



THE 2014 MANAGEMENT PLAN

Final

November 2013



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Foreword by the Chair of the Governing Board and the Agency Director

The importance of keeping occupational safety and health (OSH) on the agenda cannot be overestimated. OSH is an essential element in meeting the challenges Europe has ahead. The immediate goal is getting out of the economic and social crisis. But it is important not to lose the longer time perspective where challenges such as the demographic change, new risks, and changes between sectors in the economy all require OSH to be an essential part of the effective answer.

It is tempting to try saving money on OSH during times of crisis. And Europe is currently witnessing a reduction in resources available for OSH in many places. However, reducing the preventive efforts may create problems in the longer run. Europe 2020 sets a clear objective of increasing the employment rate. For this to happen, it is necessary to reduce the number of people who are excluded from the labour due to the consequences of poor OSH. Estimates say that the cost of poor OSH amounts to three per cent of GDP, which is clearly unaffordable in the longer run.

The economic costs come in addition to the primary issue: The health and safety of workers. Only in terms of fatalities as many as 167,000 fatalities are considered attributable to work-related accidents and diseases in the EU each year.

EU-OSHA is fully aware that outlook in terms of resources means that there will be less resources. At the same time the challenges to be met are increasing. EU-OSHA will therefore have to do more with less. The 2014 management plan has this ambition. It is focused on fewer, clearly targeted activities. The activities in the management plan have been formulated in close consultation with stakeholders to ensure that they meet the most urgent and important needs.

The Agency's own resources are not the only challenge. Resources in the Agency's extensive network are also limited. At the same time the situation in the different Member States is very diverse. In order to make the best use of the network resources and adapting to the diversity across Member States EU-OSHA will implement a portfolio approach to a number of its activities in 2014. The portfolio approach allows network partners to allocate resources to the activities with most added value for their Member State and it allows the Agency to deliver products and services adapted to the needs in the individual Member States.

The 2014 management plan includes a full description of the activities planned for 2014. One of the highlights will be the first year of the campaign on psychosocial risks. The campaign will aim at increasing awareness about the growing problem with stress and psychosocial risks in Europe. The campaign addresses one of the topics most frequently mentioned as a priority in the Member State OSH strategies and therefore has broad relevance. The Agency will also start a new overview activity on OSH and micro and small enterprises. Micro and small enterprises play a key role in the European economy and in the way out of the crisis. At the same time there are specific OSH challenges for micro and small enterprises. The Agency's work on this activity therefore aims at informing policy development in the area and identifying good practices and strategies.

The management plan will be carried out in close cooperation with the Agency's tripartite network which provides valuable support in reaching the objectives in the Agency's Multi-annual Strategic Programme.



Introduction

The Annual Management Plan is prepared in accordance with article 10 of the Agency's Founding Regulation¹ which states that the Governing Board shall adopt an annual work programme on the basis of a draft drawn up by the Director.

This Annual Management Plan is adopted by the Governing Board together with the Multi-annual Strategic Programme (MSP) for the years 2014-2020. The new MSP builds on the experiences from the previous MSP as reflected in the 2011 external evaluation² as well as on an analysis of the challenges ahead and the policy priorities at European level. The MSP includes six priority areas with clearly defined activities in each area.

The MSP defines the mission and vision for the strategy period. The mission sets out the overall purpose of the Agency and is defined as:

We develop, gather and provide reliable and relevant information, analysis and tools to advance knowledge, raise awareness and exchange occupational safety and health (OSH) information and good practice which will serve the needs of those involved in OSH

The **vision** is defined as:

To be a recognised leader promoting healthy and safe workplaces in Europe based on tripartism, participation and the development of an OSH risk prevention culture, to ensure a smart, sustainable, productive and inclusive economy

The current document is the first annual management plan under the new MSP. The activities in the management plan reflect the structure of the strategic programme and the activities defined in that document.

The document has been developed through discussions in the Governing Board and Bureau and in consultation with the European Commission, the Advisory Committee for Safety and Health at Work, Eurofound and other stakeholders.

The focal points in the Member States have had a particular role in the preparation of the management plan as their active contribution is required for the successful implementation of the portfolio approach that will be applied to selected activities in order to ensure a better adaptation to the needs of the different Member States.

The management plan reflects the process of setting clear priorities which the MSP is the outcome of. The Agency aims at carrying out fewer but bigger activities under its new MSP.

¹ Council Regulation (EC) No 2062/94 of 18 July 1994

² Available here:

https://osha.europa.eu/en/publications/evaluation_reports/mid-term-evaluation-eu-osha-strategy_2009-2013_en.pdf



Most of the activities in the management plan are multi-annual. This means that the current plan includes deliverables initiated under previous plans, and also that some of the deliverables initiated under this plan will not be delivered until after 2014. Together with this plan a multi-annual overview of activities is provided.

A separate document on the Activity Based Budget (ABB) is provided together with the management plan. The ABB provides the costs for the different activities included in the management plan. This is EU-OSHA's first ABB exercise and it has a strong element of learning for the Agency.



Work programme

Priority Area 1: Anticipating Change

The strategic objective of this priority area is to provide credible and good quality data on new and emerging OSH risks that meet the needs of policy-makers and researchers and allow them to take timely and effective action. The Agency will build upon the foresight studies that it has already piloted and will continue anticipating new and emerging risks and challenges to OSH through a series of foresight projects to improve the timeliness and effectiveness of preventive measures.

Activity 1.1: Foresight of new and emerging OSH risks associated with new technologies in green jobs

The specific objective of this pilot foresight carried out in 2010-12 is to anticipate new and emerging OSH risks that may arise in relation to new technologies in green jobs by 2020, taking into account the context of demographic, scientific, societal and economic changes. The outcome of the foresight is a set of scenarios intended to provide policy makers with new insight into the new and emerging OSH risks identified so that they can take decisions to shape the future of OSH in green jobs towards safer and healthier workplaces.

In 2013, a number of products were published and a workshop took place to inform policy makers on the new and emerging OSH risks identified and to demonstrate and encourage the application of the scenarios produced to policy-making. In addition, the Agency published information material specific to OSH in green construction, small-scale applications of solar energy and wind energy, which were areas highlighted as of particular relevance in the foresight.

In 2014, the Agency will promote the 2013 workshop summary report and will organise further workshops to continue disseminating the foresight and the scenarios to key target audiences and to actively engage with policy makers.

| Outputs | |
|--|---|
| <i>Number of publications published:</i> a) <i>Event summaries</i> | - <i>Three summary reports and seminar online summaries (2014)</i> |
| <i>Number of seminars, events etc. organised</i> | - <i>Two foresight dissemination workshops (2014)</i> |
| Indicator | Target |
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75 % of participants satisfied</i> |
| <i>Quality of information</i> | <i>75 % of respondents satisfied³</i> |
| Actions | |
| - <i>Continue disseminating the foresight-related products to policy makers, researchers</i> | |

³ Data is not collected annually but when relevant in relation to publication schedule



- and workplace intermediaries*
- *Liaise with Agency's focal points and other stakeholders, in particular EU and national level policy makers and EU sectoral social dialogue committees in order to raise their interest for the scenarios produced*
 - *Encourage the application of scenarios to policy making*

Activity 1.2: Large-scale foresight

The specific objective of this activity is to produce new, timely and useful high quality data on new and emerging OSH risks and challenges, and to provide policy-makers, researchers and workplace intermediaries, at EU and national levels with instruments to best address them as well as with a basis for priority setting for OSH research and actions.

Following the model of EU-OSHA's 2010-2012 pilot foresight on green jobs, this multi-annual activity started mid-2013 with a scoping study consisting in a review of key trends and emerging issues that could result in emerging OSH risks, and a stakeholder consultation to guide the decision on the scope of the 2014-2016 large-scale foresight. As part of this scoping exercise, a study done in 2013 explored more specifically current and emerging OSH trends in the area of healthcare, including home and community care, as a potential topic for the large-scale foresight.

In 2014, the review work carried out in 2013 will be published and disseminated to policy makers and researchers. The scope of the 2014-2016 foresight will be defined in consultation with the Agency's stakeholders taking into account the findings from the 2013 scoping work and the EU2020 Strategy, the progress of the next Community Strategy on OSH, other key programmes such as Horizon 2020 as well as major sources such as ESENER and the European Working Condition Surveys. The outcome of the 2013 high-level seminar on OSH research priorities, which will be made available through a seminar summary report, will also provide useful input. Preparatory work for the procurement of the next foresight will start in the second half of 2014. Additional reviews will be commissioned on other new and emerging issues identified in the scoping work

In addition, a complementary study will be carried out in 2014 to identify success factors to transfer foresight findings into policy-making and in order to reinforce the uptake of the 2014-16 and future Agency's foresights as well to foster a wider, more systematic integration of foresight activities into policy-making.



| Outputs | |
|--|--|
| <p><i>Number of publications published:</i></p> <p>a) <i>Reports</i></p> <p>b) <i>Event summaries and seminar online summary</i></p> <p>c) <i>Articles</i></p> | <ul style="list-style-type: none"> - <i>State of the art report (SoAR) on healthcare, including home and community care (2014)</i> - <i>Executive summary of SOAR on healthcare, including home and community care (2014)</i> - <i>Report on the foresight scoping study (2014)</i> - <i>Report on success factors to transfer foresight into policy making (2015)</i> - <i>Summary report and seminar online summary of seminar on OSH research priorities (2014)</i> - <i>Summary report and seminar online summary of seminar on key emerging OSH issues and success factors to transfer foresight findings into policy-making (2015)</i> - <i>Three review articles on new and emerging issues (2015)</i> |
| <p><i>Number of seminars, events etc. organised</i></p> | <p><i>Seminar on key emerging OSH issues and success factors to transfer foresight findings into policy-making (2015)</i></p> |
| <p>Indicator</p> | <p>Target</p> |
| <p><i>Dissemination</i></p> | <p><i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i></p> |
| <p><i>Satisfaction with seminars, events etc. organised</i></p> | <p><i>75 % of participants satisfied</i></p> |
| <p><i>Quality of information</i></p> | <p><i>75 % of respondents satisfied⁴</i></p> |
| <p>Actions</p> <ul style="list-style-type: none"> - <i>Disseminate the 2013 review work</i> - <i>Consult Agency's stakeholders on the scope of the 2014-2016 large-scale foresight</i> - <i>Liaise with key stakeholders (policy makers at EU and national level, focal points, experts in OSH and other disciplines as well as international organisations relevant to the foresight topic) in order to ensure their engagement into the activities implementing the foresight preparation (workshops, surveys, interviews, etc.)</i> | |

⁴ Data is not collected annually but when relevant in relation to publication schedule



Priority Area 2: Facts and figures

Decision-makers need to have an accurate and comprehensive picture of OSH risks, their health effects, and how they can be prevented and managed. The Agency's regulation requires it to "supply the Community bodies and the Member States with the objective available technical, scientific and economic information they require to formulate and implement judicious and effective policies designed to protect the safety and health of workers". Tools such as, EU-OSHA's European survey of enterprises on new and emerging risks (ESENER), aim to contribute to such an evidence base for policy-makers and researchers. These tools can be complemented with data from other sources, such as estimates of the occupational burden of disease and injury, or the costs of under-investing in OSH, to better guide decision-making and the allocation of resources.

Activity 2.1: European Survey of Enterprises on New & Emerging Risks (ESENER)

ESENER's specific objective is to provide a uniquely rich source of data for policy-makers and researchers on how companies manage OSH, on what their needs and weaknesses are, on what motivates and hinders them, and on how they involve their employees. It provides policy-makers and researchers with internationally comparable information and thereby contributes to the design, implementation and monitoring of effective OSH policies (whether regulatory, guiding or supportive) which support companies by being comprehensive, targeted, and focused on key issues. This is achieved not only through presentation of the findings in a series of reports, but also through follow-up studies, independent research and campaigns that draw on its data. As many of the issues explored in ESENER are closely linked with the context in which enterprises operate, ESENER also contributes to the evaluation of both the EU and national OSH strategies, by providing an additional indicator for monitoring the state of OSH. Additionally, by making available to researchers the comprehensive data that it captures, ESENER encourages further independent research and contributes to knowledge development. Finally, it provides support to companies, as they are able to use the survey questions directly at workplace level to set a benchmark and compare their own OSH management practices with others in their country, sector or size class.

In 2014 the second edition of the survey (ESENER-2) will go to the field, with interviews foreseen in 36 countries. The fieldwork will build on the rigorous development and preparation phase undertaken in 2013 that aims to deliver a significant step up in quality over the 2009 survey. Following completion of fieldwork in 2014, data will be prepared and analysed in time to publish results in 2015. In 2014 secondary analysis of data collected will also be initiated.

The last of the secondary analysis reports from the 2009 ESENER will be published in 2014, presenting results from the qualitative post-test based on face-to-face interviews in 90, mostly small, establishments that participated in the survey.



| Outputs | |
|--|---|
| <p><i>Number of publications published:</i></p> <p>a) <i>Reports</i></p> | <ul style="list-style-type: none"> - <i>Overview report, summary (translated), online results mapping (2015)</i> - <i>Report on secondary data analysis (2015)</i> - <i>Report on qualitative post-test on ESENER-1 (2014)</i> - <i>Master questionnaire</i> - <i>National version questionnaires</i> - <i>Sampling report</i> - <i>Quality control report and full data set</i> |
| Indicator | Target |
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |
| <i>Quality of information</i> | <i>75 % of respondents satisfied⁵</i> |

Activity 2.2: OSH overview Older workers

The specific objective of this activity is to provide policy makers, researchers and intermediaries with useful high quality policy, research and good practice data, as well as examples and recommendations of what constitutes good strategies and practice, in order to help them to better guide decision-making and prioritise resources at policy, research and company level.

The scope of the project is defined by the European Parliament's decision regarding a pilot project: Building on existing work in the EU, including the European Parliament study 'New forms of physical and psychosocial health risks at work', the project should assist the implementation of existing recommendations, the exchange of best practice and the further investigation of possible ways of improving the OSH of older people at work. The overall objective is to help inform policy development in this area, provide recommendations of what constitutes good strategies and practice currently, and provide examples of good strategies and practices, including any innovative strategies and practices. In particular, regarding OSH:

- assist the promotion a European work-force with a balance of youth and maturity
- encourage and support the activities of the Member States regarding the gender dimension
- support, at Union level, the development and dissemination of data regarding typical problems of older workers and the corresponding preventative and therapeutic actions (incl. training)
- facilitate the identification, exchange and sharing of good practices (e.g. case studies)
- investigate the development of initiatives aimed at opening access to technical advice
- support the application of existing legal requirements for the prevention of harm to workers
- assist the integration, or mainstreaming, of occupational safety and health into general employment policies

⁵ Data is not collected annually but when relevant in relation to publication schedule



- assist the integration, or mainstreaming, of issues relating to the changing demographic structure of Europe's workforce into labour inspection activities and other prevention activities
- assist the development in areas such as return-to-work and rehabilitation
- provide the Commission with an assessment of the appropriateness of a preparatory action with a view to putting in place a European Union instrument

In 2014 outputs, including final analysis reports, will be delivered for the following work-packages:

- Reviews regarding OSH and an ageing workforce
- OSH policies, strategies, programmes and actions for an ageing workforce
- Rehabilitation systems, strategies and programmes
- Workplace practices and support for enterprises – examples, experiences and activities
- Support to a meeting in the European Parliament

Work will also be initiated in preparation of the final conference in 2015.

| Outputs | |
|--|---|
| <p><i>Number of publications published:</i></p> <p>a) <i>Reports</i></p> <p>b) <i>Resources</i></p> <p>c) <i>Event summaries</i></p> | <ul style="list-style-type: none"> - <i>Report based on findings: OSH and older workers (2016);</i> - <i>Report based on findings: OSH, gender and older workers (2016) (could be combined into a single report)</i> - <i>Final analysis reports from OSH policies, strategies, programmes and actions for an ageing workforce (2016)</i> - <i>Final analysis report from Rehabilitation systems, strategies and programmes (2016)</i> - <i>Final analysis report from Workplace practices and support for enterprises – examples, experiences and needs (2016)</i> - <i>Final report (2016)</i> - <i>Member state profiles (2016),</i> - <i>Case studies (2016)</i> - <i>Catalogue of good practice tools (2016)</i> - <i>Seminar online summary on European Parliament seminar held Dec/12 (2014)</i> |
| Indicator | Target |
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |
| <i>Quality of information</i> | <i>75 % of respondents satisfied⁶</i> |

⁶ Data is not collected annually but when relevant in relation to publication schedule



Activity 2.3: OSH overview: Micro and small enterprises

The specific objective of this activity is to provide policy makers, researchers and intermediaries with useful high quality policy, research and good practice data, as well as examples and recommendations of what constitutes good strategies and practice, in order to help them to better guide decision-making and prioritise resources at policy, research and company level when it comes to micro and small enterprises.

The activity will build on existing work to assist in the implementation of existing recommendations, the exchange of best practice and the further investigation of possible ways of improving OSH in micro and small enterprises. In particular, regarding the role of good OSH in:

- Economic recovery and growth, recognising the vital role played by micro and small enterprises and especially start-ups
- Encourage and support the activities of the Member States regarding awareness raising and support to micro and small enterprises
- Support, at Union level, the development and dissemination of data regarding levels of accidents and work-related ill health in micro and small enterprises and their approach to OSH management including main drivers and barriers
- facilitate the identification, exchange and sharing of good practices (e.g. case studies), including the availability and uptake of tools to help assess risks and take preventive action
- investigate the development of initiatives aimed at opening access to technical advice
- support the application of existing legal requirements for the prevention of harm to workers
- assist the integration, or mainstreaming, of OSH into policies on micro and small businesses

Focus of the project in 2014: A public procurement will be launched at the beginning of the year with the aim of concluding a three year framework contract by end May. Work will start on a number of work packages to be defined, but that will include an overview of the state of play, a review of policies and strategies, a review of workplace practices and support and preparation of a final conference.

| Outputs | |
|---|--|
| <i>Number of publications published:</i> | |
| a) <i>Reports</i> | <ul style="list-style-type: none"> - <i>Report on first findings (2015)</i> - <i>Report based on findings (2017)</i> |
| Indicator | Target |
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |
| <i>Quality of information</i> | <i>75 % of respondents satisfied⁷</i> |
| Actions | |
| <ul style="list-style-type: none"> - <i>Carry out preparatory actions, including call for tender</i> | |

⁷ Data is not collected annually but when relevant in relation to publication schedule



Activity 2.4: OSH overview: Work-related diseases

The objective of this activity is to provide policy makers, actors in disease recognition and compensation as well as actors at the workplace level with a more accurate picture of work-related ill-health, with the aim of tailoring prevention measures and setting priorities for research, the development of monitoring methods and awareness-raising.

In 2012 and 2013, the Agency complemented its previous work on several work-related diseases (such as musculoskeletal disorders (MSDs), skin diseases, stress-related disorders), and on the methodologies to assess the burden of work-related ill-health, with a report to be published in 2014 on carcinogens and work-related cancers, including monitoring methods, campaigning for awareness and prevention, the identification of vulnerable groups and back to work strategies for workers affected by cancer. Reproductive risks at work were also the focus of a report prepared in 2012/2013 that will feed into a seminar at the start of 2014, with recommendations on testing methods, awareness-raising and monitoring reproductive risks for male workers and across generations.

The Agency will continue its activities to assess the true burden of ill-health by addressing a number of work-related diseases currently not or insufficiently covered by the national recognition and compensation-centred systems. These include neurological and sensory disorders and cardiovascular disorders. This activity intends to highlight possible synergies with other policy areas that may help improve workers' health, with a particular focus on a diverse workforce, vulnerable groups and the service-driven economy and taking into account the current dynamics of work biographies, multiple jobs and multiple working sites (for example as a consequence of a growth in sub-contracted work, short-term contracts, changing work organisation, personal services).

In 2014, the Agency will organise a workshop with experts and representatives from the European Commission, the focal points and the Scientific Committee on Occupational Exposure Limits (SCOEL) in order to scope future EU-OSHA's work on work-related diseases in the perspective of the multiannual programme and the large related OSH overview that is planned for 2015, 2016 and 2017.

| Outputs | |
|---|---|
| <p><i>Number of publications published:</i></p> <p>a) <i>Reports</i></p> <p>b) <i>Event summaries</i></p> | <ul style="list-style-type: none"> - <i>State of the art report (SoAR) on work-related cancers (2014);</i> - <i>Executive summary of SoAR on work-related cancers (2014);</i> - <i>State of the art report (SOAR) on reproductive risks (2014)</i> - <i>Executive summary of SoAR on work-reproductive risks (2014)</i> - <i>Seminar on-line summary on reproductive risks at work (2014);</i> - <i>Seminar on-line summary on the burden of work-related diseases (2014)</i> |
| <p><i>Number of seminars, events etc. organised</i></p> | <ul style="list-style-type: none"> - <i>Workshop on the burden of work-related diseases (2014)</i> - <i>Workshop on reproductive risks (2014)</i> |



| Indicator | Target |
|--|---|
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75 % of participants satisfied</i> |
| <i>Quality of information</i> | <i>75 % of respondents satisfied⁸</i> |
| Actions | |
| - <i>Carry out preparatory work</i> | |

Activity 2.5: OSH overview: Costs and benefits of OSH

The specific objective of this activity is to provide policy makers, researchers and intermediaries with useful high quality policy and research data on the economic costs of poor OSH to European economies, as well as on the benefits of good OSH, at the macro-level and at the enterprise level.

Particularly in the context of an economic downturn it is important to have reliable estimates of the costs of poor OSH to the European economy. Building on the findings of a review of methodologies for estimating such costs commissioned in 2013 and the outcome of a workshop to be held in 2014, the Agency will initiate a large-scale multiannual project to provide an estimate of the costs for Europe of poor OSH.

Previous work carried out in 2013 and examining the business case for good management of OSH at the enterprise level, focusing particularly on micro and small enterprises will also be published. Additionally, the Agency will organise a seminar to disseminate the findings of this work to a broader audience of relevant stakeholders.

| Outputs | |
|---|---|
| <i>Number of publications published:</i> a) <i>Reports</i> | <ul style="list-style-type: none"> - <i>State of the art report (SoAR) including studies on the business case for good management of OSH at the enterprise level (2014);</i> - <i>Report on methods for estimating the costs of poor OSH (2014);</i> - <i>Executive summary on report on methods for estimating the costs of poor OSH (2014);</i> - <i>Report on estimations of the economic costs of work-related accidents and illness (2016)</i> |

⁸ Data is not collected annually but when relevant in relation to publication schedule



| | |
|--|--|
| <i>b) Event summaries</i> | <ul style="list-style-type: none"> - <i>Seminar on-line summary on the economic costs of poor OSH (2014);</i> - <i>Seminar on-line summary of the business case for OSH (2015)</i> |
| <i>Number of seminars, events etc. organised</i> | <ul style="list-style-type: none"> - <i>Seminar on the economic costs of poor OSH (2014)</i> - <i>Seminar on the business case for OSH at enterprise level (2014)</i> |
| Indicator | Target |
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75% of participants satisfied</i> |
| <i>Quality of information</i> | <i>75% of respondents satisfied⁹</i> |
| Actions | |
| | |

⁹ Data is not collected annually but when relevant in relation to publication schedule



Priority Area 3: Tools for OSH management

The strategic objective of this priority area is the provision of relevant tools for smaller workplaces to manage health and safety, and the engagement of intermediaries in the further development and dissemination of these tools. The Agency will do so through its Online interactive Risk Assessment (OiRA) tool, and related future products. The OiRA tool has tripartism at its core, in the way that it involves the social partners, as well as governments, in its development and diffusion.

Activity 3.1: Online interactive Risk Assessment (OiRA) tool

The Agency will continue to develop the OiRA tool, facilitating the development of more risk assessment tools at both the national and EU levels, and focusing particularly on the needs and challenges of micro- and small enterprises. EU-OSHA will further encourage EU and national (sectoral) social partners and other organisations (such as Government Ministries, Labour Inspectorates and OSH institutes) to develop and share their national or pan-European sectoral OiRA tools, and to put in place a (national) overall strategy to encourage companies to use the tools developed. Collaboration with the social partners will ensure that the OiRA tools developed meet the real needs of small organisations in a particular sector.

The outcome at company level should be an increase in (especially micro- and small) companies carrying out their own, good quality and up-to-date risk assessments through the provision of free of charge, easy-to-use, state-of-art OiRA tools adapted to the sectors in which the companies operate. This will help companies to manage OSH efficiently, to properly involve workers in the risk assessment process, and to reduce administrative burdens, thereby helping to improve productivity as well as OSH in micro- and small enterprises. Better OSH in micro- and small enterprises, and fewer work-related accidents, cases of illness and related absences from work, are part of the expected longer-term outcomes.

In 2014, the Agency will continue to adapt, improve and maintain the OiRA software, to promote the development of OiRA tools among intermediaries stressing the importance of tripartism, to provide training and support to stakeholders, and to encourage information exchange amongst the OiRA partners through the setting up of an OiRA community.

| Outputs | |
|--|---|
| <i>Number of new OiRA tools</i> | 35-45 |
| <i>Number of tools translated into English (to enhance the sharing/adaptation)</i> | 8 |
| <i>Number of OiRA events (training seminars, conferences, ...) organised by EU-OSHA or OiRA partners</i> | 10-15 events organised (at EU and national level) |
| Indicator | Target |
| <i>Satisfaction with seminars, events etc. organised</i> | 75% of participants satisfied |
| <i>Quality of information</i> | 75% of respondents satisfied ¹⁰ |

¹⁰ Data is not collected annually but when relevant in relation to publication schedule



| | |
|--|---|
| Number of new agreements (memorandums) signed | 5 |
| Actions | |
| <ul style="list-style-type: none"> - Coordinate relations between the Agency and the OiRA community - Promote/foster/support the creation of additional OiRA tools - Help/support the OiRA developers in their task of promoting the OiRA tools among the companies - Provide held desk assistance for developers - Promote interactive risk assessments tools in general and OiRA in particular from a set of well-established practical solutions and case studies. | |

Activity 3.2: Tool for implementing OSH solutions

As a complement to the OiRA tool, the Agency will develop specific tools to enable effective follow-up of risk assessment, with the implementation of practical solutions.

The aim is to identify one or more tools that are under development or that have been developed at national level and develop it further for uptake across Europe. Preference will be given to tools that support SMEs to take preventive action.

Given the high number and broad range of tools that are available to support implementation of practical solutions, the Agency will take a phased approach to selecting one or more tools for development. The approach will ensure that the potential added value of the Agency developing the tool is maximised and that the long-term resources required are acceptable.

In 2014 an implementation plan will be developed building on the results of the feasibility study initiated in 2013.

| | |
|---|--|
| Outputs | |
| Number of publications published: a) Reports | How many and which year - Report on feasibility study (2014); Implementation plan (2014) |
| Number of seminars, events etc. organised | - One tool development workshop (2014) |
| Indicator | Target |
| Satisfaction with seminars, events etc. organised | 75 % of participants satisfied |



Priority Area 4: Raising awareness

The strategic objective of this priority area is to get the occupational safety and health message across to multiple beneficiaries by raising awareness about workplace risks and how to prevent them, together with the Agency's intermediaries.

Activity 4.1: Healthy Workplace Campaign (HWC) 2012-2013, Working together for risk prevention

The Agency's campaigning activities give a European dimension to OSH-related work at the national level. They also can help push an issue which would not have been pushed if it was dealt with at the national level alone. The fact that campaign activities take place all across Europe on the same topic helps to create a European identity in OSH.

The 2012-2013 Healthy Workplaces Campaign on risk prevention promoted the idea that leadership and worker participation are essential for the prevention of work-related accidents and illnesses and that OSH problems are most effectively dealt with when employers and workers and their representatives work together in partnership.

After the end of the campaign in November 2013, in 2014 the Agency will finalise an ex-post evaluation of the campaign and explore ways to sustain the momentum achieved over the previous two years. This will include following up on the HWC partner benchmarking initiative. A review will be carried out of OSH benchmarking schemes that have been set up at sector, member state or European level. The review aims to assess the benefits that such schemes can deliver as well as their limitations and to identify the key factors and main obstacles to their success.

| Outputs | |
|----------------------------------|---|
| <i>Reports:</i> | |
| a) <i>Reports</i> | - <i>Report on review of benchmarking schemes (2015)</i> |
| b) <i>Corporate publications</i> | - <i>Evaluation report (2014)</i> |
| Indicator | Target |
| <i>Dissemination</i> | <i>Number of intermediaries and beneficiaries contacted (target to be defined beginning 2014)</i> |

Activity 4.2: Healthy Workplace Campaign (HWC) 2014-2015, "Healthy Workplaces Manage Stress"

The 'Healthy Workplaces Manage Stress' campaign on psychosocial risks will contribute to a better understanding of the nature of work-related stress and psychosocial risks and enhance practical skills to manage them successfully among different groups of stakeholders, including micro, small, and medium-sized enterprises. Higher availability of practical tools and guidance to effectively manage psychosocial risks in the workplace will increase motivation and commitment of both enterprises that have not started the process yet, and those already involved in managing psychosocial risks.



The following specific objectives have been identified:

- Raising awareness about the growing problem with stress and psychosocial risks
- Raising awareness about the positive effects of reducing stress and psychosocial risks, including the business case (e.g. productivity enhancement, innovation capabilities);
- Increasing enterprises' awareness and practical knowledge related to recognising and preventing stress and psychosocial risks at work;
- Promoting the use and development of simple practical tools for reducing stress and psychosocial risks at work, in particular for micro and small enterprises (e.g. MSE practical guide).

Higher awareness about the positive effects of managing psychosocial risks at work, including the business case for their good management, will lead to higher actual implementation of tools and approaches contributing to the improvement of the psychosocial work environment, lower stress-related absenteeism and better workers' health and organisational performance. A possible long-term reduction of the level of work-related stress, better workers' health, and good psychosocial risk management can positively influence macroeconomic aspects such as the sustainable economic growth.

The official launch of the 'Healthy Workplaces Manage Stress' campaign will take place in Spring 2014, and, as in the previous years, the Agency will provide its network of national focal points (EU + EFTA/EEA) with practical support for implementing campaign activities at the national level via the European Campaign Assistance Package (ECAP), including the organisation of conferences and seminars and media actions, as well as the production and distribution of campaign promotion material in 25 languages. At the same time, the Agency will seek to recruit media partners and invite multinational organisations to join its network of official campaign partners, providing them support and promotion.

The specific activities in 2014 will include publishing and distributing campaign promotional material and activating the campaign Website. The Agency participates in the Napo consortium which will develop a film featuring the popular animated character to support the campaign.

Several content products addressed specifically to different groups of stakeholders will also be published and promoted in 2014, such as the state of the art review (SoAR) 'Costs related to stress and psychosocial risks at work' started in 2012 that will present the economic consequences of a poor psychosocial work environment at the societal, organisational, and individual levels, as well as the economic benefits stemming from preventive activities in this area.

A joint EU-OSHA and Eurofound report started in 2013 will also be published in 2014. It will describe the current problem with psychosocial risks among European workers (based on the results of EWCS), enterprises' concerns and needs for support for managing those risks effectively (based on ESENER), international and national policies, as well as different types of organisational interventions focusing on dealing with psychosocial risks. A high-level seminar will take place to consolidate and disseminate the findings.

As part of this campaign, special attention will be given to employers and managers of micro and small companies, for whom a practical guide for raising awareness and motivation to manage psychosocial risks will be made available. In 2014, the English-language 'master' version of the practical guide developed in 2013 will be translated and adapted into 30 national versions (EU Member States, Iceland and Norway) and reviewed by national OSH experts. The information provided in the guide will enhance practical knowledge and stress the benefits of a



good psychosocial work environment, thereby stimulating micro and small enterprises across Europe to make more use of the national or sectoral tools available to conduct more systematic and effective psychosocial risk assessments and management. As part of the guide-related activities, such national and sectoral tools collected and reviewed by the focal points in 2013 will be promoted through the campaign Website in 2014.

A seminar will be organised in 2014 to launch the guide as a first step within a longer term promotion strategy. Work will also start on the development of additional innovative products to enhance the effectiveness of the guide (for example applications for mobile devices).

Building on the work of the previous campaign, a benchmarking event focusing on best practice in prevention of psychosocial risks will be held. The event will draw on the findings of the benchmarking review under Activity 4.1 and will be guided by a steering group.

| Outputs | |
|--|--|
| <i>Number of publications and websites published:</i> | |
| a) <i>Campaign materials</i> | <ul style="list-style-type: none"> - Campaign website (2014), core campaign promotional material package (guide, leaflets, fliers, posters...) in 25 language versions (2014); - Napo film on stress (2014); - Practical guide for micro and small enterprises (2014) |
| b) <i>Reports</i> | <ul style="list-style-type: none"> - SoAR 'Costs related to stress and psychosocial risks at work'(2014); - Joint EU-OSHA – Eurofound report (2014) |
| c) <i>Event summaries</i> | <ul style="list-style-type: none"> - Summary of seminar on joint EU-OSHA – Eurofound report (2015) - Summary of benchmarking event (2014) |
| <i>Number of seminars, events etc. organised</i> | <ul style="list-style-type: none"> - ECAP supported activities (65-75 national stakeholder seminars; 15-25 media and PR activities) - Campaign kick-off meeting with national focal points (2014) - EU partnership meeting with campaign partner network (2014) – engagement of 80+ campaign partners - Campaign launch press conference (2014) - Seminar launching the joint Agency/Eurofound report and practical guide for micro and small enterprises (2014) - Benchmarking event (2014) |
| Indicator | Target |
| <i>Dissemination</i> | <ul style="list-style-type: none"> a) 15-25 media partners b) Distribution of campaign material (+/- one million copies) c) 250-350 media clippings |
| <i>Satisfaction with seminars, events etc. organised</i> | 75 % of participants satisfied |



| | |
|--|---|
| Quality of information | 75 % of respondents satisfied ¹¹ |
| Actions | |
| <ul style="list-style-type: none"> - <i>Coordinate relations between the Agency and stakeholders</i> - <i>Launch and follow-up of the European Good Practice Awards Competition</i> - <i>Implementation of the European Campaign Assistance Programme (ECAP) for national focal points, including the provision of seminars, conferences, media actions and campaign promotion material in 25 languages.</i> - <i>Launch and implementation of the HWC 2014-15 Campaign Partnership Programme, including the active engagement of partners, organising meetings and providing campaign promotion material,</i> - <i>Campaign related press, media and public relations activities at EU and national level.</i> - <i>Production and distribution of Campaign related products (print, web)</i> - <i>Encourage participation in the European Week for Safety and Health at Work in calendar week 43</i> - <i>Participation in campaign events organised by third parties.</i> - <i>Coordinate HWC partners' benchmarking steering group and benchmarking event</i> | |

¹¹ Data is not collected annually but when relevant in relation to publication schedule



Activity 4.3: Healthy Workplace Campaign (HWC) 2016-2017

The 2016/17 campaign will promote healthy ageing at work focussing on health and safety issues that enable and motivate older workers to remain longer on the labour market. As such, it will support the EU social and employment policy objective of creating sustainable growth and demonstrating the central role of OSH in prolonging working lives.

In March 2014, at a pre-Board seminar, the Governing Board will help define the precise objectives and scope of the campaign. In general terms, the seminar will consider how OSH promotes healthy ageing at work, so enabling workers to remain in the labour market longer; how enterprises, particularly SMEs, can be supported and encouraged to manage the challenges related to an ageing workforce; how to foster exchange of good practice, networking and engagement of relevant stakeholders; and how to promote social inclusion.

Drawing on information from the on-going Activity 2.2: OSH overview Older workers, work will commence on developing effective and innovative communication and dissemination of the findings in the context of the campaign objectives.

Activity 4.4: Awareness raising actions

Alongside the Healthy Workplaces campaign, EU-OSHA carries out additional awareness raising actions as well as more focused promotion and communication activities dealing with specific topics. The latter are often linked to actions by other stakeholders (e.g. the European Commission, SLIC, and the EU social partners). Together, these activities bring information to different beneficiaries and, in particular, intermediaries, and the Agency will continue to explore all possible means to engage with these audiences.

Awareness raising activities in 2014 will include the participation of the Agency in the consortium of organisations responsible for the development and production of a series of short films featuring the popular animated character Napo. The Agency will maintain and further develop the Napo website and carry out promotion actions, such as the teachers' toolkit, that exploit Napo films to take the OSH message to new audiences.

The Healthy Workplaces Film Award honours a documentary film that focuses on the individual at work at the DOK Leipzig festival. Screenings and debates of the winning film in the Member States have proved an effective way to engage diverse audiences. Other activities could include participation in events and exhibitions; the organisation of competitions and photo exhibitions.

The Agency will implement the Awareness Raising Package scheme which includes Napo for teachers promotion pack, Napo costumes, 2013 HW Winning Film subtitled DVDs etc. The scheme is targeted at national needs and the final selection of services to be delivered in each country will be agreed with the focal points.

| Outputs | |
|--|--|
| <i>Number of publications/product/websites published/produced:</i> | <ul style="list-style-type: none"> - <i>Napo in...fire and electricity (2015)</i> - <i>New Napo website</i> - <i>Implementation of Awareness Raising Package scheme</i> - <i>External evaluation of Napo for teachers initiative (to report in 2015)</i> |



| | |
|---|---|
| <i>Number of seminars, events etc. organised</i> | <ul style="list-style-type: none"> - <i>Stand (and communication actions) at the OSH World Congress in August in Frankfurt</i> - <i>Stand (and communication actions) on the street in Bilbao on the 9th May</i> |
| <i>Number of external events/conferences with Agency presence (as speakers)</i> | <i>50-80 in total covering all activities,</i> |
| Indicator | Target |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75 % of participants satisfied</i> |
| Actions | |
| <ul style="list-style-type: none"> - <i>Participation in NAPO consortium</i> - <i>Support to SLIC campaign on slips and trips</i> - <i>Follow-up of the NAPO for teachers' project to reach broader audiences and bring more visitors to the website</i> | |



Priority Area 5: Networking knowledge

A key role for EU-OSHA is to “collect, analyse and disseminate technical, scientific and economic information” on risks, good practices and research aspects of OSH. The aim of this priority area is to position the Agency as the creator of tools and networking opportunities to mobilise the OSH community and to promote and facilitate the generation and maintenance of such a reliable and up-to-date body of OSH knowledge.

Activity 5.1: OSHwiki

The specific objective of this activity is to produce a wiki providing authoritative, in-depth and easily updated information in the field of OSH. It will provide those in the OSH community with a space in which they can read about and find knowledge on various subjects, as well as providing them with a platform for collaboration and exchange. The OSHwiki will therefore contribute to the general objective of collecting and disseminating information intended to improve health and promote awareness, as well as fostering joint participation and the exchange of results among OSH research institutes. This allows the Agency to make more efficient use of its resources: further editing and development of content (including translation into other languages) can be carried out by users.

The creation of an active online OSH community through the OSHwiki will complement the Agency's existing links with the OSH community, as well as the Agency's website through its social nature as a collaborative platform.

In 2014, the Agency will transfer part of the current website content to the OSHwiki, including updating and adaptation of the information. It will continue the process for recruiting approved authors from the wider OSH community in order to guarantee the quality of the contents, and to familiarise them with the OSHwiki platform. The articles' author(s) will be visible to all users which should be an incentive to produce high quality content. At the same time, the possibility for approved authors to edit and comment on articles will act as a “peer review” mechanism. Further activities will comprise the official launch of the OSHwiki at the 2014 World Congress in Frankfurt, the promotion of the OSHwiki to end-users, maintenance and improvement of the OSHwiki platform.

| Outputs | |
|--|--|
| <i>Number of new articles published/modified</i> | 75 |
| <i>Steering group meeting</i> | 1 |
| Indicator | Target |
| <i>Number of new authors</i> | 20 |
| <i>Quality of information</i> | 75% of respondents satisfied ¹² |
| Actions | |
| <ul style="list-style-type: none"> - <i>Launch at the World Congress in Frankfurt</i> - <i>Implement author approval process and 'peer review' mechanism</i> | |

¹² Data is not collected annually but when relevant in relation to publication schedule



Activity 5.2: Other networking knowledge actions

Additional networking knowledge activities are organised to support the dissemination and generation of knowledge on key topics (for example those related to future Healthy Workplaces campaigns), to inform the on-going policy discussions related to this issue and to foster networking opportunities amongst key target groups.

In particular, the Agency will continue to provide input to the Commission, other Institutions and key stakeholders when requested, to strengthen the evidence base for their decision-making and to provide them the necessary support for their policy work. Specifically, the Commission has invited EU-OSHA to contribute information to support the preparation of the new EU occupational safety and health policy framework that could be defined following the corresponding public consultation. In addition, the Agency will collaborate actively with the Commission in the development of its ex-post evaluation of the EU legislation on health and safety at work.

The Agency will also continue to provide up-dated information on the EU OSH legislation, and non-binding instruments such as guidelines, as well as social dialogue initiatives.

Information regarding Member States' strategies on OSH will be updated and a mapping of the main points contained in the strategies covering the period 2013 onwards will be provided in close collaboration with the Focal Points.

In 2014 work will be initiated on a joint initiative with the European Maritime Safety Agency (EMSA).

Work on coordination and priorities of OSH research will be continued in 2014, following up on the conclusions of the seminar held in October 2013. The main actions comprise compiling a shortlist of priorities; drafting a number of position papers in collaboration with the OSH research community; and organising two expert workshops that will discuss these documents and help to define the Agency's future strategy on research coordination and priority setting.

| Outputs | |
|--|---|
| <i>Number of publications published:</i> | <i>How many and which year</i> |
| a) <i>Articles</i> | a) <i>Shortlist of priorities for OSH research (2014)</i> b) <i>Position papers on selected OSH research topics (2014)</i> |
| b) <i>Web information</i> | c) <i>Updated web section on EU legislation; Updated web section on national OSH strategies</i> |
| c) <i>Event summaries</i> | d) <i>Two event summaries (one in 2014, one in 2015)</i> |
| <i>Number of seminars, events etc. organised</i> | e) <i>Two workshops on research priorities (2014)</i> |
| Indicator | Target |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75 % of participants satisfied</i> |
| Actions | |
| - | |



Priority Area 6: Networking and corporate communication

EU-OSHA is a small Agency working with information and knowledge. This makes networking and communication decisive for achieving its objectives. Networking activities are a way of ensuring the relevance of the Agency's work and creating a multiplication effect in the implementation phase. The Agency's communication activities provide a vehicle for communicating a wide range of information to a very broad group of intermediaries and beneficiaries. Activities in this priority area aim at contributing to strategic objective 6 from the Multi-annual Strategic Programme:

The strategic objective for this area is to develop and implement networking and communication activities to ensure that the Agency's activities meet the needs of its key stakeholders, to enable networks to take an active part in the Agency's activities and to ensure that Agency information reaches the intended beneficiaries and intermediaries

Activity 6.1: Strategic networking

The specific objective of this activity is to ensure key stakeholder support for, and interest in, the Agency's activities.

To achieve this, the Agency will continue its efforts to support the governance networks (the Governing Board, its Bureau and the Advisory Groups). This will include close involvement in the planning of the activities for 2015 as well as reporting on the 2013 activities. The involvement of the Governing Board provides a unique opportunity to get key stakeholders' views reflected in the Agency's activities.

At European level special emphasis will be given to strengthening the links to the European Institutions and the European level social partners. Relations to DG Employment will be a special priority. The work with the sectoral social dialogue committees will continue in 2014.

Close cooperation with other EU agencies within existing agreements will be a priority to ensure synergies between the actions of the different agencies.

| Outputs | |
|---|---|
| <i>Number of seminars, events etc. organised</i> | <ul style="list-style-type: none"> - Two Board meeting - Four Bureau meetings - Four Advisory Group meetings |
| Indicator | Target |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75% of participants satisfied</i> |
| <i>Engagement of stakeholders (degree of attendance)</i> | <i>60% of members</i> |
| Actions | |
| <ul style="list-style-type: none"> - Liaising between the Agency and its strategic network partners - Support to the Governing Board, Bureau, Advisory Groups and European stakeholders | |



Activity 6.2: Operational networking

The specific objective for this activity is to motivate the operational networks to take an active part in the delivery of the Agency's objectives.

Strengthening the connection with the focal points and their network will be a key priority for the operational networking in 2014 with the aim of ensuring fully operational focal points and tripartite networks in place in all Member States. 2014 will also be the first year of the implementation of the portfolio approach which will mean a new way of cooperating between the Agency and the focal points. An aim in a multi-annual perspective is to have the portfolio approach successfully implemented. One of the ways to achieve this is the organisation of a planning seminar in June. Tripartism in the focal point networks is another priority for the year and is an issue for on-going discussions.

Complementing the focal point network the Agency will continue its collaboration with DG Enterprise and the European Agency for Competitiveness and Innovation to engage with the Enterprise Europe Network which provides a good vehicle to reach small and medium-sized companies across Europe.

EU-OSHA has a clear role to play in promoting and protecting workers health and safety beyond the European Union. This work includes liaising with international organisations such as ILO, ISSA, WHO, and IALI. During 2014, the XX World Congress will take place in Germany, an event at which the Agency will have a strong presence.

In addition to this work with international organisations, EU-OSHA will continue to have links to non-Member State countries. These links are to share European practices and approaches in OSH to countries by whom we are approached, and to liaise with other States carrying out work in comparable areas to those in EU-OSHA's planning at project level to facilitate a greater breath of knowledge development (e.g. through the sharing of data and practices).

| Outputs | |
|--|---|
| <i>Number of seminars, events etc. organised:</i> | <ul style="list-style-type: none"> - <i>Three focal point meetings</i> - <i>8-12 OSH information sessions with EEN – subject to FoP requests</i> - <i>Participation in EEN annual conference</i> |
| <i>Focal points visited</i> | 6 |
| Indicator | Target |
| <i>Satisfaction with seminars, events etc. organised</i> | <i>75 % of participants satisfied</i> |
| <i>Engagement of stakeholders (degree of attendance)</i> | <i>80 % of members</i> |
| Actions | |
| <ul style="list-style-type: none"> - <i>Collaboration with Member States via focal points</i> - <i>Promoting tri-partite networking at the Member State level</i> - <i>Collaboration with international network partners</i> - <i>Collaboration with Enterprise Europe Network</i> | |



Activity 6.3: Corporate communications

The specific objective for the Agency's corporate communications is to make sure that the Agency's key audiences are aware of the Agency, its activities and products. Effective communication has a key role to play in the delivery of the Agency's mission, and as such is very much a part of EU-OSHA's core business.

In 2014, as part of its revised online strategy, the Agency will introduce a new corporate website aligned with its 2014-2020 multiannual strategic programme. It will also maintain and further develop its other corporate communication channels and vehicles. These include the press office including media monitoring; customer relations management and distribution; publications and corporate literature; and corporate promotion.

The annual report will remain the main vehicle for corporate reporting.

| Outputs | |
|---|--|
| <i>Online developments</i> | <i>New multilingual corporate website</i> |
| <i>Publications / products</i> | <i>Annual report 2013 (2014), corporate brochure (2014)</i> <i>Implementation of Agency publications programme</i> <i>Implementation of Promotional material programme</i> |
| <i>Number of press releases</i> | <i>10-15 covering all activities</i> |
| <i>Number of direct media contacts (articles, interviews, requests for information, etc)</i> | <i>70-90 articles / interviews covering all activities</i> |
| Indicator | Target |
| <i>Quality of website</i> | <i>75 per cent of users satisfied</i> |
| Actions | |
| <ul style="list-style-type: none"> - <i>Press Office</i> - <i>Implementing agency online strategy 2014</i> - <i>Implementing publications programme 2014</i> - <i>Implementing distribution programme</i> | |

Activity 6.4: Preparatory measures for the Western Balkans and Turkey

This activity is included for information purposes only.

The specific objective is to carry out preparatory measures for the Western Balkans and Turkey to facilitate future participation in the Agency's network and activities and stimulate cooperation between them

Activities towards this objective are funded by the Commission under a contribution agreement, IPA III programme. The programme started on 1 December 2011 and will run until end of November 2014.



In order to prepare candidate and potential candidate countries (Western Balkans and Turkey) to become full and active members of the Agency by the time they may join the EU support will be provided to strengthen the Focal Points and the national, tri-partite information networks, furthermore to facilitate participation in EU-OSHA's projects and initiatives.

| Actions |
|---------|
|---------|

- | |
|--|
| <ul style="list-style-type: none"> - <i>Development of Focal Points and national networks in the countries.</i> - <i>Organization of European Campaign activities.</i> - <i>Dissemination of Agency information materials in relevant languages</i> |
|--|

Activity 6.5: Preparatory measures for the collaboration of ENP countries with EU-OSHA

This activity is included for information purposes only.

The specific objective is to carry out preparatory measures for the collaboration of ENP countries with EU-OSHA.

Activities towards this objective are funded by the Commission DG DEVCO under a grant contract. The programme is expected to start on 1 January 2014 and will run until end of December 2015 for a duration of 24 months. The programme is a first step in engaging with ENP States in occupational safety and health, identifying the existing structures, actors, and processes, and building networks at national level that can interact with the EU structures. This model has been used and demonstrated effectively in pre-accession States.

The activities under the programme (e.g. identification of stakeholders, invitations to seminars at the EU-OSHA) form the basic and core work of the Agency. The activities will allow them to create a national focal point in each beneficiary country, to further develop their infrastructures on health and safety at work and include all relevant partners in the national information networks, making it thus possible to collect and disseminate useful health and safety information and present it on their national websites.

| Actions |
|---------|
|---------|

- | |
|--|
| <ul style="list-style-type: none"> - <i>Development of Focal Points and national networks in the countries.</i> - <i>Dissemination of Agency information materials in relevant languages</i> |
|--|



Corporate management

The strategic objective for this area is to ensure the Agency's ability to take effective and good governance and management decisions.

Management & control

The specific objective is to have an effective management and internal control system in place.

In 2014 special attention will be given to implementing the organisational changes following from the 2014-2020 MSP. This in particular means empowering staff to fill in their new roles in terms of managing cross-unit activities.

Under this activity, the key priorities are the implementation of the 2014 management plan and budget as adopted by the Board. Management will monitoring implementation closely and report to the Bureau of the Governing Board on a regular basis.

Further development of the internal control system and the management of data protection and business continuity will continue in 2014. In 2014 particular attention will be given to the following Internal Control Standards (ICSs):

- ICS 3: Staff allocation and mobility,
- ICS 4: Staff evaluation and development,
- ICS 6: Risk management process,
- ICS 8: Processes and procedures,
- ICS 9: Management supervision,
- ICS 10: Business continuity.

| Indicator | Target |
|--|---|
| <i>Degree of implementation of the 2014 management plan</i> | <i>100 per cent</i> |
| <i>Number of very important/critical internal audit recommendations implemented within deadline</i> | <i>80 per cent of recommendations due in 2014</i> |
| Actions | |
| <ul style="list-style-type: none"> - <i>Management of the Agency</i> - <i>Promotion of effective and efficient Internal Control at the Agency and effective implementation of recommendations from the Internal Audit Service and the Court of Auditors</i> - <i>Coordinating the Agency's data protection and business continuity work</i> - <i>Risk management</i> | |

Legal advice

The specific objective is the provision of quality legal advice to the Agency in all its area of activity.

The objective will be reached via the provision of legal advice to the development and review of various internal procedures as well individual cases.



| |
|--|
| Actions |
| - Provide legal advice in all the areas of the Agency's work |

Programming and evaluation

The specific objective is to provide good quality programming, monitoring and evaluation information with the involvement of relevant stakeholders.

In 2014 special attention will be given to the implementation of the monitoring and evaluation framework adopted together with the 2014-2020 MSP. This will include regular information to management, the Bureau and the Governing Board about progress in implementing the MSP and the annual management plan. Furthermore, planning action for 2015 and 2016 will be carried out.

The evaluation plan for 2014 will be implemented and follow-up on previous evaluations will be implemented in accordance with agreed action plans.

Another priority for 2014 is the implementation of Activity Based Management to improve the decision-making information.

| | |
|---|---|
| Outputs | |
| <i>Number of publications published:</i> a) <i>Corporate publications</i> | - <i>Annual Work Programme 2015 (2014);</i> - <i>Activity Report 2013 (2014);</i> - <i>Three progress reports to Board/Bureau (2014);</i> - <i>2015 Evaluation Plan (2014)</i> |
| Indicator | Target |
| <i>Number of accepted evaluation recommendations implemented within deadline</i> | <i>80% of recommendations due in 2014</i> |
| Actions | |
| - <i>Coordination of planning, monitoring and evaluation activities at the Agency in relation to the work programme and Activity Based Management</i> - <i>Participation in the inter-agency performance development network</i> | |



Administrative support

The strategic objective is to ensure a sound management of the human and financial resources of the Agency and enhance the level and quality of support provided to the rest of the Agency. The overall goal is to support the achievement of the objectives defined in the Agency's Multi-annual Strategic Programme and its management plan for 2014.

In 2014, specific attention shall be given to the particularly challenging context which includes the implementation of the new Staff Regulations, the financial framework regulation and a new multi annual-financial framework which will significantly limit the budget and staff resources available over the period 2014-2020.

EU-OSHA experienced staff puts the Agency in a strong position to deliver the management plan for 2014. External challenges require a strategic positioning of the Human Resources function, working with managers and staff. The Commission engagement supported by the Council in the Framework of the multi-annual Financial Framework 2014-2020 foresees a reduction of 5 per cent of the posts in the establishment plan over the period 2013-2017, and points to the need for more detailed workforce planning in conjunction with learning and development, recruitment as well as the development of a competency model which is geared to the current and future challenges.

In this context, the Agency is more than ever committed to social dialogue and gives a high priority to close involvement of staff representatives in the relevant areas as well as keeping the Governing Board informed.

In 2014, the Agency shall have an Activity Based Budgeting tool in place and shall adopt a new Financial Regulation together with new financial implementing provisions in line with the Commission financial regulation dated October 2012 and the Financial Framework regulation adopted on 30 September 2013. By then the Agency shall also revise procedures and templates in force accordingly.

In 2014, special attention will also continue to be paid to ensuring timely and reliable financial accounting and reporting systems. The excellent record as reported by the IAS and the Court of Auditors over the past 4 years shall be preserved.

Furthermore, the provision of the services of a general nature needed for the Agency's operations, including information and communication technology services, as well as proper document management tools will be ensured. Following positive completion in 2013 of the market survey and negotiation procedure as well as the signature of the new lease contract and completion of the necessary fitting out works in 2013, the Agency will operate in new premises as from the beginning of 2014. The change of premises will provide better working environment to Agency staff, experts and stakeholders working at the Agency and will also reduce significantly the administrative expenditures related to the rent and other building related costs (security, electricity, cleaning, communal charges), etc.

IT developments will include an ABB solution; new extranet, intranet and collaborative working platform, replacement of Adonis, new website statistical software, upgrading of a number of ICT tools. It is also expected that the Agency could benefit from the implementation of an IT based contract management system.



| Indicator | Target |
|---|--|
| <i>Staff satisfaction</i> | <i>75 per cent</i> |
| <i>Vacancy rate</i> | <i>0-10 per cent</i> |
| <i>Percentage of budget committed/paid</i> | <i>95 per cent/90% T1/80% T2/ 70% T3</i> |
| Actions | |
| <ul style="list-style-type: none"> - <i>Manage Agency's human and financial resources in a cost efficient and timely way</i> - <i>Ensure accurate and timely HR services and offer opportunity for managers and staff to further develop and improve its competencies and skills; develop a competency model</i> - <i>Adapt the Agency implementing rules to the reform of the Staff Regulations requirements</i> - <i>Deliver draft budget, 'fiche financière', legislative financial statement, amending budget and monthly budgetary reports as well as annuals accounts in compliance with the rules</i> - <i>Ensure timely execution of payment and verification of commitments and payments.</i> - <i>Move to new premises, if procedure initiated in 2013 is positively concluded. Maintain the Agency premises</i> - <i>Implement the ABB successfully as from the 2014 management plan</i> - <i>Implement successfully an electronic contract management tool</i> - <i>Adopt and successfully implement a new Agency financial regulation and its implementing rules</i> - <i>Participate in the Interagency Heads of Administration network</i> - <i>Maintain, operate and administer the Agency ICT communication infrastructure and services</i> - <i>Ensure full completion of the deployment of the documentation management system, Virtua</i> | |