



Programme of work 2007

Introduction

1. Mission, vision and values

2. Background to the 2007 work programme

3. Research and communication priorities

4. Activities and research projects

5. Cooperation, resources and work processes

Annex

This document gives an overview of the activities planned by the Foundation for 2007, within the framework of its four-year programme 2005-2008, *Changing Europe, better work, better life*.

Introduction

The 2007 work programme of the European Foundation for the Improvement of Living and Working Conditions is designed to reflect European policy agendas in general and the priorities of the Foundation's stakeholders in particular.

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

In 2007, the debate on *globalisation* and the place of the European economy will continue, as will the debate on the European social model in light of structural changes in European industry. The European Commission's report on the social impact of globalisation, due in 2007, will throw light on these issues. The debate on the achievements of the *Lisbon Strategy* to counteract these effects will also continue. Job creation, quality of employment and best work practices to fulfil the objectives of employers and employees alike are just some examples of the key issues currently under discussion.

2007 will mark another important step in terms of *enlargement*. As Bulgaria and Romania join the EU and further negotiations are launched, the challenges and opportunities of enlargement will be highlighted once more. *Mobility* will remain high on the agenda, raising questions about life-long learning, company needs and workers' rights. The social and economic integration of *migrants*, the consequences of the so-called 'brain drain' in origin countries, and issues of racism and discrimination will be addressed during the 2008 European Year of Intercultural Dialogue.

Europe's *ageing workforce* will trigger debates on the issues of pensions, pressure on healthcare and social services, retirement age and retention of older workers in the labour market. Within the framework of the 2007 European Year of *Equal Opportunities*, the significance of diversity as a factor in competitiveness will increase, and 'equal pay for work of equal value' as well as gender stereotypes and labour market will be debated.

Existing *work and employment* patterns will be questioned and the issue of flexicurity will be debated as well as the achievement of sustainable and high quality jobs. The European Commission's Green Paper on Labour Law will form a basis for this debate.

The Framework Programme on *Competitiveness and Innovation* will be another important topic for European industry in 2007. Competitiveness and productivity programmes will be debated as well as the role of innovation in the context of competitiveness. Competitiveness and structural changes in European industry will be important topics, as well as the impact of competitiveness and innovation on the traditional systems of industrial relations and governance.

The European Commission's 2007 Progress Programme will also focus on *social protection* issues. Social welfare and measures to fight social exclusion and poverty will clearly be important elements of the European debate. The new Community Strategy on safety and health at work will address the working conditions in Europe.

The above-mentioned key issues set the EU-wide policy debate context for the Foundation's strategic development over the coming years. The work programme for 2007 reflects this strategic background by delivering a series of activities that focus on those areas where the Foundation will provide added value to its stakeholders and information users.

1

Mission, vision and values

During the course of 2006, the Foundation has reflected on its longer-term future and on the elements of an appropriate strategy to underpin its future development. In this context, statements concerning the mission, vision and values of the Foundation have been redefined and action plans to achieve them are being developed. They reflect the ambitions of the Foundation's staff and how the role of the Foundation should be perceived and understood.

Mission

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

Vision

The Foundation wants to have the highest impact on decision makers and public debate in Europe, providing the most reliable information and knowledge to improve living and working conditions.

Values

- User-focused and responsive
- Unbiased, reliable and of high quality
- Proactive and future-orientated
- Continuous development of skills and professionalism

In this context, the Foundation has identified three main target groups of users of its knowledge:

1. Foundation's stakeholders
2. Other professional users of the Foundation's information
3. The general public or general audience, interested in the Foundation's information

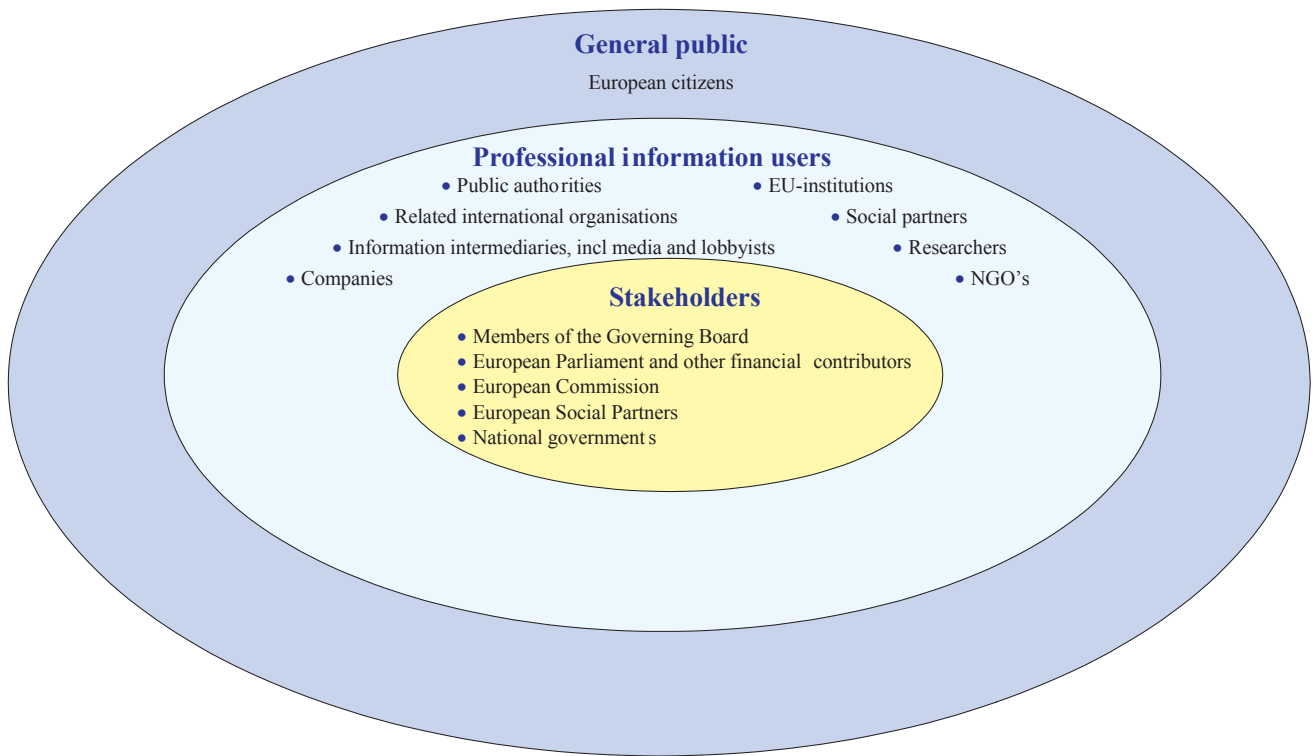
The Foundation's stakeholders represent their home organisations which have strong institutional ties with the Foundation. The stakeholders include European social partners, national governments and the European Commission, represented by the Governing Board, as well as the European Parliament and other financial contributors. Stakeholders often act as a two-way link between the Foundation and the users of its knowledge, representing the information needs of their home organisations and disseminating the Foundation's knowledge. This small group of stakeholders has therefore a clear interest in the success of the Foundation and in achieving its intended results.

The Foundation also has a large number of professional users of its information – those organisations and individuals that use the Foundation's research for analytical purposes or decision making. The third category of target group is the general public. The latter will naturally pick up on the research that touches on issues of direct relevance to them and may therefore use the knowledge to highlight particular societal concerns.

The main benefits and impact of the Foundation's work are evidenced by wide-spread professional use of its knowledge by all categories of stakeholders and other professional users in their policymaking, recommendations and actions.

The general public is kept regularly informed through the activities of the above-mentioned groups and hence is aware of the latest developments in relation to living and working conditions in Europe.

Figure 1: *The Foundation's information target groups*



2 Background to the 2007 work programme

The longer term strategic framework for the 2007 annual work programme is the four-year work programme for 2005–2008, *Changing Europe: Better work, better life*, in which the general objectives are stated thus:

‘The Foundation aims to support policies to make Europe the most competitive, knowledge-based economy in the world, to increase employment rates and the quality of employment, to stimulate innovation and entrepreneurship, while promoting social cohesion and inclusion ... with three goals: full employment, quality and productivity at work, and social cohesion and inclusion.’

The four-year programme identifies four key strategic research themes. They have been expanded to reflect the range of the Foundation’s work:

- A. Employment and restructuring
- B. Work–life balance and working conditions
- C. Industrial relations and partnerships
- D. Social cohesion and quality of life

Within each of these four strategic research themes, the Foundation carries out the following activities:

- 1. Monitoring and understanding change
- 2. Research and exploring what works
- 3. Communicating and sharing ideas and experience

The 2007 work programme follows the same structure. The first task of the four-year programme – monitoring and understanding change – has been split into two tasks (monitoring and surveys, understanding change and comparative studies) in order to increase clarity and transparency.

The research activities are closely related to the strategic research themes. Every activity is designed to add value to the information. The research themes and activities form a matrix for the research and communication work of the Foundation. Table 1 shows the key topics and events within this framework, reflecting both the four-year work programme 2005–2008 as well as ongoing work priorities from 2006.

Table 1: *Strategic research themes, activities and topics of the Foundation in 2006*

STRATEGIC RESEARCH THEMES	ACTIVITIES			
	1. Monitoring and surveys	2. Understanding change	3. Research and exploring what works	4. Communication and exchange
A. Employment and restructuring	EMCC ERM	Case studies Overviews	Sector futures	Company network seminars
B. Working conditions and work-life balance	EWCO European Working Conditions Survey 2005	Flexicurity Results from EWCS	Changing work patterns Working time	Forum: Competitiveness and the European social model
C. Industrial relations and partnerships	EIRO, EIR Dictionary, Establishment survey on working time 2004	European Works Councils IR country profiles	Lisbon Agenda Globalisation Social dialogue in NMS Future of IR	Seminar series: Employability and flexicurity
D. Social cohesion and quality of life	EurLife European Quality of Life Survey 2007	Care Disability Ageing workforce	Demographic change Mobility Migrants	Presidency conferences Care work Social cohesion
Communication output	Surveys and Network of European Observatories (NEO) in 28 countries	Comparative reports Short topical reports	In-depth reports	Seminars Forum Conferences Campaigns National outreach centres Brussels liaison office

3 Research and communication priorities

The research topics for 2007 fall within the broader strategic research themes of the four-year programme 2005–2008 and some of them carry forward work from 2006. Equal opportunities is a priority in 2007 in light of the fact that 2007 is the European Year of Equal Opportunities for All. Flexicurity will also be a priority area of activity. Taking into consideration the stakeholders' interests, the EU policy agenda and the strategic direction of the Foundation, the priority topical research and communication areas for 2007 are:

- Effects and challenges of globalisation on structural change, company strategies, employment, work and quality of life in Europe.
- Mobility, migration and integration of migrants.
- Future trends, challenges and prospects in social partnerships: globalisation, adaptability, governance, employment development, flexicurity and employability.
- Quality of work, workplace developments: innovation, productivity, attractive workplace, working conditions and structural and quality changes in jobs.
- Diversity, equal opportunities and work–life balance.
- Demographic change, young and ageing workforce, reorganisation of work over the life course.

When carrying out the research and communication activities and tackling the above topical areas in 2007, the general qualitative objectives and changes to earlier operations are the following:

- A higher level of orientation towards the information user, responsiveness and timeliness including better communication with stakeholders.
- A higher impact of the knowledge produced and more focused and customised products.
- Creating added value through additional analysis.
- More synthesis and integration of results and knowledge from several own studies and sources of information and linking between issues such as innovation, productivity, employment and the reform of the European social model.
- Including social, economic, legal and competitiveness factors in studying the improvement of living and working conditions.
- Focusing on the EU, as well as candidate and neighbouring countries and to some extent also comparisons of the EU vis-à-vis global competitors.
- More systematic, future-oriented research based on identified drivers of change, scenarios and policy alternatives.

Monitoring instruments

The Foundation will continue to make use of a variety of research strategies in implementing its work. Large-scale sample surveys provide unique data on the social and economic situation in Europe. The second *European Quality of Life Survey* will be carried out by the Foundation in 2007. It will enable not only documentation and comparative data on quality of life but the analysis of trends and developments over time in the enlarged EU. Further analysis of the results from *European Working Conditions Survey*, carried out in 2005, will be completed and disseminated in 2007. Preparatory work will be undertaken for the second European *Establishment Survey on Working Time* to be carried out in 2008.

The Foundation will also further develop its Network of European Observatories (NEO), through which national correspondents provide regular information on developments in the fields of industrial relations, working conditions and restructuring, which is published in the respective European Industrial Relations Observatory (EIRO), European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM). In 2007 the network will cover all EU Member States, the two acceding countries and the candidate countries as well as Norway. It will produce about 860 information updates and 12 comparative analytical reports including national contributions for EIRO; 289 information updates and four comparative analytical reports for EWCO; and about 140 fact sheets per month (1,680 in total), as well as four comparative analytical reports for ERM.

Strategic research themes

Employment and restructuring

The activities and research projects under this strategic theme are linked to the priority topical research and communication area: *'Effects and challenges of globalisation on structural change, employment, work and quality of life in Europe'*.

Monitoring restructuring in Europe

In order to develop strategies and tools to deal with the employment consequences of industrial change, policymakers and social partners need to have a good understanding of the extent of company restructuring, and be able to identify sectoral and regional 'hot spots'. The European Restructuring Monitor (ERM) will continue to record announcements of planned restructuring in 28 countries. Correspondents of the Foundation's Network of European Observatories (NEO) will contribute case fact sheets on a weekly basis. Quality control, matching with other data sources, such as the European Labour Force Survey, and analysis of ERM data will be done in-house. Four issues of the on-line publication, *ERM quarterly*, will be published as well as the 2007 ERM Report.

Sectoral employment level forecasts (new)

Structural change leads to shifts in employment between sectors, a process which can be facilitated through appropriate training and re-training measures. The Foundation will examine the feasibility of providing regular forecasts of employment levels by sector. It will continue to cooperate closely with CEDEFOP and contribute to the implementation of the CEDEFOP project on forecasting future skills' needs by sector and occupation. This cooperation will yield valuable insights into the quality and accessibility of sector level data in each Member State and the availability and reliability of econometric models. The first result will be a feasibility study including ideas to develop the ERM into a more general European Employment Monitor.

Innovative practice in anticipating and managing change at the company level

Knowledge about the extent of company restructuring needs to be complemented by information on tools and strategies to manage the adaptation process. Through the continuation of the Company Network Seminar series, the Foundation will examine innovative practice in anticipating and managing change at the company level. Two seminars are foreseen, which will result in the publication of two seminar reports and eight case descriptions based on the presentations of company representatives in the seminars.

The effects of globalisation on specific sectors (new)

The challenges and opportunities of a globalised economy will impact differently on the quantity and quality of employment in different sectors. The Foundation will examine the drivers of change impacting on three sectors and their consequences for competitiveness and employment. The choice of sectors will be agreed in consultation with the EMCC Advisory Committee, taking into account work undertaken by other organisations (especially the European Commission's sector screening and action programme and the forthcoming study on the impact of globalisation). Research on each sector will include a descriptive mapping report, case studies presenting the realities for companies in the chosen sector and a set of scenarios outlining possible futures for the sector.

Factors influencing the location decisions of companies in different sectors (new)

In a globalised economy, the choice of location for business activities widens, leading to geographical shifts of activities and associated employment. The Foundation will examine factors influencing the decision of companies on where to locate business activities. This research will be case study-based and will complement attempts by other organisations to quantify the extent of international outsourcing, which have focused on the analysis of macro-economic indicators. This project will lead to the publication of case studies and an analytical report summarising results and assessing the transferability of case evidence, to be published in 2008, when a sufficient number of cases has been examined.

The effect of undeclared work on the economy, companies and workers (new)

As Europe struggles to reach the employment targets set out in the Lisbon agenda, the question of the extent of undeclared work, its economic and social impact, is high on the political agenda. The Foundation's research will examine the macroeconomic impact of undeclared work, its effect on companies and their competitiveness and the working and living conditions of workers. In a first step, the Foundation will map existing research and identify the most promising approach with regard to methodology and thematic focus. It will commission a feasibility study and organise expert meetings with stakeholders to discuss the results and agree on a research approach.

Links between innovation, productivity and employment at sectoral level (new)

Productivity and innovation are considered essential to maintaining Europe's competitive advantage in the globalised economy. The Foundation plans to use its expertise in various areas such as sector developments, working conditions, working time flexibility, partnership approaches and employee participation to explore further how they are linked to the capacity of companies to innovate and achieve increases in productivity. In 2007, the Foundation will map existing research and identify a research approach that will help to explore these links further. This project will be based on in-house research and the organisation of a small number of expert meetings. As a result, the Foundation will present a report describing options for further research on this topic.

The contribution of micro companies to economic and employment growth in the EU (new)

Micro companies are considered to play a key role in job creation for Europe. Building on existing research by the Foundation and others into micro and small companies, a feasibility study will help to define an approach to examine strengths and weaknesses of micro companies with regard to their innovative capacity, productivity levels and potential for creating stable, high quality employment. The feasibility study will also examine the possibility for updating and extending the Foundation study on industrial relations and social dialogue in micro and small companies.

Work-life balance and working conditions

The activities and research projects under this strategic theme are linked to the priority topical research and communication areas: *Quality of work, workplace developments: innovation, productivity, attractive workplace and working conditions and Diversity, equal opportunities and work-life balance.*

The European Observatory for Working Conditions (EWCO) will actively monitor developments across Europe and it is planned to produce several comparative analytical reports in 2007. The final decision on their topics will be made after

consultation with the Advisory Committee on Working Conditions. Ad-hoc comparative analytical reports may be produced on demand from stakeholders of the Foundation.

The European Working Conditions Survey results will be disseminated and analysed further. It is expected that a number of secondary analyses focusing on policy relevant issues will be carried out in 2007. These may cover gender, sectoral analysis, the working conditions of vulnerable groups in the labour market, organisational innovation and human resource management in Europe, job commitment/job satisfaction, working conditions and employment security and employability, working conditions and health. The results of the post-test on training and job development will also be made available.

Research projects will prioritise the following:

Job quality and structural changes in Europe in comparison to the US

Initiated in 2006, this project aims to advance knowledge into what kinds of jobs (in terms of their quality assessed by indicators such as the median wage associated to jobs) have been created and lost in Europe since the 1990s and to qualify this change by breaking it down by economic sectors and socio-demographic variables. The output of this project will be the creation and analysis of an ‘analytical dataset’, based on existing surveys, the European Labour Force Survey, the European Community Household Panel and other sources. This will be done for all countries in the EU15 from the 1990s and up to the most recent available data, and for new Member States depending on the availability of data. The methodology will follow that of an earlier similar study carried out in the US to facilitate comparisons.

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

The comparative analysis will be based on the dataset of the European Working Conditions Survey as well as on existing ‘comparable’ US surveys. The project will:

- 1) identify existing US datasets that address working conditions
- 2) assess access to the micro data
- 3) carry out a comparative analysis and
- 4) contextualise and interpret findings through debate.

The project follows a similar approach to the analysis of industrial relations in the EU, Japan and the US carried out in the context of EIRO.

The self-employed in Europe (new)

Sixteen per cent of workers in Europe are self-employed. The structure of self-employment is quite different from that of employees (in general, older, male, and at both ends of the qualifications spectrum). This group is heterogeneous and encompasses different legal statuses and rights. In 2007, comparative information on the employment and working conditions of the self-employed across Europe will be collected through the use of the NEO network in a joint cooperation between EIRO and EWCO.

Employability and flexicurity

In-depth case studies on the development of employability will be carried out in a number of European countries with different flexicurity profiles. This project will, in particular, analyse companies’ policies and practices and the impact on their workforce.

Working conditions and social dialogue (new)

How do trade unions and employers deal with working conditions issues? Which issues are discussed? These are some of the central question to be studied in this project. The initial focus will be on health and safety issues but this may be expanded to include a wider set of working conditions issues (management of change, gender equality, intensification, lifelong learning, etc.) and further work is likely to follow in 2008. A seminar will take place with the objective of defining the definitive topic for a comparative analytical study through the Network of European Observatories.

Industrial relations and partnerships

Trade union and employer organisations at European and national level are the most important research partners and users of this knowledge. The activities and research projects for 2007 under this strategic theme are linked to the priority topical research and communication area: *Future trends, challenges and prospects in social partnerships: globalisation, adaptability, governance, employment development, flexicurity and employability.*

The Foundation's tripartite nature and close cooperation with the social partners greatly benefits research in this area and contributes to social dialogue in Europe. This is achieved by bringing together researchers and experts with experience of and opinions on the policymaking process at European level. The European Industrial Relations Observatory (EIRO) will continue to monitor European industrial relations developments as well as different models and developments of social dialogue. The European industrial relations dictionary will be regularly updated to reflect the latest developments.

Priority topics for further research and development are: *Effects of globalisation on social dialogue and globalisation of industrial relations.* It is envisaged that the above topic will address the following aspects of globalisation:

Impact of globalisation on different industrial relations models

The Foundation has produced industrial relations country profiles for the EU25 and has analysed the capacity for social dialogue in the EU10 plus Bulgaria, Romania, Turkey and Croatia. Based on the results of these studies, this project sets out to put the European industrial relations models of today into a wider perspective by benchmarking their strengths and weaknesses globally. The project will also produce future-oriented analysis on the impact of globalisation on different models of collective bargaining, worker participation, conflicts, impact on productivity, employment, flexicurity, working hours, wage development. The results will be published as a research report.

Internationalisation of industrial relations at global corporate level (new)

Under this theme, research will be conducted into the factors driving industrial relations activity at the trans-national level: the forms of activity involved, the main issues of interest to both sides of industry, the readiness of the actors, forms of employee participation, lessons to be learned, etc. The work will include desk research (examination of the literature, previous Foundation work and other sources) and interviews with relevant actors, which will then be used to guide case study work. The first stage will focus on the meso and micro level, looking into specific sectors and company cases. The research will then look into the macro level and assess the impact of those developments on social dialogue at national and EU level. The Foundation will ensure that the research will complement European Commission work on a similar subject.

Dynamics of the sectoral social dialogue (new)

This project will address developments in European social dialogue as a new form of governance. The objective is to analyse the EU sectoral social dialogue with regard to a better understanding of the dynamics at play in the sectors and in their corresponding committees by looking at dimensions such as: structures and actors; socio-economic characteristics of the sector; range of sectors; links to EU policies; dynamics of certain sectors (with regard to outputs); why certain sectors follow different paths in social dialogue activities. In addition to carrying out analysis, it is planned to conduct interviews with the actors of the EU sectoral social dialogue.

Flexicurity, regulation through social dialogue and labour law (new)

The project will examine the actions social partners have taken to promote flexicurity. Collective bargaining has been dealing with this topic at several levels: national, regional, sectoral and mostly company-level agreements. Labour legislation will be investigated alongside social dialogue. This will be done as a comparative analytical study through the Network of European Observatories.

Regional level developments and business creation (new)

Territorial aspects are significant in negotiations and social partnerships. Analysis of regional developments can lead to a better understanding of the needs of citizens, workers and companies. From an economic perspective, business creation and job developments are more likely to have a direct impact at regional level. The objective of this research is to analyse the role of partnerships in employment development as well as entrepreneurship at regional level. It will also explore the impact of economic, social and employment policies at regional level. This research will look into developments in territorial social regulations linked to economic development, job creation and business creation, as well as the role of partnerships at company and regional level. A report based on case examples/studies will be produced.

Representativeness studies in selected sectors

A new series of representativeness studies will identify the respective national and supranational actors (i.e. the trade unions and employer associations) in the following sectors: sea transport, postal services, sugar, tanning and leather, hospitals and health. In order to determine the relative importance in the sector's industrial relations, the studies will focus on their representational domain as well as on their role in collective bargaining. The studies will again be organised through EIRO as a specific form of comparative analytical report. Due to the significance and sensitivity of the subject, the sectoral social partners at European and national level will be closely involved in the evaluation. Board members will be given an opportunity to comment on national contributions.

Social cohesion and quality of life

The activities and research projects for 2007 under this strategic theme are linked to the priority research and communication areas: *Mobility, migration and integration of migrants, Diversity, equal opportunities and employability and Demographic change, young and ageing workforce, reorganisation of work over the life course*. A high priority in communicating and sharing experiences will be to improve communication towards key stakeholders.

European Quality of Life Survey

This major survey will be carried out for the second time by the Foundation in 2007. The survey will again contribute valuable information on key policy themes such as social exclusion, work and family, health and care, quality of life and quality of society. It will enable not only documentation and comparative data on quality of life but also the analysis of trends and developments over time in the enlarged EU. Again the survey will be based on face-to-face interviews with representative samples of the population in the EU25, Bulgaria, Romania, Croatia and Turkey – and in Norway, Switzerland, the US and Japan if external funding is made available. The fieldwork will be completed during the first half of 2007. A descriptive report will be prepared followed by a series of analytical reports.

Social and economic integration of migrants

The project focuses on the role of local authorities in this process. A network of cities has been established which will work with a scientific support group to examine how to improve policies and practices for the local integration of migrants. Themes for research will include housing and management of diversity. The method is based on case studies, which will be supplied by the cities. Through structured sharing of experiences, the project aims to enable local authorities to learn from each other and to deliver a more effective integration policy for migrants. The analyses will support the emerging European policy debate with innovative concepts of integration policy at local level. The case studies will be available on the web and the peer review process will provide the basis for the publication of guidelines of good practice and policy.

Flexibility and security over the life course

The research looks at the reorganisation of time over working life and approaches to flexicurity, which feature increasingly in the policy debate. An integrated report will bring together the most important empirical findings and key policy messages derived from a number of recent analyses by the Foundation. The research aims to contribute to a better understanding of the relationship between flexibility and security. It also aims to increase understanding of the impact of flexicurity on policy issues at the macro level (economy, society), meso level (sector, company) and micro level (family, individual). Seminars will be organised to ensure visibility and to support debate.

Geographical and labour market mobility in Europe

This is a subject that has been developed by the Foundation in its analyses of the Eurobarometer survey from late 2005. A series of reports will be published which provide a detailed description of mobility of workers in Europe, including the analysis of drivers and barriers to mobility as well as the economic and social effects of mobility in Europe. Debate on these issues will be extended through an international conference.

Demographic change in the labour market

The project draws mainly on the Foundation's extensive database and reports on company measures to improve employment opportunities for an ageing workforce. These case studies look at initiatives around recruitment, training, and occupational health, but also identify the growing importance of flexible working times and work-family arrangements for older workers. The database collection will be completed with research in an additional nine countries; altogether there will be round 200 electronically searchable company case studies. Results will be presented at a number of conferences, including some organised by the German Presidency.

Equal opportunities and social cohesion

The 2007 European Year of Equal Opportunities for All will provide opportunities for presenting the results of the Foundation's work in seminars, workshops and other events. This will involve the dissemination of work that is particularly relevant to the European Year, specifically research on measures to improve life chances for people with disabilities, older workers and parents of young children (with a particular focus on those living in disadvantaged areas). The general theme of 'equal opportunities' will provide a common thread to highlight measures to promote employment and social cohesion.

Promoting quality of life in rural Europe

This subject has been underlined as a key challenge for Europe, particularly in the new Member States. Reports from the Foundation's own European Quality of Life Survey have identified specific disadvantages that are more prevalent in rural areas, particularly in the poorer Member States. Creation and retention of employment in rural Europe is a high priority and the Foundation has launched research, involving reviews and case studies, to examine the contribution of social capital initiatives to successful, sustainable job creation in rural areas. A consolidated report will be published to inform a conference planned to take place under the Portuguese EU Presidency in the second half of 2007.

Communicating and sharing experiences

In 2007, communicating and sharing of experience will mainly focus on:

- Identifying, developing and understanding targeted user groups;
- Intensifying and customising the communication of Foundation's research results to current and new users.
- Expanding the Foundation's impact on decision makers.
- Increasing the visibility and improving the image of the Foundation in order to more effectively carry out its mission.

In order to better identify, understand and develop target groups, a first step will be to validate the existing target groups in terms of information needs and contact details. This will ultimately help to ensure an improved service to existing stakeholders and other active users and will be further supported by regular monitoring of stakeholder satisfaction. Secondly, new target groups will be developed such as the business community and related services, national organisations (parliaments, etc.) and EU institutions (where no active link exists). A targeted marketing and communication programme will be prepared for these selected groups.

New press contacts will be developed with the financial media and specialised press. Based on user demand, short customised products for segmented target groups will be produced and user surveys will also be carried out. Existing networks, such as the National Outreach Centres (NOCs) will be used in a more proactive way to identify new active users and strengthen the relationship with existing ones. The NOCs, whose role is to identify national target persons and disseminate results, will include three more Member States in 2007, bringing the total up to 13 centres.

The Foundation will create an action plan to provide systematic input to the Spring Summit based on the results of Foundation work on employment and quality of work. A special effort will be made to reach national parliaments. Customisation of products for priority users will be introduced. Specific events will be organised to maximise the benefits for decision makers.

The information campaign on working conditions will continue in 2007. Specific events will be organised across Europe with the National Outreach Centres. In addition to the campaigns, the communication focus in 2007 will be on migrants, ageing and young workers, flexicurity and labour law, globalisation and restructuring, gender, diversity and equal opportunities.

In order to better contribute to the general public debate, the Foundation will place articles in selected media across Europe and channel 'letters to the editors' of prominent journals. Collaboration with the press services in Brussels and the EU representation offices in the Member States will also be intensified in cooperation with the European Commission.

The Foundation's website continues to be an essential vehicle for presenting the results of the Foundation's work, including information and statistical data from the European Working Conditions Survey, and the updated Eurlife database on quality of life. Furthermore, the Foundation's case studies will be highlighted online so as to facilitate easier access by web users.

The Foundation's print publication programme will be directed more at the needs of target groups. Shorter, more policy-oriented publications will be provided through new products such as *Foundation Findings* and *Foundation Focus*. Work will also begin on a new publication, *Living and working conditions in Europe*, which will summarise developments in Europe over the past few years. More language options will be introduced on the web, for instance by publishing titles and abstracts in all EU languages. The Foundation will also endeavour to provide more products in different languages in response to specific campaigns.

The Foundation's *Seminar Series* and *Company Network Seminar Series* will continue in 2007. The opportunity to involve acceding and candidate countries will be considered. One aim of the Company network seminars will be to attract more company representatives (management and labour) to the events, hence enhancing the possibilities for peer-to-peer exchange. Topics will include the impact of integrating migrant workers. Two sector workshops will also be organised during the year.

5

Cooperation, resources and work processes

During 2007, cooperation with other European Agencies, such as Cedefop, the European Agency for Safety and Health at Work and the Committee of the Regions will be intensified. The modelling of the European employment and skills needs will be jointly developed with Cedefop, and other joint projects and events are in the pipeline. It is also proposed to carry out joint dissemination activities with the European Agency for Safety and Health at Work. In the light of the extensive knowledge and data on gender-related topics in living and working conditions collected by the Foundation over the past 30 years, cooperation with the new European Institute for Gender Equality will be initiated. Cooperation with the European Economic and Social Committee (EESC) will be developed further.

Cooperation with European research institutes and international organisations, such as the ILO and OECD, will continue and new contacts with organisations outside Europe will be developed in order to provide some limited global comparisons.

All the work processes of the Foundation have been subject to critical review and improvements have been implemented to further enhance the efficiency, quality and timeliness of work. Particular attention has been given to work planning, project management, risk management, transversal ways of working, streamlining of work processes and development of the management and operational skills of the staff. These efforts will continue in 2007 and beyond. The Network of European Observatories (NEO) across 28 European countries was established in 2006 and will be further developed. Planning of the next four-year programme 2009–2012 will begin in 2007.

The skills and resources of the Foundation will be developed to meet the new objectives, i.e. more forecasting-oriented work, some global comparisons, innovation, productivity and competitiveness, taking into account societal factors and the impact on employment. The Foundation expects to have a staff of 94 and a budget of EUR 20.2 million.

At the information user end of the work process, the emphasis will continue to be on identifying the specific needs of different information user groups, focused and timely provision of the right information, and continuous and judicious follow-up of emerging topics on the policy agendas of the Foundation's stakeholders.

Annex

Budget 2007 (EUR million to third decimal place)

Heading	Implementation 2005	Budget 2006	Budget 2007 Agency's request
- Contribution from EU budget - DG EMPLOI	18.600	19.000	19.600
- Miscellaneous revenue	0.695	0.760	0.580
TOTAL	19.295	19.760	20.180
Title 1			
- Salaries and allowances	8.550	9.601	9.765
- Other costs	0.421	0.559	0.795
Title 1 Total	8.971	10.160	10.560
Title 2			
- Operating expenditure	1.382	1.500	1.350
Title 2 Total	1.382	1.500	1.350
Title 3			
- Translations	0.375	0.400	0.360
- Other costs	8.547	7.700	7.910
Title 3 Total	8.922	8.100	8.270
TOTAL	19.275	19.760	20.180