



Programme of work 2008: Annual management plan

This document gives an overview of the activities planned by the Foundation for 2008, within the framework of its four-year programme 2005-2008, *Changing Europe: Better work, better life.*

Contents

1. Introduction	1
Taking stock and looking forward	1
The European debate in 2008 and beyond	1
Proposed activities and cooperation	2
2. Strategic goals and objectives	3
Improve research and output quality	3
Identify, develop and understand target groups and expand impact and influence on real decision-makers	4
Increase visibility and improve image of the Foundation	4
Secure Foundation's competitive advantage	4
3. Research and communication programme	6
General structure of the programme	7
Monitoring instruments	7
<i>Network of European Observatories (NEO)</i>	7
<i>Surveys</i>	10
Research and exploring what works	11
<i>Employment and restructuring</i>	11
<i>Work-life balance and working conditions</i>	13
<i>Industrial relations and partnership</i>	14
<i>Social cohesion and quality of life</i>	17
Communicating and sharing ideas and experiences	18
Summary of research and communication activities	20
4. Resources and work processes	21
Budget for 2008	21
Human resources	21
Work processes and support activities	22
Monitoring and evaluation	22
5. Summary	23
Annexes	24
1. Overview of project budgets	24
2. Risk register	26

Taking stock and looking forward

In 2008, the final year of the current four-year programme, implementation of the Foundation's 2005–2008 programme, '*Changing Europe: Better work, better life*' is well underway. Aiming to support policies in Europe targeting high employment, quality and productivity at work and social cohesion and inclusion, the four-year programme also pays specific attention to the impact of enlargement with its far-reaching economic, social and institutional implications.

The recent external evaluation of the 2001–2004 programme reinforces the Foundation's reputation for providing high-quality independent research relevant to all its associated tripartite stakeholders, professional users of its information and to the general public. The quality of the research methodologies as well as of the comparative analyses across all EU Member States and beyond provides the Foundation with a unique information resource. The results have been linked strongly to the policy debate at both Member State and EU level, underlining the continuous relevance of its work, as expressed in its mission statement:

'The Foundation conducts research to provide independent, relevant and timely information for users of its knowledge in the right form and quality to improve living and working conditions in Europe, in the best spirit of its tripartite and independent nature.'

The European debate in 2008 and beyond

The Foundation operates in a challenging environment with a wide range of employment and social issues under discussion at both national and European level.

Energy and climate change represent increasingly important drivers of change. Debate will continue on energy resources and on how to integrate policies on energy and climate change into the Strategy for Growth and Jobs. The Council is expected to conclude discussions on the lead-market initiative by February 2008. Discussion is also ongoing on establishing a European Observatory on Energy Markets. 'Energy and climate change' is one of the five priority communication objectives of the European Commission (EC) for 2008, which are: 1. single market and social reality stocktaking reviews; 2. migration; 3. the institutional settlement; 4. energy and climate change; 5. the European Union's role in the world.

In 2008, the debate on *globalisation* and its impact on employment and on the European economy and its competitiveness will continue. New financial perspectives for the European Union (EU) will be discussed, as will the Social Agenda (2005–2010), against the background of its mid-term review.

The debate on the achievements of the Lisbon Strategy will also continue. New integrated guidelines for growth and jobs in 2008 will form an important input to this debate. Job creation, quality of employment and best work practices to realise the objectives of employers and employees alike are among the key issues currently under discussion. The debate on *flexicurity* is likely to continue and there will be calls for innovative action regarding cross-border recruitment and retention. The European Commission's White Paper on Labour Law, as well as the EU consultation on the social reality of its citizens, will be part of this debate.

Europe's *demographic changes* will give added urgency to debates on a wide range of issues such as lifelong learning, retirement age, pensions, pressure on health care and social services for the elderly. Retention of older workers in the labour market will continue to be a major issue as well. Also, the young workforce will come into focus, in particular in terms of employability and promoting employability (skills mismatch). Discussions on access to good-quality childcare

and elder care, better work–life balance, etc. will also be to the fore. The second Forum on demographic change organised by the Commission will take place in 2008.

The social and economic integration of migrants, the consequences of the so-called ‘brain drain’ in origin countries, and issues of racism and discrimination will be addressed during the 2008 *European Year of Intercultural Dialogue*. The EC proposal for a common policy on migration will form part of the debate.

The Framework Programme on *Competitiveness and Innovation* will be in the spotlight in 2008, as will the review of the internal market. Competitiveness and structural changes in European industry will also be important issues, as well as the impact of competitiveness and innovation on the traditional systems of industrial relations, *social dialogue* and governance.

The European Commission’s PROGRESS programme (2007-2013) will embrace the focus on *social inclusion* and protection issues, with communications on health care and childcare expected during 2008. Forward-looking strategies for social protection and inclusion will be presented in 2008. Next year will see further evaluation of the situation of people with disabilities in Europe as well as the accessibility of health services for all. Welfare reform measures to fight social exclusion and poverty will clearly be important elements of this debate.

Proposed activities and cooperation

The Foundation’s 2008 work programme is produced against the background of these important developments and bearing in mind where the Foundation’s expertise can provide most added value. The proposed activities are in line with the Foundation’s strategic goals and are based on the staff and financial resources provided in the draft budget for 2008.

The tripartite nature of the Foundation’s Governing Board and its contribution to the planning process also ensures the programme’s relevance for the social actors in Europe charged with the responsibility for planning and establishing better living and working conditions in Europe.

Collaboration with other European agencies will also be enhanced during 2008. Cooperation agreements will be updated with agencies such as the European Centre for the Development of Vocational Training, Cedefop, the European Agency for Health and Safety at Work and the European Training Foundation. The modelling of European employment and skills needs will be developed with Cedefop and other joint initiatives are in the pipeline. Dissemination activities are planned together with the European Agency for Health and Safety at Work. In light of the extensive knowledge and data on gender-related topics in living and working conditions collected by the Foundation over the past 30 years, cooperation with the new European Institute for Gender Equality will be initiated. Coordination of activities with the European Fundamental Rights Agency will take place. Cooperation with the European Commission, the European Parliament, the European Economic and Social Committee (EESC), the Committee of Regions (CoR), OECD and ILO will also be further developed.

Strategic goals and objectives

2

Five strategic goals were agreed in 2006 outlining the medium- to longer-term targets for the Foundation's work.

1. Improve research and output quality.
2. Identify, develop and understand customer target groups.
3. Expand impact and influence on real decision-makers.
4. Increase visibility and improve image of Foundation.
5. Identify and expand the Foundation's competitive advantage.

Action plans for these goals have since been integrated into the work programme activities.

In keeping with these overall goals and with a specific aim to provide timely and relevant high-quality information to its stakeholders, the Foundation's main objective for the 2008 work programme is to focus its organisational structure and financial and staff resources on further improving its research and output quality in order to best meet the information needs of its key users.

Improve research and output quality

Research quality

1. Strengthen the comparative analytical outputs from the monitoring tools, such as the Network of European Observatories (NEO).
2. Ensure high methodological and quality assurance standards in the design of all research.
3. Synthesise results and knowledge from several own studies and sources of information and link issues such as innovation, productivity and employment.
4. Focus on candidate and neighbouring countries as well as the EU and to some extent also on comparisons between the EU and its global competitors.
5. Conduct systematic, future-oriented research based on identified drivers of change, scenarios and policy alternatives.
6. Widen the scope of research to include aspects such as social, economic, legal and competitiveness factors and their impact on living and working conditions.

Output quality

1. Apply an integrated and transversal communication strategy, covering all research areas.
2. Exploit major EU debates to promote the Foundation's work.
3. Focus on major issues with fewer outputs to ensure greater impact.
4. Improve packaging and delivery of information: provide more focused publications (i.e. Foundation Findings, customised reports, Foundation Focus).

Identify, develop and understand target groups and expand impact and influence on real decision-makers

While aiming to meet the broad spectrum of information needs of our key users, consistent feedback from Foundation stakeholders underlines the need for a greater degree of focus on the relevance and specificity of our outputs. This will require us to:

1. Tighten cooperation with existing key target groups throughout the whole project cycle of the Foundation's research and communication activities (ensuring that key stakeholders are appropriately represented).
2. Facilitate dialogue between the Foundation and its key users.
3. Continue to identify new users and to understand their needs.
4. Anticipate and contribute to the EU social policy agendas, targeting key decision-making processes.
5. Build trust with decision-makers/multipliers at EU and national level (with particular emphasis on the Foundation's tripartite stakeholders).

Increase visibility and improve the image of the Foundation

Increasing visibility and improving the image of the Foundation will improve and streamline dissemination of the research results when the number of users is large and the users already know the Foundation and its work. Action programmes in this area include the following:

- identify and use the right communication channels;
- develop and implement a clear and smart marketing and branding strategy;
- increase networking and partnership through:
 - highlighting and promoting an integrated approach to living and working conditions;
 - preparing a campaign on 'Living and Working in Europe' for the year 2009;
 - exploiting the potential of the Foundation's outreach capacity in the Member States.

Secure the Foundation's competitive advantage

The value of the outputs of the Foundation to the users depends on the competitiveness of the Foundation in comparison with other sources of similar information. In order to retain and develop its position as one of the leading sources of information on working and living conditions, the Foundation has to systematically develop its competitive factors. Investment in organisational and human capital will be a key element of this strategy, in order to:

- maximise and promote the tripartite structure of the Foundation: create and exploit opportunities for tripartite debate;
- carry out all strategic programmes and tasks to a high quality and on time;
- focus the organisational structure in order to accumulate experience and expertise, and improve the efficiency of operations and work satisfaction of staff;
- ensure top-quality human resources: improve expertise and skills base continuously and build up human capital;

- maintain and extend the reputation of the Foundation through the natural channels of the Foundation and its stakeholders, i.e. ETUC, BusinessEurope, public authorities, national and EU bodies as represented in the Governing Board;
- establish a network of high-quality European and international research partners;
- develop unique and original research methods: deepen the Foundation's own know-how on surveys, monitoring, forecasting, case studies and customised reports;
- build up effective informal networks.

The unique nature of the Foundation research in its EU-wide coverage and analysis of what works in practice necessitates a greater degree of concentration on a limited number of activities, for reasons of both time and budgetary constraints. The 2008 programme therefore focuses for the most part on activities started in 2007 in order to ensure good-quality outputs in 2008. The budgetary resources are presented in Chapter 4.

3 Research and communication programme

This chapter presents ongoing and new topics for research and communication. Preparatory work for the next four-year programme will also be carried out and topics to be studied in this respect will include the following.

Employment creation in green industries

The objective is to arrive at a clear definition of what is meant by ‘green industries’ or ‘the green economy’ in the context of the Foundation’s mission and to gather possibilities for research in the period 2009–2012 in the area of employment creation, innovation and achieving a distinct competitive advantage for Europe.

Demographic change and employment in social services of general interest

It is proposed to analyse key elements of demographic change with implications for social public services, examining the potential for both employment creation and job loss.

Impact of the Services Directive

The Services Directive was adopted by the European Parliament on 15 November 2006 and Member States have until the end of 2009 to implement it. The objective of the Services Directive is to establish a genuine Single Market for services and to thus exploit fully the business and job creation potential of the services sector. While a general impact assessment of this regulatory measure has been completed by the Commission, and several Member States have tried to assess the economic impact of the Directive on their country, the consequences for jobs with regard to quantity and quality, for competition and competitiveness are still not fully explored. It is likely that the debate on the economic and social impact of the Services Directive will continue for a number of years to come. Given the scope of the issue and the amount of research ongoing or already completed, the Foundation proposes to define a multi-annual research approach that will allow it to contribute relevant research findings to the debate in the right form and at the right time.

In 2008, the focus will be on preparing a multi-annual research programme on the economic and social impact of the Services Directive as part of the 2009–2012 work programme through:

- mapping existing research;
- identifying research gaps that the Foundation is well placed to fill;
- communicating with stakeholders to identify their information needs on this issue.

Impact of the Directive on information and consultation of workers in companies on industrial relations

The Foundation has carried out a significant volume of work on information and consultation of workers in general, and on European Works Councils in particular. In 2008, this experience will be used to explore the Foundation’s scope to study the impact of Directive 2002/14.

The results from these four exploratory studies will be debated with experts, social partners, government representatives and EU institutions.

General structure of the programme

In 2008, research and communication continue to be organised around the four key themes of the current four-year programme:

- employment and restructuring;
- work–life balance and working conditions;
- industrial relations and partnership;
- social cohesion and quality of life.

The proposed activities are based around the Foundation’s main tasks:

- monitoring and surveys;
- understanding change;
- research and exploring what works;
- communicating and sharing ideas and experience.

A summary of the resource implications of the proposed activities is presented in Chapter 4, together with an indication of the support, monitoring and evaluation activities to be carried out during the implementation period of this programme.

Monitoring instruments

The Foundation will continue to make use of a variety of established monitoring tools in implementing its work, in particular the Network of European Observatories (NEO), which encompasses reporting contractors in more than 27 European countries. This information is further processed by the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM), to produce focused topical news, articles and comparative reports. The observatories provide a continuous and sound input of data and information for further analysis in other research projects of the Foundation. A fourth observatory, on families in Europe, is included in the programme. European-wide surveys are a second important monitoring instrument for the Foundation. As a third source of information, the Foundation is also using a number of special information services and databases to enhance its sources of primary information.

Network of European Observatories (NEO)

NEO will enter its third year in the existing structure through which national correspondents provide regular information on developments in the fields of industrial relations, working conditions and restructuring. The network correspondents will continue to provide both topical information on developments and research findings (information updates, fact sheets) in these three areas and input to comparative and thematic work (comparative analytical reports). The articles will be published on the dedicated websites of the observatories.

1. European Industrial Relations Observatory (EIRO)

EIRO will continue to monitor industrial relations developments throughout Europe.

The topics to be covered in comparative analytical reports will be selected after consultation with the Industrial Relations Advisory Committee. The following themes have been suggested:

- temporary agency work;
- collective bargaining in multinational companies;
- union strategies for recruiting new groups of workers as their members;
- wage developments in the EU27.

During 2008, the comparative analytical study on flexicurity, social dialogue and labour law will be completed, as well as on other topics commissioned during the previous year, such as the joint comparative analytical study with EWCO on the self-employed.

The Annual Updates on pay and working time will continue to be published.

The proposed sectors to be covered by the representativeness studies are:

- personal services;
- tanning and leather;
- inland waterways;
- civil aviation;
- steel.

It is also planned to publish the European Industrial Relations Annual Review again in 2008. The Foundation's European industrial relations dictionary was updated a year after its launch in November 2005. The Dictionary has been accessible through the EIRO website since 2006.

2. European Working Conditions Observatory (EWCO)

The selection of topics for the comparative analytical reports will take place in consultation with the working conditions Advisory Committee. The following are considered among the possible topics for the comparative analytical reports:

- violence at work;
- very atypical forms of employment;
- call centres;
- emotional demands at work;
- managing diversity;
- quality of work and employment of low qualified workers;
- innovation at the workplace.

In addition to information updates from all countries in the network, there will be national survey data reports from seven countries as well as from the EU level. An annual review on working conditions will also be produced.

3. European Restructuring Monitor (ERM)

The European Restructuring Monitor will continue to record announcements of planned restructuring in 28 countries. Quality control, matching with other data sources (such as the European Labour Force Survey and collective redundancy notification data) and analysis of ERM data will be carried out in-house by the Foundation. The possibility of using employment data of leading enterprises in different industrial sectors will be studied. Four issues of the online publication *ERM quarterly* are planned, as well as the 2008 ERM report. The Foundation will also provide an input to the Commission's report on restructuring, expected in mid-2008. The topics for comparative analytical reports will be decided in consultation with the Advisory Committee.

The following topics are proposed:

- follow-up of ERM merger and acquisition cases;
- follow-up of measures taken in ERM cases (this will feed into and refer to the work done in 2006 on measures in that country);
- job creation and job destruction in ERM case companies (this will examine overall job creation and loss in companies that have restructured in ERM).

4. European Family Observatory ¹

During 2007, the Commission invited the Foundation to consider hosting an Observatory on family matters with the task of facilitating exchange of experience and good practice in this area. The European Council in its meeting on 22 February 2007 encouraged Member States to make more use of the Foundation's work on families:

'To facilitate access to knowledge and experience (...) to facilitate the exchange of experience at European level (...) Member States may make use, in particular, of the experience of the European Foundation for the Improvement of Living and Working Conditions'.

The Foundation has built up considerable knowledge and expertise on issues dealing with families (particularly in the area of what companies and social partners have done to support families and parents), on work-life balance, on care and childcare.

Following discussion with DG Employment, the Foundation envisages organising its work around three themes of importance for families:

- family-friendly policies in the workplace (work-life balance, working time arrangements, focusing on all ages, etc.);
- factors influencing situations of families in the community (access to housing, access to services of general interest);
- support for children, families and intergenerational relations (with a life-course perspective on issues like childcare and quality of life that are within the remit of the Foundation's mandate).

¹ Governing Board decision of 19 October 2007: the Family Observatory will only be included in the work programme if the required budget is made available.

The Foundation intends to use the *Network of European Observatories* to produce two comparative analytical reports a year around the themes mentioned above. In the initial phase, the comparative analytical studies would focus on topics within the field of observation of the existing observatories.

In addition, two good-practice case-study-based research projects would be carried out per year. Themes for these reports would be discussed with the High Level Group on Demography and the social partners. They may deal with workplace measures to support families, reconciliation of work and family life, as well as research on the availability of and access to (online) services, working carers and families with disabled children.

The Foundation will also liaise with the European Commission as it drafts in 2008 a Communication on the follow-up of the 'Barcelona objectives' on childcare.

Surveys

The Foundation's surveys provide original and unique data on living and working conditions in Europe.

The second *Establishment (Company) Survey* will be the major Foundation survey in 2008. It is intended to use the same methodology as in the previous survey, i.e. to conduct the survey at establishment level; to interview by telephone; to interview managers and where possible employee representatives. All feasible efforts will be made to improve the quality and representativeness of the sample, including maximisation of inputs from employee representatives by, for instance, interviews at home, or any other means if necessary, in case of impossibility of interviews at the workplace. The survey will mainly focus on the relation between the quality of social dialogue and the quality of working conditions, addressing working time arrangements, financial participation of workers, incentive pay and negotiated flexible payments systems, productivity of work and employee involvement in organisational change.

It will accordingly map policies and practices at the level of the establishment, survey the views of company-level actors on these policies and practices and provide policymakers with a picture of the main issues and developments in the field. The survey will be conducted in all Member States of the European Union and, subject to the availability of additional funding, in Croatia, Turkey, the Former Yugoslav Republic of Macedonia, Iceland, Norway and Switzerland. Reporting on the results will take place in 2009.

In 2007, final reports from the first *European Quality of Life Survey* (2003) were published: these included further analytical reports and specific country reports (Bulgaria and Romania, Turkey, Croatia) as well as a short paper bringing together findings from a European policy perspective. In preparation for the second survey in 2007, a critical methodological review was undertaken and improvements made. Preparation for the new survey was carried out in-house in consultation with research and stakeholder groups. A tender competition for the fieldwork was launched early in 2007 and a contract concluded in June 2007.

Following fieldwork for the second *European Quality of Life Survey* in September–November 2007, data will be ready for analysis in early 2008. A descriptive overview report will be prepared together with individual fact sheets for the Member States. During 2008, it is planned to prepare four analytical reports for publication. Potential themes include:

- integration of migrants;
- development of a quality of life index;
- family life in Europe;

- quality of life and health;
- trends and changes in quality of life 2003–2007.

In addition to research meetings, it is proposed to hold a first dissemination event in Brussels, and national roadshow activities may also be organised.

The fourth *European Working Conditions Survey* (2005) generated many opportunities for debate and presentation during 2007 on particular topics. Secondary analysis is underway and will be published and presented during 2008. A small report will be prepared internally. Building on its unique trend data, the paper will explore the European policy implications of the survey's findings.

Preparatory work for the next edition of the survey (foreseen for 2009) will commence with analysis of feedback on methodology and content, resulting in a 'lessons learnt' document. To maintain the same high quality standards as the 2005 EWCS, the views and remarks of stakeholders as well as of high-level users will be collected, as was the case in 2003. Experts will be invited to meetings, including those of the Advisory Committee, to review and improve the quality and results of the survey. The external assistance of high-level academic experience, as far as necessary, will be sought with a view to improve the reliability of the interviews. An expert group will assist with further exploring the relationship between quality of work and employment and productivity.

Research and exploring what works

Employment and restructuring

ERM case studies

The identification and dissemination of good-practice examples presenting innovative ways for dealing with job creation and loss is seen as a useful contribution to managing industrial change.

The Foundation will therefore extend its database of restructuring case studies and commission further case studies using an existing framework contract. When selecting cases, one objective will be to improve the geographical and sector balance of the existing collection of case studies. Requests of stakeholders and the need to examine certain types of restructuring (for example, delocalisation) will be taken into account.

The effects of globalisation on specific sectors

The sector research programme contributes to the anticipation of employment effects in sectors adapting to an increasingly globalised economy. In 2007, a horizontal theme was introduced to the sector research: the location decisions of companies were examined in the three chosen sectors. The selection of such a horizontal, overarching theme as localisation decisions introduced a value chain analysis and a regional dimension. This is also used in the company network seminars. Such an approach will be strengthened in the 2009–2012 programme period.

In 2008, the conference on 'Global competition and European companies' location decisions' will help disseminate and debate the results of this research. An in-depth study identifying drivers of change and developing scenarios for one further sector is planned. Selection of the sector will be discussed with the Advisory Committee. The Foundation will participate in the 17 industrial sectoral studies of the European Commission, co-organising the expert seminars for these studies.

Employment foresights

One of Europe's main objectives, as outlined by the Lisbon Agenda, is to create not only more but better jobs for its citizens. But what is Europe's track record for creating high-quality jobs and what is the outlook for the future? The objective of this project is to contribute to the debate on the future of job structures and levels in Europe. It endeavours to provide foresights of employment levels in high-quality and low-quality jobs, presenting different scenarios for a set of changing variables.

The 2007 Foundation project on *Job quality and structural changes in EU labour markets* looked at the quality of jobs lost and created in the EU since 1990. In 2008, econometric models (developed in cooperation with Cedefop) will be used to forecast employment levels in high- and low-quality jobs as classified in the Foundation project on labour market structure.

Structural change leads to shifts in employment between sectors, a process which can be facilitated through appropriate training and retraining measures. The Foundation will continue its efforts to develop its capacity to provide regular foresights of employment levels by sector. It will continue to cooperate closely with Cedefop and contribute to the implementation of the Cedefop project on forecasting future skills needs by sector and occupation. This cooperation will yield valuable insights into the quality and accessibility of sector-level data in each Member State. This development aims at expanding the ERM into a more general European Employment Monitor. It could also offer the possibility of exploring an approach for monitoring the behaviour of major companies ('big players') in particular sectors. Close cooperation with European partner organisations will ensure that the Foundation will add value and that duplication is avoided.

Links between productivity, innovation and employment

Europe's capacity to remain competitive and reach its employment and cohesion targets is closely linked to improving productivity in a sustainable and intelligent way. Review of the abundant and growing literature on productivity as a driver of growth reveals a relatively unexplored niche: the impact on productivity of working conditions, the work environment and the conditions under which employees live. These seem to influence at least three of the four main labour productivity enhancement factors:

- motivation and skills of employees;
- work practices oriented on efficiently combining capital and labour;
- innovation, especially in its working process dimension.

In 2007, the Foundation mapped existing research and completed the first two stages of this project by providing:

- a description of the challenges surrounding the measurement of productivity;
- a description of the theoretical approaches for combining the issue of working and living conditions with productivity.

In 2008, this project will report on the following:

- empirical evidence of productivity enhancement through improved working and living conditions;
- case studies illustrating the link between working and living conditions and productivity.

A full report combining the project's four work packages will be published.

Undeclared work

As Europe struggles to reach the employment targets set in the Lisbon Agenda, the question of how best to combat undeclared work is high on the political agenda. A mapping exercise to create a database of measures to combat undeclared work and their evaluation in the Member States was started as a pilot for five countries (Belgium, Denmark, Italy, Poland and the UK) in 2007.

In this research project, the Foundation focuses on mapping measures to combat undeclared work and existing evaluations of those measures in the Member States. This information is to complement data on the extent of undeclared work as collected by the European Commission through indirect and direct (2007 Eurobarometer) measurement exercises. The mapping exercise on successful measures to combat undeclared work includes not only measures taken by national governments, but also initiatives by social partners, regional authorities and companies. The results of the mapping exercise will be accessible through a web-based, searchable data base.

In 2008, the mapping exercise will be rolled out to a few more Member States.

Work–life balance and working conditions

Working conditions and social dialogue

This project seeks to explore the nature of links between working conditions and social dialogue, in particular at workplace level, and to answer the following questions.

- Do working conditions differ on the basis of the presence or absence of social dialogue structures?
- How does social dialogue influence working conditions?

It builds on the considerable body of existing work from the Foundation's observatories such as the EIRO industrial relations profiles for individual countries and the EWCO reports on the findings of national working conditions surveys.

Following a brainstorming seminar with Foundation stakeholders in April 2007, a comparative analytical study was subsequently commissioned which focused on the issue of the role of the social partners in occupational health and safety at the workplace, both in terms of OHS strategy formulation and implementation.

In 2008, the project will be extended and the relationships between working conditions and social dialogue will be investigated through a combination of research methods, which will include analysis of existing surveys (where available) as well as case studies at company and sectoral level.

Job quality and structural changes in EU labour markets

This project aims to advance knowledge into what kinds of jobs (in terms of their quality assessed by indicators such as the median wage associated with jobs, levels of training, etc.) have been created and lost in Europe since the 1990s and to qualify this change by breaking it down by economic sector and socio-demographic variables. This is an explicit attempt at evaluating how EU countries have fared in recent years in terms of one of the main objectives of the Lisbon strategy ('more and better jobs').

Based on an intensive analysis of existing European databases, mainly the European Labour Force Survey and the European Community Household Panel, jobs have been classified by sector and occupation and ranked according to median earnings. This synthetic dataset has allowed us to analyse the changes in the composition of the jobs structure in recent years and to answer the question of whether employment growth in Europe or individual countries has been concentrated in high- or low-quality jobs.

Following the online publication of a literature review on changes in job quality as well as overviews of the analytical framework and methodology of the project in 2007, the main report of the project will be published in spring 2008. A conference is also planned to present and discuss the findings of the report in mid-2008.

Global comparisons of working conditions: Europe in comparison to its global competitors

The Foundation's current four-year work programme (2005–2008) states that 'in the context of globalisation, benchmarking against developments outside the EU, for example in the US, Japan, China and India, should be examined' as a part of the Foundation's research activities. The process of economic 'globalisation' and increasing competition, along with the European Union's deepening economic integration, means that the EU is tending to increasingly compare itself in many areas with the world's two other largest economies – Japan and the US.

This process of comparison and 'benchmarking' is seen as particularly important in the light of the EU's Lisbon strategy commitment to become 'the most competitive and dynamic knowledge-based economy in the world capable of sustained economic growth with more and better jobs and greater social cohesion'.

Priorities in 2008 will be to complete and disseminate the results of the work initiated in 2007, where working conditions in the EU were compared to those in the US and Japan, based on an analysis of survey microdata as well as macrodata sources (Eurostat, national statistical sources, OECD, ILO, etc.). Delivery of the main report will take place in summer 2008.

A seminar involving participants from Europe and beyond is planned to take place in late 2008. The objective of this seminar will be to enrich the comparative analysis of working life in the US, Japan and Europe based on a debate on the findings of the main report.

Employability and flexicurity

Over the last couple of years, results from several research projects have been feeding into the understanding and mapping of the issue. Secondary analysis of both the *European Working Conditions Survey* and the *European Establishment Survey on Working Time* show a varied picture of countries, sectors and levels. The comparative analytical report on flexicurity will map out the legislative and bargaining structures in the Member States. Furthermore, good-practice examples have been identified at company level.

With regard to employability and security – central elements in the debate on flexicurity – specific attention will be paid to low-qualified workers. In-house research will be undertaken on this group of workers, who are more vulnerable in this context.

In 2008, the results from the different projects will be combined and debated with experts, social partners, government representatives and EU institutions.

Industrial relations and partnership

Codes of conduct and international framework agreements

This research project includes a mapping and in-depth analysis of the existing international framework agreements. Work on an analytical report mapping, describing, analysing and assessing the existing international framework agreements got underway during 2007. The report aims to deliver new insights into the factors driving industrial relations at transnational level.

Delivery of the above report is due in spring 2008 and it is planned to organise a workshop in order to communicate the results and debate the issue with experts, social partners, government representatives and EU institutions. The workshop (and report) will discuss the following:

- companies involved (country of origin, size of the company/workforce, sector, etc.); unions involved (Global Union Federations/European Industry Federations); European Works Councils involved; employer organisations involved; management-side signatories/employee-side signatories, etc.);
- elaboration procedure of the agreements (whose initiative, main motives, etc.);
- nature of the agreement (date, scope, principles/standards referred to (e.g. ILO Conventions), national law applicable);
- the application as well as the monitoring, control and enforcement of international framework agreements;
- dispute resolution procedures.

The report will also deal with the impact of framework agreements on international industrial relations: what is the relationship between international framework agreements and the development of global employee representation structures? Do IFAs export the European social model/European system of industrial relations via European subsidiaries and via subcontractors of multinational companies? What is the relationship between IFAs and European Works Councils?

Dynamics of the sectoral social dialogue

This project, started in 2007, will conclude in early 2008 and provide an in-depth analysis of the European sectoral social dialogue. The objective of the project is to describe, analyse and assess the European sectoral social dialogue in particular with regard to a better understanding of the dynamics at play in the sectors and in their corresponding committees. The study should provide an in-depth analysis of the European sectoral social dialogue actors, processes and outcomes.

The final report will be published in 2008 and an expert workshop will be organised to discuss the findings of the report. The workshop (and report) will look into the following dimensions:

- structures and actors;
- socioeconomic characteristics of the sector;
- the variety of the sectors;
- relationships with EU policies;
- relationships between the intersectoral European social dialogue;
- relationship of the committees with the national sectors;
- dynamics of certain sectors (with regards to the outputs) in comparison to others;
- the question as to why certain sectors follow different paths.

Industrial relations developments in EU and other major economies: Pay, minimum wage and wage flexibility

Since 2000, the Foundation has conducted an annual analysis comparing aspects of industrial relations in the European Union and the world's two other largest economies, Japan and the US, gradually adding other major economies (e.g. China and India). This work is achieved through a long-standing collaboration with international partner organisations. The essential aim is to inform EU countries on major developments taking place outside Europe and how those are likely

to affect the EU. With economic globalisation intensifying and international competition increasing, it is clear that Europe's industrial relations systems do not exist in isolation and cannot be studied without global comparisons. In 2007, the report looked into working time arrangements.

The research work in 2008 will provide a thematic overview on the topics of pay, minimum wages and wage flexibility. In the light of increasing international competition, wage determination has changed substantially over the last decades. The 2008 report will look into the structural characteristics of pay, performance-related pay, gender pay differentials, minimum wages, pay changes, earnings, youth rates, the role of social partners in the formulation of pay, etc. The report will not seek to provide a fully scientific and comparable set of pay comparisons, given that pay is an area where meaningful international comparisons are particularly difficult to make. Differing national systems of pay formation, industrial relations, taxation and social security, and the divergent ways in which pay-related statistics are collected and presented, mean that comparisons between countries are complicated tasks. Different practices across countries will be examined as well.

Impact of globalisation on industrial relations systems

The objective of the project is to produce a future-oriented picture of European industrial relations in 2020. The research will cover areas such as the industrial relations environment, actors, processes, outputs and impacts. The project will be carried out through the delivery of expert foresights on national industrial relations and a comparative synthesis report based on national foresights.

For 2008, it is planned to organise a conference on 'Industrial relations foresight 2020 in the EU'. The conference would include discussion on the actual situation, forecasts of the situation in 2020, challenges of globalisation and action plans. Participants (from the EU as well US, Japan, South Africa, Brazil, Australia, China and India) would include the social partners, government representatives and researchers.

Continuous vocational training and industrial relations

In the context of the collaboration agreement, the Foundation worked with Cedefop on this topic in 2007, and this yielded several outputs:

- a collection of information updates covering all EU countries and Norway;
- a comparative analytical study entitled *Continuous vocational training policies and systems in Europe and collective bargaining*.

In 2008, it is planned to hold a joint seminar with Cedefop to debate the results of the comparative analytical report and to bring together findings of studies and surveys conducted by Cedefop and the Foundation. The seminar will discuss the role of the social partners in the provision of training and ensuring inclusion of different aspects of continuous vocational training. It would also debate the following:

- the extent to which collective agreements deal with training;
- the level of collective bargaining (sectoral, company);
- experiences of companies;
- barriers to and advantages of promoting participation of employees in continuous vocational training (disadvantaged groups, SMEs).

Social cohesion and quality of life

Social and economic integration of migrants

During 2007, the European Network of Cities for Local Integration Policy for Migrants (CLIP) was extended to more than 25 cities – learning from each other how best to develop and deliver more effective integration policies for migrants. The first series of case studies and comparative reports was prepared, focusing on access for migrants to affordable housing and issues of housing segregation. A series of meetings involving both city authorities and the scientific support group were held.

In 2008, the research will continue to study local policies and practices for intercultural dialogue and diversity management. Dissemination activities will proceed, in several cases in collaboration with other international organisations.

Flexibility and security over the life course

During 2007, reports were published on the empirical reality of working time flexibility in European labour markets on three levels: country, company and worker. A report is in preparation on the impact of flexibility and security at macro (economy, society), meso (sector, company) and micro (individual, family) levels.

In 2008, a report drawing together key results from the Foundation's research over the last three to four years will be prepared as a background document for an international conference. This may explore themes for the 2009–2012 programme in the area of flexicurity.

Social capital and job creation in rural Europe

During 2007, a number of dissemination events were organised, as well as participation in external conferences, to promote the report on *Social capital and job creation in rural Europe*. Specifically, a conference was organised in the framework of the Portuguese Presidency of the EU.

To continue dissemination of the research findings, it is proposed to organise a debate during the Slovenian Presidency.

Care services to promote quality of life for children

In 2007, a second report on the development of out-of-school childcare services was published. This report looked at the organisation of care and creation of employment in care services, particularly in disadvantaged areas of six EU Member States. A short paper bringing together results from both reports on childcare services is in preparation. A number of presentations were made to international conferences and Presidency events.

Increasing focus at EU level and in the Member States on policies for children and children's rights will be linked to existing outputs from Foundation work on care services for children. A workshop will be organised in 2008 and activities will be linked to those of the Family Observatory.

Employment initiatives for an ageing workforce

With the completion of the ageing workforce database, it is apparent that there is relatively little documentation of initiatives for older women in the workforce. A short overview, prepared in-house, will draw on research from the Foundation and elsewhere to assess knowledge of the situation concerning older women workers in Europe, and of active measures to improve employment prospects for this growing group in the labour market.

Communicating and sharing ideas and experiences

In support of the Foundation's strategic goals and the specific objectives for 2008, the communication programme provides a framework for presenting and delivering messages in a more focused and effective manner.

It is clear that in order to reach the stakeholders and thus improve the Foundation's overall visibility and impact, investment in communicating research results must be in proportion to investment in research.

To facilitate this situation, it is proposed that all budgets related to promotional activities, including conferences, are dealt with in a centralised, transversal way. This will help to provide a better focus for the Foundation's communication activities by concentrating efforts, both material and human, in areas where the Foundation can best add value through its research results and therefore achieve maximum impact. By working in this transversal manner, it will be possible to group themes, reach new audiences, benefit from economies of scale and, most importantly, ensure that the core messages and products reach the Foundation's stakeholders.

Information campaigns

In order to reach a wider European audience and enhance the visibility and image of the Foundation, a major promotional campaign will be undertaken in 2008 to highlight the impact of the global marketplace on living and working conditions in Europe. This activity will draw on research results from a number of projects, including the European Restructuring Monitor, effects of globalisation on specific sectors, job structures and structural change in EU labour markets, impact of globalisation on industrial relations, migration and mobility issues, globalised working conditions and quality of life. To support the results of this work and to encourage further debate, the Foundation will promote the results via press, email alerts, dissemination of publications, presentations, events (including its programme of roadshows), etc.

In addition, specific promotion initiatives will be aimed at major 2008 European debates, such as demographic change; employment and quality of work; health and mental health; and childcare and work-life balance.

In order to expand impact on decision-makers, the Foundation will aim to capitalise on major events where it can provide real added value through its research results. The Social Summit will be one such event where the Foundation aims to provide an input. The Commission consultation process, 'social reality stocktaking', will provide an opportunity to assist that process with data and analyses. The Foundation will continue to draw on its unique tripartite nature to best inform and communicate with its stakeholders.

At EU level, the *Brussels Liaison Office* will continue its successful communication programme with key actors from the EU institutions and other important Brussels-based organisations and bodies. Primarily, it will focus on reinforcing its cooperation activities with EU stakeholders so as to further strengthen the visibility and impact of Foundation initiatives. In particular, the Foundation will prepare for an exhibition at the European Parliament in autumn 2008.

In order to improve communication with the information users in Member States, the Foundation intends to add three new Member States to its network of *National Outreach Centres*, making it in total 16 centres. The centres represent a vital communication relay at national level and provide valuable support for the dissemination of products and for the roll-out of promotional activities.

Publications and websites

The Foundation's website remains a core tool for profiling Foundation work and communicating worldwide with Foundation customers. In 2008, web services will be further enhanced with an upgrading of the EMCC portal and the presentation of statistical data, particularly in relation to surveys. Cooperation with the European Commission in

developing a dedicated internet platform for anticipation and management of restructuring processes as a participative web tool has started.

The Foundation's print publication programme will be further streamlined so as to concentrate on more focused and targeted publications and different publication types. The emphasis will be placed on issues of most concern to key users. In recent times, the Foundation has worked intensively on customising its research findings in order to provide timely, relevant and user-friendly information. The number of 'customised' reports, based on specific user requests, will be increased in 2008.

In addition, the *Stakeholder Enquiry Service* plans two reports for 2008. The impact of these reports will be assessed in the spring of 2008. The Foundation's biannual magazine, *Foundation Focus*, aimed at presenting research findings and debate on the most pertinent issues in an accessible and user-friendly manner, will continue and, similarly, the *Foundation Findings* series will raise its profile during 2008. To enhance the quality of outputs, increased emphasis will be placed on the improvement of information delivery and packaging, including availability of various language versions within the budgetary limitations.

Seminars and information exchange events

To further promote debate among the Foundation stakeholders, the Foundation seminar series will continue in 2008 by inviting tripartite national teams from Member States to discuss the development and impact of a European social policy topic on living and working conditions at national level and vice versa. The topic is to be proposed and discussed at the end of 2007. Two company network seminar events will be organised in 2008.

It is planned to extend the Foundation's services to the stakeholders by creating a 'European Life debate'. Three separate elements (the *Living and Working in Europe* report, Living and Working in Europe Week and Foundation Forum 2009) of the Foundation's communication programme would be interwoven to create a continuous cycle of debate on living and working in Europe among policymakers and European citizens. This concept capitalises on the Foundation's unique role: monitoring and analysing living and working conditions in a holistic way for policy review and development. The Foundation is ideally placed to facilitate this, since it provides a neutral arena where different stakeholders can contribute to the debate. Furthermore, it can support such debate through the provision of evidence-based material from its monitoring tools and its data analysis that cover a broad spectrum of work and life in the 27 Member States.

Living and Working in Europe project

The Foundation plans to publish a major report on *Living and Working in Europe* following the completion of the four-year programme. The report will feed into a campaign on Living and Working in Europe directed at the general public in all 27 Member States in the first half of 2009. The outcome of the campaign discussions will in turn feed into the Foundation Forum 2009. Thus, a continuous debate will be created involving European citizens through the content of the report and the campaign, as well as policymakers and other stakeholders through national debates and the Forum itself. The overview report and related information material will be prepared and translated into various EU languages in 2008 in order to reach as wide a coverage of EU countries as possible during 2009 (subject to budgetary constraints). The campaign will be carried out in partnership with the national EU representation offices, national governments and social partners in each Member State. It is envisaged that the discussions carried out at national level would feed into the Foundation Forum as the culmination of the campaign in November 2009. Thus, a strategic decision has been made to move the next Forum from 2008 to 2009 in order to create an unbroken debate cycle.

Summary of research and communication activities

Main strategic research themes, activities and topics of the Foundation in 2008

STRATEGIC RESEARCH THEMES	Activities			
	1. Monitoring and surveys	2. Understanding change	3. Research and exploring what works	4. Communication and exchange
A. Employment and restructuring	ERM	ERM case studies on restructuring	Sector studies on the effects of globalisation Employment foresights Productivity, innovation and employment	Company network seminars Conference on global competition and European companies' location decisions
B. Work-life balance and working conditions	EWCO	Comparative analytical reports, e.g. on managing diversity and atypical work	Working conditions and dialogue Employability and flexicurity	In-depth reports from the EWCS Seminar on job quality and structural changes in EU labour markets Seminar on global comparisons of working conditions
C. Industrial relations and partnerships	EIRO IR Dictionary Company survey 2008	Comparative analytical reports on various topics, e.g. temporary agency work Representativeness studies	Industrial relations developments in EU and other major economies: pay, wage flexibility	Seminar on codes of conduct and international framework agreements Workshop on the dynamics of sectoral social dialogue Conference on the impacts of globalisation on industrial relations systems Joint seminar with Cedefop on continuous vocational training and industrial relations
D. Social cohesion and quality of life	European Families Observatory EurLife European quality of life survey (EQLS) 2007	Social and economic integration of migrants	Thematic analysis from the EQLS 2007	Roadshow on EQLS 2007 Conference on flexibility and security over the life course Presidency conference on social capital and job creation in rural areas Foundation Workshops on quality of life for children
E. Communication output	Data sets of survey results Observatory articles	Comparative analytical reports Customised reports EMCC enquiry service	In-depth reports, Foundation Findings	Foundation seminar series Promotion of Foundation work about the Impact of the global marketplace on living and working conditions in Europe. Promotion initiatives aimed at 2008 European debates National Outreach Centres Brussels Liaison Office – exhibition at the European Parliament Preparing the 2009 European <i>Living and Working in Europe</i> debate

Resources and work processes

4

Budget for 2008

The estimate for revenue and expenditure shown below is based on the implementation of the fourth and final year of the Foundation's four-year work programme from 2005 to 2008. In order to provide adequate resources for 2008, in March 2007 the Governing Board put forward a proposal of €21.2 million (subsidy 20.0 million) as follows:

EXPENDITURE	2008 budget	2007 budget	2006 budget
Title			
1. Staff	11,365,000	10,560,000	10,160,000
2. Buildings, equipment and misc. operating expenditure	1,435,000	1,350,000	1,500,000
3. Operating expenditure	8,200,000	8,270,000	8,100,000
Total	21,000,000	20,180,000	19,760,000

REVENUE	2008 budget	2007 budget	2006 budget
Title			
4. Subsidy	20,000,000	19,600,000	19,000,000
Phare programme	300,000	300,000	540,000
Other grants	400,000		
5. Miscellaneous revenue	pm	pm	pm
6. Revenue from services	300,000	280,000	220,000
Total	21,000,000	20,180,000	19,760,000

Human resources

Seven new posts were requested for 2008 on the basis of a number of developments:

- enlargement of the EU by two new Member states, Bulgaria and Romania, which will have to be incorporated fully into the operational projects of the Foundation;
- increasing interest of the EU in neighbouring and competing countries and regions and the need to analyse them;
- the continuing trend towards more operational monitoring and analysis work done in-house instead of outsourcing it through study and service contracts;
- expansion of the skills base of Foundation staff through recruitment of specialists in additional disciplines, e.g. in forecasting, globalisation, productivity, innovation, labour law, case studies and their connection to job creation and employment. This would go hand in hand with the aim of more in-house operational capacity;
- strengthening the Foundation's capacity to meet increased requests from our users for more customised reports and services;
- improving the Foundation's position at the forefront of developments in research methodology and quality, robustness and reliability of research output;
- the need for formal and continuous monitoring and auditing required by all Community institutions;
- charging all additional staff requested with operational tasks, thereby increasing the ratio of operational expenditure vs. administrative expenditure to 85%/15%.

In the light of the current budget allocation discussions at European Parliament and Council level, the 2008 programme proposals are based on the expectation that not all seven posts will be allocated in 2008.

Work processes and support activities

The proposed research and communication activities for 2008 are supported by an infrastructure of professional ICT services, human resource development and administrative services.

The alignment of all activities through efficient work processes continues to be a high priority, aiming to deliver services that are timely and of high quality as well as reports and products within planned schedules. The Foundation is committed to ensuring an effective organisation compliant with the control standards. The organisation of the Foundation was revised in 2007 towards a more focused one in order to improve the efficiency, quality of outputs and work satisfaction of the staff.

Specific effort will be put into the area of knowledge management with a view to maximising the use of research findings from Foundation work to date combined with the skills and experience of its staff, network of experts and the feedback and requirements of its stakeholders and information users.

In 2008, the ICT strategy will be reviewed in parallel with the development of the new four-year programme to ensure that hardware and software evolution and web technologies adequately support the research and communication activities. The 2007 investment in the customer relations management database will allow it to be fully operational in 2008. Whenever possible, the Foundation will apply technological standards and systems used by the Commission (e.g. ABAC, web accessibility standards, etc.).

The human resources development programme continues and will be complemented with a comprehensive training programme.

In 2008, the Foundation will migrate from SI2 to ABAC, a new financial system, supported by the Commission. It is also foreseen that the Foundation will have developed all procedures to comply with the EU requirements for data protection.

Monitoring and evaluation

The Foundation has implemented a Balanced Scorecard performance measurement system with some 27 performance indicators. It commenced regular measurement, monitoring and reporting on these indicators in 2007 and this will be further developed in 2008.

The Balanced Scorecard functions as a measurement system and communication tool concerning organisational performance. It provides an integrated framework for describing and translating the Foundation's strategy into actions through the use of performance indicators from four perspectives: the customer or user perspective, internal processes, learning and growth, and the financial perspective.

The performance indicators are derived from the strategic goals of the Foundation and enable a more systematic alignment of organisational and individual objectives with the strategic goals.

The recommendations from the external evaluation of the Foundation's 2001–2004 programme will be taken up in an action plan that will be implemented during 2008. There will be a plan for smaller-scale evaluation activities at programme or project level combined with further development of the internal evaluation capacity.

The 2008 work programme envisages a modest growth both in the human as well as in the financial resources of the Foundation, as shown in Chapter 4, to cover the expanding tasks and outputs expected from the Foundation. As 2008 is the final year of the current four-year programme, the focus is on completion of the ongoing research programmes on the basis of the four thematic research areas, as described in Chapter 3. The activities of the Foundation remain the same as during the past three years, ranging from monitoring of change to research and communication. Cooperation with other agencies and research partners will be brought to a new level in 2008 with specific joint projects. In keeping with these overall goals and with the specific aim to provide timely and relevant high-quality information to its stakeholders, the Foundation's main objective for the 2008 work programme is to focus its organisational structure as well as financial and staff resources on further improving its research and output quality in order to best meet the information needs of its key users.

Annex 1: Overview of project budgets

Project proposals 2008 per key theme	C = Continuation from 2007 N=New	Activity / Outputs 2008	Budget 2007	Budget 2008 version 3
Observatories and surveys				
Network of European Observatories – EIRO, EWCO and ERM	C	Information updates / fact sheets; comparative analytical reports; representativeness studies; annual reviews of industrial relations and working conditions; ERM quarterly and ERM annual report; seminars; European Industrial Relations Dictionary	1.930.000	1.850.000
Family Observatory	N	Case study reports	0	270.000*
European Company (Establishment) Survey	C	Dataset; analytical report	80.000	1.790.000
European Quality of Life Survey	C	Publications; fact sheets; launch conference; national meetings EurLife: revised database	1.855.500	250.000
European Working Conditions Survey	C	Study reports; technical review; seminar and conference	348.000	60.000
Total			4.213.500	4.220.000
Employment and restructuring				
ERM case studies	C	Restructuring case studies	0	20.000
The effects of globalisation on specific sectors	C	Conference; sector workshop; in-depth sector study; expert seminars for industrial sectoral studies with EC	221.000	152.000
Employment foresights	C	Report	44.500	60.000
Links between productivity, innovation and employment	C	Report	13.500	8.000
EMCC Stakeholder Enquiry Service	C	SES reports	63.000	60.000
Company network seminars	C	Seminars	109.000	90.000
Undeclared work	C	Country reports	55.700	20.000
Impact of Services Directive	N	Feasibility study	0	5.000
Total			506.700	415.000
Working conditions and work–life balance				
Working conditions and social dialogue	C	Case studies	12.500	97.000
Job quality and structural changes in EU labour markets	C	Dissemination seminar	12.000	33.000
Global comparisons of working conditions: Europe in comparison to its global competitors	C	Dissemination seminar	75.200	35.000
Employability and flexicurity	C	Conference	266.300	25.000
Total			366.000	190.000

Project proposals 2008 per key theme	C = Continuation from 2007 N=New	Activity / Outputs 2008	Budget 2007	Budget 2008 version 3
Industrial relations and partnership				
Codes of conduct and international framework agreements	C	Report and workshop	25.000	25.000
Dynamics of the sectoral social dialogue	C	Report and workshop	90.000	25.000
Industrial relations developments in EU and other major economies	C	Report	0	35.000
Impact of globalisation on industrial relations systems	C	Foresights; seminar	119.550	30.000
Continuous vocational training and industrial relations	N	Joint seminar with CEDEFOP	0	20.000
Foundation Seminar Series	C	Two-session seminar	165.000	135.000
Impact of the Directive on Information and Consultation of Workers	N	Feasibility study	0	5.000
Total			399.500	275.000
Living conditions and quality of life				
Social and economic integration of migrants	C	Reports; case studies; good practice guide; three dissemination events	240.000	325.000
Feasibility study on development and quality of regional indicators	N	Internal study	0	0
Older women in the workforce: quality of life and work	N	Internal study	0	0
Demographic change and employment in social services of general interest	N	Feasibility study	0	5.000
Total			240.000	330.000
Total Research			5.725.700	5.430.000
Information and Communication				
Press and External communication	C		145.500	270.000
Campaigns, road show and BLO	C		58.800	90.000
Strategic information planning	C		63.000	30.000
Foundation Forum	C		0	--
National Outreach Centres	C		279.545	240.000
Living and Working in Europe campaign (preparation for 2009)	N		0	300.000
Information Centre	C		100.000	90.000
Publishing	C		849.030	780.000
Language services	C		355.000	380.000
Total			1.850.875	2.180.000
Support activities	C		693.425	590.000
Total			8.270.000	8.200.000

* excluding staff cost of EUR 130.000 (total budget EUR 400.000)

Annex 2: Risk register

Risk area	Description of key risks	Possible impact	Likelihood (high, moderate, low)	Key control in place
Human Resources risk	Unsuccessful recruitment of staff with new expertise.	Delays in the implementation of the work programme. Continuous dependency on external experts while the strategic direction of the Foundation is on investment in its own staff.	L	Budget for recruitment and new staff allocated. Recruitment to start end of 2007.
Process risk	Introduction of ABAC system may delay operations processing.	Delays in implementing new operations.	L	Intensive in-house training provided to all staff concerned before the start of the new system.
Legal risk	Too many recommendations – not always appropriate to a small organisation – on the internal control environment and systems due to overlap of the scope of the audits of the Court of Auditors and the Internal Audit Service regarding compliance with the Financial Regulation and its Implementing Rules.	Too much time and effort required to implement the recommendations.	M	An integrated approach to the Foundation’s response to the recommendations.
Financial risk	The long lead-in time to secure additional revenue through grants or service agreements, which are expected in the 2008 budget.	Less revenue requires a cut in either the quality and/or quantity of purchases.	M	Clarity by the start of the new budget year about the likelihood of other grants for 2008. Contingency plan for implementation of activities.
External environment risk	Too many and/or conflicting demands from the Foundation’s stakeholders in response to the Foundation’s strategy of ‘on-demand’ analysis of issues.	Delays in the quality of production when too many requests are put forward.	L	Involvement of stakeholders at the planning stage of the programme to identify priority requests and areas of investigation in the work programme itself.

