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Annual Work Programme 2015

Abstract

The year 2015 marks the third year of implementation of Eurofound's four-year work programme 2013–2016, *From crisis to recovery: Better informed policies for a competitive and fair Europe*. The multiannual strategy laid down in the four-year programme provides Eurofound with a clear framework for the development of its annual programmes. The programme describes the policy context in which the Agency operates and defines the mission of the organisation and its core areas of expertise. It identifies four policy priority areas where Eurofound will provide high-quality, timely and policy-relevant knowledge as input to better informed policies. This is the Agency's strategic objective for the 2013–2016 period.

The activities proposed in the annual programme for 2015 are designed to contribute to achieving this strategic objective. They are in line with the commitments made in the four-year programme while also taking into account the organisational and policy context specific to 2015. Many activities launched in 2014 were designed to be continued or complemented by follow-up projects during 2015. In addition, a number of new projects will commence. The 2015 work programme also takes into account the sequence and work processes of Eurofound's flagship activities, the European surveys and the observatories, which require the allocation of resources in each annual programme.

Keywords

Europe, labor market, job loss, job creation, policy

Comments

Suggested Citation

European Foundation for the Improvement of Living and Working Conditions. (2014). *Annual work programme 2015*. Luxembourg: Publications Office of the European Union.



Eurofound

Annual work programme 2015



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When citing this report, please use the following wording:

Eurofound (2014), *Annual work programme 2015*, Publications Office of the European Union, Luxembourg.

Luxembourg: Publications Office of the European Union, 2014

doi:10.2806/022950
ISBN 978-92-897-1318-4
ISSN 2363-3166

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The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is a tripartite European Union Agency, whose role is to provide knowledge in the area of social and work-related policies. Eurofound was established in 1975 by Council Regulation (EEC) No. 1365/75, to contribute to the planning and design of better living and working conditions in Europe.

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Introduction

The year 2015 marks the third year of implementation of Eurofound's four-year work programme 2013–2016, *From crisis to recovery: Better informed policies for a competitive and fair Europe*. The multiannual strategy laid down in the four-year programme provides Eurofound with a clear framework for the development of its annual programmes. The programme describes the policy context in which the Agency operates and defines the mission of the organisation and its core areas of expertise. It identifies four policy priority areas where Eurofound will provide high-quality, timely and policy-relevant knowledge as input to better informed policies¹. This is the Agency's strategic objective for the 2013–2016 period.

The activities proposed in the annual programme for 2015 are designed to contribute to achieving this strategic objective. They are in line with the commitments made in the four-year programme while also taking into account the organisational and policy context specific to 2015. Many activities launched in 2014 were designed to be continued or complemented by follow-up projects during 2015. In addition, a number of new projects will commence. The 2015 work programme also takes into account the sequence and work processes of Eurofound's flagship activities, the European surveys and the observatories, which require the allocation of resources in each annual programme.

¹ The four policy priority areas are: 1) Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration; 2) Improving working conditions and making work sustainable throughout the life course; 3) Developing industrial relations to ensure equitable and productive solutions in a changing policy context; 4) Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities.

Policy context

Eurofound's 2013–2016 work programme outlines a dual challenge for the European Union and the Member States: finding a way out of the crisis while pursuing the mid-term ambition of achieving progress towards a competitive and fair Europe. Although the financial situation in Europe seems to have stabilised and most countries are technically out of the recession, the recovery is still very modest and needs to be consolidated. The crisis cannot be considered as being over.

The main parameters of the policy context, as outlined in the four-year programme, remain a valid framework, updated with some recent developments.

Significant programmes of fiscal consolidation in some Member States have helped to restore the sustainability of public finances, but they have also impacted negatively on aggregate demand and economic activity. Different combinations of measures have affected the disposable income of citizens in different ways. The debate about the importance of and scope for fostering demand and stimulating investment to achieve a sustainable and job-rich recovery has intensified.

The Commission's stocktaking of the Europe 2020 strategy in March 2014 showed that – as we approach the halfway point – Europe is far from being on track to meet the employment and poverty reduction goals set out in the strategy. The social consequences of the crisis are clearly visible. A significant increase in the risk of poverty among the working age population is one of the most tangible social consequences. Children and young people have been particularly affected. Through its Social Investment Package, the Commission has called on Member States to maintain or step up social investment in Europe's human potential.

Not all Member States are equally affected, as the gap between the best and least well performing countries is growing. The convergence process has slowed and even gone into reverse. Growing inequalities between and within Member States point to asymmetric economic and social developments that could threaten the cohesion of the Union. Support for European integration among citizens is diminishing. The rise of 'Euroscepticism' is also reflected in the results of the elections to the European Parliament. The social situation has triggered a political debate on how to strengthen the social dimension of the Economic and Monetary Union (EMU). The European Commission has proposed a scoreboard with a set of indicators which would help to identify and address major employment and social problems.

Employment continues to be the main concern, particularly for young people in many Member States. The European social partners have agreed a framework of actions to promote solutions to reduce youth unemployment. In parallel, implementation of the Youth Guarantee, agreed in 2013, has started in all Member States. Young people in regions with very high youth unemployment (above 25 %) are supported through the Youth Employment Initiative. The job losses of the past five years have not yet been offset and job creation remains a priority. A wide range of labour market reforms have been introduced as part of fiscal and structural reform programmes in most Member States. Stepping up the fight against undeclared work is part of the policy package in support of job creation. In this context, the European Commission has proposed the establishment of a Platform on undeclared work.

The need for continuous adaptation to change as a way to safeguard and create employment is addressed in the Commission's proposal for a *Quality framework for anticipation of change and restructuring*, which emphasises the need to anticipate change and manage the process of restructuring in a socially responsible way. Industrial decline has been a concern and the central importance of industry for creating jobs and growth is highlighted in the 2014 Commission Communication for a European industrial renaissance, which will be followed up by an implementation roadmap.

The creation of a well-functioning EU labour market is seen as an important element in tackling the employment crisis and the Commission proposes initiatives to support labour mobility. However, public debate in many Member States is

dominated by fears about pressure on national labour markets and welfare systems. This includes concerns about attempts to circumvent legal obligations which can lead to unequal working conditions, unfair competition and even the exploitation of mobile workers. The new Commission President Jean-Claude Juncker acknowledged these concerns in his mission letter to Commissioner Thyssen.

Concerns about sufficient numbers of jobs being created to tackle the employment crisis has not diverted attention from the issue of job quality. The Social Protection Committee has highlighted increased in-work poverty as an alarming trend that needs to be monitored. Working conditions are linked to company performance and impact on the willingness and ability of workers to find a job and stay in employment. Aspects surrounding contractual arrangements, remuneration, skills development, working time or employment security remain on the agenda as part of a debate on how to make work sustainable.

There is agreement that the EU needs to deliver on its smart, sustainable and inclusive growth strategy in order to meet the expectations of its citizens and maintain its role in the world. Social partners have an important role to play in finding solutions and achieving this goal. Whether the structures and processes currently in place are sufficient to ensure a meaningful involvement is being discussed also in light of the impact of the crisis and changes in governance on industrial relations at national and at EU level. The scope for collectively agreed solutions is challenged as the landscape of collective bargaining in Europe is changing.

The renewed European Parliament and the new European Commission President and College of Commissioners have started reflections on post-crisis policy priorities and longer-term strategies for the second half of the decade, based on the review of the Europe 2020 strategy. In particular, Commission President Juncker proposes to renew the European Union on the basis of an Agenda for Jobs, Growth, Fairness and Demographic Change and has outlined his priorities for the employment, social affairs, skills and labour mobility portfolio in his mission letter to the designated Commissioner. Organisational changes have been introduced in this portfolio, as well as through the introduction of Vice-Presidents with relevant responsibilities for the jobs agenda and the social dialogue dossier. Eurofound will support this process and the 2015 work programme provides sufficient flexibility to allow for adaptation to emerging needs and changing requirements.

Eurofound activities in 2015

Eurofound will enter in 2015 the third year of implementation of its current four-year programme: *From crisis to recovery, better informed policies for a competitive and fair Europe*.

The Europe-wide surveys and the observatories remain the backbone of Eurofound's activities. Given the need to complete the multiannual programme and fulfil all commitments made by the end of 2016, an optimal combination of research topics and full exploitation of data provided through the surveys and observatories has been sought.

Taking the current policy context as a starting point, 2015 projects have been selected on the basis of their potential to feed into projected policy developments and relevant debates, to anticipate longer term challenges, and to provide evidence from policy evaluations that can support decision makers in developing better solutions.

As stated in the multiannual programme, the Agency seeks to provide high quality, timely and policy-relevant knowledge to inform policies in the following four priority areas:

1. Increasing labour market participation and combating unemployment by creating jobs, improving labour market functioning and promoting integration

Midway through the implementation of the Europe 2020 strategy, progress towards the employment target is less than satisfactory. Concerns that Europe will not be able to reach the objective of having 75% of the population aged 20 to 64 year in employment by 2020 are widespread.

Developing policies that will help to turn things around requires in-depth knowledge of labour market dynamics. Where is Europe losing jobs? Where are jobs gained? The European Jobs Monitor (EJM) identifies the sectors that contribute most and can also show what kind of jobs are lost and gained in terms of wages, educational attainment and job quality. In 2015, Eurofound will add an analysis of the task content of jobs in European labour markets. Recent employment change can then be evaluated from a task perspective: What kind of tasks characterise jobs in decline and what tasks characterise those that are increasing? This analysis will allow the implications of the changing job structure in terms of skills requirements to be assessed.

Anticipating structural change is a challenge for companies and the EU Quality Framework for anticipation of change and restructuring outlines best practices that will help to minimise the impact on workers and social conditions. Eurofound's European Restructuring Monitor (ERM) provides data on restructuring events, as well as maintaining databases on restructuring-related regulation and measures supporting the anticipation and management of restructuring. Both monitoring tools, EJM and ERM, are part of the European Monitoring Centre on Change which is mandated to monitor long-term trends and to assist in the anticipation of change. The decline of industrial sectors in Europe is a concern, particularly in the light of the better resilience during the crisis of Member States with a strong industrial base capable of responding to new needs. The Commission Communication *For a European industrial renaissance* calls on Member States to recognise the central importance of industry for job creation and growth. The European Parliament has approved a pilot project to explore the future of manufacturing in Europe, stating that the 'EU Agency Eurofound, and its EMCC (European Monitoring Centre on Change), is well placed to carry out the pilot project'. The European Commission's DG Enterprise has exceptionally entrusted the project to Eurofound. A description of the activities that will be carried out by Eurofound, based on a delegation agreement with the European Commission, is given in Annex 1 (project no. 28).

Combating unemployment remains a priority, and in 2015 Eurofound will complete its 2014 research on the conditions conducive to job creation in SMEs. The slow recovery of labour markets and unacceptable levels of youth unemployment have highlighted the need for closer surveillance of the employment and social situation and for stronger policy coordination. The Commission has proposed a social scoreboard with a set of five indicators to deepen the social

dimension. The current NEETs indicator, measuring the size of the population of young people not in employment, education or training in the Member States, covers a highly heterogeneous group. Eurofound will contribute to the further development of this indicator by developing a set of sub-indicators where the diversity of NEETs will be addressed. This will assist the development of more targeted policies. Participation of the largest possible numbers in the labour force also involves giving special attention to the situation of women in the labour market. Eurofound will finalise its analysis of the gender employment gap, begun in 2014, which includes information on policies that have been successful in promoting the labour market participation of women.

Labour market reforms can play an important role in improving labour market functioning. As part of Eurofound's commitment to assess selected labour market policies, the 2014 investigation of start-up support for young people will be finalised in 2015. In a further project assessing selected labour market policies, the role of reduced non-wage labour costs for job creation will be investigated. What have previous evaluations of such measures shown and under what circumstances have positive employment effects occurred? Smooth labour market transitions are an important aspect of well-functioning labour markets. Eurofound will bring together results from several research strands which explored different types of transitions, to provide a more comprehensive picture of how labour market transitions vary between Member States and how they have changed in recent times.

2. Improving working conditions and making work sustainable throughout the life course

In order to close the gap between current labour market participation rates and the employment targets of Europe 2020, more people have to take up employment and more have to stay in work for longer. This requires working conditions and career paths that satisfy the needs of different groups of workers and help to make work sustainable throughout the life course. Eurofound can provide a clear picture of the current situation and recent trends in working conditions based on two major monitoring tools, the European Working Conditions Survey (EWCS) and the European Observatory of Working Life (EurWORK).

The European Working Conditions Survey will go into the field for the sixth time in 2015. For some key areas of working conditions, change over time can be mapped since 1991 when the first survey was conducted. The new, fully comparative dataset will provide a comprehensive picture of working conditions and will address existing and emerging issues related to job quality, workers' health and well-being and their engagement at work. The sixth wave of the EWCS will include the possibility for comparison beyond Europe, as the survey will be conducted in some non-European countries through collaboration with the ILO. The first results will be presented at the end of 2015.

The European Observatory of Working Life provides access to Eurofound's extensive knowledge on how legislation, negotiation and workplace practices shape Europeans' working life. Information is continuously updated. Recent developments and research results, in areas such as working time, pay and work organisation are reported by national and European-level correspondents, and integrated with Eurofound findings in these areas.

Both monitoring tools contribute to the analysis of quality of work and the link between job quality and the willingness and ability of workers to enter and stay in employment longer. Eurofound's analysis of the factors that make work sustainable over the life course started in 2014 and includes an investigation of company initiatives, such as mid-career reviews, that are aimed at extending working lives. Rules that regulate the possibility to combine part-time work with receiving a pension will be mapped in a project in policy priority area four. From 2015 and into 2016, the role of working time patterns will be addressed. The duration and organisation of working time in areas linked to the sustainability of work will be mapped and analysed. The results of various projects investigating sustainable work will be presented in a spotlight on sustainable work to feature on Eurofound's website.

The new dataset from the European Working Conditions Survey will also allow analysis of the situation of specific groups of workers. Information about the self-employed and economically dependent workers, their numbers and their conditions of work are of particular interest and will be a priority for in-depth analysis. Concern is growing that in some areas and sectors the status of self-employment or the posting of workers can be used in a fraudulent way to disguise contractual relationships which should be properly registered as dependent employment in the country. These sham practices will be investigated. The focus will be on identifying new situations by examining disputes arising from the disregard of definitions and existing rules. Measures introduced to combat this phenomenon will be identified and may be integrated in the existing Eurofound database on measures to combat undeclared work. This database is regarded as a potentially useful tool for the Platform against undeclared work which the European Commission proposes to establish. Eurofound will examine the feasibility of developing the database into an interactive knowledge bank to support the Platform.

3. Developing industrial relations to ensure equitable and productive solutions in a changing policy context

European integration and increasing cooperation in the economic field has impacted on industrial relations in the Member States and has led to new developments at European level. Eurofound will continue to monitor these developments through the European Observatory of Working Life (EurWORK). National and European-level correspondents will provide regular updates on actors, institutions and the development of individual and collective employment relations. The European Observatory of Working Life also contains important reference tools. The European Industrial Relations Dictionary provides a comprehensive collection of the most commonly used terms in employment and industrial relations at EU level today. The Dictionary identifies, explains and contextualises these terms, thus helping to create a common understanding among policymakers which benefits discussion. In 2015, Eurofound will assess the Dictionary to identify outdated terms as well as gaps, implement updates and develop an enhanced online tool. The industrial relations country profiles, another frequently used reference tool, will also be assessed and, if necessary, revised. As a support to European social dialogue, Eurofound will continue the studies on the representativeness of the social partners.

European Works Councils (EWC) is an example of information and consultation at EU level in the context of the Europeanisation of industrial relations; an assessment of their functioning since the 2009 recast of the European Directive by the European Commission is ongoing. Previous Eurofound research has examined aspects of the functioning of EWCs and the role they have played in restructuring situations. One of the big challenges for management and employee representatives is to ensure that information and consultation takes place efficiently and with legal certainty across different levels. The Directive specifies that the EWC and the national level must be informed and consulted at the same time (unless otherwise agreed) but does not define the link between EWCs and national bodies. Eurofound will investigate practices for aligning different information and consultation processes and how the actors involved assess them.

As European-level structures develop, the need for finding innovative solutions at national and company level does not diminish. Eurofound will look at two particular issues in 2015: solutions found through social dialogue at company level and changes in remuneration systems. The mapping of new topics, tools and approaches by the social partners in national and sector-level settings, begun in 2014, will be complemented by an exercise that focuses on the company level. Eurofound will identify win-win solutions achieved through company-level social dialogue, by addressing new topics, introducing new processes or approaches. Data from the European Company Survey and the follow-up interviews with company actors will be analysed together with other sources. In recent years, remuneration and reward systems have evolved and have become more diverse. A separate project will examine what new types of remuneration have emerged and to what extent they were the outcome of negotiations leading to collective agreements or the result of legislation. The mapping of practices, the extent, coverage and rationale, will include a look at bonuses and their regulatory framework.

4. Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities

Poverty and social exclusion have increased and inequality has grown in many Member States as a result of the economic crisis. This is coupled with concerns about the effects of increasing divergence between the Member States. Eurofound's monitoring and analysis of trends in the development of living conditions and quality of life in Europe provides policy-relevant, comparative data for policymakers who need to address the above challenges. The European Quality of Life Survey (EQLS) is a central data source. The fourth wave of the survey will be prepared in 2015 with fieldwork to be carried out in 2016.

Access to and the quality of public services in Europe has been investigated through the EQLS from the start: analysis of EQLS data is proof that the quality of public services is linked to the trust citizens put in their governments and their overall satisfaction with life. The question of how to ensure good quality public services has become even more pertinent – and more difficult to answer – in times of tight public funds. In addition to ensuring that reliable and relevant data on how citizens experience and rate public services is collected in the fourth EQLS, Eurofound will conduct research on a range of issues related to public services. In 2014, Eurofound investigated to what extent and in which sectors private and non-profit services are expanding in the provision of social services. To explore in more depth the consequences of higher private sector involvement in terms of access to and quality of services, Eurofound will examine the hospital sector in 2015 and may add residential care services to the investigation in 2016. Evaluation exercises that have analysed the impact of changes in the provision of services will be identified and their results included in the study.

Two further projects looking at how best to provide services will be finalised in 2015: Knowledge will be available on effective targeting of social benefits to eligible citizens and on reforms that have led to new services in support of households with family responsibilities. Which policy challenges to prioritise and where the use of public money will have most impact is also the underlying issue in Eurofound's project on housing in Europe. This project started in 2014 with a mapping of the availability and affordability of adequate housing and the identification of groups most at risk of living in poor quality accommodation. The 2015 research will focus on the consequences of inadequate housing and the social and economic costs of non-action, identifying successful early intervention and prevention measures.

Many citizens and governments are concerned that for the first time in decades the next generation will have fewer opportunities and more disadvantages than today's generation. Social mobility is proof of societies that ensure equal opportunities. How is social mobility defined? What are the patterns of social mobility in Europe? Are there differences between the Member States? And what are the policy responses that foster social mobility? Eurofound will address these questions in a research project starting in 2015.

To extend working lives and postpone retirement are policy objectives linked to demographic change. With gradual retirement schemes in place in many Member States, Eurofound will map rules in the Member States that regulate the possibility to combine part-time work with receiving a pension. This will provide more evidence of measures that support active ageing and could contribute to sustainable and adequate pensions. The extension of working lives is also linked to sustainable work and the project will also contribute to this focus in policy priority area two.

Communicating knowledge, organising debate, facilitating exchange

2015 will be an important year for Eurofound's communication activities. The focus will continue to be shaped by the priority issues on the employment and social policy agendas of the EU institutions, EU social partners and EU Presidencies. In this context, building new relationships and consolidating existing links with the renewed European Parliament which took office in June 2014 will be a key focus of Eurofound's efforts to engage with policymakers at EU level. An outreach programme, begun in 2014, will continue during 2015 to explore new requirements and reflect any new policy orientations, creating the basis for further cooperation during the next five years.

A similar initiative, involving a wide range of communication and dissemination activities, will also continue for the new European Commission which took office in late 2014. Fostering new contacts will be a core element of this work, as the new policy orientations take shape and the mid-term review of the Europe 2020 strategy is scheduled to conclude in March 2015. Eurofound will make ongoing efforts to adapt its communication and outputs to feed into the European Semester.

Eurofound's ongoing collaboration with the EU Presidencies, which is an important part of its efforts to support national actors participating in the EU debate, will also continue during 2015 with the Latvia and Luxembourg chairs respectively. Eurofound will build on its growing links with the Council advisory committees such as the Employment Committee (EMCO) and the Social Protection Committee (SPC), providing support in terms of information and expertise in priority areas for these committees, as well as contributing to the work of the Employment, Social Policy, Health and Consumer Affairs (EPSCO) Ministers.

Communication towards the social partners at EU level will further support their activities through the proactive dissemination of research and expertise relevant for their cross-industry/sectoral policy priorities. Eurofound remains open to providing further support to social dialogue particularly at EU and cross-sector level if the social partners require it.

While the key global challenges are ongoing and the focus of communication continues to be targeted at the areas highlighted as priority in the four-year work programme, new social challenges have also emerged which require Eurofound to highlight additional areas of its work. The priorities of promotion and dissemination will build on the first series of themes developed during 2013 and 2014: 'Youth in Europe', 'Quality of life and public services', 'Employment and job creation' and 'Older workers'. Additional communication efforts on the issue of 'Win-win practices' (drawing on the follow-up analysis from the third European Company Survey results) will take place and there will be a new focus on the theme of 'Sustainable work' as well as 'Mobility and migration' during 2015.

Eurofound's national-level communication programme will continue apace, exploiting the potential of the new network of correspondents and with continuing focus on collaboration and communication with the European Economic and Social Committee (EESC) and the Committee of the Regions (CoR). The country cluster seminars established to reach out to the key tripartite target groups at national level with relevant research and expertise will continue with two further meetings planned following those in Spain in 2013, and Romania and Lithuania in 2014. These meetings will also serve to enhance collaboration with the Governing Board members and harness the potential of the new network of correspondents.

Results from Eurofound's sixth European Working Conditions Survey will be available in the second part of 2015 and it is planned to organise a high-level event promoting the first findings under the Luxembourg Presidency. Other events are planned to capitalise on existing communication priority areas.

An increasingly streamlined publications programme will be followed in 2015, reflecting the ongoing transition towards greater online publication and interactive capacity via the new upgraded website which was launched in the second part of 2014.

In addition to this programme of activity, Eurofound will have a particularly important responsibility during 2015 as it takes on the chair of the Network of EU Agencies as the revision of the Agencies' institutional framework continues. All of this will take place against the ongoing background of the work of the Inter-Institutional Working Group II on EU Agencies, budgetary constraints and a review of the Multi-annual Financial Framework (MFF) in 2016.

Operating framework

Strategic action and development

During 2014, two important strategic activities reached their implementation phase. The European Observatory of Working Life (EurWORK) is the integration of two longstanding observatories (EIRO and EWCO) with the aim of providing a single platform for all Eurofound's information on working life (for details, see project 11 in Annex 1). EurWORK is web-based, making full use of recent developments to increase the interactive nature of Eurofound's online multi-lingual communication, with improved navigation and search facilities.

The Survey Methodology Working Group will continue to pursue the aim of continuous improvement in survey design and methodology for survey data collection, analysis, storage and dissemination of Eurofound's three Europe-wide surveys in line with the commitment in the four-year programme. In 2015, the group will also support the discussion on the surveys in the context of the next multi-annual programme.

Eurofound will continue to pay specific attention to the global, sectoral and national dimension in its activities. Agreements with the ILO and direct agreements with some other countries are in place to conduct the working conditions survey outside Europe, facilitating a comparison of these countries with the Europe-wide survey results. All Eurofound's comparative findings are of great interest at national level. Where possible, contextual information at Member State level is provided, and multi-lingual summary pages help to increase the uptake of data and analysis for target groups at Member State level.

Format and topics for Eurofound's successful Foundation Seminar Series will be reviewed during 2015, with a view to enhancing usefulness even further and organising the next series in 2016.

Cooperation with decentralised EU agencies

Long-standing cooperation agreements with a number of EU Agencies are the basis for the exchange of data sources and for joint initiatives in the area of research, events and operation systems. These agencies are: the European Institute for Gender Equality (EIGE); the Fundamental Rights Agency (FRA); the European Centre for the Development of Vocational Training (Cedefop); the European Agency for Safety and Health at Work (EU-OSHA), and the European Training Foundation (ETF). The collaboration agreements are implemented through annual action plans. Coordination efforts should be aided by the new allocation of responsibilities for Cedefop and ETF to DG Employment. Eurofound is actively involved in many of the EU Agency networks such as those on scientific quality, performance development, communication and procurement.

Eurofound will take on the coordination of the Network of EU Agencies in 2015. Although different in size and tasks, many of the institutional and administrative requirements are the same for all. Actions designed to ensure better streamlining and greater coherence in various aspects of the governance and administration of the EU Agencies will be at implementation stage. New development paths for Agencies will be drawn up by the new Interinstitutional Working Group on resources of decentralised agencies². The coordination will facilitate an effective dialogue and cooperation between the Agencies themselves and vis-à-vis the European Commission, Council and European Parliament.

² The European Parliament, the Council and the European Commission agreed in a joint statement in November 2013 to set up a new InterInstitutional Working Group on resources of decentralised agencies.

Organisational development

Developments to optimise the work organisation with a view to reinforcing thematic expertise are ongoing, aimed at simplifying the structure and strengthening internal coordination and communication. During 2015, Eurofound will embark on a new approach to corporate planning and programming. Based on guidelines for all decentralised agencies, the multi-annual perspective will be a key element. A tighter integration of planning components is also envisaged, including workforce planning, activity-based budgeting, objective and indicator setting based on reliable performance data and evaluation results. Concretely for 2015, the requirement will be to deliver within the same year a strategic framework for 2017–2020, and annual programmes for 2016 and 2017 respectively. Efficient business processes and relevant information and communication technology (ICT) will underpin many of these developments. The successful roll-out of a new project management system will be consolidated, with further development of resource planning and project monitoring. A management dashboard will be put in place to give more direct access to organisational performance data.

Investment in leaner business processes and simplified workflows will be a priority in order to maximise the resources availability for Eurofound's main tasks. Administrative processes in the area of planning, procurement and finance should gain in efficiency through a combination of automation and reduction of process steps. Examples of this will be the move towards electronic workflows for financial transactions, which will speed up the processes and lower the administrative burden for staff members involved. Eurofound will also investigate how the regular budgetary forecast process can be streamlined and become more reliable at an early stage of the year.

Together with other Agencies, Eurofound will work towards an improved and harmonised approach for activity-based budgeting (ABB) and management (ABM) in 2015. Full compliance on this and other issues raised by the Inter-institutional Working Group (IIWG) on decentralised agencies in December 2013 is of utmost importance.

Recruitment and management of staff should ensure that Eurofound has the resources and skills that are necessary for delivery of its mandate and work programme. Eurofound's learning and development programmes will support organisational effectiveness and career development. A key objective in 2015 will be to ensure that the new working arrangements implemented in 2014 in the Working Conditions and Industrial Relations Unit (introduction of additional senior programme managers) to ensure better coordination of clustered projects will be successful – perhaps forming the basis of a model to be implemented on a broader scale in the future. Other initiatives will include the rolling-out of a new performance management and appraisal model, and a new policy on Internal Communication, developed as a follow-up to the results of the staff engagement survey.

Internal control and data protection

Eurofound's Internal Control Coordinator, together with the Internal Control Committee, will gear its efforts towards the effective implementation of the internal control standards in close cooperation with the Internal Audit Service. An internal assessment of potential weaknesses in the implementation of these standards during 2014 highlighted for some a lack of awareness of application of various measures and procedures. The series of information activities will continue, including further awareness-raising about the anti-fraud strategy. Procedures and process descriptions will be updated where necessary to ensure a better understanding and application in areas such as whistleblowing, recording exceptions, and ICT security. It is expected that the Internal Audit Service will close all actions from their 2014 audit on Customer Relations and Stakeholder Relations Management at the beginning of 2015. The Internal Control Coordinator will monitor the implementation of various action plans following the recent programme evaluation 2008–2012, and from ex-post control exercises.

In 2014, a series of internal consultations was conducted to confirm the reliability and integrity of data-processing operations in line with Regulation (EC) 45/2001 on the protection of personal data. This internal exercise proved to be an effective tool to monitor compliance and will be continued in 2015. Eurofound will make all efforts to keep track and contribute to the best of its abilities to the latest developments pursued by the European Parliament and EU Council in relation to the new General Data Protection Regulation (GDPR) adopted in March 2014 by the Parliament's Committee on Civil Liberties, Justice and Home Affairs (LIBE). This may have a significant impact on the way personal data is processed in the organisation, such as procurement procedures, tenders or contract templates. The necessary adjustments for Eurofound might have to be implemented at short notice. In addition, Eurofound will continue its cooperation with the European Data Protection Supervisor (EDPS) and the network of Data Protection Officers (DPOs) of EU bodies. Finally, Eurofound's DPO team will seek to further develop awareness of data protection issues among staff members and will continue to offer short topical trainings and information sessions.

Human resources

Eurofound's staff resources and their competencies put the Agency in a strong position to deliver the 2015 programme. The relatively young workforce and the budget requirements for a reduction in staff of between 5% and 10% highlight the need for more detailed workforce planning in conjunction with learning and development, knowledge-exchange initiatives and recruitment. Proposals for reduction in staff numbers are set out in the Multiannual Staff Policy Plan. Posts are selected on the basis that they will have the least impact on the functioning of the Agency.

The results of a skills-mapping exercise will be implemented in 2015, allowing for more focused project management, targeted learning and development programmes, and succession planning.

Budget

2015 will be another year of budget freeze. This means the 2015 work programme will have to be implemented with the same financial resources as in 2012 as since then the Union contribution in the form of a general subsidy has remained unchanged at €20,371,000. Significant savings were made in the past to offset inflation costs, salary increases, the inclusion of Croatia as the 28th Member State of the Union and other cost increases. These savings were based on efficiencies in the operation of the agency as well as through reduction of staff numbers.

It is important, however, to realise that the budget available under title 3 (the operating expenditure) is now increasingly under pressure, as balancing the reduction through restrictions in title 1 (staff expenditure) and title 2 (buildings and infrastructure) is reaching its limits.

Including other revenue from the Union budget and from third parties, the total budget for 2015 amounts to €20,560,000, more or less unchanged from 2014. This represents, however, a 5% reduction of the budget forecast for 2015 in the four-year work programme (€1,570,000). This is particularly challenging, as most of the fieldwork for the Sixth European Working Conditions Survey as well as preparatory work for the Fourth European Quality of Life Survey have to be funded in 2015.

Table 1: *Revenue and expenditure, 2013–2015*

Revenue	2013 Executed budget	2014 Budget	2015 Draft budget
Title	€	€	€
1. General Subsidy	20,371,866	20,371,000	20,371,000
3. Other contributions (e.g., IPA – Instrument for Pre-accession assistance)	105,363	pm	pm
5. Miscellaneous revenue	84,005	14,000	17,000
6. Revenue from services	62,163	172,000	172,000
Total	20,623,417	20,557,000	20,560,000

Note: 'pm' is a placeholder for amounts that potentially might become available in the future.

Expenditure	2013 Executed budget	2014 Budget	2015 Draft budget
Title	€	€	€
1. Staff	11,538,179	11,784,000	11,882,000
2. Buildings, equipment and misc. operating expenditure	1,861,163	1,533,000	1,480,000
3. Operating expenditure	7,123,249	7,240,000	7,198,000
Total	20,522,591	21,557,000	20,560,000

While staff-related expenditure in Title 1 for 2014 is characterised by the payment of salary arrears following a decision by the legislator, the amount for 2015 covers all salaries and salary-related costs as well as recruitment, training and mission costs and allows for career development of staff and minor increases to the salary levels and the country coefficient for Ireland.

Title 2 which covers expenditure for Eurofound's infrastructure, such as buildings and IT equipment, will have to be reduced compared to 2014. It is hoped that increasing costs for utilities could be offset by efficiency gains in almost all budget lines. An example for this is a closer cooperation with the Irish Office for Public Works (OPW), a central government office for estate management and procurement service, who can provide very valuable consulting and engineering services to Eurofound.

Details on the planned costs for operational projects and activities (grouped under Title 3) can be found in Annex 1. In the annex, all projects are budgeted with full activity-based costs, which means that on top of the actual cash spent on them (a total of €7,240,000 for Title 3), a share of personnel and infrastructure cost is allocated to them according to the staff resources planned to be absorbed by these projects.

As described in the four-year programme 2013–2016, Eurofound groups its projects under three top-level activities: Research, Information and Communication, and Administration and Support. This activity-based budgeting (see Table 2) allows for a better understanding of the areas to which Eurofound's financial and human resources are allocated than the budgetary split into titles. The top-level activities can, according to management needs, be drilled down further into the four policy priority areas, the three organisational research units or any specific project (see also the detailed view at project level in Annex 1).

Table 2: Budget breakdown by top-level activities (in '000 €)

Activities	2014	% of total	2015	% of total
Research	12,531	61	12,450	61
Information and Communication	4,141	20	4,200	20
Administration and Support	3,885	19	3,910	19
Total Budget	20,557	100	20,560	100

As in previous years, it is Eurofound's clear objective that core activities (Research and Information and Communication) maintain their high proportion of 81% of all resources (financial and human), despite the continuous budget freezes over the last few years which are often followed by increases in the administrative share of an organisation.

Monitoring and evaluation

The Eurofound Performance Monitoring System (EPMS) is aligned with the 2013–2016 work programme and its strategic objectives, with increased emphasis on the qualitative analysis of collected and reported data, in order to be better informed regarding the uptake of knowledge by target groups. Gathering performance data and analysis will continue to be a strong feature in the Agency’s reporting. Eurofound is also committed to systematic interaction with its stakeholders and target groups to ensure the continuous relevance of its activities. It implements the requirement for decentralised agencies to perform ex-ante and ex-post evaluations of its activities through its multiannual evaluation programme, and recognises the value of independent evaluations that focus on the programme’s impact. In 2015, Eurofound’s approach to ex-ante evaluation of its activities will be reviewed and enhanced in the light of the revised implementing rules of the Framework Financial Regulation.

The findings from the external evaluation of Eurofound’s performance during the completed programme period 2009–2012, gathered and presented during 2014 and complemented by an ex-ante evaluation component in early 2015, will inform the development of Eurofound’s future programme for the 2017–2020 period. The interaction between the evaluation programme and the stakeholder and target group feedback activities is providing better insight into the uptake of Eurofound’s research and its impact on the four policy priority areas of the four-year work programme. Research projects with a focus on policy evaluation will benefit from access to external expertise at hand through a multi-annual framework contract, and internal coordination to maximise the benefit of exchanging experience.

The key performance indicators for the 2013–2016 programme will also apply to the 2015 work programme, including the agreed targets and alarms. Based on the 2014 performance data, the target for key performance indicator 9 (*Use of Eurofound’s expertise in key EU policy documents*) has been increased to 30 (the alarm being raised if Eurofound documents are quoted in less than 30 key EU policy documents).

Table 3: *Key performance indicators*

Title	Data to present	Target / Alarm 2015
1. Budget implementation	% of (cumulative) commitments of total budget in euro	Target: 98%
2. Budget management	% of actual commitments/planned commitments	Alarm: 10% deviation from the planned commitments
3. Staff capacity	% of positions in staff table filled/MASPP	Target: 97% over a 12 month period Alarm: 5% vacancy over a 12 month period
4. Programme delivery	No. of outputs delivered/Annex 2 WP	Target: 80% of the total number of outputs as per Annex 1 of the work programme. Alarm: Delay in any of the outputs defined as: <ul style="list-style-type: none"> • Priority list of publication plans • Outputs from strategic activities • Outputs from projects to be followed up by the Research coordination board
5. Recognition of the scientific quality of Eurofound’s research (scientifically sound)	No. of references in academic journals	Alarm: 5% or more decline in comparison to the number of references yN-1
6. Uptake of Eurofound’s knowledge through the media	No. of readers exposed to Eurofound’s knowledge via pre- defined media sources	Alarm: fewer than 10 references per year in any of the defined media
7. Uptake of Eurofound’s knowledge through Eurofound’s website	No. of downloads (PDF) and page views (HTML)	Alarm: fewer than 100 downloads of a priority publication in the first three months of publication, and fewer than 20 downloads of other publications.

Title	Data to present	Target / Alarm 2015
8. Contributions to policy development through events	No. of on-request contributions at meetings of named organisations	Target: Presenting at the following meetings YES/NO <ul style="list-style-type: none"> • European Commission • European Parliament • European Council • EU Presidencies • EMCO, SPC, EPC • EESC, CoR • EU social partners
9. Use of Eurofound's expertise in key EU policy documents	No. of key EU documents quoting Eurofound documents	Target: Eurofound's expertise taken up in the following document types YES/NO: <ul style="list-style-type: none"> • EU documents 'initiating policy processes' • EU documents of a 'consultative and advisory nature' • single EU documents displaying a major/comprehensive use/uptake of Eurofound data or which acknowledge/call for EF expertise within key EU policy processes. These include documents from: <ul style="list-style-type: none"> • European Commission • European Parliament as co-legislator • European Council and Council formations, EU Presidencies • EMCO, SPC, EPC, etc. • EESC, CoR • Agreements between EU social partners Alarm 2015: 30 key policy documents

Annex 1: Project Descriptions

Three categories of projects are presented: ongoing activities (such as surveys and observatories), new projects starting in 2015 and projects from previous work programmes continuing in 2015.

Priority area 1: Increasing labour market participation and combating unemployment by creating jobs, improving labour markets and promoting integration

1. European Restructuring Monitor – Restructuring events database (ongoing)

Research question/Reason for project

What are the employment effects of announced large-scale restructuring events in Europe?

Justification

The European Restructuring Monitor continues to be a unique source of data on announced restructuring events in Europe. It has been operational since 2002 and comprises records of over 17,000 individual large-scale events. ERM data is used extensively by stakeholders, including the European Commission and European Parliament, and feeds into a number of regular Eurofound publications including the ERM annual and quarterly reports.

Objectives

- To monitor and report on announced restructuring events and related employment impact and to make the ERM data available in an accessible, user-friendly format for end-users.
- To continue to develop digital (using the internet) sources to improve this monitoring.

Outline of content

Employment effects of announced restructuring cases are made available online soon after the restructuring event is announced. Regular reporting (quarterly and annually) also prioritises very timely analysis of restructuring trends. Attempts to incorporate internet sources are an ongoing process.

Methodology

Announced restructuring events are collected on a continuous basis by national correspondents. These contributions are supported by media monitoring services, in-house editing and quality control processes. Analysis and reporting is mainly done in-house.

Outputs³

- **ERM Annual report**
- ERM quarterly 1–4

³ Under ‘Outputs’ a list of deliverables of the project is provided. The main publication proposed is indicated in bold.

2. ERM qualitative databases (ongoing)

Research question/Reason for project

What measures are implemented to anticipate and manage restructuring? What are the key restructuring-related regulations in Member States? How do companies plan and manage restructuring?

Justification

Developing the ERM into a one-stop shop for restructuring, as indicated in Eurofound's four-year work programme, entails the provision of information on support instruments, legislation and case studies related to restructuring. This complements and extends other restructuring-related activities, such as the Restructuring Toolbox and Checklist on Restructuring Processes as developed by the European Commission. The information must be kept continually up to date and made easily accessible.

Objectives

- To improve the quality and update the databases on restructuring-related legislation and restructuring support instruments.
- To further develop the searchable database on restructuring case studies implemented in 2014.
- To investigate possible case study cooperation with stakeholders on the EU Quality Framework for anticipation of change and restructuring (QFR).

Outline of content

The databases will be validated and updated.

Methodology

National correspondents will validate and update current information in the legislation database and provide additional information if necessary. Eurofound staff will conduct a literature review to provide additional information on restructuring support instruments.

Additional Eurofound case studies will be incorporated into the case study database – over 200 existing restructuring cases will potentially be included.

Outputs

- Validated and updated ERM database on restructuring-related legislation.
- Preparation of the ERM database on restructuring support instruments for validation/update in 2016.
- Further developed ERM database on restructuring case studies.

3. European Jobs Monitor (EJM) (ongoing) – the task content of jobs

Research question/Reason for project

How is the structure of jobs changing in terms of wages, education and job quality? What tasks are these jobs comprised of and which are becoming more prevalent?

Justification

Breaking down jobs into a set of tasks allows for a classification in terms of what jobs concretely entail. This in turn facilitates analysis of the quality of the jobs and the skills used. Recently available international data sources now permit

a tasks-based approach to jobs in Europe. Linking this approach to the wealth of information already compiled in EJM will enhance considerably its capacity to monitor and understand the rapid current transformation of the European employment structure.

Objectives

- To provide an updated analysis of structural change in European labour markets, ranking jobs according to wages, non-pecuniary job quality and educational attainment.
- To provide an analysis of recent structural change in European labour markets from a task perspective.

Outline of content

- i) Update the annual monitoring of change in employment structure in the EJM (wages, job quality, education);
- ii) Review of the literature on tasks (tasks are the various concrete elements of a job performed by the employee) and a definition of a set of task dimensions (e.g. routine or autonomous types of tasks) to be added to the EJM database;
- iii) Operationalisation of the concepts into indices and a comparison of the task content of jobs across countries;
- iv) Analysis of the change in employment structure from the perspective of tasks and the implications in terms of skills and job quality.

Methodology

The addition of task indices to the EJM will require the identification of suitable sources (including an exploration of national sources to complement international ones), the construction of composite indices at the job level, and the linking of that information to the existing EJM database.

Outputs

- EJM Annual report

4. Labour market transitions in turbulent times (continuation) – completion and consolidation of previous work

Research question/Reason for project

How do key labour market transitions vary between Member States and how have they changed in recent times? Which groups of people in which Member States make successful key transitions in the course of their lives? How can the work done so far by Eurofound be consolidated and continued?

Justification

Transitions provide a better understanding of the most salient aspects of the labour market than the usual static aggregates of stock data. Important transitions include that from school to work, dismissal from a job and other forms of job mobility and the exit from the labour market to pension.

Objectives

- To bring together various research results on labour market transitions in a consolidated report by the end of the four-year programme in 2016.
- To examine the feasibility of setting up a European Employment Transition Monitor in the next four-year programme period.

Outline of content

The consolidated report will examine the evidence found in this project and other Eurofound projects (such as Labour market transitions of young people, Benchmarking the PES, European Jobs Monitor, various projects on geographical mobility) to provide a synthesis of how some key labour market transitions vary between Member States and have changed in recent times. Some focus will be placed on transitions of particular groups, for example, those with lower opportunities on the labour market.

Methodology

The consolidated report will be written in-house. It will require further quantitative analysis of the data in several of the projects.

Outputs

- Paper on how Eurofound could proceed with the analysis of labour market transitions
- **Consolidated report (2016)**

5. Exploring the diversity of NEETs (new)

Research question/Reason for project

How can the NEET indicator – proposed for use in the social scoreboard – be improved through the introduction of sub-indicators to provide better, more nuanced information for policymaking?

Justification

The concept and the indicator of NEETs entered the European policy debate in 2010 when the Employment Committee (EMCO) agreed on a definition and methodology for an indicator to measure the size of the NEET population. Since then, the concept of NEETs has been widely used. More recently, it has been included as one of the indicators for strengthening the social dimension of the Economic and Monetary Union (the Social Scoreboard). Despite this success, it is often criticised as it captures groups of young people with very different characteristics and needs, hence limiting its use for policymaking: it has to be disaggregated in order to be effectively used by social partners and policymakers aiming to address the needs of young people who are outside the labour market and education. This is of particular importance in the framework of the implementation of the Youth Guarantee.

Objectives

- To propose an improvement of the NEET indicator through a disaggregation into sub-indicators that better address the heterogeneity of youth (for example, short and long-term unemployed; early school leavers; those unavailable due to family responsibilities; those unavailable due to disability; discouraged workers).
- To perform cross-country comparisons with this new set of sub-indicators.

Outline of content

The project will explore how to disaggregate the indicator into sub-indicators that better capture the various characteristics of youth, also using the experiences with disaggregating of the indicator in the context of the Youth Guarantee at national level. It will not focus exclusively on the age category 15–24. The analysis will be performed at country level and in a comparative context. The project will follow and take into account the work done on indicators by different Council Committees.

Methodology

Statistical analysis of the European Labour Force Survey (EU-LFS) and the European Social Survey (ESS).

Outputs

- Consolidated report

6. Do reduced non-wage labour costs lead to more and better jobs? A review of evaluations (new)

Research question/Reason for project

What does previous research say about whether lower non-wage labour costs lead to more jobs?

Justification

The four-year programme commits to the synthesis of evaluations of labour market reforms aiming to create jobs. The tax wedge has increased in most Member States since 2010. The 2014 Joint Employment Report concluded that, especially for low wage and second income earners, this is an issue in a many Member States. The focus on social security contributions for low earners has also been prominent in recent initiatives in some Member States and in ongoing policy debates in many others.

Objectives

- To investigate whether lower non-wage labour costs, particularly social security contributions, lead to the creation of more jobs.
- To collect information on the duration of the jobs created and other elements of job quality available in existing evaluations.

Outline of content

The review of literature on the employment effects of non-wage labour costs will identify existing evaluations. The focus – intended to be in particular on targeted reductions (for specific regions, sectors or groups of workers such as the long-term unemployed, youth, older workers, low-paid workers, etc.) and aimed at creating more jobs – will depend on the type of evaluations available. Recent changes to non-wage labour costs and the current debate in Member States will be mapped.

Methodology

A review by external contractors of available evaluations will identify when positive employment effects are found. In addition, contributions from network correspondents will examine current initiatives in Member States in light of the findings of the procured review. A consolidated report will be written in-house.

Outputs

- Report of evaluations
- Comparative analytical report including 28 national reports
- Consolidated report

7. Job creation in SMEs (continuation) – validation of results

Research question/Reason for project

What are the drivers of job creation in SMEs? What is preventing significant employment growth in SMEs? What are the characteristics of net job creation in SMEs before and in the recession? How in particular can job growth be generated in young start-ups which have a strong focus on international markets? What support is offered to help SMEs create jobs?

Justification

The project 'Job creation in SMEs' was approved in the 2014 work programme and will be finalised in 2015. As the analysis and reporting will be conducted in-house, an expert meeting to validate draft findings is important as a quality assurance tool.

Objectives

- To conduct an expert meeting to validate preliminary findings.

Outline of content

By combining in-house and contracted research as described in the 2014 work programme, Eurofound staff will compile a draft consolidated project report. The preliminary findings and policy pointers will be presented in a meeting with external experts (EU-level social partners, European Commission, academic experts) and discussed to validate the research, receive feedback on policy pointers and improve the quality of the report.

Methodology

An expert meeting.

Outputs

- Consolidated report (validated)

8. Start-up support for young people – an assessment of selected labour market policies (continuation)

Research question/Reason for project

How can start-up support measures in the framework of the Youth Guarantee best help young people? What can be learned from previous evaluations and can these lessons contribute to the successful implementation of the Youth Guarantee?

Justification

The project was adopted in the 2014 work programme and envisaged as a project performed exclusively in-house. However, the analysis of a full set of start-up support evaluations would benefit from specific expertise in a range of Member States. In addition, the in-house research requires more extensive external validation.

Objectives

- To conduct an expert meeting in order to validate preliminary findings.
- To complement the mapping and evaluation of support measures for young people being conducted in-house with expert and stakeholder interviews.

Outline of content

Stakeholder interviews will be conducted in selected Member States to complement and validate the results of the comparative analytical report done in 2014. An expert meeting will be organised to discuss the findings to be incorporated in the final report.

Methodology

An expert meeting and interviews with national-level experts and stakeholders.

Outputs

- **Consolidated report** (validated)

9. The gender employment gap: challenges and solutions (continuation) – validation of results

Research question/Reason for project

What is the economic cost of the lower female employment rate in many parts of Europe? What are the institutional arrangements and policies that best promote women's labour force participation?

Justification

The project was agreed in the 2014 work programme and includes a mapping of recent trends of women's labour market participation, an estimation of economic loss due to the gender gap in employment participation in Europe, an investigation of the future effect of reducing the gender gap on economic growth and an overview of the most successful recent approaches to facilitate women's participation in the labour market. Research work will be finalised in 2015. For the validation of research results, partially conducted in-house, expert meetings will take place.

Objectives

- To complete research on the gender employment gap and validate the results.

Outline of content

Through a combination of in-house and contracted research as described in the 2014 work programme, Eurofound staff will compile a draft consolidated project report. Preliminary findings and policy pointers will be presented in a meeting with external experts and discussed to validate the research, receive feedback on policy pointers and improve the quality of the report.

Methodology

Expert meeting

Outputs

- **Consolidated report** (validated)

Priority area 2: Improving working conditions and making work sustainable throughout the life course

10. 6th European Working Conditions Survey (EWCS) (ongoing) – fieldwork and analysis

Research question/Reason for project

What are the working conditions of workers in Europe and their job quality in 2015? How have they changed over time? How do they compare with those of workers in countries outside Europe?

Justification

The 6th European Working Conditions Survey is an activity foreseen in the four-year programme. Implementing this activity in a global context was established as an objective for the 6th wave.

Objectives

- To carry out fieldwork (EU 28 and Norway in 2015, candidate countries in 2016).
- To publish and launch first findings and update the EWCS 2015 survey mapping tool.
- To design a coherent plan for analysis of the EWCS data.
- To start drafting the overview report and fast-track some secondary analyses or policy briefs (self-employed, working time) and prepare other priority analyses (job quality, sectoral profiles, older workers and sustainable work).
- To plan and prepare a report on *Working conditions and job quality: a global perspective*.

Outline of content

In 2015, fieldwork will be undertaken and monitored, with subsequent data cleaning. First findings will be launched, together with the survey mapping tool. A coherent plan for the secondary analyses of the 6th EWCS will be established, to cover the final selection of topics and format and ensure coherence and quality control. Preparation for reporting on the global comparison of working conditions, to include the countries covered through cooperation with the ILO and others, as well as for the overview report and the fast-tracked secondary analyses (to be published in 2016) will begin. Information on quality control and methodological issues will be made available. An external data quality assessment will be commissioned.

Methodology

The work will be conducted through project management and quality assurance procedures, in-house statistical analysis and research, literature reviews, and expert meetings on job quality indicators with users and stakeholders.

Outputs

- Dataset and trend data set
- **First findings resumé**
- Survey mapping tool
- Updated webpages

11. European Observatory of Working Life – EurWORK (ongoing)

Research question/Reason for project

What are the key trends and developments in working conditions and industrial relations in Europe? How do legislation, negotiation and workplace practices shape working conditions in Europe?

Justification

In line with Eurofound's four-year work programme, which stipulated its creation, the Observatory will continue to be the main platform and access point to Eurofound's material on working life, based on surveys, input from the network of correspondents and other research. The Observatory will be a key resource for data on working conditions and how these can be shaped by legislation, negotiation and workplace practices.

Objectives

- To monitor trends and developments in working life through the European Observatory of Working Life.
- To present Eurofound's material on working life in an accessible way.
- To review and improve long-standing outputs of the observatory.
- To continue the engagement with Eurofound's network of correspondents.

Outline of content

In 2015, Eurofound will continue to present all findings and activities related to working life in the European Observatory of Working Life on its webpage. The lessons learned in 2014, in particular in relation to the new products and tools for information gathering, will be taken into consideration to further develop the Observatory. Long-standing products such as the Industrial Relations country profiles and the European Industrial Relations Dictionary will be assessed (see project 16) and, if necessary, revised in order to ensure that they provide relevant, accurate and up-to-date information about country and EU-level specific information. The databases on collectively agreed pay and working time will also be updated. In addition to the specific outputs listed below, the Observatory will also feature the publication of other pieces of research such as secondary analysis of data from the European Working Conditions Survey and the European Company Survey, and other research covering the observation fields of EurWORK.

Methodology

The network of national and European-level correspondents will continue to be a major source of input for the integrated Observatory through monitoring and reporting on relevant developments and latest research results in the fields of observation of the Observatory. It will be consulted during the design of comparative work and actively contribute to the Observatory through specific articles and national contributions to the comparative work. In addition to an annual meeting with all the correspondents, Eurofound will promote their participation in other Eurofound's activities such as experts' meetings, workshops or conferences in order to promote and maintain their engagement. The cooperation and interaction of Eurofound with and among the network will continue to be complemented by other means such as online collaboration tools.

Outputs

- Quarterly Reporting (up to nine thematic updates per quarter, including one with specific EU coverage)
- Spotlight Reports (up to 120 articles in total, including EU-level articles)
- Research in Focus (up to 120 standard articles and 10 extended ones)
- **Annual Review of Working Life** (report)
- **Annual Update: pay** (report and update of the CWB database/webpage)

- **Annual Update: working time** (report and update of the CWTB database/webpage)
- Industrial Relations country profiles: update (28 Member States, in due course to cover candidate and acceding countries)
- European Industrial Relations Dictionary: update (minimum 20 updates and 20 new entries)

12. Inequalities in working conditions: Exploring fraudulent forms of contracting work and of self-employment in the European Union (new)

Research question/Reason for project

- Which fraudulent forms of contracting work (or services) in the European Union can be identified, including in the context of cross-border mobility of workers?
- What measures are the national authorities, including labour inspectorates and other competent agencies, and the social partners developing in order to identify, prevent and fight fraudulent forms of contracting work?

Justification

The development of certain forms of contracting work which (intentionally) circumvent existing regulation is of concern to employers, trade unions and governments. Such fraudulent practices, which include the circumvention of national laws through erecting a sham corporate façade, are concentrated in specific sectors and could also occur in the context of cross-border mobility. They include, for example, practices which abuse the status of self-employment through bogus practices (subordinate employment relations which are disguised as autonomous work, usually for fiscal reasons, or in order to avoid the payment of social security contributions, or to circumvent labour legislation and protections) or which make fraudulent use of the posting of workers.

These practices create unfair competition which could harm all law-abiding companies. They constitute a violation of the rights and dignity of workers, could lead to exploitation and may promote social dumping, with negative implications for working conditions generally. These issues are present in the EU-ILO cooperation on workplace compliance, and in the discussions around undeclared work and the Commission's proposal to establish a European Platform which would promote cooperation between Member States. They are also taken up in the mission letter of the Commission President to the Commissioner for Employment, Social Affairs, Skills and Labour Mobility.

Objectives

- To identify fraudulent forms of contracting work (or services) in the European Union, those which evade compliance with labour standards (particularly relating to posting of workers and bogus forms of self-employment).
- To describe policy measures and actions developed in the EU to prevent and combat the use of fraudulent forms of contracting work that evade compliance with labour standards .
- To conduct a technical feasibility study on the potential to transform the current Eurofound database into a knowledge bank on undeclared work and, taking into account the work programme of the European Platform against Undeclared Work, to initiate its development.

Outline of content

The project will identify and describe existing fraudulent forms of contracting work (or services) in the European Union. It will look at the nature and development of forms of fraudulent contracting. Disputes leading to court cases or the involvement of mediation bodies and reports by labour inspectorates/competent control bodies will be important sources of information. Examining these sources could also give some indication regarding the consequences of fraudulent contracting for competition, labour market integration, social protection and working conditions.

The project will identify and describe measures to prevent and tackle these phenomena, which may be added to Eurofound's database on measures to combat undeclared work and could also be used for the establishment of a knowledge bank, depending on the results of the proposed feasibility study.

Depending on outcomes, follow-up activities could be organised in 2016.

Methodology

Review of existing studies on the subject conducted by Eurofound, the European Commission, social partners, etc. Meeting with stakeholders and experts (including labour inspectors and social partners) to guide the research and define the main issues to be covered. Comparative analytical report (CAR) to update knowledge on definitions, provide information on the nature and extent of the phenomena, drawing on court cases and reports on disputes from all competent bodies, as well as identifying practices to prevent and tackle fraudulent forms of contracting work. Contracted feasibility study on knowledge bank on undeclared work

In 2016, further research based on the 2015 results could be developed. Secondary analysis of data from the 6th European Working Conditions Survey will examine the working conditions of different categories of self-employed workers (2016).

Outputs

- Comparative analytical report including 28 national reports
- Measures to tackle fraudulent forms of contracting work to be added to Eurofound database on undeclared work
- Feasibility study on knowledge bank on undeclared work

13. Working time patterns and sustainable work (new)

Research question/Reason for project

How is the duration and organisation of working time evolving in the European Union? Which groups of workers work in particular working time regimes? What are the implications of different working time regimes for workers' work–life balance, their health and well-being and for making work sustainable over the life course?

Justification

Sustainable work over the life course is an important theme in Eurofound's four-year programme. For workers to be able to work and continue working, achieving a good fit between working time and non-working time through the adaptation of duration and organisation of working time is essential. In the context of changes in the way work is organised, more flexible and diverse working time patterns are developing. This project will explore these developments and their implications for making work sustainable throughout working life.

Objectives

- To update information about the duration and organisation of working time in the European Union, and on regulations recently adopted.
- To explore the associations between working time patterns, work–life balance, and health and well-being and the implications for the sustainability of work in a life course perspective.

Outline of content

This project will look at the evolution of working time patterns in Europe (hours of work and organisation of working time), with emphasis on outcomes related to work–life balance and health and well-being and implications for the sustainability of work over the life course. It will build on existing Eurofound work on working time and sustainable work.

Changes in legislation and collective agreements, including in relation to rest periods and on-call time, as well as working time developments driven by ICT will be collected. With regard to the latter, cooperation with ILO is envisaged.

Methodology

Review of existing relevant Eurofound and other research findings on hours of work and organisation of working time. A small expert workshop on new working time arrangements will be organised. A comparative analytical report (CAR) on the changing patterns of working time will be carried out. The CAR will also collect information available on the drivers of change and regulations addressing the new patterns. In 2016, an analysis of the 6th EWCS is envisaged, on trends in working time and links between working time, work–life balance and health and well-being in the context of sustainable work (see project 10 on the 6th EWCS)

Outputs

- Research Review (2015)
- Comparative analytical report including 28 national reports (2015)
- **Consolidated report** (2016)

14. Sustainable work throughout the life course: national policies and strategies (continuation) – validation of results

Research question/Reason for project

Which policy instruments can be identified that help to achieve sustainable work? How are they implemented within countries, and to what extent are they coordinated in a coherent framework?

Justification

The project was adopted as part of the 2014 work programme and will be finalised in 2015. A series of national case studies will be conducted, analysed and the findings presented in an overview report. An expert meeting to validate draft findings is an important additional quality assurance tool in this ambitious project.

Objectives

- To discuss and validate findings from the national case studies and the analysis and conclusions derived from them.

Outline of content

Eurofound will identify relevant experts (policymakers, including social partners, and researchers). Among these experts, a number of tripartite representatives from the 2014 Foundation Seminar Series will be included. In a meeting, the findings of the national case studies and the draft overview report will be presented and discussed with a specific focus on common elements identified in the case studies and divergence. This will assist in validating conclusions of the overview report and the proposed policy pointers. The results of the discussion will be incorporated in the final report.

Methodology

Expert meeting

Outputs

- **Consolidated report** (validated)

15. Changing places: Mid-career review, internal mobility and intergenerational initiatives to extend working life (continuation) – validation of results

Research question/Reason for project

What are Member States and companies doing to retain workers longer by offering them career alternatives?

Justification

Work on this subject started following approval of a project in the 2013 work programme. In 2013, a report was prepared on contexts and regulations as well as on bridging jobs and early retirement in each Member State. In 2014, the project looked at proactive solutions implemented at national level and in companies documenting practices and policies that work to facilitate internal mobility and career change. The expert meeting will help to validate the findings and act as a quality management tool.

Objectives

- To conduct an expert meeting to validate research findings.

Outline of content

Building on the review done in 2013 and the continuation of the project in 2014 where selected policy interventions were examined, around ten experts (EU-level policymakers and social partners as well as members of academia) will be invited to an expert meeting and asked to review the results of the research. Results from the expert meeting will be incorporated in the final report.

Methodology

Expert meeting.

Outputs

- **Consolidated report** (validated)

Priority area 3: Developing industrial relations to ensure equitable and productive solutions in a changing policy context

16. Changes in remuneration and reward systems (new)

Research question/Reason for project

Which new forms and types of remuneration are emerging and how are they regulated through legislation and collective agreements? What are the trends in the use of variable forms of remuneration?

Justification

Pay negotiations are a natural terrain for the social partners. Emerging practices show the increasing use of new forms of remuneration that adapt wages to the company situation while at the same time providing employees with additional rewards which may vary over time and as a proportion of the wage, for instance through i) participation in profits or shareholding (financial participation); ii) rewards for performance linked to the team or individual (performance-related pay); and also iii) contingent pay, such as supplementary pension entitlements, supplementary health insurance, etc. Moreover, under economic pressure some countries have reviewed legislation on performance-related pay and bonuses, in particular for certain groups of workers.

Objectives

- To present facts and figures on the incidence of variable pay (i.e. pay which is on top of basic wages and varies over time) in Europe and other forms of rewards (supplementary pensions, health insurance, etc.).
- To provide information on the national context regarding the (non)-regulation of variable pay.
- To identify new forms of variable pay and remuneration and their regulation in the Member States and to examine which groups of workers are affected by new forms.

Outline of content

Eurofound's European Company Survey (ECS) will be used to map the incidence of variable pay. In addition, the project will gather information on new forms of remuneration (other than variable pay) and their incidence. It will also look into the national definition of performance-related pay including bonuses and their regulatory framework, distinguishing between different groups of workers where possible.

Methodology

Literature review to bring previous work up to date in terms of recent research developments. Analysis of the ECS variable pay data will be carried out in-house. A comparative analysis (CAR), using the network of correspondents will look specifically into: i) the incidence of (new forms of) variable pay based on national-level surveys and other research; ii) the practice and regulation of performance pay, including bonuses in the Member States at all levels; iii) new forms of remuneration and rewards other than variable pay. In addition to the ECS, other relevant European datasets will be investigated to check if they provide supplementary material.

Outputs

- Literature review
- Comparative analytical report including 28 national contributions
- **Consolidated report**

17. Review of the European Industrial Relations Dictionary after 10 years (new)

Research question/Reason for project

Designed as an easy-to-use online reference tool, the European Industrial Relations Dictionary (EIRD) is a comprehensive collection of the most commonly used terms in employment and industrial relations at EU level today. It is updated regularly. Ten years after its coming into existence, it is timely to assess the current state of play with a view to integrating improvements through the regular updating process, and thus enhance this tool.

Justification

The product of a collaborative effort between acknowledged experts in the field, the dictionary is aimed at policymakers, practitioners and all those interested in the history and evolving structure of the European Union. The EIRD is one of the most visited webpages of the Eurofound site: from 1 October 2013 to 31 March 2014 there were 247,228 views of dictionary pages. That is about 10% of the total page views on Eurofound during that period. Reviewing the dictionary is intended to ensure its continued relevance.

Objectives

- To assess the current state of play of the EIRD.
- To identify terms which do not fit into the concept as well as existing gaps.
- To propose an update of the internet appearance of the EIRD.
- To explore involving a larger pool of authors while ensuring the quality of inputs.
- To integrate the proposed changes into the ongoing updating process.
- To start the new four-year programme afresh with an up-to-date EIRD.

Outline of content

The main content of this project is the review and improvement of the current entries of the dictionary, identifying possible redundancies, obsolete entries and potential gaps to fill.

Methodology

Desk research by an external contractor to analyse and assess the current state of play of the dictionary. An expert group will then discuss the proposals made by the contractor in the draft report during an expert workshop.

Outputs

- Report on current state of play of the EIRD and proposals for improvements
- Implementation of agreed improvements as part of the ongoing updating process

18. Representativeness studies at EU level (ongoing)

Research question/Reason for project

Which are the representative EU-level organisations for management and labour in a number of selected sectors?

Justification

According to the European Industrial Relations Dictionary, ‘representativeness’ is a criterion used by the European Commission to identify the organisations of ‘management and labour’ who must be consulted on certain issues and who may initiate social dialogue at European level (Article 154 TFEU). Eurofound has been assisting the European Commission to establish the representativeness of social partner organisations since 2006, with 34 studies on different sectors as well as on the cross-sector social partners completed by April 2014. This work will continue in 2015 with the launch of a further four new sector-related studies.

Objectives

To assess the representativeness of sector-related European-level social partner organisations in four selected sectors.

Outline of content

In 2014, Eurofound will finish the following carry-overs from 2012–13: local and regional government, road transport/logistics, chemical industry, construction, woodworking, ports and graphics. In 2014, the following new sectors will be covered: temporary agency work, extractive industries, furniture, agriculture, maritime transport and postal services. Some of these sectors will have to be carried over into 2015. In 2015, Eurofound will begin new work on four new sectoral representativeness studies: railways; shipbuilding (shipyards); telecommunications; sugar.

Methodology

The representativeness studies will be conducted applying the standard methodology.

Outputs

REP Study 1

REP Study 2

REP Study 3

REP Study 4

19. Win-win arrangements: innovative measures through social dialogue at company level (new)

Research question/Reason for project

What innovative approaches have the social partners at company level developed in response to new challenges? What topics (outside wages) have been addressed? What are the outcomes of these initiatives?

Justification

The project will contribute to the goals of the four-year programme of identifying win-win arrangements in companies and the policies which can promote their take-up. It also addresses the task outlined in the four-year programme of exploring how social partners are developing innovative solutions to challenges at different levels. It will build on current Eurofound research.

Objectives

- To identify innovative measures established through social dialogue in response to new workplace challenges and to examine how topics negotiated by social partners have changed.
- To describe these developments and their outcomes.

Outline of content

In 2014, case studies were conducted in selected companies which participated in the European Company Survey. This research is expected to help to identify factors contributing to the development of workplace practices (concerning work organisation, employee participation, HRM and social dialogue) with positive outcomes for both companies and employees (win-win arrangements). A second 2014 research project examined innovative approaches by the social partners in terms either of dealing with topics that they had not previously addressed, or in terms of applying new tools. While the results of the 2014 project are expected predominantly at cross-sector and sector level, a number of company cases of interest could also be identified to be followed up in the current project, which will focus on developments at company level.

Research will examine changes in the content and the approaches developed through social dialogue at company level. Direct and indirect forms of participation will be investigated, and consultation mechanisms as well as negotiations and their (non-wage related) outcomes. Research will be carried out in selected relevant Member States. Practices established

through social dialogue and leading to win-win arrangements will be identified, and the motives behind the agreements will be examined to see if and how they broke with previous tradition. In principle, companies of any size may be covered, but it is likely that many of the cases identified in the earlier phase will be in large companies.

Methodology

Review of ECS data on social dialogue and further analysis of the follow-up interviews to identify types of initiatives. The network of correspondents will be used to conduct mini case studies (interviews and report) in selected countries and companies (6–7 countries and 3 cases in each country with interviews of both management and employee representatives). Two expert and stakeholder seminars will be organised.

Outputs

- 21 national mini case studies
- Consolidated report

20. Forms of cooperation and articulation between European Works Councils and national bodies of information and consultation in transnational restructuring cases (new)

Research question/Reason for project

What links and forms of cooperation are established between European Works Councils (EWC) and national bodies of information and consultation in the case of transnational restructuring?

Justification

The European Directive on European Works Councils stipulates that, unless otherwise agreed, the EWC and the national level must be informed and consulted at the same time in cases of transnational restructuring. The Directive does not define how the link between EWCs and national bodies of information and consultation should be assured. Articulation between the two levels is one of the biggest challenges for management and employee representatives. The challenge is how to ensure that information and consultation takes place smoothly and constructively and with legal certainty across all levels.

Objectives

- To describe and analyse how information and consultation mechanisms work at different levels.
- To examine whether and how articulation is ensured in the case of transnational restructuring.

Outline of content

Looking at examples of company practices, the transnational restructuring process will be described and the local level information and consultation processes as well as the EU-level information and consultation mechanisms analysed. The focus will be on examining how the different information and consultation processes fit together and how the actors involved assess them.

Methodology

The EWCs involved in interview-based case study research conducted by Eurofound in 2012 will be re-contacted and asked to supply information in relation to the research questions of this project. Additional company cases may be added (proposed by stakeholders represented in Eurofound's Governing Board).

Outputs

- Consolidated report

Priority area 4: Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities

21. EQLS: preparation of the 4th wave (ongoing)

Research question/Reason for project

How can the relevance of the European Quality of Life Survey (EQLS) and its potential to inform European policies be further increased? What lessons can be learnt from earlier waves of the survey and from consultation with the experts and stakeholders to develop the next wave?

Justification

In order to be able to carry out data collection for the 4th wave of the EQLS in 2016, as foreseen in the four-year programme, technical specifications have to be prepared for the procurement process which will take place in 2015. To keep up with emerging policy priorities and with developments in the survey field, a strategy to address methodological challenges has to be devised and implemented. To realise the potential of the EQLS to inform policy better, collaboration with other EU bodies is desirable and will be sought as part of the preparation.

Objectives

- To identify and detail priorities in terms of survey design.
- To identify stakeholder priorities and to increase the involvement of EQLS data and information users, including various sections of the European Commission.
- To achieve, if possible, cooperation agreements with other EU bodies (primarily Eurostat).
- To prepare sound technical specifications for the 4th EQLS, and to carry out the necessary methodological work and content preparation.
- To assess the feasibility of using web-based data collection, in addition to the main EQLS interview.

Outline of content

Preparatory work for the 4th wave of the EQLS began in 2014 with exploration of questions on social services as well as exploring the possibilities for web-based data collection. Eurofound was in exchange with Eurostat (regarding access to sampling frames for the EQLS and the planned module on access to services in EU-SILC 2016) as well as the Fundamental Rights Agency. The following activities will take place in 2015 to prepare fieldwork in 2016:

- Testing of the web-based data collection mode with a selected set of questions;
- Review and updating of the questionnaire, including consultation with stakeholders and in-house exploration of existing and potential variables;
- Finalisation of technical specifications (including drawing together methodological research and lessons learned from previous waves and from other Eurofound surveys);
- Procurement of fieldwork implementation (completed in last quarter of 2015) and start of preparatory activities with the selected contractor, including work on sampling and questionnaire set-up.

Methodology

In-house work for the 4th EQLS project team with input from the Survey Methodological Working Group and consultation with external experts and stakeholders (continued from 2014). The type of testing for web-based data collection will depend on the outcomes of the feasibility study (commenced in 2014), and will be contracted out.

Outputs

- Technical specifications for the 4th wave
- Master questionnaire for the 4th wave
- Draft list of priority themes for future reports based on the EQLS 2016 data

22. Housing in Europe – the consequences of poor accommodation (continuation)**Research question/Reason for project**

How do housing standards in the EU Member States compare? What are the social and economic implications of poor quality housing and housing insecurity and who are the people most affected in different parts of Europe? What are the policy responses generally and how can early-intervention measures effectively reduce the risk of inadequate housing?

Justification

The project was started in 2014, mapping the general situation and examining issues of accommodation costs and risks associated with poor housing conditions. It takes into account the European Parliament's 2013 report on Social housing and the European Commission's emphasis on social investment. While the risk of becoming homeless will be investigated as part of this project, homelessness is not covered.

Objectives

- To map the availability and affordability of adequate housing.
- To identify the groups most affected by poor quality housing in different parts of Europe.
- To investigate how policy measures, such as early-intervention initiatives, can effectively help households at risk.
- To identify the types of social and economic costs associated with poor quality housing and housing insecurity, quantifying a selected number of these costs.

Outline of content

- The project began in 2014 with a review of research literature and the mapping of information on availability, affordability, security of tenure and general characteristics of housing as part of Internal Assessment Paper 1. Research data were examined to identify groups that are exposed to a particularly high risk of living in poor or inadequate accommodation. Case studies on policy approaches addressing housing issues were launched.
- The work in 2015 continues with a focus on the consequences of inadequate housing, consideration of social and economic costs, and development of the case studies on policy measures to examine examples of prevention and early intervention, and measures for improving the link between availability of housing and housing needs.

Methodology

The 2014 review of research literature points to the lack of comparable data on housing availability and affordability as it is not a competency of the European Union. Therefore, funds permitting, in 2015 a comparative analytical report will be requested to map the availability (supply side) and affordability of adequate housing. To map housing inadequacy, analysis of the characteristics of households experiencing different levels of poor housing situations will be continued, including analysis of EQLS data, and a technical assessment of figures on social and economic costs will be carried out (leading to Internal Assessment Paper 2).

After a first case study on policy measures carried out in 2014, a series of case studies will continue with a focus on prevention and early intervention initiatives. All the evidence will be brought together with the review of recent literature and input from an expert seminar into a research report written in-house, to be published in 2015.

Outputs

- Comparative analytical report including 28 national contributions (funds permitting)
- Internal assessment paper on social and economic costs
- Seven case studies
- Internal assessment paper summarising findings from case study research
- **Consolidated report**

23. Extending working lives through flexible retirement schemes: combining part-time work with (partial) pensions (new)

Research question/Reason for project

How have Member States sought to increase employment rates for older people by combining part-time work with (partial/early) pensions, and by flexible schemes? How can this contribute to sustainable adequate pensions for all?

Justification

The Europe 2020 strategy seeks to increase employment rates among older people in order to contribute to a competitive Europe. The European Commission's White Paper on Pensions emphasises discouraging early retirement and extending retirement age, contributing to adequate, sustainable pensions. However, effective retirement age is below the statutory pension age in all Member States. Well-designed, flexible schemes that combine part-time work with (partial/early) pensions or options to postpone the take-up of public or occupational pensions could contribute to a solution. This project builds on Eurofound research on sustainable work and age management.

Objectives

- To map flexible schemes that combine part-time work with (partial/early) pensions or that enable postponement of pensions.
- To identify best practices in the implementation of regulations or collective agreements that contribute to extending working life.

Outline of content

This project focuses on flexible schemes that: a) facilitate part-time work, in combination with (partial) pension receipt, or gradual retirement; b) enable income from work through postponing pensions, with flexible retirement age. The research will map such measures across the EU, how they affect income and to which groups and jobs they apply, at the national and company level, including those introduced through collective agreements. It will also map changes that have taken place within countries over the past ten years, linking them to differences in employment rates among older people. Studies which have evaluated these measures will be identified and reviewed to identify good practices.

Methodology

Questionnaire-based short contributions by the network of correspondents will be integrated with in-house data analysis (LFS), a literature review and an expert workshop in an in-house final report.

Outputs

- **Consolidated report**

24. Delivering public services: a greater role for the private sector? (continuation) – Hospital services

Research question/Reason for project

To what extent and in which areas are private providers expanding and/or replacing the public sector in the delivery of services in hospitals? What are the consequences of higher private sector involvement for the quality, accessibility and effectiveness of services?

Justification

This project takes forward the work on delivery of public services launched in 2014 and narrows its scope to provide a more in-depth view of services in hospitals. Data from the OECD show that since 2009 health spending has fallen in health services, particularly in Europe. Given that hospitals are one of the main sources of healthcare expenditure, they have been subject to measures that aim to contain costs and/or widen the choice of providers including through privatisation.

Objectives

- To identify and map the countries where an expansion of the private sector in delivering hospital services has occurred.
- To examine whether and to what extent expansion of the private sector did or did not help to cope with the challenges Member States are facing, with special regard to the consequences of the financial and economic crisis.
- To document the implications for access, including cost barriers, and the quality and effectiveness of selected services.

Outline of content

The project will focus on hospital services in 2015 and it is planned to examine residential care in 2016. It will analyse aspects of privatisation in hospitals such as outsourcing services, developing public–private partnerships, the corporatisation of public hospitals and selling public hospitals to the private sector. The analysis will seek to distinguish between for-profit and not-for-profit private service providers and the context they operate in. The impact of these changes on the quality, effectiveness and accessibility of services will also be investigated.

Methodology

The project will start with an in-house literature review that will describe the background in which privatisation takes place. This will help to identify countries which have seen a substantial privatisation of hospital services. Eurofound will use contributions from its network of correspondents to map developments in these countries (10–12). Case studies will be contracted to identify measures that have been evaluated in terms of the impact on affordability, effectiveness and accessibility. The analysis of these measures will be the subject of an expert workshop. The literature review, national contributions, case studies and workshop will contribute to a consolidated report written in-house.

Outputs

- Case studies
- **Consolidated report** (2016)

25. Social mobility in Europe (new)

Research question/Reason for project

What are the patterns of social mobility in the European Union? What are the barriers to social mobility and what are the policy responses to tackle these challenges?

Justification

Many citizens and governments are concerned that, for the first time in decades, the next generation of adults will have fewer opportunities for upward social mobility than today's generation. This is a widespread concern – relevant not only to those on low incomes but also to middle classes, albeit with rather different characteristics in different Member States linked to diverging concepts of social mobility and its influencing factors. Many Europeans are facing lower living standards and social and income inequalities appear to be increasing in many Member States. Labour markets have become more polarised between high-skilled/high-wage jobs and low-skilled/low-paid work with little prospects of social advancement. In order to develop effective policies in this area, policymakers need information on patterns of social mobility, what the current barriers to social mobility are and what works to enable intergenerational social mobility across the Member States.

Objectives

- To review research findings and literature on the diverse concepts and different approaches to measuring social mobility in the different Member States and to map existing findings and data including on key barriers to social mobility.
- To carry out a feasibility study on research to be done in order to identify the factors and policies influencing intergenerational mobility.
- Depending on the results of the feasibility study, to provide information on the factors influencing intergenerational mobility in different Member States, particularly on the intermediary role of education and the labour market.
- Depending on the results of the feasibility study, to systematically examine initiatives/policies that aim to foster social mobility and to identify the most effective tools for promoting social mobility.

Outline of content

This is a multiannual (2015–2016) project with potential to develop a distinctive research agenda for Eurofound. A literature review will map different concepts and approaches to measuring social mobility in the Member States, as well as documenting trends and patterns of social mobility in the EU. Acknowledging the challenges related to data availability, data from key international sources such as the European Social Survey (ESS) will be analysed to investigate intergenerational social mobility. A feasibility study on researching factors and policies influencing social mobility will be carried out. Depending on the results, in-depth case studies in several countries could identify policy measures to tackle the barriers to social mobility. The review of and reflection on available data and means of measurement could also lead to the proposal of new survey questions which would help to capture the development of social mobility in Europe.

Methodology

A detailed literature review of the concepts and approaches to measurement related to social mobility will be carried out. Consultation with experts to validate the results in the EU context (2015). Analysis of the European Social Survey with particular interest in the role of education for social mobility. Other datasets will also be explored and a feasibility study will be conducted (2015). The Network of Correspondents will be used:

- To examine the diverse realities in different Member States and to cross-check and validate the results of the literature review and ESS analysis (2015).

- Potentially to conduct case studies in selected Member States to map policy initiatives aimed at fostering social mobility and to identify and document the most effective tools to promote social mobility (2016).

Outputs

- Working paper on the patterns of and barriers to social mobility in the EU (2015)
- Comparative analytical report including 28 national reports (2015)
- Potentially, case studies on policy measures to reduce barriers to social mobility (2016)
- **Consolidated report** (2016)

26. Access to benefits in times of crisis (continuation) – validation of results

Research question/Reason for project

How can Member States ensure that social benefits reach those most in need? How is this being done effectively in the face of restricted budgets?

Justification

The project ‘Access to benefits in times of crisis’ was approved in the 2014 work programme and will be finalised in 2015. Although case studies have been contracted out, the analyses, literature review and drafting of the consolidated report will be conducted in-house. An expert meeting to validate the draft findings is important as a quality assurance tool.

Objectives

- To discuss the research findings and conclusions with social policy experts

Outline of content

The study looks at monetary social benefits which support people in vulnerable situations (e.g. minimum income schemes). In 2014, a literature review and case studies were conducted, identifying gaps between take-up and entitlements, and assessing measures that have been taken to reduce these gaps such as administrative reforms or improved information provision. The draft consolidated report will be prepared in-house and in 2015 an expert meeting will be organised to discuss and validate the results and key messages.

Methods

Expert workshop

Outputs

- **Consolidated report** (validated)

27. Families in the economic crisis: changes in policy measures (continuation) – validation of results

Research question/Reason for project

How have policies responded to the risks of poverty and exclusion for families in Europe, and with what effects?

Justification

The project ‘Families in the economic crisis: changes in policy measures’ was approved in the 2014 work programme (as a continuation of 2013) and will be finalised in 2015. Although country case studies have been contracted out, the

analyses, the literature review and drafting of the report will be conducted in-house. An expert meeting to validate the draft findings is important as a quality assurance tool.

Objectives

- To discuss the research findings and conclusions with family policy experts (inter alia on issues such as income from work, social and family benefits, services, etc.).

Outline of content

In 2014, Eurofound set out to map and analyse changes in social policy to identify policy responses that appear to be more effective in helping families in the context of reducing the risks of poverty and social exclusion. Eurofound will draft the consolidated report in-house for publication in 2015. Prior to finalisation, an expert meeting will be held in Brussels with up to ten family policy experts to discuss the draft final report.

Methodology

Expert meeting.

Outputs

- **Consolidated report** (validated)

Pilot project on the future of European manufacturing

This project has been exceptionally entrusted to Eurofound by the European Commission (DG Enterprise), duly justified by the special nature of the action and specific expertise of Eurofound (see below under ‘Justification’). The delegation agreement is expected to be signed before the end of 2014. On that basis, funding for the financing of the project will be released. The project description is included in this work programme for information purposes only (as per Article 8.3(b) of Eurofound’s Financial Regulation). It is expected that the project will run for at least 24 months.

Research question/Reason for project

What is the basis for the expectation that there is potential for a revival of manufacturing in Europe? Will a revival of manufacturing lead to significant employment effects? In which sectors and which regions will jobs be created? What implications will a manufacturing revival have for the age and gender profile of the workforce and the skills requirement? Have globalisation and technological developments enhanced the potential for new small manufacturing firms to go global? To what extent are Member States facilitating this potential?

Justification

The pilot project on the future of manufacturing was adopted by the European Parliament in 2013. According to the European Parliament, it is primarily an anticipatory research project closely related to the European industrial and employment policy contexts. The text of the adopted pilot project by the European Parliament concludes that the ‘EU Agency Eurofound, and its EMCC (European Monitoring Centre on Change), is well placed to carry out the pilot project’.

Objectives

More specifically, the pilot project budget adoption text states that the project will:

- ... explore scenarios for the re-industrialisation of Europe and its employment dimension
- ... [carry out] detailed quantitative exploration of the employment dimension
- ... envisage studies to quantify employment spillover effects
- ... explore what spill-over effects mean for male and female jobs today and for gender distribution in the future
- ...explore the skills–reskilling issueand an in-depth study on dual and vocational systems
- ...explore key drivers which will support a positive development in manufacturing where employment impact will be central
- ... address questions related to job-creation and reintegration into the labour market, restructuring trends, the gender dimension, skills reskilling, entrepreneurship and SME engagement in markets outside the EU.

Outline of content

The project will anticipate the development of manufacturing employment in Europe under various scenarios, with some emphasis placed on the regional distribution of employment and spill-over effects on other sectors. This will include qualitative studies of the possible employment impact of game-changing technologies such as 3D printing. It will also investigate the implications for skill requirements in manufacturing, with some emphasis placed on ICT technologies and training regimes for young people. Moreover, it will explore the potential for manufacturing entrepreneurship in new small firms in the context of global supply chains. A European Reshoring Monitor will be established to measure the extent to which companies relocate back to Europe. Finally, the project will develop regional institutional capacity for the implementation of industrial policy.

Methodology

The core scenarios will be developed using global input–output databases. These databases which can trace some relevant aspects of global supply chains will be combined with media monitoring to develop the Reshoring Monitor. The employment impact of ‘game-changing’ technologies will be based on case studies. The skills module will utilise the European Jobs Monitor methodology. The global entrepreneurship study can also take its point of departure from the input–output datasets but will be completed with qualitative research. The development of the regional capacity module will include seminars in regions that have demonstrated good practice in mobilising regional actors, not least the social partners, to create jobs. Eurofound will build on its expertise in organising tripartite seminars gained through the Foundation Seminar Series.

Outputs

- Quantitative employment scenarios
- Employment impact of game-changing technologies
- European Reshoring Monitor
- Skills and gender implications of the revival of manufacturing
- Entrepreneurship and SME engagement in markets outside the EU
- Developing regional industrial policy capacity
- A dual or apprenticeship system for manufacturing

Budget

Funding for this project is currently expected to be €2,000,000 over two years.

Budget estimate for Title 3

Number	Title	Budget Title 3 in 2015 EUR	Network input (for info only) EUR	Full cost 2015 (Title 1 + Title 2 +Title 3) EUR	Project life-time cost 2015-2016 EUR
Priority area 1: Increasing labour market participation and combating unemployment by creating jobs, improving labour markets and promoting integration					
1	European Restructuring Monitor – Restructuring events database (ongoing)	127,000	99,000	367,000	367,000
2	ERM qualitative databases (ongoing)	30,000	30,000	123,000	123,000
3	European Jobs Monitor (ongoing) – the task content of jobs	15,000		215,000	215,000
4	Labour market transitions in turbulent times (continuation) – completion and consolidation of previous work	8,000		94,000	94,000
5	Exploring the diversity of NEETs (new)			64,000	64,000
6	Do reduced non-wage labour costs lead to more and better jobs? A review of evaluations (new)	161,000	73,000	218,000	218,000
7	Job creation in SMEs (continuation) – validation of results	17,000		277,000	277,000
8	Start-up support for young people – an assessment of selected labour market policies (continuation)	53,000		189,000	189,000
9	The gender employment gap: challenges and solutions (continuation) – validation of results	25,000		196,000	196,000
		436,000	202,000	1,743,000	1,743,000
Priority area 2: Improving working conditions and making work sustainable throughout the life course					
10	6th European Working Condition Survey (EWCS) – fieldwork and analysis (ongoing)	1,670,000		2,319,000	2,319,000
11	European Observatory of Working Life – EurWORK (ongoing)	774,000	774,000	1,370,000	1,370,000
12	Inequalities in working conditions: Exploring fraudulent forms of contracting work and of self-employment in the European Union (new)	155,000	73,000	362,000	362,000
13	Working time patterns and sustainable work (new)	173,000	146,000	399,000	399,000
14	Sustainable work throughout the life course: national policies and strategies (continuation) – validation of results	35,000		204,000	204,000
15	Changing places: Mid-career review, internal mobility and intergenerational initiatives to extend working life (continuation) – validation of results	8,000		61,000	61,000
	Working time developments into the 21st Century *	10,000		30,000	30,000
	Third European Company Survey Qualitative follow-up interviews on the development of workplace innovation in companies (continuation) *	21,000		66,000	66,000
	Improving working conditions in occupations with multiple disadvantages *	4,000		45,000	45,000
		2,850,000	963,000	4,856,000	4,856,000
Priority area 3: Developing industrial relations to ensure equitable and productive solutions in a changing policy context					
16	Changes in remuneration and reward systems (new)	90,000	73,000	282,000	282,000
17	Review of the European Industrial Relations Dictionary after 10 years (new)	40,000		90,000	90,000
18	Representativeness studies at EU level (ongoing)	506,000	391,000	899,000	899,000
19	Win-win arrangements: innovative measures through social dialogue at company level (new)	58,000	58,000	158,000	158,000
20	Forms of cooperation and articulation between European Works Councils and national bodies of information and consultation in transnational restructuring cases (new)	14,000		95,000	111,000
	Mapping key dimensions of industrial relations in Europe (continuation)	44,000	44,000	119,000	119,000
		752,000	566,000	1,643,000	1,659,000

Annual work programme 2015

Number	Title	Budget Title 3 in 2015 EUR	Network input (for info only) EUR	Full cost 2015 (Title 1 + Title 2 +Title 3) EUR	Project life-time cost 2015-2016 EUR
Priority Area 4: Improving standards of living and promoting social cohesion in the face of economic disparities and social inequalities					
21	EQLS: preparation of the 4th wave (ongoing)	784,000		1,227,000	1,227,000
22	Housing in Europe – the consequences of poor accommodation (continuation)	83,000	73,000	340,000	340,000
23	Extending working lives through flexible retirement schemes: combining part-time work with (partial) pensions (new)	45,000	40,000	144,000	144,000
24	Delivering public services: a greater role for the private sector? (continuation) – Hospital services	73,000	18,000	268,000	385,000
25	Social mobility in Europe (new)	88,000	73,000	536,000	871,000
26	Access to benefits in times of crisis (continuation) – validation of results			76,000	76,000
27	Families in the economic crisis: changes in policy measures (continuation) – validation of results	10,000		92,000	92,000
		1,083,000	204,000	2,683,000	3,135,000
Strategic Action and Development					
	Survey Methodology Working Group	30,000		135,000	135,000
Subtotal research 2015		5,151,000	1,935,000	11,060,000	11,528,000
Communicating knowledge, organising debate and exchange with target groups		1,356,000		4,053,000	
	Publishing	720,000			
	Web	215,000			
	Stakeholder outreach (excl. customised reports)	136,000			
	Media	120,000			
	Events	165,000			
Other					
	Stakeholder Enquiry Services	60,000		60,000	
	Operation of network of correspondents	141,000	131,000	141,000	
	Information centre	100,000		100,000	
	Evaluation programme	110,000		110,000	188,100
	ICT	40,000		40,000	
	Governing Board	155,000		155,000	
	Work programme 2015 development	15,000		15,000	
	BLO	10,000		10,000	
	Advisory Committees	60,000		60,000	
Subtotal other activities		691,000	131,000	691,000	

Number	Title	Budget Title 3 in 2014 EUR	Network input (for info only) EUR	Full cost 2015 (Title 1 + Title 2 +Title 3) EUR	Project life-time cost 2015-2016 EUR
Activities continued from 2014					
	New forms of employment			18,000	
	Restructuring in the public sector			4,000	
	Employee participation in European companies (Secondary analysis of the third ECS)			50,000	
	Overview report of 3rd European Company Survey			93,000	
	Recent developments in the distribution of wages in Europe			29,000	
	Regulation of labour market intermediaries and the role of social partners in preventing trafficking of labour			30,000	
	The impact of work organisation on performance, innovation and work climate in European companies – Secondary analysis of the 3rd ECS			50,000	
	Developments in collective bargaining and social dialogue into the 21st century			95,000	
	Industrial relations and working conditions in central public administration			12,000	
	New topics, new tools: innovative approaches by the social partners			68,000	
	The role of social partners in the National Reform Programmes and in the European Semester			43,000	
	Social inclusion of young people – continuation of 2013 project			188,000	
	The social dimension of intra-EU mobility: Impact on public services			168,000	
Subtotal 2014 Projects continued in 2015				848,000	
Grand Total		7,198,000	2,066,000	16,652,000	

Network input subject to resource availability

* Project funded in 2014; the budget here refers to meetings or workshops to be held in 2015

Annex 2: Risk register 2015

	Description of key risks	Which projects or activities will be affected?	What existing controls or mitigating factors are in place?	Assessment of risk level with existing controls and mitigating factors applied	Risk response	Action plan
1	Delivery of knowledge in terms of scientific quality, timeliness and policy-relevance is at risk due to the high number of projects to be delivered, in combination with other demands, which may hinder the objective to provide input to better informed policies in four priority areas.	Any project with its related activities in Eurofound's work programme.	<ol style="list-style-type: none"> 1. Alignment with one of the policy priority areas as a deciding factor in the development process. 2. Using the communication clusters as identified in the four-year programme for setting priorities for publications and events in line with the opportunities at policy level. 3. Regular coordination and review meetings (Project steering groups, Research Board, Communication Quarterly, MAC) focusing on priorities identified in projects, procurements and publications. 4. Comparing estimated time with actual time spent on research projects for learning purposes. 	Without mitigating factors this would be critical. Based on the measures in place (see previous column) the risk is non-critical but should be further reduced.	Reduce risks further through preventive actions.	<ol style="list-style-type: none"> 1. Support to individual staff members in task and time management. 2. Closer monitoring at management level of implications of 'ad-hoc' requests related to activities already scheduled in the work programme. 3. Review of work programme development process in the context of the introduction of the single programming document.
2	The strategic investment to in-source research capacity has resulted in a relative large cohort of staff being recruited at the same time. Staff turnover in Eurofound is usually relative low while the staff table will not increase. This combination increases competition for career progression and the opportunity to excel and be recognised within Eurofound. Perceived failure to achieve these risks disengagement of some staff, lower morale and a threat to retention of talent.	In principle all projects and organisational activities.	<ol style="list-style-type: none"> 1. Development plans at individual level. 2. Launch of workforce planning strategy. 	Not critical	Reduce	<ol style="list-style-type: none"> 1. Continue with workforce planning and developing career profiles focused on job enrichment over time and actively promote existing measures such as job rotation, informed and reinforced by periodic staff engagement surveys.

