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# European Foundation for the Improvement of Living and Working Conditions

**External Evaluation**  
Final Report

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## 1. INTRODUCTION AND STRUCTURE OF REPORT

This report has been prepared by Deloitte & Touche, selected by the European Foundation for the Improvement of Living and Working Conditions to carry out the external evaluation of the Foundation. The report is structured as follows;

- Chapter 2 describes the approach we took to the evaluation assignment. Our methodology and process are described in detail.
- Chapter 3 puts the evaluation in context by describing the position of the Foundation on the European scene.
- Chapter 4 summarises the detailed overview of the Foundation's activities that we have produced. Full details of this overview are given in the appendices.
- Chapter 5 contains our detailed evaluation of the Foundation's activities, outputs and impact. This chapter is divided into subsections structured according to the main evaluation criteria we use to reach our conclusions on the Foundation's activities, namely relevance and coherence, effectiveness, impact and efficiency.
- Chapter 6 addresses the other main focus area for the evaluation, namely the Foundation's organisation. This chapter is divided into sections on Governance, Finance, Human Resources, Internal Communication and Information Technology.
- Chapter 7 contains our overall conclusions and recommendations.
- A series of appendices follows, containing 15 case studies representing the broad range of Foundation projects, the inventory of activities 1975-96, and the inventory of activities 1997-2000..

## 2. APPROACH TO THE STUDY

### 2.1. Introduction

The objective of the external evaluation was to *secure "an independent evaluation of the performance of the Foundation, the way it functions and its achievements, mainly for the period from 1997 to 2000."* Its purpose was *"to support organisational decision-making through the provision of accurate and valid data on the operation of the Foundation's programmes, with a view to remedying problems and strengthening effectiveness, to improve resource allocation, and to ensure accountability to key stakeholders"*. The evaluation did not seek to assess the degree to which living and working conditions in Europe had evolved over the period, but focused on the contribution that the Foundation had made to these overall developments.

In agreement with the evaluation's Advisory Committee key questions raised in the TOR were refined during the study to the following:

- How does the Foundation contribute to the achievement of better living and working conditions in Europe? What is its mission today? In what way does it bring European added value to the process?
- How effectively does it increase and disseminate knowledge?
- Does it identify factors leading to change?
- How effectively does the Foundation draw up, implement, adapt, and evaluate its Work Programme? In which areas of its work does it achieve its objectives generally more or better?
- Do its different constituencies have different views on the above questions? What are the implications of these constituencies' positions for the Foundation's effectiveness?
- How could it improve in the future?
- How effective is the governance structure of the Foundation?
- Is the Foundation efficient in its operation (financial, procedural, organisational...), given its institutional constraints?
- Have recent reorganisations of the Foundation helped to maximise coherence (clear lines of responsibility, information, accountability and authority,...) ?
- What are the strengths and weaknesses of the Foundation's operations? To what extent could practices used elsewhere help to improve its efficiency?
- How can the Foundation be improved in its operation in order to secure a greater impact through its work programme?

The report addresses all of these questions in detail, following the structure outlined in Chapter 1. This chapter describes the methodology we followed, provides insight into the approach taken to drawing the sample for the questionnaire survey, summarises response rates to the survey, and also provides a detailed explanation of the criteria we used to select the representative case studies. Finally, it comments on the strengths and limitations of our approach.

In order to be clear about the different relationships, which the Foundation has in relation to the many constituencies with which it is involved, we have used the following terms in this report:

- **constituencies** is a generic term that refers to the groups of actors (such as EU institutions, national governments, social organisations, media, researchers, etc.) who have or are likely to have an interest in the Foundation's work;
- **stakeholders** are those who are directly connected with the organisations present on the Administrative Board, i.e. European Commission, Member State national authorities, employer and trade union organisations, and the staff of the Foundation;
- **users** are those who receive the Foundation's outputs but who are not directly represented on the Board, i.e. researchers, enterprise managers, the media, other European institutions (such as European Parliament, Economic & Social Committee, and so on), international organisations, and any other bodies which come into contact with the Foundation;
- **target audiences** are those that the Foundation identified as being the most important users of its material.

Stakeholders often act as users, of course, but the fact that they have an opportunity and responsibility to guide or serve the Foundation marks them out as having different interests.

## 2.2. Methodology

The evaluation was carried out through a mixture of desk research, questionnaire surveys, representative case studies and interviews. The work was done by a team of consultants from Deloitte & Touche in Brussels, with support from the firm's Dublin office and expert input from Dr Diane Perrons of the London School of Economics and Mr Paul Silon, formerly of the Belgian Christian Trade Union movement. These two experts contributed in the areas of the relevance of the Foundation's work programmes to the European political agenda, and the relationship between the Foundation's work and the day-to-day needs of social partners.

Our findings and conclusions emerged from a sequential process of desk research, interviews at the Foundation, questionnaire surveys, representative case studies and external interviews.

We started with an analysis of documentary material received from the Foundation. This covered over one hundred documents describing the Foundation's organisation, activities and processes, as well as a significant amount of European policy documentation such as *White Paper: European Social Policy: A way forward for the Union (1994)*, *Medium term Social Action Programme (1995-1997)*, *Social Action Programme (1998-2000)*, *Social Policy Agenda (2000-2005)* and a range of specific publications on areas covered in the case studies. On the basis of these documents and interviews with senior staff of the Foundation we formed initial impressions concerning the key issues of the Foundation's activities and organisation.

This insight allowed us to compose detailed questionnaires (in three languages) for different constituencies, defined in close co-operation with the Foundation (described below). Given the Foundation's basic aim of providing a contribution to European policy-making and debate on living

and working conditions, it was essential for the evaluation to invite a large number of internal and external actors to give their views.

The questionnaire surveys were targeted at the following participants in the work of the Foundation and external recipients of Foundation material:

- Administrative Board
- Committee of Experts
- All Foundation staff
- Officials of the European Institutions
- National Government Officials
- Employers and Trade Union Organisations
- Researchers
- Media.

The results of the several questionnaires further confirmed or enriched our initial impressions and identified new issues.

The fifteen case studies we carried out were included in order to shed detailed light on a representative group of the Foundation's projects. Section 2.4 describes the criteria we used to select these case studies, to ensure that they indeed represent a broad range of the Foundation's activities. Our approach to these case studies also featured interviews with intended targets and/or users of the material produced by the projects, in order to make some assessment of the degree of real external impact in each case.

The additional interviews that we carried out were designed to validate the emerging conclusions that we reached from the desk research, questionnaire surveys and case studies, by testing themes and ideas with a broad group of Board members, European Commission officials, and staff.

This report presents the considered findings and conclusions we have formed by assessing all of these elements in the cumulative process described here. We did not weight any more than others, except if the evidence was clearly unrepresentative or not credible. Section 2.5 provides more insight into the way we combined them to reach our conclusions. In cases where we do not provide specific evidence to support a finding or conclusion, it is because we have combined the evidence to present a summary conclusion.

The level of attention devoted to the evaluation of the Foundation's activities exceeded that given to the review of the organisation. This was a consequence of the fact that the study was the first global evaluation in the Foundation's 25 year history, and inevitably the main focus was the manner in and the degree to which the Foundation has fulfilled the mandate laid down in its Founding Regulation. Moreover our initial examination of the Foundation's organisation in the early stages of our work revealed few major issues of serious concern. Our knowledge of Community structures and procedures, in particular of EU decentralised agencies, reassured us that in the main the Foundation's organisation does not present serious problems. Chapter 6 of this report nevertheless deals in some detail with those areas where we believe attention is justified.

The main evaluation criteria mentioned above are defined by us as follows:

- **Relevance and Coherence:** This addresses the questions of whether, to what extent and how the Foundation has managed to ensure that its work is of value to its different users. There is more than one way in which the concept of relevance should be addressed: for example, it covers, *inter alia*, the manner in which the Foundation gathers evidence regarding new areas of work to be sure

that there is interest or demand for them, the general topicality of the items on the work programme, the presence or absence of a link to a live or forthcoming Community debate, and the timeliness of output. By coherence we understand two separate but related aspects: first, whether the Foundation's work displays coherence with important issues in the policy arena, and second, whether the work programme displays internal coherence in terms of the inter-relationship between its themes and activities. In other words, does the Foundation's work respond to the requirement in the Founding Regulation that it contribute to European policy in the sense that its working programme displays linkage to the EU agenda and is implemented under a coherent strategy linking all of its elements?

- **Effectiveness:** This concept relates to the Foundation's degree of success in achieving the objectives set out in the founding Regulation and in its own Work Programmes. How successfully has the Foundation addressed the challenge of contributing to the policy-making system within the Community? How useful and appreciated is its output? How effective are its information and dissemination activities? On the internal front, does the Foundation implement an effective quality management system? Is the organisation structure best suited to achieve the desired results?
- **Impact:** We define impact as the incidence of action taken by desired targets of the Foundation's outputs, as a result of or influenced by their contents. How can one measure the Foundation's contribution to policy-making? We established from the beginning of the evaluation that the Foundation could not be expected to ensure that its outputs were actually used by users to direct effect in their work. The Foundation is set up for the purpose of providing objective, high quality information at European level in the field of living and working conditions for the use of policy actors, not for the purpose of influencing consciously and directly the policy in those areas. The Foundation does not have the right tools to do so but the organisation is rightly concerned to know what kind of impact its work has. This whole area of impact attribution is extremely open to question, given the great difficulty of tracing clear causal relationships between the actions of a body like the Foundation and those of policy actors in a crowded policy area. Nevertheless, we believe that the report offers useful insight into how and when the Foundation can hope to have most impact as defined above.
- **Efficiency:** This refers to the processes by which the organisation works, across all aspects of its operations. It covers matters of governance, work organisation, support systems planning and procedures, awareness of cost factors, financial management, avoidance of dysfunctional procedures and so on. Are the resources deployed in a rational manner, based on an analysis of the tasks and priorities? Are there bottlenecks in the system? Do the institutional structures of Board, Committee of Experts, and the interrelationship with EU institutions work well?

Throughout this report we describe the basis for our conclusions. The recommendations are also a mixture of suggestions made by stakeholders (where we share the view that they would be useful) and our own analyses.

### 2.3. Sampling and Response Rates for Surveys, and Interview programme.

In order to decide on the approach to the questionnaire surveys, our first challenge was to agree on the different target audiences for the questionnaires. In the case of the Administrative Board, the

Committee of Experts and the staff, we simply invited all of the members or employees. In relation to the much larger group of external actors, we based ourselves on the Foundation's own data base of contacts and selected a sample of 855 individuals drawn from the EU institutions, national governments, the research community, employer and trade union organisations and the media. These included all of the 175 contacts on the Foundation's 'obligatory' mailing list (a list including stakeholders and users who receive all of the Foundation's outputs). We took care to ensure a reasonable geographic spread across the Member States of the European Union, and also included some actors from Central and Eastern Europe. The table hereunder shows the numerical division between the different categories of recipient, and also the geographical spread.

In all cases we requested recipients to forward the questionnaire to others whom they believed would be appropriate, and we asked the recipients to attempt to reply on behalf of their organisation rather than giving a purely personal view.

The Foundation also included a link to the questionnaire on its web site, and circulated the 14.000 recipients of its newsletter with information about the questionnaire.



**Table 1: Sample for Questionnaire Survey**

	<i>Administrative Board</i>	<i>Committee Experts</i>	<i>of Users</i>	<i>Staff</i>	<i>Total</i>
<b>Amount of contacts</b>	<b>98</b>	<b>16</b>	<b>855</b>	<b>89</b>	<b>1058</b>

**Table 2: Breakdown of Users**

	<b>% Contacts / Total</b>	<b>Austria</b>	<b>Belg</b>	<b>Den</b>	<b>Fin</b>	<b>Fr</b>	<b>Germ</b>	<b>Gre</b>	<b>Irl</b>	<b>Ital</b>	<b>Lux</b>	<b>Port</b>	<b>Spain</b>	<b>Swed</b>	<b>Ned</b>	<b>UK</b>	<b>CEEC</b>	<b>Other</b>	<b>Not specified</b>
Econ & Soc Committee	6%																		
European Commission	16%																		
European Parliament	14%																		
National Governments/ Government bodies <sup>1</sup>	16%	2%	44% <sup>2</sup>	2%	4%	1%	2%	2%	6%	2%	1%	7%	4%	7%	1%	2%	13%	0%	0%
Researchers	18%	4%	9%	7%	7%	10%	15%	3%	2%	9%	0%	1%	5%	3%	5%	19%	1%	2%	0%
Social Partners	21%	1%	44%	2%	4%	4%	3%	1%	4%	7%	1%	3%	1%	3%	3%	7%	10%	1%	1%
Press	8%																		
Total	100%																		

<sup>1</sup> These are in addition to Administrative Board members, who were also asked to distribute the questionnaire widely.

<sup>2</sup> This high figure is explained by the fact that Member States' representatives and Social Partners' European offices are often based in Brussels.

**Table 3:** Overview of the issues covered in the different questionnaires

<b>Administrative Board questionnaire</b>	<b>Committee of Experts</b>	<b>General users' questionnaire</b>	<b>Staff questionnaire</b>
<b>Approach:</b> Views of full members and alternate members	<b>Approach:</b> Views of members of the Committee of Experts	<b>Approach:</b> Perceptions of users and their opinion of the products and services provided	<b>Approach:</b> Views of all staff on the functioning of the Foundation, elements of HR, Internal Communication, culture within the Foundation and aspects of job performance.
<b>Section 1:</b> Profile of the respondent	<b>Section 1:</b> Profile of the respondent	<b>Section 1:</b> Profile of the respondent, views on the activities and outputs of the Foundation (quality, relevance, usefulness, etc.)	<b>Section 1:</b> Profile of the respondent and views on clarity of job descriptions, staff planning system, involvement in departmental planning
<b>Section 2:</b> Role & tasks of the Foundation, synergy with other EU agencies, achievements of the Foundation, contribution of Foundation's work (European and national policies)	<b>Section 2:</b> Role & tasks of the Foundation, synergy with other EU agencies, achievements of the Foundation, contribution of Foundation's work (European and national policies)	<b>Section 2:</b> selection question aimed at guiding the respondents directly to the questions appropriate to their profile	<b>Section 2:</b> Internal communication: degree of contacts between staff members, degree of information, degree of satisfaction and so on.
<b>Section 3:</b> Integration of questions from users' questionnaire: Assessment of several aspects of the Foundation's work (quality, relevance, and so on)	<b>Section 3:</b> Present role of the Committee of Experts, its influence (actual and desired)	<b>Section 3, 4 and 5:</b> European Institutions and International organisations, national public authorities and social partners. Added value of the Foundation's work for their organisation.	<b>Section 3:</b> Culture within the Foundation: Issues include delegation of tasks, monitoring, staff support, motivation, and so on.
<b>Section 4:</b> Issues concerning present role of the Administrative Board and its influence	<b>Section 4:</b> Communication and internal relationships of the members of the Committee of Experts, with the Foundation, and so on.	<b>Section 6:</b> Researcher's: views on the Foundation's contribution to the creation of research networks.	<b>Section 4:</b> Job performance: 3 main factors that help, prevent, motivate and discourage staff while performing their job.
<b>Section 5:</b> Communication and internal relationships of the members of the Board, between groups, with the Foundation, with the Committee of Experts, and so on	<b>Section 5:</b> Characteristics of the meetings of the Committee of Experts	<b>Section 7:</b> Views of media on usefulness of Foundation's products for their use	
<b>Section 6:</b> Characteristics of the meetings of the Administrative Board			

The degree of response to the questionnaires was mixed. As might be expected, an acceptable number of Administrative Board, Committee of Experts and staff members responded to the questionnaire in detail, with response rates to date of 37%, 44% and 70% respectively. It is nevertheless disappointing that less than half of the full Board members responded. Nor did any Board member request an interview with us. The overall response rate among the other categories was 7.7%. In absolute terms a total number of 171 responses offers a rich and diverse set of opinions, but it was important for our purposes that we secure both a reasonable minimum number of responses in each category of respondent, and that the geographic spread, where relevant, also be sufficient.

The tables below show the degree of response for each category, broken down by Member State. The reader will note that the response rate in the EU officials and researchers categories is higher than their share of the sample. In addition the geographical spread is reasonable, but Germany's response rate was very poor (only one general user's response, despite there being a German-language questionnaire).

After discussion with the Foundation on the content, we lengthened our original draft questionnaires to deepen the level of detail and the number of specific issues explored. The final length of the questionnaire may have deterred some recipients from responding, in that one or two people expressed the view that its long length put them off somewhat. We received several e-mails from general users that stated that they only had very few contacts with the Foundation and that their knowledge of the Foundation's activities and organisation was too narrow to permit them to respond in detail.

**Tables 4: Responses to Questionnaire Surveys**

	<b>No. of responses</b>	<b>% sample responding</b>
Board	<b>36</b>	36,73%
Committee of experts	<b>7</b>	43,75%
Users	<b>66</b>	7,62%
Staff	<b>62</b>	69,66%
<b>Total</b>	<b>171</b>	100

<b>Board questionnaire response – Representatives</b>	<b>No. of responses</b>	<b>% of responses</b>
Commission	1	3%
Employers' organisations	10	28%
Employees' organisations	9	25%
Member State Governments	13	36%
Undefined	3	8%
<b>TOTAL</b>	<b>36</b>	
<b>Board questionnaire response – Full member/alternate</b>		
Full member of the AB	65,6%	
Alternate member of the AB	34,4%	
<b>How long member of AB</b>		
Less than 1 year	9,4%	
1 to 3 years	25%	
3 to 6 years	37,5%	
6 to 9 years	15,6%	
More than 9 years	12,5%	

<b>General Questionnaire Response</b>	<b>No. of responses</b>	<b>% of responses</b>
European Commission	9	14
European Parliament	1	1
Other European Institution	0	0
Other International Organisation	0	0
European organisation representative of Workers	6	9
European organisation representative of Employers	5	8
National organisation representative of Workers	7	11
National organisation representative of Employers	2	3
Other Organisation concerned with Economic & Social Affairs	0	0
National Public Authorities	8	12
Regional or Local Public Authorities	0	0
Researcher/ University and Research Centre	24	36
Enterprise	0	0
Media	2	3
Student	0	0
Other	2	3
<b>TOTAL</b>	<b>66</b>	<b>100</b>

<b>General questionnaire response - work responsibility</b>	
European Affairs	37
National Affairs	18
Local or Regional Affairs	4
Not mentioned	7
<b>TOTAL</b>	<b>66</b>

**Level of responsibility of the respondents to the staff questionnaire (question 1.4. Staff questionnaire) – percentages**

<b>Responsibility</b>	<b>Total</b>	<b>Men</b>	<b>Women</b>
No responsibility	62,9	54,5	67,5
Responsibility over 1 to 3 people	22,6	27,3	20
Responsibility over 4 to 5 people	3,2	4,5	2,5
Responsibility over 6 to 10 people	8,1	9	7,5
Responsibility over more than 10	3,2	4,5	2,5

<b>General questionnaire response – by Member State</b>	<b>No. of response</b>	<b>% of response</b>
Austria	2	3
Belgium	4	6
Denmark	5	7
Finland	7	11
France	4	6
Germany	1	1
Greece	2	3
Ireland	5	7
Italy	3	5
Luxembourg	3	5
Netherlands	9	13
Portugal	1	1
Spain	3	5
Sweden	3	5
United Kingdom	7	11
Candidate country	4	6
Other country	3	5
<b>TOTAL</b>	<b>66</b>	<b>100</b>

We draw from this that the responses from the general users' categories require more cautious use owing to the relatively low number. However, we have also applied the control of assessing whether or not the general trend of the responses in the lower response categories demonstrates consensus or a great diversity of opinion. Where we secure unanimity or a strong general consensus around a certain point of view, we are obviously more confident about attributing value to that result. In any case, throughout the report we indicate the basis for our views and include the quantitative data where appropriate.

As well as the questionnaire responses, we undertook 16 interviews with Board members, the Directorate and members of the Committee of Experts. These were broken down as follows (for Board members, who originated from 7 Member States):

**Table 5: Number of interviews with members of the Administrative Board**

<b>Constituency</b>	<b>Number of interviews</b>
Representatives of the European Commission	1
Representatives of the National authorities	5
Representatives of the Employers' organisations	3
Representatives of the Employees' organisations	2
<b>Total</b>	<b>11</b>

Despite our invitation, no additional Board member requested an interview. Over 40 additional interviews, both direct and by telephone, took place with users in relation to the case studies. These were broken down as follows:

**Table 6: Number of interviews with users**

<b>Constituency</b>	<b>Number of interviews</b>
European Commission	15
National authorities	6
Employers' organisations	7
Employees' organisations	6
European Parliament	1
Council Secretariat	1
Other	6

<b>Total</b>	<b>42</b>
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Note: the terms used in Table 5 do not imply that these users are or were members of the Board. They were interviewed as a result of their potential relationship with the case study in question.

#### 2.4. Case Studies.

As stated above, we used case studies to explore in more detail the way in which the Foundation carried out its Work Programme. To back up the information contained in the inventories of activities (see chapter 4 and appendices 1 and 2) we prepared fifteen detailed descriptions of projects, linked directly to the evaluation criteria and providing a rich basis for the current evaluation and for future project monitoring and evaluation. It was essential if the case studies were to be of value in contributing to our overall conclusions, that they represented the full range of the Foundation activities in terms of subject matter, working method, financial cost, and policy objective. We employed the criteria presented below in order to select projects for closer study.

##### 2.4.1. CRITERIA FOR SELECTION OF CASE STUDIES (1997-2000)

For the programme of work 1997-2000, we selected 12 case studies from among the 50 projects carried out during those years. Our cost analysis does not take into account the year 2000 because the end of year expenditure was not available in time for the selection.

For some of the projects, which began during the last four-year programme, it is still too early to attempt to measure specific impacts. We did not include such projects.

Our first selection category was **themes & challenges**: we took 1 to 3 projects per challenge in the work area “Research and Development activities”, selecting more projects in the largerspensing challenges. In most cases we selected larger projects in terms of research spending.

Our second criterion aimed at ensuring a good representation of the **working methods** used by the Foundation. We classified these into the categories: monitoring, networking, quantitative surveys, case studies, action research, database development and debate. For the selection, we looked at the relative percentages of costs expended on study contracts, meetings and other items, basing our analysis on the end of year expenditure data available from the Operational Support Unit. The table below shows the division of our selected case studies according to the percentage of costs expended by activity area:

- 6 projects for which study contracts represent more than 50% of the costs
- 6 projects for which study contracts represent less than 50% of the costs (in some cases the study contracts relating to these projects took place under a previous 4-year programme).

The third criterion concerned **costs of studies and meetings and duration**. We took care that our selection of case studies reflected four categories of costs (study contracts and meetings) in Euro for 1997-1999 as follows:

- 1 = less than €100.000 (2 selected projects)
- 2 = between €100.000 and €500.000 (4 selected projects)
- 3 = between €500.000 and €2.000.000 (4 selected projects)
- 4 = more than €2.000.000 (2 selected projects)

We took also into account the duration of the projects:

- 2 projects of 1 year
- 3 projects of 4 to 6 years
- 7 projects of 8 years or more

Longer projects feature more in our selection than shorter projects, because of their larger size. We have thus 3 “permanent” projects and 9 fixed-term projects.

Our last criterion was the **anticipated outcomes**. After our interviews with the Research Managers, we classified the desired outcomes into four categories and sought a reasonable spread across them:

- A = anticipate debate by identifying factors leading to change;
- B = enrich European awareness through providing scientific information and technical data;
- C = produce results useful for policy developments or collective bargaining;
- D = facilitate exchange of practice and experience through case studies or good practice guides.

The table shows the selected case studies and their breakdown according to the relevant criteria.

**Table 7: Selected case studies for the period 1997-2000**

Name of Project	Challenge & Theme	Nature (% of costs in study contract)	Working Method	Costs - 5 categories	Type (permanent or fixed term)	Duration	Desired outcomes
European Industrial Relations	Industrial Relations	> 50%	Monitoring	4	Permanent	+ 4 years	B, C



Observatory (No. 188)			project Network				
Employment Options in the Future (No. 152)	Employment	> 50%	Quantitative survey	3	Fixed term	8 years	B, C
The future of work in information society (No. 110)	Employment	> 50%	Analysis of existing data	2	Mix of fixed terms	+ 8 years	A, B, C
Active strategies for an ageing workforce (No. 214 )	Employment	< 50%	Debate	1	Fixed term	1 year	A, B, C
Equal opportunities and collective bargaining (No. 166)	Equal opportunities	< 50%	Database development & case studies	3	Fixed term	6 years	A, B, C, D
Monitoring working conditions in the EU (No. 156)	Health and well-being	> 50%	Quantitative survey	4	Permanent	+ 8 years	B, C
Design for sustainable development (No.204)	Sustainable development	> 50%	Network Database	2	Fixed term	4 years	B, D
The role of partnerships in promoting social cohesion (No. 150)	Social Cohesion	< 50%	National reviews and case studies	3	Fixed term	5 years	B, C, D
Information and consultation in European multinational companies (No. 116)	Participation	> 50%	Analysis of existing data Database Case study	2	Permanent	+ 8 years	B, D
The future of workers' participation in Europe (No. 219)	Participation	< 50%	Debate (exploratory)	1	Fixed term	1 year	A, B
Innovative forms of work organisation	Debate and discussion	< 50%	Debate Case studies	2	Fixed term	8 years	D
Central and Eastern Europe seminars (No. 145)	Debate and discussion	< 50%	Debate	3	Fixed term	+ 8 years	D

#### 2.4.1 SELECTION OF CASE STUDIES FOR 1976-1996

For the selection of case studies for the period 1976-1996, we had much less information. We selected 4 case studies from a very large number, but were only able to implement 3 to date. This was due to difficulties in identifying a suitable case study in Industrial Relations.

Our first criterion was the **theme**: we wanted to cover a broad representation of the work done by the Foundation by subject. We chose 1 project in each of the following:

- Work Organisation, which was an important subject at the beginning of the Foundation;
- Social Cohesion;
- Industrial Relations; and
- Environment.

The second criterion was the **working method** employed. We took one each of the following:

- analysis of good practice;
- case study project;
- survey; and
- debate-type project.

The **period** in which they took place and the **duration** of projects were also taken into account. We wanted to cover the period as widely as we could (the cases cover 1981-1995). We took projects of different duration, ranging from 2 to 8 years.

*Table 8: Selected case studies for the period 1976-1996*

	<i>Theme</i>	<i>Duration</i>	<i>Working Method</i>	<i>Desired outcomes</i>
<b>Name of the project</b>				
Impact of technological development on work organisation	Work organisation	1981-1989	Good practice	A, B
Coping with social and economic change at neighbourhood level	Social cohesion	1987-1993	Policy reviews, household survey and case studies	B, C
European workshop on Eco-products	Environment	1994-1995	Debate	B, D

This approach has ensured that we have a set of case studies fully representative of the range of Foundation work, which are referred to throughout Chapter 5 and included in full in appendix 2.

We carried out the case studies by:

- working jointly with the relevant Research Manager or Foundation staff member to gain a first understanding of the project;
- submitting a draft project description to the staff member in question;
- contacting one or more “end-users” of the project (who were not involved in its preparation) to discuss the value of the work and, in particular to assess whether the claims relating to the project’s impact were shared by the objective outsider(s);
- inviting the staff member to make final comments on the text before finalising it for inclusion in this report.

## 2.5. Strengths and limitations of the approach.

The study was carried out over a period of six months from April to October 2001. The approach taken and described in section 2.1 above was essentially faithful to that outlined in our proposal. The main difficulties facing the evaluator in this context concerned:

- the length of time to be covered by the evaluation. While there was a main focus on the period of the last four-year programme, 1997-2000, it was necessary to obtain an overview of the 25 years of the Foundation's existence in order to understand the changing context and nature of the Foundation's work.
- the complexity of the organisation (which has a working area of great breadth);
- the numerous constituencies both involved directly in the Foundation and in its users' community;
- the regular changes in approach and structure of the work programme over the years which made a uniform analytical approach impossible and which required considerable time in order to produce a reasonable overview on which we could base our work;
- the difficulties in extracting information in a structured way from the Foundation. This is not at all an accusation of a lack of helpfulness on the part of staff: on the contrary, we received great support, but the wide variety of themes in the work programme, and the relatively autonomous way in which different teams in the organisation have worked in the past made the collection and analysis of basic data on activities, contacts and expenditure a major consumer of the evaluation team's time.

Nevertheless, the combination of methods employed (documentation review, questionnaires, interviews and case studies) is broad enough to allow us to attribute confidence to our conclusions, on the basis that the different sources tend to mutually reinforce each other, and that our own knowledge of European policy and institutional behaviour bears the main conclusions out as well. The limitations of our approach are of course linked to the relatively low response rate by some categories to the survey, the amount of time available to the evaluators to carry out such a broad ranging review of an organisation's activity, the well-known difficulty of assessing the impact of policy and information organisations, and the budgetary limit for the study. For the reasons given above, however, we are confident that the evidence is robust enough to support our conclusions.

Readers should note that the maximum budget made available for this evaluation (€145,000) represented about 0.06% of the estimated overall expenditure of the Foundation from 1975 to 2000 (€224 million), and about 0.2% of its expenditure over the four-year period 1997-2000 (€69 million). Commission guidelines have recommended that evaluation budgets should not be less than 0.5% of relevant expenditure. The Foundation has recently begun to devote more attention to evaluation, and we seek to provide some suggestions in that regard in our recommendations.

### 3. CONTEXT AND POSITIONING OF THE EUROPEAN FOUNDATION.

#### 3.1. Introduction.

The purpose of this chapter is to make some important remarks about the Foundation and its context in order to position the remainder of the report. The Foundation has to be seen in the global context in which it acts (the founding Regulation, its place in the EU institutional structure, the tripartite governance system, its challenge to remain relevant in a fast changing economic social and political environment, its financial and resource limitations, processes and procedures and so on.) It is vital, for a mature understanding of the results of the evaluation, that the reader be aware of these particularities.

We have addressed them by looking at the genesis and history of the organisation, the implications of the tripartite structure, the links with other EU institutions, and the mission and role of the organisation over time. We also describe here the structure and basic functional mechanisms of the Foundation.

#### 3.2. Genesis and History.

The Foundation was established after discussion in the early 1970s about the value of increasing the European Community's capacity to address important policy challenges in the social field. The newly enlarged Community was faced with the desire to develop a framework and specific instruments for regulating the world of work and for putting in place a series of social measures in a wide range of fields. Policy makers felt a difficulty in obtaining sufficient insight into economic and social phenomena in order to base their policy and practice recommendations on a solid footing. They therefore approached the social partners (whose involvement in policy making was a strong feature of post-war life in several European countries) with a view to establishing a specialist body, which would gather information on working and living conditions, combine it in a European perspective and make it available to policy-makers. The idea received support and the Council of Ministers enacted a Regulation in 1975 to create the Foundation. Its objective and tasks as stated in the Regulation were to support the European policy-making process through a contribution *"... to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development"* and *"developing and pursuing ideas on the medium and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change; advising the Community institutions on foreseeable objectives and guidelines by forwarding in particular scientific information and technical data."*

A number of specific policy themes for attention were also included in the Regulation.

From the very beginning the organisation was designed to function with three main groups within the Administrative Board: the Member State governments (and European Commission), the employers and the unions. The way in which the co-operation was implemented reflected the broader pattern of

tripartite activities at European level. For example, the Directorate were not only appointed on the basis of their competencies and following the formal procedures set out in the Regulation, but also in line with unwritten agreements between the social partners on participation in European activities and bodies.

Throughout the Foundation's life, this three way structural division has remained intact, and has been accompanied by a significant increase in the direct involvement of the social partners in European policy-making in other fora.

The Foundation has also seen its work programme expand to incorporate formal attention to industrial relations (as well as the original themes of living and working conditions).

In terms of working methods, the Foundation has relied on three main approaches:

- commissioning of **research** into chosen themes, or collation of existing research into European-level data for wider publication;
- promotion of **debate and discussion** on important issues; and
- **dissemination** of results of research and debates.

### 3.3. Internal organisation of the Foundation

The Foundation currently employs 97 staff members. From these 97 people 30 are dedicated to research-related activities, 29 to information and dissemination activities and 38 to support activities (the later number also includes the eight Directorate staff members). Research managers also undertake information and dissemination activities as part of their function and the Information and Communication Section has operational and strategic functions in its own right, as well as support functions.

The internal organisation of the Foundation is structured around the research teams, which act as the managers for the production of research material and organisers of debate activities. Four departments support these research teams, namely Operational Support, Information and Communication, Administration and Human Resources. These departments can be subdivided into two blocks in relation to the nature of their role.

On the one hand the Operational Support and Information and Communication departments support the research and dissemination process and deal directly with the research teams on issues such as:

- Operational Support: public procurement process, contract management, organisation of conferences and so on;
- Information and Communication: information and dissemination strategy, publication process, translation, dissemination activities, external relations, library service, information systems and so on.

The Administration and HR departments mainly support the framework structure in which the research teams and the other departments act, namely on issues such as:

- Administration: budgeting, payments, accounting, IT-infrastructure and problems, logistics, facilities, document management and so on;
- Human Resources: staff appraisal, performance reviews, wages, promotion, training, job descriptions and other issues.

The Foundation is managed by the Directorate, which consists of the Director, the Deputy Director and currently 3 advisors to the Directorate.

On the next page is an organisation chart of the Foundation, with an indication of the number of persons in each function.

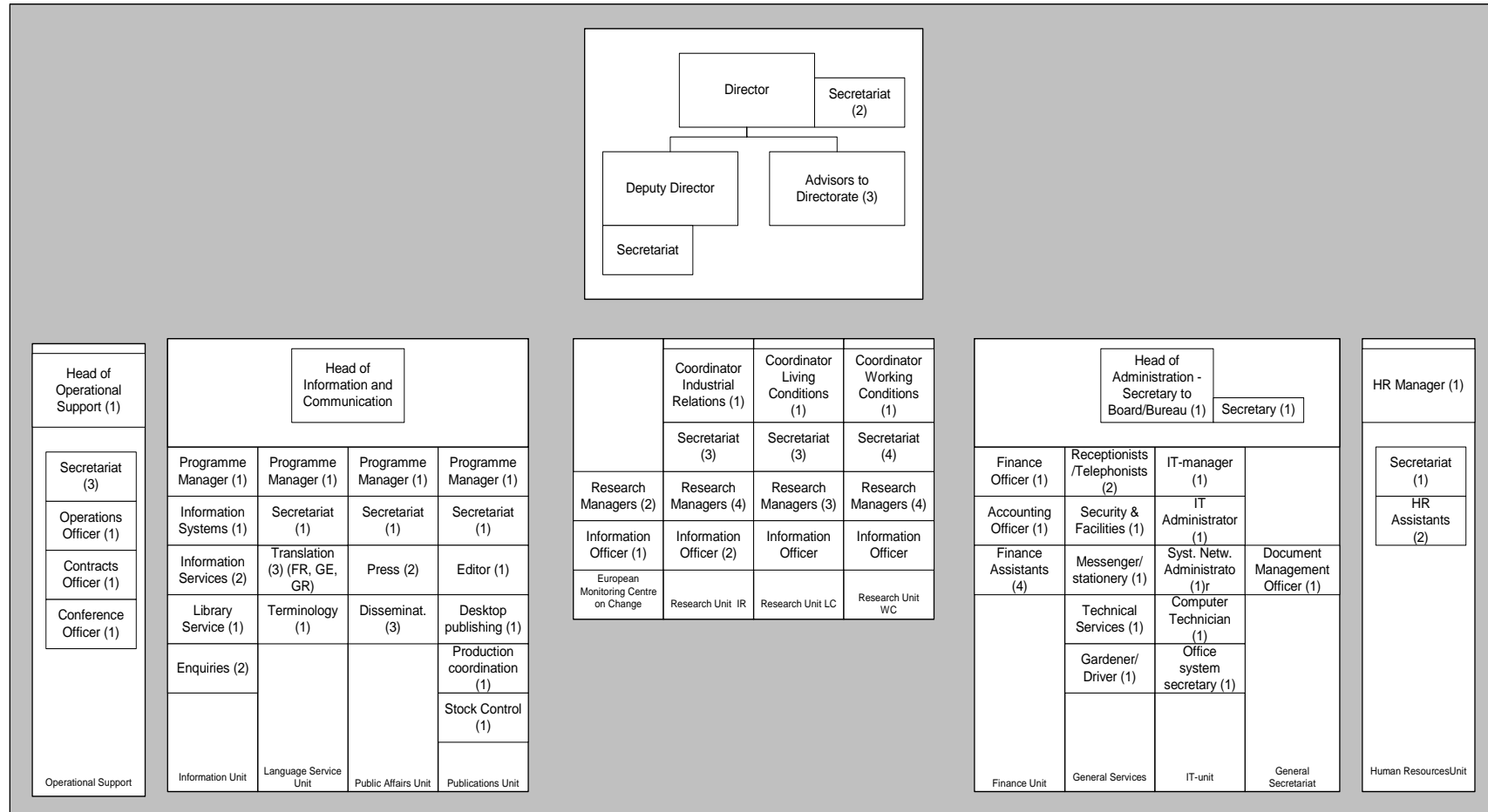


Figure 1: Internal organisation chart of the Foundation. (Source: Foundation Website, November 2001) (updated early 2002)

Note: The 12 Research Managers are clearly not the only staff members who focus on the production of the Foundation's output. They also have a significant role in managing a large number of external contractors, who constitute a key element of the Foundation's "production system". There are close working relations between all units.

### 3.4. Governance structure of the Foundation

#### **3.4.1. EXTERNAL SUPERVISION**

Although the Foundation enjoys a considerable degree of independence within the overall framework of the Community, it has dealings, formal and informal with other institutions.

##### 3.4.1.1. THE COUNCIL

The basic regulation of the Foundation is a Council Regulation – amendments thereto must be made by that same body.

The Council is responsible for the final appointment of the members of the Administrative Board and the Committee of Experts.

##### 3.4.1.2. THE COMMISSION

The Commission is responsible for the appointment and dismissal of the Director and the Deputy Director on the basis of a list of candidates submitted by the Administrative Board. The Commission also participates as part of the Administrative Board (three members). It has a crucial role in the annual budgetary process in that it makes the first proposal to the Council and then works with both Council and Parliament right up to adoption at the end. It also acts as the Foundation's Financial Controller, with a key role in approving most payments.

##### 3.4.1.3. THE COURT OF AUDITORS

The Court of Auditors of the European Communities examines the accounts of the Foundation's total revenue and expenditure for the preceding year in accordance with provisions laid down in Article 206 of the Treaty.

##### 3.4.1.4. THE EUROPEAN PARLIAMENT

The European Parliament exercises direct influence over the financial affairs of the Foundation through its powers in relation to the Commission's budget.

The budget and accounts are sent to the European Parliament. The financial situation of the Foundation is referred to in the Parliament's report on the Budgets of the Decentralised Agencies. Unlike some other agencies (but not the tripartite ones), the Parliament is not represented on the Administrative Board.

#### **3.4.2. THE ADMINISTRATIVE BOARD**

The Foundation has a tripartite structure. It is managed by an Administrative Board comprising representatives of governments, employers and workers from each Member State and three representatives from the European Commission. In addition, for each member there is an alternate who may attend in the absence of the member.



The Board meets twice annually to decide policy, to adopt the work programme and to propose the draft budget. Members of the Board are appointed by the Council for a period of three years (renewable). Although decisions of the Board may be taken by absolute majority (art. 10 of the Board's Rules of Procedure), in the main the Board seeks to work by consensus. As well as the two formal meetings of the Board, meetings of the three Board groups are held in June/July. Discussions at these 3 meetings include the draft proposals for the next year's Work Programme. Alternates are welcome to attend these meeting with the members.

In order to enable the Foundation to function effectively between Board meetings, a Bureau made up of a small group of Board Members together with the Directorate, is empowered to take urgent decisions on the basis of a delegated mandate from the Board, which must ratify these decisions later.

#### **3.4.3. THE COMMITTEE OF EXPERTS**

The Committee of Experts is appointed by the Council for a period of three years (renewable) taking into account:

- the need to maintain a balance between the two complementary aspects of the Foundation i.e. living conditions and working conditions;
- the need for the best possible scientific and technical advice;
- the need for at least one national from each Member State to be appointed.

Under the Regulation, the Committee's role is: "... to deliver opinions to the other organs of the Foundation in all fields falling within the latter's competence, either at the request of the director or on its own initiative. All its opinions, including that given to the director for drawing up the programme of work shall be communicated simultaneously to the director and the Administrative Board." The Committee is drawn from scientific and other circles relating to the work of the Foundation.

Carrying out of this task in practice has proved somewhat difficult and there have been attempts to better integrate the Committee of Experts into the work of the Foundation.

### **3.5. Implications of Tripartite Structure**

The tripartite structure of the Foundation is a crucial element of its make-up. It can be seen as the essential basis of the organisation's legitimacy, and as a potential weakness. On the one hand it should ensure that the Foundation's work programme is extremely relevant to the European world of working and living conditions and industrial relations, as the major actors in the workplace on a day to day basis are fully involved in its work. The potential danger is that the political relationships between the employers and unions at any one time may over-influence the dispassionate analysis of important European issues, which is the Foundation's main task. Our view is that the social partners have in fact tended more to see the Foundation as a place where they can work "off line" on issues without the pressure of the political agenda. It is also true that an organisation which is governed by the economic and social actors in such an integrated way has greater weight than it would were it an independent research body without the direct link to the economy and to society. In short, it is important to note

that tripartism is a fundamental part of the Foundation's work and an essential element for understanding what follows in this report.

Each of the three main groupings in the tripartite structure may have different motivations for their involvement in the Foundation and different expectations of the organisation. This creates an additional degree of complexity, requiring the Foundation to ensure that the contents of its work programme meet these differing expectations, while simultaneously striving to ensure that its outputs are useful in the European policy making context as required under the Regulation.

### 3.6. Links with the EU Institutions.

Formally speaking, all of the EU Institutions and related bodies can find a place in the work of the Foundation. This means that the Council of Ministers, European Parliament, Economic and Social Committee, Committee of the Regions, and other bodies (all of whom work to some extent on the issues in the Foundation's Work Programme) can be involved, mainly as users of the output or participants in the research and debate activities. The European Commission and European Parliament are and have been much more active than the others. This is first of all due to the Commission's special role in the organisation as a Board Member, and, as the initiator and monitor of the EU's legislation and programmes, it is bound to have a more direct interface. The European Parliament, as the day to day scrutineer of the Commission on the Union's activities, also has a closer relationship than the other Institutions, but is still much more remote than that of the Commission.

In this area, a key issue is the degree of importance or centrality that the Foundation is given by its colleagues in the European Commission and European Parliament. A precursor to this is of course a clear understanding within each body of the differing roles of the different organisations. This issue is often not completely clear, and may be compounded by a general bureaucratic tendency whereby the Commission is anxious to preserve its own unique role in the Community system, and does not wish to see Agencies play too great a role in the process. This kind of institutional jealousy is perhaps inevitable, but it clearly has an impact on the Foundation. The reader should be aware that the Foundation's first objective is to provide European-level information to the European Institutions. It is itself a body of the European Union and therefore not subject to the same degree of freedom as comparable bodies in the world of research might be. Moreover, it is often obliged to follow administrative rules and procedures that are laid down by the Commission or Council, or by its Regulation. On the other hand, it enjoys the prestige, official status and reputation that go with being an official EU body.

Of course the most important issue in this context is the degree to which the Foundation's activities play a central role in the policy making process. Given its advisory role, the Foundation is not guaranteed any automatic right to be consulted or to have its material used by right in policy-making. It therefore has to ensure that its outputs are of sufficient quality and delivered sufficiently effectively in order to play a role, and a key issue for this evaluation has been to determine how well this has been achieved. In addition, given that the EU institutional situation is anything but static, the relative place of the Foundation within the EU system has changed significantly over time. Since 1975, the Community's role in the areas of work of the Foundation has increased considerably. Further, the Commission was smaller and relatively less powerful. Third, the European Parliament was a much less important body in the decision-making and political processes. Fourth, the Foundation was one of a very small group of decentralised agencies (formerly called "satellite bodies") in the EU system at the time. Now there are many more and each of them is seeking to claim a place for itself. A further issue in this area is the fact that the Foundation is not directly controlled by the European Commission

or the Council of Ministers: it has its own Administrative Board, on which the European Commission is in a very small minority, and where the national authorities and social partners all have the right collectively to determine what the organisation does. This has obvious implications for the organisation's role within the European system. At one extreme it could act as a study bureau, carrying out work of interest to the many constituencies represented on the Board. At the other it could be a sort of technical assistance office of the Commission, providing very specific inputs to specific questions raised by that institution.

Later in the report, we will comment on how the co-operation with the Community Institutions has worked in practice, and makes some suggestions about how the potential for useful collaboration could be increased.

### 3.7. Mission and Role: Then and Now

We have briefly mentioned the changing institutional structure and social policy environment over the last 25 years. How have these developments had an impact on the mission and role of the Foundation? Further, is the Foundation largely a research and information organisation seeking to deepen knowledge and understanding in Europe, through identifying factors of change, carrying out background research and/or offering platforms for discussion on these topics? Or is it more useful when it seeks to feed in explicitly to live policy debates, with a direct legislative objective? This question is always topical, given the regular need in Europe for useful background information to help the policy-making process, a need that at times may be for immediate insight rather than longer term, forward-looking research.

The tables show what the stakeholders and users from our questionnaire survey think are/should be the main functions of the Foundation.

We return to the issue of the Foundation's mission in Chapter 5.1.1.

**Table 9: Views of users on the role of the Foundation (General questionnaire: question 1.34.)**

<b>Role of the Foundation (perception)</b>	<b>Total</b>				
	<b>I totally agree</b>	<b>I partly agree</b>	<b>I have no opinion</b>	<b>I disagree</b>	<b>I totally disagree</b>
As a policy instigator	8,8%	49,1%	15,8%	19,3%	7,0%
As a forum for debate	34,5%	41,4%	10,3%	13,8%	0,0%
As a European centre for the co-ordination of research networks	45,8%	37,3%	6,8%	8,5%	1,7%
As a centre of research expertise	41,7%	41,7%	6,7%	8,3%	1,7%
As a centre of information	66,7%	30,0%	1,7%	0,0%	1,7%

**Table 10: Views of Board members (Total & per stakeholder group) on the functions of the Foundation (AB questionnaire: question 2.2.)**

Functions of the Foundation	Total			
	Very important	Important	Not very important	Irrelevant
To anticipate the debate by identifying factors leading to change	54,8%	38,7%	3,2%	3,2%
To enrich the debate with scientific information and technical data	50,0%	50,0%	0,0%	0,0%
To produce results that are directly useful for the preparation of legislation or social bargaining	40,6%	46,9%	12,5%	0,0%
To facilitate the exchange of practices and experiences	18,8%	62,5%	18,8%	0,0%
Functions of the Foundation	Governments			
	Very important	Important	Not very important	Irrelevant
To anticipate the debate by identifying factors leading to change	76,9%	15,4%	0,0%	7,7%
To enrich the debate with scientific information and technical data	61,5%	38,5%	0,0%	0,0%
To produce results that are directly useful for the preparation of legislation or social bargaining	53,8%	30,8%	15,4%	0,0%
To facilitate the exchange of practices and experiences	7,7%	61,5%	30,8%	0,0%
Functions of the Foundation	Employees			
	Very important	Important	Not very important	Irrelevant
To anticipate the debate by identifying factors leading to change	50,0%	37,5%	12,5%	0,0%
To enrich the debate with scientific information and technical data	62,5%	37,5%	0,0%	0,0%
To produce results that are directly useful for the preparation of legislation or social bargaining	62,5%	25,0%	12,5%	0,0%
To facilitate the exchange of practices and experiences	12,5%	75,0%	12,5%	0,0%

Functions of the Foundation	Employers			
	Very important	Important	Not very important	Irrelevant
To anticipate the debate by identifying factors leading to change	22,2%	77,8%	0,0%	0,0%
To enrich the debate with scientific information and technical data	30,0%	70,0%	0,0%	0,0%
To produce results that are directly useful for the preparation of legislation or social bargaining	10,0%	90,0%	0,0%	0,0%
To facilitate the exchange of practices and experiences	40,0%	50,0%	10,0%	0,0%

Functions of the Foundation	EC (one single respondent)			
	Very important	Important	Not very important	Irrelevant
To anticipate the debate by identifying factors leading to change	100,0%	0,0%	0,0%	0,0%
To enrich the debate with scientific information and technical data	0,0%	100,0%	0,0%	0,0%
To produce results that are directly useful for the preparation of legislation or social bargaining	0,0%	0,0%	100,0%	0,0%
To facilitate the exchange of practices and experiences	0,0%	100,0%	0,0%	0,0%

## 4. OVERVIEW OF ACTIVITIES 1977-2000

### 4.1. Inventory of activities 1977 -1996

The inventory of activities for the period 1977 – 1996 is structured following the areas, the underlying objectives and the themes mentioned in the four year rolling programmes and the annual reports of the Foundation. In this chapter you will find an overview of these issues for each four-year rolling programme.

The first four-year rolling programme for the period 1977 – 1980 was highly focused on working conditions, with lesser attention to the area of living conditions. Budgetary limitations were identified as being the main cause for this imbalance in the first four-year rolling programme. The areas for analysis at that time were: work organisation (on-going developments, national surveys), shiftwork (entrusted by the Council of Ministers for Social Affairs), health & safety (which was one of the main issues on the political agenda in the social field at that time), wage payment systems (on-going trends and consequences of different methods) and economic and social assessment of working conditions.

In the second four-year rolling programme for the period 1981-1984 the Foundation structured its programme according to its main working areas ‘Improvement of working conditions’ and ‘Improvement of living conditions’, as mentioned in its founding regulation. The main themes for the area “Improvement of working conditions” however stayed the same as in the first rolling programme. The main themes in the area of living conditions were ‘working time & leisure time’ and ‘aspects of transport’.

The division of the second four-year rolling programme was not very clear in setting the main areas for research by simply structuring the rolling programme according its broadly defined principal working areas. Thus the choice of the areas for the third four-year rolling programme (1985 – 1988) needed to be further specified and with this in mind the following areas were identified: Man at work, Time and the environment. The chosen areas were clearer than before and the identified themes, within the framework of the areas, were more specific. They clarified the framework area to a higher degree.

As the Foundation’s work experience increased, the scope of the Foundation’s rolling programme became broader. In the fourth four-year rolling programme the number of identified areas was doubled. Next to areas such as ‘restructuring working life’, in which aspects of time and work organisation from the former programme returned, and ‘protecting the environment, the worker and the public’, in which aspects of environment from the former rolling programme came back, there were new areas identified, for example ‘assessing technologies of the future’, ‘developing industrial relations and participation’. A new area in this rolling programme was the ‘Area 5: Raising the standard and quality of life for all’, that would later lead to the issue of social cohesion. In this fourth rolling programme the issue of health and safety came back as a specific area in the Foundation’s research.

In the beginning of the nineties there were important developments in the field of social policy (for example: inclusion of the social protocol in the Maastricht Treaty), more focus on environmental issues was set and themes like equal opportunities and social cohesion came forward. These issues, identified in EU policy documents, appeared in the fifth four-year rolling programme (1993-1996).

The following areas were included: ‘social cohesion’, ‘access to employment, innovation and work organisation’, ‘human relations within the company, social dialogue and industrial relations’, ‘health and safety’, ‘socio-economic aspects of the environment’ and ‘equal opportunities’.

#### 4.2. Inventory of Activities 1997-2000

The inventory of activities for the period 1997-2000 (annex 2) goes much more into detail. The individual projects within each challenge are described in terms of objectives, timing, costs, outputs and dissemination of outputs.

Globally there are six areas of activities, called challenges, in the 1997 – 2000 rolling programme, namely: Employment challenge, Equal opportunities challenge, Health and well-being challenge, Sustainable development challenge, Social cohesion challenge, Participation challenge. Transversal projects were also included. Once again the framework for the research activities of the Foundation was restructured according to new developments (in the political or socio-economic field) such as sustainable development and through an evolution in themes such as health and safety, which became health and well-being.

It was also a requirement that projects should address more than one challenge. In fact most covered at least three and therefore the table below should be seen as a very rough breakdown of the expenditure.

The table below shows the proportion of the three chapters in the global expenditure for the period 1997-2000, each of them broken down in main costs and proportion.

**Table 11: Costs and proportions of the research and development activities, the debate and discussion activities, and the information and dissemination activities for the period 1997-2000**

	Research and meeting costs 1997-2000	Proportion
<b>CHAPTER 1 – RESEARCH AND DEVELOPMENT ACTIVITIES</b>	14.372.523	<b>61%</b>
<b>Employment challenge</b>	2.557.952	<b>18%</b>
<b>Equal opportunities challenge</b>	1.120.427	<b>8%</b>
<b>Health and well-being challenge</b>	2.373.585	<b>17%</b>
<b>Sustainable development challenge</b>	1.151.057	<b>8%</b>
<b>Social cohesion challenge</b>	1.409.576	<b>10%</b>
<b>Participation challenge</b>	1.362.748	<b>9%</b>
<b>Transversal projects</b>	4.397.178	<b>31%</b>
<b>CHAPTER 2 - DEBATE AND DISCUSSION ACTIVITIES</b>	1.836.585	<b>8%</b>
<b>Administrative Board</b>	1.118.597	<b>61%</b>
<b>Committee of Experts</b>	133.233	<b>7%</b>
<b>Project-related debate &amp; discussion activities (Acteur, Seminars, conferences, workshops and so on)</b>	584.755	<b>32%</b>

<b>CHAPTER 3 - INFORMATION AND DISSEMINATION ACTIVITIES</b>	7.382.955	<b>31%</b>
<b>Information Services and Systems (0169) (Information service to internal and external stakeholders, EF web site)</b>	1.099.744	<b>15%</b>
<b>Multilingual Programme of Publications (0173) (Short reports and summaries in all 11 languages, longer documents in English, French and German)</b>	3.780.533	<b>51%</b>
<b>Promotions and Public Relations (0180) (Monthly newsletter, reports distributed from Luxembourg storage facility, press releases and so on.)</b>	1.336.810	<b>18%</b>
<b>Four-year programme (Knowledge management tool)</b>	79.163	<b>1%</b>
<b>Resource database</b>	294.434	<b>4%</b>
<b>Innovations for the urban environment</b>	9.757	<b>0.1%</b>
<b>Medium-sized cities</b>	3.947	<b>0.1%</b>
<b>Miscellaneous</b>	778.567	<b>11%</b>



## 5. EVALUATION OF ACTIVITIES, OUTPUTS AND IMPACTS

The tables in this chapter, unless otherwise indicated, report the results of our questionnaire surveys. Readers will take note that the general users' survey had a rather low response rate and that the tables reflect the view of 66 respondents. The Board survey had an acceptable response rate in terms of being a reasonable guide to the views of the Board.

It is important to remember that our conclusions and findings are based on several complementary sources, and not simply on the outcome of the questionnaire survey as presented in the tables.

### 5.1. Relevance and coherence

#### 5.1.1. CONFORMITY WITH REGULATION AND WORK PROGRAMMES

The European Foundation for the Improvement of Living and Working Conditions was established 'to contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development' as stated in the Council Regulation ([Council Regulation \(EEC\) No. 1365/75 of 26 May 1975](#)).

In the founding Regulation we can identify, next to the aim, a number of explicit tasks on which the Foundation should focus its activities. These are as follows:

- Developing and pursuing ideas on the medium and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change;
- Advising the Community institutions on foreseeable objectives and guidelines by forwarding in particular scientific information and technical data;
- Dealing specifically with man at work;
- Dealing specifically with organisation of work and particularly job design;
- Dealing specifically with problems peculiar to certain categories of workers;
- Dealing specifically with long-term aspects of improvement of the environment;
- Dealing specifically with distribution of human activities in space and in time.

When we asked the Board members to express their appreciation of the level of achievement of the Foundation's aim and tasks as laid down in the Regulation, the majority of respondents considered the aim and tasks to be partly or satisfactorily achieved by the Foundation. Most of the members of the Administrative Board consider the on-going work of the Foundation to be in coherence with these stipulated tasks in the founding Regulation.

**Table 12: Views of Board and the Committee of Experts' members on the level of achievement of the Foundation's Regulation (AB questionnaire (question 2.4.) & Committee of Experts questionnaire (question 2.2.))**

<b>Aim: "to contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist the development"</b>	Assessment by Board members (%)	Assessment by members of the Committee of Experts (%)
Satisfactorily achieved	35,5	28,6
Partly achieved	58,1	42,9
No action taken	3,2	0
Shortcomings in approach	0	28,6
Failure	3,2	0
<b>Task: Developing and pursuing ideas on the medium and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	33,3	28,6
Partly achieved	63,3	28,6
No action taken	3,3	14,3
Shortcomings in approach	0	28,6
Failure	0	0
<b>Task: Advising the Community institutions on foreseeable objectives and guidelines by forwarding in particular scientific information and technical data</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	30	14,3
Partly achieved	60	57,1
No action taken	10	0
Shortcomings in approach	0	28,6
Failure	0	0
<b>Task: Dealing specifically with man at work</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	20	28,6
Partly achieved	63,3	0
No action taken	10	14,3
Shortcomings in approach	6,7	57,1
Failure	0	0
<b>Task: Dealing specifically with organisation of work and particularly job design</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	34,5	14,3
Partly achieved	41,4	57,1
No action taken	10,3	14,3
Shortcomings in approach	13,8	14,3
Failure	0	0
<b>Task: Dealing specifically with problems peculiar to certain categories of workers</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	22,6	0
Partly achieved	58,1	71,4
No action taken	9,7	0
Shortcomings in approach	9,7	28,6
Failure	0	0

<b>Task: Dealing specifically with long-term aspects of improvement of the environment</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	3,2	0
Partly achieved	64,5	42,9
No action taken	12,9	0
Shortcomings in approach	16,1	42,9
Failure	3,2	14,3
<b>Task: Dealing specifically with distribution of human activities in space and in time</b>	Assessment by Board members	Assessment by members of the Committee of Experts
Satisfactorily achieved	6,7	0
Partly achieved	73,3	42,9
No action taken	16,7	0
Shortcomings in approach	3,3	57,1
Failure	0	0

The Board members' appreciation of the achievement of 'dealing specifically with long-term aspects of improvement of the environment' and 'dealing specifically with distribution of human activities in space and in time' was less favourable in comparison with the other tasks. While not necessarily implying that they find this work to be less important, it is noteworthy that the two themes where achievement is felt to be less are in the "living conditions" area. This points to the clear issue around the way in which "living conditions" are dealt with in the Foundation's Work Programme. There is a large majority in all constituencies who see Living Conditions as less important to them than Working Conditions and Industrial Relations. While that does not necessarily mean that they think that Living Conditions should have no role in the Foundation's work, it does reflect the fact that stakeholders come overwhelmingly from constituencies for whom Working Conditions and Industrial Relations are much more important. This phenomenon was repeated throughout our research and more evidence of it is given later.

We also asked Board members if they regard the Foundation's aim and tasks formulated in the Regulation to be in need of revision, in the context of the current situation in Europe. 22 out of 32 respondents did not see the need for revision. In the comments made about this question, Board members argue that the aim and tasks in the Regulation are broadly described and have the advantage that new activities of the Foundation can be easily fitted into the existing Regulation. The most important reason why a minority of Board members was in favour of a revision comes from the fact that the Foundation's activities are more concentrated on working conditions than on living conditions. They would like to see this formalised.

**Table 13: Views of Board members on the need to revise the Regulation (AB questionnaire: question 2.7.)**

<b>Regulation in need of revision</b>	MS Governments	%	Employees	%	Employers	%	Total	%
Yes		15,4		44,4		40		30,3
No		84,6		55,6		60		69,7

The assessment of the level of achievement of aim and tasks by the members of the Committee of Experts was more moderate than the assessment by the Board members. In three cases, namely 'man at work', 'long-term aspects of improvement of the environment' and 'distribution of human activities in space and in time', the majority opinion of the members of the Committee of Experts was unfavourable regarding the level of achievement of those tasks, contrary to the opinion of the Board members.

To the question about the need for revision of the aim and tasks as formulated in the Regulation, five of the seven Committee of Experts' respondents answered in the affirmative. The Experts would like the Foundation to be much more focused on research activities and find the dissemination activities of minor importance.

We believe that the Foundation has remained faithful to the Regulation in terms of the content of its Work Programmes and that the key areas of interest of its stakeholders has led to working conditions receiving more attention in its work.

#### 5.1.2. EVIDENCE OF NEED

**Table 14: Views of the Administrative Board, the Committee of Experts and the General Users on the usefulness of work delivered by the Foundation. (AB questionnaire: question 1.7., Committee of Experts questionnaire: question 1.4. and General questionnaire: question 1.5.)**

<b>Most useful work</b>	<b>AB Quest %</b>	<b>Comm. Experts %</b>	<b>General %</b>
Employment	71,4	100	58,1
Equal Opportunities	22,9	14,3	29
Health & Well-Being	42,9	85,7	30,6
Social cohesion	2,9	14,3	24,2
Participation	51,4	28,6	46,8
Sustainable Development	11,4	14,3	6,5
Industrial Relations	51,4	42,9	46,8

**Table 15: Views of the different groups in the Administrative Board on the most useful work delivered by the Foundation. (AB questionnaire: question 1.4.)**

<b>Most useful work</b>	<b>MS Governments %</b>	<b>Employees %</b>	<b>Employers %</b>
Employment	92,3	77,8	60
Equal Opportunities	30,8	22,2	20
Health & Well-Being	53,8	66,7	20
Social cohesion	0	11,1	0
Participation	61,5	44,4	60
Sustainable Development	7,7	22,2	10
Industrial Relations	61,5	44,4	60

**Table 16: Views of different user groups on the most useful work delivered by the Foundation. (General questionnaire: question 1.5.)**

<b>Most useful work</b>	<b>Research %</b>	<b>EU Commission %</b>	<b>EU-level Employees %</b>	<b>EU-level Employers %</b>	<b>Nat. Pub. Auth. %</b>	<b>Nat. Employees %</b>	<b>Nat. Employers %</b>
Employment	66,7	33,3	66,7	60	50	71,4	50
Equal Opportunities	45,8	0	16,7	0	25	28,6	50
Health & Well-Being	29,2	11,1	33,3	20	25	28,6	50
Social cohesion	25	0	16,7	20	37,5	28,6	0
Participation	41,7	55,6	33,3	40	25	85,7	50
Sustainable Development	4,2	0	0	0	12,5	28,6	0
Industrial Relations	41,7	44,4	83,3	40	37,5	57,1	50

The way in which the Foundation ensures that its work programme reflects the real needs of the user community is mainly covered by the presence of user representatives in the Administrative Board. They have the possibility to influence the programme through taking part in the preparation of the programme through informal brainstorming and the Foundation's advisory committees.

Our view is that in general the Foundation attempts to take more and more account of user needs. The process of preparation of the 1997-2000 Work Programme demonstrated the opportunity available to interested parties to contribute to the planning. For example in the preparation for the most recent Work Programme (2001-2004) the Foundation has explicitly sought to widen the network of inputs, by organising a series of brainstorming meetings with a wider group of experts and user representatives.

The EU's policy programme, as established by the Commission, is clearly something that influences the Foundation in its choice of themes and topics. This influence, together with the Foundation staff's own insights through their exposure to European research and policy making, historically had a greater influence on the programme than did the direct input of members of the Board. This seems to have changed recently, whereby Board members have begun to express themselves more clearly in this regard. Major recent changes, such as a greater focussing in the work of the organisation, the choice of subjects that are more directly in line with current political concerns, and the attempt to develop a detailed communication strategy, demonstrate the way in which the organisation is trying to take user needs into account.

In the course of the implementation of the work programme, the former project co-ordination meetings (now replaced by higher level Advisory Committees) were the means whereby stakeholders were enabled to voice their concerns and preferences. Our view is that the Foundation's research managers found these inputs to be useful and that they were indeed followed as much as possible. Nevertheless, the level of influence that they had on the process was absolutely dependent on the timing at which consultation with these Committees took place and/or the level of experience or energy that the relevant Board member or their user representative invested in the effort. By and large they had a positive effect in the sense of offering a minimum degree of opportunity to stakeholders to have an influence on the projects and to learn from them in a direct way.

Finally, social partners have expressed the view that the individual projects would benefit from a mechanism to align their work with direct workplace realities. The Foundation does this regularly through for example, its projects based on case studies. But the comment reveals the wish for maximum attention to be given to practical realities of the workplace in planning and implementing the Work Programme. It is difficult for the Foundation to fulfil its role as a European level contributor of data and ideas, and simultaneously to be expected to produce output, which can be used by enterprises and social partners directly in the workplace. This issue should therefore be understood in the sense of basing decisions about work planning on a close awareness of developments at workplace level.

### 5.1.3. COHERENCE WITH EU POLICY AGENDA

**Table 17: Views of Board and the Committee of Experts' members on coherence of Foundation work with EU policies (AB questionnaire: question 2.5. and Committee of Experts questionnaire: question 2.3.)**

<b>Effectiveness of the EF in taking the relevant EC policies into account</b>	<b>AB %</b>	<b>Committee of Experts %</b>
Satisfactorily achieved	48,5	60
Partly achieved	51,5	20
No action taken	0	0

Shortcomings in approach	0	20
Failure	0	0

Next to the aim and tasks (see 5.1.1.), the Regulation also mentions the requirement that the Foundation has to take the relevant EU policies into account while planning and executing its activities. In the questionnaire the Board members consider this requirement to be partly or satisfactorily achieved. No Board member answered that he/she considered the Foundation to be negligent in taking the relevant EU policies into account.

We comment here in more detail on this issue, to illustrate the degree to which the Work Programme 1997-2000 was in line with the existing and emerging EU policy framework. Emphasis is placed on correspondence between the Foundation's Programme and the priorities of the EU's 1995 and 1998 Social Action Programmes but reference is also made to the Social Policy Agenda 2000 to indicate how the objectives of the Social Agenda have evolved and how the work of the Foundation has both informed and anticipated some of the developments.

Over the period there has been both continuity and change in the priorities of the Social Agenda. The overriding goal has been to ensure that the values of the European Social Model are retained at the same time as realising the objectives of growth and competitiveness in a rapidly changing and increasingly knowledge-based economy. This goal is made most explicit in the current Social Agenda (2000) where social, economic and employment policies are considered to be mutually reinforcing, generating a virtuous circle of growth, competitiveness and social well being.

The Social Agenda has consistently emphasised employment issues. Raising the employment rate and reducing unemployment towards levels in the USA are considered crucial to the growth and competitive objectives as well as being central to reducing poverty, and are therefore given highest priority. Equal opportunities, which have extended from gender to all forms of discrimination, and high labour standards including decent, fair, healthy and safe working conditions, are also consistently stated.

More recently the Social Agenda has paid greater attention to changes in working patterns, skill requirements and the need for adaptability in response to globalisation and the increasing use of information and communications technologies. At the same time the need to balance flexibility with security for employees is recognised as well as the importance of enabling people to balance paid work and family life. The role of dialogue between the social partners especially in restructuring and modernisation is also given prominence as a means of increasing participation.

The need to develop social protection so that all citizens can benefit from the prosperity of Community membership has also been a consistent priority. It has evolved from tackling social exclusion directly to the development of policies to aid inclusion largely by raising the employment rate, closing the skills and gender gaps, and by widening access to the labour market through education, training and life long learning.

Other priorities include ensuring labour mobility, sustainable development, examining and dealing with the social implications of the single currency and the prospect of enlargement as well as tackling racism and developing ways of managing an ageing population and workforce in the context of increased female employment and the changing structure of families.

The priorities of the European Foundation's Programme of Work between 1997 and 2000 were consistent with those of the Social Agenda and have evolved as the priorities of the Social Agenda

have developed. The Foundation's programme focused on six main challenges: employment, equal opportunities, health and well being, participation, social cohesion and sustainable development, each of which were central to the Social Agenda. While conducting research into these key areas the Foundation has also been active in research into new working patterns, the changing use of time and how city and social policies evolve so as to facilitate the work-life balance in the context of rising female participation and changing family structures.

Many of the Foundation's central themes have projects that incorporate several priorities of the Social Agenda simultaneously. This reflects synergy between the different dimensions of the Social Agenda and the way that this has been recognised in the Foundation's Work Programme.

#### 5.1.3.1. EMPLOYMENT

Employment has been a key priority of the Foundation and the European Social Agenda. There are a variety of projects, which relate to employment change, employee involvement, equal opportunities and employment for sustainable development, all areas central to the Social Agenda. In particular work has focused on identifying ways of increasing employment growth, exploring the opportunities and constraints offered by flexible working - recognising the need to balance employers' concerns for flexibility while maintaining security for employees. The Foundation has also examined the social implications of new patterns of working in the new knowledge-based economy as well as examining the job creation potential of the social economy. By so doing it has clearly anticipated many of the priorities in the Social Agenda 2000-2005, which has emphasised the productive potential of social policy in the increasingly knowledge based economy, through developing new ways of working which facilitate work life balance and raise the employment rate. By focusing on developments in the use of time and new ways of working these employment projects also relate to the work on equal opportunities and gender equality in the work place.

#### 5.1.3.2. EQUAL OPPORTUNITIES

Equal Opportunities has been one of the major themes both of the Social Agenda and the European Foundation's Work Programme. In addition to studies evaluating barriers to the attainment of equal opportunities, the Foundation has examined the effects of new working time arrangements such as flexibility, increased work during non-social hours and reduced working time on job creation as well as the social implications of new working patterns. This is a vital area of work, central to monitoring the objectives of the Social Agenda. There are difficulties in monitoring equal opportunities policies when the organisation of work is more fluid in terms of the introduction of contingent contracts and contingent systems of pay.

The Foundation has also recognised the widening of equal opportunities beyond questions of gender and has carried out research on widening access to employment of people with disabilities by identifying their difficulties of obtaining jobs in small and medium sized enterprises.

Moving beyond equal opportunities in the workplace towards the wider goals of the mainstreaming initiative to bring about long lasting changes in parental roles and responsibilities, the Foundation has undertaken cutting edge research into managing work and life, on working time, working time and urban services and on alternative ways of providing household services. Not only have new ways of

providing household services been identified to assist employees with caring responsibilities in the workplace, but the Foundation has also paid attention to the working conditions of the people within these sectors that are traditionally regarded as low skilled and low-paid. This is clearly vital if the enhancing of opportunities for some people with caring responsibilities is not to be undermined by the denial of those same opportunities to others.

#### 5.1.3.3. PARTICIPATION

The Foundation has been involved in ongoing monitoring of employment conditions and employee participation in organisational restructuring and discussions of workplace change. Further, by exploring participation of the social partners in discussions on organisational change in multinational companies, knowledge about how to move towards a more inclusive society has been produced. Thus the Foundation has made a valuable contribution to the participation objective. A further study contributes to the objectives of increasing participation and widening the social dialogue, as well as to the mainstreaming of the equal opportunities objective by exploring the relationship between equal opportunities and collective bargaining. The study finds that, by widening the issues discussed, women are more likely to become involved in the collective bargaining process, in turn leading to the development of more inclusive policies. This is a good illustration of the way that the work of the Foundation has demonstrated the existence of synergy between the different dimensions of the Social Agenda.

#### 5.1.3.4. HEALTH AND WELL-BEING

Health and well being is one of the Foundation's major themes and the significance of health and safety especially in the workplace has been a long-standing concern at European level. Furthermore the regular working conditions surveys and the efforts to develop new indicators to monitor progress in working and living conditions meets the concerns of the Social Agenda to develop new ways of monitoring progress towards its objectives.

#### 5.1.3.5. SOCIAL COHESION

Social cohesion has been a key objective of the Social Agenda and incorporates some of the issues already addressed in relation to employment. An example of this is the move to social inclusion through paid employment and equal opportunities, addressed inter alia by analysing the effects of employment in household services on employment creation and family life. Other projects have been concerned with examining the ways in which reforms in social public services are addressing problems of poverty and exclusion. In this context, case studies of the "Role of Partnerships in Promoting Social Cohesion" and "Coping with Social & Economic Change at Neighbourhood level" have also explored other strategies for combating social and economic exclusion. Further work has been carried out to evaluate workplace and public policy initiatives to help the ageing workforce, an issue that has become increasingly important in the European Employment Strategy in response to current demographic change.



So, in this policy area, the main subjects of the Foundation's work have been the role of social public services in combating social exclusion, the contribution of citizens' participation in social policy development and implementation, the links between work and welfare policies and the role of local partnerships.

#### 5.1.3.6. SUSTAINABLE DEVELOPMENT

The final theme of the Foundation's work, sustainable development, is a more recent concern of the Social Agenda. This has been given less emphasis than some of the above. The Foundation's objective was to analyse the impact of new instruments to balance competitiveness and employment goals with sustainable production and consumption policies, and with improved living and working conditions. This would however seem to be consistent with the overall priorities of the Social Agenda.

#### 5.1.3.7. CONCLUSION

To achieve the objectives of the current (2000) Social Agenda the European Commission specifically states that it seeks to draw on policy analysis and research from the European Foundation. The 1997-2000 and 2001-2004 Work Programmes of the Foundation clearly show their coherence with this demand. There are perhaps one or two areas central to the EU's Social Policy Agenda not yet covered by the Foundation, such as the areas of enhancing mobility and combating racism (though the Foundation has carried out work on this before and a specialised EU agency now exists in Vienna for this subject).

The important issue to emerge from this review is the need for the evaluation to measure to what extent the broad and satisfactory coherence between the Work Programme and the EU Social Agenda is matched by real linkages at operational or project level. The lower level of attention given by the Foundation to living conditions is one area where operational implementation by the Foundation is less intensive than is the case in others. On the other hand, it would be unrealistic for the Foundation to attempt to cover all areas included in the Social Agenda in depth.

#### 5.1.4. LINKAGE TO EU POLICY AGENDA VS ANTICIPATORY FUNCTION

The Foundation's Regulation explicitly asks the organisation to identify the factors of change. While this obligation can sometimes cut across the pressure on the Foundation to provide up-to-the-minute, directly usable policy inputs, most stakeholders feel it to be of great importance. In earlier years the Foundation's work was more detached from the European decision-making process than it is now. The Foundation's role in that period was more prospective (examples include the work on atypical work (1989-1992), on teleworking (1985-1988) and studies on the use of time (1985-1988)). These tendencies led to criticisms by Board members that the Foundation's work was not structured effectively.

Nevertheless, it must also be recognised that some of the work carried out by the Foundation, which was not universally appreciated at the time (because of its "too prospective" nature) dealt with subjects, which came onto the European agenda in due course. This was the case, for example, with

teleworking, which has received significant political attention recently. This was also the case with atypical work, which featured as a major issue in the discussion in the "adaptability" pillar in the European Employment Strategy. The theme of the use of time is another example that found a place in political debate, specifically in the debate concerning quality of employment. The Commission asked for further work on time use in the city and, in addition, the Foundation's work on time budget data has been used by Eurostat in its development of a possible European time budget survey.

In the 1997-2000 work programme, the focus on "anticipatory" work was somewhat reduced and featured in themes such as time in the city and knowledge society. Among our case studies we identified the projects on "Active Strategies for an Ageing Workforce", "Innovative forms of Work Organisation", "Employment Options of the Future", "The Future of Work in the Information Society", "Coping with Social and Economic Change at Neighbourhood Level", and "The Impact of Technological Development", as cases where the Foundation was trying to be forward-looking while still addressing current issues. It is clear that stakeholders want to see this function of the Foundation maintained, but limited to items where there is a broad appreciation of their likely future relevance. There is universal support for the creation of the European Monitoring Centre on Change, which is seen as a structured and organised way to deal with this important issue.

#### 5.1.5. "RELATIVE RELEVANCE" OF ALL WORKING AREAS AND DIFFERENT ACTIVITIES

**Table 18: Views of the Board and the Committee of Experts' members on the most important working area (AB questionnaire: question 1.6., Committee of Experts questionnaire: question 1.3. and general questionnaire: question 1.4.)**

Most important working area	Administrative Board	Committee of Experts	Users
	%	%	%
Industrial relations	54,5	0	53,8
Living conditions	6,1	14,3	16,9
Working conditions	39,4	85,7	29,2

**Table 19: Views of the different groups of the Board on the most important working area (AB questionnaire: question 1.6.)**

Most important working areas	MS Governments %	Employees %	Employers %
Industrial relations	69,2%	33,3%	50%
Living conditions	7,7%	0%	10%
Working conditions	23,1%	66,7%	40%

**Table 20: Views of different user categories on the most important working area (General questionnaire: question 1.4.)**

Most important working areas	Researchers	EU Commission	EU - level Employees	EU - level Employers	Nat. Auth.	Nat. Employee Organ.	Nat. Employers Organ.
Industrial relations	58,3%	37,5%	83,3%	40%	50%	57,1%	50%
Living conditions	20,8%	25%	0%	0%	37,5%	0%	0%
Working conditions	20,8%	37,5%	16,7%	60%	12,5%	42,9%	50%

Social partners and policy makers in the social field have a clear need for information which is processed and harmonised at European level in the fields of industrial relations and working conditions. The Foundation's tripartite structure positions it well to respond to these needs.

The area of living conditions is much broader and obviously presents a greater risk of a dispersion of effort into areas which may be of less immediate interest. The social partners do not have a first level interest in living conditions, except inasmuch they are of direct relevance to the workplace. However, the importance of including at least those "working world" elements of living conditions is also seen as crucial, due to the fact that, for example, the modern world shows much greater inter-linkage between periods of employment and unemployment, and between work and home.

Foundation projects looking at working time or teleworking, for example, would be incomplete if they did not deal with the "living conditions" elements of these issues. Projects dealing with social cohesion or the environment have been relevant in their own right, but the presence of other organisations with more specialised objectives in these areas has reduced the need of the Foundation to address them. The arrival of these bodies (such as the European Environment Agency, and the European Monitoring Centre on Racism) has clearly helped to fill a gap where the Foundation in the past felt it should be more active.

#### **5.1.6. INTERNAL COHERENCE OF WORK PROGRAMMES**

Overall, the Foundation's implementation has remained coherent with the adopted Work Programme. Nevertheless, and not surprisingly, the evolving context of the issues in the Work Programme has meant that the Foundation has had to adapt its work in line with these changes. If one compares the adopted work programmes with the actual work implemented during the 1976-1996 period, there is an obvious evolution in the way in which subjects have been treated compared to their initial definition. In 1985-1988 for example, the Foundation worked on themes such as long-term unemployment and the transition to adult life of young people (and the interconnected social, employment and accommodation problems) under the heading of "Environment". In 1993-1996 the Foundation included some treatment of environmental issues under the "Health and Safety" work area. This shows the way in which the themes broadened during implementation in order to encompass specific aspects that became important. It also shows the inevitable interrelationships between topics in the social field.

Our examination of the Foundation's activities and the case studies show that the projects of the 1997-2000 Work Programme were generally coherent with the Programme's initial objectives, in the sense that their content was consistent with the themes set out in the Programme.

However, the overall coherence of the whole programme suffers from the fact that there was insufficient integration between the content-related objectives, and the information and dissemination plans connected to the specific items. This tendency to underplay the importance of the information function has exacerbated this risk, in that an integrated approach whereby production of content and information actions were linked in an overall plan based on a strategy, would have given greater overall coherence. Our comments in sections 5.2, 5.4 and in chapter 7 on the interaction between the research and information functions will deal with this in more detail. In addition, the historically large number of projects in the programme had an influence on the organisation's ability to maintain desirable levels of coherence.

#### **5.1.7. DUPLICATION OF ACTIVITIES AND SYNERGY WITH COMMISSION AND OTHER ACTORS (INCLUDING OTHER EU AGENCIES)**

We pay specific attention to the Commission in these remarks because of its central role in proposing European policy (ideally informed by the Foundation's outputs). The Foundation's relationship with the Commission does not in general show a highly coherent system whereby both organisations are enabled to play their role to the maximum. The Commission does not appear to have seen the Foundation as a guaranteed participant in the Community system, whereby it could effectively and continually call on the Foundation to play a defined role in the "standard" policy making process. The Commission's officials do not have an automatic reflex to use Foundation outputs, and perhaps because of the fact that it is impossible to predict exactly what the Foundation will produce when, the Commission has often preferred to use its own research possibilities in order to acquire the inputs that it needed for particular cases.

The down-playing of the Commission's role in the Administrative Board, evidenced by its failure to take up all 3 of its places at meetings and the fact that more junior officials attend now than was the case in the past, can be seen as evidence of resource limitations on the Commission, but perhaps also of a feeling that the Foundation was not central to its work. (It is also true that the quality of participation in the Board on the part of other constituent groups raises questions too – the Commission is not unique in this regard – see chapter 6). It may be that the Commission's minority position on the Board has led it to conclude that the Foundation, while useful, "can not be relied upon" to produce material to order. Many Board members are sensitive to this point. They do not want to see the Foundation become a sub-office of the Commission, while accepting that it should do its best to meet clear current policy-related information needs. A renewed attempt to define the most coherent relationship would probably help all parties. This could encompass more integrated work planning and more agreements on collaboration at a project level.

There are of course examples of useful and helpful co-operation such the work on European Works Councils and on Temporary Employment Agencies, as well as the European Industrial Relations Observatory (EIRO), which was established in response to a specific request from the European Commission.

In addition, the handing over of the SD Online tool to the European Environment Agency, regular co-operation with CEDEFOP and the Foundation's active participation in networking between the different EU agencies are specific examples of the Foundation's efforts to avoid overlaps and to find possible synergies with the other agencies.

The overlap between part of the Foundation's mission and that of the European Agency for Health and Safety at Work was raised by several stakeholders as an issue. The Health and Safety Agency has the responsibility to collect and publish information related to this field. It does not, however, have a mandate to process information at European level. The issues that arise are probably evidence of there having been insufficient co-operation to agree the most complementary relationship. This is despite the fact that a memorandum of understanding has been agreed with the Bilbao agency.

The Foundation's Board members seem little interested in this general issue of synergy with other agencies, except for the case of Bilbao. This is due, we feel, to the fact that most co-operation occurs at Directorate and staff level and that Board members are content with that. In turn, the Foundation's Directorate does not see this issue as of major importance, or as a significant problem for the Foundation's work.

**Table 21: Views of Board members on the synergy between the Foundation's activities and those of other EU Agencies (AB questionnaire: question 2.3.) percentages**

Synergy between Foundation's activities and other EU agencies	Administrative Board					%
	Excellent	Satisfactory	Weak	Non-existent	No opinion	
European Centre for the Development of Vocational Training	0	9,1	30,3	21,2	39,4	
European Environment Agency	0	9,4	28,1	18,8	43,8	
European Agency for Safety & Health at Work	3,5	45,2	32,3	6,5	12,9	
European Training Foundation	0	3,2	29	12,9	54,8	
European Monitoring Centre on Racism and Xenophobia	0	9,7	9,7	22,6	58,1	

## 5.2. Effectiveness

Effectiveness relates to the Foundation's degree of success in achieving the objectives set out in the founding Regulation and in its own Work Programmes. How useful and appreciated is its output? How effective are its activities? What added value does it bring its users? In order to address this theme we have sought to evaluate the level of satisfaction of the users and the Foundation's ability to target and reach the right users. Our role was not so much to measure the academic quality of the work, but more to focus on the perception of the target audiences and on the use to which they put the Foundation's materials.

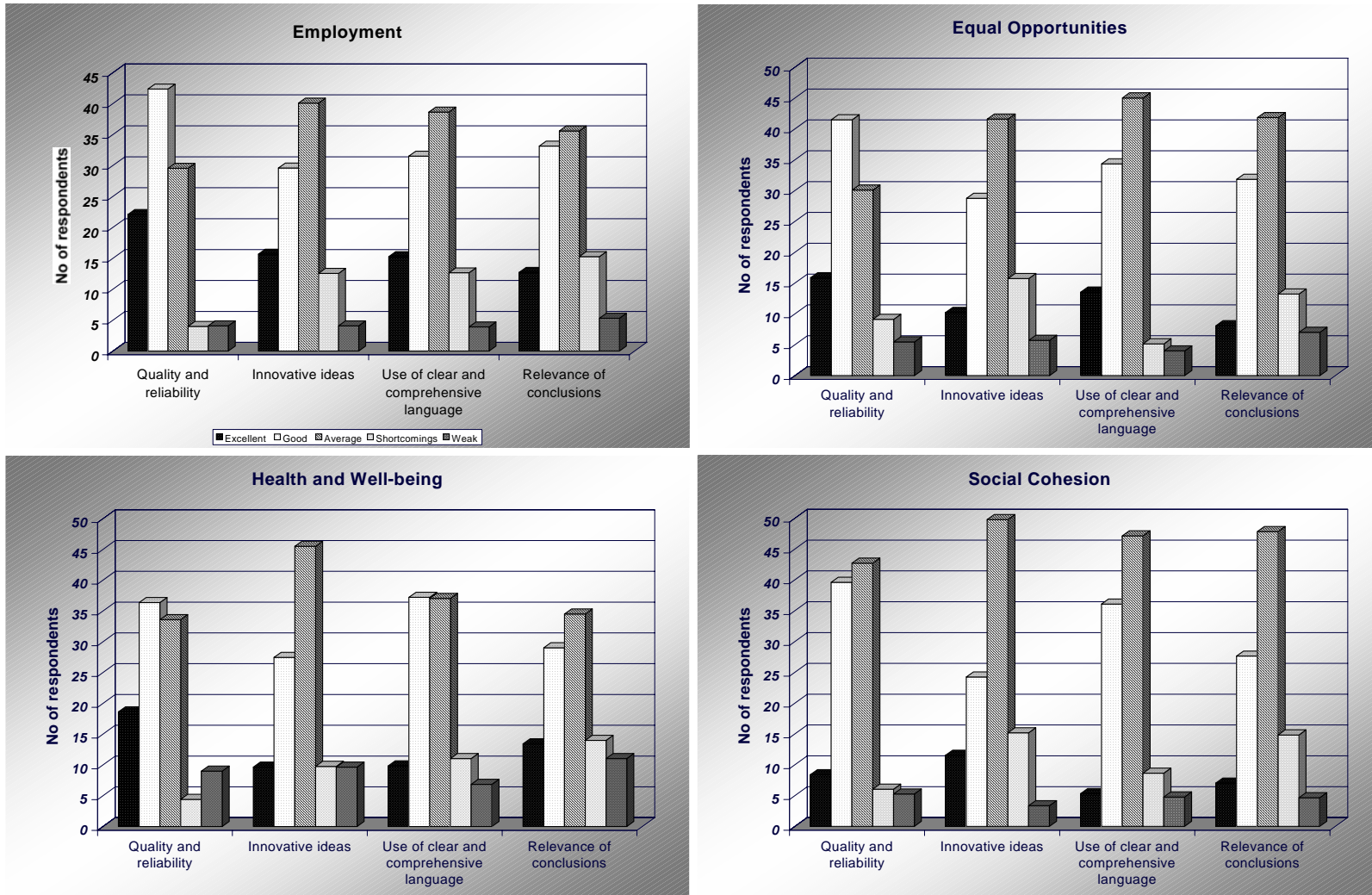
In addressing effectiveness, we are conscious that the debate/discussion and information functions play a crucial and complementary role to that of research activities. The best research cannot be effective if it is not supported by high quality debate and dissemination.

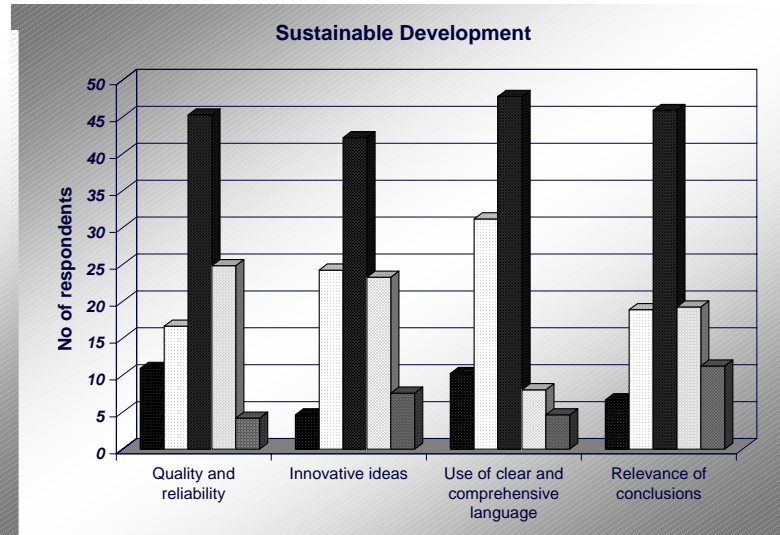
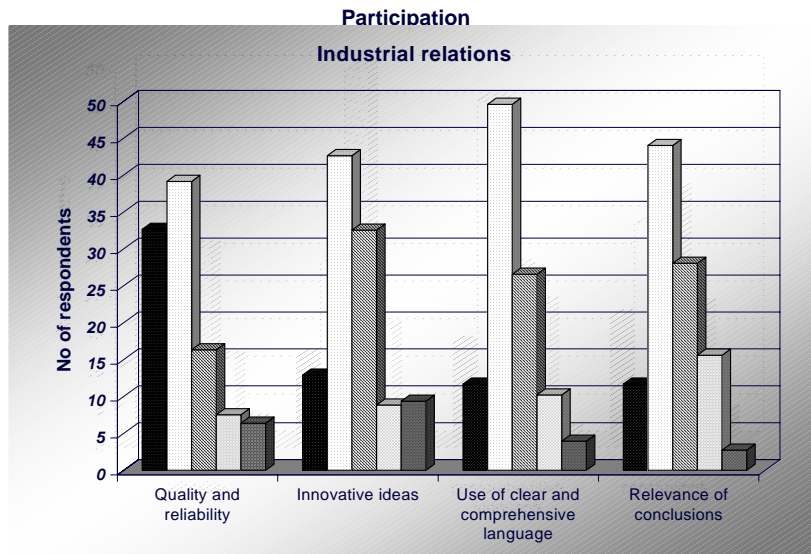
### 5.2.1. EFFECTIVENESS BY WORKING AREA

We provide here an overview of some of the key results of our survey to act as a background to the evaluative comments made in the later sections.

The following charts represent all the survey respondents' views on the quality of Foundation activities by challenge in 1997-2000. Readers will note that the working conditions area again shows somewhat higher ratings, but that overall the incidence of negative criticism is low. Apart from the Participation challenge where there was a preponderance of "excellent" or "good" ratings, the areas show "average" as the strongest individual score.

**Graphic 1: Views on the quality of Foundation activities**





## 5.2.2. EFFECTIVENESS BY WORKING METHOD

### 5.2.2.1. NATURE AND VALUE OF OUTPUT

Apart from their content, the way in which the Foundation's work results are presented is of course a crucial element in determining their effectiveness. The tables that follow present first an overview of the different working methods and forms of output used, and secondly the users' view of the kind of information they seek or expect from the Foundation.

**Table 22: Key Elements of Foundation working methods.**

<b>Working method</b>	<b>Features</b>
Quantitative surveys	<ul style="list-style-type: none"> <li>▪ Production of comparable data at European level</li> <li>▪ Production of data which is not directly quantifiable on basis of national official statistics</li> <li>▪ Produce European-level overviews of particular issues</li> </ul>
Case studies	<ul style="list-style-type: none"> <li>▪ Production of examples of real-world implementation of practices</li> <li>▪ Development of new ideas / orientations</li> </ul>
Comparative analysis of agreements	<ul style="list-style-type: none"> <li>▪ Production of data useful for those monitoring a policy area</li> </ul>
Monitoring tools, Networks and Internet databases	<ul style="list-style-type: none"> <li>▪ a flexible tool to help find appropriate information on a case-by-case basis</li> <li>▪ large quantity of information</li> <li>▪ regular updates</li> </ul>
Literature review or analysis of existing data	<ul style="list-style-type: none"> <li>▪ Challenge to existing data</li> <li>▪ Low cost</li> </ul>
Policy review or evaluation	<ul style="list-style-type: none"> <li>▪ Offers comparative reviews of differing systems/policies and new orientations/lessons</li> </ul>
Debate	<ul style="list-style-type: none"> <li>▪ Creates interaction with users</li> <li>▪ Allows users to develop professional contacts</li> </ul>



**Table 23: Type of information sought by users, when consulting Foundation products (General questionnaire: question 1.28.)**

		Total			
<b>Type of information</b>	Frequently %	Quite frequently %	Rarely %	Never %	
Innovative ideas	20,8	43,8	22,9	12,5	
Quantitative data	32,7	40	18,2	9,1	
Trend analysis	39,6	43,4	11,3	5,7	
Examples of "best practices"	35,2	42,6	16,7	5,6	
		Researchers			
<b>Type of information</b>	Frequently %	Quite frequently %	Rarely %	Never %	
Innovative ideas	14,3	50	14,3	21,4	
Quantitative data	33,3	44,4	11,1	11,1	
Trend analysis	50	38,9	5,6	5,6	
Examples of "best practices"	47,1	23,5	17,6	11,8	
		General Users			
<b>Type of information</b>	Frequently %	Quite frequently %	Rarely %	Never %	
Innovative ideas	23,5	41,2	26,5	8,8	
Quantitative data	32,4	37,9	21,6	8,1	
Trend analysis	34,3	45,7	14,2	5,7	
Examples of "best practices"	29,7	51,4	16,2	2,7	

**Table 24: Principal sources used by users for information on working conditions, industrial relations and living conditions (General questionnaire: 1.24., 1.25. and 1.26.)-**

		Working conditions			
<b>Sources of information</b>	Frequently %	Quite frequently %	Rarely %	Never %	
The Foundation	20,8	60,4	18,9	0	
Other European information and/or research centres	24	46	30	0	

National public administrations	38,8	30,6	24,5	6,1
National research centres	40,7	37	16,7	5,6
Others	61,5	38,5	0	0
<b>Industrial Relations</b>				
<b>Sources of information</b>	<b>Frequently</b>	<b>Quite frequently</b>	<b>Rarely</b>	<b>Never</b>
The Foundation	32	40	22	6
Other European information and/or research centres	24,5	53,1	20,4	2
National public administrations	33,3	35,7	19	11,9
National research centres	32,6	45,7	15,2	6,5
Others	78,6	7,1	0	14,3
<b>Living Conditions</b>				
<b>Sources of information</b>	<b>Frequently</b>	<b>Quite frequently</b>	<b>Rarely</b>	<b>Never</b>
The Foundation	9,1	50	40,9	0
Other European information and/or research centres	14	53,5	30,2	2,3
National public administrations	26,2	38,1	31	4,8
National research centres	31,8	38,6	27,3	2,3
Others	23,1	23,1	38,5	15,4

Table 24 shows how the 66 “general” respondents (of whom 24 were researchers) rank the Foundation as a source composed to other potential sources of information. The Foundation emerges as a major source in all three-core areas of work, with 60-80% respondents claiming to use the Foundation frequently to quite frequently. However, it is neither significantly ahead nor behind other European-level sources, which indicates its general complementarity rather than dominance or irrelevance.

**Table 25: Use of Foundation's products by Board members (AB questionnaire: question 3.1.)**

Which of the products generally used	Administrative Board				
	Frequently %	Quite frequently %	Not very frequently %	Rarely %	Never %
Foundation Web Site	9,1	39,4	36,4	15,2	0
EIRO Online	16,1	32,3	32,3	12,9	6,5
Sustainable development on line "SD online"	0	0	13,8	37,9	48,3
Full publications research reports	9,4	50	25	6,3	9,4
Executive summaries	34,4	43,8	15,6	3,1	3,1
Glossaries and databases	6,5	16,1	35,5	29	12,9
Annual report of the Foundation	16,1	19,4	38,7	22,6	3,2
Conferences	10	26,7	46,7	10	6
Debates, workshop	10,3	27,6	37,9	20,7	3,4
Communiqué – Newsletter of the Foundation	25,8	41,9	29	3,2	0
Periodic publications (BEST, EIRO Observer, etc.)	21,9	43,8	21,9	12,5	0

**Table 26: Use of the Foundation's products by researchers and general users (General questionnaire: question 1.10.)**

Which of the products generally used	Researchers				
	Frequently %	Quite frequently %	Not very frequently %	Rarely %	Never %
Foundation Web Site	4,8	52,4	28,6	9,5	4,8
EIRO Online	35	30	20	5	10
Sustainable development on line "SD online"	0	6,7	6,7	20	66,7
Full publications research reports	8,3	58,3	25	4,2	4,2
Executive summaries	10	60	20	0	10
Glossaries and databases	5,6	16,7	61,1	0	16,7
Annual report of the Foundation	0	29,4	23,5	23,5	23,5
Conferences	5	30	40	15	10
Debates, workshop	15	25	35	5	20
Communiqué - Newsletter of the Foundation	15,8	36,8	15,8	21,1	10,5

Periodic publications (BEST, EIRO Observer, etc.)	14,3	47,6	23,8	4,8	9,5
<b>Which of the products generally used</b>	General users				
	Frequently %	Quite frequently %	Not very frequently %	Rarely %	Never %
Foundation Web Site	2,7	35,2	45,9	8,1	8,1
EIRO Online	13,5	35,1	29,8	8,1	13,5
Sustainable development on line "SD online"	0	3,4	13,8	20,7	62,1
Full publications research reports	14,3	28,6	34,3	17,1	5,7
Executive summaries	19,4	30,6	36,1	11,1	2,6
Glossaries and databases	5,9	23,6	41,1	17,6	11,8
Annual report of the Foundation	9,7	32,3	19,3	29	9,7
Conferences	8,6	11,4	42,9	31,4	5,7
Debates, workshop	6,1	9,1	33,3	33,3	18,2
Communiqué - Newsletter of the Foundation	13,9	33,3	16,7	19,4	16,7
Periodic publications (BEST, EIRO Observer, etc.)	16,2	32,4	37,8	2,7	10,8

These trends from the 102 respondents to the questionnaire survey show the leading position in terms of users' needs of the Foundation's major outputs such as the website, EIRO and the Communiqué newsletter, as well as the summaries of research projects. These trends were confirmed in our interviews, as was the value attributed to the European Working Conditions survey.

#### 5.2.2.2. DISSEMINATION AND INFORMATION

### **Dissemination of Publications, Newsletters and CD ROMs**

The Foundation operates a major mailing list (known as SAGAP), which contains about 14,000 names. Each contact included in the database is classified according to a number of criteria, which allow the Foundation to select specific target audiences. The principal criteria are as follows

- Type of Organisation
- Professional details
- Areas of interest (loosely linked to the Foundation's challenges or transversal themes).

SAGAP was rationalised in the last 5 or 6 years, whereby its size was reduced from 30,000 to the current level. This took place on the basis of a survey in 1995 during which the Foundation assessed the level of activity of everybody on the list.

There are several difficulties in relation to the SAGAP instrument. It is

- not up to date (in that new contact addresses obtained by staff are not systematically added to SAGAP)
- not connected in an integrated way with the Foundation's working projects (in the sense that there is no systematic link between individuals and organisations involved in projects and their inclusion on SAGAP, nor is there a systematic mechanism for enriching the data base with the target audience that is identified or developed for a particular project (and vice versa));
- there is a lack of balance between the different target groups; and
- there are no email or fax contact details for those on the list.

Given this inadequate targeting tool, the Information Liaison Officers connected to the research teams have developed their own mailing lists on the Foundation's Contact Tracking System, known as CTS. Each of the ILOs manages their own mailing list without an overall co-ordination mechanism.

Once the decision is taken to publish a document, the research teams and the information and communication teams meet to address the issue of dissemination. The teams consider the size of the report, in which languages it should be published and the appropriate targeting policy. The ILOs tend to add some of their CTS contacts to the SAGAP list. There is no guarantee to prevent one individual appearing on both lists and therefore receiving more than one mailing.

In general, research reports and other Foundation publications come out in one to three languages (English, French and German) in print runs of 3000-5000 copies. The number of items disseminated for free varies from project to project but, in general, publications are sent to the 275 "priority individuals" on the CTS mailing list and to the contact lists prepared by the ILOs.

Among these 275 priorities targets are the members of the Administrative Board, the Committee of Experts, EU officials and European social partners, as well as the other EU agencies.

Summary reports are published in a much larger number of languages (normally in the 11 Community languages). For a typical project, 6,000 - 10,000 copies of the summaries are printed. Typically, for a project with a print run of 6,000, there are 3,000 English, 2,000 German and French and 1000 copies in 4-5 other languages.

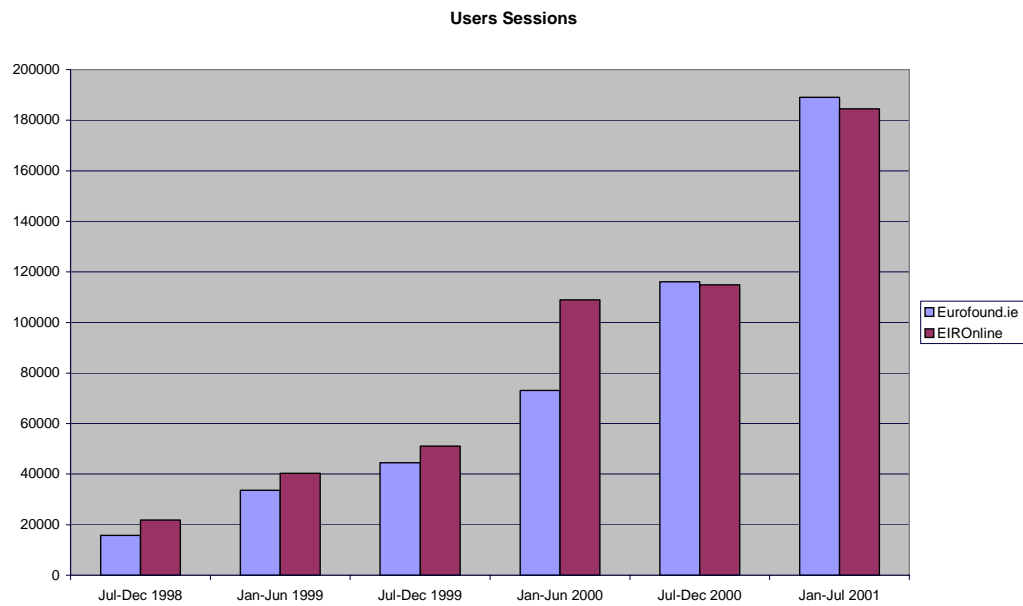
**Table 27: Views of Board members, researchers and general users on the increasing use of electronic formats (AB questionnaire: question 3.11. and General questionnaire: question 1.20.)**

<b>The increasing use of electronic formats</b>	Excellent %	Good %	Average %	Shortcomings %	Weak %
Administrative Board	28,1	46,9	18,8	6,3	0,0
Users	28,1	53,1	6,3	6,3	6,3
Researchers	52,6	21,1	21,1	0,0	5,3

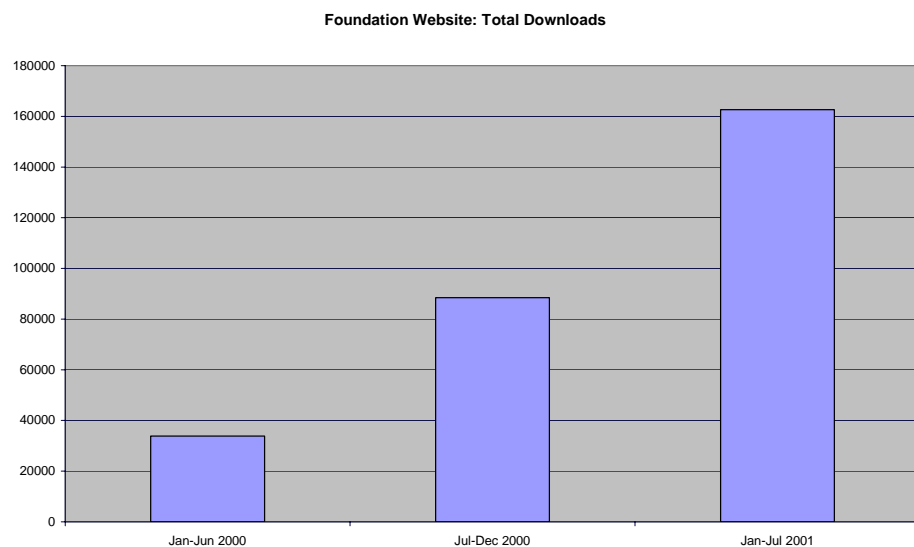
Documents published on the Foundation's web site are available for free and tend to be documents for which web publishing is appropriate, primarily all summaries or short reports, newsletters, conference reports and occasionally conference speeches of Foundation staff.

The tables below show the extent of use of the Foundation's web site and the EIRO web site. From a level of 20,000 hits per site in the second half of 1998, the Foundation has seen activity rise sharply to more than 180,000 user sessions in the first half of 2001. The table showing download numbers demonstrates a growth from 33,000 in the first half of 2000 to 160,000 one year later.

**Graphic 2: Use of the Foundation web site and the EIRO web site**



**Graphic 3: Number of downloads from the web sites**



The following tables on the number of registered users of EIRO shows the level of coverage of the different target audiences. Registered users are those people who fill in an electronic form in the EIRO online database. They are notified automatically when a new issue comes out or when they receive a PDF copy directly.

**Table 28: Number of EIRO registered users**

Sep – Dec 1997	Up to December 1998	Up to December 1999	Up to December 2000	Up to Sep 2001
24	801	1219	1635	1894



**Table 29: Registered EIRO users by type of organisation**

Type of organisation	%
EU/international	5
Academic/Research	34
Trade Union	16
Employers	5
Government	11
Private company	18
Media	2
Other	9

## User Assessment of Dissemination Policy

This section deals with the level of user satisfaction of the way in which the Foundation publishes its results and outputs.

**Table 30: Assessment of the AB members and users of several aspects concerning documents (AB-questionnaire: question 3.11. and General questionnaire: question 1.20.) -**

Speed with which requested publications were made available						%
	Excellent	Good	Average	Shortcomings	Weak	
Administrative Board	6	50	31	9	3	
Users	23	32	26	10	6	
Researchers	17	50	28	6	0	
Ability to find the right information						%
	Excellent	Good	Average	Shortcomings	Weak	
Administrative Board	7	48	23	19	3	
Users	23	29	29	19	0	
Researchers	11	68	11	11	0	

<b>Availability of documents in the appropriate language</b>					
	Excellent	Good	Average	Shortcomings	Weak
Administrative Board	16	31	16	25	13
Users	9	38	31	16	6
Researchers	32	53	11	5	0
<b>The increasing use of electronic formats</b>					
	Excellent	Good	Average	Shortcomings	Weak
Administrative Board	28,1	46,9	18,8	6,3	0,0
Users	28,1	53,1	6,3	6,3	6,3
Researchers	52,6	21,1	21,1	0,0	5,3
<b>Choice between detailed and short versions of publications</b>					
	Excellent	Good	Average	Shortcomings	Weak
Administrative Board	22	41	28	3	6
Users	22	31	34	9	3
Researchers	21	53	26	0	0

**Table 31: Assessment of users of the enquiry service delivered by the Foundation (General questionnaire: question 1.23.)**

<b>Assessment of enquiry service</b>	Excellent	%	Good	%	Average	%	Shortcomings	%	Weak	%
Request by e-mail	33,3		38,5		20,5		2,6		5,1	
Request by post	25		37,5		28,1		6,3		3,1	
Request by phone	31,3		37,5		21,9		3,1		6,3	

As well as the generally positive view of the document and enquiry service, users are generally satisfied with the increasing use of electronic dissemination. In this way they obtain information more easily and more quickly. This also allows the Foundation to reduce the time and distance gaps between it and its users.

The language issue in the Foundation exhibits similar characteristics to the way it has developed in many other EU contexts. Resources and practicality do not permit full use of all working languages and arrangements have developed over time, which seek to make the best of the situation. End-users always have the option of translating particular items into their own language (if the Foundation has not done so), and we view the criticisms of the Foundation's language policy as being largely political rather than reflective of real practical difficulties.

When the Foundation decides to publish a document in several languages, problems arise in relation to translation. This is particularly the case with translations executed by the EU's Translation Centre in Luxembourg. Foundation staff have indicated that the time span can be several months, agreed deadlines are not always met and the Foundation is obliged to make linguistic corrections when the translation is received back.

The consequence of the translation system is that the English version is usually circulated first, thereby placing users of other language versions in a disadvantageous position. This can on occasion acquire an exaggerated importance in the minds of the users.

#### 5.2.2.3. QUALITY OF PRODUCTS

##### 5.2.2.3.1. PRESENT SITUATION

**Table 32: Assessment of Board members and users of certain aspects concerning disseminated products (General users and Researchers) (AB questionnaire: question 3.2. & general questionnaire: question 1.11.)**

Quality and reliability %					
	Excellent	Good	Average	Shortcomings	Weak
Administrative Board	15,5	65,5	15,6	3,1	3,4
Users	29,7	40,5	18,9	5,4	5,4
Researchers	27,3	40,9	27,3	4,5	0,0

*Quality and Reliability:* It was not our role to carry out a peer review of the academic quality of the Foundation's work, but we were keen to assess the views of users regarding the reliability of the work and their general confidence in the methods used and the results obtained. In general, the Foundation's products are recognised as having a good level of reliability. Most users claim to have confidence in the methods and in the results. However the reliability is seen as variable between projects and according to the methods used. The most critical in this regard are the members of the Committee of Experts, together with a small number of employers representatives. The latter claim that the research world as it relates to the themes dealt with by the Foundation tends to be dominated by organisations and individuals with a natural leaning to the trade union side. This is not

a unanimous view from the employers, but gives rise to feelings of frustration on the part of those who voice it. It might merit a detailed discussion at Board level in order to illuminate the issue properly.

**Table 33: Assessment of Board members and users of certain aspects concerning disseminated products (General users and Researchers) (AB questionnaire: question 3.2. & general questionnaire: question 1.11.)**

<b>Use of clear and comprehensive language %</b>					
	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Shortcomings</i>	<i>Weak</i>
Administrative Board	9,4%	34,4%	43,8%	12,5%	
Users	19,4%	22,2%	36,1%	19,4%	2,8%
Researchers	22,7%	54,5%	13,6%	9,1%	

*Use of clear and comprehensive language*

Users have different expectations regarding the kind of language used in the Foundation. Some see the language as too academic, others that is too political, others that it is too technocratic and finally a number of users see the Foundation as operating an appropriate linguistic style given its role of intermediary between the academic and policy-making worlds. Social partners are the most critical on this issue, in the sense that they reproach the Foundation for an overly academic style. This can be a problem, for example, when national case studies are requested in a framework, which does not reflect the reality on the ground. They also criticise a style that is seen as too political when the research managers on the Foundation's staff try to lead a debate.

This range of opinions may reflect the different expectations of different kinds of users, but it also illustrates the lack of a common strategy for communication. The Foundation's messages tend to be delivered in an uncoordinated way, reflecting different orientations.

**Table 34: Assessment of Board members and users of certain aspects concerning disseminated products (General users and Researchers) (AB questionnaire: question 3.2. & general questionnaire: question 1.11.)**

<b>Relevance of the conclusions %</b>					
	<i>Excellent</i>	<i>Good</i>	<i>Average</i>	<i>Shortcomings</i>	<i>Weak</i>
Administrative Board	12,5%	25,0%	37,5%	21,9%	3,1%
Users	9,5%	38,1%	42,9%	9,5%	
Researchers	10,8%	43,2%	21,6%	24,3%	

*Added Value of the results of Foundation work:* As far as the usability of Foundation products are concerned opinions are again diverse. Explaining this requires a knowledge of the timing constraints under which users have to work. The way in which the Foundation presents its products is also relevant..

The concept of timeliness has different aspects:

- the timing of the publication vis a vis the debate on the issue in question;
- the way in which products and outputs are sufficiently flexible to be of value to a debate that is evolving; and
- the degree to which the information produced is up to date at the moment it reaches outside users.

A further point in this area is that the user's initial perception of the added value of the Foundation tends to influence their opinion of the value of particular products.

In relation to information being sufficiently up to date, users stressed the need to use flexible working tools, which can allow the organisation to adapt and update information quickly. EIRO and the European Working Conditions Survey are seen to demonstrate these characteristics. Users also expect much from the new European Monitoring Centre on Change(EMCC).

Making information available that is sufficiently up to date at the time of its publication is often seen as a problem. Despite the improvements brought about by technology, there are examples, which illustrate the overly long time lag between the gathering of information and its dissemination. This is the case, for example, for the Equal Opportunities and Collective Bargaining project, which highlights agreements between the social partners that were concluded in 1994 and 1995. However the results were only disseminated in 1998 and 1999. The Employment Options of the Future project is another where the publication of results also occurred rather a long time after the collection of the data. However, in both of these examples summaries were disseminated more quickly and within time frames, which were judged to be acceptable.

#### 5.2.2.3.2. Change in these aspects over time

**Table 35: Opinion of the members of the Board and users on the evolution of disseminated products (General users and Researchers) (AB questionnaire: question 3.10. & general questionnaire: question 1.19)**

<b>Quality and reliability</b>					
	<i>Clear Improvement</i>	<i>Improvement</i>	<i>Stabilisation</i>	<i>Deterioration</i>	<i>Clear deterioration</i>
Administrative Board	19,2%	57,7%	19,2%	3,8%	0,0%
Users	18,8%	59,4%	21,9%	0,0%	0,0%
Researchers	22,2%	38,9%	38,9%	0,0%	0,0%

<b>Innovative ideas</b>					
	<i>Clear Improvement</i>	<i>Improvement</i>	<i>Stabilisation</i>	<i>Deterioration</i>	<i>Clear deterioration</i>
Administrative Board	11,1%	48,1%	40,7%	0,0%	0,0%
Users	3,2%	54,8%	38,7%	3,2%	0,0%
Researchers	6,3%	37,5%	43,8%	12,5%	0,0%
<b>Use of clear and comprehensive language</b>					
	<i>Clear Improvement</i>	<i>Improvement</i>	<i>Stabilisation</i>	<i>Deterioration</i>	<i>Clear deterioration</i>
Administrative Board	4%	52%	41%	4%	0%
Users	13%	38%	50%	0%	0%
Researchers	12%	59%	24%	6%	0%
<b>Relevance of the conclusions</b>					
	<i>Clear Improvement</i>	<i>Improvement</i>	<i>Stabilisation</i>	<i>Deterioration</i>	<i>Clear deterioration</i>
Administrative Board	15%	35%	46%	4%	0%
Users	13%	41%	47%	0%	0%
Researchers	12%	35%	41%	12%	0%

Most of the users consider that effectiveness has improved over time. The survey results show that quality and reliability have clearly improved. The Foundation has increased its professionalism in offering products more adapted to the needs of the target groups. It offers greater flexibility in the product range, such as a choice between long and short versions of reports, monitoring tools and increasing use of electronic formats.

As for the presence of innovative ideas, the use of clear and comprehensive language and the relevance of conclusions, opinions are more dispersed between noting an improvement and claiming a stabilisation. The evolution of the presence of innovative ideas has to be seen as an accompaniment to the Foundation's anticipatory function. One cannot easily ask the Foundation to be more linked with current issues and simultaneously to be more anticipatory.

Concerning the evolution of the use of language, some users (especially the social partners) still consider the research of Foundation as somewhat over-wordy.

On the relevance of conclusions, there is a feeling of stabilisation, reflecting the views of those who might prefer outputs that are more tailored to specific needs and those who see an improvement in the relevance and quality of the Foundation's products.

#### 5.2.2.4. EFFECTIVENESS OF DEBATE & DISCUSSION ACTIVITIES

**Table 36: Percentage of user respondents who attended one or more conferences (General questionnaire: question 1.29. )**

Attended conferences?	Total %	Researchers %	General Users %
No	17,7	13,6	20
Yes, once	11,3	9,1	12,5
Yes, 1 to 5 events	41,9	31,8	40
Yes, more than 5 events	29	45,5	27,5

**Table 37: Assessment by users of the evolution over 5 years of different aspects concerning the debate activity of the Foundation (General questionnaire: question 1.31.)**

Assessment of evolution aspects concerning debate activity	Total (%)				
	Clear Improvement	Improvement	Stabilisation	Deterioration	Clear deterioration
The choice of speakers	2,6	34,2	60,5	2,6	0,0
The relevance of the discussions	5,1	35,9	53,8	2,6	2,6
The opportunity to reinforce professional contacts	7,9	28,9	60,5	2,6	0,0
The quality of the conference report	5,1	35,9	56,4	2,6	0,0
Assessment of evolution aspects concerning debate activity	Researchers (%)				
	Clear Improvement	Improvement	Stabilisation	Deterioration	Clear deterioration
The choice of speakers	0,0	21,4	78,6	0,0	0,0
The relevance of the discussions	0,0	28,6	64,3	7,1	0,0
The opportunity to reinforce professional contacts	0,0	30,8	61,5	7,7	0,0
The quality of the conference report	0,0	28,6	71,4	0,0	0,0

Assessment of evolution aspects concerning debate activity	General Users (%)				
	Clear Improvement	Improvement	Stabilisation	Deterioration	Clear deterioration
The choice of speakers	4,2	41,6	50,0	4,2	0,0
The relevance of the discussions	8,0	40,0	48,0	0,0	4,0
The opportunity to reinforce professional contacts	12,0	28,0	60,0	4,0	0,0
The quality of the conference report	8,0	40,0	48,0	4,0	0,0

This area is one where the Foundation brings together interested parties to discuss relevant developments in a particular working area. The tables show general satisfaction among the approximately 50 respondents who had attended events.

One of the key features of these activities is that it is usually the Foundation and its stakeholders, which decide on the invitation lists. Frequently, the Foundation also finances the participants' travel and subsistence costs. This obviously may determine the profile and attitude of participants in the events. The Foundation frequently uses its Board members to determine who is best placed to be invited.

This working method incorporates the danger that the conferences become 'closed shops', where the most objective criteria for selecting participants may not be used. As a consequence the spillover effects of such conferences are limited. A review of this approach would clearly help to determine what additional or alternative methods would enhance the range of participation. This review should include the issue of paying for participants' costs. It may be that people would attend at their own cost, thereby freeing up resources for other activities. The Foundation could carry out external promotion to attract other interested parties. Overall, the message is that the invitation and promotion strategy should be in full coherence with the objective of the conference.

Naturally, current methods may merely guarantee that the most appropriate members of the stakeholder community are included in the events. This is by no means wrong. It shows that the Foundation can be of direct value to the organisations involved in it and to their contacts, and it may be useful therefore to ensure that the objectives of these activities are clearly expressed as part of the Foundation's communication work, as well as contributing to deepening the organisation's understanding of key issues.

Opinions are most divided concerning the quality of conference reports. The comments reveal a split between those who see them as acceptable and those who are not satisfied. Many of the latter blame the perceived long time lag between the event and the appearance of the report. We have not compared the Foundation's performance in this area with that of other bodies.



### 5.2.3. EFFECTIVENESS BY TARGET AUDIENCE

We report first on the questionnaire survey respondents' views on awareness of the Foundation and on its value to them for particular parts of their work. Readers should also look at table 24 in this context.

**Table 38: Extent to which the Foundation is known in the organisations of Board members (AB questionnaire: question 3.17.)**

<b>How well is the Foundation known in your organisation?</b>	<b>%</b>
Very well known	12,1
Partially known	63,6
Hardly known	24,2

**Table 39: Extent to which the Foundation is known in the organisations of users (General questionnaire: question 1.32.)**

<b>Foundation known in organisation?</b>	<b>Total %</b>	<b>Researchers % (24)</b>	<b>General Users % (42)</b>
Very well known	32,8	33,3	32,5
Partially known	52,5	52,4	52,5
Hardly known	14,8	14,3	15

**Table 40: Assessment of certain user groups of the way the Foundation's activities have helped them. (General questionnaire: question 3.3., 4.3. and 5.3.)**

<b>How did Foundation's activities help your organisation</b>	<b>European Institutions &amp; International Organisations %</b>				
	<b>Yes, very significantly</b>	<b>Yes, significantly</b>	<b>Yes, slightly</b>	<b>No</b>	<b>Not applicable</b>
To prepare or draft legislation	0,0%	12,5%	37,5%	25,0%	25,0%
To prepare a programme or guidelines	0,0%	12,5%	50,0%	12,5%	25,0%
To influence positions at the EU level	0,0%	22,2%	22,2%	33,3%	22,2%
To prepare (a) report(s)	11,1%	33,3%	22,2%	22,2%	11,1%
To circulate information to social partners	20,0%	10,0%	30,0%	10,0%	20,0%
To circulate information to companies	0,0%	25,0%	37,5%	25,0%	12,5%

To circulate information to citizens	0,0%	33,3%	33,3%	22,2%	11,1%
To reinforce your contacts with government bodies	0,0%	22,2%	33,3%	22,2%	22,2%
To reinforce your contacts with social partners at EU level	0,0%	12,5%	25,0%	25,0%	37,5%
To enlarge your contacts with the scientific community	0,0%	12,5%	37,5%	37,5%	12,5%

<b>How did help Foundation's activities help your organisation</b>	<b>Nat. Pub. Authorities</b>				
	<b>Yes, very significantly</b>	<b>Yes, significantly</b>	<b>Yes, slightly</b>	<b>No</b>	<b>Not applicable</b>
To prepare or draft legislation	0,0%	0,0%	33,3%	50,0%	16,7%
To prepare a programme or guidelines	0,0%	33,3%	33,3%	33,3%	0,0%
To influence positions at the EU level	0,0%	16,7%	33,3%	16,7%	33,3%
To influence positions at the national level	0,0%	50,0%	16,7%	33,3%	0,0%
To prepare (a) report(s)	0,0%	28,6%	57,1%	14,3%	0,0%
To circulate information to social partners	0,0%	50,0%	33,3%	16,7%	0,0%
To circulate information to companies	0,0%	16,7%	50,0%	33,3%	0,0%
To circulate information to citizens	0,0%	0,0%	50,0%	33,3%	16,7%
To reinforce your contacts with EU institutions	0,0%	14,3%	57,1%	14,3%	14,3%
To reinforce your contacts with government bodies	0,0%	0,0%	66,7%	33,3%	0,0%
To reinforce your contacts with social partners at EU level	0,0%	28,6%	28,6%	14,3%	28,6%
To enlarge your contacts with the scientific community	0,0%	42,9%	42,9%	0,0%	0,0%
<b>How did activities of Foundation help your organisation</b>	<b>Social partners</b>				
	<b>Yes, very significantly</b>	<b>Yes, significantly</b>	<b>Yes, slightly</b>	<b>No</b>	<b>Not applicable</b>
To prepare collective bargaining at the EU level	0,0%	25,0%	25,0%	18,8%	31,3%
To prepare collective bargaining at the national level	0,0%	20,0%	13,3%	20,0%	46,7%
To prepare lobbying or influence positions at the European level	0,0%	33,3%	27,8%	16,7%	22,2%
To prepare lobbying or influence positions at the national, regional or local authorities level	0,0%	29,4%	17,6%	11,8%	41,2%
To prepare a training	11,1%	16,7%	16,7%	27,8%	27,8%
To circulate information to target groups of your organisation	5,6%	55,6%	11,1%	11,1%	16,7%
To reinforce your contacts and exchanges with social partners at the EU level	5,9%	17,6%	17,6%	41,2%	17,6%

To reinforce your contacts and exchanges with social partners from other EU countries	5,6%	22,2%	22,2%	16,7%	33,3%
To reinforce your contacts with the scientific community	5,6%	22,2%	22,2%	22,2%	27,8%
To reinforce your contacts with European institutions	0,0%	17,6%	35,3%	17,6%	29,4%

Table 40 reflects a very small number of questionnaire survey respondents. The comments that follow are based more on our other research and on interviews.

#### 5.2.3.1. EU INSTITUTIONS

As far as the European Commission is concerned, the Foundation is seen as a source of information and research, which can be used at the appropriate point in the policy-making process. (Comments on the Commission are made in the context of our earlier remarks in Chapter 5.1.7). The usage statistics show that the Foundation and the EIRO web sites are used regularly by Commission officials. The latter also use the Foundation's publications and refer more often to the executive summaries than to the full research reports. The web sites are quoted as regular sources by Commission officials, which is not the case for printed publications.

It is clear that the effectiveness of the Foundation in the mind of the Commission has improved as a result of the use of technological means for information distribution. This has reduced the distance between the two organisations.

While we believe that the Foundation is generally in line with the thematic areas on which the Commission is working, this is not necessarily the case in terms of timing and synergy with the Commission's working cycle. There is a usage pattern, which is dependent on circumstances case by case. A project such as the Eco-Product seminars would seem to be of little relevance to the Commission, while the Active Strategies for an Ageing Workforce Conference seemed to occur at exactly the right moment for the Community agenda.

It is also the case that one DG may appreciate the Foundation's contribution more than another. The Role of Partnerships project is a good example of this. It occurred at the time that the Commission was reviewing and developing its existing cohesion programmes. The two DGs active in this process have starkly differing views of the usefulness of the Foundation's input. DG Employment exploited the Foundation's study in its preparation of the national action plans against poverty and social exclusion, while DG Regio considered that the timing was not helpful and that the content of the study was not useful in developing policy. However they did provide support funding for a joint conference of the Foundation and the OECD on partnerships in distressed urban areas in June 1998.

The European Parliament sees the Foundation as a source of expertise for specific needs at specific times. The Secretariat of the Parliament's Committee on Social Affairs indicated that the Foundation's research reports and internet sites are used relatively little, but the Alert Service provided by the Foundation to the Parliament and the executive summaries of particular pieces of work are valued, when they are seen to have a direct relevance to the Parliament's work. The Parliament also has a number of users who work directly with the Foundation's research managers on a case-by-case basis.

The Council of Ministers, as an institution, is not a major user nor does it see that as appropriate. The Member States, and to a greater extent the Presidencies, are the actors who use Foundation materials. The Council Secretariat's clearly defined role in the EU process explains this.

The Economic and Social Committee, as an advisory and consultative body on EU policy in relevant areas, regularly receives the Foundation's outputs. However, none of the more than 50 recipients of our questionnaire from within the Committee submitted a response. Our contacts with the institution have yielded the view that the Foundation's contribution is useful. ECOSOC has used diverse Foundation material for preparing its advice on European policy, for example in the areas of the quality of employment or older workers.

It is not surprising that the interaction between the Foundation and other institutions is by far the most marked in the case of the Commission, given its role as initiator of European policy.

#### 5.2.3.2. MEMBER STATE AUTHORITIES

For the Member State authorities, the Foundation seems not to be well known in a structured way outside the direct environment of Administrative Board members. Typically, the national government officials who use the Foundation's products have learnt about the organisation through their colleagues or through the publications. Compared to other users, national government officials are the most likely to use complete research reports and executive summaries rather than the Internet sites.

Our discussions with Member State officials (including those involved in Presidency activities) have revealed, as the questionnaire results also show, that Member States use specific outputs as valued contributions to individual debates when the relevance or timeliness of the Foundation's action creates the right conditions. Again the permanent monitoring tools are the "most popular" products.

#### 5.2.3.3. SOCIAL PARTNERS

We detect different views between European-level and national-level representatives of the social partners, whereby European trade union organisations frequently use EIRO and the Foundation’s web site, and research reports and executive summaries on a less regular basis. At national level, overall usage is much less, apart perhaps for the European Industrial Relations Observatory (EIRO). ETUC uses the Foundation’s material as ready-made for distribution to its members and often uses it to initiate discussion in internal meetings.

As for the employers, the European-level officials also use EIRO most. UNICE tends to use the Foundation as a source of data in order to answer specific questions raised by its members, but does not disseminate Foundation material in a proactive systematic way. National-level employer bodies tend to centre their contacts with and awareness of the Foundation in the Administrative Board member or persons close to him/her. This relatively limited group mostly uses EIRO, research reports and executive summaries.

This demonstrates that none of the main constituencies (except to a limited extent the unions) carry out systematic distribution of the Foundation’s outputs within their organisations. This raises serious questions about the level of commitment and/or agreement among the Foundation’s stakeholders about the optimal approach to dissemination of information. Information is the key vehicle for the Foundation, and a clear policy on stakeholder bodies’ role in dissemination should be an essential element of information policy.

While criticism that the Foundation does not produce enough “practical” information”, in the sense that it is too remote from real workplace reality and cannot be used directly in the field, is not appropriate (as the Foundation does not seek to produce material for direct use at workplace level), there is value in seeking to improve the basis, on which outputs on workplace level issues are prepared. To provide more practical information on “best practices” to deal with specific problems in specific sectors and industries, the Foundation could adopt a more diversified approach, for example by making more direct contact with sectors, business groups, companies, workers in the field and so on.

In conformity with its founding Regulation, the Foundation tends to limit its activities to providing general information in the field of living and working conditions more for the purpose of policy making than for specific use in the field. This may explain why most information is used at a central level and is not widely distributed to the lower levels (national, sectoral, regional) of the social partners’ organisations.

#### 5.2.3.4. OTHERS

There are many examples, which show that the Foundation is acknowledged as providing added value for international organisations. For example, the *Economic Instruments for Sustainable Development: Improving the External and Working Environment* project helped to contribute to the guidelines for management safety and health, which were published by the World Health Organisation. Further, the OECD/LEED Programmes Conference on Partnerships (Helsinki, October 2000) featured a paper, which drew heavily on the European Foundation's study on local partnerships. The ILO has also long been an organisation, which interacts with the Foundation and uses its information.

### 5.3. Impact

#### 5.3.1. INTRODUCTION AND GENERAL VIEW

Readers will recall that we used the term impact to denote action taken by an external party on the basis of information or advice delivered by the Foundation. The findings and considerations on the impact of the Foundation's work are based on the specific indications regarding impact that emerged from the questionnaire surveys, further developed through the external interviews and the project level analysis in the case studies. This analysis has helped us to identify the following kinds of impact:

- influencing the elaboration of new policies;
- adjusting of existing policies;
- support for collective bargaining;
- influencing practices in the field; and/or
- creation of a basis for further research.

For the period pre-1996, it was difficult to draw conclusions about impact on the basis of the small number of contacts we could obtain regarding the selected case studies. Many people we tried to reach have changed jobs in the interim and for those we could find, it was, not surprisingly, difficult for them to remember in detail how they had perceived and used the work of a particular project carried out by the Foundation during that period.

A helpful introduction to the question of impact is given by the Board members' views on the contribution of the Foundation's work to policy development at the European and national levels. Readers are reminded that this represents the opinions of 36 Board members and alternates.

**Table 41: Views of Board members on the contribution of the Foundation to EU policy making (AB questionnaire: question 2.13.)**

<b>Contribution to EU-policy</b>	<b>AB Questionnaire (total) %</b>		
	Very significant	Useful	No significance
Employment	22,6	74,2	3,2
Equal Opportunities	10,3	82,8	6,9
Health & Well-Being	24,1	65,5	10,3
Social cohesion	6,9	69	24,1
Participation	41,4	55,2	3,4
Sustainable Development	0	79,3	20,7
Industrial Relations	43,3	53,3	3,4
Average	21,3	68,5	10,2
<b>Contribution to EU-policy</b>	<b>Governments %</b>		
	Very significant	Useful	No significance
Employment	23,1	76,9	0
Equal Opportunities	7,7	76,9	15,4
Health & Well-Being	30,8	53,8	15,4
Social cohesion	0	61,5	38,5
Participation	41,7	58,3	0
Sustainable Development	0	66,7	33,3
Industrial Relations	46,2	53,8	0
<b>Contribution to EU-policy</b>	<b>Employees' representatives %</b>		
	Very significant	Useful	No significance
Employment	50	50	0
Equal Opportunities	14,3	85,7	0
Health & Well-Being	42,9	42,9	14,3
Social cohesion	28,6	57,1	14,3
Participation	50	50	0
Sustainable Development	0	71,4	28,6
Industrial Relations	62,5	37,5	0



<b>Contribution to EU-policy</b>	<b>Employers' representatives %</b>		
	Very significant	Useful	No significance
Employment	0	90	10
Equal Opportunities	11,1	88,9	0
Health & Well-Being	0	100	0
Social cohesion	0	88,9	11,1
Participation	33,3	55,6	11,1
Sustainable Development	0	100	0
Industrial Relations	22,2	66,7	11,1

**Table 42: Views of Board members on the contribution of the Foundation to national policy making (AB questionnaire: question 2.13.)**

<b>Contribution to national policy</b>	<b>AB Questionnaire (Total) %</b>		
	Very significant	Useful	No significance
Employment	6,5	67,7	25,8
Equal Opportunities	0	62,1	37,9
Health & Well-Being	22,3	44,4	33,3
Social cohesion	7,1	42,9	50
Participation	14,8	55,6	29,6
Sustainable Development	3,6	35,7	60,7
Industrial Relations	10,3	55,2	34,5
Average	9,2	51,9	38,9

<b>Contribution to national policy</b>	<b>MS Governments %</b>		
	Very significant	Useful	No significance
Employment	15,4	69,2	15,4
Equal Opportunities	0	66,7	33,3
Health & Well-Being	41,7	25	33,3
Social cohesion	0	41,7	58,3
Participation	27,3	63,6	9,1
Sustainable Development	0	36,4	63,6
Industrial Relations	16,7	66,7	16,7
<b>Contribution to national policy</b>	<b>Employees' representatives %</b>		
	Very significant	Useful	No significance
Employment	0	77,8	22,2
Equal Opportunities	0	62,5	37,5
Health & Well-Being	14,3	42,9	42,9
Social cohesion	25	50	25
Participation	0	87,5	12,5
Sustainable Development	12,5	50	37,5
Industrial Relations	12,5	62,5	25
<b>Contribution to national policy</b>	<b>Employers' representatives %</b>		
	Very significant	Useful	No significance
Employment	0	55,6	44,4
Equal Opportunities	0	55,6	44,4
Health & Well-Being	0	75	25
Social cohesion	0	37,5	62,5
Participation	12,5	12,5	75
Sustainable Development	0	22,2	77,8
Industrial Relations	0	33,3	66,7

**Table 43: Opinions of the different Board groups and Committee of Experts' members on possibilities for improvement of the Foundation's contribution (AB questionnaire: question 2.4. and Committee of Experts questionnaire: question 2.12.)**

<b>Ways to Improve Foundation's contribution</b>	<b>Employers %</b>	<b>MS Gov. %</b>	<b>Employees %</b>	<b>Total AB %</b>	<b>Committee of Experts %</b>
A more direct link with EU legislative agenda	20	8,5	44,4	30,6	57,1
A different approach to preparing the European Foundation's work programme	30	23,1	44,4	30,6	14,3
National strategies for dissemination of European Foundation outputs	60	84,6	66,7	66,7	57,1
Monitoring system on the way in which European Foundation outputs are used	50	53,8	33,3	44,4	85,7
Monitoring system on policy issues in the pipeline	30	38,5	66,7	38,9	28,6
Other	0	7,7	0	2,8	0

These figures bear out the general view that “living conditions” work has had less impact. Tables 39 and 40 in section 5.2.3. demonstrate users' general views on impact. They show almost no acknowledgement of the Foundation's work having helped them “very significantly” in any area and a somewhat larger indication (average around 25-30%) that the Foundation did not help them at all. These indications, however, come from a small group of respondents, and the case studies may provide better insight on specific impacts. The Board members' greater acknowledgement of impact reflects their closer following of the Foundation's activities and their influence on European and national debates and policy development.

A clear case of demand for change occurs in the support within the Board and the Committee of Experts for a more active programme of national strategies for dissemination of outputs and for an impact tracking system. We strongly endorse both of these ideas.

### **5.3.2. INFLUENCING THE ELABORATION OF NEW POLICIES:**

The European Foundation plays a role in the formulation and implementation of European policy by supplying information gleaned through its research, information and debate activities. The term policy is used widely in this sense and covers the elaboration of guidelines, the taking of formal political decisions, the preparation of action plans and programmes, the preparation of strategies or the formal legislative process.

The social partners (particularly employers) and the European Commission tend to be guarded about the danger of institutional confusion if the Foundation were to seek too high a profile in this context. However that fear is more about the Foundation seeking too direct a role in the political debate. Nobody contests the value of the Foundation presenting quality data to policy actors, on which they can decide to act or not.

Given the European Commission's role in the initiation of policy proposals, it is crucial to assess how the Commission claims to have used the Foundation's outputs. The different views, which we have gathered from Commission officials demonstrate a range of opinions regarding the impact of the Foundation on the development of European policies.

How policy makers perceive the Foundation's influence on new policy development is also illustrated by the case studies, as shown in the table below. For each case, we have differentiated its degree of impact as being:

- Clear: there is direct evidence of the project's impact on policy making;
- Some influence: where our research shows that the project had a certain influence, which is not always specifically identifiable; or
- Low influence: where our analysis has revealed that there is either a very weak or no influence on policy making.

The tables refer only to those case studies whose objectives are relevant to the type of impact under review.

**Table 44: Degree of influence of the case studies on the elaboration of new policies**

<i>Case studies</i>	<i>Degree of impact</i>	<i>Comments</i>
Active strategies for an ageing workforce	Clear	Impact achieved on the development of active and preventive measures for the ageing workforce by the Commission, the Committee of the Regions, the NGO Eurolink Age and national authorities: <ul style="list-style-type: none"> <li>• Commission : Foundation's points reflected directly in Guideline 3 on active ageing in the European Employment Strategy</li> <li>• Committee of the Regions : basis for its « own opinion » to mark the International Year</li> <li>• National authorities: the level of influence depends from country to country. The Foundation's work constituted a significant input for the Danish Commission for the Ageing Workforce, and was a reference for further research in other countries.</li> </ul>
Equal opportunities and collective bargaining	low	Some interesting information provided, but no obvious contribution to policy-making

Innovative forms of work organisation	To some extent	Useful input to the Commission for its initiatives on work organisation
Employment options of the future	To some extent	Some examples of use in the context of policy development: <ul style="list-style-type: none"> <li>Analyses and recommendations used with Finnish and Belgian presidencies to prepare Council level discussions</li> <li>Data used by the Commission in monitoring the European Employment Strategy</li> </ul>
Information and consultation in European multinational companies	To some extent	Contribution to thinking by European Commission on revision of European Works Council Directive, but no direct impact
European Working Conditions Survey	Clear	Some examples of use in the context of policy development <ul style="list-style-type: none"> <li>Analyses and recommendations used with Belgian presidency on Quality of Work issue</li> <li>Data used by European Commission for policy development on health and safety</li> </ul>
The role of partnerships in promoting social cohesion	Clear	Impact on orientations of policy concerning local partnerships: <ul style="list-style-type: none"> <li>Commission: use of elements of study in guidelines for European programmes and in the preparation of the National Action Plans on Poverty and Social Exclusion</li> <li>National authorities: influence on proposals for future funding for local partnerships under National Development Plan 2000-2006 in Ireland</li> </ul>
The future of work in the information society	To some extent	Some influence on EC documents on information society which could be stronger if the Foundation could produce regular forward-looking updates in this constantly-evolving area
Design for sustainable	Low	No evidence of utilisation of the project in policy

development		development
Coping with social and economic change at neighbourhood level	Clear	<ul style="list-style-type: none"> <li>▪ Some influence on EC documents on local community initiatives and on development of ACCESS programme</li> <li>▪ Evidence of use in the Member States, particularly in the UK regeneration policy</li> </ul>
Impact of technological development	Low	No evidence of utilisation of the project in policy development (pre-1996 project)

Up until now, the Foundation has positioned itself vis-à-vis the policy debate in function of the degree of political sensitivity of the particular subject and the specific requests that were made of it. Given its having been reproached in the past for being too academic, the Foundation has sought recently to produce material, which is more directly usable in policy debate and development. This appears in certain reports and summaries produced by the Foundation where it goes as far as proposing recommendations. Our case studies show that such a role is also sought in the context of co-operation with Council Presidencies, for example the *Active Strategies for an Ageing Workforce* conference organised with the Finnish Presidency or the *Quality of Work* conference organised with the Belgian Presidency. The contribution of the Foundation in the context of European Presidencies is seen as positive by governments because of the organisation's tripartite structure, the quality of its know how and its familiarity with networks in all Members States. These facets can play an important role in increasing the success of such events.

The *Information and Consultation in European Multinational Companies* project shows that the Foundation has to be more careful in the context of particularly sensitive subjects. Our research shows that users expected this study to provide a description and analysis of the success of European Works Councils, not an evaluation aimed at proposing amendments to the Works Council Directive.

Impact on policy development depends also on the timing of the input to the policy development process. As identified in the evaluation of effectiveness, while user views differ, there is a majority who agree that the Foundation is improving in this area. There are a number of examples, which show a clear interaction between the Foundation's work and policy development. This has to be tempered, however, by the long duration of projects in some cases and by the feeling that, in certain cases, the Foundation's approach was judged to be incapable of meeting short term needs.

### 5.3.3. ADJUSTING EXISTING POLICIES

**Table 45: Degree of influence of the case studies on the adjustment of existing policies**

<i>Case studies</i>	<i>Degree of influence</i>	<i>Comments</i>
Active strategies for an ageing workforce	To some extent	The project took place at a time of transition, during which there was a political wish to reverse the trend towards early exit schemes. Impact occurred on policy development more than on readjustment of existing policies
Equal opportunities and collective bargaining	Low	Overview of equal opportunities policy within the EU but no specific impact identified on the readjustment of existing policies
Innovative forms of work organisation	To some extent	Useful inputs to the Commission's initiatives on work organisation but no specific impact on the readjustment of existing policies
Employment options of the future	To some extent	Impact on the monitoring and readjustment of the European Employment Strategy
Information and consultation in European multinational companies	Clear	Impact on the monitoring of the implementation of the European Works Councils Directive, leading to re-thinking in the context of the Directive's revision
European Working Conditions Survey	Clear	Impact on the monitoring and readjustment of policies on health and safety
The role of partnerships in promoting social cohesion	To some extent	Impact on the monitoring of the implementation of partnerships at local level, leading to some revision of orientations and criteria for anti-exclusion programmes

Design for sustainable development	Low	No evidence of use in the context of re-examining policies
Coping with social and economic change at neighbourhood level	To some extent	Possible influence of the policy review on re-adjusting existing policies

Through its work of analysis of existing policies, the Foundation can contribute to their updating. The Foundation's monitoring role provides it with data on trends and new developments, which can assist in refining policies in a specific area, whereas its more anticipatory function can also help in the elaboration of new policies. The case studies show that certain projects, which focused on following existing policies, became one source for readjusting these as time went on.

Among the case studies two of them constituted a tool for tracking the impact of policies, thereby providing an input to their readjustment. These are the European Working Conditions Survey and Information and Consultation in Multinational Companies.

#### 5.3.4. SUPPORT FOR COLLECTIVE BARGAINING.

The Foundation's work has an impact on the development of positions in the context of collective bargaining, an impact, which social partners, not surprisingly, find particularly important. The case study analysis allows us to discern the way, in which the projects studied contributed in this context.

The case studies, which showed the most direct link with collective bargaining, were EIRO and the European Working Conditions Survey. In the other cases, the impact was much less. Most social partners agree that the contribution to the social dialogue could be increased through greater alignment of project work programmes with practical workplace-based realities. An amended work planning process involving closer contact with the workplace level could support this.

The permanent monitoring tools, including EIRO, respond well to needs in this area. The impact could also be more significant if the Foundation were able to respond more speedily through a greater willingness on the part of the Board to adjust the work programme during its implementation to deal with specific requests from key stakeholders. Our recommendations include a mechanism to facilitate this.

**Table 46: Degree of influence of the case studies on support for collective bargaining**

<i>Case studies</i>	<i>Degree of influence</i>	<i>Comments</i>
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Active strategies for an ageing workforce	Low	Possible impact, even though target groups were more policy makers. No specific examples identified.
Central and Eastern Europe Seminars	Low	Subjects were not specific enough to contribute to direct input to collective bargaining
Equal opportunities and collective bargaining	To some extent	Impact through support to social partners <ul style="list-style-type: none"> <li>▪ ETUC – useful contribution at Women’s Committee</li> <li>▪ UNICE (working group on equal opportunities) provided good examples of social partner practices on equal opportunities</li> </ul>
Innovative forms of work organisation	To some extent	Led to some union re-thinking on unionisation as successful cases were not always unionised
European Industrial Relations Observatory	Clear	Clear impact through support for collective bargaining. Helped actors to identify the right information at the right time to prepare a negotiation
Employment options of the future	To some extent	Supplied input for negotiations on working time: <ul style="list-style-type: none"> <li>• Used in Sweden by employers’ federation to prepare paper on preferences for self-employment</li> </ul>
Information and consultation in European multinational companies	To some extent	Provided significant support for unions’ position in negotiation: no such impact identified on employers’ side. Impact could have been greater through a more “practical approach”.
European Working Conditions Survey	Clear	Data used as significant input for negotiations at European level: <ul style="list-style-type: none"> <li>• ETUC: used in negotiations on temporary work and short-term contracts</li> <li>• UNICE: seen as useful but no specific usage identified</li> </ul>
The future of work in	Clear	Clear impact through support for collective

information society		bargaining <ul style="list-style-type: none"> <li>ETUC: was helpful for its lobbying activities on labour law and for its negotiations with the Employers' Federations</li> </ul>
Design for sustainable development	Low	No evidence of utilisation of the project in collective bargaining
European workshop on eco-products	Low	Low evidence of impact on facilitating negotiations between actors/social partners and designers
Impact of technological development	Clear	For the social partners, it helped to assess the contribution of participatory processes

#### 5.3.5. INFLUENCING PRACTICES

The Foundation does have a certain impact on practices in the field and in the preparation of training activities within enterprises or local organisations. The table below presents examples from the case studies. The analysis of these case studies reveals some specific examples of utilisation of the results of Foundation's work at workplace and local level. This influence is nevertheless limited by the scope of the Foundation's work (with its mandatory focus on European-level information and knowledge) and by the great number of possible users (in theory all enterprises and organisations).

More broadly, however, social partners would welcome an approach, whereby direct workplace input underpinned project development. This would increase the likelihood of results being usable in the field. Obviously this raises the question of the validity or wisdom of the Foundation's "straying beyond" its main role.

**Table 47: Degree of influence of the case studies on practice**

<i>Case studies</i>	<i>Degree of influence</i>	<i>Comments</i>
Active strategies for an ageing workforce	To some extent	Limited impact day-to-day given that the objective was policy development. Eurolink Age did use the results for

		their European Code of Conduct.
Central and Eastern Europe Seminars	Very low	No evidence of impact on practice
Equal opportunities and collective bargaining	Clear	Significant impact on union practices: <ul style="list-style-type: none"> <li>▪ ETUC - Action plan to promote equality in its affiliated organisations</li> </ul>
Innovative forms of work organisation	To some extent	All the participants found it useful but no specific usage identified.
European Industrial Relations Observatory	To some extent	Probable, but no system is in place to identify specific examples
Information and consultation in European multinational companies	Very low	Little evidence that it has provided a practical tool at the company level to develop their practices
The role of partnerships in promoting social cohesion	To some extent	Some impact on practice: Example: Training course on 'Productive relationships between public and private bodies on a local basis' for local government officials and staff from gypsy NGOs in Valencia
The future of work in the information society	Low	No evidence of impact on practices
Design for sustainable development	Low	No evidence of impact on practices
European workshop on Eco-products	To some extent	Impact on practice was the main aim, but promotion was far too passive. One specific example of use was identified.
Coping with social and economic change at neighbourhood level	Clear	Evidence of use by practitioners of local development, particularly in the UK, where a practical handbook has been developed
Impact of technological development	Clear	Helped to define specific guidelines for work at VDUs

### 5.3.6. CONTRIBUTION TO THE CREATION OF RESEARCH NETWORKS AND CREATION OF A BASIS FOR FURTHER RESEARCH

**Table 48: Views of researchers on the contribution of Foundation activities to the field of research (General questionnaire: question 6.4.)-**

<b>Views of researchers</b>	<b>I completely agree</b> %	<b>I agree</b> %	<b>I neither agree nor disagree</b> %	<b>I disagree</b> %	<b>I disagree strongly</b> %
Contributed to exchanges and multinational contacts between universities and research centres	25	50	20,8	0	4,2
Contributed to the development of concerted actions between universities, research centres, administrations and organisation of the economic and social life	22,7	36,4	36,4	0	4,5
Contributed to the creation of research networks concerning employment	22,2	61,1	16,7	0	0
Contributed to the creation of research networks concerning equal opportunities	13,3	33,3	40	6,7	6,7
Contributed to the creation of research networks concerning health and well-being	16,7	25	50	0	8,3
Contributed to the creation of research networks concerning social cohesion	18,2	27,3	36,4	18,2	0
Contributed to the creation of research networks concerning participation	37,5	31,3	31,3	0	0
Contributed to the creation of research networks concerning sustainable development	10	30	40	20	0
Contributed to the creation of research networks concerning industrial relations	41,2	29,4	29,4	0	0

The work of the Foundation sometimes leads to further research by others, even though this is not a principal objective of the Foundation. The Foundation's activities are also regularly cited in academic journals and there is a steady stream of invitations to the Foundation for speaker appearances at relevant conferences. For example, the data from the European Working Conditions Survey are increasingly used in academic research. Research studies are also used by international organisations for their own research needs. Examples of this include the ILO, the World

Health Organisation and OECD. Foundation studies can form the subject or the basis for further research done by the users themselves, for example the European Trade Union Institute and the European Commission.

The financing of studies by the Foundation also has multiplier effects at national level, which are difficult to quantify. These consist of the production of research by contractors at national level and the development of new cross-national research networks.

#### 5.4. Efficiency

##### **5.4.1. PROGRAMMING PROCEDURES**

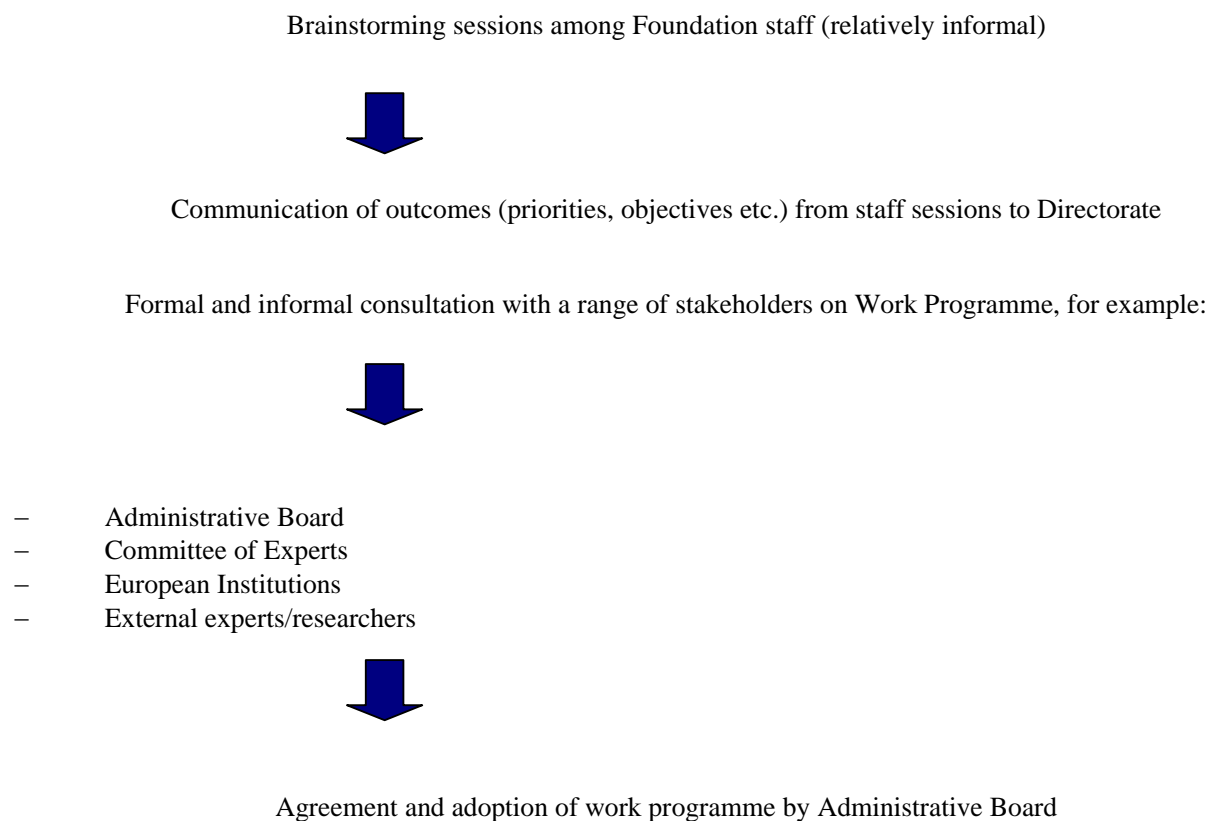
According to the founding Regulation (Article 12), the Director must draw up an annual programme of work before 1 July each year. This annual work programme is approved by the Administrative Board and is part of a four-year rolling work programme. Included in the annual work programme is a breakdown of estimated expenditure by project. The Director must take account of the opinions of the Committee of Experts and the Community Institutions in drawing up the work programme. This process ensures that unnecessary duplication of work is avoided as the Community Institutions inform the Foundation as far as possible of any related work or studies that they are already undertaking.

The four-year Work Programme is the key operating platform for the Foundation. Considerable effort is devoted to the development of this programme, comprising both formal and informal consultation processes.

Work commences (formally) on the development of the four-year Work Programme well in advance of the relevant time period (for example, work began on the 2001/04 programme in mid-1999). The process can broadly be represented as follows:

**Figure 2: Flow chart of the process for drafting the work programme**

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Overall, the process can be viewed as participative, consultative and iterative.

It should also be borne in mind that the process for the development of the four-year and annual work programmes is on-going and not confined to a defined period before its commencement. Foundation staff contributes on an ongoing basis to the next work programme through the performance of their current work.

The key issue from an efficiency point of view is the risk of fragmented or disjointed planning through inadequate central control of the process. Our observation is that, at least as far as the 2001-04 programme is concerned, this danger has been minimised. In the past, the greater internal autonomy of departments and teams led to more uncoordinated planning and programming.

Our research shows that the existing stakeholders are generally satisfied with the approach to programme formulation. However, an even closer link with the political agenda of the European Commission and the European Parliament and a further widening of the brainstorming groups to discuss up-to-date issues and changes, would be useful. The new European Monitoring Centre on Change will also be included in and contribute to the work programming process.

#### 5.4.2. FINANCIAL CONTROL

Once a month, the research committee (REC) meets to develop and monitor the progress of the work programme, including the financial planning. Monthly reports to this committee from the Operational Support Unit (OSU) provide information on spending to date, potential spending and also identify any amounts that are unlikely to be spent. The expenditure detailed by project covers only project contracts, meetings and interpretation/translation costs. Financial information relating to internal resources used and to dissemination costs are not available or monitored on a project-by-project basis. Project-specific information is available for contracts and meetings expenditure.

Financial control of projects is made more difficult by the carry-over from one year to another between the commitment and engagement of funds. In order to avoid carry-overs from one year to the next, reports relating to the projects have to be received before the end of September in order to allow sufficient time for a financial control in mid-October. Efforts are underway to ensure that funds are engaged as early as possible in the year and tendering is commenced in the preceding year (before the programme and the budget are approved).

To evaluate the efficiency of this process, we looked at the way in which the Foundation establishes its provisions. As the table below shows for the year 2000, the comparison between planned expenditure and actual spending by working area does not show major discrepancies, apart from the translation budget where translation costs were not individually allocated to projects and therefore, when taken together, showed an overrun against the original budget.

**Table 49: Comparison between budget and actual spending for 2000 (€)**

	<b>Forecasts</b>	<b>End of year overview</b>	<b>Actual rate of take-up of forecasted amount</b> %
<b>Chapter 1: Research and development</b>	2.470.000	2.030.424	91
<b>Chapter 2: European Industrial Relations Observatory</b>	1.277.000	1.236.166	97
<b>Chapter 3: General debate and discussion activities</b>	725.000	455.216	75
<b>Chapter 4: General information and dissemination activities</b>	1.642.000	1.556.634	96
<b>Translations</b>	322.800	510.131	158
<b>Miscellaneous</b>	20.000	40.538	203
<b>Contingency</b>	66.000		
<b>Appropriations cancelled</b>		370.891	
<b>Total</b>	<b>6.522.800</b>	<b>6.200.000</b>	<b>100</b>

<b>Additional carry-over from 1999</b>	229.248
<b>Of which allocated to date:</b>	62.135
<b>Still available for allocation:</b>	167.113



On the other hand, an analysis of the degree of absorption of allocated budget by project shows that there are significant reallocations between projects. In the research and development area, eleven projects absorbed less than 80% of their budget, seven between 80% and 120% and two consumed more than 120%. Reallocations from smaller projects to two large projects in the Health and Well-being area took place. This gap between planned and actual budget is apparently explained less by the Foundation's difficulties in foreseeing contract and meeting costs than by the general difficulty of planning costs for a whole year.

As far as activities in the information and dissemination area are concerned, absorption rates are close to 100%. These figures hide, however, an issue in relation to publications. In that context, provisions are difficult to create because the publications unit only has a very general idea of the intended publication plans, and cannot estimate in detail the volume of material that would be contained in each planned publication. The unit tries to track the provisions and real spending on each item from the time that the planned publication is installed in the process (which occurs when the decision to create a publication is taken). The unit does therefore not have an overall vision on a yearly basis, but functions on the basis of reports that come in during the course of the year. It could arise that, at the end of a year, there might be insufficient financial resources for a particular project or projects, necessitating administrative re-allocation. This is impossible to avoid in a system of annual budgets.

The forecast of translation costs is initially based on actual translation costs in the previous year. In the table above the forecast was based on the actual expenditure on translation for 1999. Naturally the translation costs can differ greatly from year to year. This suggests a further reason to integrate planning of all project actions and costs from as early a stage in the process as possible.

Generally, the difficulties in forecasting the appropriate budgets are compounded by the lack of transparency and coherence of the basis for justification of budgets. In addition, the budgeting processes in the units lack coherence, which causes different and non-transparent fragmentation of costs in each unit and enlarges the difficulty of effective monitoring. For example the costs of research are budgeted by project, while the costs of information and communication are budgeted by activity, although most of the latter activities are linked with research projects. Besides, the sub-optimal co-ordination between the different departments on the level of planning of future activities increases the incoherence between budgeting processes and the difficulty in forecasting budgets.

#### **5.4.3. MANAGEMENT OF INTERNAL RESOURCES**

##### ***Research***

Under the current work programme, the research teams have been reorganised in a more hierarchical structure with one research co-ordinator for each of the three working areas. The creation of a supplementary level between research managers and the directorate is not universally welcomed in that staff are used to a very flat organisational structure. However, the role of research co-ordinator is not necessarily equivalent to that of a line manager, although increasingly line management functions are being delegated to the co-ordinators.

The research teams receive the support of the Operational Support Unit (OSU) for the management of study and research contracts, monitoring of costs, supervision of ongoing projects and programme planning/development and practical aspects of conference organisation. The Operational Support Unit provides the secretariat to the research committee meetings, where the Directorate, Advisors and Head of Information and Communication and research co-ordinators meet on a monthly basis.

The research committee supervises the planning and implementation of the research programme. Planning issues include tenders, contracting, meetings and conferences, dissemination and other activities. This process allows the Foundation to follow the implementation of items foreseen in the

work programme, but does not cater for following of the content of projects, which is carried out in other ways (by the research teams directly and in the Advisory Committees).

Daily management of most programme procedures is the responsibility of the OSU, and functions acceptably in terms of respect for the procedures, timing and transparency.

The Foundation has made a number of efforts to harmonise and streamline its procedures in this context, but further improvement would be appropriate in the area of management of contact data and through a more systematic recording of project monitoring data.

The lack of co-ordination in management of external contacts obviously creates difficulties for monitoring external communications. The problems are caused both by the fact that the work of the Information Liaison Officers (ILOs) has historically not been co-ordinated centrally and by the division of responsibility for tracking information between the research teams and the information section. During the course of this evaluation a reorganisation took place, whereby the ILOs remain attached to the research teams, but report to and are co-ordinated by the Head of Information and Communication.

The lack of a professional knowledge management system makes it difficult to obtain a consolidated overview of the Foundation's activities and also creates problems in terms of institutional memory when a staff member leaves. However, we have found that information concerning the last two years was much more elaborate than for the earlier years. Efforts are clearly underway to ensure that information of value is not lost in the system. The organisation is also going through a process of developing a professional information strategy.

### ***Debate***

The organisation of debate and discussion activities is spread across the

- public affairs unit, which runs Foundation events, which are not directly linked to projects, and which provides support to the research teams.
- the conference officer in the OSU who is responsible for some of the practical aspects; and
- the research teams themselves, who prepare the content of debate activities and co-ordinate the organisation of the event.

Our questionnaire survey showed a positive appreciation of the way in which conferences are organised. In terms of efficiency, one of the weaknesses is linked to the division of responsibilities between the public affairs unit and the research teams. The public affairs unit intervenes in a support role and has some difficulties in planning its activities due to the unpredictable nature of demand that may come from the research teams. There is no systematic and centralised record kept of the participants in events organised by the Foundation.

### ***Dissemination***

The dissemination activity is also spread across different units, whereby both the research teams and the information and communication section are involved.

An editorial committee (ECO) meets once a month, chaired by the Head of Information and Communication, and bringing together the research co-ordinators, the Head of Operations and the Directorate in order to define, agree on and monitor information and communication activities. This general meeting is a precursor for specific meetings with the research teams to develop dissemination plans for the different projects.

Formerly, the information and communication section was not involved directly in project work and planning until a late stage in the process (often only after the relevant project committee had evaluated the final report). There then followed a process of negotiation on the style and number of publications or other dissemination strategy required. This clearly handicapped smooth planning and was far from optimal for the effectiveness of the Foundation's information work.

The meetings between the information and communications staff and the research teams tend to be organised on the initiative of the information department. The latter's rather late entry into the project process made it difficult to establish priorities or a professional information strategy for the Foundation's outputs. This also had implications for effective management and planning of the section's work.

Even when agreement is reached and the document is forwarded to the publications unit it can take from 2-4 months before final publication, owing to the need for editing as well as design and printing work. However, summaries of publications and brochures are usually ready more quickly, within one month. This time frame is obviously extended for documents that require translation. The Translation Centre for the Bodies of the EU (in Luxembourg) carries out the translations, but works relatively slowly (two to three months are required to translate a document of 100 pages). Even when agreement is reached on timing, the deadline may not always be met and the Foundation is sometimes obliged to review and correct the finished product once received from Luxembourg. The key issue here is the fact that the Foundation is obliged to use the Translation Centre. Until more freedom of choice is permitted in this area, significant progress may be impossible, and even then might not be assured. In the current period the Foundation is working with the Translation Centre to improve quality and other aspects of the operational relationship.

#### 5.4.4. PROJECT MANAGEMENT PROCESS AND QUALITY ASSURANCE

##### *Relations with contractors.*

Of the 23 researchers who responded to our questionnaire, 19 had had a contract with the Foundation at some point. The table shows the their assessment of working with the Foundation.

**Table 50: Number of researchers responding to the general questionnaire who had had a contract with the Foundation (General questionnaire: question 6.1. & 6.2.)–**

<b>Research contract with the Foundation</b>	<b>%</b>
Yes	73,9
No	26,1
<b>How many research contracts?</b>	<b>%</b>
One	11,1
Between 1 and 5 contracts	66,7
More than 5 contracts	22,2

**Table 51: Views of research contractors of the Foundation's management of study and research contracts (General questionnaire: question 6.3.)**

<b>Management of study and research contracts</b>						<b>%</b>
	<b>Excellent</b>	<b>Good</b>	<b>Average</b>	<b>Shortcomings</b>	<b>Weak</b>	
Clarity of terms of reference	27,8	33,3	33,3	5,6	0,0	
Transparency of the selection procedure	16,7	27,8	33,3	5,6	16,7	
Rapidity of the selection decision	16,7	33,3	27,8	16,7	5,6	
Support of the research by the Foundation	44,4	33,3	11,1	5,6	5,6	
Quality control carried out by the Foundation	29,4	17,6	35,3	17,6	0,0	
Rapidity of payment	12,5	18,8	18,8	25,0	25,0	

Perhaps inevitably, there is a widespread divergence of views on the perceived transparency of the selection procedure for contractors. Some Board members have indicated that they do not have a sufficiently clear view of the criteria for selection, and suggest that certain contractors are chosen frequently, perhaps too frequently. This criticism is not very widespread and tends to be concentrated among some employer representatives who believe that the successful contractors tend to come from the side of the Trade Unions. 17 of the 19 researchers who responded to the survey have had more than one contract, and 4 have had more than 5 in the past.

There is a very positive appreciation among the contractors of the way in which the Foundation supports the research activity. This illustrates the Foundation's tradition of using participative, team working methods whereby there are frequent contracts between client and research contractors, leading to an open process of feedback and orientation for the work.

### ***Quality Control***

Quality control is principally in the hands of the research managers who organise the research and liaise with the contractors. Projects are evaluated by advisory committees composed of Board members or their nominees, and Committee of Experts' representatives. These evaluation meetings are chaired by the Directorate. Project level evaluation committees undertook the evaluations before the establishment of the advisory committees.

The time frame between the receipt of the research report by the research manager and the meeting of the relevant committee to evaluate it is not standardised. Having to wait for this Committee to meet could cause efficiency problems and delays. For example the translation process for the publication can only be started after the approval by the advisory committee. The presence of Board members in the process is designed to take user needs into account during the research, but may also lead to a lengthening of the overall time periods.

The presence of Committee of Experts' members in the monitoring and evaluation is designed to provide support/advice for the overall quality of the research in terms of methodology and reliability. However, this aim is sometimes difficult to achieve if the relevant specific expertise is not available within the Committee. In this context, the Foundation can also make use of other external experts.

As we saw when reviewing the Foundation's capacity to relate their work programme to real user needs, these advisory committees are frequently dependent on the level of energy or availability of the members. Advisory Committees replaced the project level committees in order to provide a more strategic process for monitoring the implementation of the work programme. Most Board members believe it to be too early to evaluate the success of this change, but welcome it in principle. However

they also recognise the fact that a desirable contact between the field and the projects may be lost through the ending of the project-level committees. One of the dangers of the new system had been that publication of research reports would be delayed (perhaps for months) until the Advisory Committee had the chance to evaluate the material and advise on its dissemination. We understand, however, that the Board has taken steps to introduce procedures to reduce this risk.

Over the past two years a quality control system has also been developed for the production of publications and the EIRO web site on the basis of detailed quality plans.

#### **5.4.5. EVALUATION**

Until now evaluation has not been considered as a real priority by the Foundation. It has concentrated on the content of the research up to its finalisation, but has paid less attention to monitoring the results of dissemination and the impact of the work on target audiences. Evaluation meetings, held at the end of each project, have reviewed the process and content of the project and its output.

Evaluation of effectiveness is much less present in the Foundation's working style. The recording of output data and dissemination data on a per project basis is not harmonised and not reviewed. For each project, it is necessary to make enquiries in several different parts of the Foundation in order to obtain a complete overview. An example of this is the fact that the information and communication data is not registered on a per project basis, but rather on the basis of each publication.

During conferences, the Foundation does not systematically ask participants to evaluate the event. EIRO has been the area where evaluation seems to have been the most evident until now (through a satisfaction survey, inter alia), as well as an EIRO content development seminar organised with the participation of key users.

In relation to evaluation of impact, the question is much more complex as a result of the difficulties in attributing impact raised earlier in this report. It would be difficult for the Foundation to carry out an exact monitoring of impact for each of its projects. However, the Administrative Board could conduct a strategic exercise in this area on a regular basis and a lot more work in this area could be done than has been the case formerly.

## 6. EVALUATION OF THE ORGANISATION

This chapter looks at the functioning of the Foundation as an organisation, the way it is governed, its financial and staff procedures and the general use of resources. The sources of information for this chapter were documentary analysis, interviews with the Administrative Board and Committee of Experts' members and staff as well as input from the relevant questionnaires.

In examining the organisational and administrative efficiency of the Foundation, it is important to take into account the fact that it is constrained to work in accordance with its founding Regulation and with its associated Financial Regulation. It also has expectations imposed on it by the Court of Auditors and takes on board many of the operating systems in current practice at the European Commission.

### 6.1. Governance

#### 6.1.1. ADMINISTRATIVE BOARD

36 responses were received to the Administrative Board questionnaire, of which 10 were from employer representatives, 9 from employee representatives and 13 from government representatives. One was received from a Commission representative and the three others were undefined. Of the respondents 65.6% were full members and the remainder alternates. The results regarding the role and organisation of the Administrative Board are presented below.

**Table 52: Is the level of contact between Board members sufficient for doing their job effectively as a member of the Board? (question 5.3. AB questionnaire)**

<b>Sufficient contact</b>	MS Governments %	Employees %	Employers %
Yes	69,2	37,5	100
No	30,8	62,5	0

**Table 53: Does the Board member consult with his/her constituency, about matters that will be discussed in the following Board meeting? (question 5.7. AB questionnaire)**

<b>Consultation with constituency, that Board member represents</b>	MS Governments %	Employees %	Employers %
Yes	58,3	62,5	66,7
No	41,7	37,5	33,3

**Table 54: Level of contact of the Board members with Foundation's staff and others on Foundation matters (question 5.1. AB questionnaire)**

<b>Level of contact of the Board members with Foundation's staff</b>	<b>%</b>			
	Frequently	Quite frequently	Not very frequently	Rarely
Directorate	18,2	12,1	33,3	36,4
Senior staff	15,2	27,3	39,4	18,2
Information & Communication Unit	0	6,1	66,7	27,3
ILOs	0	9,4	56,3	34,4
Administration (IT, HR, etc.)	0	6,1	24,2	69,7

Other staff	0	0	30,8	69,2
Members of the Committee of Experts	0	0	51,5	48,5
European Commission	0	0	38,7	61,3

**Table 55: Length of time served on the Administrative Board (question 1.8. AB questionnaire)**

How long member of AB	%
Less than 1 year	9,4
1 to 3 years	25
3 to 6 years	37,5
6 to 9 years	15,6
More than 9 years	12,5

**Table 56: Statements concerning the Board meetings (question 6.1. AB questionnaire)**

Statements concerning the Board meetings	I agree %	I have no opinion %	I disagree %
Board meetings are of an appropriate length and frequency	77,4	3,2	19,4
Sufficient time is provided at each board meeting for an appropriate discussion of all important topics	45,2	16,1	38,7
All board members have the opportunity to participate fully at board meetings	61,3	9,7	29
Board meetings are attended by an appropriate number of members	74,2	12,9	12,9
The tripartite structure of the Board does not prevent the Board from working efficiently and effectively	84,4	3,1	12,5
The size of the Board is appropriate to the characteristics of the Foundation	84,4	12,5	3,1

**Table 57: Views of Board members on the distribution of documentation and the language issue (question 6.8. & question 6.9: questionnaire)**

	Yes %	No %
Timely receipt of documentation	68,8	31,3
Occurrence of difficulty to prepare a Board meeting or participate actively in a meeting because of the language issue	28,1	71,9

#### 6.1.1.1. BOARD MEMBERS' ORIGIN

Most Board members have a work responsibility that covers the European level and can be situated in their own organisation or institute at a senior or mid-management level.

An analysis of the list of Board members shows that most of them have an expertise that is more related to working conditions than to living conditions. We assume that the large majority of representatives of the social partners have an expertise in working conditions and industrial relations, as it is inherent to their working field. The Member State and Commission representatives could perhaps be expected to exhibit expertise on living conditions. However, our analysis (see table 59 below) shows that a large majority in this group also has its main expertise in working conditions.

**Table 58: Analysis of area of expertise of full members of the Administrative Board**

Area of Expertise	Member States' group & European Commission
Working conditions	9 (Ministries for Working Life, Employment, Labour, and so on) 1 DG Employment
Living conditions	0 Ministries 1 DG Environment
Living & Working conditions	5 (Ministries for Employment & Social Affairs) 1 DG Research & Development
Unknown (on the basis of available data)	1

Source: Official list of Board members

We have not included the alternate members, as their ability to play a major role in the Board is inevitably limited.

#### 6.1.1.2. ROLE OF THE BOARD AND BOARD MEMBERS

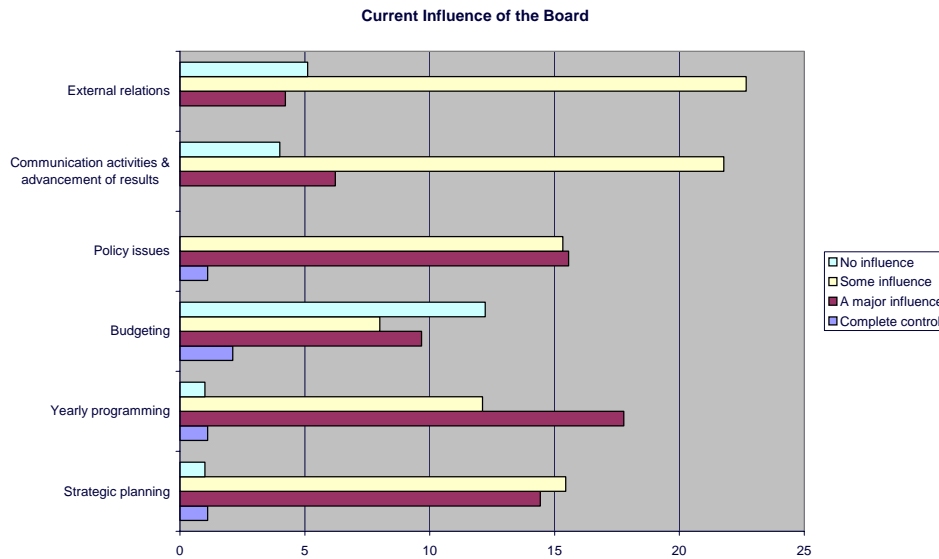
According to the founding Regulation of the Foundation the main task of the Administrative Board is to give final approval to the programme of work of the Foundation.

We found that the great majority of Board members felt that the responsibility of the Board related to strategic matters.

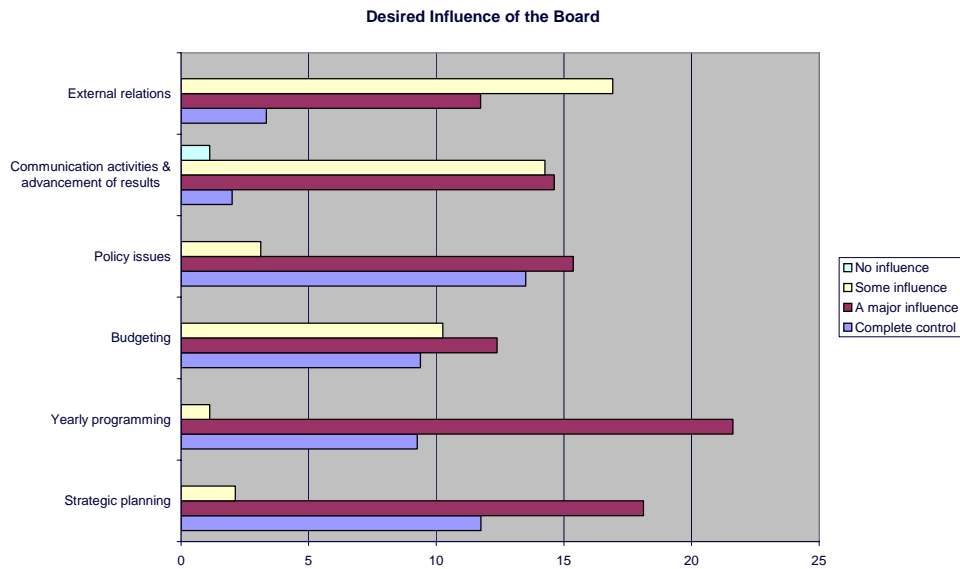
The difference between current and desired influence of the Board on key issues can be best illustrated graphically as shown below:



**Graphic 4: Current influence of the Board (AB questionnaire: question 4.4.) – absolute numbers**



**Graphic 5: Desired influence of the Board (AB questionnaire: question 4.5.) – absolute numbers**



Board members indicate a desire for more control, particularly in terms of budget, policy issues, programming and planning. This may reflect a wish to accept more responsibility for what happens in the Foundation. A general view is that the Board structure and meetings do not necessarily facilitate this, even though members see no obvious way to change either the composition of the Board or the meeting structure.

Board members report having relatively little contact with the Directorate (72% say rare or not very frequent). A marginally higher level is reported with senior staff. Contact with the Committee of Experts is extremely low (100% say rare or not very frequent) and with contact with the Commission only marginally higher. However 71% consider that this is adequate in order to carry out their job and

77% of respondents felt that there was an effective relationship between the Board and the Directorate.

When examining the role of the Board members, it was interesting to note that, although communication with Member States was cited several times in comments as something which needed to be improved, 63% of Board members felt they were representing their Member State to the Foundation, but only 34% felt they were also representing the Foundation to their Member State. This issue clearly has relevance for the concept of Board members doing more in the area of information dissemination at national level. Given the fact that the Foundation's effectiveness and impact leave room for improvement in several areas, a greater involvement by senior stakeholders could help. This obviously presupposes that they are satisfied with the quality and content of the Foundation's work.

It will not surprise readers to note that we raise significant questions about the overall performance of the Board. The low level of individual time that members commit to the Foundation, coupled with the fact that the Board minutes themselves do not reveal very thorough-going discussions, and members' disappointingly low level of interest in this evaluation exercise (in that over 60% of those who received our questionnaire did not respond), combine to raise questions about the effectiveness of the body. This is clearly influenced by the difficulties of operating effectively as an individual in a group of this size, coupled with the fact that meetings only take place two to three times a year, but there are also issues regarding the appropriateness of the individuals nominated. We encountered on several occasions evidence whereby individual stakeholder groups at national level see the Board position as something to be shared out as part of a political agreement with other bodies in their field, and where the expertise or suitability of the individual eventually chosen is no more than a secondary consideration.

Nevertheless, this is not necessarily a worse situation than that often pertaining in European bodies. The level of European integration that has occurred to date means that it is hard for many national governments and social partner organisations (and even the Commission) to find sufficient human resources to ensure that participation is both high-level and consistent in all of the different national and European (and even international) for a which make calls upon their time. The current state of institutional development also requires that every Member State be represented separately, which also imposes constraints on the practical functioning of the Board.

The question has been raised (again – the idea was discussed and rejected in the past) about the possible extension of the Board to include groups representative of civil society, such as NGOs and others from outside the formal social partner structures. While this might produce a more well-rounded Board membership (particularly in the case of Living Conditions), it would also deepen the complexity and perhaps even formalise the Board more than is the case today, given the larger number of members and the need to provide reasonable channels for expression of views and consensus building between all of the groups. If anything our view is that the Board structure should be simplified, instead of being made more complex. The current membership is not desirous of major change.

The points we made earlier in the report about the value of a strategic reflection on the role of the Foundation are recalled here, in the sense that the Board should include its own composition and performance in such a review.

### 6.1.1.3. BOARD MEETINGS

In terms of Board meetings themselves, there is no significant feeling of dissatisfaction, with some suggestions being made for improvement. Our interviews exposed in more detail some of the problems around Board meetings. Most people spent on average one day per month or less on work for the Board, although 34% felt that they had not enough time for their Board involvement. A comment was that this might be due to late arrival of some papers. In preparation for meetings, 63% consulted others in their constituency.

Generally the meetings were felt to be of about the right duration, but there was less consensus as to whether there was enough time allocated to topics of importance. It is significant to note that only a small number of items in the work programme are discussed in any detail in the Board. While this reflects practical difficulties and the desire that the Board should be more strategic, it also means that the Directorate and staff have the freedom to determine the details concerning the bulk of the work programme.

The tripartite structure is seen as an essential feature and is not felt to impede the functioning of the Board. Indeed it was felt that it could be a positive contribution if the practical functioning of the interest groups could be improved. This would then avoid a need for all members to comment on all issues and could indeed contribute to the management of a bigger Board following enlargement.

We had the opportunity to observe part of the Union and Employer group meetings as part of our evaluation. That experience, coupled with our interviews, gave us the impression that the groups are useful platforms for the representatives of the different stakeholder bodies to meet, but that they share the characteristics of the Board meetings in that they take place infrequently and the time does not permit detailed discussion of the very many points which could be debated. However, they are useful in providing at least a minimum degree of information sharing and preparation for the actual Board discussions. The formality of the structure (although not questioned by the great majority of participants) inevitably influences the style of debate. A freer system, permitting more contacts between stakeholder groups (such as the new Advisory Committees may offer) would be a useful accompanying measure to balance the formalistic style of the groups.

Alternates may feel insufficiently involved in the work of the Foundation, particularly if their Board member is a regular attendee, and so their direct participation is limited.

Generally the respondents were content with the operation of the Bureau and the powers delegated to it. However there were a number of requests for more information, specifically for minutes of Bureau meetings to be circulated to the Board after each meeting.

Finally, the respondents were happy with the quality of the documents circulated, although comments were made about the method of delivery (for example not all documents received at once) and on the language issue. Despite this, 69% felt that they had the documents in enough time before the meetings.

Looking to the future, Board members agree that EU enlargement could make the working of the Board extremely difficult, if not impossible. Options for revising the composition and the regularity of meetings are being discussed. Given current uneven levels of participation and the general sense that the quality of discussion could be improved, the occurrence of enlargement provides an opportunity to address the issue.

## 6.1.2. COMMITTEE OF EXPERTS

### 6.1.2.1. ROLE OF THE COMMITTEE AND COMMITTEE MEMBERS

The Committee of Experts have expressed their role as: "The Committee assists the Foundation in the preparation, implementation and evaluation of its programme of work, and individual members can contribute by participating in various projects which fall within their area of expertise<sup>3</sup>". This statement by the Committee is confirmed by the Administrative Board's view of its role.

However, there is a consensus that this does not correspond to the present role the Committee plays. The perceived causes of this situation include: lack of legitimacy given by the Research Managers to the Committee as professional advisors on Foundation issues; the fact that documents are presented at too advanced a stage for substantial modifications; the Administrative Board's lack of interest in the Committee and the insufficient investment by the Committee's members. The respondents to the Committee of Experts' survey felt that they had a low influence on the agenda, innovation and quality of the Foundation and would prefer more, especially in the areas of policy and programming.

The Administrative Board views the role of the Committee as giving scientific advice and contributing to quality, but Board members feel that it does not fulfil this role. The main reason cited for this by the Board was that the Committee members have an inappropriate profile for the job. As shown in Table 61, most of the members come from academic institutes. However, they are seen as being too specialised in specific topics and unable to work effectively across the Foundation's broad agenda. Article 10 of the Foundation Regulation specifies that the Committee of Experts shall consist of 15 members appointed by the Council on a proposal from the Commission and selected from among scientific and other circles concerned in the Foundation's activity.

Surveys and interviews with Board Members show that the Administrative Board does not pay great attention to the Committee of Experts. 70% of Board respondents felt that there was no relationship between the two bodies and that the Committee had a generally low influence on agenda setting. On its side, the minutes of the Committee of Experts show that their members would like to have a more structured contact with the Administrative Board. The questionnaire survey shows that only one respondent of the Committee of Experts felt they had quite frequent contact with the Administrative Board and half felt they had no relationship. It was also noted that the members of the Committee of Experts are not always notified about activities taking place in their own countries, indicating that the body is not seen as central to the Foundation's work.

The minutes of the Committee of Experts show its concern to improve effectiveness, for example through producing more written documents as a contribution to debate.

The following tables provide an analysis of the professional background of the members of the Committee of Experts by field of expertise and by organisation of origin.

***Table 59: Professional background of the members of the Committee of Experts by field of expertise***

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<sup>3</sup> Minutes of the 42<sup>nd</sup> Meeting of the Committee of Experts, April 2000.

Social Affairs	7
Health & Safety	2
Employment	2
Business	1
Law	1
Not defined	2

**Table 60: Professional background of the members of the Committee of Experts by organisation of origin**

Research Institute	10
Ministry	4
Association	1

Source: Official list of Committee members

All of the Committee questionnaire respondents spend on average one day per month or less on the work for the Foundation and three out of seven felt that their job did not allow them to spend sufficient time on this. The respondents saw their main role as advising the research managers, although two thirds felt this was not what they actually do. The minutes of the Committee of Experts show a low participation rate at the meetings, where the average attendance is half, and in the best case, two-thirds of the members. The respondents themselves consider that the number of participants in the meetings is not sufficient.

This portrays a situation where neither the Committee nor the Foundation's other bodies are satisfied. There have been attempts to better integrate the Committee members into the work of the Foundation, and the new Advisory Committee structure may offer some useful insights into possible ways to improve their ability to contribute. If a strategic review of the Committee's role and performance cannot find a way forward, a radical change should be considered in order to secure valued expert input to the Foundation's work. This does not imply that the Committee members are not "expert", but that the current system is dysfunctional. It should be pointed out that it might be necessary to change the Regulation to implement such radical reform.

### **6.1.3. THE DIRECTORATE**

The Directorate consists of the senior management of the Foundation and is responsible for the day-to-day management of the Foundation, under the supervision of the Board and the Bureau.

Issues relating to the Directorate have either been mentioned above or are raised later in the chapter under "General Culture" and "Internal Communication".

### **6.1.4. INTERNAL STRUCTURE**

As illustrated in Section 3.3 the Foundation's activities are divided among five main areas:

- research management
- information and communication
- operational support

- administration
- human resources

There is thus a structural separation of functions between the research and the dissemination of the results. Generally (see "Internal Communication", below) there is a good level of communication between units. However in some cases there are issues that are compounded by this separation, particularly in terms of the maintenance of contact lists and coherence of approach. We understand that steps are under way to change this.

## 6.2. Finance

This section looks at the financial management processes of the Foundation, in terms of efficiency and effectiveness. The evaluation does not address the technical aspects of financial management and procedures within the Foundation, which are the domain of the Court of Auditors. The financial management of the Foundation is governed by the Council Regulation No 141/76 of June 1, 1976. This broadly reflects the Commission's own financial management procedures.

Basically three aspects of financial management can be distinguished

First, the Foundation has to present its budget and accounts in a form acceptable to, and in conformity with, the systems of the Commission. This is to ensure that the expenditure incurred is in line with the approved budget lines, and to enable its incorporation in the Commission's budgetary systems (budgetary coherence).

Second, the Foundation needs to have a planning and reporting system, which enables the Board, and the management to see how efficiently the individual projects and in general the global work plan have been managed. This implies a need for clear allocation of all costs to the different projects (project management efficiency).

Finally, financial management and the administration of the legal procedures should be handled in the most effective way in order to optimise supporting and administrative costs as much as possible (administrative efficiency)

In looking at the operation of the Foundation a number of key issues come to light:

### 6.2.1. COHERENCE BETWEEN THE BUDGET CYCLE AND THE WORK PROGRAMME

A first element of incoherence in the budget cycle consists of the fact that a draft budget is drawn up in March whereas the annual Work Programme is approved in October. In practice this means that the Board has to discuss and adopt a draft budget without knowing the detailed activities of the next work year, although of course they are guided by the Four Year Work Programme. The link between the budget and the activities is consequently not strongly established from the beginning, and the Board eventually adopts its Work Programme on the basis of the likely budget that it expects to secure. In turn, the final annual work programme is fine-tuned to be in line with the definitive budget. This is a consequence of the Foundation's being bound to the Union's annual budgeting cycle.

A more coherent approach would see the budget adopted in line with the wishes of the Board regarding the work programme or the Board being aware of the budget when it finalises its planned programme. Unfortunately Board cycles and the EU budgetary procedures prevent this.

A possible solution would be to plan the discussion on the work programme in March together with the budget discussion and to foresee in October a second discussion of the work plan in order to adapt it to the more definitive budget which by that time will be advancing through the Budgetary Authority, although this reduces the potential responsiveness of the work programme to needs and developments. A meeting of the Bureau is held early in the year to adopt the final budget and work plan in the light of the final decision by the European Parliament.

A second element of incoherence is the fact that multi-annual projects must be run, which have to be managed financially in a disjointed year-by-year process. It is obviously difficult, if not impossible, to plan these projects to perfection, and later than planned starts or other operational realities can lead to financial carry-overs.

The significant level of carry-overs was the subject of criticism from the Court of Auditors. The report of the Court stipulates that the Foundation should improve its monitoring arrangements in order to minimise carry-overs and adhere more closely to the principle of annuality. However the comments take little account of the operational reality of the Foundation.

The question is whether it is possible or advisable to live within the constraints of one-year projects. The Foundation operates in the context of a four-year work programme, necessary in order to develop the multi-annual approach required for the long-term view of research work. However, it is also clear that as an annually financed Agency it cannot enter into commitments that extend beyond the current budget authorisation. In this context, the planned use of carry-over gives the Foundation a small degree of flexibility in the realisation of its work programmes. In contrast the unplanned use of carry-over could indicate a potential problem in the field of project management and should be avoided. The extent to which planned carry-over will be permitted under the new Commission Financial Regulation is unclear.

Overall a system of multi-annual budgeting would be much more appropriate for the Foundation. Efforts should be undertaken to explore whether the Four- Year Work Programme could not be linked to multi-annual budgeting and contracting. The Union's Research & Development Framework Programme offers a potential model for this.

#### **6.2.2. FINANCIAL REPORTING**

As stipulated above, an important part of the financial management activities should be related to the reporting to the Board and management with regard to cost allocation to the different projects.

This method of financial reporting is currently not applicable in the Foundation. Firstly there is no project-linked allocation of costs, which includes overheads, secretarial costs, supporting staff costs, premises etc. Secondly there is no system for recording the time spent by staff on the different projects, except for an annual high-level retrospective review. This means that no evaluation is possible of the efficiency of the project management and that there is no accurate assessment possible of which work should be carried out in house or out-sourced. Finally there is no real monitoring possible of the cost and consequently the efficiency of the information and dissemination activities for the different projects as no financial link is maintained between these and the research.

In the light of the Commission's own moves to introduce Activity Based Management, and the development of the IRMS (Integrated Resource Management System) there would seem to be scope for further progress in this area. Examples exist of ABM in Agencies, for example it has been fully implemented, including time recording, in the EMEA in London.

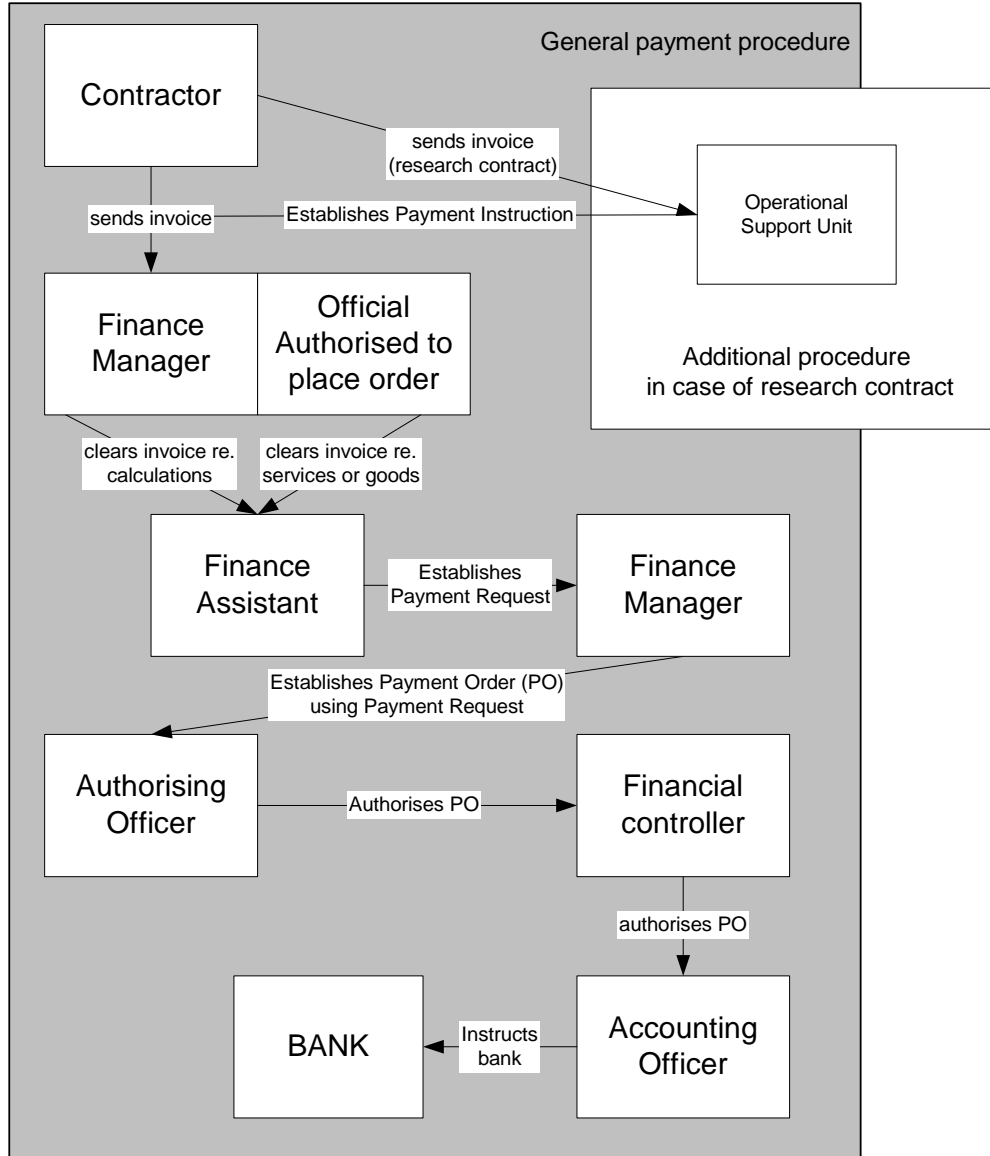
### **6.2.3. ADMINISTRATIVE EFFICIENCY**

Financial management is the responsibility of the finance unit – part of the administration department. This unit has 6 employees.

The administrative burden with respect to the budgeting, accounting and payment process is very high because of the lengthy procedures (with repeated reference to the Financial Controller) required to approve a project contract or payment, as illustrated by the following flow chart.



**Figure 3: General Payment procedure – Research Contract Payment Procedure**

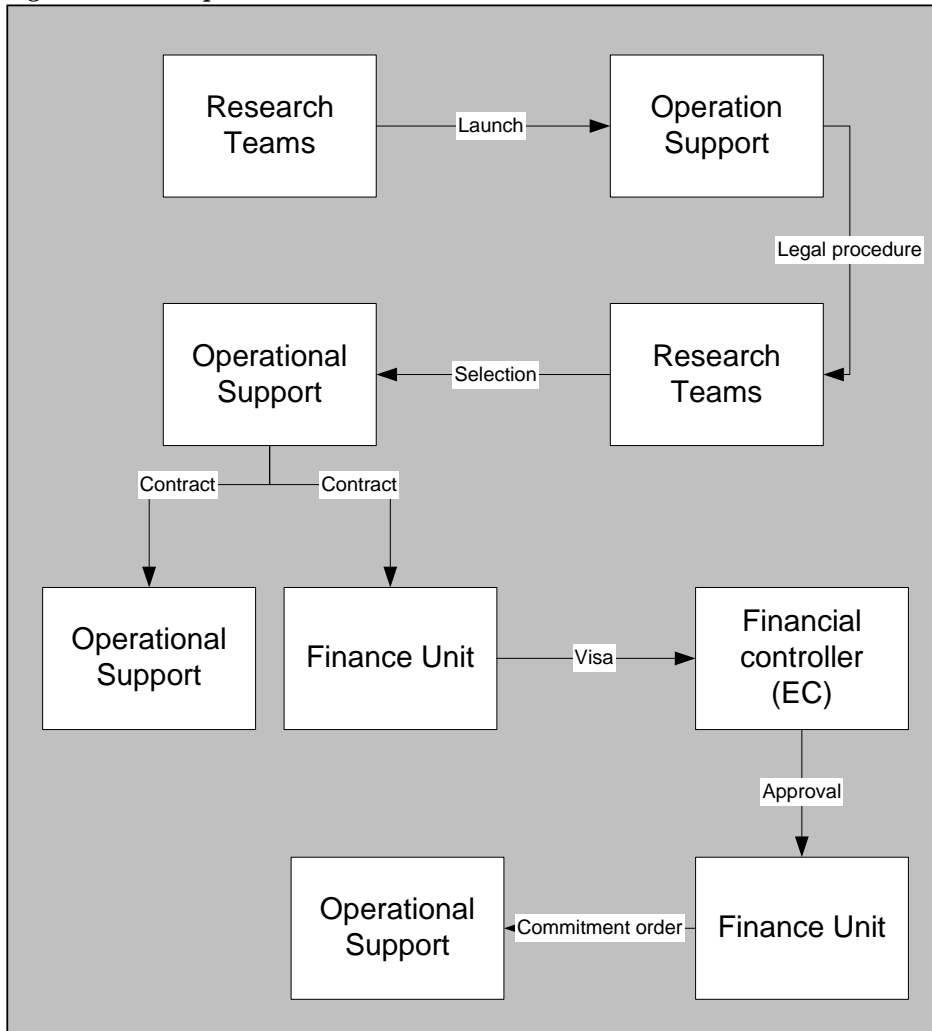


The Foundation’s financial procedures must be in compliance with the European Commission’s procedures. This results in many processes of control and validation, which delay rapid handling of payment requests. With the drafting of a new financial regulation for the Commission, a new framework regulation is being defined for the Agencies. The Foundation should, through participation in the planning working group, be able to assist in the development of a regulation adapted to the functioning of the Agencies. This new regulation should, in principle, reduce the administrative burden but may introduce some new requirements, for example by removing the ex-ante authorisation, but requiring the development of an internal audit function. For an organisation with the administrative traditions and history of the Foundation, bound to the EU culture as it is, we have confidence that such a function could operate effectively.

However after a close analysis of the flowchart it is also clear that within the internal organisation of the Foundation, efficiency could be improved by minimising as far as possible the different transmission of documents between employees.

A further complexity is introduced by the fact that the Financial Controller is geographically distant, being based in Brussels. There is thus a significant time delay (and cost) in the transmission of documents required for authorisation. Within SI2 the functionality exists for electronic versions of supporting documents to be associated, avoiding the need for these delays. However, the Financial Controller has not yet accepted the introduction of this system, awaiting various procedural and other safeguards to be implemented. An evaluation of the time required to digitise the documents in line with these procedures compared to the current system would be advisable, as there may be little saving to be made in reality. This is an issue that is common to all Agencies having their Financial Controller in Brussels and any changes should therefore be addressed at an overall level to ensure consistency of approach.

**Figure 4: Tender procedure**



Finally an efficient handling of the administrative procedures can only be achieved if all participants have a good knowledge of the procedures. During the interviews it seemed that this was not always

the case for the members of the research teams. The necessary training initiatives have already been taken with regard to that issue by the OSU. Further attention and follow-up should be given to it.

#### **6.2.4. EXTERNAL CONTRACTING**

The Foundation follows standard contracting procedures, as laid down in EU law and based on Commission practices. It has its own ACPC (Advisory Committee for Procurement and Contracts), modelled on that of the Commission, which examines all contract proposals (research/study contracts and other non-research related contracts) before the proposals are submitted to the Financial Controller. The Foundation's ACPC follows the functioning model of the Commission's ACPC, and adapts its rules and procedures in line with any changes made by the Commission body.

The procedures for research contracts begin at the level of the research teams. The teams decide on the requirements, selection criteria, job specifications and so on. All contracts are advertised in the Official Journal of the European Communities with the exception of very small contracts below the relevant financial threshold. On the basis of competitive offers, a contractor is selected. Once the research team has selected a contractor, the secretary of the team prepares a draft contract, which is submitted to the Operational Support Unit. Besides the contract a report on the tender process must also be drafted and submitted to the ACPC.

If the value of the contract is less than €46,000, the Directorate is empowered to sign the contract. Contracts with a value greater than €46,000 are provisionally approved by the Bureau and signed by the Chairman of the Board, with later ratification by the full Board. In all cases the contracts are submitted for prior visa to the European Commission in Brussels.

Requests for payment are checked in the Foundation and sent to Brussels for visa. When a contractor submits a report, an assessment is drafted, including a recommendation as to whether payment should follow.

The following tables present an analysis of all contracts commissioned within the Four-Year Work Programme 1997-2000, broken down by Member State of the contractor. We produce this information partly in response to some expressed concerns at Board level that the "Southern" Member States are under-represented in terms of the location of the Foundation's contractors.

This analysis shows the division of contracts between "Southern" Member State-based contractors and others as 18% to 82% by number of contracts and 16% to 84% by value for 1997-2000. A pure proportionality based on population would yield a 31% to 69% breakdown. However, the number of "Southern" contractors has increased each year.

Overall, the large Member States show the greatest discrepancy between their population size and contract awards, with France, Germany, Italy and Spain all "doing less well" than the average and the UK performing "better". On this basis, smaller Member States' contractors win over 20% more contracts than their proportionate share of population would indicate (and over 26% more in value terms).

It is important to point out, of course, that quality and price criteria are used exclusively for the Foundation's decisions on contract award. Nationality of the contractor is only an issue when the Foundation is seeking a nationally based body to carry out work in that particular Member State. We

have not investigated how many tenders were actually received by the Foundation from each Member State.



**Table 61 : Analysis of division of contracts (1997 – 2000) – Number per country**

Country	RESEARCH-RELATED ACTIVITIES								Mean	EIRO				Mean	Total per country		Population of Member State		Difference all contracts/ country Population/ country Percent.
	1997	1998		1999		2000		Percent.	1997	1998	1999	2000	Percent.	Absolute	Percent.	Absolute (in millions)	Percent.		
Austria	2	2,8%	3	4,3%	0	0,0%	2	2,9%	2,7%	1	1	1	1	5,3%	11	3,2%	8,082	2,2%	1,1%
Belgium	2	2,8%	4	5,8%	2	3,6%	3	4,3%	4,2%	1	1	1	1	5,3%	15	4,4%	10,213	2,7%	1,7%
Denmark	2	2,8%	2	2,9%	2	3,6%	2	2,9%	3,0%	1	1	1	1	5,3%	12	3,5%	5,313	1,4%	2,1%
Finland	2	2,8%	5	7,2%	4	7,3%	3	4,3%	5,3%	1	1	1	1	5,3%	18	5,3%	5,16	1,4%	3,9%
France	6	8,5%	6	8,7%	5	9,1%	7	10,1%	9,1%	1	1	1	1	5,3%	28	8,3%	58,966	15,7%	-7,5%
Germany	11	15,5%	12	17,4%	8	14,5%	6	8,7%	14,0%	1	2	1	1	6,7%	42	12,4%	82,038	21,9%	-9,5%
Greece	1	1,4%	1	1,4%	0	0,0%	2	2,9%	1,5%	1	1	1	1	5,3%	8	2,4%	10,533	2,8%	-0,4%
Ireland	6	8,5%	3	4,3%	2	3,6%	5	7,2%	6,1%	1	1	1	1	5,3%	20	5,9%	3,744	1,0%	4,9%
Italy	5	7,0%	6	8,7%	5	9,1%	5	7,2%	8,0%	1	1	1	1	5,3%	25	7,4%	57,612	15,3%	-8,0%
Luxembourg	0	0,0%	0	0,0%	0	0,0%	2	2,9%	0,8%	1	1	1	1	5,3%	6	1,8%	0,429	0,1%	1,7%
The Netherlands	6	8,5%	8	11,6%	5	9,1%	6	8,7%	9,5%	1	1	1	1	5,3%	29	8,6%	15,76	4,2%	4,4%
Portugal	0	0,0%	1	1,4%	2	3,6%	2	2,9%	1,9%	1	1	1	1	5,3%	9	2,7%	9,98	2,7%	0,0%
Spain	1	1,4%	3	4,3%	4	7,3%	5	7,2%	4,9%	1	2	2	2	9,3%	20	5,9%	39,394	10,5%	-4,6%
Sweden	4	5,6%	1	1,4%	2	3,6%	2	2,9%	3,4%	1	1	1	2	6,7%	14	4,1%	8,854	2,4%	1,8%
United Kingdom	23	32,4%	14	20,3%	14	25,5%	17	24,6%	25,8%	4	4	3	3	18,7%	82	24,2%	59,247	15,8%	8,4%
Other	1	1,4%	0	0,0%	0	0,0%	0	0,0%	0,4%	0	0	0	0						
<b>Total</b>	<b>71</b>	<b>100%</b>	<b>69</b>	<b>100,0%</b>	<b>55</b>	<b>100,0%</b>	<b>69</b>	<b>100,0%</b>	<b>264 contracts</b>	<b>18</b>	<b>20</b>	<b>18</b>	<b>19</b>	<b>75 contracts</b>	<b>339</b>	<b>100,0%</b>	<b>375,325</b>	<b>100,0%</b>	
Southern MS (GR, IT, SP, P)	7	9,9%	11	15,9%	11	20,0%	14	20,3%	16,3%	4	5	5	5	25,3%	62	18,3%	117,52	31,3%	-13,0%
Other MS	64	90,1%	58	84,1%	44	80,0%	55	79,7%	83,7%	14	15	13	14	74,7%	277	81,7%	257,81	68,7%	13,0%
Big MS (FR, GR, IT, SP, UK)	46	64,8%	41	59,4%	36	65,5%	40	58,0%	61,7%	8	10	8	8	45,3%	197	58,1%	297,26	79,2%	-21,1%
Small MS	25	35,2%	28	40,6%	19	34,5%	29	42,0%	38,3%	10	10	10	11	54,7%	142	41,9%	78,07	20,8%	21,1%

**Table 62 : Analysis of division of contracts (1997 – 2000) – Amount per country**

Country	Contracts relating to research (Amount in €)								Mean	EIRO (Amount in €)				Mean	Total per country		Population		Difference all contracts/country - Population/country
	1997		1998		1999		2000		Perc.	1997	1998	1999	2000	%	Absolute	%	Absolute	Percentage	
Austria	63.000	5,4%	81.700	3,5%	-	0,0%	24.155	1,7%	2,4%	38.500	38.500	33.665	34.460	4,1%	313.980	2,9%	8,082	2,2%	0,8%
Belgium	29.180	2,5%	187.220	7,9%	960.238	43,6%	486.250	34,5%	23,3%	38.590	38.590	37.250	39.125	4,3%	1.816.443	17,0%	10,213	2,7%	14,3%
Denmark	59.720	5,1%	64.240	2,7%	52.000	2,4%	29.700	2,1%	2,9%	38.590	38.590	44.000	45.500	4,7%	372.340	3,5%	5,313	1,4%	2,1%
Finland	32.000	2,7%	121.500	5,1%	113.800	5,2%	33.600	2,4%	4,2%	27.870	27.870	44.062	44.065	4,1%	444.767	4,2%	5,16	1,4%	2,8%
France	83.750	7,2%	143.192	6,1%	96.306	4,4%	131.314	9,3%	6,4%	64.260	64.260	105.002	106.322	9,6%	794.406	7,4%	58,966	15,7%	-8,3%
Germany	172.462	14,7%	982.367	41,5%	166.646	7,6%	67.054	4,8%	19,4%	75.625	75.625	86.500	89.460	9,3%	1.715.739	16,1%	82,038	21,9%	-5,8%
Greece	2.100	0,2%	32.000	1,4%	-	0,0%	30.018	2,1%	0,9%	37.125	37.125	35.732	38.551	4,2%	212.651	2,0%	10,533	2,8%	-0,8%
Ireland	77.925	6,7%	22.315	0,9%	58.315	2,6%	47.084	3,3%	2,9%	29.335	29.335	38.408	35.617	3,8%	338.334	3,2%	3,744	1,0%	2,2%
Italy	49.500	4,2%	192.950	8,2%	162.140	7,4%	44.545	3,2%	6,3%	61.050	61.050	66.600	67.599	7,3%	705.434	6,6%	57,612	15,3%	-8,7%
Luxembourg	-	0,0%	-	0,0%	-	0,0%	21.060	1,5%	0,3%	27.870	27.870	25.000	25.000	3,0%	126.800	1,2%	0,429	0,1%	1,1%
The Netherlands	160.033	13,7%	199.450	8,4%	114.456	5,2%	84.932	6,0%	7,8%	38.590	38.590	39.000	45.500	4,6%	720.551	6,7%	15,76	4,2%	2,5%
Portugal	-	0,0%	35.000	1,5%	67.819	3,1%	18.640	1,3%	1,7%	38.590	38.590	38.016	38.738	4,4%	275.393	2,6%	9,98	2,7%	-0,1%
Spain	19.800	1,7%	66.228	2,8%	68.335	3,1%	90.234	6,4%	3,4%	55.100	55.100	60.610	61.822	6,6%	477.229	4,5%	39,394	10,5%	-6,0%
Sweden	85.000	7,3%	17.000	0,7%	8.000	0,4%	18.525	1,3%	1,8%	45.850	45.850	45.000	144.486	8,0%	409.711	3,8%	8,854	2,4%	1,5%
United Kingdom	335.110	28,7%	221.560	9,4%	334.376	15,2%	282.900	20,1%	16,4%	169.290	134.290	248.092	232.015	22,2%	1.957.633	18,3%	59,247	15,8%	2,5%
Other	2.000	0,2%	-	0,0%	-	0,0%	-	0,0%	0,0%	0	-	-	-						
<b>Total</b>	<b>1.169.580</b>	<b>100%</b>	<b>2.366.722</b>	<b>100%</b>	<b>2.202.431</b>	<b>100%</b>	<b>1.410.011</b>	<b>100%</b>	<b>7.148.744</b>	<b>786.235</b>	<b>751.235</b>	<b>946.937</b>	<b>1.048.260</b>	<b>3.532.667</b>	<b>10.681.411</b>	<b>100%</b>	<b>375.325</b>	<b>100%</b>	
Southern MS (GR, IT, SP, P)	71.400	6,1%	326.178	13,8%	298.294	13,5%	183.437	13,0%	12,3%	191.865	191.865	200.958	206.710	22,4%	1.670.707	15,6%	117,52	31,3%	-15,7%
Other MS	1.098.180	93,9%	2.040.544	86,2%	1.904.137	86,5%	1.226.574	87,0%	87,7%	594.370	559.370	745.979	841.550	77,6%	9.010.704	84,4%	257,81	68,7%	15,7%
Big MS (FR, GR, IT, SP, UK)	660.622	56,5%	1.606.297	67,9%	827.803	37,6%	616.047	43,7%	51,9%	425.325	390.325	566.804	557.218	54,9%	5.650.441	52,9%	297,26	79,2%	-26,3%
Small MS	508.958	43,5%	760.425	32,1%	1.374.628	62,4%	793.964	56,3%	48,1%	360.910	360.910	380.133	491.042	45,1%	5.030.970	47,1%	78,07	20,8%	26,3%

### 6.3. Human Resources

In this section use is made of the staff questionnaire survey, Since it is not possible to present all the results from this survey for the sake of clarity and conciseness, we present below only a selection of the most important and significant results, which illustrate particular points. In some cases the staff questionnaire was the most important source of input, but we also drew on documentary material and interviews. We remind readers that we received 62 responses to 89 issued questionnaires. The legal statute of the staff members is governed by the Council Regulation No. 1860/76 of 29 June 1976 laying down the conditions of employment of the staff members of the Foundation. In practice, however, all HR procedures are inspired by European Commission procedures (recruitment, promotion, recruitment, and so on), but they are not copied as such. In fact the differences, which do exist create an anomaly, given that the Foundation is unique among EU Agencies in having its own staff regulation. There is a general concern about the issue of staff status, which is currently being looked at by the relevant authorities.

The Foundation has developed its own HR policy and has a professional approach to the issue. It exhibits fewer problem areas regarding staff dissatisfaction on status and conditions than do other EU Institutions or Agencies.

The Foundation's HR policy is structured by policy documents such as notices on recruitment, promotion, staff reporting and appraisal, equal opportunities, harassment and so on. All these were discussed with the staff representative bodies before adoption. The basic document is however the Staff Regulation, which sets out the basic conditions of employment within the Foundation. It deals with issues such as conditions of engagement, working conditions, remuneration & expenses, social security benefits & pensions, and so on.

Together with this professional approach, we comment below on some issues that merit further attention. It seems that there is a perceived problem concerning the consistent implementation of agreed policies by the different responsible persons, indicating a need to embed understanding and ensure consistent application. We have identified the following issues as deserving of comment:

- Job descriptions
- Staff appraisal and performance review
- Promotion and training
- Personal contribution to the activities of the department
- Functioning of the Staff Committee
- Management culture
- Motivation factors



### 6.3.1. JOB DESCRIPTIONS

**Table 63: Satisfaction of staff with job descriptions (question 1.14 Staff questionnaire)**

Job description = clear tasks & targets						%
Number of other staff reporting to respondent	None	1 to 3	4 to 5	6 to 10	More than 10	
Yes	65,7	58,3	100	50		0
No	34,3	41,7	0	50		100

Generally staff members feel comfortable with their own job descriptions. There was, however, much less clarity with regard to knowing about the jobs of others - an issue which is addressed further under the topic of internal communication. Staff feel they have detailed and understandable job descriptions and that this job description reflects what they actually do. Clearly these documents should be updated as individuals' roles change.

With regard to the question of whether it is clear in the Foundation what the tasks of the other staff members are, the majority of respondents feel that the tasks of other staff members are only clear to them to some degree. Consequently special attention should also be given to the knowledge of the job content of the other staff members. This last point could indicate a tendency towards an individualistic culture, which is borne out by our insights into how the Foundation had a more fragmented system in the past.

### 6.3.2. STAFF APPRAISAL AND PERFORMANCE REVIEW

**Table 64: Satisfaction of staff with the staff appraisal and performance review process (question 1.17 Staff questionnaire)**

Satisfaction with staff appraisal and performance review						%
Number of other staff reporting to respondent	None	1 to 3	4 to 5	6 to 10	More than 10	
Yes	68,4	69,2	50	75		100
No	31,6	30,8	50	25		0

The staff is generally satisfied with the appraisal, performance and planning review system. We asked those who were not satisfied to indicate the reason. From our analysis we highlight the following points:

- In the past the appraisal procedures were not carried out on a regular basis;
- The appraisal procedure should focus more on the specific abilities of the staff members, in the sense that the review should cover each individual's detailed work, rather than general performance;
- The process could be more focused on setting goals for future realisation of specific work-related targets. Challenging objectives for staff should be introduced to a greater extent;

- A stronger link between appraisal, planning, training and promotion is desirable.

We agree that the evaluation procedure could be improved, especially with regard to:

- goal setting (clear and measurable);
- attention to detection and stimulation of the specific abilities of the employee concerned; and
- the link between evaluation, planning, training and promotion.

A majority of respondents to the staff survey are not convinced that the staff members who perform well have the biggest chance of being rewarded. The facts are that all of the statutory staff members who were eligible for promotion at the beginning of 2001 have been promoted at least once since they joined the Foundation.

The Foundation's promotion procedure, which was approved by the Staff Committee, follows the following steps: 2 specific promotion committees (with management and staff representatives appointed) compare the profiles of staff with those in relevant grades in the Commission and make comments relating to the promotion process in general. The committees report to the Director, but do not make specific recommendations on candidates. The Director finally decides, on the basis of profiles and staff reports, after consultation with managers. Those promoted normally fall within the Commission profiles, based on date of birth and service in the grade, and are considered for promotion if their performance is deemed to merit advancement to the next grade. However promotions are not possible, when no position is vacant in a particular grade.

The fact that the full list of eligible candidates for promotion is published in advance of the promotion decisions and that several are then not promoted, may add to the sensitivity around the issue. However, this is again in line with Commission practice.

### **6.3.3. TRAINING**

With regard to the topic of training, very few respondents indicated receiving no training at all. If we look at the type of training received we see the following results:

- IT training: 79.7 % of respondents
- Language training: 71.2 %
- Specialised training in your field: 33.9 %
- Management training: 16.9 %
- Other: 15.3 %

Training needs should be discussed with line managers as part of the staff reporting and appraisal process. Information on training courses is also circulated to staff via e-mail and the staff is encouraged to make to come forward for training. However, our impression is that the appraisal process needs to pay greater attention to this aspect. Many of the respondents indicated, for example, that training was mostly undertaken on personal initiative.

Most attention in training goes to IT and language skills. This training can (mainly) be considered as elementary, without direct contribution to the improvement of the staff with regard to their core

activities. In contrast only 33.9 % of the staff respondents received specialist training in the field of their job activities. This may be lower than optimal and merits closer study.

#### 6.3.4. PERSONAL CONTRIBUTION TO THE ACTIVITIES OF THE DEPARTMENT

**Table 65: Involvement of staff in the planning and development of their department (by sex) (question 1.24. Staff questionnaire)**

Involvement planning and development of your department	Total	%	Men	%	Women	%
High level of input	29,5		40,9		23,1	
Sufficient input	41		50		35,9	
No involvement	29,5		9,1		41	

**Table 66: Involvement of staff in the planning and development of their department (by level of responsibility) (question 1.24. Staff questionnaire) – percentages**

Involvement planning and development of your department	Total	No staff reporting to respondent	1 to 3 staff reporting	4 to 5 staff reporting	6 to 10 staff reporting	More than 10 staff reporting
High level of input	29,5	10,3	53,8	50	80	100
Sufficient input	41	51,3	23,1	50	20	0
No involvement	29,5	38,5	23,1	0	0	0

With regard to the general feeling of involvement in the planning and development of the departments the Foundation scores well. However special attention should be given to the improvement of the involvement of the lower staff levels. We also point out that women respondents feel less involved in the planning and development process than their male colleagues. This can be linked to the fact that male respondents on average have a higher responsibility level than their female colleagues.

#### 6.3.5. STAFF COMMITTEE

The staff committee's role and work is appreciated by the great majority of staff.

We also asked staff if there were any important issues that the staff committee should consider more than it does now. The responses were mainly focused on issues concerning working conditions and in informing staff about the possibilities for promotion.

### 6.3.6. GENERAL CULTURE

**Table 67: Level of agreement with statements concerning the culture in the Foundation (section 3 Staff questionnaire) –**

Culture within the Foundation (Percentage)	Totally %	For the most part %	In some degree %	Totally not %
All staff members are treated with respect. They are seen as more than just employees.	10,2	37,3	42,4	10,2
Executive staff delegate authority to their staff members	1,8	32,1	57,1	8,9
Executive staff delegate a lot of tasks to their staff members	8,9	53,6	32,1	5,4
In the Foundation there is an open atmosphere	10,5	56,1	31,6	1,8
The staff knows where the Foundation wants to go in the future	5,4	16,1	60,7	17,9
The goals are known and clearly understood by staff	7	22,8	66,7	3,5
The capacities of the staff members are sufficiently monitored	1,8	16,1	50	32,1
It is clear what the tasks are of the staff members	1,8	30,4	58,9	8,9
Ad hoc decisions decide what is being done in the Foundation	9,3	27,8	53,7	9,3
There are too many rules to follow to work efficiently	7,1	25	46,4	21,4
Costs are one of the most important factors in weighing a decision	3,7	18,5	68,5	9,3
Staff members feel supported by management	1,8	12,7	67,3	18,2
Staff members who perform well, have the biggest chance of being rewarded	1,8	8,9	32,1	57,1
Staff members know how they can contribute personally to achieve the goals	3,6	23,3	60,7	12,5
Staff members are informed in time about new developments	8,9	19,6	41,1	30,4
The multicultural diversity has never led to conflicts in working style & approach in and between the different units	12,5	44,6	33,9	8,9
The multicultural diversity is an added value for the functioning of the Foundation	44,6	44,6	10,7	0
The language issue has never been a problem for communication between staff members	26,3	43,9	22,8	7

The activities of the several units/departments are sufficiently tuned to each other	0	10,7	67,9	21,4
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The majority of the staff responds positively to the multicultural diversity of the Foundation.

From the results of our questionnaire survey it is clear that the content of the work, the salary conditions and the internal environment are by far the most motivating factors for working for the Foundation. The working conditions and the good atmosphere were also mentioned as motivating factors. Bureaucracy (too many procedures and rules to be followed...) and the management style, seen by some as hierarchical & centralist, were mostly mentioned by staff as the main discouraging factors.

Our observations, coupled with discussions with members of staff, tend to confirm that the organisation is in an ongoing process of change. The informal information network still seems to work more effectively than formal channels, and the Foundation is currently seeking to codify and formalise more of its internal procedures. This greater professionalism will be welcomed by staff. It is important to note that the Head of the Information and Communication has been charged with responsibility for internal as well as external communication.

It is also the case that the expectations that staff have in terms of the quality of the organisation, its culture and internal communications are probably higher than in other organisations. This is not surprising given the Foundation's underlying aims. Staff aspirations in the Foundation are higher than in organisations working on other subjects or those in the private sector.

Some of the remarks made about the amount of information and feedback that comes from the top probably reflect the fact that the new Directorate is investing more time than in the past on external relations and in clarifying the Foundation's role with its key users. This inevitably means that perhaps less time is available for internal issues, but is no more than normal as the organisation changes over time. Should this trend become permanent it calls into question the need for a new approach to management, with responsibility for communication delegated down the line to today's middle managers.

#### 6.4. Internal Communication

Below we analyse:

- Information and staff satisfaction
- Communication tools
- Communication and staff satisfaction
- The sources of information

#### 6.4.1. INFORMATION AND STAFF SATISFACTION

We describe the kind of information that is communicated within the Foundation, and report on the staff's views on this.

##### 6.4.1.1. POLICY, MANAGEMENT AND STAFF INFORMATION

**Table 68: Satisfaction of the staff with the degree of information they receive (question 2.7. Staff questionnaire)**

Satisfaction degree information	Very satisfied %	Satisfied %	Dissatisfied %	Very dissatisfied %
Mission, values, goals,...	15,5	56,9	27,6	0
Project information	5,2	55,2	36,2	3,4
Expertise, knowledge sharing	3,4	44,1	45,8	6,8
Official staff information	8,5	66,1	18,6	6,8
Informal staff information	10,2	64,4	22	3,4
Information internal rules, procedures	8,6	58,6	25,9	6,9
Information reorganisations	6,8	30,5	40,7	22
Information new services	3,6	62,5	32,1	1,8
Information activities of other units	1,7	25,4	55,9	16,9

A large majority of the respondents are satisfied with the information they receive on:

- informal staff issues (information about new staff, special occasions and so on);
- official staff information (statute, modifications in staffing, vacancies and so on);
- the mission, values, goals and future objectives of the Foundation;
- information about internal rules and procedures;
- information about new services;
- project information: (information about new projects, information about the implementation of certain projects, and so on).

From the comments made in the staff questionnaire we learn that staff see room for improvement in the following areas:

- Project information is mostly limited to the projects in which the staff member is involved and limited to the unit to which the staff member belongs. There is a desire to exchange information about projects and activities with other units.
- Although information about internal rules and procedures is mostly available, this information is not always clear and understandable to staff members. Besides it is not always obvious which internal rules are still in force.

Staff understanding and knowledge of the Foundation's policies and goals is also sufficient for them to function effectively.

There exists however some dissatisfaction concerning the level of information the staff members receive about:

- Information about the activities of units other than their own;
- The level of knowledge sharing (53.5 %).

Given the timing of our evaluation, and the concurrent debate about internal reorganisation, it was perhaps not surprising that some staff members gave the example of the reorganisation as an area where clearer information could be made available to staff.

#### **6.4.2. COMMUNICATION TOOLS**

By communication tools we understand the instruments that are used to transmit the information required for staff to carry out their daily activities efficiently.

From the staff questionnaire we can conclude that the respondents are mainly informed by personal conversations, e-mail, meetings, and to a limited extent, by phone.

Noticeable is the fact that the Intranet, the notices from the Board and memos score very low. Especially for the Intranet, which can be an efficient communication tool for an organisation, the low score is a point of attention. A minority of staff respondents claim to use the Intranet as a source of information.

In the questionnaire we asked the staff respondents their opinion on the most appropriate way to communicate. It is obvious that for the respondents the most appropriate ways were the personal conversations/contacts and e-mails. Thirdly most of the respondents were in favour of meetings. It was regularly stated that these meetings should be followed by an e-mail or a written document to confirm the agreed decisions.

#### 6.4.3. SATISFACTION ON COMMUNICATION WITH COLLEAGUES

**Table 69: Satisfaction of the staff with the daily communication with their colleagues (question 2.5. Staff questionnaire)**

How satisfied about daily communication of colleagues	Very satisfied %	Satisfied %	Dissatisfied %	Very dissatisfied %
Subordinate colleagues	44,1	55,9	0	0
Higher placed colleagues	11,5	65,6	18	4,9
Colleagues within unit	41,7	51,7	5	1,7
Colleagues in another unit	10,5	59,6	24,6	5,3

The respondents to the survey were generally satisfied with the quality of communication with other colleagues in their daily work.:

- Communication with subordinate colleagues: 100 % satisfaction
- Communication with superiors: 77.6 % satisfaction
- Communication intra unit: 93 % satisfaction
- Communication with other units: 72.2 % satisfaction

#### 6.4.4. INFORMATION SOURCES

**Table 70: Most important information sources for staff within the Foundation (question 2.6. Staff questionnaire)**

Information sources	Very important %	Quite important %	Not very important %	Not important at all %
General staff meeting	19	31	46,6	3,4
Staff committee	25	39,3	33,9	1,8
Trade union branch	18,5	46,3	31,5	3,7
Team meeting	52,6	43,9	3,5	0
Informal chats with colleagues	45	50	5	0
E-mails, intranet	59,3	39	1,7	0

62 % of the respondents find the staff committee a very important or quite important source of information. This is also the case for the trade union branch, which a majority of staff respondents finds an important source.

#### 6.4.5. INTERNAL COMMUNICATION PROCESSES

The units, which are involved in frequent two-way communication are the ITunit, the units in the Information & Communication section (except for the unit language services unit), namely the Information unit, the Publications unit and the Public Affairs unit, and the Finance Unit.

The units with which respondents communicate less frequently are (in descending order): the Directorate, the Language Services unit and the Operational Support Unit.



The communication from the Research Teams to the other units is quite similar. The Units with which they are in a frequent interaction are the Information Unit, the Public Affairs Unit, the Publications Unit, the IT Unit and the Finance Unit. Communication between the different Research Teams is less frequent, but the Research Team on Working Conditions and that on Industrial Relations communicate more with each other.

On the basis of the analysis of the staff survey results, it was possible to link the range of responsibility (from no responsibility over staff to responsibility over more than 10 staff members) to the level of communication between the different units. The units with whom staff members, with no subordinates, communicate frequently or quite frequently are the IT-Unit, the Finance Unit and the Information Unit. To a minor degree they communicate quite frequently with the Research Teams, the Publications and Public Affairs Units, and General Services. They have the least contact with HR, Language Services, the Directorate and Operational Support.

When the range of responsibility over staff members grows, the frequency of contact with the different units increases extensively, especially in those units where the contact of staff with no subordinates is very low, namely the Directorate, Operational Support and HR.

#### 6.5. Information Technology

Most staff members feel that all necessary IT facilities are available in the Foundation. The staff's satisfaction with the IT facilities is positive with 70 % of the respondents saying that they are satisfied or very satisfied with the IT facilities. However many comments were made about possible improvements concerning IT in the Foundation that would make a significant difference in performing their jobs. For example specific suggestions were made concerning video conferencing, web writing and editing applications, a more user-friendly SI2, updating of MS Office, and so on. On the basis of the survey results, observations and interviews, we consider the management of these IT facilities, the use of the facilities and follow up to be in need of improvement.

On the one hand there is an IT unit within the Administration section of the Foundation. This unit provides all the necessary technical support for IT facilities in the Foundation. It consists of 4 people, namely a local systems administrator, a systems network administrator, a computer technician and an office systems secretary. The position of IT manager, the person who will lead the unit, is currently vacant, but will soon be filled.

On the other hand there is a functional IT section within the Information and Communication section, which provides the research teams with the necessary information, manages the Intranet, the Foundation's web sites and so on. This 'functional' unit is responsible for the content that is provided through these IT facilities.

This two fold 'IT structure' lacks transparency in terms of management and co-ordination. With the recruitment of the IT manager this situation could be improved enabling the IT manager not only to manage the technical side of IT in the Foundation, but will also to be aware of the necessary 'content' side of IT (intranet, shared databases, web sites and so on).

From the staff questionnaires we learn that there is a great need for a well-equipped helpdesk, which can deal with the day-to-day IT problems. From the assessment of communication lines we also see that there is a very high frequency of communication between the Foundation's units and the IT unit.

This brings us to the overall strategy and planning of the IT as a whole – technical and functional. An extensive explicit IT strategy and IT planning does not, to our knowledge, exist in the organisation. The new manager will need to analyse on the one hand the current situation of IT facilities and the current tools of management of IT facilities (in terms of input, monitoring, updating, and so on). On the other hand the manager will also need to identify the different requirements of staff and units (contact databases, enquiries, project monitoring etc.). On the basis of this information the manager will be able to set up a formal IT strategy, taking into account the need for content, and technical and budgetary possibilities. An explicit system of input and updating of, for example, the Intranet could be based on a formal involvement of staff from different units (research units, information department units and so on) that can function as 'IT content' co-ordinators, supervised by the IT manager.

The usage of Internet by the Foundation to distribute its products and disseminate information is increasing. The Foundation redesigned its web site recently and improved it to a more content-oriented and user-friendly site, which also provides useful information that can be downloaded. However the downloadable documents are not (yet) structured in a well-ordered way. The range of information provided on the website could also be broadened, for example providing executive summaries, best practice cases, detailed reports, overviews, trends, and so on. Updated information concerning working and living conditions in Europe (in coherence with EIRO) would be an added value to the website.

Specifically the potential of the Intranet can be further improved with the intention to transform it from an archive for documents and unstructured masses of information to an efficient tool for management and monitoring. At present the European Foundation is redesigning the intranet (to be called EuroFound Plus), taking into account the following three objectives:

- a more logical and structured underlining file structure;
- the addition of dynamic database-driven applications (to date: a staff database, a links database and a tenders database); and
- a more logical and representative navigation system with a consistent look and feel.

One of the underlying motivations for this redesign is to reduce the amount of organisation-wide e-mails and to change the way in which documents on the network are accessed.

## 7. CONCLUSIONS & RECOMMENDATIONS

This chapter presents our conclusions first, following the order of the report. Specific recommendations then follow, in each case addressed to the appropriate actor(s).

### 7.1. Relevance and Coherence

The Foundation has faithfully sought to pursue its aim and tasks, at least in terms of working conditions and industrial relations. This is in coherence with the founding Regulation. Stakeholders come overwhelmingly from constituencies for whom Working Conditions and Industrial Relations are much more important.

The aim and tasks in the Regulation are broadly described and have the advantage that new activities of the Foundation can be easily fitted into the existing Regulation.

The Foundation takes increasing account of user needs as expressed. A greater concentration in the work of the organisation, the choice of subjects that are more directly in line with current political concerns and the attempt to develop a detailed communication strategy demonstrate this.

Social partners would like individual projects to align more closely with direct workplace realities. It is difficult for the Foundation to fulfil its role as a European level contributor of data and ideas, and simultaneously to be expected to produce output, which can be used by enterprises and social partners directly in the workplace. This issue should therefore be understood in the sense of basing decisions about work planning on a close awareness of developments at workplace level.

To achieve the objectives of the current (2000) Social Agenda the European Commission specifically states that it seeks to draw on policy analysis and research from the European Foundation. The 1997-2000 and 2001-2004 Work Programmes of the Foundation indicate its coherence with this demand.

In the 1997-2000 work programme, the focus on "anticipatory" research was somewhat reduced and featured in themes such as time in the city and the knowledge society. This tendency is important but should be limited to items where there is a broad appreciation of their likely future relevance. There is universal support for the creation of the European Monitoring Centre on Change, which is seen as a structured and organised way to deal with this important issue.

#### 7.1.1. INTERNAL COHERENCE OF WORK PROGRAMMES

The overall coherence of the whole programme suffers from the fact that there was insufficient integration between the content-related objectives, and the information and dissemination plans connected to the specific items. This tendency to underplay the importance of the information function has exacerbated this risk, in that an integrated approach whereby production of content and information actions were linked in an overall plan based on a strategy, would have given greater overall coherence. In addition, the formerly large number of projects in the programme had an influence on the organisation's ability to maintain desirable levels of coherence.

#### **7.1.2. DUPLICATION OF ACTIVITIES AND SYNERGY WITH COMMISSION AND OTHER ACTORS (INCLUDING OTHER EU AGENCIES)**

The Foundation's relationship with the Commission does not show a perfectly coherent system whereby both organisations are enabled to play their role to the maximum. The Commission's officials do not have an automatic reflex to use Foundation outputs. There are, however, examples of useful and helpful co-operation such as the European Works Councils and the Temporary Employment Agencies projects, as well as the European Industrial Relations Observatory (EIRO), which was established in response to a specific request from the Commission.

The Foundation's Board members seem little interested in the general issue of synergy with other EU Agencies, except for the case of Bilbao. This is due, we feel, to the fact that most co-operation occurs at staff level and that Board members are content with that. In turn, the Foundation's Directorate does not see this issue as of major importance, or as a significant problem for the Foundation's work.

#### 7.2. Effectiveness

Overall the Foundation's effectiveness is measured by its provision of European-level information to the policy-making system.

##### **7.2.1. EFFECTIVENESS BY WORKING AREA**

The quality of Foundation activities by challenge in 1997-2000 is rated at average to good. The working condition area again shows somewhat higher ratings, but overall the incidence of negative criticism is low.

##### **7.2.2. EFFECTIVENESS BY WORKING METHOD**

The Foundation is seen as a major source of information in all three core areas of work. However, it is neither significantly ahead nor behind other sources, which indicates its general complementarity rather than its dominance or irrelevance.

Users particularly appreciate the Foundation's major outputs such as EIRO and the Communiqué newsletter as well as the summaries of research projects and the European Working Conditions Survey.

#### 7.2.2.1. DISSEMINATION AND INFORMATION

The Foundation lacks an efficient contact management system. The SAGAP instrument (a mailing list) is not up to date, in that new contact addresses obtained by staff are not systematically added to this and it is not cross-referenced with the Foundation's research projects.

From a level of 40,000 hits on its websites in the second half of 1998, the Foundation has seen activity rise sharply to more than 180,000 user sessions in the first half of 2001. The number of documents downloaded has grown from 33,000 in the first half of 2000 to 160,000 one year later.

As well as the generally positive view of the document and enquiry service, users are generally satisfied with the increasing use of electronic dissemination.

There is a steady stream of invitations to the Foundation for speaker appearances at relevant conferences.

Some problems arise in relation to translation. The time span can be several months, agreed deadlines are not always met and the Foundation is obliged to make linguistic corrections when the translation is received back. However, the Foundation is currently obliged to use the Translation Centre in Luxembourg and is working with them to improve quality and timeliness.

#### 7.2.2.2. QUALITY OF PRODUCTS.

Most users consider that effectiveness has improved over time. The Foundation has increased its professionalism in offering products more adapted to the needs of the target groups. It offers greater flexibility in its product range, such as a choice between long and short versions of reports, monitoring tools and increasing use of electronic formats.

As for the presence of innovative ideas, the use of clear and comprehensive language and the relevance of conclusions, opinions are more dispersed between noting an improvement and claiming a stabilisation. The evolution of the presence of innovative ideas has to be seen as an accompaniment to the Foundation's anticipatory function. One cannot easily ask the Foundation's work to be more linked with current issues and simultaneously to be more anticipatory.

#### 7.2.2.3. EFFECTIVENESS OF DEBATE & DISCUSSION ACTIVITIES

There is general satisfaction among the approximately 50 respondents who had attended events, with a large incidence of "stabilisation" of quality over time.

This working method incorporates the danger that the conferences become 'closed shops', where the most objective criteria for selecting participants may not be used. As a consequence the dissemination effects of such conferences are limited. Overall, the message is that the invitation and promotion strategy should be in full coherence with the objectives of the conference.

### 7.2.3. EFFECTIVENESS BY TARGET AUDIENCE

#### 7.2.3.1. EU INSTITUTIONS

The European Commission sees the Foundation as one source of information and research, which can be used if appropriate in the policy-making process. The Foundation and the EIRO web sites are used regularly by Commission officials.

While the Foundation is generally in line with the thematic areas on which the Commission is working, this is not necessarily the case in terms of timing and synergy with the Commission's working cycle. There is a usage pattern, which is dependent on circumstances case- by- case.

The European Parliament sees the Foundation as a source of expertise for its specific needs at specific times.

Neither the Council nor the Economic and Social Committee have a well-developed view of the Foundation. The Foundation has succeeded in working with Council Presidencies combining its work with that of the Presidency to mutual benefit. Events organised in conjunction with the Presidency can attract more interest than conventional Foundation events, and provide Member State authorities with a good opportunity to observe practices from other Member States, draw on the results of the Foundation's work and gain benefits from the Foundation's contacts with the social partners.

#### 7.2.3.2. MEMBER STATE AUTHORITIES

For the Member State authorities, the Foundation is generally not well known in a structured way outside the direct environment of Administrative Board members. Member States use specific outputs as valued contributions to specific debates or policy development when the relevance or timeliness of the Foundation's action creates the right conditions. Again the permanent monitoring tools are the "most sought after" products.

#### 7.2.3.3. SOCIAL PARTNERS

Overall, the social partners see the Foundation as a useful forum where they can work "off line" on issues without the pressure of the political agenda and negotiation. European-level and national-level representatives of the social partners have different usage patterns. The European trade union organisations frequently use EIRO and the Foundation's web site and research reports and executive summaries on a less regular basis. At national level, overall usage is much less, apart perhaps for EIRO. ETUC uses the Foundation's material as ready-made for distribution to its members and often uses it to initiate discussion in internal meetings.

As for the employers, the European-level officials also use EIRO most frequently. UNICE tends to use the Foundation as a source of data to answer specific questions raised by its members, but does not disseminate Foundation material in a proactive or systematic way. National-level employer bodies tend to centre their contacts with and awareness of the Foundation in the Administrative Board member or persons close to him/her. This relatively limited group mostly uses EIRO, research reports and executive summaries.

This demonstrates that none of the main constituencies (except to a limited extent the unions) carry out systematic distribution of the Foundation's outputs within their organisations. This obviously raises serious questions about the level of commitment and/or agreement among the Foundation's stakeholders about the optimal approach to dissemination of information. Information is the key vehicle for the Foundation, and a clear policy on stakeholder bodies' role in dissemination should be an essential element of information policy.

#### 7.2.3.4. OTHERS

There are many examples, which show that the Foundation is acknowledged as providing added value for international organisations, such as WHO, OECD, and ILO.

### 7.3. Impact

#### 7.3.1. INTRODUCTION AND GENERAL VIEW

Our analysis has helped us to identify the following kinds of impact:

- influencing the elaboration of new policies;
- adjusting of existing policies;
- support for collective bargaining;
- influencing practices in the field; and/or
- the creation of a basis for further research.

The Administrative Board acknowledges the useful or very significant contribution made by the Foundation to EU policy development, and to a lesser but still acceptable extent, to national policy making.

Once again, there is a strong view that “living conditions” work has been less significant in terms of impact.

#### 7.3.2. INFLUENCING THE ELABORATION OF NEW POLICIES:

Nobody contests the value of the Foundation presenting quality data to policy actors on which they can decide to act or not. However, the social partners (particularly the employers) and the European Commission tend to be guarded about the danger of institutional confusion if the Foundation were to seek too high a profile in this context. However that fear is more about the Foundation seeking a direct role in the political debate.

The Foundation is improving in this area of contributing to new policy development and its activities with Council Presidencies are an example. We note a clear interaction in certain cases between the

Foundation's work and policy development. All of the right conditions have to be present, however, for this to work.

#### **7.3.3. ADJUSTING EXISTING POLICIES**

Through its work of analysis of existing policies and trends, the Foundation can contribute to the further development of policy. The Foundation's monitoring role provides it with insight that can contribute to adjustment of policy, and a more anticipatory function can help in the elaboration of new policies. Our research shows that certain projects, which focused on following existing policies, became a source for readjusting these as time went on.

#### **7.3.4. SUPPORT FOR COLLECTIVE BARGAINING.**

The permanent monitoring tools, including EIRO, respond well to this need. The impact could also be more significant if the Foundation were able to respond more speedily through a willingness on the part of the Board to adjust the work programme during its implementation to include specific requests from stakeholders.

#### **7.3.5. INFLUENCING PRACTICES**

The Foundation does have a certain impact on practices in the field and in the preparation of training activities within enterprises or local organisations. This impact is nevertheless limited by the Foundation's need to focus on its main mission.

#### **7.3.6. CONTRIBUTION TO THE CREATION OF RESEARCH NETWORKS AND CREATION OF A BASIS FOR FURTHER RESEARCH**

The work of the Foundation can constitute a basis for further research, even though this is not the principal objective of the Foundation. This kind of impact demonstrates the way in which the Foundation's work can have a multiplier effect stimulating further research or the development of new research networks across the Member States. The Foundation's activities are regularly cited in academic journals and there are frequent requests for Foundation speakers at external conferences.. Foundation work is also used by international organisations for their own research needs.

### 7.4. Efficiency

#### **7.4.1. PROGRAMMING PROCEDURES**



The danger of fragmented or disjointed work planning has now been minimised. Existing stakeholders are generally satisfied with the approach. However, an even closer link with the political agenda of the European Commission and the European Parliament and a further widening of the brainstorming groups to discuss up-to-date issues and changes, would be useful to sharpen the timing of the Foundation's outputs and to deepen the degree to which the Work Programme takes account of new developments. The new European Monitoring Centre on Change will also be included and contribute to the work programming process.

#### **7.4.2. EXTERNAL CONTRACTING**

Our analysis shows the division of contracts between "Southern" Member State-based contractors and others as 18% to 82% by number of contracts and 16% to 84% by value for 1997-2000. A pure proportionality based on population would yield a 31% to 69% breakdown. However the use of "Southern" contractors has increased each year.

Overall, the large Member States show the greatest discrepancy between their population size and contract awards, with France, Germany, Italy and Spain all "doing less well" than the average and the UK performing "better". On this basis, smaller Member States' contractors win over 20% more contracts (over 26% in value terms) than their proportionate share of population would indicate.

Of course, quality and price criteria are used exclusively for the Foundation's decisions on contract award. Nationality of the contractor is only an issue when the Foundation is seeking a nationally based body to carry out work in that particular Member State. The tendering and contracting procedure itself is formalised and efficient.

#### **7.4.3. FINANCIAL CONTROL OF PROJECTS**

The publications unit only has a very general idea in advance of the intended publication plans, and cannot estimate in detail the volume of material that would be contained in each planned publication. It does therefore not have an overall vision on a yearly basis, but has functioned on the basis of reports that are forwarded during the course of the year.

Generally, the difficulties in forecasting the appropriate budgets are caused by the lack of transparency and coherence of the basis for justification of budgets. In addition, the existing budgeting processes in the different units lack coherence, which can cause different and non-transparent fragmentation of costs in each unit and enlarges the difficulty of effective monitoring.

#### **7.4.4. MANAGEMENT OF INTERNAL RESOURCES**

Under the current work programme, the research teams have been reorganised into a more hierarchical structure with one research co-ordinator for each of the three core areas of work. However, the role of research co-ordinator is not necessarily that of a hierarchical line manager, although increasingly line management functions are being delegated to the co-ordinators. Daily

management of most programme procedures is of the responsibility of the OSU, and this function acceptably in terms of respect for the procedures, timeliness and transparency.

The lack of co-ordination in the management of external contacts obviously creates difficulties for external communications. The problems are caused both by the fact that formerly the work of the Information Liaison Officers has not been co-ordinated centrally and by the division of responsibility for tracking information between the research teams and the information section.

The lack of a professional knowledge management system makes it difficult to obtain a consolidated overview of the Foundation's activities, and also creates problems in terms of institutional memory when a staff member leaves. Information concerning the last two years is much more elaborate than that for the earlier years.

Conference participants show a positive appreciation of the way in which conferences are organised. In terms of efficiency, one difficulty is linked to the division of responsibilities between the public affairs unit and the research teams.

The information section's late entry into the project process has made it difficult to establish priorities or develop a professional information strategy for the Foundation's outputs.

Production of publications can take from 2-4 months, owing to the time required for the editing, design and publishing process.

#### **7.4.5. EVALUATION**

Evaluation is not sufficiently developed in the Foundation. The recording of output data and dissemination data on a per project basis is not harmonised and not subject to assessment.

In relation to evaluation of impact, it would be difficult for the Foundation to carry out an exact monitoring of impact for each of its projects. However, the Administrative Board could conduct a strategic exercise in this area on a regular basis and a lot more work in this area could be done than has been the case formerly.

Overall, therefore, the area of evaluation should be strengthened and made more of a permanent structural part of the Foundation's work.

In examining the organisation and administrative efficiency of the Foundation, it is important to take into account the fact that it is constrained to work in accordance with its founding Regulation and with its associated Financial Regulation. It also has expectations imposed on it by the Court of Auditors and takes on board many of the operating systems in current practice at the European Commission.

Our initial examination of the Foundation's organisation in the early stages of our work revealed few major issues of serious concern. Our knowledge of Community structures and procedures, in particular of EU decentralised agencies, reassured us that in the main the Foundation's organisation does not present serious problems.

## 7.5. Governance

### 7.5.1. ADMINISTRATIVE BOARD

Members of the Board have an expertise that is more related to the working conditions area than that of living conditions.

The great majority of Board members wish to focus on strategic matters. There is a desire for more control, particularly in terms of budget, policy issues, programming and planning. Board structure and meetings do not necessarily facilitate this, even though members see no obvious way to change either the composition of the Board or the meeting structure.

63% of Board members felt they were representing their Member State to the Foundation, but only 34% felt they were also representing the Foundation to their Member State. This issue clearly has relevance for the concept of Board members doing more in the area of information dissemination at national level.

The Board would benefit from having guidelines regarding the desired profile and experience level of members. The level of commitment of several members is not impressive. Poor meeting dynamics may limit the results of changes, however, in that the size and format of the meetings make it difficult to improve greatly the opportunity for members to contribute.

The tripartite structure of the Administrative Board is fundamental to the Foundation's operation as currently constructed and appears to be well supported by the Board members. It seems to offer the potential for managing the otherwise totally unwieldy Administrative Board, which would exist following enlargement if the current system were maintained. However, this would require some adjustment to the working of the interest groups including increasing the time devoted to them, and possibly changing the timing. However, increasing the role of these groups should not detract from the transparency of the management process.

Broadening the Board to embrace other constituencies (such as NGOs) could help revitalise some areas, but would present serious practical problems given the current principles underlying the Board. However consideration could be given to involvement of these interests in other activities of the Foundation, in particular those concerned with living conditions.

Generally Board meetings are felt to be of about the right duration, but there are questions about the depth and quality of the discussions.

The occurrence of enlargement provides an opportunity to address the issue of improving the Board's functioning .

### 7.5.2. COMMITTEE OF EXPERTS

Despite a wish on the part of the Committee to play a more effective role, the Board does not pay serious attention to its work. This evaluation reveals a situation where neither the Committee nor the

Foundation's other bodies are satisfied with its role. If a strategic review of the Committee's role and performance cannot find a way forward, a radical change should be considered in order to ensure that the Foundation's work benefits to a greater extent from expert input. This could require, however, a change to the founding Regulation.

#### 7.6. Finance

A first element of incoherence in the budget cycle consists of the fact that a draft budget is drawn up in March whereas the annual Work Programme is approved in October. In practice this means that the Board has to discuss and adopt a draft budget without knowing the detailed activities of the next work year, although of course they are guided by the Four-Year Work Programme. The link between the budget and the activities is consequently not strongly established.

A second element of incoherence is the fact that multi-annual projects must be run, which have to be managed financially in a disjointed year-by-year process. This creates the effect of carry-overs. Overall a system of multi-annual budgeting would be much more appropriate for the Foundation.

The current system of financial reporting does not permit the Foundation to see clearly where all its costs are incurred nor to see how internal resources are deployed. In common with the Commission's move towards Activity Based Management, the Foundation can be expected to make changes in this respect.

The administrative burden of the financial procedures is high. While some of these are inevitable, given the procedures imposed by the Financial Regulation, (which may be changed in the light of Commission reforms) there are still some efficiency gains to be made within the Foundation.

Improved use of the possibilities offered by SI2 for electronic approval of commitments and payments might offer some solution to the geographical separation from the Financial Controller, but this should be examined with caution as the administrative burden may not be much reduced with this change.

An important part of the financial management activities should be related to the reporting to the Board and management with regard to cost allocation to the different projects. This method of financial reporting is currently not applicable in the Foundation. Firstly there is no project-linked allocation of costs (including overheads, secretarial costs, supporting staff costs, premises etc). Secondly there is no system for recording the time spent by the staff on the different projects. This means that no evaluation is possible of the efficiency of the project management and that there is no accurate assessment possible of which work should be carried in house or out-sourced. Finally there is no real monitoring of the cost and consequently the efficiency of the information dissemination activities for the different projects as no financial link is maintained between these activities.

The Foundation's financial procedures must be in compliance with the European Commission's procedures. This results in many processes of control and validation, which delay rapid handling of payment requests. With the drafting of a new financial regulation for the Commission, a new framework regulation is being defined for the Agencies. Within the internal organisation of the Foundation, efficiency could be improved by minimising as far as possible the different transmissions of documents between employees.

## 7.7. Human Resources

The Foundation has developed its own HR policy and has a professional approach to the issue. It exhibits fewer problems regarding staff dissatisfaction about status or conditions than do other EU Institutions or Agencies.

The multicultural diversity of the staff is clearly considered as a positive element for the Foundation.

Staff members are generally satisfied with the appraisal, performance and planning review system. The system could be improved however, especially with regard to:

- goal setting (clear and measurable),
- attention to detection and stimulation of the specific abilities of the employee concerned, and
- the link between evaluation, planning, training and promotion.

A majority of respondents to the staff survey are not convinced that the staff members who perform well have the biggest chance of being rewarded. The Foundation follows a promotion system similar to that of the Commission, and eligibility for promotion can be meaningless if no vacant posts are available.

### 7.7.1. TRAINING

Most staff members avail of training. There is a need to upgrade the identification and planning of the training needs of the individual staff members. This must be linked to the staff reporting and performance appraisal procedure.

### 7.7.2. GENERAL CULTURE

The content of the work, the salary conditions and the internal environment is by far the most motivating factors for working for the Foundation. The working conditions and the good atmosphere were also mentioned as motivating factors.

Bureaucracy (too many procedures and rules to be followed...) and the management style (seen by some as hierarchical & centralist) were mostly mentioned by staff as the main discouraging factors.

The Foundation is clearly in a state of organisational change, and these points may help to inform future practices.

## 7.8. Internal Communication

Project information received by staff is mostly limited to the projects in which the staff member is involved and limited to the unit to which the staff member belongs. There is a desire to exchange information about projects and activities with other units.

There is dissatisfaction concerning the level of information the staff members receive about:

- the activities of other units;
- internal organisation;
- Expertise, know-how, level of knowledge sharing.

Given the timing of our evaluation and the concurrent debate about internal reorganisation, it was perhaps not surprising that some staff members gave the example of the reorganisation as an area where clearer information could be made available to staff.

A permanent updating of "who does what and when", could be an important tool to improve the efficiency of working processes.

#### 7.9. Information Technology

All necessary IT facilities are available in the Foundation, but a professional IT management system and overall strategy is now required. It is under way and will be reinforced by the recruitment of an IT Manager.



7.10. Recommendations

<b>Topic</b>	<b>Recommendation</b>	<b>Addressed to</b>
<b>Relevance of activities</b>	<ul style="list-style-type: none"> <li>• Tasks could be reviewed in order to pinpoint key elements of living conditions area (which may mean amending the Regulation).</li> <li>• Mission to be re-discussed by Board to reconfirm key objectives after 25 years and interpret them in the light of intervening developments and today's needs.</li> <li>• In one year, evaluate the working of the Advisory Committees.</li> <li>• Consider other innovative ways of ensuring that work place-level needs are built into project design.</li> </ul>	Administrative Board
	<ul style="list-style-type: none"> <li>• Develop closer links between the Foundation and European Commission to ensure the optimal interface of the Foundation's Work Programme with the Commission's activities, and initiate a Board discussion on the strategic relationship, with full Commission involvement, to review and improve co-operation between the two bodies.</li> </ul>	Commission, Directorate, Administrative Board
	<ul style="list-style-type: none"> <li>• Define general information and dissemination objectives and, in addition, define content of activity and dissemination for each project.</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• For each project, define specific objectives and timing, covering desired result and hoped-for impact (relating back to user needs identified at the start of the process and bearing unpredictable issues in mind).</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• Seek optimal relationship with Bilbao Agency and clarify roles.</li> </ul>	Directorate with support of Board and Commission.
<b>Topic</b>	<b>Recommendation</b>	<b>Addressed to</b>



<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• Rationalise programme to fewer, more strategic items and link budget to strategic priorities</li> <li>• Work on timing of Programme elements to secure maximum impact.</li> <li>• Define and achieve the right mix of permanent tools and high-quality anticipatory work.</li> <li>• Discuss and agree an overall information strategy and policy. (This is underway at the Foundation).</li> <li>• Develop European and Member State-level information and dissemination programmes, with Board members from individual Member States, agreeing on objectives, key targets and implementation plans on an annual basis.</li> </ul>	Directorate, Administrative Board
	<ul style="list-style-type: none"> <li>• Concentrate on building/preserving quality in monitoring tools.</li> <li>• Deepen the work on quality assurance that has been started in the Foundation (other Agencies may provide useful examples of quality programmes).</li> <li>• Include a clear dissemination and targeting strategy in project plans and in work programmes</li> <li>• Design and establish a permanent evaluation system for the Foundation's projects.</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• Reform the system of contact management, maximising the possibilities that technology offers to have a well functioning tracking system. Staff and Board members should be enabled to understand exactly what kinds of interaction are taking place with what kinds of users/customers at all time. One person should control and administer mailing lists. Clear guidelines regarding addition and maintenance of contacts should be developed.</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• Ensure that all conference participants get the opportunity to complete an event evaluation form and continue to survey users on their perception of Foundation products and events.</li> <li>• Accelerate the time of publication of conference reports.</li> <li>• Review attendance, invitation and reimbursement policies.</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• Renew links with Commission and Parliament through initiative to improve interaction, based on Commission representatives on Board working with Foundation staff to enhance the complementarity of work.</li> </ul>	Directorate with support of Board

	<ul style="list-style-type: none"> <li>National dissemination strategies should help to boost awareness within national governments.</li> <li>Consider tailored briefings for social partners (like service provided to EP Committee on Social Affairs).</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>Maintain a budgetary allocation and develop an operating system for ad hoc short-term actions, whereby the Foundation can react to requests from the Board, Commission, Council Presidency or others for actions, which are not foreseen at the time the Work Programme is adopted.</li> </ul>	Administrative Board, Directorate
<b>Topic</b>	<b>Recommendation</b>	<b>Addressed to</b>
<b>Impact</b>	<ul style="list-style-type: none"> <li>Establish a system to track the use of the Foundation's outputs. This would encompass data on the penetration of publications, citations in academic literature and in policy and stakeholder documents, conference invitations to Foundation speakers, and so on. In this way the Foundation will build up a record of how its material is being used.</li> <li>Include desired impact as a feature in all project design and evaluation processes.</li> </ul>	Directorate

<b>Topic</b>	<b>Recommendation</b>	<b>Addressed to</b>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Continue to consult widely on work programme planning. Maximise contact with workplace/field level in this context.</li> <li>•</li> </ul>	Administrative Board, Directorate
	<ul style="list-style-type: none"> <li>• Follow Commission reform plan closely to capitalise on any modernisation of procedures regarding multi-annual budgets or contracts.</li> <li>• Consider framework arrangements to purchase small pieces of additional work.</li> <li>• Develop a project-based system to plan and track costs of all resources involved, including internal resources (staff time and overheads) and information/dissemination costs.</li> <li>• Create effective knowledge networks so that information is not lost to the Foundation. This would be partly ensured through integrated working between research management teams and the Information Section and also through tools such as the intranet, electronic databases and links to relevant external organisations.</li> <li>• Integrate work of Information Liaison Officers and events staff in an overall process within the work programme.</li> <li>• Seek better performance from the Translation Centre and if not possible, consider ad hoc arrangements under the Foundation's control.</li> <li>• Evaluate the working of the Advisory Committees and explore other ways of project-level tracking and monitoring (e.g. external experts).</li> <li>• Ensure that the Foundation pays market rates to consultants and researchers (to attract the best).</li> <li>• The list of successful contractors should also be published on a regular basis.</li> </ul>	Directorate

<b>Topic</b>	<b>Recommendations</b>	<b>Addressed to</b>
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Adjust Board working methods to cope with larger numbers after enlargement. Meet Board request for more involvement/control through Advisory Committee/Working Group structures, as well as the national dissemination plan approach suggested above.</li> <li>• Circulate a “competence profile” and attributes/experience level, taking into account the diverse tasks of the Foundation, that would allow stakeholder organisations to nominate future Board members, whom could both gain from and contribute usefully during their tenure.</li> <li>• Explore increasing the membership of the Bureau to allow more Board members to be involved. In any event consider sending Bureau minutes to the Board.</li> <li>• Review ways of involving civil society actors in the Foundation. A working group perhaps involving Commission and Parliament representatives might produce some useful ideas in this context. A start could be made by allowing external parties to play a role in the Advisory Committees.</li> </ul>	Administrative Board
	<ul style="list-style-type: none"> <li>• Work with Board members to define how to improve Group meetings, and compare inter-Group initiatives such as Advisory Committees with the traditional Group approach.</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• Use Committee of Experts members’ role in the Advisory Committees to assess whether this kind of involvement works better.</li> <li>• If not, replace Committee by tailored technical assistance to specific projects provided by outside experts. In this way, external research contractors could be supported by dedicated specialist resources.</li> </ul>	Administrative Board

<b>Topic</b>	<b>Recommendation</b>	<b>Addressed to</b>
<b>Internal organisation</b>	<ul style="list-style-type: none"> <li>• Maximise use of the possibilities offered by SI2 for electronic approval of commitments and payments.</li> <li>• Move with the Commission to Activity Based Management (initially assess whether the Commission’s Integrated Resource Management System is appropriate for Foundation use, and if not design a tailored system capturing internal time and administrative allocations as well as external spending).</li> <li>• Maximise flexibility of financial procedures through negotiation with the Commission; make a constructive input to the reform of the Financial Regulation and, through using the influence of all Agencies, press for changes that would suit the Agency environment.</li> <li>• Strengthen training of staff in financial procedures to smoothen existing system (ideally together with their Commission counterparts).</li> <li>• Link appraisals, goal setting and training more. Harmonise approach across the organisation and ensure an effective follow-up system of job planning and individual training plans.</li> <li>• Explain strategy of organisation in more detail to staff.</li> <li>• A regular communication from the Directorate could inform all staff members on decisions that have been taken, new initiatives under consideration or development etc.</li> <li>• Ensure that new IT department and strategy is closely linked with the new information strategy, contact management, project and impact tracking, shared databases, shared process monitoring systems and so on.</li> <li>• Capitalise on the potential of the intranet to transform it from a little-used archive for documents and unstructured masses of information to an efficient tool for communication, management and monitoring.</li> </ul>	Directorate
	<ul style="list-style-type: none"> <li>• The Directorate and Staff Committee should assess internal communication channels in common with the finalisation of the current organisational changes.</li> <li>• An induction system, incorporating an overview of Foundation activities from top to bottom for new staff, could provide a knowledge base to help them acquire the necessary skills and insights to perform their new jobs. This would also act as a store of information for all staff.</li> </ul>	Directorate and staff committee

## 8. APPENDIX 1: CASE STUDIES

### 8.1. CASE STUDY: Active strategies for an ageing workforce

Interviews: European Foundation (1), European Commission (1), and National government (3)

#### 8.1.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No. 214: Active strategies for an ageing workforce
<b>Objectives</b>	- To document the development of more co-ordinated policies for the ageing workforce in the social, education and employment sectors; - To examine evaluations of public policy and workplace initiatives in favour of the ageing workforce.
<b>Programme of work</b>	- 1997-2000
<b>Target Groups</b>	- Policy Makers in Member State governments and at EU level - Social Partners
<b>Theme-Challenge</b>	- Employment / Equal opportunities / Health and well-being / Social Cohesion
<b>Duration</b>	- 1 year
<b>Costs (Research &amp; meeting)</b>	- 41,000 XEU
<b>Rate of absorption</b>	- 128% in 1999
<b>Working Method</b>	- Debate - Between 1997 and 2000, 10% of the costs were in study contracts, 81% in meetings, 9% other
<b>Outputs</b>	- 1 Conference of 130 participants - 1 Conference Report (English only): 800 printed/250 sent - Summary note: 9,000 /3,800 sent
<b>Dissemination of outputs</b>	- Disseminated at 11 seminars/workshops/conferences/presentations/material supplied, etc. during 1999-2000

### 8.1.2. EVALUATION STUDY

#### Relevance of the project

Although the workforce in the EU is ageing, workers have been encouraged to leave working life at earlier ages and many older workers are currently experiencing widespread age-based discrimination in the workplace. Public policy today emphasises employment equality and aims to improve both the employment prospects and participation rates of the ageing workforce.

Project No 151, carried out by the European Foundation during the Programme of Work 1993-1996, documented developments in policy and practice which were aimed at combating age barriers in employment. Key questions remained however, regarding the impact of recent policy developments, and the Finnish Government, being at the vanguard of integrated policy development, expressed an interest in co-organising a conference to explore these issues during the its Presidency of the EU Council.

#### Coherence

##### External Coherence

The conference examined European public policies and workplace initiatives in favour of the ageing workforce. This issue was particularly topical due to the current political wish to reverse the trend of early exit schemes.

Active strategies to promote opportunities for an ageing workforce are clearly reflected in the European employment policy and expressed by government in Finland and other Member States. According to the 1999 European Employment Guidelines, more resources should be allocated towards preventing employees leaving the active workforce. In this respect, the conference emphasised that “*The overall aim is to support staying in the active workforce and to prevent involuntary exit*”.

In 1999, the European Commission adopted its Communication, *Toward a Europe for all ages: promoting prosperity and intergenerational solidarity*<sup>4</sup>, and organised a major conference three months after the event of the European Foundation (the Foundation gave the keynote speech on ‘employment’).

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<sup>4</sup> COM (1999) 221 final

## Efficiency

### Budget

Standard costing sheets were used which employed estimates based upon previous experience. The number of participants invited by the Foundation represented 30% of the total invitees. In terms of budget, this was one of the smallest projects in the Programme of Work 1997-2000. The initial costs were underestimated however, 128% of the overall allocated budget being eventually spent.

### Internal organisation

This project is a clear example of exemplary internal organisation. The Conference Report was available three months after the conference itself: the report being written after one month and published after another two months. There was a deliberate effort made to ensure the report was available for the conference organised by the European Commission.

## Effectiveness

DG Employment of the Commission has described the report as 'Excellent – a model for the reporting of conferences'. The report was considered to be well written and reflective of the key messages and points of the conference.

The results of the project were presented by the managers of the Foundation at 11 seminars, where they also disseminated the conference report. About 250 copies of the report were sent out. When the initial 800 copies were used up, the report was reprinted at the request of various governments, social partners, practitioners and researchers. The results are regularly referred to at European level in context of 'active ageing'.

In 2000, the European Foundation received 22 enquiries on this issue in first 6 months from unions, European Parliament, ECOSOC, Irish Employment Training Authority (FAS), and various individuals.

The results of the conference have prompted the development of further research co-ordinated by the ETUI, the Fraunhofer Stiftung and the Joseph Rowntree Trust.

## Impacts

The main target groups of the project were policy makers at European and national levels, together with the social partners.

The European Commission reported that the conference 'clearly showed a forward-looking aspect to its agenda'. According to the European Commission, it has had a clear impact on official documents and particularly on the Employment Strategy. The conference results are reflected in Guideline 3 on active ageing. The Foundation also helped the European Commission to prepare its conference on 'Active Ageing'.



Some examples of utility of the conference and the previous related research have been highlighted:

- At the Committee of the Regions, the report was used as a basis for an 'own initiative' opinion to mark the International Year for All Ages.
- The NGO, Eurolink Age, used the results in its development of a 'European Code of Conduct'.
- In Denmark, the policy proposal and the research programme of the conference have constituted a useful input for a Commission for Ageing Workforce.
- The German Ministry of Education and Research made extensive reference to the results in their 1999 Conference on 'Ageing and Work'.
- In the UK, the results were used by the Institute for Personnel Development and the Employers Forum on Age.

These examples show that policy makers have used these forward-looking conference findings and the results of the research that preceded it as input to the policy developments on the ageing workforce in their countries.

## 8.2. CASE STUDY: Central and Eastern Europe Seminars

Interviews: CEEC Trade Union (1), CEEC Employers Federation (1), CEEC National Government (1), European Union Trade Union (1), European Union Employer Federation (1)

### 8.2.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No. 145: Central and Eastern Europe Seminars
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To share knowledge and experience between candidate countries in Central and Eastern Europe and the Member States of the European Union in matters related to the mandate and programme of the Foundation;</li> <li>- To contribute to a smoother transition process in socio-economic matters in Central and Eastern Europe;</li> <li>- To help prepare the candidate countries of Central and Eastern Europe for their entry into the European Union in policy fields where the Foundation has special and unique competence and knowledge.</li> </ul>
<b>Work Programme</b>	<ul style="list-style-type: none"> <li>- 1989-1992</li> <li>- 1993-1996</li> <li>- 1997-2000</li> </ul>
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Central and Eastern European Government Bodies</li> <li>- Social partners (settlement of organisations)</li> <li>- Researchers from CEEC's</li> </ul>
<b>Theme-Challenge</b>	- Debate and discussion chapter
<b>Duration</b>	- 11 years
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 441.000 XEU for 1993-1996</li> <li>- 277.000 XEU for 1997-2000</li> </ul>
<b>Absorption Rate</b>	<ul style="list-style-type: none"> <li>- 140% for 1997</li> <li>- 52% for 1998</li> <li>- 107% for 1999</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- Debate</li> <li>- Between 1997 and 1999, 88% of the costs in meetings and 12% in study contracts</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>- 14 seminars / workshops / conferences / presentations etc</li> <li>- About 40 participants to each seminar</li> </ul>
<b>Dissemination of outputs</b>	- Foundation reports disseminated at these 14 seminars / workshops / conferences / presentations etc

### 8.2.2. EVALUATION STUDY

#### Relevance of the project

These seminars were originally intended to assist the Central and Eastern European Countries (CEEC) with the accession process, by giving them access to the research results and “knowledge base” of the Foundation and workplace developments within the European Union, thus providing opportunities for the participants to explore new ideas and make comparisons, which might be of assistance during the period of economic, political and social transition.

However, as the countries in transition set joining the European Union as their key political objective, the focus of the seminars changed to assisting with the process of accession to full EU membership with a concentration on areas where there is an identified weakness in their preparation for implementing the EU’s *acquis communautaire*<sup>5</sup>. The topics discussed had to fulfil two basic criteria: to be part of the Foundation’s knowledge base and to address a need in the countries of Central and Eastern Europe. The subjects were generally rated of significance for the participants. Although some topics were rated as having lower added value for the participants<sup>6</sup>.

The main reason for this project was to provide access to tripartite groups (plus academics and researchers) to information on the situation in the EU Members States and to use the Foundation’s material to do this.

The European Foundation wanted to know about the transition process in the CEEC’s immediately after the collapse of communism. It was particularly interested in the change process in industrial relations. The Foundation wanted to acquire knowledge about what was happening there and to develop contacts with those countries.

#### Coherence

##### Internal coherence

This project addressed all of the challenges of the previous programme of work: 90% of the topics discussed came directly from the Foundation activities. All Foundation teams contributed to the project.

##### External coherence

The choice of topics was the result of a continuous preparation and evaluation process, which has, over the years, led to highly topical opportunities for the mutual exchange of information between the Foundation and the social partners, public authorities and researchers of the CEEC’s.

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<sup>5</sup> Bureau Brief Note, *The European Foundation and Central and Eastern Europe: Experience of Seminars, 1991-1999*.

<sup>6</sup> Evaluation Reports of the seminars

## Efficiency

### Budget

The 1999 seminar was more cost-effective than the 1997 seminar, although the budget planned was the same, i.e. €100,000.. The final expenses show an absorption rate of 140% in 1997 and of 107% in 1999.

The absorption rate of the Vienna seminar in 1998 was only 52%. The budget was 33% less expensive when it was organised in Vienna with the Austrian government than in Dublin. The Foundation decided nevertheless to organise it in Dublin to give better visibility to the Foundation and its work.

### Internal organisation

Both organisational and information support were given to the seminar. Because of the transversal dimension of the project, there was a very large internal team involved in the project.

## Effectiveness

Approximately 40 participants attended each of the seminars. Although there was no formal seminar report produced, the presentation materials were circulated to the participants. The Foundation also supplied several of their publications to the participants. Some materials were translated in up to 5 CEEC languages.

After the seminars, an evaluation sheet was submitted to the participants with the following main questions: How much of the material presented was new to you? Will your participation be of significance and use to you? What did you think of the organisation? Each module was also assessed individually. At the 1999 seminar on Social Dialogue, the material was quite new for 51% of the participants. 57% of the participants considered their participation very useful, 30% useful and 13% useful to some extent. Concerning the organisation of the seminar, 64% were very satisfied, 33% satisfied and 3% satisfied to some extent.

## Impacts

The main impacts of this project were assistance to the social partners and government officials to learn from each other, to encourage participation between them, to help the CEEC to prepare for joining the European Union and to build the knowledge resources of the Foundation.

The evaluation sheets from the seminars show a high level of satisfaction. Looking at the results of the group work on Social Dialogue, the evaluation sheet of the national group was rated as good by the participants. *“Some countries, however, were a bit critical of this type of arrangement, because they dealt with similar issues already in their national seminars<sup>7</sup>.”* A second group took place separately in the employers’, trade union and government groups. *“The value of these political groups was rated as just a bit better than the value of the national groups<sup>8</sup>.”*

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<sup>7</sup> European Foundation, “Assessment of knowledge transfer between the EU and the Central Eastern European Countries Seminars in 1999”, 2 December 1999.

<sup>8</sup> Idem

Our interviews showed that some of the CEEC's participants' occasionally made use of the material from the seminars but regretted that no seminar report had been made. They mentioned that the seminars helped them to share knowledge about what was happening in the other CEECs. For example, in Hungary, the whole social dialogue was changing and it was interesting for the Hungarian participants to learn how other CEEC had experienced social dialogue.

In Poland, the public authorities expressed an interest in organising similar seminars between the candidate countries, although it is still undecided as to whether this will be carried forward or not as the issue has since dropped somewhat in priority.

The EU seminar participants did not consider the seminar as useful. They saw it as being more of an informative meeting than a situation report.

The increase in knowledge by the Foundation is difficult to assess since there was no concrete outputs formulated. One of the main results in this respect is the extension of contacts of the Foundation. This can facilitate the dissemination of the Foundation's work in those countries. For the moment, further projects cannot be carried out with these countries by the Foundation because a decision has been made that the co-operation between EU and CEECs has to be done through the EC PHARE Programme.

### 8.3. CASE STUDY: Equal opportunities and collective bargaining

Interviews: Research Manager(1), European Employer Federation (1), European Trade Union (1), European Commission (2)

#### 8.3.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No. 166: Equal Opportunities and Collective Bargaining
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To facilitate the conclusion of collective agreements, which promote equal opportunities practice by identifying and analysing the most innovative agreements in the Member States</li> <li>- To facilitate the achievement of “good” agreements by identifying important factors in the collective bargaining process, which can lead to these, with particular reference to the involvement of women in the decision making process</li> <li>- To introduce equality dimensions as one of the possible levers for modernising the institution of collective bargaining.</li> </ul>
<b>Work Programme</b>	- 1993-1996 and 1997-2000
<b>Target Groups</b>	- Policy makers (European Institutions, Social Partners, Government Bodies)
<b>Theme-Challenge</b>	- Equal opportunities
<b>Duration</b>	- 6 years
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 324.000 XEU for 1993-1996</li> <li>- 253.000 XEU for 1997-2000</li> </ul>
<b>Rate of absorption</b>	<ul style="list-style-type: none"> <li>- 47% in 1997</li> <li>- 80% in 1998</li> <li>- 24% in 1999</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- Case Studies</li> <li>- For 1997-1999, 77% of costs in study contracts, 6% in meetings and 18% other.</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>- Report 1: Defining the issues (1996)</li> <li>- Report 2 : Exploring the situation + national reports (1997)</li> <li>- Report 3: Innovative agreements – An Analysis &amp; National Reports (1998) : 2,300 printed/900 sent</li> <li>- Report 4: Illuminating the Process &amp; National Reports (1998) : 3,100 printed/700 sent</li> <li>- Executive Summary (1999) : 9,500 printed/3,800 sent</li> <li>- 1 Leaflet (1998) : 14,000 printed/300 sent</li> <li>- 1 workshop</li> <li>- 1 Conference</li> </ul>

### **Dissemination of outputs**

- Use of EIRO
- 1 Conference of 100 participants
- 1 Workshop of 20 participants

### **8.3.2. EVALUATION STUDY**

#### Relevance of the project

This project came into being due to a number of discussions relating to mainstreaming “equal opportunities”. The importance of identifying and harnessing mechanisms for strengthening and mainstreaming equality is underlined by the significance attached to equality in the 1997 Amsterdam Treaty and in the European Employment Strategy. *The European Employment Strategy recognises the role social partners can play in improving equal opportunities. Social partners are given responsibility, together with national member states, to increase employment rates for women, to balance the representation of women and men in certain economic sectors and occupations and to improve career opportunities for women. Furthermore, the social partners are exhorted to facilitate the reconciliation of work and family life and the re-entry of women into the labour market*<sup>9</sup>.

Although several relevant documents have been published on Equal Opportunities and Collective Bargaining, there was previously no encompassing study like this project, which was conducted in all Member States. It also included the views of unions and employers, gave concrete examples of innovative collective agreements and analysed the collective bargaining process. The ETUC has since launched an internal study to look at the issue from the perspective of the trade unions.

#### Coherence

##### External coherence

Coherence with the priorities of the European Commission is shown in its Fourth Action Programme on Equal Opportunities for Women and Men (1996-2000) where it emphasises the importance of collective bargaining: “*It is important to ensure that the equality dimension is adequately reflected throughout the layers of the Social Dialogue*”.

##### Internal coherence

The project is coherent with the Programme of Work (1997-2000) of the Foundation and addresses explicitly two of the three objectives of the Equal Opportunities Challenge as formulated in the latter's Rolling Programme:

- “To document and evaluate strategies to promote equal opportunities practice at the workplace”, as it identifies and evaluates innovative collective agreements to promote equal opportunities of women and men;
- “To examine the barriers to, and potential for, improved equal opportunities and increased involvement in decision-making processes”, as it examines the factors in the collective bargaining

<sup>9</sup> Leaflet of the European Foundation for the Improvement of Living and Working Conditions, “*Strengthening and Mainstreaming Equal Opportunities through Collective Bargaining*”.

- process, which are relevant for the achievement of good collective agreements, particularly the involvement of women in the decision making process.

Through the analysis of the agreements, the study is also coherent with other challenges addressed by the Programme of Work: employment, participation and health and well being.

#### Efficiency

##### Budget

For each year of the Programme of Work 1997-2000, the forecasts were higher than the final expenses.

##### Internal organisation

There was no Information Liaison Officer to support the project. This created some difficulties for the dissemination of information. Another difficulty was the fact that several different Research Managers of the Foundation have led the project during its implementation.

#### Effectiveness

Managers of the Foundation presented the research at several seminars, where they disseminated the information contained within the relevant documents. However, the exact figures are not available.

The European Commission also contributed to the dissemination of the leaflet. It was sent to all the members involved in the Social Dialogue Committees and also distributed on demand.

Citations show the use of the project on equal opportunities and collective bargaining, it being referenced in documents published by the target groups, for example in an article in the "Transfer" review (ETUI) or in the European Commission's annual report on Equal Opportunities for Women and Men.

#### Impacts

The research provided examples of provisions in collective agreements, which have the potential to improve equality between women and men and it suggests recommendations for the social partners, national governments and the European Commission for the promotion of equality bargaining.

The scope of the research was quite broad. Although this created a difficulty for a specific use of the project results, we identified some impacts with examples of use by the social partners and by the European Commission.

- UNICE believes that the study of the European Foundation for the Improvement of Living and Working conditions on equal opportunities and collective bargaining in Europe is very useful as it provides good examples of social partner practices on equal opportunities. UNICE secretariat uses the different reports as a database, when dealing with this issue at European level.



In 1999, the ETUC Secretariat launched a study to assess the implementation of the action plan for European women trade unionists and to assess the changes, which had occurred since 1995. *“Had the participation of women increased at the various levels of decision-making in trade union life? Had trade unions incorporated gender mainstreaming and gender perspectives in a more systematic and effective fashion?”*<sup>10</sup> In this respect, the research carried out by the Foundation made an interesting contribution especially in highlighting the fact that the presence of women in collective bargaining has a positive effect on mainstreaming (incorporating the gender dimension).

- The research also contributed to the work of ETUC Women’s Committee, where the results were integrated into discussions and actions.
- A training folder of the ETUI highlights some issues of the study on equal opportunities and collective bargaining.
- The European Commission highlighted the project's findings, which showed there were few agreements with an equal opportunities dimension. Some representatives of the European Commission mentioned that it was used in several working documents.

These examples show that the research made very useful contributions at the EU level. For some users, this was seen as the main study carried out by the Foundation on equal opportunities. The objective of the reports and of the recommendations for the promotion of equality bargaining is to be used by social partners when negotiating at national, sectoral or local level. This was difficult to assess for the evaluators.

The users have identified some constraints regarding the use of the research. First of all, the delay in the whole process was a problem for the use of the case studies as examples. Indeed, some of them date from 1994 or 1995. The context has evolved since this period and this creates a difficulty in using them as examples. In other respects, the scope of the research was quite broad and some users would have preferred sectoral analysis or a focus on a more specific theme (e.g. short-term contracts, parental leave, etc.).

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<sup>10</sup> ETUC, *“Plan to promote equality in the ETUC and its affiliated organisations”*, [www.etuc.org](http://www.etuc.org)

#### 8.4. CASE STUDY: Innovative Forms of Work Organisation

Interviews: European Employer Federation (1), European Trade Union (1), National Trade Union (1), Company Manager (1) National Tripartite Body (1) European Commission (2)

##### 8.4.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No. 115: Innovative Forms of Work Organisation
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To facilitate discussion and debate between representatives of management, employees and policy makers on innovative approaches to workplace changes and employee involvement arrangements;</li> <li>- To compare the evolution of new forms of work organisation across different business cultures;</li> <li>- To highlight the successful implementation of work organisation practices and identify 'good practice' cases.</li> </ul>
<b>Programme of work</b>	- 1993-1996 / 1997-2000
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Practitioners: Managers and workers representatives (how to respond to change)</li> <li>- Usual stakeholders of the EF (to provide practical information)</li> <li>- Management consultants</li> </ul>
<b>Theme-Challenge</b>	- Debate and discussion chapter
<b>Duration</b>	- 8 years
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 224.000 XEU for 1993-1996</li> <li>- 202.000 XEU for 1997-2000</li> </ul>
<b>Rate of absorption</b>	<ul style="list-style-type: none"> <li>- 89% in 1997</li> <li>- 10% in 1998</li> <li>- 85% in 1999</li> <li>- 60% in 2000</li> </ul>
<b>Working Method</b>	- Debate activity
<b>Outputs</b>	- 2 Conference reports: 150 printed/200 printed
<b>Dissemination of outputs</b>	<ul style="list-style-type: none"> <li>- Disseminated at 24 seminars/workshops/conferences / presentations etc.</li> <li>- 4 Conferences: about 150 people every 2 years (1993, 1995, 1997, 1999)</li> </ul>

#### 8.4.2. EVALUATION STUDY

##### Relevance of the project

The target groups were larger than the usual stakeholders of the Foundation since practitioners (managers and worker representatives) and management consultants were also included as participants at these annual conferences for the participants, the conferences represented an opportunity to examine real life examples, presented jointly by staff and managers, of the implementation of organisational change in companies. The 'Ecology of Work', the title of the conferences, refers to a system of work organisation aimed at optimising human and business outcomes through an emphasis on the importance of enterprise-level social relationships, such as employee involvement, team work or co-operative problem-solving to achieve increased performance and productivity and, consequently, more secure and better quality jobs.

The Foundation charged a fee to some participants of the conference (who had no role in presentation). This led to some discussion amongst the usual stakeholders of the Foundation since not all of them could afford to pay for it, which would have led to a certain level of discrimination. It was then decided to reserve a certain number of free places for the nominated stakeholders (6 for the TU, 6 for the employers and 6 for the governments).

##### Coherence

In 1997, there was an extensive debate on work organisation at the European level. The European Commission published a Green Paper on Work Organisation. After a consultation process, the European Commission adopted its Communication '*Modernising the Organisation of Work – A positive Approach to Change*' in 1998. Following the publication of the Communication, the European Work Organisation Network (EWON) was established in 1999. This network's objective is to support the *adaptability* pillar of the European Employment Strategy by identifying new trends in work organisation and through the exchange of experience and best practice. The EWON met for the first time at the last Ecology of Work Conference organised by the Foundation in Bonn in 1999.

##### Efficiency

###### Budget

Although the Foundation charged a fee for attendance, this proved insufficient to cover all the conference costs. The expenses planned were generally overestimated.

###### Internal organisation

A pre-conference quality control group was established of Board members, experts, and staff of the Foundation and the US co-ordinator, who looked at the political correctness of the case studies.

### Effectiveness

The six conferences focused on the views and experiences of workplace practitioners. There were some 20 to 25 presentations from enterprises, which had experienced change through innovative work organisation and which could demonstrate how improvements could be achieved through co-operative re-design and the restructuring of work as well as through worker/employer participation strategies.

About 150 participants attended each conference. The opinion survey shows a high level of overall satisfaction. Although the participants rated some presentations as being of varying quality, the overall consensus was positive.

Subsequent dissemination of the information through publication was very limited. The two last conferences led to a report of 150 and 200 printed copies.

### Impacts

The impact of these conferences is through the dissemination of the ideas and practices it espouses in the subsequent actions of the participants. One of the participants used the material of the conference to write a book: Robert Rehm, *People in charge – creating self-managing workplace*.

The main interests of the participants in these conferences were the exchange of experiences, and for European Union participants to learn about USA, South Africa, or Canadian practices. Of course, such experiences cannot be fully transferable, but the participants can nevertheless gain some interesting insights for use in their own situations.

For the participants who represented the employers, the experience helped to spread an understanding of the points of view of employers in different sectors and the main trends in work organisation in different countries. The opportunity to learn from a network of contacts in Europe, Japan and North America was also beneficial.

For some of the trade union participants, the experience proved a useful discussion on the nature of the presence of a trade union in a company. Conversely, however, some of the successful examples presented at the conferences were examples of companies in which trade unions were not present.

From the perspective of the European Commission the conferences provided a useful input to EC initiatives on work organisation. They gave an interesting overview of the main trends in a large geographic area. They have also helped to monitor the impact of the Communication “*Modernising the Organisation of Work – A positive Approach to Change*”.

## 8.5. CASE STUDY: Employment Options of the Future

Interviews: European Commission (2), National Government (1), National Employer (1), and European Trade Union (1)

### 8.5.1. DESCRIPTION OF THE PROJECT

<b>No.° and name of the project</b>	No. 152: Employment Options of the Future
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To assist policy makers and actors in the labour market to achieve a better match between supply and demand in terms of quality and desirability of employment options.</li> <li>- To increase understanding of the preferences, in terms of volume of work and employment status, of people already in the labour force or wishing to enter it</li> </ul>
<b>Work Programme</b>	<ul style="list-style-type: none"> <li>- 1993-1996</li> <li>- 1997-2000</li> </ul>
<b>Target Groups</b>	- Policy makers and actors in the labour market (inc. unemployment authorities, gender experts, etc.)
<b>Theme-Challenge</b>	- Employment
<b>Duration</b>	- 8 years
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 237.000 XEU for 1993-1996</li> <li>- 1.248.000 XEU for 1997-2000 (60% of which were dedicated to data collection)</li> </ul>
<b>Rate of absorption</b>	<ul style="list-style-type: none"> <li>- 16% in 1997</li> <li>- 98% in 1998</li> <li>- 79% in 1999</li> <li>- 96% in 2000</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- questionnaire survey</li> <li>- 95% of the costs in study contract</li> <li>- 5% of the costs in meetings</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>- Report 1: Employment Options and Labour Market Participation (Oct. 2000)</li> <li>- Report 2: Working Time Preferences at Different Phases of Life: (Aug.2001) :</li> <li>- Report 3: Working Time Preferences at Different Phases of Life (Oct. 2001):</li> <li>- 7 leaflets- summary papers in 11 languages in hard and electronic format: about 8200 printed / 4000 sent each</li> <li>- 2 Press Conferences: The consolidated report on Actual and Preferred Working Hours, a comparison between 16 European countries will be published in the first trimester of 2002</li> <li>- 16 short papers were commissioned providing basic information on labour market policies, social security rules that have an influence on working time, working time regulations, the debate at national level on working time etc.</li> </ul>

	<p>These are in the process of being put on the website as working papers (in the knowledge base part of the WC team page)</p> <ul style="list-style-type: none"> <li>- a short paper has been commissioned and will be received soon based on those 16 papers providing a comparative update on changes in working time regulations in 16 European countries to be published electronically and maybe as well on the EIRO website</li> </ul>
<p><b>Dissemination of outputs</b></p>	<ul style="list-style-type: none"> <li>- 2 Press Conferences</li> <li>- 132 enquiries (2000/01)</li> <li>- Additional 36 target people/groups included on mailing list</li> <li>- 18 speeches made at presentations / seminars</li> <li>- 6 press releases</li> <li>- Aware of 51 articles referencing study published in newspapers and periodicals in 6 countries</li> <li>- Project published in Communiqué, Best and by OECD</li> <li>- Referenced in McKinsey &amp; Co report</li> <li>- Advertised on Infratest Burke Website</li> <li>- Dataset has been made available to the research community and 6 researchers are already using it for further analyses</li> </ul>

#### 8.5.2. EVALUATION STUDY

<p>Relevance of the project</p> <p>Working hours have been the focus of considerable policy interest in the 1990s - especially because of relatively high unemployment rates in the EU. Most research has emphasised the need for joint analysis of both the volume of employment and the state of working conditions or work organisation. Policy debate on flexibility has taken various forms, but has seldom been linked to, and supported by, empirical evidence - especially when it comes to discussions on peoples' actual and preferred working hours.</p> <p>There was very little information on when people want to work and how many hours they want to work - daily, weekly, monthly and annually. How do people want to work - whole time, part-time, in permanent employment or perhaps on fixed term contracts? Would they prefer to be self-employed or in dependent employment? And where do people want to work - at home or in the office with other colleagues? Last but not least, why do people want to work in certain patterns and ways - just to earn a living or for other reasons also?</p> <p>This project on Employment Options for the Future was developed to meet the need for an increased understanding of the many complexities in the future employment scenario. The aim was to provide information, which will aid in combining the skill, aspirations and wishes of the workforce with the employers' need for employees</p>
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An interesting part of this project was to provide information on people's preferences giving hence some insights on how people construct their choices in terms of employment status and employment duration. For example, the survey highlights factors motivating people's decision to enter the labour market; how decisions at household levels are made; the impact of having children on working time and provides information on the role of provision of social infrastructures at national level. It provides valuable comparative information of the various European labour markets and challenges ahead for European Member States who committed themselves – at the Lisbon Summit- to increase their employment participation rates.

#### Coherence

Preparatory library research revealed that the problem had not been systematically studied in many of the EU Member States. There are special studies in some countries on some of the target groups (young, job returners, unemployed), but no information existed prior to this survey that would be comparable across several or all EU Member States. Regularly undertaken European Labour Force Surveys do cover some of the questions covered in this project, but not in the integrated way the Foundation has developed i.e. looking simultaneously at advantages for job seekers and advantages for companies seeking qualified personnel. In this respect, the tri-partite Advisory Committee of the Board, which accompanied this project during its preparatory phase, provided valuable input to ensure that this project would be complementary to other similar research.

#### Efficiency

##### Budget

There was no difficulty in keeping within the planned budget but it was quite large by Foundation norms: a total of 1.485.000 XEU was spent in study contracts and meetings during the two Programmes of Work. This represented half of the total research costs for the employment challenge and about 10% of research costs in total for the 1997-2000 period.

##### Internal organisation

This project had a quite complex process. 3 different phases took place: 1) project development phase (up to 98), 2) data-collection (98 and 99) and first basic analyses, 3) analysis phase (from 2000 onwards).

Activities during the project development phase consisted of defining priorities, the development of the questionnaire, its translation and adaptation to the various national contexts and its testing in the field. At an early stage Norway expressed an interest in joining the project and was included in it.

During the second phase, data collection and checking took place and the first analyses were carried out. These led to the publication of the first 4 summaries of the project (ref.) and the first research report (ref.). Foundation staff took an active part in the production of the summaries.

The third phase consisted of deciding which key questions were to be addressed in detail, the definition of the research questions and the organisation of work to produce the reports. It was decided to try to combine, as much as possible, statistical analyses based on the survey with more qualitative information on labour markets and the active population in each country covered. A

change of internal Foundation staff in charge of the project at the end of the second phase of the project lead to a re-alignment of the work to the political debates current at that time and to the reorientation of the work to meet new policy information needs. The publication of reports was delayed owing to staffing problems.

#### Effectiveness

The report “Employment Options and Labour Market Participation” was sent to the priority mailing list of the Foundation. The summaries were sent to a larger number of contacts (about 4000). The national reports are not end products per se but have been made available on the Foundation’s web site. This project has been presented to a significant number of groups both at European and national level.

The project was published in *Communiqué, Best* and the “Employment Outlook 2000 publication” of OECD. The Foundation is aware of 57 articles referencing the study published in newspapers and periodicals in 6 countries.

#### Impacts

The project proved that there is a clear disparity between current working hours or working hours on offer and the actual working hours preferred by Europeans. It led to the development of innovative ideas and different concepts in the field of “house couple” working time, analyses on employment rates etc.

These studies were used during the Finnish Presidency in the second half of 1999 (Conference on working time and the informal Council of Employment and Equal Opportunities Ministers) and in the Belgian Presidency in the second half of 2001 (Quality of work Conference) in order to prepare the meetings of the Council of Ministers on these topics. The Belgium Government has planned to use the study more specifically after the Presidency in organising a seminar, which will seek how to use the results of this study.

At the European Commission, the project “Employment Options of the Future” has been used in the joint employment report<sup>11</sup>, which provides an overall analysis across the four pillars of the European Employment Strategy and a detailed analysis by Member State of their policies. In this context, the study carried out by the Foundation provides complementary qualitative analysis to Eurostat quantitative surveys, particularly concerning older persons. The survey indeed illustrates clearly that older women’s decision to participate in the labour market is strongly linked with the availability of elder care.

The ILO Working Conditions unit (Geneva), used the Employment Options Survey results in their series of studies on flexible working time arrangements and its effects on various aspects of working and family life.

In addition, data from the project was used by the TSER Programme of the European Commission in particular by its Thematic Network of researchers on “Working and Mothering: social practices and social policies”.

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<sup>11</sup> Commission of the European Communities, “*Joint Employment Report*”, COM (2000) 551 final.



The ISSA (International Social Security Association) has used the raw data from the survey for the project “Labour Market vs. Social Protection: parallel or converging tracks?”

In Sweden, the study has been used by an employer’s federation for regular lobbying on preferences for employment. The survey data was also used by the Swedish Employers Federation (SAF) for their paper on “Self-employment preferences of young entrants to the labour market in Sweden”.

In Ireland it has been used by the Irish Consumer Association to explore and document trends and preferences of Irish workers and benchmarking of such trends and preferences with Norwegian workers.

In the Netherlands the questionnaire of the Employment Options Survey was used by the Dutch Institute of Labour Studies (OSA) as a basis for the design of their questionnaire for their biennial household survey “Work, working conditions and income”.

In Austria the “Institut fuer Hoehere Studies” (HIS) has used part of the Employment Options Survey questionnaire for their national survey on “Households, Work and Flexibility”.

In the United Kingdom the raw data from the Employment Options survey were used by the Department for Education and Employment for further analysis of the UK results.

In Greece the data from the Survey were used by the Greek NGO “Family and Child Care Centre” for further analysis of the Greek results and presentation to their annual AGM.

In Portugal the Parliamentary Committee on Labour (Ms. Mafalda Troncho, MP) has consulted the Employment Options Survey results for the preparation of relevant legislation on working hours.

The Consultancy, McKinsey & Co. (Amsterdam), has used Employment Options Survey data for the compilation of a report on Temporary Agency Employment on behalf of CIETT (The International Confederation of Temporary Work Businesses (Employers)).

Although the dissemination has not yet been completely achieved, the project has produced very useful contributions. The process of production of the results has been rather long. Between the decision to undertake the project and the production of the last report, it took about five years. The users identify this as a main constraint in the utility of this project. It took too long time to launch it, and at the end, if the subject is still of interest, the data are not always sufficiently up-to date.

## 8.6. CASE STUDY: Information and Consultation in European Multinational Companies

Interviews: Research Manager (1), European Trade Union (1), Employer Federation (1) and European Commission (1)

### 8.6.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No 116: Information and Consultation in European Multinationals
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To provide information and analysis on agreements and on the operations of European Works Councils;</li> <li>- To support the European Social Partners and the Commission in the set-up and operation of European Works Councils;</li> <li>- To support the improvement of employment relationship within the enterprise.</li> </ul>
<b>Programme of work</b>	- 1989-1992 / 1993-1996 / 1997-2000
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Trade unions and management involved in the negotiations and functioning of EWCs;</li> <li>- Social partners at EU-level;</li> <li>- European Commission, DG Employment</li> </ul>
<b>Theme-Challenge</b>	- Participation
<b>Duration</b>	- Permanent activity
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 163,000 XEU for 1993-1996</li> <li>- 149,000 XEU for 1997-2000</li> </ul>
<b>Absorption rate</b>	<ul style="list-style-type: none"> <li>- 78% in 1997</li> <li>- 439% in 1998</li> <li>- 165% in 1999</li> <li>- 23% in 2000</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- Analysis of existing data</li> <li>- Database</li> <li>- Case studies</li> <li>- Between 1997 and 1999, 86% of the costs in study contracts and 14% in meetings</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>- Comparative study: 5,700 printed copies and 4,200 sent copies</li> <li>- Report on the comparative analysis of all articles 13 agreements (2 versions): 4,140 and 2,600 printed copies / 2,600 and 1,770 sent copies</li> </ul>
<b>Dissemination of outputs</b>	<ul style="list-style-type: none"> <li>- Publication of the report on the comparative analysis within the Commission. Database on 400 agreements available via the Internet</li> <li>- Results disseminated at 31 seminars / workshops / conferences / presentations etc.</li> </ul>

### 8.6.2. EVALUATION STUDY

#### Relevance of the project

Before the adoption of the European Works Councils (EWCs) Directive (94/45/EC), some 40 multinationals had set up a EWC Structure on a voluntary basis. The Directive, which came into force on 22 September 1996, requires Community-scale groups and undertakings – i.e. those with at least 1000 employees in the 17 countries of the European Economic Area (excluding the UK) and at least 150 employees in two of the countries – to set up an EWC or procedure for the purpose of informing and consulting employees.

Since the Programme of Work 1989-1992, the European Foundation has launched a collection of voluntary agreements and agreements based on Article 13 or Article 6 of the Directive. The Foundation has also published a comparative study of Article 6 and Article 13 Agreements.

The purpose of this project is to support the European social partners in the establishment and operation of EWCs and to provide information and analysis of these agreements. The employers emphasised that the focus of the study had to be a description and an analysis of practice, but not an evaluation<sup>12</sup>.

For the European Commission, there is a need to monitor the implementation of the Directive. In 2002 the European Commission will review the operation of this Directive. The social partners and the European Commission agreed that the study should play no role in the political debate on the review of the Directive<sup>13</sup>.

#### Coherence

##### External coherence

The European Trade Union Institute has developed its own database on EWCs, but this was more a collection of data rather than an analysis and it was focused more on the trade union perspective. In this sense, the stakeholders of the Foundation saw the Foundation well placed to undertake such a study because of its tripartite structure. The “Review of Agreements on Information and Consultation in European Member States” is a co-publication with the European Commission.

##### Internal Coherence

The project addresses the participation challenge of the Programme of Work (1997-2000). This defines participation as *an important means to improve living and working conditions*. In this respect, the project makes an analysis of the development of new trans-national participation practices in companies, specifically participatory structures in European multi-national companies (European Works Councils).

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<sup>12</sup> Minutes of the first meeting of the Advisory Committee on project 116: the practice of European works Council, Brussels, 3 February, 2000

<sup>13</sup> Idem

## Efficiency

### Budget

There is a difficulty in staying within the planned budget, as costs appear to be fluctuating over time.

### Internal organisation

The quality control of the project was undertaken by an Advisory Committee made up of UNICE, ETUC and ETUI experts and Board Members. This structure ensured that the needs of the stakeholders were taken into account. This was particularly important for this politically sensitive project.

## Effectiveness

The comparative study report was sent to 4,200 people. A summary of the report is available on the Foundation's web site. The project results were also disseminated at 31 seminars, workshops and conferences.

## Impacts

The project has given an overview of the strengths and weaknesses in the present structure included in the Directive. If the project did not contribute directly to the review of the EWC Directive, it contributed to the evolution of the thinking on the changes needed. By extending its knowledge on the practices of companies with EWC, the ETUC could use these results to prepare a position about the review of the Directive.

The results of the project were used during trade union EWC co-ordinated seminars and helped to define some solutions on how to improve negotiations.

The employer group estimates that the project showed only the visible part of the iceberg, i.e. only the agreement. We did not find evidence of use on the employer side.

The European Commission has used this project for internal research work. They used information on practices and factual information.

To conclude, we can say that the project produced some impacts on target groups who needed an overview of the situation of the functioning of the EWCs. There was insufficient evidence that it has provided a practical tool at the company level in relation to practice development.

## 8.7. CASE STUDY: The Role of Partnerships in Promoting Social Cohesion

Interviews: European Commission (5), national expert (1)

### 8.7.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No 150: The Role of Partnerships in Promoting Social Cohesion
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To document and assess the extent to which the local partnership approach is being adopted within EU Member States in programmes concerned with promoting social cohesion;</li> <li>- To document and analyse the opinions of public, private, voluntary and community partners concerning the impact of such partnerships and the problems they have encountered;</li> <li>- To develop guidelines and recommendations to assist policy-makers and other interested parties in the future development of partnerships aimed at tackling social exclusion.</li> </ul>
<b>Work Programme</b>	<ul style="list-style-type: none"> <li>- 1993-1996</li> <li>- 1997-2000</li> </ul>
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Targets – officials in EU institutions implementing and developing Structural Fund and action programmes, social partners.</li> <li>- Those involved in partnership development at national, regional and local levels – public authorities, social partners, NGOs and local community sector.</li> </ul>
<b>Theme-Challenge</b>	- Social Cohesion, Participation, Employment
<b>Duration</b>	- 4 years
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 460,000 XEU in 1993-1996</li> <li>- 88,000 XEU in 1997-2000</li> </ul>
<b>Rate of absorption</b>	<ul style="list-style-type: none"> <li>- 63% in 1997</li> <li>- 84% in 1998</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- National policy reviews of all EU Member States and case studies in 10 Member States</li> <li>- Between 1997 and 2000, 14% of the costs in study contracts, 68% in meetings, and 18% other.</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>- 1 report (3 languages): 3,000 printed / 1,537 sent (mailing lists) / 142 sold</li> <li>- 1 summary report (11 languages): 12,700 printed / 1,469 sent (mailing lists)</li> <li>- 1 conference report (English/French): 300 printed</li> </ul>
<b>Dissemination of outputs</b>	<ul style="list-style-type: none"> <li>- Disseminated at 31 seminars / workshops / conferences / presentations etc.</li> <li>- 209 enquiries from Jan 1998 to Dec 1999</li> </ul>

### 8.7.2. EVALUATION STUDY

#### Relevance of the project

In many EU member states, national and local programmes aimed at fostering social cohesion and combating poverty, unemployment and exclusion and the establishment of various kinds of partnerships between public, private, voluntary sector and community organisations have gained increasing importance in recent years. These partnerships may take a number of forms but they tend to deal with multi-sectoral programmes covering a broad range of social, economic and environmental issues within a specified local area.

The lessons from previous Foundation work on social exclusion had underlined the effectiveness of partnerships as a strategy to combat exclusion. Many EU programmes require the establishment of partnership structures for their implementation. There was a critical need for assessment of the rapidly growing application of the partnership approach in order to extend to new Member States and new programmes. There was no previous comparable study at EU level.

This project provided an overview and an analysis of the origins and development of the local partnership approach across the European Union with a particular emphasis on examining working methods and the impact of such partnerships on problems of poverty, exclusion and unemployment as well as their influence on social policy development and implementation.

#### Coherence

##### External coherence

The European Commission was reviewing and developing existing EU programmes to promote social and economic cohesion. In this context, the European Foundation carried out coherent research examining the extent to which partnerships had developed in the Member States as a means to implement more integrated programmes to combat exclusion and promote more cohesive development. The Foundation aimed to be coherent with its tripartite structure in addressing more attention to the needs of the social partners. In presenting national studies in a European context, the work was also coherent at the national level: a lot of countries and regions were developing or reviewing local partnerships.

##### Internal Coherence

The project was coherent within the Foundation's programme on social cohesion by focusing on a specific strategy to build a more inclusive society based on the joint efforts of the key actors and analysing the processes and outcomes of this strategy. In exploring innovative approaches to new forms of co-operation this work has also contributed to the Foundation's work on participation. The project has also provided information on the barriers to, and potential for, improved equal opportunities and increased involvement in decision-making processes for those experiencing discrimination and exclusion. In relation to the employment challenge this project examined the role of local partnerships and the increased involvement of the social actors in job creation and local development.

## Efficiency

### Budget

Most of the research costs were expended during the 1993-1996 Programme of Work but the results were produced during the Programme of Work 1997-2000. Standard costs were estimated based on previous experience.

### Internal organisation

The Foundation opted for a participative approach with a highly intensive project follow-up on the work carried out by contractors.

The process was well within Foundation time norms for this type of research. The subject matter was quite complex given the need to refine the methodology and analysis to take account of all the different contexts of the various Member States. It took three years between the collection of data and its dissemination: a production of 10 national reports and 5 national reviews in 1996, a synthesis in 1997 and a publication in 1998. A conference was organised on this topic in June 1998. The conference report was published at the beginning of 1999.

## Effectiveness

The report and the summaries were available on demand, were extensively distributed at the seminars at which the results were presented and could also be downloaded from the website. The Foundation recorded 209 enquiries from January 1998 to December 1999. Information on the project and its results was disseminated at 31 seminars, workshops and conferences. A joint conference of the Foundation and OECD, supported financially also by DG Regio, was organised on the topic of partnerships in distressed urban areas in June 1998.

The national reports were not published formally by the Foundation, but there was extensive dissemination through commercial publication of these reports by the researchers. Furthermore, the results of the research were used as the basis for new studies in Germany (Local Partnerships promoting Social Cohesion) and in Denmark (Partnerships in Europe).

In the context of OECD/LEED Programme – International conference on Partnerships (Helsinki, October 2000) the conference paper ‘Report on Local Partnerships’ draws heavily on the European Foundation study.

## Impacts

Although DG Regio officials considered the outputs of the project to be both timely and of high quality, it was difficult for them to use them directly in their work. The work may have had some indirect influence on the drafting of the URBAN initiative, and on the Commission’s work on urban policy in 1997 and 1998. However, it is surprising that the person responsible for the evaluation of the partnership theme at DG Regio did not know about the Foundation project.

At DG Employment and Social Affairs, the results were considered a timely contribution to the debate. They were seen as a useful input to the preparation of the National Action plans to combat Poverty and Social Exclusion. They also contributed towards the EQUAL programme and in the EU Action 'Acting Locally for Employment'. The study provided both useful facts and figures and a methodological approach of use to DG Employment and Social Affairs. Some contributions have also been identified on the national level. The Partnerships summary was used in a training course on 'Productive relationships between public and private bodies on a local basis for local government officials and staff from Gypsy NGOs in Valencia by the Spanish association "Asociación Secretariado General Gitano".

Through a joint conference and with the help of the Irish research organisation who published their national report, the results constituted part of the Irish Government's proposals for future funding for local partnerships under the National Development Plan 2000-2006.

At the Finnish Ministry of Labour, the establishment of 20 area-based partnership projects under the national partnership umbrella was guided by the Finnish contractor's national report (which they published) and the Foundation's European report.

The study was also utilised in a joint seminar in Greece (for Government and social partners) on the implementation of Territorial Pacts for Employment.

The study was published at a time when the context was right. It met policy makers' needs in the sense of helping them to understand how the partnership approach had been adopted in the field to fight against social exclusion at the local level. It produced results that were useful, particularly when they were combined with other information from different sources. We have identified the examples of direct use that are given above.



## 8.8. CASE STUDY: European Working Conditions Survey

Interview: European Commission (2), National Government (1), European Trade Union (1), European Employers Federation (1) National Employers Federation (1)

### 8.8.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No. 156: Monitoring Working Conditions in the EU
<b>Objectives</b>	- To monitor the trends in working conditions in each of the Member States - To provide information and data to the European Institutions, ECOSOC, the social partners, government bodies
<b>Programme of work</b>	- 1989-1992, 1993-1996, 1997-2000
<b>Target Groups</b>	- European Institutions - Social partners - Government bodies
<b>Theme-Challenge</b>	- Health and Well being challenge (1997-2000)
<b>Duration</b>	- Permanent activity. One survey every 5 years.
<b>Costs (Research &amp; meeting)</b>	- 612 XEU for 1993-1997 - 1677 XEU for 1997-2000
<b>Absorption Rate</b>	- 14% in 1997 - 84% in 1998 - 140% in 1999 - 250% in 2000
<b>Working Method</b>	- Quantitative Survey - 97% of the costs in study contract (1997-1999)
<b>Outputs</b>	6 Reports - Second European Survey Report on Working Conditions - Indicators of working conditions in the European Union - Time constraints and autonomy at work in the European Union: 900 printed/400 sent - Gender and Working Conditions in the European Union: 800 printed/400 sent - Precarious Employment and Working Conditions in Europe: 1,200 printed/100 sent - Precarious Employment and Health-Related Outcomes in the EU  6 Leaflets - Working Conditions in the European Union: 9,800 printed/2,950 sent - Time constraints and autonomy at work in the European Union: 7,900 printed/1,090 sent - Gender and Working Conditions in the European Union: 10,800 printed/1,900 sent

	<ul style="list-style-type: none"> <li>- The Working Conditions of the self-employed in the EU: 7,200 printed/750 sent</li> <li>- Precarious Employment and Working Conditions in Europe: 9,900 printed/1,831 sent</li> <li>- Employment Status and Health</li> </ul>
<p><b>Dissemination of outputs</b></p>	<ul style="list-style-type: none"> <li>- 233 enquiries (2000/01)</li> <li>- 33 international conferences where the project was promoted</li> <li>- A special section of Foundation's website has been dedicated to this project</li> <li>- Series of articles published in Communiqué</li> <li>- 6,000 copies of leaflets related to project were disseminated through Human Ware magazine (Austria)</li> <li>- Raw data submitted free of charge to other researchers/institutions for manipulation</li> </ul>

### 8.8.2. EVALUATION STUDY

#### Relevance of the project

The aim of the surveys on working conditions is to establish an overview of the current situation in the European Union in this area. They aim to outline the relevant problems and trends affecting the workplace and to contribute to a better understanding of employment and employment quality in Europe.<sup>14</sup>

The Foundation had already carried out a number of case studies at the end of the 1980s. The problem with this method, however, is that it cannot provide a complete overview of the actual situation throughout the EU.

The practical use, which has been made of this kind of survey after its completion, has demonstrated that it corresponds to a specific need, despite this need not having been expressed beforehand. In fact, the whole debate on employment quality had not really begun at this stage. Moreover, the need for indicators on quality of work has only emerged relatively recently.

#### Coherence

##### External coherence

While similar surveys have been conducted in other countries, the Foundation's work can offer added value by providing comparative data at the European level. Indeed, the Foundation takes these other surveys into consideration in order to compare methodologies and results and has launched a tender to gather and present these other European surveys together in one location, i.e. the Foundation's website.

The European Commission regards the survey on working conditions as a source of useful data complementary to the information gathering it conducts itself, such as surveys on the European

<sup>14</sup> European Foundation: *Ten years of working conditions in the European Union*, EUR-OP, 2000.

workforce and European statistics on accidents in the workplace and work-related illnesses. Indeed, the statistics compiled by the Commission are based upon declarations by insurers or workplace inspectors so the involvement of the social partners in the Foundation's surveys constitutes added value.

It is rather more difficult to judge the coherence of this work with that of the European Agency for Safety and Health at Work, which has undertaken its own publication using data from the Foundation as well as that supplied at the national level<sup>15</sup>. There is, therefore, some duplication of effort. As a user of these outputs, DG Employment and Social Affairs states that it receives data, which has been processed separately, but which is sometimes contradictory.

#### Internal coherence

The study on working conditions is the largest of those carried out by the Foundation under the heading 'health and well being'. It aims to fulfil the objectives set for this heading: to monitor and evaluate working conditions and health at work, identify strategies, policies and instruments with emphasis on prevention and health promotion and to promote networking and raise awareness among the target groups and the relevant organisations in the field at national and international level.

#### Efficiency

##### Budget

The financial resources absorbed by this project have not matched the budget allocated initially. In 1997 and 1998, the amount spent has been less than that budgeted. On the other hand, in 1999 and 2000, the resources constituted more than 100% of the amount allocated. In 2000, the project absorbed 250% of the budget allocated. This is explained by the fact that an additional budget (450.000 euros) was made available to extend the survey to the candidate countries.

##### Internal organisation

The Foundation has completed its third survey, allowing it to improve its project planning through learning from past experience. However, the process remains complicated. The raw data became available from the beginning of August 2000 and the report was completed at the end of March 2001 instead of the planned date of December 2000. When the report is approved for publication, the research team and the information and communication have to reach agreement before the publication process can proceed. In this particular case, this stage was complicated by a difference of opinion between the two regarding the format of the publication and, more specifically, certain tables to be used for the purposes of presenting the research. Consequently there was a significant delay between the research reference period and the publication of the data. However, the Foundation produced a pre-publication version for the Belgian Presidency conference on 'Quality of Work'.

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<sup>15</sup> [State of Occupational Safety and Health in the European Union – Pilot Study](#) (EU)

### Effectiveness

The available data on the circulation of the publications refer to the second survey. Between 800 and 1200 copies of the various reports relating to this survey were printed and between 100 and 400 copies were sent to a list of recipients from a contacts database. The number of brochures printed for each report varied between 7,800 and 10,800 copies and between 700 and 4000 copies were sent out. In 2000 and 2001 a total of 233 requests for information were logged in relation to this project. However, this figure is difficult to interpret as we do not know the nature of the requests.

### Impact

The surveys on working conditions and the complementary analyses carried out by the Foundation are used in a rather specific way by public authorities and social partners, both at the European and the national level.

As far as the Commission is concerned, the data are used by the health and safety at work unit in DG Employment & Social Affairs as a reference in their own projects. They are regarded as complementary to the statistics that the unit compiles itself (see section on coherence above). Having access to data, which can only be measured by way of a survey, is seen as the key advantage of the Foundation's work, according to this unit. In this way the Commission can detect emerging problems and trends through the use of harmonised European data rather than having to rely upon data based solely on declarations, for example on the issues of sexual harassment or noise at work. In addition, the Foundations surveys also look at wider issues related to quality of life and are not confined solely to workplace issues.

The Commission also uses the data produced by the survey to inform the work of other units, notable in the formulation of guiding principles for its employment policies.

In its 'Social Portrait of Europe', the Commission draws heavily upon the Foundation's survey in the section relating to working conditions.

The results were presented to the European Consultative Committee for Health and Safety at Work.

ETUC uses the data when formulating its various policy positions. For example, a presentation was used to prepare the negotiations on temporary work in Europe. Another example is the reference made by ETUC to the Foundation's survey when citing statistics linking short-term contracts and unemployment during the negotiation of the CEEP-UNICE-ETUC voluntary agreement on short-term contracts.

Employers' federations regard the surveys as a useful project, which is unique at EU level. However, the employers have expressed concern at the methodologies employed by the research. In particular they highlight the dangers of the results being used for political purposes in those cases where the research has already been orientated towards a particular outcome.

As far as national governments are concerned, they use the data gathered for the formulation of their national employment action plans as well as for evaluation and comparison purposes.

Two specific examples of usage of the data by the Belgian Presidency can be given:

- A presentation on the main results of the survey at the conference on quality of work
- Contribution to the working group on indicators on quality of work and employment

The Belgian government views the Foundation's contribution as positive on account of its tripartite structure and the quality of know-how and acquired knowledge offered, notably concerning networks in the different Member States. However, it should also be noted that other users view the Foundation as playing too political a role by intervening in the debate. They point to the danger of institutional confusion.

It is worth underlining the extensive dissemination of the Foundation's data by the general media as well as by specialist publications, for example an article of one page in *Libération*.

We should also note the multiplier effect of this project through the use of its outputs by national researchers.

## 8.9. CASE STUDY: European Industrial Relations Observatory (EIRO)

Interviews: European Foundation (1), European Commission (1), European Parliament (1), European Trade Union (1), European Employers Federation (1)

### 8.9.1. DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	No. 188: European Industrial Relations Observatory
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To provide authoritative and up-to-date information and analysis on industrial relations</li> <li>- To include the most significant events and issues in collective bargaining, consultation and social dialogue</li> <li>- To cover all EU countries, possibly EEA countries and eventually Central and Eastern European countries</li> <li>- To give comparative overviews and further analysis</li> <li>- To tailor its products and services to the needs of practitioners and policy-makers from other member states</li> </ul>
<b>Programme of work</b>	- 1997-2000
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Industrial relations practitioners</li> <li>- Policy makers in EU institutions (e.g. the Commission)</li> <li>- Trade union and employers' organisations</li> <li>- Government departments</li> <li>- Academics and researchers.</li> </ul>
<b>Theme-Challenge</b>	- Transversal
<b>Duration</b>	- Permanent activity (started in 1997)
<b>Costs (Research &amp; meeting)</b>	- 4.394 (000 XEU)
<b>Absorption rate</b>	<ul style="list-style-type: none"> <li>- 119% in 1997</li> <li>- 93% in 1998</li> <li>- 103% in 1999</li> <li>- 97% in 2000</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- Monitoring project</li> <li>- Network</li> <li>- During 1997-1999: 77% of the costs went to study contracts, 6% to debate activities, and 18% other activities(e.g. technical service contracts)</li> </ul>
<b>Outputs</b>	- 60 articles each month (30 long "features" articles and 30 short "in brief" articles), plus seven or eight comparative studies per year, an Annual Review and three "annual updates".
<b>Dissemination of outputs</b>	<ul style="list-style-type: none"> <li>- EIROonline</li> <li>- Publications <ul style="list-style-type: none"> <li>▪ EIRO Annual Review 4 years: 2000 printed / 1400 sent</li> <li>▪ Periodical EIROBSERVER 6 issues per year: 1700 printed /1230 sent</li> <li>▪ EIRO promotional leaflet</li> </ul> </li> <li>- Seminars</li> </ul>

	<ul style="list-style-type: none"><li>- Conferences</li><li>- Launches</li><li>- Exhibitions</li><li>- Media</li><li>- Group visits to the Foundation</li></ul>
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### 8.9.2. EVALUATION STUDY

#### Relevance of the project

Despite an increasing coverage by the media of industrial relations events in all countries, important information needs of the key actors in the policy formulation processes in the European Union and in the European Social Dialogue were not, or not sufficiently, covered. The Foundation was asked to set up and run the European Industrial Relations Observatory by the European Commission in 1994. The context was of a perceived gap in available information on industrial relations in the EU member states; particularly a lack of reliable, unbiased information targeted to the needs of non-nationals. A previous attempt to fill this gap, EURI, had been discontinued by the Commission after experiencing a number of problems, most importantly a lack of acceptance by the social partners and slow delivery to users.

This led the European Commission, the Social Partners at European level and government representatives from Member States to commission the Foundation to establish and maintain an electronic data base of major industrial relations events in all Member States and at EU level, openly accessible on the Internet, complemented by a periodical print publication containing selected items and comparative analytical studies.

When it started, the issue of unemployment was moving up the political agenda, with the Employment Summit and all the subsequent initiatives. The social dialogue was growing in importance as a means of developing legislation in the area of industrial relations.

The EIRO Steering Committee (now replaced by the Industrial Relations Advisory Committee) monitored closely the EIRO work and ensured that the project met the policy needs of the key audiences.

#### Coherence

##### External coherence

The EIROOnline database, which is the main product of EIRO, was created as a set of unique resources in the field of European industrial relations, which had never existed before. There has been no duplication, with EIRO being on a different scale than previously printed products in the same field and aimed at a much wider audience. EIRO was set up in order to fill a gap in serving the needs of the European Commission, other EU institutions, national and European-level organisations of the social partners and governmental organisations. The Commission publishes its own report on industrial relations, to which the Foundation contributes. A recent decision has been agreed between the Foundation and the Commission on a joint publication of the Industrial Relations Review rather than two individual and separate reports.

### Internal Coherence

EIRO has contributed to all the six challenges of the Foundation by providing information and analysis in its news, features, comparative studies and annual reviews in the areas covered by all six of the Foundation's challenges. Given its industrial relations focus, EIRO's contribution has been especially strong in the areas of employment, equal opportunities, health and well-being and participation, though material has also been collected and disseminated which is of relevance to the sustainable development and social cohesion challenges. EIRO's articles and comparative studies have contributed, both specifically and generally, to the Foundation's programme. For example:

- *employment challenge* – a comparative study on collective bargaining on employment contributed to a new project on employment pacts, while a study on industrial relations in SMEs contributed to work in this area; and the latest study on Europeanisation has contributed to the work on the social implications of EMU;
- *equal opportunities* - comparative studies on equal opportunities in collective bargaining, and on social partners and racism have publicised and/or updated Foundation research in these areas. Comparative studies have also examined the employment and industrial relations position of older workers and workers with disabilities;
- *participation* - comparative studies on the impact of EWCs, new forms of work organisation and board-level employee representation have contributed to the Foundation's participation research.

### Efficiency

#### Budget

The absorption rate shows that, apart from the first year, the project was kept to the planned budget. Because of the thorough preparation phase of 1½ years, all proposed implementation options could be cost-estimated as the project developed, so that a very accurate cost estimate was possible by the time the format and content had been agreed. A budget framework of EUR 1.000.000 was given as the absolute maximum to cover all aspects of the project from data collection to IT infrastructure. In a way the project scope was adjusted to the maximum budget available.

#### Internal organisation

The project is organised on a team<sup>16</sup> basis where everybody has clear responsibilities. EIRO is run by a Management Team involved in the overall development of the Observatory and in liaison with Steering Committee (now Advisory Committee). The Research Managers are responsible for contract management of both, the Content editor and the National Centres; the Programme Manager for Information Systems and Services is responsible for contract management with the website and database service providers. The Information Systems manager shares contract responsibility with research managers for the technical editor.

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<sup>16</sup> The Team is made up two Research Managers, a Programme Manager for information systems and services, Chief Editor, a Technical editor, an Information liaison officer (ILO), an Information assistant, an Information Systems Officer, a Website Provider and a Technical Consultant



The quality is controlled through internal quality control mechanisms, namely, monthly monitoring mechanisms, quality assurance (web), etc., and by the editorial team in respect of content quality and relevance. Monitoring mechanisms to control the outputs of the contractors have been set up (i.e. project monitoring) and a yearly plan monitors developments throughout the year. For the National Centres there is an additional mechanism, the editorial assessment twice a year, which has been incorporated into the quality plans. The quality is checked against the provisions of the Operation Manual and House Style guidelines for the National Centres and the Content and Technical Editor. From 1999 onwards, a formal EIRO quality plan (covering all aspects and contracts of the project) has been developed and has been adopted formally in 2000 to become a formal part of each contract.

#### Effectiveness

Statistics for usage of the EIROOnline show that user sessions<sup>17</sup> per month have grown to an average of 28.603 visits in 2001 (average for 2000 was 18.658, 7.614 in 1999 and 4.074 in 1998). The total number of registrations<sup>18</sup> up to September 2001 was 1894.

The priority target audience of social partners, EU and national government bodies has been reached - these groups account for nearly 70% of the registered users.

Statistics show a good spread of registration by countries but with a peak for UK users. They represented 17% of the registered users. This is probably linked with the language. The EIRO is in English and would have more users with more languages but this would be very difficult to manage.

The external evaluation survey shows that among the Board Members 13.3% use the EIROOnline very frequently, 33.3% quite frequently, 33.3% not frequently, 13.3% rarely and 6.7% never. Among the general users, 3.7% use the EURO very frequently, 42.6% quite frequently, 38.9% not frequently, 7.4% rarely and 7.4% never. Looking at the answers by type of organisation, those answers are quite widespread between them. There no particularly peak (very high or very low usage) for one of them.

Requests for information received in 2001 included the following topics: parental leave directive, EWC directive, National Action Plans 2000, social policy of airline companies, equal pay, female workers, trade union density, collective bargaining, progressive retirement, working time, women's earnings, health and safety in SMEs, decision of the Supreme Belgian Court on consecutive contracts, childcare, Dutch Employer's Liability and the Workers Compensation System, teleworking, working rights in Europe for non EU citizens, workers mobility, balance family/work, pension systems, temporary agency work, flower trade agreements, etc. Through its ease of use as an Internet based information tool, most users have no need to request the Foundation directly for more information, as they can find the information themselves with the help of a very good search engine and many useful Internet links to other information sources.

The European Commission is using EIRO to a large extent and many of the requests above have been raised by them. Based on a recent decision between the Foundation and the Commission, EIRO will produce regular reports for the Commission. Moreover, the High Level Group on Industrial Relations and Change, established by the Commissioner, has requested 3 specific reports for their proceedings.

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<sup>17</sup> A user session is a session of activity (all hits) for one user of a web site.

<sup>18</sup> Registered users are notified when a new issue of EIR Observer becomes available or receiving directly the PDF file of said bulletin.

The European Parliament has sent several requests on issues of importance to their Social Affairs Committee or to individual members who are official rapporteurs or members of working groups. It does not use it very often as the request tool is quite detailed for their needs, but the Parliament frequently uses the Foundation for specific requests by phone.

An EIRO content development seminar<sup>19</sup> was organised in March 2001 with a view to improving the quality of EIRO products. The main recommendations were:

- Strengthening the demand side in the EIRO production;
- Strengthening the quantitative information;
- Coverage of international and EU conferences of industrial relations relevance;
- Integrating more Foundation research results;
- Enlargement of EIRO to the candidate countries;
- Ensuring greater visibility;
- Guaranteeing high quality of comparative studies;
- Secondary analysis of EIRO database material;
- Improvement of search tools.

## Impacts

The external evaluation (on internet) has shown that many members of the Board consider the EIRO as one of the main achievements of the Foundation. All the members of the Board the evaluator met agreed that the EIRO responds to the need of users to quickly find the right information at the right time.

EIRO is one of the sources for the European Commission (DG Employment and Social Affairs – Industrial Relations) to evaluate the implementation of directives in the EU Member States. One example cited was the Directive on Parental Leave. It is also a valuable source for national authorities on the implementation of directives.

ETUC uses the EIRO quite a lot. They promote the tool among their members. For example, they have invited Committee members of the ETUC to present the tool. The industry federations and the national trade unions have the reflex to use it more and more.

UNICE uses the EIRO to answer to specific requests by their members but they do not promote it.

EIRO is used as educational material by universities (e.g. in Ireland) and students of the European Trade Union College are being trained by the Foundation on the use of EIRO and other industrial relations material.

The National Centres indicate that EIRO is used for supporting documents for collective bargaining at national level. They are also compiling articles from their contributions to the EIRO and publish them in their own countries.

There is media coverage: journalists of daily papers quote EIRO in their articles.

Furthermore, the awards EIRO has received constitute a recognition of its work. In 1998 the Institute of Information Scientists awarded EIRO with the Jason Farradane award and a series of Internet awards have been granted to EIROOnline.

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<sup>19</sup> European Foundation for the Improvement of Living and Working Conditions, "EIRO seminar on Content Development", 29<sup>th</sup> March 2001 – Brussels.

8.10. CASE STUDY: The Future of Work in the Information Society

Interviews: Research Manager (1), European Commission (1) European Trade Union Confederation (1)

**8.10.1.. DESCRIPTION OF THE PROJECT**

<b>No. and name of the project</b>	No. 110: The future of work in the information society
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To strengthen the human-centred discussion on the future development of the information society;</li> <li>- To anticipate likely scenarios of different forms and functions that “work” could take on in the information society.</li> </ul>
<b>Programme of work</b>	- 1989-1992. 1993-1996, 1997-2000
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Policy Makers at EU and national levels</li> <li>- Social Partners</li> </ul>
<b>Theme-Challenge</b>	- Employment
<b>Duration</b>	- Pre 1999-2000
<b>Costs (Research &amp; meeting)</b>	<ul style="list-style-type: none"> <li>- 229.000 XEU for 1993-1996</li> <li>- 148.000 XEU for 1997-2000</li> </ul>
<b>Rate of Absorption</b>	<ul style="list-style-type: none"> <li>- 147% in 1997</li> <li>- 26% in 1998</li> <li>- 53% in 1999</li> <li>- 69% in 2000</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- Analysis of existing data</li> <li>- Between 1997 and 1999, 61% of the costs in study contracts, 26% in meetings, 13% other</li> </ul>
<b>Outputs .....</b>	<ul style="list-style-type: none"> <li>- 17 reports</li> <li>- 5 summaries</li> <li>- 1 booklet</li> <li>- 1 CD-ROM</li> </ul>
<b>Dissemination of outputs</b>	- Represented at 51 presentations / seminars / conferences etc.

### 8.10.2. EVALUATION STUDY

#### Relevance of the project

The development of the Information Society is a fairly recent addition to the social policy concerns at European Union level. The development of new means of communication has significant effect in terms of both work organisation and job creation. The Foundation's tripartite structure was considered as well placed to analyse the likely social consequences of the development of the Information Society.

The 1997-2000 work programme can be regarded as a transitory phase in the Foundation's work carried out on technological development, which had started at the beginning of the 1980s. The period saw both the dissemination of the various projects of the previous years, which looked at the impact of new information and communications technologies on living and working conditions, particularly telework, and the development of the 2001-2004 work programme on 'the impact of the knowledge-based economy and society on living and working conditions.

The concept of the Information Society has evolved into one based on the Knowledge Society. By organising seminars on this subject, the Foundation has sought to address the need for clear methodologies and criteria in this context.

#### Coherence

##### External coherence

The work of the Foundation in the field of Information Society appears to be coherent with policy development. The research themes have developed over time: technological development, information society and, latterly, knowledge society. The Foundation co-operated closely with the European Commission on its Green Paper "Living and Working in the Information Society: People First". The same year it carried out a study, also with the Commission, on the social implications of teleworking. The study looked at social security, health and safety, legal and contractual situations of teleworkers in the 15 EU Member States.

The Foundation's research themes are reflected in several official documents published during this period: the EC Communication "The Social and Labour Market Dimension of the Information Society People First - The Next Steps"<sup>20</sup>, the EC Communication "Strategies for jobs in the Information Society"<sup>21</sup>, the Council Resolution on the Employment and Social Dimension of the Information Society (1999) and the Communication "Job Opportunities in the Information Society Exploiting the potential of the information revolution"<sup>22</sup>.

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<sup>20</sup> COM (1997) 390

<sup>21</sup> COM (2000) 48

<sup>22</sup> COM (1998) 590 final.

### Internal Coherence

As described above, the Foundation has worked on these subjects for a number of years and the subjects have evolved in line with the wider policy debate. This is consistent with the Foundation's mandate and with the issue of working conditions in particular. Coherence with the 1997-2000 work programme is difficult to assess in so far as the themes have evolved during this period.

Efficiency

### Budget

Absorption rates indicate difficulties in budgetary planning.

Effectiveness

Numerous documents have been published by the Foundation on this theme. Most of them have been circulated at conferences and seminars as well as through the usual distribution lists.

Impact

### *Dissemination on telework*

The publication of a number of official documents (see section on external coherence above) on the subject of the information society shows that the theme corresponds to a current issue of debate. The Foundation has closely co-operated with the European Commission on its Green Paper "Living and Working in the Information Society: People First". The same year it carried out a study, also with the Commission, on the social implications of teleworking. However, according to interviewee in DG Information Society, the Foundation has been unable to keep pace with the rapid change in technology. For example, the Foundation was unable to give any input on the issue of call centres and has not tackled the relocation of work through network business services. The Foundation's difficulty in providing ongoing input can be attributed to the rapid development of the subject field. The Foundation's structure, its resource base and its working methods do not always enable it to follow a rapidly evolving issue with ease.

The Foundation's work has answered the needs expressed by the social partners. ETUC was particularly interested by the labour law situation on telework. In this respect, the project of the Foundation helped the ETUC in its negotiation with the employer's federation. ETUC circulated the results of the Foundation's work in this field through a seminar it organised on the subject.

The ILO made specific use of Foundation work in looking at trans-border applications of new information technologies (offshore teleworking, international outsourcing).

### *Knowledge Society*

The European Commission (DG Information Society) supports the work carried out by the Foundation on the subject. It is a way to take a more proactive approach to the subject.

## 8.11. CASE STUDY: Design for sustainable development

Interviews: European Foundation (1), European Commission (3), Researcher (1), and Social Partner (1)

### 8.11.1. .DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	No. 204: Design for sustainable development
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To increase the involvement of the social partners in the implementation of policies and programmes securing the move towards sustainability, health and employment;</li> <li>- To further develop tools, information networks and training for the main actors concerned with the implementation of sustainable production such as industry, the social partners and designers;</li> <li>- To identify environmental management and audit schemes and to assess their impact on health and safety and the interaction between the two;</li> <li>- To further assess new materials and their impact on the environment, employment potential and the quality of life in the move towards sustainability;</li> <li>- To provide practical examples of sustainable production and consumption leading to improvement of the environment and health and creation of employment.</li> </ul>
<b>Work Programme</b>	- 1997-2000
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- EU institutions,</li> <li>- National governments,</li> <li>- Social partners,</li> <li>- Companies</li> </ul>
<b>Theme-Challenge</b>	- Sustainable Development
<b>Duration</b>	- 4 years
<b>Costs (Research &amp; meeting)</b>	- 416.000 XEU for 1997-2000
<b>Absorption Rate</b>	<ul style="list-style-type: none"> <li>- 70% in 1997</li> <li>- 114% in 1998</li> <li>- 98% in 1999</li> <li>- 107% in 2000</li> </ul>
<b>Working Method</b>	<ul style="list-style-type: none"> <li>- Network</li> <li>- Database</li> <li>- Research</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>- Home pages</li> <li>- 8 reports (English only)</li> <li>- 1 report (3 languages)</li> <li>- 2 summary brochures</li> </ul>

<b>Dissemination of outputs</b>	<ul style="list-style-type: none"><li>- 11 seminars / presented papers / workshops / exhibitions</li><li>- on-line initiative</li><li>- Web statistics: in total: 108.333 visits for 731 day period (1/06/1999 to 31 May 2001). 17.313 persons repeatedly visited the website (2 or more times). Average daily visits 148.</li><li>- Conference Database: 31.821 requests</li><li>- Networks Directory: 30.615 requests</li><li>- Tools Database: 22.410 requests</li><li>- Education and Training Initiatives: 21.922 requests</li><li>- SME Support Initiatives: 10.483 requests</li><li>- Publication downloads: 3.948</li></ul>
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#### 8.11.2. . EVALUATION STUDY

##### Relevance of the project

The four-year rolling programme, which had sustainable development as one of its theme, stated that the Foundation should focus on sustainable development issues relevant to the social partners. Sustainable production was therefore a main area of interest. It was in this context that a project on 'Design for Sustainable Development' was launched. Its main aim was to support EU Institutions, national governments, the social partners, and even companies, with practical tools, methodologies and innovative solutions in order to assist them in living up to the policy requirements and targets on sustainable development.

The issue of sustainability was raised by the World Commission on Environment and Development (the so-called Brundtland Commission) in 1987 and, at the UN Conference on Environment and Development in Rio in 1992, it was again brought to the forefront when the Heads of State called for countries, international organisations and NGOs to work together to secure sustainable development. At that conference a minimum worldwide consensus for action emerged, and specific targets and indicators were established for reducing certain pressures on the environment. The same happened at the Kyoto conference in 1997, where an agreement on targets for CO<sub>2</sub> emissions was eventually agreed between the US, Japan and the EU.

Sustainability is high on the European political agenda, as can be seen from the European Community's Fifth Environmental Policy and Action Programme "Towards Sustainability"<sup>23</sup> and from the Amsterdam Treaty, which specifies sustainable development as a key objective of the EU.

##### Coherence

###### External Coherence

The general shift in European Union policy towards sustainable development is a key part of the Fifth Environmental Policy and Action Programme, which states that environmental concerns should be integrated in the development of other policies and programmes. In parallel with this policy, the Foundation played its role in stimulating sustainable development in its own way.

<sup>23</sup> Endorsed by Council Resolution of 15 December 1992

As a very large number of organisations have sustainable development as a specific goal, it is important to identify the Foundation's specific contribution in this area. Consequently, in 1998 a working group of the Administrative Board was set up to suggest priorities for Foundation's work. The Administrative Board proposed the following high priority issues, namely Design for Sustainable Development, Economic Instruments for Sustainable Development and Professional Education and Training for Sustainable Development relating to SMEs. The working group also suggested organising a conference on the social partners' role in this field. A lesser priority was accorded to issues relating to the urban environment.

#### Internal Coherence

The Founding Regulation states that the Foundation should specifically deal with "long-term aspects of improvement of the environment". In the 1980s the Foundation developed an environmental programme. In its 1997-2000 work programme, there was a specific challenge theme on sustainable development.

The challenge specifically identified sustainable patterns of production and consumption as key issues with contributions aimed at the promotion of awareness and changes in behaviour, the impact of new instruments and actions in specific sectors, and the development of the concept of shared responsibility and participation by the main actors.

#### Efficiency

##### Internal organisation

In the early stages of the project the focus was on clarification, description of existing information sources and guides and manuals. In the main stage innovative developments were made based on advice from users in the steering group and conferences.

The Information Section of the Foundation was closely involved in the development of Sustainable Development Online Regular co-ordination/evaluation meetings were held, where the Administrative Board and the Committee of Experts were both represented.

The target group for the published research results was selected on the basis of the online list of experts and policy-makers (Sustainable Development Online). This web site has now been handed over to the European Environment Agency in Copenhagen.

#### Effectiveness

The publication and dissemination strategy consists of two main elements. On the one hand a number of publications were produced for policy makers (with shorter leaflets and brochures in various languages). On the other hand extensive sustainable development home pages (with information on networks in the area of sustainable products and design, and support systems for SMEs and so on) were developed for practitioners and the social partners. A successful website was developed that was seen by a large proportion of the target group, allowing a broad circulation of its content.

However, the website SD Online is unknown in the European Commission department dealing with this policy area. An internal network on sustainable development has been set up within the



Commission, with the involvement of different directorates-general. There is no reference made to SD Online of the European Foundation. As far as we can tell, SD Online is not used by the relevant units of the European Commission

SD Online is thus used mainly by external users. From the profile of users (2000 sign ups) of the SD online website we learn that the biggest users of the site are universities, private businesses, NGO's and European union agencies. In the website analysis report we see that in the period June 1999 to May 2001 around 17,000 people consulted the site more than one time. 3,948 document downloads were registered.

The Foundation's work in this field contributed to the creation of networks, for example an important activity was the listing of all networks. This information was published in a report (Design for Sustainable Development – Networks Directory), and also made available online with regular updates.

The evaluation report on the Sustainable Development Challenge (1997-2000) states that the implementation has been characterised by a cost-effective approach through a combination of small research and development activities, short reports and the full use of electronic media.

## Impact

The Administrative Board of the Foundation decided to leave this item and to transfer the management of SD Online to the European Environment Agency. Some of the interviewees regret this move, because they considered the Foundation's work on sustainable development to be unique of its kind. The Foundation's work helped the Foundation to become better known and the interviewee's fear was that, with this transfer, the Foundation will return to its old themes.

The European Environment Agency established a user group in 2001 to assess the potential impact of SD Online. The group found SD Online of very high political relevance and recommended that the Agency took over its management.

Following the evaluation report on the Sustainable Development Challenge (1997-2000), the programme succeeded in identifying policy options, especially on economic instruments and integrated management systems. An important contribution made by the project was the integration of different aspects of sustainable development in the other challenges of the rolling programme, especially in the areas of health and safety and employment.

The European Commission encourages the Foundation to continue its work on sustainable development, and suggests, among others, that the continuity into the next four-year rolling programme could be based on research including more EU Member States and more subjects.

Although the telephone interviews show that the internal use of SD online within the European Commission is very low, the Commission is pleased with the Foundation's work in this field and encourages the Foundation to further develop and broaden this issue.

8.12. CASE STUDY: The Future of Workers' Participation in Europe

Interviews: European Foundation (2), National Employers' Federation (1)

8.12.1. . DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	No. 219: The future of workers' participation in Europe
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To discuss the future of participation in Europe within a medium term perspective;</li> <li>- To draw together the results of the Foundation's and other relevant research on the practice of participation in Europe;</li> <li>- To provide an input for the preparation of the next 4-year programme (2001 - 2004).</li> </ul>
<b>Work Programme</b>	- 1997-2000
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Policy Makers</li> <li>- Social Partners</li> </ul>
<b>Theme-Challenge</b>	- Participation
<b>Duration</b>	- 1 year
<b>Costs (Research &amp; meeting)</b>	- 6.000 XEU
<b>Working Method</b>	- Between 1997 and 1999, 87% of the costs in meetings
<b>Outputs</b>	- No outputs
<b>Dissemination of outputs</b>	- Idem

### 8.12.2. . EVALUATION STUDY

#### Relevance of the project

As part of the 1997-2000 work programme, the Foundation sought to exploit the results of its research relating to worker participation. The idea was to develop a project based on the four strands of participation: representative participation, direct participation, financial participation and collective bargaining. The project was justified by the Foundation on the grounds that there is a clear lack of debate on the issue in general, notably concerning the relationship between the different strands. The main issue addressed was that of if an emerging European model integrating the four pillars would be compatible with the objectives of improved economic performance, better quality of working life, including greater job security, and more democracy at work.

The Foundation set up a small group of experts, with equal representation of the different kinds of users' representatives, which met in 1999. The idea of the start-up meeting was to define a work programme for two years. The expert group took the decision not to go forward with the project, because the mix of issues was not regarded as of sufficient pertinence or interest to the group, which expressed a preference to investigate more defined and concrete issues. Other Foundation projects, such as those on financial participation of direct participation address this issue more specifically.

#### Coherence

##### External coherence

Since the mid-1990s the EU has developed new initiatives on information and consultation of employees and their representatives. Key initiatives are the directive on information and consultation in European multinationals (1994), the inclusion of the Social Dialogue in the Amsterdam Treaty (1997), the Green Paper on Partnership for a new organisation of work (1997), the proposed directive on national level information and consultation (1998), and the progress within the Council of Ministers on the proposed Directive for participation of employee representatives in the supervisory or unitary board of companies established under European company law.

##### Internal Coherence

The project was coherent with the mandate of the European Foundation and with the Work Programme 1997-2000. Given the importance of participation as an appropriate means to improve living and working conditions, the role of social partners and the other social actors is obviously central to the Foundation's sphere of interest.

#### Efficiency

The costs of this project are confined to those relating to the expert group meeting.

### Impact

Given that the project was confined to a meeting of the expert group and did not extend to a research project as such, it has had no significant impact. This illustrates the exploratory nature of the Foundation's work and demonstrates that it corresponds to users' needs in so far as this project is concerned.

8.13. CASE STUDY EVALUATION SHEET: European workshop on Eco product

Interviews: Research Manager European Foundation (1), Designer (2), and Board Member (1)

8.13.1. . DESCRIPTION OF THE PROJECT

<b>No. and name of the project</b>	- No. 0135: European Workshop on Eco Products
<b>Objectives</b>	- To assess the usefulness of a new software tool developed by the Foundation to support designers in the process of improving safety, health and the environment. - To formulate recommendations for the Foundation’s future research programmes.
<b>Programme of work</b>	- 1993-1996
<b>Target Groups</b>	- Designers in a broad sense, e.g. industrial designers, office designers, product designers, architects, project leaders, management of change etc.
<b>Theme-Challenge</b>	- Health and Safety
<b>Duration</b>	- 2 years
<b>Costs (Research &amp; meeting)</b>	- 99.000 ECU
<b>Working Method</b>	- Evaluation and exploration of a software development methodology
<b>Outputs .....</b>	- Workshops - Workshops proceedings
<b>Dissemination of outputs</b>	- Workshops proceedings

8.13.2. . EVALUATION STUDY

Relevance of the project

The purpose of Health Profiler was to “*meet the need for a management tool to assist designers, policy makers, legislators, regulators and SMEs to organise and manage the enormous wealth of information that exists on both environmental and health grounds which is currently unmanageable, expensive to access and organise*<sup>24</sup>”. The Profiler was described by the Foundation as an “*interface between those who generate information and those who need to use it in multi-criteria applications*<sup>25</sup>”.

This was relevant with the European political agenda as the European Year on Health and Safety took place in 1992-1993, but it was unknown if the Foundation was in a position to produce real impacts as a tool of this nature had yet to be promoted.

<sup>24</sup> European Foundation, “*European Workshops on Eco Products : Proceedings*”, OPOCE, 1996.

<sup>25</sup> Idem

## Coherence

### External Coherence

Some similar work had been done at national level but no similar study had been carried out on a European level. An important requirement of the Foundation was the flexibility of the tool in order to meet the demands of a large subject area (social, economic and ecological aspects of living and working conditions in relationships to products) and different types of users.

### Internal Coherence

The 1993-1996 four-year programme had a chapter on Health and Safety. One of the issues identified as a high priority was the identification and promotion of preventive actions, e.g. a design for the health and safety of products. The Health and Well being challenge in 1997-2000 had a strong environmental dimension in emphasising ecological methods of production by using cleaner technologies and new materials. The Workshop on Eco Products, however, was more a general environmental project, focusing on environmental quality control of products rather than health and safety in the strictest sense.

In the context of Project 0122: Design for Health, a new software tool called the Design for Health Profiler (later the Eco Profiler) was developed to support designers. This software was tested at the European Workshop on Eco-Products on 8-9 November 1995 (Project No 0135).

## Efficiency

The seminar cost 99,000 ECU, which is the average amount for the organisation of an event of this kind in Dublin. These costs have to be combined with the research project “Design for Health” which came to 156,000 ECU.

## Effectiveness

The proceedings of the workshop were published and circa 50 requests were received for project information. The Foundation also made the methodology available as a free tool on the web site “SD Online”. Unfortunately, there are no specific figures on the download and the use of the software.

## Impacts

This project could produce two type of impacts: the use of the software by designers in order to develop and support more “sustainable production and consumption” and the formulation of recommendations for the Foundation’s future research programmes.

At the end of the seminar, 18% of participants strongly agreed they would like to use the profiler in their work, 55% agreed, 24% neither agreed nor disagreed and 3% disagreed. In response to the statement ‘The Profiler concepts makes it easier to present Eco design options, reasoning and strategies’, 57% strongly agreed, 34% agreed, 6% neither agreed or disagreed and 3% disagreed.

The profiler tool was recognised by the participants as having a high potential to exchange information and to facilitate negotiations between different actors (social partners, designers and so on).

One of the participants of the Workshop told us that the method was introduced in a Designer High School but was not used anymore. It was presented as a general method for analysing the components of material. Another participant, who was graphic designer, claimed they did not use it because they found it to be more for product design – a tool for designers who are not familiar with sustainable aspects.

Following the European Workshop on 8-9 November 1995, the Foundation together with the Swedish Industrial Design Organisation, organised a small course at the Design School in Gothenburg in 1996 where the improved software was demonstrated to students and industry. Volvo showed at this occasion great interest in the tool.

Another outcome is the preparation of the next Programme of Work of the Foundation. The delegates have underlined that they want to change from environment problems to more holistic activities based on sustainability.

8.14. CASE STUDY: Coping with Social and Economic Change at Neighbourhood level

Interviews: European Foundation (1), European Commission (1), OECD (1), and Researcher (1)

8.14.1. . DESCRIPTION OF THE PROJECT

<b>N° and name of the project</b>	- Coping with social and economic change at neighbourhood level
<b>Objectives</b>	- To achieve a better understanding of the capabilities and limitations of local community action in resolving social, economic and environmental problems in disadvantaged urban areas of the EC
<b>Programme of work</b>	- 1985-1988 / 1989-1992
<b>Target Groups</b>	- Governments - Social partners - European institutions - Community organisations
<b>Theme-Challenge</b>	- Social cohesion
<b>Duration</b>	- 1987-1993
<b>Working Method</b>	- National reports / Case study research, survey
<b>Outputs .....</b>	- National Reports published as working Papers (United Kingdom, Ireland, Netherlands – 1989): 50 printed each - Report “Coping with Social and Economic Change at Neighbourhood Level: An Annotated Bibliography” (1989): 1900 printed, 1600 sent. - Report “Social Change and Local Action” (1989): 3900 printed, 2800 sent - Report “Out of the Shadows” (1992): 3200 printed, 2100 sent - Report “Women and Community Action” (1992): 100 printed - Report “Local Community Action and Social Policy” (1993): 9800 printed, 5100 sent - Report “Strengthening Citizen Action in Local Communities” (1993): 4300 printed, 3700 sent - Active Citizenship and Community Involvement : Getting to the Roots (1997) - Local Community Involvement : A Handbook for Good Practice (1998) - Video “Just Ordinary People – Social Change and Local Action” - Video “Into the Light”
<b>Dissemination of outputs</b>	- 1 conference involving over 60 participants



#### 8.14.2. . EVALUATION STUDY

##### Relevance of the project

In a context of institutional change<sup>26</sup> within the public services towards decentralisation, greater responsiveness to consumer needs and to the participation and empowerment of consumers, local authorities are aiming to work more closely with local people. This is the concept of community and citizens action. European policy in this regard, such as the Poverty Programmes, has had a significant influence.

*“Active citizenship, taken broadly, can mean any form of productive contribution to society. What policy makers appear to have in mind is people’s capacity to take an active role in public affairs<sup>27</sup>.”* Evidence of this increasing phenomenon emerged from many Foundation research projects: local initiatives mounted in response to long-term unemployment and to other needs in the urban environment such as housing, schemes for the care of elderly and for the support of carers and organisations working for the improvement of the environment<sup>28</sup>.

Decision-makers were beginning to be interested in the mobilisation of citizens in achieving the goals of social and economic policy. The Social Partners represented at the Board were less interested in these questions.

In this context, the European Foundation undertook a study, which aimed to achieve a better understanding of the capabilities and limitations of local community action in resolving social, economic and environmental problems in disadvantaged urban areas of the European Community.

##### Coherence

###### External coherence

The work led by the Foundation appears to be coherent with broader EU policy in this field. The involvement of local people in achieving the objective of EU programmes and initiatives has been reflected in a number of EU documents over the years, such as the White Papers on Social Policy and on Growth, Competitiveness and Employment<sup>29</sup>, the White Paper on European Social Policy<sup>30</sup> and the Communication on a European strategy for local development initiatives and employment<sup>31</sup>.

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<sup>26</sup> European Foundation For the Improvement of Living and Working Conditions, *“Bridging the Gulf”*, 1994

<sup>27</sup> European Foundation For the Improvement of Living and Working Conditions, *“Active Citizenship and Community Involvement: Getting to the Roots”*, Summary, 1997.

<sup>28</sup> European Foundation For the Improvement of Living and Working Conditions, *“Bridging the Gulf”*, 1994

<sup>29</sup> COM (1993) 700

<sup>30</sup> COM (1994) 333

<sup>31</sup> COM (1995) 273

The project complemented initiatives undertaken at national level in that many of these latter studies adopted a top-down approach while the work undertaken by the Foundation adopted a bottom-up approach. The Foundation built on the initial work of a group of UK, Belgian and Dutch researchers to deepen and extend their approach.

### Internal Coherence

The project was started under the 1985-1988 work programme under the heading “environment”, which aimed to investigate new opportunities and challenges in the management and the organisation of the urban environment. This broad objective gave the Foundation a wide margin in defining its project, which led to a more specific objective for the work programme 1989-1992. The latter project was carried out under the heading “Raising the Standard and Quality of Life for All” for which one of the objectives is to increase involvement of all those concerned in the process of change including the social partners and local communities.

#### Efficiency

It is difficult to draw conclusions on the efficiency of this project; however, it can be stated that the participative working methods employed by the Foundation and the research contractors contributed to the quality of the project.

#### Effectiveness

In September 1992, the research was concluded with a European conference of 63 participants (including representatives of local associations, national, regional and local authorities, social partners and European institutions) entitled “Strengthening Citizen Action in Local Communities”.

The project’s results have been disseminated according to the usual methods used by the Foundation, that is by mailing lists and through conferences.

#### Impacts

It is difficult to determine the degree of influence that the Foundation’s work on active citizenship and community involvement has exerted on EU policy development in the 1990s. However, its ideas are reflected in official EU documents (see external coherence), for example the Communication on a European strategy for local development initiatives and employment. These initiatives are local projects based upon a partnership between the private and public sector responding to needs arising from social change. The policy paper identifies 17 areas, which could form the basis of these initiatives and offer significant employment opportunities. The main points of the Communication are similar to those found in the Foundation’s study, such as adapting training to current needs, reforming the legal environment and decentralising public administration. This shows that the Foundation was abreast of the policy context and participated as appropriate in the policy cycle. It would appear that the Foundation’s project could have some influence in combining with other sources. For example DG XVI itself commissioned further research on the specific issues of its concern.

The handbook of best practices influenced the development of the ACCESS programme for candidate countries of central and Eastern Europe. A presentation of the handbook took place in the Czech Republic.

The project had an impact in the Member States in general and the United Kingdom in particular, where the work was disseminated widely. A major effect of the research has been to provide a theoretical basis for the emergence of the community sector onto the national scene. With assistance from the Community Development Foundation, involved in the research led by the Foundation, the Community Sector Coalition in the UK was set up first as a working party and then on a more formal basis in October 1994. This now has 16 networks of local groups in memberships and 11 national supporting bodies. The research provided the Coalition with a theoretical and pragmatic basis for distinguishing citizen-led community organisations from professional charities<sup>32</sup>.

The research, particularly “Out of the Shadows”, provided added value for the Community Development Foundation (CDF) in its role of advising the UK government. One notable example is the role CDF has played in UK regeneration policy. Local community involvement is now a standard requirement of regeneration schemes throughout England and Wales.

A practical handbook was developed for the UK, entitled: “Discovering Community Action: Implications for local practice from out of the shadows”.

The OECD was working on local community involvement at the same time. It co-operated with the Foundation in the organisation of a joint conference in Dublin called “Partnership for People in Cities”. The work of the Foundation and the OECD is complementary and therefore mutually supporting, with the Foundation concentrating on civil society and the OECD focussing on government programmes. The work of the Foundation is shown in the OECD report “Strategies for housing and social integration in cities”<sup>33</sup>.

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<sup>32</sup> Community Development Foundation, “Out of the Shadows – UK supplementary dissemination report”.

<sup>33</sup> OECD, “Strategies for Housing and Social Integration in Cities”, OECD Publications, 1996.

8.15. CASE STUDY: Impact of Technological Development

Interviews: European Foundation (1)

**8.15.1. . DESCRIPTION OF THE PROJECT**

<b>N° and name of the project</b>	Technological development
<b>Objectives</b>	<ul style="list-style-type: none"> <li>- To look at the potential impact the introduction of new technologies might have on workers and consumers, and on work organisation</li> <li>- To forecast possible scenario and solutions to overcome the negative impacts</li> </ul>
<b>Programme of work</b>	- 1981-1984
<b>Target Groups</b>	<ul style="list-style-type: none"> <li>- Social partners</li> <li>- Government bodies</li> <li>- European Commission</li> <li>- Workers and consumers</li> </ul>
<b>Theme-Challenge</b>	- Work Organisation
<b>Duration</b>	<ul style="list-style-type: none"> <li>- 1981-1984: Research</li> <li>- 1985-1989: Dissemination</li> </ul>
<b>Working Method</b>	- Case studies
<b>Outputs .....</b>	<ul style="list-style-type: none"> <li>- Research Report (not printed) available on demand</li> <li>- Booklets</li> <li>- Conference</li> </ul>
<b>Dissemination of outputs</b>	- Speeches

### 8.15.2. . EVALUATION STUDY

#### Relevance of the project

In a context of introduction of computer-based technology, the impact of technological development was a leading theme during the second Programme of Work of the European Foundation (1981-1984). The European Commission was also starting to look at this. The scope of the Foundation's project was to look at the impact on the workers, on the customers and on work organisation within a sector perspective. The project looked at supermarkets, public services, engineering industry, banking and insurance.

There was a demand on the trade union side to have a better understanding of the effect of technological development, which was based on their fear of dehumanisation of work. They wanted to explore solutions to find a positive way to introduce a new technology. In this respect, the project of the Foundation was aiming to look at case studies showing how selected companies introduced new technologies. It presents both good and bad examples of implementation.

#### Coherence

##### Internal Coherence

The impact of technological development was a central theme of the work programme 1981-1984.

##### External Coherence

At the time, the European Commission was concentrating on technology and the European Foundation was looking at the human social element.

National programmes, carried out by national agencies, were also looking at the impact of new technologies. In this respect, the added value of the Foundation's work was to bring together the expertise of those agencies and present it in a European perspective.

#### Efficiency

##### Internal organisation

The research was undertaken during the work programme 1981-1984 and the dissemination took place under the work programme 1985-1988. There was no Research Co-ordination Meeting at the time but content discussions took place at the Administrative Board and at the Committee of Experts. There was a large degree of autonomy given to the Research Managers regarding the choice of the most relevant themes for each area (banking and insurance, public services, etc.). The quality of the work carried out by subcontractors was done through research groups (interface between the subcontractors and the management staff of the Foundation).

### Effectiveness

There was no printed version of the research report. The photocopies were disseminated on demand.

The Foundation published summary information in the form of information booklets and many speeches were given on the project, especially at national level.

At the end of 1986, the Foundation organised a major conference “Technological development and the improvement of living and working conditions: options for the future”. A book was published in relation to the Conference.

### Impact

The main important message, as a result of this project, was that if a company wanted to introduce a new technology successfully, it has to be done in consultation with the staff. For the social partners, it helped to assess the contribution of participatory processes.

The study was to allow trade unions to adopt a more positive approach vis-à-vis the introduction of new technologies. In fact the study demonstrated that it is not the technology itself which is the determining factor in the success or otherwise of the transition, but rather a combination of the nature of the previous organisation and the implementation process. In this respect, organisational solutions were found to be more effective than technological solutions. Optimal solutions could be found by re-organising work at the same time as introducing new technology.

The project helped to define specific guidelines for work at VDUs. Most problems reported, e.g. eyestrain in front of a VDU screen, could be overcome quite easily by re-organising the work content of a person's job.

The project improved understanding of developments in different sectors and their impacts, and provided data on innovations, skill demands and qualifications but it is difficult, 15 years later, to assess to what extent it was used at individual company level.



## APPENDIX 2: OVERVIEW OF ACTIVITIES

### 8.16. Inventory of activities 1977-1996

<b>First Fourth-Year Rolling Programme (1977-1980)</b>		
<b>Area</b>	<b>Underlying Objectives / Context</b>	<b>Themes</b>
<b>Work Organisation</b> (relation with improvement of working conditions (job design, job enrichment, autonomous groups and so on))	To develop an improved EC knowledge on current developments and their impact on working life.	National surveys on new forms of work organisation - Implications of new forms of work organisation for training - New forms of work organisation in public services - Impact of worker participation in the improvement of work organisation and the working environment
<b>Shiftwork</b>	In close co-operation with the Commission, which was entrusted with special responsibilities in this field by the Council of Ministers for Social Affairs on 9 December 1976	National surveys of shiftwork - sectoral studies - effects on health, social life, accidents - Innovations in shiftwork
<b>Physical and Psychological Constraints at Work</b>	Linked to the proposed Community action programme on "Health and safety on the workplace"	National surveys of implementation of health and safety legislation
<b>Wage Payment Systems</b> (consequences of different methods of wage fixing in terms of likely results)	To establish data on trends and developments across the EC.	National surveys on wage payment systems
<b>Economic and Social Assessment of Working Conditions</b>	To improve understanding of the link between working conditions and the state of the economy	Improvement of working conditions - an economic approach



<b>Second Fourth-Year Rolling Programme (1981-1984)</b>		
<b>Area</b>	<b>Underlying Objectives / Context</b>	<b>Themes</b>
<b>Improvement of Working Conditions</b>	* to pay specific attention to the impact of new technology on working and living  * to give greater attention to the improvement of living conditions  * to build on the work undertaken in 1977-80 in response to the policy targets of European Community and the social partners	Work organisation * sectoral studies (offices, banking, engineering, public services, supermarkets) * the role of the parties concerned
		Shiftwork * sectoral studies * impact of new technology
		Physical and mental stress
<b>Improvement of Living Conditions and the Environment</b>		Working time and leisure time
		Transport * social aspects (commuting) * environmental aspects * potential of technology to solve transport problems

<b>Third Fourth-Year Rolling Programme (1985-1988)</b>		
<b>Area</b>	<b>Underlying Objectives / Context</b>	<b>Theme</b>
<b>Man at work</b>	To establish the effect on working conditions of the trend towards decentralisation in manufacturing and service industries, and the growing support at Community and national level for small and medium sized enterprises	Changes in the organisation of industry and the services sector, decentralisation and organisation of work, working conditions and IR in SME's
	To identify changes in work patterns resulting from the application of new technologies and the restructuring of the labour market	Changes in work, technological choice and the improvement of working conditions, telework, new forms of work and activity
	To consider developments in industrial relations particularly in the context of new technologies into companies	Changes in industrial relations (involvement of workers in new technology and work organisation, changes in the functions of management)
<b>Time</b>	To consider the implications of the reduction in working time and an increase in "free time", to investigate how a better organisation of time can lead to improvements in living and working conditions	Organisation of time (time management, time and family, voluntary work in environment protection ) Social awareness and free time and the family, social cohesion and the use of time.
	To investigate new opportunities and challenges in the management and the organisation of the environment with a focus on the urban environment.	Urban environment, locally-based responses to long-term unemployment, economic situation of young people, community action in coping with social and economic change
<b>The environment</b>	To highlight and analyse the situation and measures taken regarding the social, psychological, economic and health aspects of non-nuclear aspects and to identify the education and training needs	Non-nuclear wastes (public's reaction, education and training)
	To identify key areas in environmental matters where the social partners have a role to play	The role of the social partners in improving the environment

<b>Fourth Fourth-Year Rolling Programme (1989-1992)</b>			
<b>Area</b>	<b>Underlying Objectives / Context</b>	<b>Theme</b>	
<b>Area 1: Developing Industrial Relations and Participation</b>	To assist the process of dialogue between the social partners in Europe and to promote the increased involvement of those concerned in the process of change	Participation and the introduction of new technology	
		Participatory practices in Europe	
		Industrial Relations and the environment	
		European Labour and Industrial Relations Glossary	
<b>Area 2: Restructuring Working Life</b>	To facilitate the balanced evolution of social and economic developments; to ensure that the changing role of work in society combines a better quality of life with economic success; to identify ways and means of safeguarding and strengthening the basis responsibilities and rights of people in employment and of those who are out of work	New forms of work and activity (atypical work)	
		Working Time	
		Use of time (BEST, Time Budget Data Archive)	
<b>Area 3: Promoting Health and Safety</b>	To provide European policy makers with a set of common references; to develop methods for ensuring that health and safety standards are taken into account from the outset of new projects, to the benefit of both companies and employees; to promote the health and safety of all workers, giving priority to groups particularly at risk	Working Conditions related to Health and Safety (European Survey, Monitoring system)	
		Prevention through improved design	
		Innovative workplace action for health	
<b>Area 4: Protecting the environment, the worker and the public</b>	Contribute to policies by combining social, economic, occupational, public safety and environment  To contribute to policies by broadening the Foundation's work on the urban environment  Contribute to policies by examining the involvement of relevant actors	Environmental perspectives and the quality of life	
		Protection and Improvement of the environment in urban areas	
		The firm in its local environment	
<b>Area 5: Raising the standard and quality of life for all</b>	To develop advice and guidelines for the EC on ways and means to reduce inequality, increase involvement of all those concerned in the process of change, improve co-ordination between Community, national and local level	Coping with social and economic change at neighbourhood level	
		Counselling and long-term unemployment	
		Family Care of the older elderly	
		Consumer-oriented action in the public services	
<b>Area 6: Assessing technologies of the future</b>	To identify early the "margin for manoeuvre" in technological innovation; to encourage the assessment of options in the process of change; to emphasise preventive action and transfer of innovation; to enhance the involvement of relevant actors	Electronic home	
		Cleaner technologies	

<b>Information projects</b>	To create and manage networks within the Member States and to organise specialised summer schools	ACTEUR
		Central and Eastern Europe

Fourth four-year Rolling Programme (1993-1996)		
Area	Underlying Objectives / Context	Theme
<b>Area 1: Social Cohesion</b>	<p>✓ To identify the factors, which consolidate economic and social cohesion, especially between regions, in the context of the primary objectives of the European Union, namely "raising the level and quality of life, economic and social cohesion and solidarity between MS".</p> <p>✓ To identify practical ways to reduce the widening gulf between those benefiting from social/economic change and those excluded from the benefits.</p>	Identifying and evaluation of experiments, strategies and practices (from local to national level) for confronting the inequalities resulting from changes wrought by the move towards cohesion, and the exclusion of vulnerable groups (elderly, unemployed and young)
<b>Area 2: Access to employment, innovation and work organisation</b>	Support the programmes and actions of the Commission, the European Parliament, the Council of Ministers and all others active in the field of unemployment by selected studies and other actions (such as counselling services in the context of long-term unemployment, examining the potential for job creation and so on).	<p>Access to work and integration within the workplace, and the search for solutions from job creation to retraining opportunities;</p> <p>Work organisation, especially in terms of flexibility of forms of work, and mobility</p>
<b>Area 3: Human relations within the company, social dialogue and industrial relation</b>	To establish a base of documentation and knowledge which can contribute to the dialogue between social partners at different levels.	<p>Three central issues: The development, management and optimum utilisation of human resources with a view to maintaining company competitiveness and quality of working life</p> <p>Information and consultation of workers</p> <p>EC social dialogue and collective bargaining</p>
<b>Area 4: Health and safety</b>	Took its programme in this area forward in such a way to facilitate co-operation when the new Agency comes into operation.	<p>Work and the environment (emphasising ecological methods of production by using cleaner technologies and new materials)</p> <p>The environment and socio-economic development (arguing that an environmental dimension be incorporated into economic, regional, industrial, agricultural energy, transport and development policies)</p>

<p><b>Area 5: Socio-Economic Aspects of the Environment</b></p>	<p>To contribute to the efforts of the Commission in looking into how environmental sustainability can be developed into a potential for economic growth and employment (in the context of the Community's Fifth Environmental Policy and Action programme (1993-2000).</p>	<p>The harmonious development of the living environments, covering such issues as safety and the urban environment, and the role of towns in bringing durable development to disadvantaged regions</p> <p>Social cohesion and areas of disadvantage</p> <p>Social cohesion and groups at risk</p>
<p><b>Area 6: Equal Opportunities for men and women</b></p>	<p>✓ To systematically incorporate a gender perspective into the design and implementation of all relevant research programmes.</p> <p>✓ To develop a new research area focusing more specifically on women and equal opportunities.</p>	<p>The impact of biotechnology on work, society, etc.</p> <p>Electronics in home</p> <p>Other technologies of the future and quality of living and working conditions</p>
<p><b>Area 7: Programme of co-ordination, exchange and information/ dissemination</b></p>	<p>To foster the exchange of information and experience in the fields of living and working conditions and shall, where appropriate set up a system of information and documentation.</p>	

8.17. Inventory of Activities 1997-2000

Project n°	Project	Objectives	Initiation year	End	Costs (in EUR)					Outputs	Dissemination of outputs
	Name				1997	1998	1999	2000	Total		
<b>CHAPTER 1 - RESEARCH AND DEVELOPMENT ACTIVITIES</b>											
<b>Transversal projects</b>											
0188	European industrial relations observatory	~ To provide authoritative and up-to-date information and analysis on industrial relations, covering the most significant events and issues in collective bargaining, consultation and social dialogue in the Member States.	1997	Post 2000	1.199.565	926.190	1.028.300	1.243.123	<b>4.397.178</b>	~ 80 articles each month (30 long "features" articles and 50 short "news" articles)	~ EIROnline ~ Publications ~ Seminars ~ Conferences ~ Launches ~ Exhibitions ~ Media ~ Group visits to the Foundation
<b>Employment challenge</b>											
0106	Developments in the use of time	~ Consolidating data on working time flexibility ~ planning for the updating and electronic delivery of the report on "Legal and contractual limitations to working time in the EU".	1997	2000	329.599			48.000	<b>377.599</b>	~ 1 working paper (English)	~ Disseminated at 17 seminars / workshops / conferences / presentations etc. ~ 143 enquiries (2000/01)
0106a	Reduction in working time	Idem	1997	2000		35.700			<b>35.700</b>	Idem	Idem
0106b	Time in the city	Idem	1997	2000		31.584	2581		<b>34.165</b>	Idem	Idem

0106c	Monitoring Developments in working time	Idem	1997	2000		1.800	0		<b>1.800</b>	~ Best Review	~ 6 - 10,000 sent reviews
0110	The future of work in information society	~ To strengthen the human-centred discussion of the future development of the Information Society; ~ To anticipate likely scenarios of different forms and functions that "work" could take on in the Information Society.	Pre-1993	2000	83.808	16.005	26630		<b>126.443</b>	~ 2 reports (English) ~ 3 working papers (English) ~ 1 summary (4 languages) ~ 1 report (CD-ROM, 2 languages)	Represented at 51 presentations / seminars / conferences etc.
152	Employment Options in the Future	~ To help understand the complexities of the future employment scenario where skills, aspirations and wishes of the work force will meet demands for sophisticated, well-trained and motivated employees. ~ To help the policy makers and actors in the employment market to achieve a better match between supply and demand in terms of quality and desirability of employment options.	1993	2000	5.423	820.244	152.415	269.531,00	<b>1.247.613</b>	Survey's data collection - 2 Press Conferences - Research groups - Papers published on internet (English) - 4 summary papers in 11 languages in hard and electronic format - 3 reports (English)	2 Press Conference of 5 (2) persons and 4 (4) persons ~ 132 enquiries (2000/01) ~ Additional 36 target people/groups included on mailing list ~ 18 speeches made at presentations / seminars ~ 6 press releases ~ 132 enquiries (2000/01) ~ Aware of 51 articles referencing study published in newspapers and periodicals in 6 countries ~ project published in Communiqué, Best and by OECD ~ Referenced in McKinsey & Co report ~ Advertised on Infratest Burke Website
0196	Job creation and the quality of work		1996	1997	5.650				<b>5.650</b>		



0201	Jobs in micro firms	~ To examine the relationship between the employment creation potentialities and the employment conditions in EU micro firms compared with large enterprises; ~ To identify and analyse the significant aspects of the employment conditions in EU micro firms and small firms from the perspectives of workers, employers, and other parties in the labour market; ~ to describe and evaluate the existent and credible methods and systems used by researchers, statisticians and other experts to collect information about employment and working conditions in micro firms;	1997	Post 2000	43.957	33.418	98.514	180.421,0 0	<b>356.310</b>		~ 24 enquiries (2000/01)
0211	Collective agreements on employment and competitiveness	~ To increase awareness and understanding of governments, social partners and the general public of the contribution of industrial relations for employment by linking the protection and creation of employment to competitiveness; ~ To enable policy makers and negotiators of all three parties to acquire new ideas on the basis of innovative agreements in this area.	1998	2000		203.685	127.770		<b>331.455</b>	~ 2 reports (English) ~ 1 report (3 languages) ~ 1 report (English, French)	~ Disseminated at 12 seminars / workshops / conferences / presentations etc
0214	Active strategies for an ageing workforce	~ To document the development of more co-ordinated policies for the ageing workforce in the social, education and employment sectors; ~ To examine evaluations of public policy and workplace initiatives in favour of the ageing workforce.	1999	1999			41.217	?	<b>41.217</b>	- 2 reports (English only) - 1 code of practice (5 languages) - 1 report (3 languages)	~ Disseminated at 44 seminars / workshops / conferences / presentations etc

Equal opportunities challenge											
0166	Equal opportunities and collective bargaining	~ To facilitate the conclusion of collective agreements which promote equal opportunities practice, by identifying and analysing the most innovative agreements in the Member States ~ To facilitate the achievement of good agreements by identifying important factors in the collective bargaining process which lead to good agreements, with particular reference to the involvement of women in the decision making process	1994	1999	142.762	85.689	25.687	NA	<b>254.138</b>	- 1 Consolidated report (I) - National reports (II) - 1 Report of 13 cases studies (III) - 1 workshop - 1 Conference - General synthesis - Executive summary - brochures - leaflets - dissemination papers	- Use of EIRO? - Reports distributed - 1 Conference of 100 participants - 1 workshop of 20 participants - Other workshops?
0202	Employment, family and community activities: a new balance for women and men	~ To analyse the nature and scale of employment in household services that were traditionally unpaid work; ~ To identify measures in the workplace and in public policy that promote the reconciliation of employment with family and community activities for women and men; ~ To document the characteristics of those who are employed in household services and their working conditions; ~ To assess the impact of employment in household services on the distribution of family work and community activities, specifically from an equal opportunities perspective.	1997	Post 2000	48.795	303.449	105.927	34.100	<b>492.271</b>	~ 1 comparative report (8 countries) ~ 1 report (2 languages) ~ 1 summary report (11 languages) ~ 1 report (English only)	~ Disseminated at 3 seminars / workshops / conferences / presentations etc
0189	Employment of people with disabilities	No info	1995	1997	9.410				<b>9.410</b>	- 1 report (English) - 1 promotional leaflet (11 languages) - 1 working paper (English)	

0154	Prevention of racial discrimination	No info	1993	1997	90.868				<b>90.868</b>	- 1 report (English) - 1 promotional leaflet - 1 working paper (English)	17 enquiries (period 2000/01)
0215	Promoting gender equality in the workplace	~ Identifying and discussing equality plans and gender sensitive policies at corporate level; ~ Evaluating their implication on gender equality; ~ Drawing recommendations aimed at promoting gender equality in the workplace.	1998	Post 2000			188.879	24.500	<b>213.379</b>		
0216	Work organisation and gender	~ To support the debate on the importance of equal opportunities in new forms of work organisation; ~ To support the initial works of EWON and to insert a gender perspective in to its activities;	1999	1999			60.361		<b>60.361</b>	~ 1 Conference ~ No products out of it	~ 1 Conference

Health and well-being challenge											
0203	Employment policies and working conditions	To look at the three following dimensions: 1° legal aspects and collective agreements on agency temporary contracts ; 2° degree of extent in each European country ; 3° labour market organisation and segmentation.	1997	Post 2000	63.222	256.549	42.274	224.004	<b>586.049</b>	~ 1 report ~ 1 report (English & electronic format) ~ 1 promotional leaflet (11 languages)	30 enquiries (period 2000/01)
0156	Monitoring working conditions in the EU	~ To monitor the trends in working conditions in each of the Member state ~ To give information and data to the European Institutions, the ECOSOC, the social partners, the government bodies	Pre-1993	Post 2000	25.101		941.320	665.818	<b>1.632.239</b>	~ 1 report (English and electronic format only) ~ 4 reports (English only) ~ 1 report (English and French) ~ 5 leaflets (11 languages)	~ 233 enquiries (2000/01) ~ 33 int'l conferences where project was promoted ~ Special section of Foundation's website has been dedicated to this project ~ Series of articles published in <b>Communiqué</b> ~ 6,000 copies of leaflets related to project were disseminated through <b>Human Ware</b> magazine (Austria) ~ Raw data submitted free of charge to other researchers/institutions for manipulation
0156a	European survey on working conditions	Idem	Idem	Post 2000		44.645			<b>44.645</b>	Idem	Idem
0125	Preventing stress at work	No info	1993	1997	2.820				<b>2.820</b>	~ 3 reports (English) ~ 1 information booklet (9 languages) ~ 1 promotional leaflet (9 languages)	~ 41 enquiries (2000/01)

0161	Design for integration	~ Publication and dissemination of guidelines for “accessible workplaces”; ~ To finalise a compendium of good practices with regard to company policies on “ageing at work”.	1994	1998	29.593	24.131			<b>53.724</b>	~ CD ROM report - English ~ CD ROM leaflet - disseminated in 11 languages ~ BEST Bulletin - 3 languages - published once or twice per year	~ 22 enquiries (2000/01) ~ 639 promotional leaflets disseminated ~ Other organisations have distributed 300 promotional leaflets ~ Promoted at 10 national/int'l conferences / exhibitions - 1,030 promotional leaflets distributed ~ 15 press organisations have reviewed CD-ROM ~ Promotion on <b>Communiqué</b> / Foundation website ~ Promoted to 27 visitors to the Foundation ~ Promoted by organisations such as the Global Applied Disability Research and Information Network, Cerebral Palsy Ireland and the European Commission ~ 8,260 copies of BEST are mailed to 6,456 addresses
0123	Ill-health and workplace absenteeism	No info	1993	1998	51.419	2.689			<b>54.108</b>	~ 2 reports (English) ~ 1 promotional leaflet (11 languages)	~ 22 enquiries (2000/01)

Sustainable challenge	development										
0204	Design for sustainable development	<p>~ To increase the involvement of the social partners in the implementation of policies and programmes securing the move towards sustainability, health and employment;</p> <p>~ To further develop tools, information networks, training and debate activities for the main actors concerned with the implementation of sustainable production such as industry, the social partners and designers;</p> <p>~ To identify environmental management and audit schemes and to assess their impact on health and safety and the interaction between the two;</p> <p>~ To further assess new materials and their impact on the environment, employment potential and the quality of life in the move towards sustainability;</p> <p>~ To provide practical examples of sustainable production and consumption leading to improvement of the environment and health and creation of employment.</p>	1997	2000	70.236	96.910	88.492	160.600	<b>416.238</b>	<p>~ 8 reports (English only)</p> <p>~ 1 report (3 languages)</p>	<p>~ 11 seminars / presented papers / workshops / exhibitions</p> <p>~ on-line initiative</p> <p>Web statistics</p> <p>~ 188941 requests in 16 months</p> <p>~ 387 average daily requests</p> <p>~ 65908 visits in 16 months</p> <p>~ 135 average daily visits</p> <p>~ Average visit length : 2 min</p> <p>~ Satisfaction rate (group of users) : 100%</p>

0205	Economic instruments for sustainable development: improving the external and working environment	~ To contribute to the development and promotion of more holistic and better co-ordinated and harmonious approaches to the use of economic and fiscal instruments aimed at improving the external environment and the working environment with a view to ensuring that the full potential of such schemes can be achieved in terms of better overall performance and creation of employment; ~ To identify the special needs of SMEs in relation to economic and fiscal instruments and the responses required; ~ To assess the full impact of these instruments and how they can become more effective as a contributing element in the move towards sustainability.	1993?	2000	41.685	71.210	58.565	24.500	<b>195.960</b>	~ summary paper (11 languages)	~ 10 seminars/presented papers
0206	Professional education and training for sustainable development relating to SMEs	~ To identify the professional education and training provision required in relation to SMEs as part of the move towards sustainable development and to indicate the responses needed at different levels (local/regional, national, European) in terms of structures, institutions and other measures; ~ To highlight the job profiles required in SMEs and by organisations assessing the performance of SMEs; ~ To point to the role of the actors involved in this process of change.	1993?	2000	159.098	105.722	104.295	52.600,00	<b>421.715</b>	~ 2 reports (English) ~ executive summary papers (6 languages)	~ 14 seminars / presented papers / workshops
0208	Urban governance and enterprise	No info	1993?	1997	48.021				<b>48.021</b>	~ 2 reports (English only) ~ 1 report (English and French) ~ 1 summary paper (English only)	~ 16 seminars/presented papers

0162	Sustainability in rural and coastal areas	~ To highlight the potential, limits and consequences of specific development initiatives in the rural areas in the context of sustainable management of the countryside; ~ To identify the conditions for a successful and sustainable managed development of the countryside, and to point to the mechanisms and instruments required at the various levels (European, national, regional, local). ~ To support the work of the services of the Commission regarding sustainable rural and coastal development and to contribute to the debate on this theme	1996	1999		469	1.106		<b>1.575</b>	~ 5 reports (each in one language only)
0213	European conference of the social partners	~ To identify and highlight key areas for the future involvement of the social partners in the move towards sustainable development;; ~ To identify ways in which the Foundation can support the involvement of the social partners in the implementation of sustainable production and consumption;	1997	1999		369	40.612		<b>40.981</b>	~ 1 conference report (English only)
0128	Firm and the environment	No info	Pre-1993	1999		0	793		<b>793</b>	~ 1 report (English & Italian) ~ 1 report (Spanish only)



Social cohesion challenge									0		
0195	Active employment measures	No info	1996	1997	62.500				<b>62.500</b>		
0150	The role of partnerships	~ To document and assess the extent to which partnerships involving the public, private and voluntary sectors are being established to implement programmes aimed at promoting social cohesion; ~ To analyse the various partners' perspectives on the success of such partnership arrangements and the problems which they have encountered; ~ To develop guidelines and recommendations to assist policy makers and other interested parties in the future development of partnerships aimed at tackling social exclusion; ~ To disseminate the results of the project to policy makers, social partners, NGOs and other relevant audiences at EU and national levels.	1994	1998	41.330	47.643			<b>88.973</b>	~ 1 report (3 languages) ~ 1 summary report (11 languages) ~ 1 report (English only)	~ Disseminated at 26 seminars / workshops / conferences / presentations etc.
0194	Co-ordination in integrated approaches to linking welfare and work policies	~ To develop a concept and framework for examining integrated approaches to active welfare and employment policies; ~ to document and assess new developments or innovations in policy and practice that embrace both prevention of exclusion from employment and (re)insertion into employment; ~ To investigate the potential for in-depth research of integrated approaches.	1996	Post 2000	45.462	42.365	372.349	106.792,00	<b>566.968</b>		
0209	Social public services: quality of working life and quality of service	~ To open the mind of policy making to invest more in co-ordination	1997	Post 2000	60.745	381.238	134.322	50.630,00	<b>626.935</b>		

0220	Pathways to social inclusion: changing rights, roles & responsibilities of civil society	No info	2000	Post 2000				64.200			
<b>Participation challenge</b>										<b>0</b>	
0118	Employment and IR database and glossaries	~ To assist more effective social dialogue in the Single European Market by helping administrators, legislators, managers, trade unionists and students in all Member States to discover and appreciate the commonalities, differences, and sensitivities of industrial relations systems in the Member States of the EU.	Pre-1993	Post 2000	162.583	117.796	76.350	20.000	<b>376.729</b>	~ 4 reports (English) ~ EMIRE - European Employment and Industrial Relations Glossaries and Database	~ Disseminated at 6 seminars / workshops / conferences / presentations etc.
0114	EPOC	~ To give a systematic overview on the position of the social partners in Europe on direct participation; ~ To present a representative overview on the diffusion and the effects of direct participation in the EU; ~ To support the discussion of the social partners and the EU institutions; ~ To enhance the exchange of experience between the Member States on concepts and practice on direct participation in organisational change...	1993	1999	222.693	145.901	9.217		<b>377.811</b>	~ 5 reports (English) ~ 1 summary (English) ~ 1 summary (English, French) ~ 1 summary (6 languages) ~ 2 summaries (5 languages) ~ 1 working paper (English) ~ 1 working paper (Italian)	~ Disseminated at 37 seminars / workshops / conferences / presentations etc.
0116	Info and consultation in European multinationals companies	~ To provide information and analysis on agreements and on the operations of European works councils; ~ To support the European Social Partners and the Commission in the set-up and operation of European Works Councils; ~ To support the improvement of employment relationship within the enterprise.	Pre-1993	Post 2000	51.771	21.951	18.160	57.300	<b>149.182</b>	- Publication of agreements with DG 5 - Report on the comparative analysis of all articles 13 agreements (2 versions) - 2 reports (English) - 1 report (3	- Publication of the Report on the comparative analysis within the Commission Database on 400 agreements available via the Internet - Disseminated at 31 seminars / workshops / conferences / presentations etc.

										languages) - 1 working paper (3 languages)	
0217	Companies and new global dimension	~ To produce an overview of companies' policies and practices on the global dimension of social progress; ~ To identify the role of the social partners in the global dimension of social progress	1999	1999			1.418	0	<b>1.418</b>		
0218	Nature and extent of financial participation in the EU	~ To identify differing and common national approaches to financial participation and its relation to other forms of direct and representative participation; ~ To facilitate an exchange of information on good practice and to stimulate further debate and discussion on the different approaches to financial participation in European Union member states; ~ To explore the links between financial participation, productivity and employment.	1999	Post 2000			73.047	18.000	<b>91.047</b>		~ Disseminated at 13 seminars / workshops / conferences / presentations etc.
0200	Social implications of the EMU	~ To assess the impacts of the Economic and Monetary Union (EMU), especially on employment, industrial relations and working conditions at European Union level; ~ To facilitate the debate between the social partners, national and European policymakers on the social impacts of EMU.	1997	2000	3.800	49.781	184.433	<b>122.482</b>	<b>360.496</b>	~ 2 reports (English) ~ 1 summary (2 languages) ~ 6 summaries (English, electronic format) ~ 6 research reports (English, electronic format)	~ Disseminated at 37 seminars / workshops / conferences / presentations etc.

0219	The future of workers' participation in Europe	~ To identify differing and common national approaches to financial participation and its relation to other forms of direct and representative participation; ~ To draw together the results of the Foundation's and other relevant research on the practice of participation in Europe; ~ To provide an input for the preparation of the next 4-year-programme (2001 - 2004).	1999	1999			6.065		<b>6.065</b>	The project was not done	The project was not done
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CHAPTER 2 - DEBATE AND DISCUSSION ACTIVITIES											
0001	Administrative Board		Pre-1993	Post 2000	277.052	243.524	256.756	341.265,00	<b>1.118.597</b>		
0002	Committee of Experts		Pre-1993	Post 2000	40.174	27.708	9.273	56.078,00	<b>133.233</b>		
0099	ACTEUR		Pre-1993	2000	14.901	10.500	965		<b>26.366</b>		
0115	Innovative forms of work organisation	~ To bring together practitioners to speak about changes at the work place	1993	2000	95.990	3.502	87.516	15.000,00	<b>202.008</b>	~ 3 reports (English)	~ Disseminated at 24 seminars / workshops / conferences / presentations etc. ~ 3 Conferences : about 150 peoples every 2 years
0145	Central and Eastern Europe	~ To share knowledge and experiences between transition countries in Central and Eastern Europe and the Member States of the European Union in matters related to the man-date and programme of the Foundation; ~ To contribute to a smoother transition process in socio-economic matters in Central and Eastern Europe; ~ To help prepare the applicant countries of Central and Eastern Europe for their entry into the European Union in policy fields where the Foundation has special and unique competence and knowledge	Pre-1993	1999	140.163	30.049	106.829	0,00	<b>277.041</b>		~ Disseminated at 10 seminars / workshops / conferences / presentations etc
0210	Cost and benefits of occ. health and safety	No info	1997	1997	52.899				<b>52.899</b>	~ 1 promotional leaflet (11 languages)	

0212	Urban democracy, govern. and innovation	~ To help prepare the applicant countries of Central and Eastern Europe for their entry into the European Union in policy fields where the Foundation has special and unique competence and knowledge.	1998	1998		2.163			<b>2.163</b>		
0119	Innovative workplace action for health	No info	Pre-1993	1997	18.182				<b>18.182</b>	~ 4 reports (English) ~ Promotional leaflet (4 languages) ~ Promotional leaflet (8 languages) ~ Promotional leaflet (11 languages)	14 enquiries (2000/01)
0128	Regional/local co-operation initiatives	No info	Pre-1993	1997	6.096				<b>6.096</b>		

CHAPTER 3 - INFORMATION AND DISSEMINATION ACTIVITIES									0		
0132	Innovations for the urban environment	No info	1993	1997	9.757				<b>9.757</b>	~ 1 report (English, French, German) ~ 1 summary (11 languages) ~ 7 reports (English) ~ 1 summary (English)	~ 14 seminars / workshop / papers presented / conferences
0133	Medium-sized cities	No info	1993	1997	3.947				<b>3.947</b>	~ 3 reports (English) ~ 1 report (English and French) ~ 1 summary (10 languages) ~ 1 summary (English)	~ 14 seminars / workshop / papers presented / conferences
0169	Information services and systems	~ To provide an information service to internal and external stakeholders	Pre-1993	Post 2000	286.887	341.777	251.080	220.000,00	<b>1.099.744</b>	~ Information service to internal and external stakeholders ~ EF Website	~ Enquiry service send out information (figs to be provided by EF) ~ Many enquiries also taken by ILOs - no central management for enquiries ~ Website

0173	Multilingual programme of publications	~ To ensure transparency of research results	Pre-1993	Post 2000	1.300.360	855.693	859.480	765.000,00	<b>3.780.533</b>	<ul style="list-style-type: none"> <li>~ Short reports and summaries in all official 11 languages</li> <li>~ Larger team documents published in English, French and German. Generally 3000/5000 printed in 2/3 languages</li> <li>~ Summary documents printed in all languages. Typically, 3000 in English, 2000 in French &amp; German &amp; 1,000 in 4/5 other languages.</li> <li>~ PDF documents on the website</li> <li>~ For each large project, there will be 2/3 conferences</li> </ul>	<ul style="list-style-type: none"> <li>~ Disseminated through the Central Mailing List (14,000 entries) - this is done in consultation with the research team</li> <li>~ Disseminated through the use of personal contacts (e.g. ILO mailing lists)</li> <li>~ Individual country reports summarised on the EF website</li> <li>~ Prior to 2000 PDF files only published on the EF website</li> <li>~ Since 2000, findings of projects visible on EF website in HTML format</li> <li>~ 3 CD ROMs produced since 1997</li> <li>~ Pricing of publications based on following: whether the report is commercial, its shelf life, whether there are substantive findings, how it competes with other commercial products</li> <li>~ Cost based on cost per unit * 5</li> <li>~ 30-40% of all work produced by the EF is priced</li> <li>~ Dissemination of outputs depends on the type of content (e.g. Literature reviews &amp; case studies disseminated electronically)</li> </ul>
0180	Promotions and public relations	~ To take research results and put them in a manageable format for each target group	Pre-1993	Post 2000	239.215	357.932	367.663	372.000,00	<b>1.336.810</b>	<ul style="list-style-type: none"> <li>~ Marketing (conferences, visitors)</li> </ul>	<ul style="list-style-type: none"> <li>~ Monthly newsletter disseminated to 14,000 on central mailing lists</li> <li>~ Reports disseminated from Luxembourg storage facility</li> <li>~ Press releases</li> <li>~ Biannual press day at EF in Loughlinstown</li> <li>~ Press contact list (Appointment of a press officer is imminent)</li> <li>~ Press conferences (15 in 2000)</li> </ul>
0186	Four-year programme		Pre-1993	Post 2000			34.163	45.000,00	<b>79.163</b>		



0192	Resource database	~ Repository of all research findings	1996	Post 2000			70.434	224.000,00	<b>294.434</b>	~ Knowledge management tool	
0007	Miscellaneous				558.171	98.638	97.656	24.102,00	<b>778.567</b>		