner organisations' mandate to negotiate, building on existing documentation of mandates deriving from the statutes and rules of procedure of the organisations, but also covering other methods employed to obtain a negotiating mandate and to approve the results of negotiations (in different forms). The agency will also continue in 2019 to monitor the role of social partner organisations in the European Semester.

Objectives

- To report on the linkage between the European and national levels in social dialogue in companies, particularly focused on a better understanding of the cooperation mechanisms used in decision-making and implementation in multinational companies.
- To provide the information required by the European Commission to assess the representativeness of European sectoral social partner organisations so as to support the European sectoral social dialogue.
- To provide an overview of the different forms in which European sector social partners obtain a negotiating mandate or approval from their affiliates for signing an agreement, joint text or other output from negotiations; to categorise and analyse these forms.
- To support capacity-building for an effective and meaningful social dialogue.

- To review the role of national social partners in the European Semester, and to analyse the quality and effectiveness of their involvement and any changes that may have occurred.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020
<ul style="list-style-type: none"> • Web database Database and visualisation of key dimensions of industrial relations, • Working paper Capacity-building for social dialogue • Report 6 Representativeness studies 	<ul style="list-style-type: none"> • Working paper Negotiating mandates of European social partners • Event Seminar on capacity-building for social dialogue • Interim results on the role of the social partners in the European Semester 	<ul style="list-style-type: none"> • Report 6 Representativeness studies • Report Social dialogue at company level: analysing linkages between national and EU levels. • Report Role of the social partners in the European Semester • Report Capacity-building for social dialogue • Flagship report Industrial Relations (together with the activity on <i>Reporting working life developments</i>)

Expected results

Eurofound will present new findings on the complex level linkages of social dialogue at company level, both in its horizontal and vertical forms of articulation. The factors influencing good practices in these multi-level processes will be identified and will feed into the debate on how to improve the effectiveness of social dialogue in Europe.

Eurofound representativeness studies will support the European Commission in assessing which European social partners to consult under article 154 TFEU. The evidence will contribute to a more accurate assessment of European Social Partners involved in European Sector Social Dialogue Committees. Findings will also be made available on the procedures whereby European social partner organisations secure a mandate for negotiations.

The evidence provided on the role of social partners in the European Semester process will show their involvement in the key milestones of this process and how the different actors assess this involvement. This will assist the Institutions involved in the Semester process to identify if and how the contribution of the social partners to the design and implementation of policies and reforms has changed and how it can be enhanced, in line with the Employment Guidelines.

Indicators

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

Resources

EUR 681,000
3.2 FTE

2.1.3 Reporting on working life developments

Overview

In 2019, 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.

The year 2019 will be the second year of a new network of correspondents contracted in March 2018. Correspondents will provide timely information to EurWORK from all Member States, including regular quarterly ‘country updates’ reviewing the latest developments in working life. They will also contribute to more specific topical updates, which can cover all or selected Member States. This input replaces country-specific articles dealing with single topical issues.

The regular updates on statutory minimum wage 2019 and on developments in working time 2018 will be published. Working life country profiles will be updated every second year, including 2019. Synergies between the various products in the collection of data will be increasingly used. For example, data obtained via the EurWORK database on wages, working time and dispute and dispute resolution systems, together with information provided by the correspondents via an Annual review questionnaire, will be used to feed into the regular reports on pay and working time. An annual review of working life will be published in 2019 and the European industrial relations dictionary will be updated regularly.

A feasibility and pilot study for an ‘industrial action monitor’ will continue in 2019 and its results will be presented to the Advisory Committee in 2020 for discussion of future actions. This instrument would screen industrial action events across Europe (announced and actual), their causes, context, and outcomes.

In 2019 Eurofound will continue to pilot a revamped way of reporting on collective bargaining, taking into account the results of the work carried out in 2017–2018. In 2018, all relevant Eurofound material on collective bargaining has been made available on a topical landing page on collective bargaining. In 2019, steps will be taken to improve visualisation of this information. This could also be envisaged for the European Industrial Relations Dictionary. The Annual review 2019 will be

adapted to feed into the 2020 flagship report for the SAI Industrial relations, to provide information on developments in national-level industrial relations covering a period of at least the past 4 years.

Objectives

- Depending on the 2017–2018 feasibility studies, to provide systematic data, in selected key areas of industrial relations, where no harmonised European-level data-sources exists.
- To highlight recent developments of selected features of working life.
- To provide an accessible and comprehensive overview of industrial relations systems, in particular of collective bargaining processes and outcomes across Europe.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020
<ul style="list-style-type: none"> • Report Minimum of 3 EurWORK topical updates, including one on statutory minimum wages 2019 • Report Annual review of working life 2018 • Report EurWORK update on working time 2018 • Report Updated working life country profiles 	<ul style="list-style-type: none"> • Report Up to 2 EurWORK topical updates • Report Four quarterly rounds of country updates on latest developments in working life • Web database European Industrial Relations Dictionary: Up to 30 updated and/or new entries or terms 	<ul style="list-style-type: none"> • Report Up to 4 EurWORK topical updates, including one on statutory minimum wages 2020 • Web database Updated time series until 2019: EurWORK database of wages, working time and collective disputes • Web database Updated time series and update on developments in collectively agreed pay 2019 as part of the flagship report on industrial relations • Working paper (Facts and figures paper) Summary of findings of integrated pilot and feasibility for an Industrial action monitor

Expected results

Eurofound expects to consolidate its role as the portal of reference on working life (covering industrial relations and working conditions) providing regularly updated comparative information on actors and institutions, topics discussed and outcomes achieved to EU and national policymakers. The evidence provided can inform the initiatives of actors leading to a better functioning of social dialogue at European and national level. The comparative nature of the information provided can also support initiatives for mutual learning.

Indicators

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

Resources

EUR 496,000
 4.4 FTE

2.1.4 Well-functioning and inclusive labour markets

Overview

In 2019, Eurofound will finalise its research on labour market segmentation started in 2017 and 2018. This will provide a quantitative indication of the scale and scope of segmentation for selected Member States, as well as pointers on approaches to measure it in specific contexts. It will also provide an assessment of selected instruments initiated in the Member States to combat labour market segmentation.

For early 2020, Eurofound plans a flagship report on the *SAI Labour market change*. Preparatory work will start in 2019.

Objectives

- To provide an assessment of the effectiveness of initiatives to combat labour market segmentation.

Outputs

Outputs available 2019 (from projects started in 2017 and 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2019 projects)
<ul style="list-style-type: none"> • Report Labour market segmentation 		<ul style="list-style-type: none"> • Flagship report Labour market change

Expected results

The research will inform policymakers on labour market segmentation and wage inequalities. This will contribute to discussions on the design of labour market policies.

The analysis of the effectiveness of instruments aiming to mitigate the negative consequences of labour market segmentation should result in policy pointers, taking into account regulatory frameworks or institutional settings which might influence both, the specific manifestation of labour market segmentation, as well as the policy approach considered.

Indicators

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

Resources

EUR 29,000
2.5 FTE

2.1.5 Monitoring structural change and managing restructuring

Overview

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

The European Restructuring Monitor (ERM) will continue to update the only available European data source mapping large-scale restructuring activity, as well as related legislation and support instruments. The topic of the second thematic report over the four-year period will be on transnational restructuring.

The European Jobs Monitor (EJM) will contribute to deepening contextual information around key, EU2020 strategic objectives, such as the 75% employment rate objective by providing regular, monitoring data on the quality as well as the quantity of jobs created. In 2019, a biennial EJM report will be published based on research carried out in late 2018 and early 2019.

Objectives

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

Outputs

Outputs available 2019 (from projects started in 2017 and 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from projects started in 2019)
<ul style="list-style-type: none"> • Report EJM report • Report ERM annual summary report 	<ul style="list-style-type: none"> • Web database ERM and EJM databases, updated • Blog Blogs on restructuring 	<ul style="list-style-type: none"> • Report ERM biennial report (transnational restructuring)

Expected results

Policymakers will be able to access information on labour market trends and developments and the drivers of change behind them. This will help to identify the specific needs for managing change and to develop appropriate policy initiatives and instruments. The Commission may use this evidence, for example, in contributions to flagship publications such as the *Employment and social development in Europe* report.

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

By highlighting regional disparities in the distribution of good (and poor) quality net new employment, the EJM will contribute data to the new convergence process envisaged in the Five Presidents' report.

Its coverage of transnational restructuring cases will be relevant to current debates and can also be made available to the (proposed) European Labour Authority.

Indicators

Budget implementation (90%)

Delivery (80%)

Uptake through website

Contributions through events

Use in key EU policy documents

Resources

EUR 231,000

3.7 FTE

2.1.6 Innovation and job creation in companies

Overview

In 2019, focus will be placed on the analysis of the data of the European Company Survey (ECS). These data will explore the associations between establishment characteristics, including business outcomes and outcomes for employees, and practices and strategies with regard to work organisation, human resource management, direct participation, skills utilisation, digitalisation and social dialogue practices. Some of this analysis is to be carried out together with Cedefop. Additionally, possibilities to further exploit the gathered data through the involvement of external researchers (for example, encouraging the use of ECS data for articles or organising a symposium on ECS related topics) will be explored.

Following the multiannual agenda on researching job creation and retention, a new focus will be on business transfers and successions. There is limited awareness about the importance of a timely preparation of a business transfer among European entrepreneurs, resulting in the comparatively large loss of otherwise sustainable businesses and jobs. The European Commission mentions the risk of losing about 600,000 jobs every year due to the failure of realising business transfers.²⁰ Eurofound aims to compile, for selected EU Member States, more recent data on the number or share of enterprises that will potentially face the challenge of change of ownership and control in the coming years, and the related quantitative employment effects. Furthermore, the research will explore whether some of the national approaches to estimate the extent of business transfers could also be applied systematically at EU level.

Objectives

- To provide evidence on establishment workplace practices and their association with organisational outcomes and workplace well-being based on the ECS 2019.
- To explore the possibilities of further exploiting ECS data through the involvement of external researchers.
- To explore the potential scale of job retention effects of business transfers and successions for selected Member States.

²⁰ 2011 report, *Business dynamics: start-ups, business transfers and bankruptcy*.

Outputs

Outputs available 2019 (from projects started in 2017 and 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2019 projects)
<ul style="list-style-type: none"> Report Employment and working conditions in social enterprises and cooperatives 	<ul style="list-style-type: none"> Working paper Job retention effects of successful business transfers 	<ul style="list-style-type: none"> Report ECS 2019 overview report

Expected results

The analysis of the data of the ECS will contribute to a better understanding of the characteristics of workplace practices and human resource management in European establishments. Being a unique European-wide dataset on this topic, previous waves of the ECS have been used to inform policymakers and support them in their work. As regards the ECS 2019, additional value-added could be realised through the cooperation with Cedefop and the increased focus on skills strategies and skills utilisation. Furthermore, the new coverage of the role of digitalisation in European workplaces could be useful for the overall policy debate on digitalisation and its effect on employment.

Findings related to the scale of potential business transfers and the related job retention effects could be used to raise the awareness of both policymakers and entrepreneurs regarding the labour market effects of successful business transfers, and the risk of job loss in the case of failure. This is deemed particularly important at a time when a large number of companies in eastern Europe are facing this challenge for the first time and might need timely public support to manage it successfully. Provision of the latter can be considered to be in line with the proposal of the Entrepreneurship 2020 Action Plan²¹ to support entrepreneurs in crucial phases of the business lifecycle.

Indicators

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

Resources

EUR 10,000
 1.3 FTE

²¹ https://ec.europa.eu/growth/smes/promoting-entrepreneurship/action-plan_en

2.1.7 Quality of life and quality of society

Overview

Eurofound continues to monitor and analyse developments in relation to improving living conditions, creating inclusive societies and social cohesion. 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. Following its reporting on findings from the European Quality of Life Survey (EQLS) 2016, Eurofound will extend the analysis to specific groups in society. This will include the exploration of diversity in household types, such as multigenerational households or single-person households and the differences in their well-being, social support and vulnerability.

To contribute to understanding the prevalence of new inequalities in Europe, Eurofound will build on its previous research on social mobility and assess the distribution and transmission of wealth in Member States. The most unevenly spread assets types will be identified on the basis of recent wealth surveys.

Research will be carried out to shed light on perceptions of fairness, potential sources of discontent and the overall sense of disillusionment among some parts of society in Europe, in comparison with objective realities. An analysis of the levels of optimism about the future for an individual and society as a whole will be carried out within the broader context of the data on quality of society. This will be based on examining the impact of growing inequalities on the changing perceptions of fairness, presence or lack of optimism, and on analysing the relationship between people's perceptions and realities in terms of objective indicators on their social and economic situation. Findings of this research will inform the debate on the changing prospects for middle classes in Europe, and the implications for balancing security as well as opportunities for citizens.

Objectives

- To provide an overview of the types of household in Europe, to provide their profiles in terms of living conditions and well-being and to identify forms of social vulnerability.
- To provide an overview of the wealth distribution in Member States and explore the role of wealth in the transmission of (dis-)advantage in the context of social mobility.
- To examine optimism for the future (for self and others) in relation to social situation and perceptions of quality of society (including sense of fairness) and to examine the relationships between people's perceptions and objective indicators on their social and economic situation and living standards.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2018 and 2019 projects)
<ul style="list-style-type: none"> • Flagship report Quality of life and society • Report Life and society in the EU candidate countries • Policy brief Intergenerational differences in quality of life across Europe • Policy brief Quality of life: Quality of life in rural Europe in the 21st century • Policy brief Quality of life in major European cities 	<ul style="list-style-type: none"> • Report Composition of households and well-being in Europe 	<ul style="list-style-type: none"> • Report Wealth and transmission of (dis-)advantage in the context of social mobility • Report Fairness and the future – perceptions and realities

Expected results

Completed reports on household composition and living arrangements in relation to well-being can inform policymakers with regard to demographic and social developments and their implications for future social policy. Findings in relation to social mobility can inform policymakers with regard to equality of opportunity and fairness in society – an aspect referred to in many initiatives by the current European Commission.

In particular, the research results will be relevant to provide knowledge on areas addressed by the European Commission in the European Pillar of Social Rights and its set of principles on social protection and equal of opportunities.

Indicators

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

Resources

EUR 107,000
 3.5 FTE

2.1.8 Public services

Overview

Public services continue to be affected by the consequences of the economic crisis and need to address the current and ongoing challenges that most of the European societies face, including low levels of trust, the rapid pace of technological development and the increasing diversity of the European population. Member States continue to implement reforms to improve the design and delivery of public services to address deficits in education, health, housing and care. Furthermore, some of the challenges are also related to improving the effectiveness and efficiency as well as the quality of the services. Activities in 2019–2020 will build on the work started in 2018, particularly regarding the access to and quality of public services, and will be informed by work carried out in Eurofound’s research on convergence.

Drawing upon analysis of the European Quality of Life Survey (EQLS) 2016 and other surveys, Eurofound will explore differences in access to social services of general interest across Member States and across groups in society. Depending on the availability of data over time and on country-specific information, Eurofound will assess patterns in accessibility of services in terms of convergence or divergence in the EU.

Following its review of the quality of life and living conditions of people with disabilities on the basis of recent research including the EQLS in 2018, Eurofound will continue this research strand by examining the impact of services designed and provided for people with disabilities across Member States.

Building on its previous work on household debt, Eurofound will map developments in debt advisory services and insolvency procedures in EU countries. Work will include the assessment of the take-up of insolvency procedures and the identification of barriers to access these procedures in order to combat poverty.

Objectives

- To analyse differences in access to social services of general interest across Member States and to assess the nature and extent of convergence or divergence.
- To map debt advisory services and insolvency procedures in the EU and to assess the take-up of insolvency procedures in tackling high levels of personal and household debt.
- To examine services provided for people with disabilities.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2018 and 2019 projects)
<ul style="list-style-type: none"> • Report Access of young people to information and support systems (project commenced in 2017) • Report Policies to reduce the barriers to access to services for new migrants and refugees • Report Impact of digitalisation on health and social services 	<ul style="list-style-type: none"> • Report Access to and quality of key public services 	<ul style="list-style-type: none"> • Report Services for labour market integration of people with disabilities • Report Advisory services for household debt • Report Access to social services of general interest in the EU

Expected results

The completed report on the impact of digitalisation on health and social care can inform policymakers at the national and European levels with regard to technological developments and their particular impact on social and healthcare systems. Furthermore, research can assist in adapting the design and delivery of those services.

The report on the evaluation of measures for the social and economic integration of refugees can assist policymakers in designing effective services and policies aimed at the integration of new communities into European societies.

The analysis of inequalities in access to social services will inform policy thinking in respect of the role services play in quality of life, addressing inequities as well as adding to the resilience of individuals and societies. The research findings should be relevant for both social policy and service providers.

The detailed review of the access to and use of debt services in the Member States can assist policymakers and service providers in the further provision of assistance to people in economic/financial hardship.

The report on the overview of the provision of services relevant for people with disabilities will inform policymakers on the design of relevant service with the needs of people with disabilities in mind.

Indicators

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

Resources

EUR 127,000
2.3 FTE

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

Overview

In this activity, Eurofound addresses the challenges and opportunities for work and employment due to the ever-increasing use of digital devices. Eurofound is particularly well placed to investigate its effects on work, employment, and industrial relations. In 2019, the web resource set up in 2018 on platform work will be extended to include other forms of digital platforms. The material compiled aims to provide a continuously updated ‘one-stop-shop’ on information on the platform economy and will lead to short analyses on various aspects of platform work. The possibility of using this web resource to collect information on the platform economy via web surveys or other methods will be explored and, if feasible, included in later years.²²

In 2019, a new study on the nature of work in digital workplaces will be initiated. It will investigate company approaches to the introduction and use of digital devices in the workplace and explore their impact on different dimensions of job quality, work organisation and industrial relations (including, for example, whether job descriptions in collective agreements have been changed to accommodate the effects of digitisation). The increased use of digital devices in recent decades has profoundly changed the nature of work in many organisations. The organisational implications and consequences for working conditions may be far reaching. For example, digitisation of the workplace changes job demands and potentially affects social interactions in the workplace, impacting on skills needs and training requirements. It may also alter the autonomy of workers, both in a positive and negative way (e.g. through new forms of surveillance and monitoring). Moreover, it can lead to a more flexible organisation of work, to the advantage of both workers and employers. And it can offer opportunities in terms of improvements in health and safety, work–life balance and access to work.

In 2019, preparatory work for the 2020 work programme project on scenarios related to work and employment in the digital age will commence.

²² As an example of such a web portal used both for disseminating and collecting socioeconomic information, see the website of the Wage Indicator Project: www.wageindicator.org

Objectives

- To further analyse platform work in the EU.
- To identify existing tools and data for the analysis of the platform economy, and create a web resource on the platform economy in Europe and its socioeconomic implication.
- To investigate the variety of company approaches to the introduction and use of digital devices in the workplace and to explore the impact of such technological change on different dimensions of job quality and work organisation.

Outputs

Outputs available 2019 (from projects started in 2017 and 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2018 and 2019 projects)
<ul style="list-style-type: none"> • Report ICT-based mobile work • Working paper Contours of the platform economy • Working paper The impact of automation services 	<ul style="list-style-type: none"> • Web database Update of online resource on the platform economy • Policy brief Platform work 	<ul style="list-style-type: none"> • Report The employment impact of automation • Report Nature of work in digitised workplaces • Working paper (Facts and figures paper) Nature of work in digitised workplaces

Expected results

Further information on platform work in Europe, compiled in an easy-to-access way, will enhance the understanding among policymakers of this employment form. It can inform decisions about the need for and direction of policy intervention, not least in connection with debates around the future of work and social protection.

The identification of existing tools and measurements of the platform economy in Europe and its wider socioeconomic implications, and its compilation in a single accessible data portal will facilitate a better knowledge of this crucial aspect of the digital economy in Europe, for which there is only limited quantitative information available.

Finally, a quantitative and qualitative assessment of the implications for job quality and work organisation of the use of digital technologies in European workplaces will increase the capacity of European policymakers to improve working conditions in the digital era.

Indicators

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

Resources

EUR 151,000
2.3 FTE

2.1.10 Monitoring convergence in the European Union

Overview

In 2019, Eurofound will continue to monitor convergence in the European Union along the dimensions previously identified.

The dashboard of indicators that started in 2017 and was implemented in 2018 will be updated. For those indicators where new data are available, changes in trends will be monitored and new updated measures of convergence will be computed. Likewise, information and trends published in the web portal will be updated and maintained.

Research on monitoring convergence in the dimension of working conditions launched in 2018 will be completed in 2019.

Moreover, informed by the developments regarding the European Pillar of Social Rights, in 2019 Eurofound will launch the focused investigation of convergence in the dimensions of living conditions and social protection. As for the dimensions already investigated in 2017 and 2018, these will include an in-depth analysis of convergence trends among European countries, as well as a discussion about a set of policy options to restore convergence among Member States.

Finally, Eurofound will launch a new project on regional convergence and inequalities. Included in the multiannual work programme, the study of regional convergence continues to attract enormous attention in the policy debate. Recent emphasis has been placed on the underlying spatial dimensions of inequalities and whether poor regions are catching up with wealthier ones. Acknowledging that the sole perspective of income convergence is quite limited, the project will investigate at regional level evolutions over time of social imbalances, such as unemployment, social exclusion and poverty, and it will examine various aspects of the relationship between growth, regional disparities and interpersonal inequalities.

Objectives

- To complete the investigation of monitoring convergence in the dimension of working conditions (continuation).

- To update and maintain the dashboard of indicators and to monitor convergence in the European Union with updated data.
- To monitor convergence in the dimension of living conditions.
- To monitor convergence in the dimension of social protection.
- To investigate regional convergence and inequalities.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2018 and 2019 projects)
<ul style="list-style-type: none"> • Report Monitoring convergence in working conditions • Report Convergence in employment and socioeconomic factors 	<ul style="list-style-type: none"> • Policy brief Monitoring convergence in the EU in 2019 • Web database Monitoring convergence in the EU in 2019 (update and maintenance of dashboard and trends) 	<ul style="list-style-type: none"> • Report and/or policy brief Monitoring convergence in living conditions • Report and/or policy brief Monitoring convergence in social protection • Report and/or policy brief Regional convergence and inequalities

Expected results

- To meet all the objectives stated in the initial phase of the 2017–2020 work programme of monitoring convergence in the European Union.
- To contribute to the European policy agenda and to the debate around the European Pillar of Social Rights with new, fresh and original findings.

Indicators

Budget implementation (90%)

Delivery (80%)

Uptake through website

Contributions through events

Use in key EU policy documents

Resources

EUR 145,000

2.7 FTE

2.1.11 Survey management and development

Overview

In 2019, Eurofound will discuss scenarios concerning the long-term approach to the surveys that builds on the following work:

- In 2017, an internal note was produced that summarises previous internal strategic papers, as well as lessons learned from other European survey organisations.
- In 2018, the work focused on reviewing the timing (cycle of preparation and implementation of individual surveys) and on exploring scenarios and their cost and quality implications. An evaluation of the different scenarios was organised towards the end of 2018. This includes an analysis of the overlaps between existing European surveys.

The scenarios will be discussed with the Bureau and Board, in the context of a broader discussion on the work programme beyond 2020 under the new multiannual financial framework. In 2019, work will continue on all three surveys. Fieldwork for the ECS 2019 will be completed and Eurofound will carefully examine the cost and quality advantages and disadvantages of the shared preparations and implementation with Cedefop, documenting the lessons learned from this exercise. The external data quality assessment of the ECS 2019 will be contracted out. Preparations continue for the next round of the EWCS, which will go into the field in 2020. Though the next EQLS edition would be implemented only in 2022 under the new multiannual financial framework, preparations need to commence in 2019. An important aspect of the work concerns not just the actual preparation and implementation of the surveys but also ensuring the cross-fertilisation of knowledge across the three surveys and the larger European survey research community.

Currently available in-work poverty indicators are calculated relative to median income. Eurofound will investigate the possibility of more direct measures of material hardship. One of several possibilities is to develop indicators based on the EWCS 2020. Eurofound will in 2019 reflect and propose some ideas on how big data and user-generated data can address data needs in some key areas of relevance for its various activities.

Objectives

- To develop and discuss a long-term approach to surveys and data collection in Eurofound.
- To finalise fieldwork of the ECS 2019.
- To carry out a data quality assessment of the ECS 2019.
- To complete preparation for fieldwork of the EWCS 2020.
- To prepare a detailed plan for the preparations of the next (fifth) edition of the EQLS.
- To examine the use of big data and user-generated data of relevance for Eurofound research.
- To contribute to the development of better indicators.
- To ensure continuous training in survey methodology of Eurofound staff and to continue to position Eurofound as a key player in the design and implementation of Europe-wide social surveys.

Outputs

Outputs available 2019 (from projects started in 2018)	Outputs available 2019 (from projects started in 2019)	Outputs available 2020 (from 2019 projects)
<ul style="list-style-type: none"> • EWCS questionnaire • Working paper Options for new modules, modes and survey tools for studying quality of life and public services • Working paper Appraisal of different scenarios for Eurofound surveys for the long-term future 	<ul style="list-style-type: none"> • Working paper Relevance for Eurofound of using big data and user-generated data • Working paper Development of new indicators • Event Seminar 	<ul style="list-style-type: none"> • ECS dataset • Working paper Data quality assessment of the ECS 2019 (for publication on the ECS methodological web page)

Expected results

In the framework of a discussion of Eurofound priorities for the next multiannual period, in 2019, Eurofound will be in a position to take decisions on the long-term approach to surveys, to ensure that Eurofound continues to be a key data source of policy relevance in its areas of expertise.

A range of tools and resources to ensure coherent and high-quality data collection and analysis will be made available. This is expected to ensure the reliability and usefulness of Eurofound surveys. Given the importance of the surveys as a unique data source for the provision of evidence-based advice to policymakers, the work done in this activity is a prerequisite for the successful implementation of the programming document. Surveys datasets are expected to be used in analysis done by stakeholders and research organisations. Findings from this analysis are expected to be used as knowledge evidence in related policy documents. The activity will also have contributed to shared learning within the agency, thus contributing to development of its staff.

The work Eurofound proposes to do in testing and developing new indicators can contribute to the Indicator groups of the Social Protection Committee and the Employment Committee, and to guide future collection of statistics and research evidence.

Indicators

Budget implementation (90%)

Delivery (80%)

Resources

EUR 1,655,000

5.9 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 respond to the ad-hoc requests of policymakers, Eurofound reserves the capacity (roughly 5% of the operational budget and of capacity of research staff) to provide background papers, customised reports and short studies on request to its stakeholders. Within the limits of Eurofound’s new Founding Regulation, 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 consulted, if necessary in writing, with a reasoned recommendation on all requests, implying significant resources for research or on requests in areas of particular interest to the Bureau. Consultation will start when a request is formally received and before a decision is taken.

Objectives

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

Outputs

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

Expected results

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

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

Indicators

Budget implementation (90%)

Delivery (80%)

Uptake through website

Contributions through events

Use in key EU policy documents

Specific indicator

Number of requests

Resources

EUR 340,000

1.7 FTE

1.2 Horizontal activities

1.2.1 Corporate communication and infrastructure

Overview

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

This activity covers two strands:

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

The first strand covers all generic Eurofound communication outputs and activities and specifically the *Living and working in Europe Yearbook 2018* and communication campaigns for each of the six strategic areas of intervention. It will also include a programme of targeted events, specifically those resulting from cooperation with the EU Presidencies (Romania and Finland). Ad-hoc contributions are demand-driven and will also be covered in this context.

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

Objectives

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

- To establish and profile a renewed design profile for the agency.

Expected results

An effective and results-oriented communication programme which delivers on time and to quality, providing key contributions to achieve the programme's objectives. This will include contributions from Eurofound, based on work available within the agency on the future of work, in the context of the ILO's 100th anniversary.

Outputs

As per the 2019 communication plan.

Indicators

Budget implementation (90%)

Delivery (80%)

Resources

EUR 1,110,000

13.7 FTE

1.2.2 Organisational support and development

Within the multiannual programme planning, Eurofound's organisational support and development is focused on two main objectives: efficiency gains by reducing the cost and administrative burden for the organisation and, at the same time, increasing the support activities' value for the organisation.

It is important to stress that these objectives have to be achieved with the regulatory context of the EU and its institutions. This requires full compliance with all relevant regulations as well as transparency in governance and operations.

The efficiency gains should be achieved in all support areas, such as staff and financial management, ICT infrastructure and applications, procurement and project management. Further use of IT-based tools and workflows, improved cooperation with the Agencies' Network and other EU institutions through knowledge sharing, joint procurements and sharing of services are some of the approaches to be considered in this respect.

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. The other lever to increase the value provided to the organisation is to deliver the information and intelligence required to make well-informed decisions about the use of the scarce resources.

Objectives

- To ensure that Eurofound’s organisational performance is supported with data and analysis in a reliable and timely manner.
- To ensure that organisational sustainability will be improved through better awareness of the environmental impact of Eurofound’s operations, appropriate reporting and an Internal Environmental Audit.
- To ensure that the multiannual learning and development strategy will provide the tools for ensuring a longer term view on succession planning, skill gaps, and evolving skills.
- To ensure that project planning and implementation will have matured in terms of the allocation and management of resources.

Outputs

- EPMS report 2018
- Environmental impact report
- Business process improvement results
- Annual ethics and integrity month
- Annual data protection day
- Delivery of ICT strategic projects
- delivery of thematic evaluations (‘topical’ or ‘activity-based’ evaluations as opposed to one big programmatic evaluation)
- Delivery of a multiannual Learning and Development programme based on needs identified in the appraisal process and from the work programme.
- Annual refresher training in project management, with topical module
- Governing Board and Bureau meetings as requested by the Founding Regulation and the Board.

Expected results

- That the workload and budget relating to support activities will have further reduced through efficiency gains in processes and tools.
- That recruitment and development activities ensure that staff are competent to implement Eurofound’s programme in line with their potential.
- That the organisational development process results in a more flexible, effective and efficient organisation of work and a better skills mix in project teams, leaving more time for higher value work.
- That Eurofound will have developed and implemented sustainable goals through an Internal Environmental Audit.

Indicators

Budget implementation (90%)

Delivery (80%)

Resources

EUR 413,000

5.7 FTE

Annexes

Annex I: Resource allocation per activity

First estimate of proposals for 2019 (with first estimate of staff costs)

Activity	Title 3 costs EUR (rounded) – September 2018	Staff time in FTE²³ – September 2018	Total costs EUR (rounded) – September 2018
Working conditions and sustainable work	154,000	4.7	1,431,000
Social Dialogue	681,000	3.2	1,550,000
Reporting on working life developments	496,000	4.4	1,710,000
Well-functioning and inclusive labour markets	29,000	2.5	710,000
Monitoring structural change and managing restructuring	231,000	3.7	1,260,000
Innovation and job creation in companies	10,000	1.3	376,000
Quality of life and society	107,000	3.5	1,082,000
Public services	127,000	3.8	1,187,000
The digital age: Challenges for work and employment	151,000	2.3	787,000
Monitoring Convergence in Europe	145,000	2.7	896,000
Survey management and development	1,655,000	5.9	3,306,000
Reacting to ad-hoc information requests	340,000	1.7	791,000
Corporate communication and infrastructure	1,110,000	13.7	4,261,000
Organisational support and development	413,000	5.7	1,632,000
GRAND TOTAL	5,649,000	59.2	20,979,000
Available budget Title 3 (as of September 2018)	5,649,000		
Difference	0		

²³ Full-time equivalents

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

Table A1: Expenditure

Expenditure	2018		2019	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	13,400,000	13,400,000	13,810,000	13,810,000
Title 2	1,500,000	1,500,000	1,520,000	1,520,000
Title 3	5,671,000	5,671,000	5,649,000	5,649,000
Total	20,571,000	20,571,000	20,979,000	20,979,000

Commitment appropriations

Expenditure	Commitment appropriations					Envisaged 2020	Envisaged 2021
	Executed Budget 2017, ²⁴	Budget 2018	Draft budget 2019		VAR 2019/2018		
			Agency request ²⁵	Budget forecast			
Title 1 Staff Expenditure	12,859,533	13,400,000	13,810,000	13,810,000	3.1%	14,150,000	14,350,000
11. Salaries & allowances	11,922,768	12,295,500	12,328,000	12,328,000	0.3%	12,660,000	13,053,000
- of which establishment plan posts	11,488,947	11,827,500	11,906,000	11,906,000	0.7%	12,334,000	12,633,000
- of which external personnel	433,821	468,000	422,000	422,000	-9.8%	426,000.	420,000
12. Expenditure relating to Staff recruitment	120,449	135,000	432,000 ²⁶	432,000	320%	434,000 ²⁷	225,000
13. Mission expenses	249,075	285,000	290,000	290,000	1.8%	290,000	295,000
14. Sociomedical infrastructure	195,313	193,500	219,000	219,000	13.2%	224,000	225,000
15. Training	140,865	155,000	160,000	160,000	3.2%	160,000	160,000
16. External Services²⁸	231,064	336,000	381,000	381,000	11.8%	382,000	392,000
17. Receptions and events							
Title 2 Infrastructure and operating expenditure	1,899,597	1,500,000	1,520,000	1,520,000	1.3%	1,570,000	1,590,000
20. Rental of buildings and associated costs	747,492	687,000	694,000	694,000	1.0%	724,000	729,000

²⁴ All commitments made from C1, C4 and new R0 appropriations in 2017

²⁵ This column reflects the agency request to the EU-budget.

²⁶ Provision for recruitment of new Deputy Director

²⁷ Provision for recruitment of new Director

²⁸ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and seconded national expert (SNE).

Expenditure	Commitment appropriations					Envisaged 2020	Envisaged 2021
	Executed Budget 2017, ²⁴	Budget 2018	Draft budget 2019		VAR 2019/2018		
			Agency request ²⁵	Budget forecast			
21. Information and communication technology	921,500	635,000	635,000	635,000	0.0%	655,000	670,000
22. Movable property and associated costs	164,010	98,000	104,000	104,000	5.8%	104,000	104,000
23. Current administrative expenditure	9,908	20,000	20,000	20,000	0.0%	20,000	20,000
24. Postage / Telecommunications	56,688	60,000	67,000	67,000	10.4%	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)	5,715,991	5,671,000	5,649,000	5,649,000	-0.4%	5,675,000	5,880,000
Total expenditure	20,475,121	20,571,000	20,979,000	20,979,000	2.0%	21,395,000	21,820,000

Payment appropriations

Expenditure	Payment appropriations					Envisaged 2020	Envisaged 2021
	Executed budget 2017, ²⁹	Budget 2018	Draft budget 2019		VAR 2019 / 2018		
			Agency request	Budget forecast			
Title 1							
Staff Expenditure	12,720,204	13,400,000	13,810,000	13,810,000	3.1%	14,150,000	14,350,000
11. Salaries & allowances	11,922,768	12,295,500	12,328,000	12,328,000	0.3%	12,660,000	13,053,000
- of which establishment plan posts	11,488,947	11,827,500	11,906,000	11,906,000	0.7	12,334,000	12,633,000
- of which external personnel	433,821	468,000	422,000	422,000	-9.8%	426,000	420,000

²⁹ All commitments made from C1, C4 and new R0 appropriations in 2017

Expenditure	Payment appropriations					Envisaged 2020	Envisaged 2021
	Executed budget 2017, ²⁹	Budget 2018	Draft budget 2019		VAR 2019 / 2018		
			Agency request	Budget forecast			
12. Expenditure relating to Staff recruitment	101,276	135,000	432,000	432,000	320%	434,000	225,000
13. Mission expenses	245,112	285,000	290,000	290,000	1.8%	290,000	295,000
14. Sociomedical infrastructure	150,847	193,500	219,000	219,000	13.2%	224,000	225,000
15. Training	86,205	155,000	160,000	160,000	3.2%	160,000	160,000
16. External Services ³⁰	213,996	336,000	381,000	381,000	11,8%	382,000	392,000
17. Receptions and events							
Title 2 Infrastructure and operating expenditure	1,083,986	1,500,000	1,520,000	1,520,000	1.3%	1,570,000	1,590,000
20. Rental of buildings and associated costs	395,851	687,000	694,000	694,000	10%	724,000	729,000
21. Information and communication technology	540,891	635,000	635,000	635,000	0.0%	655,000	670,000
22. Movable property and associated costs	86,002	98,000	104,000	104,000	5.8%	104,000	104,000
23. Current administrative expenditure	9,220	20,000	20,000	20,000	0.0%	20,000	20,000
24. Postage / Telecommunications	52,022	60,000	67,000	67,000	10.4%	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)	2,719,514	5,671,000	5,649,000	5,649,000	-0.4%	5,675,000	5,880,000
Total expenditure	16,523,704	20,571,000	20,979,000	20,979,000	2.0%	21,395,000	21,820,000

³⁰ This chapter includes, amongst others, fees for SLAs for Commission's services, trainees and seconded national expert (SNE).

Table A2: Revenue

Revenues	2018	2019
	Revenues estimated by the agency	Budget Forecast
EU contribution	20,371,000	20,779,000
Additional EU funding: ad-hoc grants and delegation agreements	Pm	pm
Other Revenue	200,000	200,000
Total revenues	20,571,000	20,979,000

Revenues	2017	2018	2019		VA R 2019 / 2018	2020	2021
	Executed budget ³¹	Revenues estimated by the agency	As requested by the agency	Budget forecast		Envisaged	Envisaged
1. Revenue from fees and charges							
2. EU contribution	20,371,000	20,371,000	20,779,000	20,779,000	2.0%	21,195,000	21,620,000
- Of which assigned revenues deriving from previous years' surpluses	7,127	pm	pm	pm		pm	pm
3. Third countries contribution (incl. EFTA and candidate countries)		pm	pm	pm		pm	pm
- Of which EFTA		pm	pm	pm		pm	pm
- Of which candidate countries		pm	pm	pm		pm	pm
4. Other contributions		pm	pm	pm		pm	pm
- Of which additional EU funding stemming from ad-hoc grants (FFR Art. 7)		pm	pm	pm		pm	pm
5. Administrative operations	13,648	18,000	18,000	18,000	0%	18,000	18,000
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)		15,000	15,000	15,000	0%	15,000	15,000
6. Revenues from services rendered against payment	56,195	182,000	182,000	182,000	0%	182,000	182,000

³¹ Revenue received and cashed in 2017

Revenues	2017	2018	2019		VA R 2019 / 2018	2020	2021
	Executed budget ³¹	Revenues estimated by the agency	As requested by the agency	Budget forecast		Envisaged	Envisaged
7. Correction of budgetary imbalances							
Total revenues	20,440,843	20,571,000	20,979,000	20,979,000	2.0%	21,395,000	21,820,000

Table A3: Budget outturn and cancellation of appropriations

Budget outturn account

Budget outturn	2015	2016	2017
Revenue actually received (+)	21 086 148,19	20 695 317,54	20 440 843,26
Payments made (-)	-18 903 387,62	-17 685 926,18	-16 762 783,98
Carry-over of appropriations (-)	-2 916 762,85	-3 366 089,26	-3 957 046,16
Cancellation of appropriations carried over (+)	64 601,35	93 802,14	37 528,29
Adjustment for carry over of assigned revenue appropriations from previous year (+)	678 363,43	265 372,16	241 458,60
Exchange rate differences (+/-)	-1 835,53	-1 987,58	-1 719,71
Adjustment for negative balance from previous year (-)			
Total	7 126,97	488,92	-1 719,70

Budget outturn

The 2017 surplus that was reimbursed to the EU budget (as assigned revenue for 2019): 0 EUR. The first estimate of the 2017 budget outturn indicated that no monies will be reimbursed to the EU budget as it showed a slight deficit of 1,719.70 EUR due to exchange rate losses in an otherwise 100% executed budget.

Cancellation of commitment appropriations

the total amount of unused C1 appropriations cancelled amounted to 1,628.45 EUR. This represents ca. 0.01% of all C1 appropriations available.

Cancellation of payment appropriations for the year and appropriations carried over

Cancelled payment appropriations (carry overs) from 2016 to 2017 amounted to 37,528.29 EUR (C8 taken into account). This corresponds to a cancellation rate of 1.2% of all carry-overs. Main reason for the cancellations was an over-estimation of services ordered under framework contracts that were not fully delivered according to the specifications.

Annex III: Human resource outlook and staff evolution

Table A5: Human resource outlook

Staff population		Staff population in voted EU budget 2016 ³²	Staff population in voted EU budget 2017 ⁴¹	Staff population actually filled at 31.12.2017	Staff population in voted EU budget 2018	Staff population planned for 2019	Staff population planned for 2020	Staff population planned for 2021
Officials	AD	8	7	5	5	5	5	4
	AST	8	8	6	6	6	6	6
	AST/SC	0	0	0	0	0	0	0
TA	AD	42	43	41	44	46 ³³	46	47
	AST	37	35	37 ³⁴	36	34	34	34
	AST/SC	0	0	0	0	0	0	0
Total		95	93	89	91	91	91	91
CA GF IV		3	3	4	4	6	6	6
CA GF III		4	4	2	3	3	3	3
CA GF II		5	5	2	4	2	2	2
CA GF I		2	2	2	2	2	2	2
Total CA ³⁵		14	14	10	13	13	13	13
SNE ⁴⁵		1	1	1	1	1	1	1
Structural service providers ³⁶		7	7	7	7	7	7	7
TOTAL		118	115	107	112	112	112	112
External staff ³⁷ for occasional replacement ³⁸				0	2	2	2	2

³² 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.

³³ Two additional AD posts (AD6 and AD8) are requested through conversion of 1 AST6 post and 1 AST8 post. The reasons are explained in a previous footnote.

³⁴ Includes a staff member at AST level who will retire in first half of 2018 and whose post will not be filled in the context of achieving the 10% staff reduction target

³⁵ FTE

³⁶ 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. In the case of Eurofound: 1 catering administrator, 1 chef, 2 kitchen assistants, 1 cleaner, 2 security personnel

³⁷ FTE

³⁸ 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 planned for 2016	Staff population actually filled at 31.12.2016	Staff population planned for 2017	Staff population actually filled at 31.12.2017	Staff population planned for 2018	Staff population planned for 2019
CA GF IV		1		1			
CA GF III				1	1	1	1
CA GF II	1	1	1				
CA GF I							
Total CA³⁹	1	2	1	2	1	1	1
SNE⁵⁶	0	0	0	0	0	0	0
Total	1	2	1	2	1	1	1

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

³⁹ FTE

Table A7: Staff evolution

Category and grade	Establishment plan in EU budget 2016 ⁴⁰		Establishment plan in EU budget 2017		Staff population actually filled at 31.12.2017		Modifications envisaged in establishment plan 2018 in application of flexibility rule		Establishment plan 2018		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021	
	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AD 16																
AD 15		1		1						1 ⁴¹		1		1		
AD 14		1		1		2				1		1		1 ⁴²		2 ⁴³
AD 13	1	4	1	4		2			2	4	2	3	2	3	2	3
AD 12	2	8	2	7	3	3			1	7	1	8	1	8	1	8
AD 11	0	5	0	5		4			1	5	1	5	1	5	0 ⁴⁴	5
AD 10	2	4	2	4		1				4		5		6		6
AD 9	1	3	1	3		4				5	1	7	1	6	1	6
AD 8	1	5	1	6	2	5			1	7		7		8		8
AD 7	1	5		7		9		1		6		6		5		6
AD 6		5		4		7				3		2		2		2
AD 5		1		1		4				1		1		1		1
Total AD	8	42	7	43	5	41			5	44	5	46	5	46	4	47

Note: O = Official TA = temporary agent

⁴⁰ 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.

⁴¹ This is a provision for the career development of the Director.

⁴² This post refers to the current Deputy Director role. In the new founding regulation it is proposed to discontinue this role. Based on the final decision adopted, this post may be reflected at a more junior level in the establishment plan for 2020 in the future.

⁴³ Decision pending on the post of Deputy Director.

⁴⁴ One Official post to be converted into Temporary Agent.

Category and grade	Establishment plan in EU budget 2016 ⁴⁵		Establishment plan in EU budget 2017		Staff population actually filled at 31.12.2017		Modifications envisaged in establishment plan 2018 in application of flexibility rule		Establishment plan 2018		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021	
	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA	O	TA
AST 11		0		0						1		1		2		2
AST 10		2		2		2				1		2		1		1
AST 9		7		5		3				5		6		7		7
AST 8		8		8		4				7	1	7	1	7	2	7
AST 7	1	10	2	8		8			2	8	2	7	2	5	2	5
AST 6	3		3	1	1	4			3	2	2	1	2	2	2	2
AST 5	2	8	1	8	3	5			1	7	1	5	1	5		5
AST 4	1		1	1		4				2		2		1		1
AST 3				1		3				1		2		1		1
AST 2	1	1	1			3		1 ⁴⁶		1		1		2		2
AST 1		1		1	2	1				1		0		1		1
Total AST	8	37	8	35	6	37 ⁴⁷			6	36	6	34	6	34	6	34
AST/SC 6																
AST/SC 5																
AST/SC 4																

⁴⁵ 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.

⁴⁶ A request for conversion of an AST 1 post to AST 2 was refused by the Budgetary Authority in the 2018 Budget. To facilitate career development of role holders in AST 1 application of the flexibility rule has been agreed with DG BUDG.

⁴⁷ Includes 1 AST9 who will retire in early 2018. This post will not be filled in the context of achieving the 10% staff reduction target.

Category and grade	Establishment plan in EU budget 2016 ⁴⁵		Establishment plan in EU budget 2017		Staff population actually filled at 31.12.2017		Modifications envisaged in establishment plan 2018 in application of flexibility rule	Establishment plan 2018		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021		
AST/SC 3																
AST/SC 2																
AST/ SC 1																
Total AST/SC																
TOTAL	16	79	15	78	11	78		2	11	80	11	80	11	80	10	81
	95		93		89			2	91		91		91		91	

Annex IV: Human resources policies

Recruitment policy

a) Officials

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

- Inter-institutional transfer
- Internal competition (Article 29(d) of the Staff Regulations)
- European Personnel Selection Office (EPSO) reserve lists for officials, using the electronic reserve list (ERL) database
- Open competition organised by EPSO
- Temporary agents recruited under Article 2(b)

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

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

b) Temporary agents

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

As indicated in the Staff Policy Plan 2014–2016, the policy of granting contracts of indefinite duration to temporary agents has been changed in favour of granting newly recruited staff a fixed-term contract, with the possibility of an indefinite contract on first renewal. Fixed-term contracts are for 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 1.⁴⁸ 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. Eurofound is recruiting social researchers in the beginning of their career at AD5 and AD6 level. Researchers with extensive experience in managing research projects and programs are recruited at AD7. The determining factor in deciding on the appropriate entry point is the level of experience that the candidate needs in order to assume the responsibilities of the role. For instance, in the area of research, Research Managers recruited at AD 7 are normally more mature candidates, with a significant level of experience and expertise and are expected to assume a project managerial role immediately. Research Officers, on the other hand, who are recruited at AD 5, will generally be less experienced and are assigned to carry out work of a more technical/scientific nature initially, for example conducting research rather than managing it. In this role, the Research Officer develops the skills of a Research Manager over time and by the time of promotion to AD 7 in due course will be expected to assume all aspects of the role of Research Manager.

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,⁴⁹ 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.

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

⁴⁸ From 1 January 2014, the most junior grade has been AST/SC 1. Posts at this level have not been provided for in the staff table since there are no posts in the agency that can be classified as Secretarial.

⁴⁹ The new Founding Regulation provides for a different arrangement still to be finalised.

a telephone interview. Arising from this process, a shortlist is drawn up, with a profile of each candidate, and submitted to the pre-selection committee. Candidates who are confirmed on the shortlist are invited to interview with the pre-selection committee.

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

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

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

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

c) Contract agents

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

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

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

Eurofound offers contracts of up to five years' duration. These contracts may be renewed if there is a need for the role to be continued and subject to budgetary constraints. On second renewal, a contract would become indefinite.⁴⁹

⁴⁹ In the case of FG IV staff, subject to confirmation that they have achieved a level of B2 in a third language.

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

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

d) CAST Permanent is a new contract agent selection procedure for a number of profiles comprising Function Groups II, III & IV which has been developed by EPSO. **Seconded national experts**⁵⁰ Eurofound has one seconded national expert (SNEs) at present, who acts as a policy advisor. SNEs have been used on numerous occasions to carry out research manager or research officer type work.

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

e) Structural service providers⁵¹

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

Temporary agency staff

- Such staff are provided to meet shorter-term staffing needs, arising from inability to fill a vacancy immediately or to carry out work when the role holder is on long-term sick leave.
- They have been engaged to carry out a range of functions:
 - receptionist
 - general facilities officer
 - web content officer
 - HR officer/generalist
 - HR assistant
 - finance assistant
 - operations officer
 - research officer
 - personal assistant
 - 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.

⁵⁰ NB: SNEs are not employed by the agency.

⁵¹ NB: Structural service providers are not employed by the agency.

- 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.

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

Appraisal of performance and reclassification/promotions

Table B1: Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 01.01.2016		How many staff members were promoted/reclassified in 2017		Average number of years in grade of reclassified/promoted staff members	Multiplication rates (%) – Annex IB, Staff Regulations
	Officials	TA	Officials	TA		
AD 16						
AD 15						
AD 14		2				
AD 13		3				15
AD 12	2	4				15
AD 11	1	4	1		4	25
AD 10		1				25

AD 9	1	2				25
AD 8	2	5		1	4	33
AD 7	1	7	1	1	4.05	36
AD 6		7		1	4	36
AD 5	1	5		1	3.7	36
Total AD	8	40	2	4	3.95	
AST 11						
AST 10		2				20
AST 9		3				20
AST 8		3				25
AST 7		9				25
AST 6	1	4				25
AST 5	3	3				25
AST 4		5		2	3	33
AST 3		4		1	2	33
AST 2	1	4		1	3.1	33
AST 1	4	1				33
Total AST	9	38		4	2.7	
Total	17	78	2	8	3.3	

Table B2: Reclassification of contract staff

Function group	Grade	Staff in activity at 1.01.2016	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14	1		
	13	3		
CA III	12			
	11			
	10			
	9	2		
	8	1		
CA II	7			
	6	1		
	5	2		
	4	1		
CA I	3			
	2	1		
	1	1	1	4.4
Total		13	1	

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 was one successful internal selection/competition during the year 2017.

A job rotation scheme also exists. It is not frequently availed of, but it allows staff members to swap jobs with each other. The ultimate decision to facilitate the swap is contingent on the suitability of each candidate for the roles. No staff member availed of it during 2016.

In the context of the 2016 review of organisational working processes and the restructuring of the research function, all staff within the agency were invited to state their preferences for the units in which they wished to work. Where it was in the interests of the service, a small number of staff were facilitated.

Mobility between the Agencies and the institutions

Inter-institutional mobility is only open to staff who are serving as officials in Eurofound. There were two departures to the institutions from Eurofound during 2017.

Inter-agency mobility is provided for in the 2014 Staff Regulation for temporary agents, 2(f). There was one departure to another EU agency from Eurofound in 2017. 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.

Redeployment

Decisions regarding the choice of posts to be suppressed are, if needed, based on strategic and organisational criteria to ensure that the best interests of the agency are not compromised and that the objectives of the programming document can be met. These criteria should assess whether the post is key to the functioning of Eurofound and should, therefore, include the following considerations:

- Is post 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?

TA, Article 2(f) is the standard contract type for agencies, as defined in Article 2(f) of the CEOS and Eurofound will continue to maximise number of TA posts in its multiannual staff plans. Over a period of time, it is proposed to shift more administrative tasks to contract agent posts.

Gender and geographical balance

Table D1: Gender balance on 31.12.2017

Female	Contract agent	FG I	1	
		FG II	1	
		FG III	1	
		FG IV	1	
	Official	AD	3	
		AST	5	
	Temporary agent	AD	15	
		AST	26	
	Total			53
	Male	Contract agent	FG I	1
FG II			1	
FG III			1	
FG IV			3	
Official		AD	2	
		AST	1	
Temporary agent		AD	25	
		AST	12	
Total			46	
Total			99	

Table D2: Gender balance in senior and middle management positions⁵² – 31 December 2017

	Number of Staff	Percentage
Female	5	50%
Male	5	50%

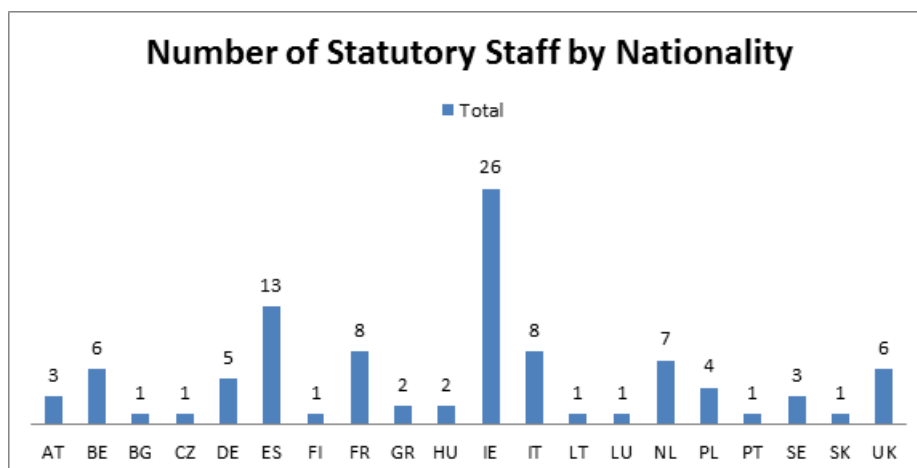
Geographical balance

There is a fairly balanced nationality distribution. The level of representation from the EU13 has improved, with candidates who have been recruited from Bulgaria, the Czech Republic, Hungary, Lithuania, Poland, and Slovakia. It is notable that few candidates from Member States such as

⁵² Holding a management allowance.

Cyprus, Estonia, Malta and Slovenia apply for positions in Eurofound. The high number of Irish staff is due mainly to historical reasons and may re-balance with time, although for geographical reasons, it will continue to be higher than other nationalities.

Table D3 – Staff by nationality on 31.12.2017



Schooling

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

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

Eurofound has discussed the schooling with the Irish authorities, particularly in the context of the Irish Government's commitment in the Seat Agreement to be open to providing for the education of the children of Eurofound staff on a similar basis to what is provided for EU staff located elsewhere. Following these consultations, Eurofound staff were surveyed on their preferences. There was a strong preference for maintaining the level of choice that is currently available to them and continuing with payment of the double education allowance in respect of children attending second-level education. On the basis of this feedback Eurofound will not pursue the matter of an Accredited European School but may revisit the matter in a number of years' time.

Eurofound and the Permanent Representation have had an arrangement for many years with a private school, St Andrew's School, which operates at both primary and secondary level. The school already provides additional tuition in children's mother tongues to the children of Eurofound staff, funded wholly by the Irish Government and also prepares children for the International Baccalaureate. This school is used by many of the Eurofound staff. Until recently, preference was given to children of Eurofound staff by this school. However, legislation in the pipeline may prevent 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 may mean that children should be placed on the waiting list several years before they are due to start school. This places the children of recently recruited staff at a complete disadvantage. On the basis of the above, there is a level of uncertainty in relation to the provision of education for the children of Eurofound staff that ensures that they receive tuition in their mother tongue. Staff have expressed a wish for Eurofound to engage with Irish authorities in relation to having a recognised priority of access to schools and to assuring continued state funding of mother tongue tuition.

Annex V: Buildings

Current buildings

	Name, location and type of building	Other comments
Information to be provided per building:	Dublin: Main building and conference centre	
Surface area (in square metres)	Approx. 2,500 sq. m.	
– of which office space	2,000 sq. m.	
– of which non-office space	500 sq. m., conference centre	
Annual rent (in EUR)	n/a	
Type and duration of rental contract	n/a	
Host country grant or support	n/a	
Present value of the building	EUR 548,842	31.12.2017

	Name, location and type of building	Other comments
Information to be provided per building:	Dublin: Loughlinstown House and grounds (historical, listed building)	
Surface area (in square metres)	Approx. 500 sq. m.	
– of which office space	350 sq. m.	
– of which non-office space	150 sq. m. meeting rooms	
Annual rent (in EUR)	None; EUR 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 E)	EUR 21,928	In 2017
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. It entered into effect on 19 July 2016.

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

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

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

Annex VII Evaluations

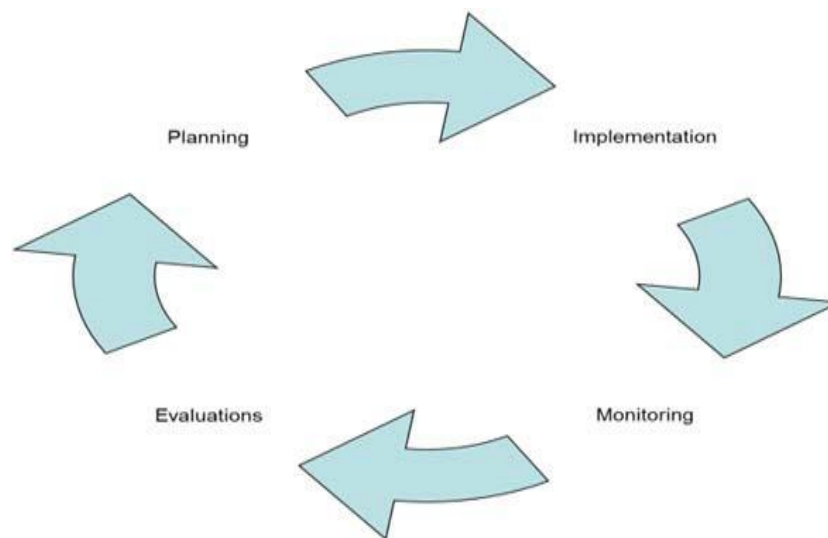
Performance monitoring and Evaluation are an integral part of a management approach to the agency’s programme planning and implementation that is comprised of:

Planning: Objective setting and programme development in a 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

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



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

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

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

This translates into the following programming logic:

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

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

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

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

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

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

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

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

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

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

Annex VIII: Risks

Risk management is an ongoing activity of identifying and carefully assessing potential problems that could affect the execution of the organisation's activities and the achievement of its objectives.⁵³

The risks refer to the multiannual programme period of 2017–2020. It documents the most significant residual risks following an assessment of likelihood and impact. The actions are in addition to the internal controls in place. The actions are specific for the relevant annual period. They will be reported on in the consolidated annual activity report. The register is monitored throughout the implementation of the programme period. A risk review takes place every year.

For the 2019 programme implementation, the main risk area continues to be around matching available (scarcer) financial and human resources with the external expectations and internal ambitions. Developments outside the agency, notably Brexit, are likely to have an impact, possibly in terms of the scope of Eurofound's programme remit and resources. Similarly, a new multiannual financial framework from 2020 onwards and the Commission's response to the 2017 cross-agency evaluation require the agency to prepare for similar change. During 2019, strategic options will be appraised based on various resource scenarios as part of the multiannual programme development process.

	Description of key risks	What is the consequence (with reference to the planned topics and activities)?	Actions 2019
1.	Inability to meet the external expectations and internal ambitions with financial and human resources.	The programme's objectives are ambitious in terms of timely delivery at scientifically sound quality, while there is continued pressure on the resourcing of the activities mainly due to factors outside the control of the agency. Improved planning and project management have reduced the risk of delivery not meeting the performance target. However, a tightly planned programme does not allow much scope for responding to emerging opportunities and requests to contribute to the policy agenda with the findings from completed research. This continues to put delivery and the visibility of Eurofound at risk. This in turn impacts negatively on staff	implementation of the actions following the 2018 IAS Audit on Prioritisation of activities and allocation of resources (HR and financial) The programme's objectives are ambitious in terms of timely delivery at scientifically sound quality, while there is continued pressure on the resourcing of the activities mainly due to factors outside the control of the agency. Improved planning and project management have reduced the risk of delivery not meeting the performance target. However, a tightly planned programme does not allow much scope for responding to emerging opportunities and requests to contribute to the policy agenda,

⁵³ Based on the Commission's implementation Guide on Risk management, November 2015

	Description of key risks	What is the consequence (with reference to the planned topics and activities)?	Actions 2019
		<p>motivation.</p> <p>Unmet expectations due to limited career opportunities and the need to do the same (or more) can lead to undesired turnover and limit the capacity to retain best talent.</p>	<p>notably with the findings from completed research. This continues to put delivery and the visibility of Eurofound at risk. This in turn impacts negatively on staff motivation. Unmet expectations due to limited career opportunities and the need to do the same (or more) can lead to undesired turnover and limit the capacity to retain best talent.</p>
2.	<p>Organisation not fit for purpose: an integrated approach to research and communication at activity level is not delivered effectively over the programming period.</p>	<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. A misaligned organisation will hamper efficient and effective delivery and will consume too much effort on coordination.</p>	<p>Building on the positive experience as identified in the 2018 interim evaluation further investment in work organisation development will continue.</p>
3.	<p>The cost of the surveys will take up an ever increasing proportion of title 3.</p>	<p>Adherence to the highest quality standards, including sampling size, and stakeholder demands for fresh data risk not to be met or will affect the implementation of activities that require other research methodologies (i.e. case studies, policy evaluation).</p>	<p>Results of the 2018 reflection on future scenarios for the surveys will be reviewed with the Bureau and Governing Board as part of the preparation of a new multiannual programme period.</p>

Annex IX: Draft Procurement Plan

No.	Activities 2019	Value 1)	Procurement type 2)	Contract type 3)	Procurement launch date 2019
2.1.1	Working conditions and sustainable work				
	Sustainable work analysing progress based on Eurofound's measurements tools	20,000	Negotiated	Direct contract	Q1
	Working conditions in different sectors and occupations	40,000	Negotiated	Direct contract	Q1
2.1.2	Social dialogue				
	Representativeness studies	57,000	Negotiated	Direct contracts	Q1-Q4
2.1.3	Reporting on working life developments				
	Industrial action monitor – Feasibility study and pilot	15,000	Negotiated	Direct contract	Q1
2.1.4	Well-functioning and inclusive labour markets				
2.1.5	Monitoring structural change and managing restructuring				
2.1.6	Innovation and job creation in companies				
2.1.7	Quality of life and society				
	Fairness and future (role of perceptions)	10,000	Negotiated	Direct Contract	Q2
	Wealth and intergenerational transmission of (dis)advantage	40,000	Negotiated	Direct Contract	Q3
2.1.8	Public services				
2.1.9	The digital age: Opportunities and challenges for work and employment				
	The nature of work in the digital workplace	90,000	Open or Negotiated	Direct contract	Q1
2.1.10	Monitoring convergence in the European Union				
	Monitoring Convergence in Living conditions and Social Protection	100,000	Negotiated	Direct Contract	Q2
2.1.11	Survey management and development				
	Exploring the potential of big data and user-generated data	15,000	Negotiated	Direct contract	Q1
	Development of new indicators for social surveys	10,000	Negotiated	Direct Contract	Q2
2.1.12	Reacting to ad-hoc information requests				

2.2.1 Corporate communication and infrastructure					
	Provision of data visualisation production support services	200,000	Open	Framework contract	Q3
	Provision of ad-hoc printing services	15,000	Negotiated	Direct Contract	Q1
	Provision of exhibition hardware dispatch services	15,000	Negotiated	Direct Contract	Q1
	Provision of media monitoring services	30,000	Negotiated	Framework contract	Q2
	Promotion merchandise and logistics solution	200,000	Open	Framework contract	Q4
	Provision of web management and support services	100,000	Open	Framework contract	Q1
2.2.2. Organisational support					
	Provision of services for training and development of Eurofound Staff and administration of 180° feedback process	160,000	Open	Framework contract	Q1
	Supply of electricity	160,000	Negotiated	Direct contract	Q1
	Facilities Management and Engineering Services (2 Lots)	1,100,000	Open	Framework contract	Q2
	Refurbishment of Eurofound's premises	150,000	Negotiated	Direct contract	Q3
	Provision of External Support Services for implementation of ICT infrastructure projects	340,000	Open	Framework contract	Q2
	Provision of ad-hoc Filmmaker support	60,000	Negotiated	Framework contract	Q2
	Provision of Managed Print Services Solution	250,000	Open	Framework contract	Q3
	Provision of maintenance and support for the Time management and support for the time management system at Eurofound	20,000	Negotiated	Framework contract	Q3

- 1) Amount of budget (column C) set aside for the award of contracts during 2019. For a framework contract, this is the amount for the total period that the contract will be valid (normally 4 years).
- 2) Open, negotiated or N/A. All procurements will be advertised on Eurofound's website to attract as many candidates possible.
- 3) Framework contract or direct contract.

Annex X: Organisation chart – 1 October 2018 (posts actually filled)

