

Programme of Work for 2000



EUROPEAN FOUNDATION

for the Improvement of Living and Working Conditions

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The European Foundation for the Improvement of Living and Working Conditions is an autonomous body of the European Union, created to assist the formulation of future policy on social and work-related matters. Further information can be found at the Foundation website at <http://www.eurofound.ie/>

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Introduction

The Foundation's programme of work for the year 2000 is the last annual programme within the present four-year rolling programme 1997-2000. Projects will be brought to a conclusion in terms of research investment in so far as this is possible and practical. Naturally, many of the currently running projects will continue to be active in the years to come with regard to disseminating and utilising the knowledge and information gained during 1997-2000. But the main emphasis in the year 2000 will be on consolidation and finalisation.

At the same time, linking present concerns to challenges of the future, which will be addressed in more detail in the next four-year programme 2001-2004, will be one of the tasks of the 2000 programme. In this respect, preparatory work in 2000 will underpin and support the development of the next four-year rolling programme.

The programme of work for 2000 is set out under the six challenges which formed the framework of the present four-year rolling programme 1997-2000:

- Employment
- Equal Opportunities
- Health and Well-being
- Sustainable Development
- Social Cohesion
- Participation

Each one of the challenges is introduced by a concise assessment of how and to what extent the Foundation's project work has contributed to meeting those challenges during the first three years of the four-year programme. This is followed by a description of the contribution the 2000 programme is likely to make to those challenges.

Following the introductions to each challenge, there is a short description of individual projects which relate primarily to that challenge, including the following details:

- the project's development up to now,
- planned implementation in 2000,
- methodologies used,
- intended audiences and means of dissemination.

In keeping with the integrated nature of the Foundation's programme development, all projects relate to more challenges than the one under which they appear. These links are highlighted both in the individual project descriptions and in the introductions to the challenges.

Overall, the Foundation's programme for 2000 takes into account and contributes to major policy concerns and initiatives of the European Union, especially in the area of employment, working time, the modernisation of work organisation, the incorporation of new information technology into the world of work, social policy programmes relating to age, gender and equality for all in life and work, and sustainable development. How to achieve all these initiatives through the greater involvement and participation of workers and citizens in policy development underlies the Foundation's current and future work.

As far as the dissemination and communication of the Foundation's knowledge and information to target audiences is concerned, further emphasis will be placed on identifying those audiences in a more focused way. The Foundation intends to utilise the full range of print and electronic communication products in order to achieve highly relevant and timely dissemination.



Finally, the ongoing evaluation of the quality and impact of the Foundation's work will move forward significantly. This will provide an opportunity to build evaluation processes into the next four-year rolling programme right from the beginning in the year 2001. As the year 2000 will also mark the 25th Anniversary of the establishment of the Foundation (by Council Regulation No 1365/75 of 26 May 1975), this continuous evaluation exercise will include the drawing up and presentation of an "achievements booklet" which will outline the milestones of the Foundation's development since 1975.

Hence the Foundation's Programme of Work for 2000 will both consolidate present research and knowledge and provide a link to the future. It was adopted by the Administrative Board of the Foundation on 12 November 1999.

Eric Verborgh
Acting Director



Chapter 1

Research and development activities

Employment challenge

Europe is currently facing a major challenge in the area of job creation and social exclusion, within a context of strong budgetary and monetary constraints and increasing world-wide competition. Employment is now at the top of the European political agenda. As last year's Foundation annual report states: "Economic growth has not been translated into sufficient employment growth, with unemployment remaining persistently high". Higher employment remains Europe's top objective (Presidency Conclusions of the Cologne European Council, 3-4 June 1999).

Therefore, such a challenge should not be seen as a purely quantitative economic one. Economic growth nowadays goes hand in hand with major changes in the field of working conditions, employment status, participation at the workplace, labour market organisation and social protection systems. Joint analyses are clearly needed to enlighten such fundamental aspects as the impact of employment on health, the quality of newly-created jobs, the re-distribution of working time, transformations of the labour market, changes in education and training, strategies for greater social inclusion, as well as ways and methods to achieve such goals through active and coordinated employment policies.

The Foundation has carried out significant research in these areas during the 1997-1999 period, following the orientations and objectives defined for the four-year rolling programme 1997-2000.

These objectives were:

- to identify the impediments and opportunities for employment growth and for the improvement of working conditions and sustainable development, especially in the service sector, in new and alternative areas of employment;
- to assess and analyse the potential offered by increased positive flexibility and changing patterns of life, care, work and learning;
- to analyse flexibility in the individual and global context;
- to examine new approaches and working methods to increase the involvement of social actors in issues of job creation, increased flexibility and quality of working life;
- to improve understanding of the job creation potentials of the social economy and the development of a more active society.

This wide-ranging research has resulted in the identification of major trends throughout the EU. Atypical employment situations are being developed, leading potentially to more vulnerable positions. The development of autonomy at work can go hand in hand with the intensification of work and the increase of work-related stress. Health problems are mainly due to poor working conditions, even if employment status appears as a worsening factor. Working time has become less regular and predictable, with major impacts on the family structure and family life. The social partners are involved in employment issues but, however, major changes in working time are far less negotiated than in the past.

Research also suggests that a high level of segmentation (between levels of qualifications, gender and age characteristics, employment status, etc.) remains in the EU but that, at the same time, the dualistic approach, opposing a core workforce to a peripheral one, is less valid than in the past. Internal labour markets do not necessarily mean high levels of regulation or good working conditions; external labour markets depend increasingly on individualistic strategies, which often include atypical contracts. Education



is increasingly expanding into the working life, raising issues of adult education and access to training for a diverse workforce.

Finally, there is increasing demand from the workforce for more specific working time patterns, special work organisation, appropriate employment contract arrangements and greater attention to family needs. The national social protection systems encounter many difficulties in matching these contradictory demands and social cohesion often suffers from these changes.

The Foundation's programme of work for 2000 will monitor these developments and focus on the following topics:

- data will be given about ageing and gender aspects of the EU workforce, as these issues appear as major barriers to employment or training;
- information will be provided about jobs in micro firms to help policy-makers design and implement adequate measures to support employers and employees in the creation of more and better employment in very small enterprises;
- "employment pacts" and innovative agreements in the area of employment will be identified and monitored;
- emphasis will be given on time aspects (working time and other social times) through the re-launch of the Bulletin on European Studies on Time (*BEST*);
- more information will be given about the future of work in the information society;

Other projects will also contribute to the employment challenge:

- documentation and dissemination will be organised around the coordination of welfare and work policies in relation to users' needs;
- the impact of employment policies on working conditions at corporate level, and their reliance on various forms of flexibility, will be analysed and the results disseminated, and some emphasis will be put on temporary work in the EU;
- the topic of household services will continue to be addressed, as this alternative area of employment is playing an increasing role in job creation and in the enlargement of the current labour market, with the risk of increasing labour market segregation and income inequalities, through the creation of low-paid, part-time and non-pensionable jobs for women.

The following projects primarily address the challenge of employment.

Employment options of the future

This project, which started in 1998, aims to improve understanding of how different employment options meet the wishes and aspirations of the workforce and how these wishes can be accommodated in present and future labour markets and in employment policies.

A representative survey of the population (aged 16 - 64) has, in the first stage of analysis undertaken in 1999, looked at four specific groups: persons currently employed, job returners (after a break in their employment), young entrants, currently unemployed persons. In 1999 four reports were prepared on self-employment, entry into the labour market, working time/space and combining family and career.

In 2000, the second stage of analysis will be finalised, resulting in a report on ageing and gender. During the year 16 country reports will also be prepared.

A conference on the main findings will be organised in the second half of 2000. The final stages of analysis will be finalised in early 2001.

(Project No 0152. Research Managers: M. Latta/A. Parent-Thirion/M. de Nanteuil).

Jobs in micro firms

This project which was begun in 1996 follows on from the conclusions of the pilot study on SMEs and job creation. A study in four selected countries of the EU is presently under way which investigates the relationship between the quality and quantity of jobs generated in the smallest enterprises (1-9 employees).

This will provide information to policy-makers and other decision-makers on how to design and implement adequate measures to support employers and employees in the creation of more and good quality employment in very small enterprises and how to obtain simultaneously a higher percentage of successful and sustainable businesses.

The project will examine the relationship between job creation and job quality in EU micro firms, taking account of the differences between



countries in the concept of job quality. Hence it will contribute directly to the “entrepreneurship” pillar as outlined in the EU Employment Guidelines.

It will identify and analyse the significant aspects of the employment conditions in EU micro firms from the perspectives of workers, employers, and other parties in the labour market.

Following the results of an EIRO comparative study, a review of literature on industrial relations in SMEs will also be undertaken.

(Project No 0201. Research Managers: F. Oliveira/N.N).

Collective agreements on employment and competitiveness

In 1999, the Foundation defined the conceptual framework of sectorial and enterprise level employment pacts and produced two comparative studies. One covers the overall situation on the diffusion and practice of employment pacts in 11 Member States, the other analyses the forms and effects of employment pacts based on 45 case studies.

The focus of the project is to develop further the results of comparative analysis in two directions: First, to identify, collect, analyse and benchmark innovative agreements in specific sectors; second, to analyse employment pacts in those multinational companies which are re-structuring their operations.

In addition, the Foundation will involve the network of national institutes in a further analysis of the collected material including results from EIRO. Results of previous work will be discussed in two workshops.

(Project No 0211. Research Managers: H. Krieger/K. O’Kelly).

Developments in the use of time: *BEST*

Since the early 1990s, the Bulletin on European Studies on Time (*BEST*), which covers a broad range of issues linked to time development, has achieved a wide dissemination (6000 copies per issue).

BEST has also become a platform within the Foundation where time issues can be discussed and where synergies can develop between various Foundation projects. In 2000, it is intended to publish two issues of *BEST*:

- one issue on the topic of working time flexibility, its extent, nature and consequences;
- another issue to be discussed later in a meeting with the various time networks of the Foundation.

Both issues will build on existing information in the Foundation and on external material.

This project also integrates the legal and contractual aspects of working time through the updating of the existing reference publication *Legal and Contractual Limitations to Working Time in the European Union* (last updated in 1996).

(Project No 0106. Research Managers: P. Paoli/M. de Nanteuil/T. Kauppinen/N.N.).

The future of work in the information society

Since the early 1980s, the Foundation has analysed different aspects of the impact of new information and communications technologies on living and working conditions: the electronic home, the electronic city, electronic decentralised working (teleworking), and temporal and spatial flexibilisation of work (“flexitime” and “flexispace”). The research aims to highlight social issues and concerns in these mostly technology-driven developments.

Following the publication (as a CD-ROM) of the *European Guide for Virtual Companies*, the Foundation will endeavour to remain at the cutting edge of research and debate on the impact of new information technologies on living and working conditions. The results of the Foundation’s collaboration with the ILO on looking at transborder applications of new information technologies (off-shore teleworking, international outsourcing) will be published and disseminated.

(Project No 0110. Research Manager: T. Kauppinen/S. Demetriades).



Equal opportunities challenge

The four-year rolling programme 1997-2000 was the first Foundation work programme to clearly identify the issue of equal opportunities not only as a priority in its own right but as requiring to be mainstreamed across the whole of the Foundation's work where appropriate. The programme focuses primarily on equal opportunities between women and men but also addresses equality around issues of age, race and other elements of discrimination.

The current work programme of the Foundation is very closely linked to the promotion of equal opportunities within EU policy as elaborated in the Amsterdam Treaty, the Community Action Programme on Equal Opportunities 1996-2000, the European Employment Strategy and the Commission's Social Action Programme 1998-2000. Central to the Commission's mainstreaming policy is the idea that equal opportunities should be mainstreamed into all relevant Community policies. Mainstreaming means that a strategy should be adopted to *change the mainstream research and policy debate* so that all strategies are injected with an equality sensitive approach and equality issues are always taken into account in every policy area.

However, adopting the mainstreaming approach is not enough. There is also need for positive action: that is, for projects providing specific tools for the enhancement and achievement of equal opportunities. Therefore a dual approach needs to be adopted. This is also evident in the 1999 European Employment Guidelines where one of the four pillars (the Fourth Pillar) is exclusively dedicated to equal opportunities between women and men; furthermore, mainstreaming is required in each of the other three pillars of employability, adaptability and entrepreneurship.

The four-year rolling programme 1997-2000 identified three main objectives for its contribution to this challenge:

- to document and evaluate strategies to promote equal opportunities practice at the workplace, in paid and unpaid work and in society in general;

This objective is closely related to the European policy aim of enabling women and men to combine work with family life and to policies facilitating equality of access to opportunities in the labour market and to good working conditions.

- to examine the barriers to, and potential for, improved equal opportunities and increased involvement in decision-making processes for those experiencing direct or indirect discrimination;

Meeting this objective will contribute to the European Commission's work on promoting gender balance in decision-making, both at the workplace and in the wider community.

- to take account of, and analyse the impact of, major developments such as the information society, economic and monetary union and the changing nature of the labour market on equal opportunities between men and women and other groups subject to discrimination.

The goals of European policy in this area are concerned with promoting equality in a changing economy, and mobilising the actors in economic and social life to achieve equal opportunities, especially in the fields of education, vocational training and the labour market.

In the programme of work for 2000, a dual approach has also been adopted: both mainstreaming efforts and positive action projects will form part of this programme, as they also form part of the Foundation's current four-year rolling programme. Furthermore, both equality between women and men and other equality dimensions will be looked at in the coming year. However, the primary focus will continue to be on gender. The secondary focus is on age issues, where the Foundation will continue to build on its work concerning the impact of the ageing of the European population.

The following projects primarily address the challenge of equal opportunities.

Promoting gender equality in the workplace

This project, begun in 1999, shows how enterprises in eight European countries strive to promote equal opportunities and improve working conditions and circumstances through equality plans. The initiatives for drawing up equality plans will be analysed, as well as the plans themselves and their implementation and monitoring.

In 2000, a first analysis of 24 equality plans will have been provided, the country reports will be completed and a consolidated report undertaken.

During this year, a workshop will also be organised to publicise and to discuss the results and to assess future research needs on the topic for European policy-makers.

(Project No 0215. Research Managers: M. Latta/P. Paoli).

Employment, family and community activities

This project, begun at the end of 1998 in eight Member States, investigates and analyses to what extent the creation of employment in household services, that traditionally was unpaid work, is contributing to combat unemployment and social exclusion. The project is concerned with the quality of employment and working conditions in household services and particularly with how this new employment is linked to the promotion of equal opportunities and to the reconciliation of family and working life for women and men.

The national studies:

- analyse the nature and scale of employment in household services that traditionally constituted work;
- document the characteristics of those who are employed in household services and their working conditions;
- identify measures in the workplace and in public policy that promote the reconciliation of employment with family and community activities for women and men;
- assess the impact of employment in household services on the distribution of family work and community activities, specifically from an equal opportunities perspective.

In 1999, the national studies will be finished. In the year 2000, the European synthesis report will be published and dissemination will begin, including the organisation of a European seminar and workshops in Member States.

The results from the project will be related to key current interests in employment and work organisation, equal opportunities, social protection and social exclusion through preparation of short policy papers.

(Project No 0202. Research Managers: R. Anderson/P. Carotenuto).

Health and well-being challenge

Health and well-being continues to be at the centre of European policy concerns. It is widely agreed that achieving monetary union and enhancing Europe's competitiveness globally should not lead to any deterioration in the quality of life, and of working life in particular. On the contrary, it is assumed that job security and good working conditions will lead to improved competitiveness.

The European Commission's Social Action Programme (1998-2001) focuses on modernising work organisation, creating a healthy work environment, improving statistical data and identifying new occupational risks, achieving equality and fighting discrimination, and promoting social progress for all.

The Commission's Programme on Health and Safety at Work (1996-2000) emphasises the links between working conditions and employability and points to the importance of monitoring changes in working conditions. Both programmes mention the role the Foundation should play in achieving these goals.

Collaboration has been established with the European Agency for Safety and Health at Work (Bilbao), based on the 1998 Memorandum of Understanding. This will ensure complementarity and avoid duplication of efforts.

Finally, the EU Employment Guidelines focus on the need to improve employability, to encourage adaptability (by promoting the modernisation of work organisation), and to strengthen the policies for equal opportunities (by tackling gender gaps and reconciling work and family life).

The Foundation's four-year rolling programme 1997-2000 puts forward a series of objectives in the area of health and well-being:

- to give priority to a holistic approach based on prevention of risk to health and well-being, with the identification of preventive strategies, instruments and incentives;
- to investigate new approaches to improving the quality of life, health and well-being, and to develop new indicators for monitoring and assessment



in and outside the workplace, taking into account the changing patterns of work and lifestyles and the demands for an improved environment;

- to identify the costs and benefits of measures to promote health at work and in private life;
- to assess the quality and effectiveness of public services and utilities which affect health and well-being.

The activities planned for the year 2000 will contribute to the EU policy debate and Foundation objectives outlined above.

The Third European Survey on Working Conditions will provide an updated view of working conditions in the EU in the year 2000. Trends incorporating the results of the previous surveys of 1991 and 1996 will be identified. The data collected will provide more detailed information on such issues as sector profiles, working conditions in SMEs, age and working conditions, work organisation, gender, time and time patterns (0156). The dissemination of results will be enhanced through on-line access to the data.

In addition, the extent, nature and consequences of working time flexibility will be assessed in another project (0106).

The results of the research on the links between employment policies and working conditions (0203) will be published and disseminated. This research focuses on the impact of flexibility on health and working conditions, participation and skills development.

The following projects address primarily the challenge of health and well-being.

Monitoring working conditions in the EU

Since 1990, the Foundation has commissioned, at five-year intervals, representative interview-based surveys of the working population about people's perceptions of their working conditions.

In 1999, the Third European Survey was initiated. Sample sizes were increased in order to allow for sectoral-level analysis. The following activities, based on or related to the data analysis, will be undertaken:

- analysis and publication of the survey's main results (in-house), to be evaluated in 2000;
 - secondary analysis on:
 - sector profiles;
 - age and working conditions;
 - SMEs;
 - work organisation and working conditions;
 - job profiles;
 - gender;
 - time and time patterns;
 (a report and leaflet/summary will be prepared on each of these issues);
 - setting up an on-line access to the data, including the establishment of a web page linking to other data sources.
- (Project No 0156. Programme Managers: P. Paoli/D. Politis).

Employment policies and working conditions

In 1999, the research analysed the influence of corporate human resources policies on working conditions (broadly defined and covering issues such as health, participation, skills, etc.) and in particular their reliance on various forms of flexibility, both internal and external.

In 2000, the project will focus on the publication and dissemination of the results.

In addition, different aspects of temporary agency work as an increasing form of work on the European labour market will be analysed.

Despite statistical data which identify a strong correlation between flexible forms of employment and poor working conditions, qualitative approaches show a variety of situations. Some case studies underline the links between flexibility, precariousness and the deterioration of working conditions. Others show the importance of acceptable working conditions for temporary workers as employment status becomes more vulnerable.

Flexible employment policies are not only an expression of managerial strategies. They also meet a demand on the labour market from individuals.



The mix of corporate strategies and of individual acceptability has to be clarified.

In the light of these considerations, this project will look at three areas:

- the legal aspects and collective agreements on temporary agency contracts;
- the extent of such employment in each EU country;
- labour market organisation and segmentation.

(Project No 0203. Research Managers: M. de Nanteuil/P. Paoli/M. Latta).

Sustainable development challenge

Sustainable development is the achievement of continued economic and social development without detriment to the environment and natural resources. The quality of future human activity and development is increasingly seen as dependent on maintaining this balance and this growing awareness of the issues involved in sustainable development has been reflected in administrative and legislative developments both in the European Union and throughout the world.

The Treaty on European Union sets out as one of its principal objectives the achievement of sustainable development, a commitment underlined and strengthened in the Treaty of Amsterdam. What this means in practice is that policy-makers are required to consider the environmental, as well as economic and social, consequences of all policy initiatives and to tailor legislation so as to ensure that Europe can develop and prosper in a sustainable manner.

The Foundation can play a special role in helping to encourage this transition to sustainable behaviour. The Foundation's specific contribution in the area, its niche, lies in the social dimension of sustainability: interpreted in the broad sense, this is taken to include issues of working conditions, health and safety, and work organisation. Given the quadripartite structure of the Foundation, with representation from employers' and workers' organisations, and governments, as well as from the European Commission, the research areas are chosen to reflect the shared interests of the social partners. They have also been selected with a view to complementing the activities of the European Commission and the European Environment Agency in sustainable development research.

The objectives of the Foundation's sustainable development work programme can be summarised as follows:

- to identify and assess ways to accelerate action to promote awareness and changes in behaviour by industry, including in particular SMEs and consumers, with a view to moving towards sustainable patterns of production and consumption;



- to investigate and analyse the impact of new instruments and actions in specific sectors, including environmental industries, to balance competitiveness and employment goals with sustainable production and consumption policies and with the improvement of living and working conditions;
- to contribute to the development of the concept of shared responsibility and participation by the main social actors (public authorities, public and private enterprises, professional organisations, workers and unions, non-governmental organisations and citizens) in policies and actions to implement sustainable development and to assess their effects.

The strategy that the Foundation has adopted to achieve these objectives involves providing the social partners with various instruments to help balance competitiveness and employment goals with sustainable production and consumption policy and with improved living and working conditions.

During 1997-1999, the research activities of the Foundation were focused on design methodologies, environmental management systems in relation to health and safety, economic incentives for improving the external and working environments and education/training initiatives. In each case, the intention was to supply the main decision-makers and design actors with ideas, tools and information networks in order to help them develop holistic approaches to improving the environment and health and safety. On the dissemination side, an extensive section on sustainable development has been developed as part of the Foundation's website.

In 1999 the Foundation brought the employers' and workers' organisations together with representatives of government and non-governmental organisations to debate the role of the social partners in sustainable development. From this conference, a wide range of proposals emerged for consideration in future Foundation work programmes. Some of the recommendations have been incorporated in the programme of work for 2000.

In general, the Foundation's sustainable development programme will move into the consolidation, dissemination and debate stage in the year 2000. As part of the ongoing project on design for sustainable development, it is proposed to hold a European conference on "Sustainable Development:

SMEs and New Enterprises” which will bring together experiences from a number of Foundation initiatives, specifically economic instruments for sustainable development and professional education and training for sustainable development, and those with a focus on the work of sustainability-oriented SMEs/micro firms.

The following projects address primarily the challenge of sustainable development.

Design for sustainable development

This project, which started in 1997, aims to increase the involvement of the social partners in the development of efficient programmes to secure the move towards the combined goals of sustainability, health and employment. A number of initiatives are being taken in order to develop more tools, information networks and training for the main actors involved in the implementation of sustainable production, such as industry, social partners and designers.

The employment potential in the move towards sustainable development is being assessed. The project links the environment and working conditions and looks into the impact of environmental management on health and safety and vice versa and how to define effective schemes combining both areas. It studies the effect of a renewable resources approach on the environment, job creation and the quality of life. Practical examples of sustainable production and consumption which improves the environment, health and employment are being provided.

In 2000 the Foundation will follow up on the proposals made by the social partners at the 1999 European conference on “The role of the Social Partners in Sustainable Development”, with the organisation of a European conference on “Sustainable Development: SMEs and New Enterprises”. New entrepreneurs, small and medium-sized companies, as well as micro firms in Europe, all play a crucial part as a driving innovative force in the area of sustainable development. A number of Foundation research projects such as Design for sustainable development (0204), Economic instruments for sustainable development (0205) and Professional education and training for sustainable development (0206) have been addressing the issue of how



SMEs can be supported to act in a sustainable way. It is the purpose of this conference to bring these experiences together.

The conference will discuss the role of SMEs in sustainable development, present support systems for innovation and new enterprise, give practical examples, and debate the issues involved for policy-makers in the area of sustainable development. Two separate sessions are envisaged: one for SMEs and another for policy-makers.

(Project No 0204. Research Managers: H. Litske/M. Miller).

Economic instruments for sustainable development: improving the external and working environment

A synthesis on the use of economic and fiscal instruments in both the physical and the working environment has been prepared based on previous Foundation work and activities elsewhere (e.g. European Commission, the European Environment Agency, the OECD). The work was initiated in 1997 as a pilot project based in two European countries. In 1998 the pilot project was extended to include more countries in order to provide a better basis for identifying the benefits of a harmonised approach to the physical and the working environment and to give a more complete overview. The research was finalised in 1999. In 2000, a summary of the Foundation's work will be prepared for policy-makers.

(Project No 0205. Research Managers: H. Litske/M. Miller).

Professional education and training for sustainable development relating to SMEs

The project aims to identify the specific training needs of SMEs and the responses required at different levels of the education system (secondary, intermediary and third level) and by the different actors (public authorities, education and training establishments, the social partners, etc.) as part of the move towards sustainable development, with the possibility of using this process to contribute to employment creation.

The work, which consists of an enquiry and case studies, will include the definition of occupational profiles and it will look into how the requirements can be met by existing structures and to what extent it will be necessary to introduce changes and new measures designed for SMEs, taking into account



national and regional differences and traditions. The training needs and responses relating to regulatory agencies will also be examined, since the way the latter interpret and perform their tasks can have a major impact on SMEs and whether they choose to comply with present and future requirements.

An assessment and a comparative analysis of the findings of the national studies undertaken will enable the Foundation to draw conclusions on possible action at EU and national levels. In 2000 a synthesis report will be prepared. A database of training and education activities was developed in 1999 and made available in the sustainability section of the Foundation's website on the Internet. In 2000 this information will be extended in collaboration with Cedefop.

(Project No 0206. Research Managers: M. Miller/H. Litske).



Social cohesion challenge

The Amsterdam Treaty has underlined the promotion of access to employment as a priority for the EU, and more generally has emphasised the growing societal risk associated with social exclusion and the related problem of discrimination. The links between employment and social protection policies, and the need for a coherent policy mix, form a central theme not only of the EU's Employment Guidelines, but also of the new regulations for the Structural Funds and the broad economic objectives for 1999. Social exclusion and measures to combat processes of marginalisation are a focal point of the Commission's Social Action Programme 1998-2000, with the emphasis on positive goals and action to promote integration and inclusion.

The Foundation's work for the year 2000 has been developed in relation to work elsewhere, but also in consultation with key audiences such as the social partners and non-governmental organisations. The role of these key parties, and particularly of citizens – as service users, members of local organisations, and those who experience social exclusion – has been a core thread in the Foundation's work. This relates to two key areas of current policy: promotion of active citizenship and coordinated working by the key parties involved. The themes of participation, partnership and involvement, as well as the more problematic concept of empowerment, run through all of the current programme.

Evidently, the current projects build on lessons from previous work, much of which has involved case studies of innovation and reform, experimentation and good practice. Some parts of the current work programme, such as the project on social public services (0209), extend this approach while also aiming to cover gaps in information in previous studies and to critically examine new developments to combat exclusion. Other work, such as the research into the coordination of employment and welfare policies (0194), aims to link the lessons from good practice at the local level to the broader rethinking of social welfare policies and social protection systems. More generally, and particularly in this last year of the four-year rolling programme, the work is designed to draw lessons from research and practice (project No 0220) and to communicate these lessons in terms that are meaningful to policy-makers.

The objectives of the social cohesion challenge set out in the four-year programme provide the general context for activities in the year 2000:

- to examine and assess concepts of active citizenship and active social policies and how they are influencing current developments;
- to investigate how mainstream public policies can support effective local strategies aimed at building social cohesion;
- to look beyond documentation of mechanisms and processes to analyse the real outcomes of innovative developments in policy and practice.

The current work on welfare reform (0194) has clearly been extensively informed by results from the Foundation's 1996 conference during the Irish Presidency on new directions in social welfare, as well as by the Commission's more recent analysis of minimum income schemes in the EU. The framework for research has built on the reviews of activation policies collected in the Foundation's publication, *Linking Welfare and Work*. Mechanisms to coordinate employment and social protection policies and their operational services are being identified by new research in this area, but include examples of approaches, such as local partnership, that have been examined in previous studies. The effectiveness of different approaches to increase employability is a central concern, and the project will aim to analyse the outcomes of innovative developments as well as to illuminate the activation concepts highlighted in the challenge objectives. There are strong links to issues of access to employment for disadvantaged groups which are emphasised in the Employment challenge.

The project on social public services (0209) builds on results from a previous study, reported as "public welfare services and social exclusion", but the focus is now upon how the development of more integrated and responsive services affects the working conditions and quality of working life of staff, as well as the impact on the quality of service to users. Again, this work is informed by previous studies of groups at risk of exclusion, such as those on the family care of older people, but also by the analysis of changes in working conditions documented under the health and well-being challenge. The development of care services raises issues around the differences between the experiences of men and women which are also taken up in the equal opportunities challenge. The creation, and quality, of employment in social public services is directly related to several strands in the Employment



Guidelines, and questions about the quality of these services are strongly linked to concerns in the most recent Commission Communications on social protection.

The work during 2000 will concentrate on the preparation and dissemination of European synthesis reports for both of the main projects (0204 and 0209). This will be linked to continuing dissemination of results from the national studies and support for workshops and conferences.

The lessons from Foundation research over the last decade on social exclusion and measures to promote social cohesion will be drawn together, with a particular focus on the effectiveness of different approaches to improve the situation of those marginalised by social and economic change. The report (project No 0220) will examine the role of different parties in stimulating, implementing and managing change. This reflection on the lessons and contributions of the Foundation's work on social cohesion will also look forward to emerging policy issues, to the process of enlargement of the Union and to the effective dissemination of results from our work. The continued and reinforced output of key messages from existing work remains an important task, more so perhaps in the context of a new Commission and a new Parliament, but also given the new priority attached at EU level to policies to combat social exclusion.

The following projects primarily address the challenge of social cohesion.

Coordination in integrated approaches to linking welfare and work policies

The research, which started in 1999, aims to document and analyse coordination of welfare and work policies at both policy and operational levels and in relation to users' needs. It examines links between local, regional and national policies as well as mechanisms for their implementation at the different levels. The research is based mainly on qualitative data (in-depth interviews and case-studies).

During the year 2000, national workshops will be organised in Member States to disseminate and validate national results. The European synthesis of the research will be initiated. Research will also be carried out on the characteristics of minimum income recipients in the 15 Member States,

which will entail collecting and synthesising information not yet available at European level.

(Project No 0194. Research Managers: A. Parent-Thirion/R. Anderson).

Social public services: quality of working life and quality of service

Research began in 10 Member States in 1998 to examine how reforms in social public services (health, education, social services, housing, employment, social security) were meeting the multiple needs of disadvantaged client groups in a more integrated and responsive manner.

The project:

- assesses the effects of reform and modernisation on the jobs and working conditions of staff in social public services;
- examines the implications of changing patterns of employment and working life in social public services for the quality and delivery of such services;
- assesses the extent to which service quality initiatives meet the needs and preferences of service users.

National studies were completed in 1999 and preparation of a European synthesis report begun. Publication and dissemination of this report will begin in 2000. The detailed case studies will be edited and presented in a casebook containing key lessons on ways to improve working conditions and quality of service.

(Project No 0209. Research Managers: R. Anderson/P. Carotenuto/A. Parent-Thirion).

Pathways to social inclusion: changing rights, roles and responsibilities of civil society

Over the last decade, the Foundation has completed a series of projects and other activities designed to inform policies on social cohesion. With a renewed impetus for measures to promote social inclusion from both the Amsterdam Treaty and the Commission's Social Action Programme, this project will review the results of the Foundation's work and:



- examine the effectiveness of methods to increase the involvement of those marginalised by social and economic change;
- document key lessons and strategies to build a more inclusive society;
- identify challenges for research in the next decade.

This project will analyse and distil the key messages from a series of projects conducted in the last two four-year programmes of the Foundation.

The work will begin early in 2000 with the preparation of a report to be debated in a seminar with policy-makers in the autumn of that year; the report will subsequently be revised for publication.

(Project No 0220. Research Managers: R. Anderson/A. Parent-Thirion).

Participation challenge

Participation continues to be an important element of the European Social Model. In a rapidly changing society, increased participation of the main social actors in the decision-making processes and the implementation of policies is an important component of coping with major economic (liberalisation, globalisation), technological (information society), ecological (sustainable development) and social (increased wealth combined with increased inequality) change. Policy should support or establish a framework for effective processes of “real” participation, as effective change, fast adaptability and social cohesion depend critically on real involvement.

The European Union has responded to these challenges by strengthening and re-organising the European social dialogue, by establishing and supporting a civil dialogue with the help of the European Social Policy Forums, by the reorientation of the Structural Funds towards a stronger involvement of local community initiatives and actors, and by systematically developing a “corporate” approach including various European-level social partner organisations, and other non-governmental organisations and coalitions in the field of European social and employment policy.

The policies needed to address the massive social and structural changes facing the European Union, and the choices these will entail, will require not only more effective implementation of existing mechanisms of participation, but also the development of new structures, procedures and processes to involve other key players. A particular challenge is how to improve the involvement of the “grassroots” – citizens and workers – both for reasons of strengthening accountability, transparency and democracy and for developing more effective solutions which can be implemented in a more efficient way.

As a quadripartite organisation including the social partners, the Foundation plays a natural role in the “corporate” policy approach of the EU. Its specific role in the field of worker and citizen participation is:

- to explore innovative forms of participation, which have the potential to enhance economic, social and environmental development;



- to report and assess existing practices of participation in the Member States and at EU level;
- to organise an exchange of experience and dialogue with all relevant actors.

In the four-year rolling programme (1997-2000), four key objectives were set out for the participation challenge:

- to monitor and evaluate existing and new participatory practices at the workplace in relation to a balanced approach to economic, environmental and social development;
- to explore innovative approaches (new topics, new forms of cooperation, new partnerships of actors) at different levels and in different contexts in the workplace and in the wider community;
- to examine the concept of active citizenship, particularly in relation to issues of employment and social protection;
- to assess the contribution of strategies for user information and involvement in improving the effectiveness and efficiency of public services and in the area of sustainable consumption.

In implementing the current four-year programme, the Foundation was able to identify new trends of participation (for example, “direct” participation, more integrated forms of involvement) within the context of important transformations and developments in Europe in the last 30 years, such as EMU. However, research and dialogue also identified important challenges ahead for the different actors and policy-makers: for example, the major gap between rhetoric and “real” practice.

In the programme of work for 2000, the Foundation will explore new trends in the development of financial participation and pacts for employment and competitiveness in Europe. The assessment of the social implications of EMU and of the practice of European works councils will also be a major activity. Long-standing initiatives such as the *Employment and Industrial Relations Glossaries*, the role of users in social public services and “active citizenship” will continue. The issue of financial participation will form a significant element in a review of the results of the Foundation’s work in recent years in the area of social cohesion.

The following projects primarily address the challenge of participation.

European employment and industrial relations glossaries

Since the mid 1980s, an international group of experts has been compiling a series of glossaries, each covering one Member State of the EU. The core of these glossaries consists of about 600-1000 key labour and industrial relations terms, with a contextual explanation of their significance and references to relevant statutes, recent court cases and problems of practical application, as well as a section on further reading. The main areas covered include the general framework of industrial relations; collective bargaining; participation; consultation and information procedure; human resources management; industrial conflict and settlement procedures; the individual employment relations; the terms and conditions of employment; and social security.

In 2000, this work will continue with:

- publication of the Swedish volume in English;
- publication for Denmark and Sweden of their vernacular edition;
- final editing of the Finnish volume.

(Project No 0118. Programme Managers: H. Krieger/M. de Boer).

Information and consultation in European multinational companies

The emergence of European works councils (EWCs) has played a major role in the development of an industrial relations system specifically at European level. Since 1990, the Foundation has accompanied the process of establishing EWCs with various initiatives in carrying out comparative analysis and in organising dialogue between the social partners. In 1995-1999, in cooperation with the Commission, the Foundation published four volumes of voluntary agreements on European works councils, and three comparative analyses of existing agreements. It also established a database of 400 agreements which is available on the Foundation's Internet website.

In 2000, the Foundation will examine and identify the practical needs of management and employee representatives with regard to the practice and diffusion of EWCs. A working group will be set up to explore the concrete



needs of the social partners, management and employee representatives and to decide on the most appropriate methodology. In addition, Article 6 agreements will be made available via the Internet.

(Project No 0116. Research Managers: H. Krieger/K. O'Kelly).

Social implications of the EMU

In 1999, 11 EU countries joined the Economic and Monetary Union (EMU) targeted to complete the single market through the Euro currency in 2002. This major economic transformation will have a significant impact on the living and working conditions in all 15 Member States.

The objective of this project is to increase understanding of the impact of EMU on industrial relations, employment and working conditions at European, national, sectoral and company level. The project started in 1999 with two bibliographic reviews on the topic.

Based on the proposals of this preliminary work, the steering committee recommended in 1999 initiating a new company-level analysis on the impact of EMU on working conditions, wages, work organisation, human resource management and employment. Case studies will be carried out in the banking, transport and metal sectors in six countries: Germany, Spain, France, the Netherlands, Finland, and the UK. Company-level reports have been prepared during 1999.

In 2000, a conference on the impact of EMU on company-level human resource management will be organised; further research will concentrate on the challenge of globalisation and the contribution played by EMU towards the europeanisation of industrial relations at EU and sectoral level.

(Project No 0200. Research Managers: T. Kauppinen/S. Demetriades).

The nature and extent of financial participation in the European Union

In 1999, the Foundation started the project with an overview on the subject based on the EPOC survey. It also investigated the relationship between financial and direct participation. A second study was devoted to the development of a conceptual framework and the description of the position of the present state of affairs, trends and discussions, and identification of

knowledge gaps on financial participation. A first workshop with experts was organised in September 1999.

This project uses a comparative methodology to establish the nature and extent of financial participation schemes, in particular share ownership arrangements, in a number of Member States and to identify common trends within the European Union. It will assess the impact of financial participation on the economic and employment performance of the enterprise and explore its effects on other forms of participation and on collective bargaining.

As a first step in 2000, a number of case studies will be conducted which will outline the different approaches found and point to possible future developments in the different employment relations systems in the EU. (Project No 0218. Research Managers: K. O'Kelly/H. Krieger).

Chapter 2

European Industrial Relations Observatory

Established in autumn 1996, the European Industrial Relations Observatory has a special significance in the Foundation's programme, as it is an ongoing information activity.

European Industrial Relations Observatory (EIRO)

The fundamental objective of the Observatory is to commission and collect authoritative and up-to-date information and analysis on industrial relations – covering the most significant events and issues in collective bargaining, consultation and social dialogue in the Member States of the EU and Norway, and at overall EU level – and to capture and disseminate this information through an electronic database.

An international research team consisting of 16 National Centres (15 EU Member States and Norway) plus an EU-level centre provide the factual input for the database in the form of “in-brief” items, feature articles and comparative, issue-oriented material, edited by an editorial team into a coherent style and format for publication.

The *EIRO*Online database, which is the main product of EIRO, has become a unique information source on European industrial relations by:

- providing comprehensive, authoritative, accurate and up-to-date reporting on the most relevant activities and issues in the field of industrial relations across Europe, placing these developments in their context;

- providing a service tailored to the specific needs of a target audience made up primarily of practitioners and policy-makers among the social partners, governmental organisations and EU institutions;
- containing comparable information on similar developments over time in the different Member States and Norway; and
- presenting comparative studies on topical issues in industrial relations.

The main print publications are the bi-monthly *EIRObserver*, along with its comparative thematic supplements (based on EIRO's comparative studies), and the *Annual Review* of industrial relations trends. There is full public access to the electronic database, *EIROOnline*, through the WorldWide Web (<http://www.eiro.eurofound.ie/>).

EIRO is closely linked to the challenges of the four-year rolling programme of the Foundation. The *EIROOnline* database contains articles on the latest national developments in the areas covered by all six of the Foundation's challenges. Comparative studies have dealt in a more in-depth and analytical way with topics which are particularly relevant to challenges such as employment, equal opportunities and industrial relations/participation. Examples of relevant EIRO comparative studies conducted so far include:

- equal opportunities and collective bargaining in the EU;
- social partners and racism: the impact of the European joint declaration;
- the EU parental leave agreement and Directive: implications for law and practice;
- collective bargaining and continuing vocational training in Europe;
- flexibility of working time in Europe;
- the impact of European Works Councils;
- board-level employee representation in Europe;
- a new organisation of work: the Green Paper and national developments;
- industrial relations in SMEs;
- the "Europeanisation" of industrial relations; and
- collective bargaining on employment in Europe.

The *EIRO Annual Review* provides an overview of the development of industrial relations in all the EU countries and Norway, plus at the overall EU level. The themes examined in the report focus especially on employment

creation, equal opportunities, participation and the impact of EMU on national systems of industrial relations.

EIRO will continue in its present form with regular reviews of its ongoing activities by the Steering Committee. The year will see some adjustments of the balance of EIRO's content, in line with user preferences, with a further increase in the amount of comparative material. As well as more comparative studies, there will be regular comparative updates on issues such as developments in pay and working time, while the *Annual Review* will examine Europe-wide industrial relations trends in more detail. Planned comparative study topics include:

- sectoral studies of industrial relations developments in sectors such as transport and "knowledge industry", e.g. software development;
- industrial relations and the ageing workforce;
- outsourcing and industrial relations;
- the social partners and workers with disabilities;
- performance-related pay in Europe;
- arbitration and strike/conflict regulation;
- handling of collective redundancies in EU Member States.

Further consideration will be given to the future integration of information from applicant countries in Central and Eastern Europe in collaboration with the Commission and the applicant countries.

(Project No 0188. Programme Managers: T. Kauppinen/S. Demetriades/F. Murray/B. Schmidt).

Chapter 3

General debate and discussion activities

Drawing on the quadripartite structure of its Administrative Board and involving other organisations as appropriate, the Foundation is a forum where the key social actors, on a basis of scientifically produced knowledge and data, can exchange opinions and experiences.

This dialogue between expertise and political expression gives an added value to the Foundation's research by linking it to the policy debate and policy-making agenda.

Some debate and discussion activities are built into the projects presented in previous chapters. In addition, the Foundation will organise the following activities:

Innovative forms of work organisation: the Ecology of Work Conference

Over the past ten years, in conjunction with the Ecology of Work Conference Inc. (USA), joint conferences have been held with the objective of bringing together management/employee representatives to present successful models of work organisation change and to compare the different, or common, approaches being taken by European, North American and Japanese workplaces and in enterprises from other trading blocks.

Following the very successful 6th European Ecology of Work Conference held in Bonn, as part of the German EU Presidency programme and in

conjunction with the European Work Organisation Network, a 7th conference will be held in the Foundation Conference Centre during May 2001. This conference will bring together the most recent and innovative change experiences in work organisation, in the light of continued competitive pressures and intensification of globalisation in Europe, North America, Japan, Australia, South Africa and other developed and emerging countries. It is proposed that this conference will again be an event of the European Work Organisation Network.

During 2000, the planning process for the 7th conference will begin with a meeting of the Programme Committee to identify specific themes which should be covered in selected case study presentations, followed by the selection of relevant cases to “fit” these themes and the preparation of the First Announcement leaflet and conference information.

(Project No 0115. Research Managers: K. O’Kelly/N.N.).

Exchange of information with Central and Eastern European countries

As part of its contribution to the transition from planned to market economic and social structures and to the enlargement process, the Foundation has organised exchanges of knowledge with the candidate countries in Central and Eastern Europe since 1991. In 1999, two seminars were organised, in September (on the topic of social dialogue) and in October (on the topic of equal opportunities). Ten countries were involved: Bulgaria, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, the Slovak Republic and Slovenia.

Subject to finance becoming available from the PHARE programme and a contribution from the applicant countries, it is proposed to hold two seminars in 2000. The first of the two proposed seminars will be co-sponsored by the Finnish Government. The second will be organised in collaboration with the European Training Foundation in Turin, Italy. The themes to be discussed during these seminars will be drawn from the Foundation’s portfolio of expertise and following extensive consultations with the social partners and relevant ministries in the Central and Eastern European countries. The seminars will provide a platform for the exchange of information and experiences between the Central and Eastern European countries and the EU and will assist the applicant countries to familiarise themselves with the knowledge base of the Foundation.

(Project No 0145. Research Managers: T. Kauppinen/K. O’Kelly/F. Oliveira/P. Carotenuto).



Chapter 4

General information and dissemination activities

These activities are concerned with the mutual exchange, transfer and dissemination of knowledge. Complementing the research and debate functions of the Foundation, their task is to communicate information as it becomes available and to deliver the results of the Foundation's research to its target audiences. Special emphasis will be placed on activities in connection with the Foundation's 25th Anniversary.

These activities comprise:

Information services and systems (Project No 0169)

Information centre

The information centre, established in 1976, has a well-established and professionally organised body of knowledge covering the specialised fields of interest of the Foundation. It aims to serve the information needs of policy-makers in the European institutions and European-level social partner organisations as well as staff and other target groups.

During 2000, we are planning to expand the range of electronic information sources available to users of the information centre, and to streamline procedures for dealing with the increasing number of enquiries handled. (Programme Managers: F. Murray/J. Vandamme).

Foundation website

The Foundation's bilingual (EN/FR) website was launched in June 1998.

The objectives of the website are to facilitate broader access to Foundation information and publications, and to reach audiences which cannot be easily served by conventional means. It also functions as a cost-effective and efficient method of publishing and disseminating information.

During 2000, we shall continue to monitor usage closely, and use this data to guide the development of the site.

(Programme Managers: F. Murray/M. de Boer).

Information sources workshop

This is a joint activity with ETUI and ETUCO which began with a workshop in 1996. The aims of the workshop are to equip trade union trainers with skills in seeking and evaluating information on European industrial relations, and to familiarise them with the wide range of information products and services offered by the Foundation and the other participating organisations.

The fourth workshop will be held at the Foundation in Spring 2000.

(Programme Managers: F. Murray/J. Vandamme).

ELCID

The ELCID (European Living Conditions Information Directory) database was established, in collaboration with DG V's EURES service, in 1993. The objective is to complement the information provided by EURES on living conditions in each EU Member State by identifying sources of more detailed information. The database is part of the Foundation's website.

In 2000, it is planned to evaluate the usage of the database and explore its usefulness with EURES. Following this investigation, we will decide on the future development and updating of the database.

(Programme Managers: F. Murray/B. Schmidt).



Multilingual programme of publications/electronic publications (Project No 0173)

Multilingual programme of publications

Working in close association with our publisher, the Office for Official Publications of the EC, whose role also extends to storage and dissemination of our products, this programme covers the management and publication of research information in both paper and electronic formats. The continuing growth in electronic publishing via the Internet, CD-ROMs and databases means a greater emphasis on selective dissemination, on-demand publishing and better management of information, thereby enabling publication of products which are relevant, timely and accessible to our audience. Whether publication is by paper or electronic means, editing of the material is now an integral part of the production process.

The information is produced in various combinations of the official languages of the EU, in keeping with Foundation language policy, and according to the information needs of the audience. Copublication and licence arrangements with commercial publishers and institutions across Europe continue to play an important role in information policy.
(Programme Managers: M. de Boer/H. O'Donoghue).

CD-ROM for EDCs

There are over 800 European Documentation Centres (EDCs) in the EU and the CEE countries which hold official documents of the EU for reference. As an alternative to supplying paper versions of reports, the Foundation is now producing a CD-ROM for delivery to EDCs on a bi-annual basis which includes a fully comprehensive collection of the publications programme, containing all publications in all languages. The first such CD-ROM was produced in May 1999.
(Programme Managers: M. de Boer/D. Hirschfeld).

Catalogues of publications

In order to keep its audience informed of its extensive publishing programme, the Foundation maintains an up-to-the-minute catalogue on its website and also publishes a series of catalogues annually, one per challenge. The catalogues are widely disseminated, and are intended not only as a

reference tool but also as a means of providing information about the Foundation's activities.

(Programme Managers: M. de Boer/H. O'Donoghue).

Promotions and public relations (Project No. 0180)

Press activities

During 2000, press relations will include the conducting of three specific press campaigns in Europe; other campaigns will be organised as the needs arise, related to conferences, publications and so on. The specific areas are: the Third Survey of Working Conditions which will release results in 2000; the 25th Anniversary of the establishment of the Foundation; and the Work Programme for the new millennium.

The press campaigns will target the national and sectoral press and journals in each Member State. The unit will work closely with the Commission's Offices throughout the EU to promote press matters and particularly with those offices which have Employment and Social Affairs Directorate-General correspondents.

Communiqué, the newsletter of the Foundation, will be produced 10 times during 2000 in English/French and disseminated throughout the EU to the target audience of the Foundation.

Each issue will cover a broad overview of the work being carried out by the Foundation through articles on publications, seminars and interviews with research managers. This wide coverage keeps decision-makers and policy-makers briefed on the ongoing work of the Foundation. It will generate a large volume of requests for further information in the specific areas covered. *Communiqué* will also promote the sales of Foundation publications.

(Programme Managers: B. Nolan/N.N.).

Marketing activities

These activities include interaction with the Foundation's audiences through a series of marketing activities including: a visitors-to-the-Foundation programme; contributions to events connected with EU Presidencies; participation at international exhibitions; information visits to EU



institutions and other bodies, and monitoring/analysing/ evaluating activities to ensure that all relevant audiences are being reached.

Particular attention will be paid to the opportunities afforded by the Foundation's 25th Anniversary.

(Programme Managers: B. Nolan/N.N.).

Dissemination activities

Ongoing activities include mail shots, providing material at exhibitions and conferences, individual dispatches of research reports on request.

The main tool for this activity is the mailing list containing 14000 individual entries. Constant monitoring and updating is required to keep the entries correct and to target relevant audiences effectively.

The mailing list is the single most effective dissemination tool. One element of the project will be an analysis of the present recipients to identify those who could be directed to the website and/or to other types of electronic dissemination.

The production of promotional tools in various media to assist in raising the Foundation's profile among its key audiences is also foreseen.

Among the tools to be produced are: leaflets, videos, CD-ROMs, Powerpoint presentations, slides, posters etc.

(Programme Managers: B. Nolan/D. Hirschfeld).

Annual report

This project fulfils the Foundation's statutory requirement (Art. 13 of the founding Regulation (EEC) No 1365 of 26 May 1975) to produce an annual report.

The 1999 report (to be published in 2000) will focus on the Foundation's activities throughout the year. It will report in particular on what has been achieved in relation to the six challenges of the four-year programme. Details of finance and administrative management will also be included.

(Programme Managers: B. Nolan/N.N.).

Information workshop

In 1998, the Foundation organised a workshop with the press and information staff of the Commission's Offices in the Member States. The aim, which was largely achieved, was to offer Foundation information services to the Offices and to secure services for the Foundation from them. It is aimed to develop the relationship with this network through a second workshop late in 2000.

The first workshop introduced the Foundation's information services. It was proposed then that future workshops would focus on the thematic aspects of the Foundation's work. Presentations on selected themes would be made, followed by discussions on how best to deliver the results from the theme areas to the audiences in the different Member States.

(Programme Managers: M. de Boer/F. Murray/B. Nolan).

Resource database

The aims of the resource database are: to maintain an appropriate infrastructure that will enable the Foundation to make its output available through a variety of media; to facilitate the retrieval and further exploitation of the Foundation's research results; and to allow a shift from a paper-orientated publications process to a flexible electronic process.

Preparatory work began in 1997 and a document management system was implemented during 1999.

In 2000 we seek to further enhance and customise the system in order to maximise its effectiveness. In addition, we aim to streamline and further automate the publication process with a view to increase cost effectiveness.

(Project No 0192. Programme Managers: M. de Boer/B. Schmidt/F. Murray).

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