



Programme of work 2005

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The Foundation's programme of work for 2005 was adopted by the Administrative Board at its meeting on 22 October 2004.

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

Introduction

Within the framework of its 2005-2008 work programme, '*Changing Europe, better work, better life*', this document defines the priorities for the first year: 2005. It presents a coherent set of activities aimed at supporting the key players in European social policymaking, following the leitmotif of the new four-year programme:

‘ The drive to make Europe the most competitive, knowledge-based economy in the world; to increase employment rates and the quality of employment; to stimulate innovation and entrepreneurship, while promoting social cohesion and inclusion - in short, realising the objectives of the Lisbon strategy ...’

The Foundation will address all four key themes for 2005-2008:

- Creating more and better employment
- Balancing work and life
- Supporting participation and partnership
- Building social cohesion

The proposed projects will strengthen the integrated approach of the Foundation's work. At the same time, the specific perspective of the four core areas of research - living conditions, working conditions, industrial relations and managing change - will be retained. The internal work organisation will facilitate more intensive collaboration in multi-disciplinary teams.

As mentioned in the four-year programme, the gender dimension will be incorporated in a systematic way across all projects, for example, through gender-specific analysis of case studies and survey data.

The programme is structured around the three main tasks of the Foundation:

1. Monitoring and understanding change.
2. Exploring what works.
3. Communicating and sharing ideas and experiences.

Monitoring and understanding change

For all four core areas of research - living conditions, working conditions, industrial relations and managing change - monitoring instruments are in place. During the period 2005-2008, the Foundation will cover all 25 Member States of the European Union and the candidate countries with its monitoring activities. It will explore the regional dimension, particularly within the European Monitoring Centre of Change, in 2005. The Foundation continues to find synergy in its monitoring instruments with regard to:

- methods of knowledge collection (such as surveys and network reporting),
- products (new reports, thematic analysis) and
- processes (editing and web-publishing).

Comparative analysis will be strengthened across all monitoring instruments. In the selection of topics, relevance for Foundation stakeholders is a primary selection criterion:

- Fieldwork for the fourth *European survey on working conditions* (0156) will be carried out in 2005. In addition to the 25 Member States, the candidate countries will also be included. The questionnaire has been developed with an expert group, which involved members of the Advisory Committee and national representatives from all Member States, academic experts and key user representatives. The questionnaire has been reviewed and updated with the aim of reflecting new demands for knowledge while preserving the possibility of comparing it with the surveys carried out in previous years. With the help of external expertise, a more formal system for quality control procedures and auditing systems for the survey and its results will be established. This system will be applicable to all future survey activities of the Foundation.
- The *European Industrial Relations Observatory* (EIRO) will continue to strengthen its analytical capacity, highlighting key issues on the policy agenda (0188). The monthly volume of news reporting will be reduced in order to concentrate more on thematic studies. The Observatory will also look at industrial relations developments in other major competitive economies, such as Japan and the United States. The data on indicators of industrial relations (0271) will be published as part of EIRO. The assessment of the functioning of European works councils (EWCs) will become part of regular monitoring activities. Particular emphasis will be on increased quality of work in EWCs. Quality of work in EWCs (a respective study was published 2004) will be analysed in 2005 with a view to enlargement (see project 0116). On the basis of a thorough assessment (including a user survey, expert assessment and user testing), EIROOnline will be further enhanced (see also task 3, 'Communicating and sharing ideas and experiences').
- The data from the *Quality of life survey* (0222) will be further analysed on the following themes: 'Quality of work and quality of life', 'Rural-urban divide in Europe', 'Quality of life in a regional perspective' and 'Participation in civil society'. The general report on living conditions and quality of life will be further disseminated using a variety of communication tools. Country visits will be continued in an effort to improve understanding of the survey results and to debate implications for the main stakeholders.
- The *Company survey* (0272) carried out in 2004 will result in a dataset with information on working time arrangements at establishment level in the 15 'old' Member States and a selected number of 'new' Member States. The results will be used for further analysis of issues related to work-life balance. It is proposed to produce one general overview report and further thematic reports that contribute to knowledge gaps identified in the project on Flexibility and security (0314) and on Developments in the workplace (0284).

- The *European Working Conditions Observatory* (EWCO) will cover all Member States by 2008, reporting on quality of work and employment (0278). In 2005, four more countries - including two candidate countries - will be added to the current network. The thematic comparative studies will focus on workplace and work-life issues.
- The main monitoring instrument of the *European Monitoring Centre on Change* (EMCC) is the European Restructuring Monitor (ERM). This will provide regular analysis of trends in company restructuring and change in sectors (0298). ERM reports, on a weekly basis, announcements of restructuring, either involving job losses or job creation. The aim is to achieve 100% coverage for all Member States as well as for Bulgaria and Romania. This activity provides a basis for further research to identify innovative and sustainable solutions to deal with the effects of restructuring.
- The Foundation aims to meet the need to understand change at sectoral level in a pragmatic manner. It will develop and implement a clear strategy for gaining a better synergy in the selection of sectors to monitor and analyse. The teams will work together on defining the scope of the sectoral perspective in the Foundation's research activities (choice of sectors, areas of monitoring and further analysis). The EMCC *Sector Futures* (0311) is a key project in this area. Through analysis of foresight studies, generation of case studies, scenarios and exchange of ideas in the associated workshop, a balanced collection of data on sectors is generated. These data will be available on the EMCC website. EMCC will introduce a sectoral dimension to its work.

The work programme for 2005 presents a balance between projects with a completely new theme and those which extend knowledge already gathered in a particular area. New projects will start with a review and definition of a common conceptual framework before commissioning specialised research. The task will be to define relevant concepts and identify knowledge gaps. This will be carried out using a combination of internal and external resources. This approach will provide a sound basis for selecting the appropriate methodology, such as case studies or action research to illustrate and analyse what works - and what does not.

Employment initiatives

Paid work over the course of working life is key to the debate on employment and lifelong learning, but also on pensions and social protection, equal opportunities and social exclusion. The project *Employment initiatives for an ageing workforce* (0296), initiated in 2004, revisited initiatives for the ageing workforce in the 15 'old' Member States of the European Union. The objective was to examine how they have changed and to build up a web-based collection of good practice cases. In 2005, the project will look at the situation of an ageing workforce in the 'new' Members States. It will contribute to a better understanding of company policies and the changing situation of older workers; it should also give guidance to future strategies to improve the employment situation of an ageing workforce and to extend working life.

The project *Developments in employment guidance services for people with disability and ill-health* (0315) will look at people who have work experience but left the labour market for health reasons. The number of people in receipt of disability benefits is high while measures to (re)integrate them into employment have been relatively unsuccessful. The proposal is to identify and analyse services which can provide assistance with the aim of enabling this group to return to work. The research will take into account the results of the Foundation research into illness and inclusion.

Entrepreneurship

Self-employment and entrepreneurship are important factors in the effort to create more employment. Against this background the project, *Business creation and entrepreneurship in restructuring processes* (0281) will identify practical experiences of business creation and development following restructuring processes. The research, based on case study analysis, will look at the impact of structures, policies and practice initiatives on the creation and development of businesses. The EMCC *Company Exchange Events* (0299) will organise an interactive session for the exchange of experiences, notably in microfirms and small and medium-size enterprises (SMEs). The Company network seminars provide an opportunity to exchange experience and gain knowledge on subjects relevant in today's socio-economic climate.

Flexibility and the inter-relationship between living and working conditions

Balancing flexibility and security, in combination with the need to improve labour market function and quality of work is a challenge in all Member States. There is a wealth of flexible working time arrangements, though not all of them lead to improvements in quality of work and life. The project *Flexibility and security* (0314) started in 2004 with an analysis of working time options and specific forms of employment contracts from a life course perspective. In 2005, the workplace perspective will be studied in more depth, by examining the reasons and choices of both employers and employees in flexible working time arrangements, to reconcile needs on both sides. It will look at human resources policies and working time/work organisation policies and their impact on companies and workers (and their families). The company survey (0272) will be one source of data for analysis.

Governance

The project on *New structures, forms and processes of governance* (0316) looks at the impact of new and existing governance tools at different levels of industrial relations. In 2005, the project will commence with an analysis at intersectoral level of current trends and the possible links between different mechanisms of industrial relations systems. It will furthermore explore industrial relations at workplace level and possible links between social dialogue and European works councils (EWCs).

In 2005, the Foundation will collaborate with the Swedish 'Work Life and EU Enlargement' project in exploring the capacity for collective bargaining in the 10 countries that recently joined the European Union (0318). Through a combination of comparative analysis and workshops, the project will look at current and future challenges to strengthen social dialogue.

Migration and labour market mobility

Migration between Member States and immigration into the European Union from third countries is the context for a new project on *Labour market mobility and access to social rights for migrants* (0310). The challenge is to successfully integrate a diverse group into the labour market. In 2005, the project will examine the living conditions of migrants in receiving countries, and factors determining their labour market integration and effective access to social rights. It is planned to carry out a small quantitative study on the living conditions of migrants and some case studies on the relevant activities of local authorities in 2005.

Rural and urban divide

The Foundation Quality of life survey points to disparities between rural and urban areas (income, employment, education, housing). There tends to be less poverty in urban areas than in rural ones. With its new project, *Promoting quality of life in rural Europe* (0321), the Foundation will look at mechanisms to improve housing, transport, social services and local environment. The research will build further on the Foundation research in 'social capital' (defined as 'trust in society' and strengthening 'social networks'). It is planned to document innovative measures to develop social capital in rural Europe and to debate results in a workshop.

Sustainable care services

It is proposed to continue research on the modernisation and quality of employment in the care sector, by focusing on the creation of affordable, high quality care services for children. The project *Sustainable care services* (0293) will build on previous work in the care and household services sector. It will specifically consider the role of care services in supporting integration into employment for lone parents. The research will examine public policies to support sustainable and formal job creation in the childcare sector. It will also consider the role of employers and workers in generating demand for these services.

Workplace development:

The workplace is a key element in meeting the Lisbon target of productivity, employment and high quality living and working conditions. Technological and organisational developments have radically changed the workplace in recent times. Lifelong learning and continuous innovation are seen as critical indicators for a high performing, high quality workplace. These and other dimensions of the modern workplace will be the scope of the new project *Developments in the workplace* (0284). Following the development of a common framework of terminology and concepts, two aspects will be studied in-depth. One strand will be the impact of change and innovation in the workplace on productivity and quality of work. The other strand will look at changing human resource policies and their impact on both competitiveness and a better and longer working life for the individual. Findings of the developmental study on the knowledge-based society during 2001-2004 will form a basis for this phase of concept definition.

Communicating and sharing ideas and experience 3

The overarching ‘transversal’ approach in selecting themes will be mirrored in the Foundation’s multimedia communication activities. Naturally, in 2005, the Foundation will also present the results of studies carried out during previous years. Theme-based campaigns to promote the Foundation’s work will be organised. There will be systematic analysis of the information needs of the existing target groups and especially of potential new participants, such as companies, resulting in tailored marketing plans for mailings, events, exhibitions and visits (0317). At national level, the work of the five *National Liaison Centres* (0259) will continue to identify relevant opportunities for dissemination of Foundation information. The new contact management database will facilitate the recording of reliable information about stakeholders and customers. The *press* (0257) continues to be an important channel for the dissemination of information to many people, either as part of a specialised, professional group (specialised media) or as part of the general public (mass media).

The pilot run of the *Foundation Seminar Series* (0268) has been assessed positively. On this basis the proposal is to continue this activity in 2005.

The EMCC *Company Exchange Events* (0299) have become an established vehicle for bringing together different groups involved with the management of change. There will be three seminars on topics based on research carried out within the Foundation. The suggested topics are: ‘Outsourcing’, ‘Entrepreneurship’ and ‘Innovations in the workplace’. In addition, it is proposed to organise a seminar in each of the candidate countries.

The Foundation’s *Information centre* (0169) provides staff, researchers and visitors access to the Foundation’s own and external information sources. The centre also deals with enquiries. In 2005, a pilot with the *EMCC Stakeholder enquiry service* (0282) will be carried out. A maximum of six requests from stakeholders for tailor-made information on topics relevant to the area of work of the EMCC will be accommodated. The responses will be made widely available via the EMCC website.

The new structure and layout of the *Foundation website* (0249) will allow for theme-based access to all research findings. A system of regular and systematic user and expert feedback will be set up. In 2004, the EIRO website was assessed and in 2005 the EMCC site will also be evaluated. The Foundation editorial team will be strengthened to ensure high quality and consistency in standards regarding the analysis, presentation and publication of Foundation data (0265). The communication programme is multilingual, presenting a challenge in terms of budget and scheduling of translations (0279). The Foundation ensures that a summary of every topic is available in all 20 official European Union languages with an in-depth analysis available in English.

The new four-year programme has stimulated the development of new publications. In 2005, the Foundation will develop a journal which will be a vehicle for short thematic reports of Foundation research results. It is committed to keeping high standards in the publication of its research findings and policy recommendations, using different products and media. In 2005, the Foundation will regularly inform its stakeholders of new information with a monthly newsletter disseminated by email and in print (0173).

Information technology is an essential factor for the Foundation’s own work organisation and in providing access to its knowledge for its stakeholders and customers. There will be services in place to ensure the appropriate infrastructure and to improve standards and systems (0300-0309). Particular attention will be given to improving the Intranet to facilitate better sharing and exchange of information amongst Foundation staff (0319).

In 2005 the activities of the EMCC will be formally evaluated. Preparations will commence for the external evaluation of all Foundation activities in 2007. The focus will be on the systematic recoding of relevant data and the identification of indicators for measuring the Foundation's effectiveness and impact. Systematic risk analysis will become a standard feature of all Foundation activities. General project management training will be offered to all project managers in order to further strengthen the quality and consistency of project management across the whole of the Foundation.

Annex 1 - Work programme 2005

Annex 1 presents an overview for all proposed projects requiring operational budget (title 3).

Project No.	Project title	Description	Deliverables 2005
MONITORING			
0156	European survey on working conditions	A survey on the perception of working conditions in all 25 Member States + some other (candidate) countries. It provides a quantitative basis for assessing quality of employment and work, for monitoring trends, for identifying issues of progress and/or concern. Specific areas of attention: positive aspects of work and employment, knowledge society developments, gender mainstreaming.	Dataset Descriptive report + summary on 15 years working conditions survey (early 2006). Thematic analysis in 2006
0188	European Industrial Relations Observatory (EIRO)	A service of continuous data collection and thematic analysis on major industrial relations developments in all 25 Member States + some candidate countries. It includes comparison with developments in other global economies. During the course of 2005 the services for monitoring and analysing for EIRO have to put out for tender again. The editorial services for EIRO will be tendered for as part of the general editorial services for the Foundation.	Monthly updates to EIROOnline (website) Comparative thematic studies Report on trends in EU, Japan, USA Seminars
0222	Monitoring living conditions and quality of life	In-depth analysis of the Foundation's first European Quality of Life Survey carried out in 2003 in all 25 Member States. Themes to be covered are: Quality of work and quality of life Rural-urban divide Quality of life in a regional perspective Participation in civil society	Series of four analytical reports with thematic papers based upon the analytical reports from 2004
0272	Company survey	This is the latest monitoring instrument, looking at workplace developments in a systematic and comparative manner. During 2004, management and employees were interviewed about working time arrangements. The dataset will be analysed in a general descriptive way and on particular themes, feeding into projects 0314 and 0284.	One descriptive report and one to two thematic reports
0278	European Working Conditions Observatory	The network of national correspondents reporting on research findings and providing quantitative data on quality of work and employment, will be extended to four additional countries. There will be topic reports on three out of the following proposals: Promotion of good practices in workplace health/ Measuring gender mainstreaming in surveys/ Work life balance/ Training (for atypical work contracts)/Job satisfaction. In 2005 the activities will have to be tendered, aligning the project structure with other monitoring tools.	Three topic reports EU-level annual review Seminar
0298	EMCC European Restructuring Monitor	Tool for monitoring the quantity and distribution of company restructuring in the 25 Member States. It reports on announcements and provides background information on specific innovative and socially responsible solutions. It is proposed to extend monitoring to Romania and Bulgaria	Online-database with weekly fact sheets of announcements Five case studies of completed restructuring cases Quarterly analysis Report on trends
0311	EMCC Sector Futures	Analytical data on six sectors, mapping the drivers of change and analysing key-issues for change on the basis of existing foresight and scenario studies. The following sectors are suggested: Childcare, Hotel and catering, Chemical, Performing arts, Defence, Biomedical technology. In addition more in-depth study will be carried out in the Food and beverage sector and Business services. Two workshops will focus on the Telecommunications and Construction sector respectively.	Three articles per sector mapping issues for change and policy implications For the Food and beverage sector and the business services: four company case studies, three regional studies, four scenarios and 20 data sources. Two workshop reports

Project No.	Project title	Description	Deliverables 2005
EXPLORING WHAT WORKS			
0296	Employment initiatives for an ageing workforce	The project examines the factors influencing the success and sustainability of initiatives in workplaces and communities for an ageing workforce. The work will continue on updating, enlarging and analysing case examples of policies and practices to retain the workforce at the latter stages of their career. In 2005 the situation in the new Member States will be documented. The project examines the factors influencing the success and sustainability of initiatives for an ageing workforce.	Web-based database of good practice case studies Report with comparative review and analysis Guidelines in age management of the workforce (EU15 and EU10)
0315	Developments in employment and guidance services for people with disability and ill-health	Examining the services that are assisting people who are outside employment due to ill-health to return to the labour market. The first phase of the project will focus on the development of a conceptual framework and methodology to analyse relevant services.	Quantative analysis of people on disability benefits. Methodology for case studies
0281	Business creation and entrepreneurship in restructuring processes	A series of case studies on practical experiences in business creation and development following restructuring processes combined with an impact assessment of factors facilitating or hindering success.	Study report with case study analysis + impact assessment
0314	Flexibility and security	This project started in 2004 with an analysis of working time options and specific forms of employment contracts from a life course perspective. In 2005, the workplace perspective will be studied in more depth. It will look at human resources policies and working time/work organisation policies and their impact on companies and workers (and their families).	Case studies and two analytical reports
0316	New structures, forms and processes of governance	An analysis of the impact of the tools of new governance on different levels of industrial relations. In 2005, the project will focus on the European intersectoral level	Conceptual analysis on the basis of an expert workshop, and interviews with key stakeholders
0318	Capacity building for social dialogue in the EU10	Comparative assessment of the capacity for social dialogue in the 10 'new' Member States. The analysis will focus on characteristics of union membership and collective bargaining practices and processes.	Report with overview and guidelines based on statistical analysis and seminar sessions
0116	European works councils	Two activities are proposed: 1. Further analysis of the comparative study on developments in European works councils (EWC), in particular the impact of enlargement. 2. Functioning of EWCs in practice: what resources are available and what is the role of select committees?	Two reports for publication via the website of the European Industrial Relations Observatory.
0271	The quality of Industrial relations	In this last phase of this project from the 2000-2004 programme one or two seminars are proposed to discuss the reliability and acceptability of the country profiles. This project focused on benchmarking industrial relation systems by developing indicators on the quality of industrial relations with additional country profiles.	Indicators and country profiles on the quality of industrial relations, including a comparative overview (publication via EIRO)
0310	Labour market mobility and access to social rights for migrants	Examines living conditions of migrants in receiving and sending areas and the effective support from local and regional authorities for successful labour market integration and access to social rights	Report with analysis of existing data on living conditions of migrants. Four case studies on initiatives of local authorities
0321	Promoting quality of life in rural Europe	Identifies concrete measure to improve aspects of quality of life (housing, transport, social services and local environment) in rural Europe, including new Member States. The project builds on the work carried out on strategies to combat social exclusion and unemployment in disadvantaged regions	Qualitative report on innovative measures, based on analysis and expert workshops

Project No.	Project title	Description	Deliverables 2005
0293	Sustainable care services	Focuses on business creation and promotion of employment in care services. The results of the 2003/2004 research will be evaluated and discussed at a seminar. New research into childcare provision will cover economic aspects for employers, employees and society (sustainable jobs) as well as social and educational aspects from the child and parent perspectives (availability and affordability).	Report on labour supply in the care sector Workshop Review report on sustainable job creation in childcare
0284	Workplace developments	On the basis of a common framework of terminology and concepts, two aspects will be studied in-depth. One strand will be the impact of change and innovation in the workplace on productivity and quality of work. The other strand will look at changing human resource policies and their impact on both competitiveness and a better and longer working life for the individual.	Conceptual framework and case studies
COMMUNICATING AND SHARING IDEAS AND EXPERIENCE			
0320	Strategic information and communication planning	Provision of market and information needs analysis, focusing specifically on new target groups (companies, sector organisations).	Concrete marketing plans, one for the promotion of the European Monitoring Centre on Change specifically
0317/0287/ 0288/0256/0259	External communication	Planning and implementation of a systematic communication programme with the Foundation main stakeholders, including a programme for conferences and exhibitions, visits from and to the Foundation and mailings of publications. The National Liaison Centres (NLCs) assist in identifying the appropriate timing for dissemination of Foundation knowledge in Austria, Belgium, France, Italy, Spain.	Annual plans with monthly updates Regular quantitative and qualitative assessments Two information activities per month from the NLCs New display areas and material displays for Foundation work
0257	Press	The aim is to raise the awareness of the Foundation and its work amongst journalists based in Brussels and in the Member States. The network of contacts will be broadened to specialised media and business press. In-house media training for relevant Foundation staff will be continued.	European- and national level press campaigns Briefings for Brussel-based journalists Newspaper clippings
0239	Foundation Forum	The objective is to develop a long-term plan for the concept and format of the Foundation Forum, following the first two events in 2002 and 2004.	Report with expert assessment of different conference techniques supporting the debate Outline of the 2006 theme
0268	Foundation Seminar Series	The seminar series invites tripartite representatives from each Member State to debate and exchange experience on a theme, selected on the basis of its relevance in European social policymaking and of the availability of research findings from the Foundation. The objective is to increase the awareness of specific issues at Member State level as well as to develop knowledge about European level developments.	Seminars for the Member States that did not participate in the 2004 series. Further development of the series format, exploring new themes such as flexibility.
0299	EMCC Company Exchange Events	Three seminars to identify and exchange good practice examples amongst practitioners on the following topics: Outsourcing, Entrepreneurship and Innovations in the workplace. Two awareness raising seminars in Romania and Bulgaria	Four case examples and a seminar report from each company network seminar.

Project No.	Project title	Description	Deliverables 2005
0169	Information centre	Maintains a relevant and up-to-date collection of books, journals and on-line databases. The centre provides different types of services for staff, researchers and visitors.	New books and journals based on an annual acquisition plan Web-based library catalogue Thematic bibliographies Enquiry service
0282	EMCC Stakeholder enquiry service	A pilot to provide quick, high quality and tailor-made responses to information requests from stakeholders. A maximum of six requests will be accepted, related to: -industrial change in cross-border regions after enlargement -analysis of sectors in crises/analysis of emerging sectors -policy impact analysis for regions, sectors and companies -impact of recent or temporary drivers of change	Six analytical reports
0279	Translation programme	With 20 official languages in the European Union and limited budget, the translation programme ensures that basic information about the Foundation and summaries of all research is available in these languages. The quality assurance of the translations, including correct terminology is a high priority.	Translations of summaries from all research, 'corporate' publications such as the annual reports and information leaflets Translations for Board and Bureau meetings on the basis of an agreed policy Consistent terminology in all 20 languages
0173/0249/0265	Information and products	Covers production of a consistent and relevant package of information products in hard and electronic copy. The Foundation website is a primary channel for information delivery. New proposals for publication types ensure timely and user-friendly access. The editorial team will be strengthened.	A series of publication types that are easy-to-read and to access, produced within the framework of the annual publication and marketing plan. A Foundation website that is up-to-date and reader-friendly in the structuring of the available information
0300-0309/0319	Information and communication technology	The objective is to optimally align the Information and technology (ICT) infrastructure and services with the Foundation's work processes. ICT services include web hosting and development, database development and maintenance	Appropriate and mature technologies supporting the Foundation's work internally as well as its external communication