



European Agency for Safety and Health at Work (EU-OSHA)

2009 Annual Management Plan & Work Programme

Bilbao, December 2008

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1. Introduction

Promoting a preventive occupational safety and health culture to make Europe's workplaces safer, healthier and more productive is the vision of the European Agency for Safety and Health at Work (EU-OSHA). This is done via collection, analysis and dissemination of information on safety and health at work. The current annual management plan outlines the activities for 2009 which are all closely linked to the multi-annual objectives defined in the EU-OSHA Strategy 2009-2013.

Tri-partism is one of the basic values for the work of EU-OSHA and this document has been discussed in the different tri-partite fora established by the Agency, including its Board, Bureau and Advisory Groups, as well as the focal point network.

The activity level for 2009 has had to be adapted to the cut in EU-OSHA's budget from 2008 to 2009. The reduction in available resources has obliged the Agency to reconsider the dimensions of its different activities as the potential of efficiency measures has already been exploited to the maximum following the enlargements since 2004 which were not fully compensated in terms of resources.

The activities in chapter 5 are presented in five different sections – or areas. However, it is important to stress that there are strong connections between work being done in the different areas. The findings of the European Risk Observatory provide an important basis for the good practice work under the working environment information area. And the products resulting from the work of the risk observatory and working environment information areas are the basis for the work in the area of communication, campaigning and promotion. An example is the European Campaign work where the risk observatory clarifies what the issues at stake are. Then, in the working environment information area, solutions are identified before the campaign on awareness of the risks and solutions is undertaken in the communication, campaigning and promotion area.

This Annual Management Plan implements the first year of the five-year EU-OSHA Strategy 2009-2013. In the EU-OSHA Strategy the long-term objectives of the different areas are outlined and also the links to the Community Strategy on OSH.¹

Key objectives for 2009 include:

Second campaign year of the European wide campaign and week on Risk Assessment

In 2009, the Healthy Workplaces campaign on risk assessment will enter its second and final year. In 2008, the emphasis of the campaign will have been on stakeholder engagement, awareness raising and the identification of good practice. In 2009, the focus will shift to the recognition of good practices, with the presentation of the campaigns good practice awards, and the subsequent promotion of implementation of these and other good practices identified in the first year of the campaign. In addition, campaign activities will be topic based with more of a local and sector dimension

The European Risk Observatory: anticipating change

The aim of the Observatory is to anticipate change so that Europe is better equipped to prevent new and emerging risks. The European Risk Observatory took its first steps

¹ Communication from the Commission to the Council and the European Parliament, "Improving the quality and productivity at work: Community strategy 2007-2012 on health and safety at work".

in 2006-08 by preparing a series of four expert forecasts on new and emerging risks. These forecasts identified a series of topics that are, in turn, being investigated further by means of literature surveys, research reports, policy and practice overviews and quantitative data collection. To build on these activities, in 2009 the Observatory will initiate a forecasting exercise to identify new OSH risks that may arise over the next ten years due to demographic, scientific, technological, societal or economic changes. This year will also see the crucial phase of the European survey of enterprises on new and emerging risks (ESENER): fieldwork and first results. An integral part of all the Observatory's tasks is the engagement with its target audiences: policy-makers and the research community. This is achieved via its dedicated website, paper and electronic publications, and –especially– through workshops aimed at sharing information and stimulating debate. The Observatory will also continue to encourage national health and safety research institutes to set joint priorities, exchange results and include occupational health and safety requirements in research programmes, as requested by the new Community Strategy.

In chapter 5, a complete overview of the Agency's planned activities for 2009 is presented. The detailed plans to implement the actions have been prepared in close collaboration with the three Advisory Groups (European Risk Observatory, Working Environment Information and Communication, Campaigning and Promotion) with representatives from the Board interest groups, and with the focal points.

Jukka Takala,
Director

2. EU-OSHA mission and vision

The Annual Management Plan has been prepared on the basis of the mission, vision and strategic goals presented below and agreed in EU-OSHA's five-year strategy 2009-2013.²

2.1. Mission and vision of EU-OSHA

The following **mission statement** defines what EU-OSHA does:

EU-OSHA is the European Union organisation responsible for the collection, analysis and dissemination of relevant information that can serve the needs of people involved in safety and health at work

The mission statement is complemented by a **vision statement** expressing what EU-OSHA aims to achieve:

It is the vision of EU-OSHA to be the European centre of excellence for occupational safety and health information, promoting a preventive culture to support the goal of making Europe's current and future workplaces safer, healthier and more productive

2.2. Strategic goals of EU-OSHA

Within the framework of Council Regulation (EC) No 2062/94 of 18 July 1994 with later amendments³ and in the context of the mission and vision taking into account the resources available and the institutional context of the Agency, six strategic goals have been defined for the strategy period 2009-2013.

The goals are:

- *To raise awareness of occupational safety and health risks and their prevention*
- *To identify good practice in occupational safety and health and facilitate its exchange*
- *To anticipate new and emerging risks in order to facilitate preventive action*
- *To promote Member State cooperation on information sharing and research*
- *To promote networking to make the best use of occupational safety and health resources in Europe and beyond, and*
- *To make EU-OSHA a leading exemplar in social and environmental responsibility*

² Source: "EU-OSHA Strategy 2009-2013. Draft", October 2008.

³ Amended by Council Regulations (EC) No 1643/95 of 29 June 1995, (EC) No 1654/2003 of 18 June 2003 and (EC) No 1112/2005 of 24 June 2005

Whereas the first five goals guide EU-OSHA's work in relation to the outside world, the last one relates to EU-OSHA as an organisation.

Activities in this Annual Management Plan have been selected to contribute to the achievement of the strategic goals, to the realisation of the vision, and guided by the mission. The EU-OSHA Strategy also includes a number of values about how the Agency works which have guided the design of activities and will guide their implementation.

3. General objectives for the Agency

The general objectives for EU-OSHA have been defined in the five year EU-OSHA Strategy, 2009-2013 and describe the impacts and results the Agency aims at achieving in the different mission-related activity areas over the strategy period.

They are based on an assessment of how best to contribute to the realisation of the vision of EU-OSHA and the achievement of its strategic goals. In addition to the area of Administrative Support, four mission-related activity areas have been established. The area structure ensures a coherent framework for objective setting, resource allocation, organisation of the Agency and reporting/follow-up.

Table 1: General objective for EU-OSHA, 2009-2013 in the mission-related areas

European Risk Observatory (ERO):

To identify new and emerging risks. The results achieved by the ERO are highly dependent on actions outside its immediate field of influence. However, its objective is to achieve the following over the period of the Agency Strategy:

- Providing reliable and comprehensive information on new and emerging risks, and
- Providing information which is useful and relevant for its key target audience: policy-makers and the OSH research community. Whenever scientific knowledge permits, the key issues will also be communicated to OSH practitioners in an appropriate format.

Working Environment Information (WEI):

To help people involved in OSH develop a risk prevention culture via the identification and exchange of good practice in OSH.

This general objective includes the following more precise aims:

- Identifying good practice in OSH and facilitating its exchange
- Analysing success factors in good practice
- Collecting, analysing and making available information on preventing work-related illnesses and accidents, and
- Covering both workplace-level and intermediary-level practices.

The results to be achieved in the WEI area are:

- The provision of practical and user-friendly information on prevention of work-related illnesses and accidents.

Communication, Campaigning and Promotion (CCP):

To maintain and develop EU-OSHA's position as the European reference point for information on OSH issues, and to ensure that EU-OSHA and its network are able to deliver targeted and timely information in order that preventive actions can be taken. EU-OSHA's communication, campaigning and promotion activities should add value by:

- consolidating efforts via an overall marketing plan,

- engaging in well-targeted communication and promotion projects and campaigns,
- by ensuring high levels of engagement from traditional and new partners,
- by assessing user satisfaction levels and identifying areas for improvement through monitoring and evaluation actions and;
- by surveying public perceptions of OSH issues.

Objectives as regards results over the period of the Strategy are to reach the target groups defined for the different Agency activities.

Networking and coordination

To develop and maintain EU-OSHA's strategic and operational networks in Europe and beyond, and for these networks to add value to the work of the Agency, by increasing the relevance, the efficiency and/or the effectiveness of EU-OSHA's activities.

While it should be recognised that results in this area depend to a large extent on the co-operation of network partners, objectives for the Strategy period are:

- for national, tri-partite networks to provide quality input to EU-OSHA activities, and contribute to the effective dissemination of EU-OSHA information via the Focal Point network;
- for Agency activities to be made more relevant, through the involvement of network partners in the Agency's planning work;
- for awareness of EU-OSHA and its activities to be increased among key audiences through co-operation with and commitment from networks (including Board members, Focal Points, European partners);
- for an increase in the exchange of good practice and research information between Agency network partners (on the Member State, European and international level).

In addition, EU-OSHA's objectives in this area include ensuring that it operates within the existing legal framework in the most efficient possible way, and ensuring the effective operation of EU-OSHA through adequate operational management systems.

4. Financial and human resources

In order to make possible the implementation of the actions in chapter 5, the human and financial resources outlined below will be needed.

Human Resources (staff)

Area	Temporary staff
European risk observatory	7,3
Working environment information	7,3
Communication, campaigning and promotion	11
Networking and coordination	7,3
Administrative support	11
Total	44

The human resource figures include posts covered by the establishment plan.

Financial Resources (operational expenditure)

Area	Total (EUR)
European risk observatory	1.987.000
Working environment information	799.000
Communication, campaigning and promotion	3.358.909
Networking and coordination	1.175.091 + pm (CARDS and IPA)
Administrative support	n.a.
Total	7.320.000 + pm

In addition the following figures are foreseen for titles 1 and 2.

Titles 1 and 2:

Title	Total (EUR)
Title 1	5.177.292
Title 2	1.542.910

5. Work programme 2009

The Agency's work is organised around four mission-related areas:

- European Risk Observatory
- Working environment information
- Communication, campaigning and promotion
- Networking and coordination

In addition, support functions are organised within the area:

- Administrative support

On the following pages, objectives and actions for the five areas are outlined. It should be noted that objectives and performance indicators as regards impacts are defined in the EU-OSHA Strategy whereas the annual work programme focuses on outputs. In addition, a number of actions are not limited to one year. In the following it is indicated which part of an action stretching over more than one programming year, will be carried out in 2009.

5.1. Area 1 – European Risk Observatory

The European Risk Observatory (ERO) aims to identify new and emerging risks. In order to achieve this, it will give an overview of safety and health at work in Europe, describe the trends and underlying factors, and anticipate changes in work and their likely consequences for safety and health. Additionally, it aims to stimulate debate and reflection among the Agency's stakeholders and to provide a platform for debate between policy-makers at various levels. The Observatory's tasks are therefore structured around those key objectives, and in 2009 the following tasks will be implemented:

1. Forecasting methodology for new and emerging risks
2. Review and analysis of research
3. Identification and analysis of trends – “OSH in figures”
4. Sharing knowledge and stimulating debate
5. European survey of enterprises on new and emerging risks (ESENER)
6. Fostering research on new and emerging risks at EU level

Task 1: Forecasting methodology for new and emerging risks

Objective

The Community Strategy has identified ‘risk anticipation’ as the key task for the ERO. On the basis of the work carried out during 2008 to review existing models and develop a suitable methodology, the ERO will start with the implementation of a medium-term forecast (ten-year time horizon) to identify new OSH risks that may arise due to demographic, scientific, technological, societal or economic changes.

Performance indicators

- Review of existing forecasting models
- Expert workshops to identify drivers of change impacting on OSH

Additional information on actions

Although the exact activities will depend on the methodology validated in 2008, the first phase is likely to involve a review of literature and of the results of existing forecasting studies and a series of expert workshops to identify a preliminary set of the main drivers of change that will impact on OSH over the next 10 years. This may be followed by a questionnaire-based survey to ask experts in OSH and other relevant fields about their views on the relative importance and possible impact of these key drivers on occupational safety and health. In a second phase (2010), scenarios will be developed to describe how these key drivers could evolve, impact on OSH, and create new and emerging risks and, if possible, will be consolidated with analytical data. The work will be carried out in close co-operation with the European Risk Observatory Advisory Group (EROAG).

This activity will represent a major development for the ERO over the 2009-10 period, and will require significant human resources and the organisation of a number of workshops to achieve a broad consensus and a sound scientific basis.

Actions in following years

Based on the 2009 activities, the second phase of the forecast –development of scenarios– will take place in 2010.

Task 2: Review and analysis of research

Objective

The objective of this task is to use the systematic collection and analysis of research to ensure an ongoing observation of new and emerging risks, as outlined in the Community Strategy on Safety and Health at Work 2007-2012 with the aim of the information being used at national and international level.

Performance indicators

- Three research reviews exploring the occupational safety and health women at work, self-employed workers, and emergency workers.

Additional information on actions

- The ERO will commission literature reviews within the following topic areas:
 - To describe and analyse research on the trends related to the occupational safety and health of women at work, identifying new and emerging risks affecting them. This project will complement the preliminary steps for data collection carried out under Task 3, below, and therefore also aims to provide answers to the concerns expressed in the Community Strategy (§5.3).
 - To describe and analyse research on the trends related to the occupational safety and health of self-employed workers. The increase in self-employment is identified by the Community Strategy as a challenge in the field of OSH (§2), and this literature review aims to provide an overview of the state of knowledge on this issue.
 - The safety and health of workers involved in the response to major accidents, emergencies and disasters (such as fire-fighters, emergency medical staff, or police). This issue has been identified as a priority by the Risk Observatory Expert Group, and also the subject of a workshop at the EU-US 2007 summit.

These literature reviews are intended as a first exploration of a topic, requiring a small amount of financial and human resources, and possibly leading to a larger project if the findings support the need for additional investigations.

Actions in following years

The identification of new and emerging risks must be ongoing, so it is foreseen that the Observatory will continue to identify and address relevant topics. This includes particularly the issues identified in the Community Strategy, and preparatory work for the Healthy Workplaces campaigns.

Task 3: Identification and analysis of trends – “OSH in figures”

Objective

To describe and analyse the trends that may affect occupational safety and health, focusing on specific topics, sectors or groups at risk.

In 2009, the ERO will take preliminary steps for data collection with regard to the risks faced by women at work (project scheduled for 2010). These preliminary steps will focus on the identification of relevant data sources, including consultation of focal points, and the development of a Single Entry Point on the Agency’s website.

Performance indicators

- Single Entry Point with an overview of the information available on the topic, including research and good practice (in coordination with the Work Environment Information area)
- Identification and analysis of the available data sources

Additional information on actions

These preliminary data collection activities will be complemented with a literature review and selected case studies illustrating the impact on new and emerging risks affecting women at work (see Task 2, above), and will build upon the Agency’s 2003 report on “Gender issues in safety and health at work” and on work carried out recently by Eurofound⁴. This project seeks to review in depth what risks women are exposed to at work and what the consequences of these exposures are both in the short-term and in the long-term. This is specifically requested by the Community Strategy: “The European Agency is invited to draw up, through its risk observatory, a report examining the specific challenges in terms of health and safety posed by the more extensive integration of women (...). It will help to pinpoint and monitor trends and new risks and identify measures which are essential” (§5.3). “The number of women at work is also continuing to increase – a fact which often goes hand in hand with the segregation of the sexes in the workplace. Better account must therefore be taken of those aspects of health and safety which specifically affect women” (§2).

The Agency will continue to co-operate with Eurostat and Eurofound to avoid any duplication of work, and ensure the quality of its data collection and analysis

⁴ “Gender and working conditions in the European Union” (2007, findings from the fourth European Working Conditions Survey)

activities. Both organisations are represented in the ERO Advisory Group, and contribute data and advice for the publications prepared under this task.

Actions in following years

Data collection will be carried out in 2010 using the resources identified during 2009. The specific risks identified through this task will be followed up with further research reports, good practice promotion or awareness-raising activities, depending on the nature of the risks and the state of knowledge. The data collected on exposures and outcomes in 2009 and previous years will feed into a 2010-11 project to review the existing scientific methodologies to assess the occupational component of the burden of disease.

Task 4: Sharing knowledge and stimulating debate

Objective

To share the outputs of the Observatory, stimulate debate about its findings, and ensure the relevance of the Observatory's current and future work programme for its target audience to raise their awareness of the risks identified.

Performance indicators

- Effective communication of the Observatory's findings to the relevant stakeholders, using various communication channels, e.g.:
 - *OSH Outlook*: overview for policy-makers and the research community
 - Factsheets and PowerPoint presentations for dissemination of major reports: workplace intermediaries
- Workshops bringing together stakeholders and experts to consolidate the findings of the Observatory and identify priorities for future work by the Observatory, and possible areas for action by policy-makers.
- Publication of articles: in social partners' publications, scientific journals, practitioners' newsletters, and other relevant media.
- Presentations at stakeholders' seminars, researcher and practitioner conferences, and for relevant Commission bodies

Additional information on actions

- Workshops are planned to follow up the outputs from the work carried out in 2008, such as:
 - Violence and bullying
 - Chemical emerging risks

Task 5: European survey of enterprises on new and emerging risks (ESENER)

Objective

Successful implementation of Phase III of the enterprise survey on psychosocial risks consists in carrying out fieldwork and presentation of initial results. Telephone interviews with OSH managers and H&S representatives will be carried out in between 500 and 1,500 enterprises in at least each of the 27 EU member states. Additionally, subject to budget availability, two EFTA countries (Switzerland, Norway) and two Candidate countries (Turkey, Croatia) will be included. Both the public and private sectors are covered in the survey. Close co-operation with Eurofound has benefitted the survey's design phases in 2008, and an agreement has been signed by the two agencies in order to collaborate on the sampling strategy for the EU-OSHA and the Eurofound enterprise surveys.

Initiation of Phase III depends on availability of budget and is subject to satisfactory completion of Phase I in 2007/8 (design of methodology and questionnaire) and Phase II in 2008 (translation of questionnaires and development of sampling strategy).

A procurement process will be launched to carry out secondary analyses in 2010.

Performance indicators

- Initial results demonstrate that the survey will be effective in answering the basic questions posed at the outset of the project.
- The stakeholders' needs identified during the design phase (in 2008) are met.
- The data collected meet methodological quality criteria so that they may be used by researchers for secondary analyses, giving rise to publications in peer reviewed journals (2009-2010).
- From the survey results, practical measures to reduce psychosocial risks are identified for discussion by the relevant actors in occupational safety and health. Over the following years, the findings can be used to guide the development of practical tools and programmes, better targeted to meet enterprises' needs, and to raise awareness about good practice solutions.

Additional information on actions

The EROAG will continue to play a central role in steering the project and will be involved particularly in the presentation of initial results. Phase III of the survey is expected to require €1,500,000 to cover the above tasks for the EU-27.

Actions in following years

Dissemination of the main results from the survey will be carried out in 2009-10, engaging the relevant stakeholders at European, national and sector levels as appropriate. Research reports based on secondary analysis of the data will be produced from 2010 onwards.

Task 6: Fostering research on new and emerging risks at EU level

Objective

To contribute to a concerted EU approach to research into occupational safety and health as stressed in the Community Strategy on Safety and Health at Work 2007-2012. This should be achieved by encouraging national health and safety research institutes to set joint priorities, exchange results and include occupational health and safety requirements in research programmes. The Agency will also support the Commission in its objective of encouraging Member States and the social partners to promote the practical, rapid implementation of the results of basic research by making simple preventive instruments available to enterprises and in particular to SMEs.

Performance indicators

- Communicate the main conclusions of the Observatory's products to the research community so that they may follow them up (e.g. with the preparation of research proposals to, for example, the 7th Research Framework Programme or the European Social Fund)
- Participation of key OSH research institutions and Commission representatives in workshops to facilitate the co-ordination of research efforts, and establish links with partners in related research fields (e.g., public health, economics, environmental health, etc.)

Additional information on actions

- At the request of the European Commission, the Agency initiated some co-ordination efforts in 2005-06 to increase the visibility of OSH within the 7th Research Framework Programme. This led to the publication of a report on OSH research priorities for the EU-25, and a series of seminars to bring together the major OSH research institutions in the EU, together with existing networks such as Perosh (Partnership for European Research in Occupational Safety and Health) and NEW OSH ERA. The ERO will continue to co-ordinate this *research seminar series* to facilitate communication between the relevant European Commission DGs and the OSH research community, holding at least one co-ordination seminar. Although it depends on the degree of interest shown by the research community, the seminar will probably focus on further research needed to address combined exposures, to follow up the three ERO literature reviews on combined exposures carried out in 2008. These effort to stimulate OSH research activities and co-ordination are also supported by the workshops organised under Task 4, above. A small amount of financial and human resources are invested in these activities, as research organisations are expected to show a degree of commitment by funding their own travel and accommodation for the seminars. In order to emphasise the integration of research activities, the seminar may be co-organised with NEW OSH ERA (see below).
- The Agency, through its ERO, will continue to play an active role within NEW OSH ERA ("*New and Emerging Risks in Occupational Safety and Health* -

Anticipating and dealing with change in the workplace through coordination of OSH risk research”), which will move into its final phases: planning and development of joint activities and launch of calls for proposals for trans-national research activities. The Agency’s role in the project consists in promoting the setting of priorities for a future joint OSH research programme on new and emerging risks, facilitating the communication between the NEW OSH ERA Consortium and EU policy-makers and social partners, and disseminating the results. The consortium’s website can be found at <http://www.newoshera.eu>. The Agency receives no direct funding from the consortium, but NEW OSH ERA has lent a Seconded National Expert (SNE) to the ERO in order to carry out the tasks foreseen for the Agency in the NEW OSH ERA work programme.

5.2. Area 2 – Working Environment Information

The objective of this area is to promote Member State co-operation on information collection and research, and the sharing of knowledge on good practice solutions at the workplace level.

The following tasks will be implemented in 2009:

1. Technical assistance to European Campaigns
2. New and continuing topics and activities (other than European Campaigns)
3. Sharing knowledge and stimulating debate
4. Topics to be revisited and updated

On the next pages the plans for these tasks are presented.

Task 1: Technical assistance to European Campaigns

European Campaign 2008 -2009 on Risk Assessment (Major Project)

Objective

To contribute to improve risk assessment and its practical implementation. The need for this improvement was identified in 2004 in a Communication from the Commission on the practical implementation of the provisions of the Framework Directive 89/391, and the five ‘daughter’ directives. The review found that:

- There is general lack of awareness of what is required and how to carry out a risk assessment
- Risk assessment is often considered a ‘one-off’ action and is not sustained
- Risks are not analysed and evaluated collectively; as a result, separate measures are set in place with no coordinated approach to the analysis of conditions in the workplace
- Superficial risk assessments only identify ‘obvious and immediate risks’; long-term effects are not considered or are neglected, for example those caused by chemical substances
- Psychosocial risks and work organisation are rarely considered in risk assessment
- The efficiency of the measures is not sufficiently supervised by employers

To support the following beneficiaries:

- Employers, workers, safety representatives, OSH practitioners, OSH prevention services and others providing assistance and information at workplace level;
- SMEs and in particular micro-firms engaged in construction, agriculture, fishing, road transport, health care, cleaning, and hotels, restaurants and catering.

Intermediaries are an important target group including:

- Policy makers (European and national)
- Social partners (employer associations, worker/professional federations)
- Focal points and their networks
- European Institutions and their networks
- NGOs where relevant

The aim is to support employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders in improving the risk assessment prevention at workplace level by facilitating access to risk assessments tools and resources through the "Risk Assessment Resources database" developed by the Agency in 2008-2009 and promoted in 2009. An interactive risk assessment tool will be also developed and promoted in order to help companies in general and SMEs in particular to put in place the risk assessment process. Under 2009 work programme the Topic Centre will produce a case study report based on the Good practice awards material (the cases sent by the Focal Points for the Good Practice Award Competition 2008/09).

Performance indicators

- Publication of campaign products initiated in 2007 and 2008 (3 reports on: Assessing, eliminating and controlling risk; Diversity and risk assessment; and Mainstreaming OSH into business, and their related factsheets).
- Presentation of good practice information at EU or local/sector activities (workshops, seminars etc), organised in the framework of the campaign.
- Finalization of development of the interactive risk assessment tool for SMEs.
- Finalization of the good practice competition and technical input for the summit

Additional information on actions

- Support the promotion of information products developed by the Agency in the framework of the campaign (or in the past with significant risk assessment content), in particular in the high-risk sectors mentioned in the Community Strategy 2007-2012 and SMEs
- Support the exchange of recognised good practices identified in 2007 and 2008.
- Provide technical support in the preparation and planning of activities for dissemination and promotion of different products into the high risks sectors mentioned in the Community Strategy 2007-2012.

European Campaign 2010-2011 on Maintenance: information products (Major Project)

Objective

To prepare technical information products for the campaign on Maintenance. Maintenance affects every area of safety and health. Poor standards of maintenance are a major cause of occupational diseases and accidents. The campaign will stress the need for high quality standards of maintenance and highlight policies and practices aimed at improving these standards, pointing out at the links between good maintenance practices – care of material assets – and good health and safety performance.

The focus is on preventing harm to workers during the carrying out of maintenance activities, in particular relating to accident prevention, to tie in with the Community Strategy. Health protection will also be a significant minority content, particularly relating to asbestos and skin diseases

While the core message is on the safety and health during maintenance operations, preventing accidents and ill-health through maintenance is also a strong message. In this, issues such as maintenance of floors to prevent slips, the design of buildings to ensure that they can be maintained safely later on, and the maintenance of work equipment to prevent e.g. legionella all can be covered.

The beneficiaries are managers in SMEs, with the specific subset of managers in maintenance contractor enterprises. These managers may include down to 1st line supervisors. Secondary audiences include managers in enterprises who contract subcontractors to perform maintenance and workers themselves and their representatives (for awareness raising of risks, and for when they are involved in the risk assessment process)

Key messages:

- Manage your maintenance
- You have to assess and manage the risks of maintenance activity

Diversity issues need to be considered: There may be significant numbers of migrant workers employed by maintenance contractors in particular, and the perceived view is that maintenance tends to be carried out by older, male workers. Is this the case, given the changes in work organisation (e.g. multi-skilling of production line workers)?

The campaign will have sector focus in line with the Community Strategy, in particular relating to Agriculture, Construction, Fisheries, Health Care, and Transport but also perhaps the manufacturing sectors, e.g. engineering and food.

The psychosocial and work organisational aspects of maintenance need to be considered; e.g. maintenance under very tight scheduling, sub-sub-sub-contracting and precarious work. The campaign will refer to the 2008-2009 campaign on risk assessment, but will also be linked to previous campaigns – on MSDs, dangerous substances and the construction sector.

Performance indicators

- The development of campaign content material to support the primary beneficiaries of the campaign, specifically managers and workers in small and medium enterprises who carry out or procure maintenance work and intermediaries who will cascade the information down to the primary beneficiaries

- The production of material for raising awareness of the occupational safety and health risks to workers carrying out or affected by maintenance operations
- The production of material demonstrating the practical prevention of harm to such persons described above and success factors for good prevention derived from examination of existing cases and other material.

Additional information on actions

- The above material is anticipated to include reports on the practical prevention of workers' exposure to asbestos and other health effects during maintenance operations, fact sheets identifying the success factors in the prevention of harm during building maintenance and during the maintenance of work equipment and plant (based on a report being developed in 2008) and other material subject to budget.

Actions in following years

Information products will be finalized in 2010. In 2011 technical workshops for the summit meeting will be organized as well as the good practice award scheme followed up by a report and promotion of the award results.

European Campaign 2012-2013 (theme to be decided): information products

Objective

Pending Board decision on theme

Performance indicators

Pending Board decision on theme

Task 2: New and continuing topics and activities (other than European Campaigns)

Road Transport (Significant Project)

Objective

To support the implementation of the Community Strategy, where the transport sector is recognised as one of certain sectors that are still particularly dangerous. It includes a large number of SMEs and self-employed.

The activity will lead to the provision of information on good safety and health programmes and practices addressing the key OSH issues of the sector, including those highlighted in the Risk Observatory literature review on transport carried out under the work programme 2007, which provides an overview of drivers' occupational safety and health conditions.

The activity will support the exchange of good practice information in the sector and the sharing of experience, as well as provide good practice information to complement the Risk Observatory information.

The products being produced have different beneficiaries: some introductory good practice information suitable for employers and their safety staff, employees, including self-employed drivers, and the intermediary organisations of these groups; more detailed reports such as case studies for employers and their safety staff, intermediaries and policy makers, including those seeking to promote campaigns in this sector. The core of the material will be aimed at OSH practitioners and intermediaries.

Performance indicators

- Various reports started in 2008 finalised in 2009, specifically cases collected in 2008 will be analysed, and discussion and conclusions produced
 - Report covering campaigns and programmes to prevent risks in the sector,
 - Report covering good practice case studies to prevent risks to road haulage drivers
 - Report covering good practice case studies to prevent risks to passenger transport drivers
- Good practice web feature that will contain the links collected and resources developed in 2008 and 2009

Additional information

The focus of the tasks is on freight transport by road, including the transport of dangerous substances and the transport of persons. The aim is that the information is used at national and international level.

Economic incentives for prevention activities (Significant Project)

Objective

To provide information on the types of economic incentives most likely to be effective in order to promote OSH. The long term objective is to encourage economic investment in OSH good practices.

The Community Strategy recognises that there is a need to use economic incentives to motivate enterprises to apply good practice in their prevention work. Thus effective economic incentive models can help considerably to reach the objective of a 25% accident reduction. EU-OSHA will contribute to meeting this need by providing information on the types of economic incentives that are most likely to succeed.

The focus on external financial incentives will continue in 2009 and the Agency will start to look at economic incentives provided by public and private procurement. There is growing recognition among leading public and private sector clients of the OSH benefits for infrastructure and other major projects, and they are taking on a greater role and responsibility for setting the OSH standards for major projects. Thus larger organisations, who often have already good developed OSH management systems in place, can motivate smaller enterprises to better OSH standards via the supply chain. Taking into account the results of previous projects the Agency will start to develop information material that can help public and private clients to include OSH standards in their procurement procedures.

Performance indicators

- Organise two workshops with the economic incentives network
- Develop a new single entry point on economic incentives
- Develop guidance for organisations that can provide economic incentives on how to implement an effective incentive system
- Define the scope of a report on OSH in the supply-chain: private and public procurement

Actions in following years

Develop and implement an action plan to promote the report via the established network and develop more campaign material, such as a new web feature.

Monitoring and evaluation of the action plan; assessing the impact of economic incentives in preventing accidents and ill health.

Occupational Health Promotion (Significant Project)

Objective

An important aim of the Community Strategy on OSH is to encourage workers and their employers to adopt health-focused approaches to work. The Agency can assist in the achievement of the objective in the Community Strategy by collecting and disseminating useful information that will assist in the development of occupational health promotion campaigns. This, in combination with the strategy and Community public health programmes, will also assist individuals to make healthy lifestyle choices at work. Although the Agency's stakeholder networks will be engaged in the dissemination activities, in particular the Agency's work in this area will be closely coordinated with DG SANCO and its existing network.

Performance indicators

- Project plan for preparation, dissemination and promotion of information products and resources in subsequent years of the project.
- Collection of occupational health promotion (OHP) good practice online data.
- Collection of case studies on OHP among young workers and promotion of mental health at work.
- Involvement of stakeholders in information collection and awareness raising.
- Revised good practice web feature on OHP.

Additional information about actions

Information produced within this project will be targeted primarily at the workplace level and at those involved in the implementation of OSH measures: employers, workers, safety representatives, OSH practitioners, OSH prevention and insurance services, and others providing assistance and information at workplace level. Intermediaries will be an important secondary audience including: policy makers

(European and national), social partners (employer associations, worker/professional federations), focal points and their networks, European Institutions, such as the Commission (DG SANCO), networks such as the European Network on Workplace Health promotion (ENWHP), and relevant NGOs.

The Agency will facilitate exchange of good practice information through its promotional activities and involvement of its networks. Coordination of the project activities with stakeholders and relevant players involved in this field will be ensured through the WEAG-OHP consisting of representatives from the social partner groups, DGs SANCO and EMPL, ENWHP, ILO, WHO, etc.

Among others, links will be made to new, ongoing and former projects such as ageing workers, young workers, psychosocial risks, MSDs, transport etc.

Based on the results of 2009 activities, the project will be followed-up in 2010.

Mainstreaming OSH into education (Significant Project)

Objective

Integrating or 'mainstreaming' OSH into education is a key part of developing a prevention culture by teaching children and young adults about risk prevention in general and health and safety at work. This on-going project area aims to support the implementation of the Community Strategy goals on mainstreaming OSH into education, as well as to support and complement the work of the Advisory Committee on Safety and Health at Work ad hoc group on education and training.

The activities will provide good practice information for policy makers both in the OSH and the education fields and those closer to the classroom level who are involved in the promotion and implementation of risk education.

The activities will build on previous work by the Agency.

Performance indicators

- Completion by contractor of mainstreaming OSH into teacher training programmes – report started in 2008
- Contribute to the dissemination of the results of Agency mainstreaming products, for example mainstreaming OSH into the school curriculum and prevention of risks to young workers (both reports to be published in 2008); mainstreaming OSH into tertiary level education (due to be finished in 2009)
- Support and promotion of networks such as ENETOSH

Additional information

- Promotional work in this area could include through conferences and seminars, depending on the opportunities that arise. Promotional activities will be coordinated with activities in the communication, campaigning and promotion area

Task 3: Sharing knowledge and stimulating debate

Objective

To provide an information exchange and knowledge sharing platform for the key stakeholders from across Europe and give an opportunity to discuss challenges and future strategies on how to better tackle a range of OSH issues which have been the subjects of previous Agency attention but for which more recent information has become available. This should lead to improved awareness and knowledge of OSH among stakeholders on topics, sectors and priority groups as well as application of Agency information in practice. The specific issues addressed will, to a large extent, depend on stakeholder requests. Although in practice this task involves a diverse range of individual activities which can be classified as minor projects, collectively they assume the level of importance of a significant area of activity and have thus been grouped together under this task.

Examples of two areas of “follow-up” planned for 2009 in response to the request for attention highlighted by the Community Strategy and stakeholders, are as follows:

Health Care (Minor Project): The data collection for this area commenced in 2008, focusing on risks arising from needlestick injuries and also the risks to workers in care homes. In 2009, these products will be disseminated and promoted by presentations at seminars, workshops conferences and so on.

Cleaners (Minor Project): The information products developed under the 2008 work programme will be published and disseminated by presentations at seminars, workshops conferences and so on.

Performance indicators

- Successful roll-out of the 2008 products on Health Care and Cleaning Workers in 2009.
- Increased value of the good practice health care sector web-feature as a source of information on key hazards and risks in the health care sector, with material covering a broad variety of Member States, topics, occupations, and languages.
- Satisfaction of users with information provided on the Agency’s good practice section of the website.

Task 4: Topics to be revisited and updated

Objective

To ensure the continued relevance of this information via the further development of information prepared in the past and to continue the promotion of information products produced at an earlier stage to increase their impact. When doing this, particular attention will be paid to the Community Strategy objective to support SMEs, to focus on high risk sector and high risks and to take account of social and demographic change.

Although in practice this task involves a diverse range of individual activities which can be classified as minor projects, collectively they assume the level of importance of a significant area of activity and have thus been grouped together under this task.

Work on these activities will focus on two topics at a time, drawn from the Agency's existing portfolio, on a rolling basis. For 2009 the areas selected for review are the Agriculture and the Legislation sections of the website.

Agriculture is one of the sectors with the highest recorded accident rates and is specifically mentioned in the Community Strategy for attention. As well as from feedback from Board members and focal points, the Community Strategy on OSH identifies a target of 25% reduction in accidents and so a strong focus will be placed on the topic of Accident Prevention. Dangerous Substances, and their relationship to longer term health problems, will also form part of the review.

Legislation: The Community Strategy on OSH aims to support SMEs in the implementation of the legislation in force. To assist in this the Agency will continue its ongoing work to improve the legislation section of the Agency's website which will include updating the section with regard to new European legislation as well as increasing the website's overall user-friendliness. Moreover, additional links to national measures implementing European OSH directives will be added to this section. These information resources will be actively promoted via the networks and at conferences, seminars, and other events as well as in the Agency's newsletters.

Performance Indicators

- Production of a review report for the Agriculture sector. The report will include an update on available data on the prevalence and types of accident and occupational health issues impacting on the sector. The main focus of the report, however, will be on Good Practices in accident prevention and in care in dealing with dangerous substances.
- Positive feedback from clients on the quality and useability of the Legislation section of the website.

General continuous improvement of website content and accessibility (Minor Project)

Objective:

To develop the usability and content of existing areas in general on the Agency website which should lead to increased national and local use of the information.

Performance indicators:

- Addition to the web site of quality reviewed good practice information provided by third parties (e.g. enforcement authorities and sectoral organisations) to cover all member states, including those which have joined the EU since the original sections were created.
- Provision of Agency produced sector specific risk assessment and maintenance good practice content on the website to ensure continuity of existing Agency themes in the sectors.

- The Thesaurus will be further developed building on areas of required improvement identified in the 2008 work programme activities.

Additional information on actions:

- Focus of this work will depend on the areas of the website most in need of revision (often the oldest), and on those that are most relevant for current projects.

5.3. Area 3 – Communication, campaigning and promotion

Two principal objectives underpin the Agency's communication strategy. First, it aims at strengthening the Agency's role as the European reference point for information on OSH issues. And secondly, it focuses on ensuring that the Agency and its network are in a position to deliver the information that people need to the people that need it when they need it, taking into account existing infrastructures and their limitations at European and national levels.

The following tasks will be implemented in 2009:

1. Communication (corporate communications and visibility; website development; publishing activities and; monitoring and evaluation)
2. Campaigning: second year implementation of 'Healthy Workplaces: Good for You. Good for Business.' - a European campaign on risk assessment 2008-2009; Preparatory actions for 2010-2011 campaign on safe maintenance.
3. Promotion: Promotion and media relations, and; events, exhibitions and conferences.

In all three tasks, the Agency will work with its network of focal points (including a focal point campaign group), the Communication and Promotion Advisory Group and the expert Internet Group as well as with multiple external contractors.

Task 1: Communication : Corporate communications; website development; publishing activities, and monitoring and evaluation activities

Corporate communications

Objective

To maintain and develop the Agency's positioning as Europe's first reference point for 'quality-assured' information on safety and health at work. As in other areas of the Agency's work, the EU-OSHA network of governments and social partners have a central role to play in communication. In 2009, the Agency will continue to complement this with a communications network of additional partners at international, EU and national level to facilitate the dissemination of its information and messages to its varied audiences.

Performance indicators

- Corporate literature (online and in print) produced in selected languages; organisation and results of promotion actions; website visits; attendance at events; media coverage
- Results of surveys
- Evaluations
- Results of search engine optimisation and Google adwords promotion

Additional information on actions:

- Publication and dissemination of annual report, Agency strategy and annual management plan, and other corporate literature
- Ongoing refinement of Agency targeting and communication strategies based on user feedback;
- Promoting visibility of Agency online information via Google adwords and search engine optimisation;
- Improvement and/or development of new communication activities, services and tools to further promote the Agency mission;
- Creation and/or development of partnerships with key communication partners at international, EU (including EU Council presidencies), and national level to widely share and disseminate Agency information;
- Ensure consistency of Agency main messages in all Agency communications and campaigns;
- Improvement and development of multilingual communication and non-verbal communication tools such as Napo, the animated cartoon character.

Website development**Objective**

To establish and maintain the Agency website as the EU principal portal, for 'quality-assured' information on safety and health at work.

Performance indicators

- Content and technical developments;
- Results of surveys and benchmarking activities;
- Analysis of website statistics.

Additional information on actions

- Content developments:
 - Development of single entry points of the Agency's website by risk or sector;
 - Development of campaign websites;
 - Development of e-publications;
 - Development of news and events service.
 - Development of an online interactive risk assessment tool (see Working Environment Information area);
 - Coordination of translations and multilingual publishing

- Technical and services developments:
 - Implementation of tools and services aimed at further developing the agency website as a multilingual gateway.
- Review and enhance Agency-focal point/partner website strategy to optimise the network's online OSH information offer.
- Networking strategy to share technical and content developments, and disseminate Agency information on internet

Publishing activities

Objective

To publish high quality reports, factsheets, brochures, campaign material, corporate literature and other products that contribute to improving safety and health at work in the European Union.

Performance indicators

- Publications produced in selected languages
- Number of publications distributed and downloaded from website
- Results of surveys and feedback forms

Additional information on actions

- Copywriting and/or editing, translation and production of all Agency publications including:
 - Campaign material
 - Information reports on Working Environment Information and Risk Observatory findings
 - Corporate publications including the Agency's annual report
 - Multilingual factsheets, leaflets and brochures
 - Coordination of translation and multilingual publishing including language checking.
- Ongoing development of publication, distribution and targeting strategies and processes
- Ongoing development of editorial and design style guides

Monitoring and evaluation activities

Objectives

To assess satisfaction levels of the users of Agency information and identify areas for improvements. To assess the relevance, efficiency, effectiveness and added value of the European campaigns, in order to make better use of Agency resources and to

increase the impact of campaigning messages. To assess the presence of the Agency's activities in the media. To survey public perceptions of OSH. To review and evaluate the Agency's communication methods and approaches.

Performance indicators

- Website statistics and benchmarking activities;
- Online surveys;
- User panel surveys;
- Public opinion surveys;
- External evaluations of campaigning activities;
- Media coverage reports (online, print, audiovisual)
- Development of communication strategies and policies.

Additional information on actions

- Ongoing follow up of Agency website statistics (number of visits / single visitors / pages viewed / number of downloads)
- Implementation of the 3rd Agency online survey in 2009 to assess Agency website users' profiles, behaviour, satisfaction levels and identify areas for improvement.
- Implementation of the second Agency website benchmarking exercise to assess main quality standards of the Agency website (design, architecture, usability, accessibility, availability, capacity etc)
- Implementation of ad-hoc surveys of Agency user panels
- Implementation of pan European opinion surveys (see Task 2)
- Finalisation of interim external evaluation of Healthy Workplaces Campaign
- Media monitoring with online contractor, print media contractors as well as internal monitoring of online, print and audiovisual media results
- Development of a revised publications strategy as part of a cross-media approach to communicating OSH information.

Task 2: Campaigning: Second year implementation of 'Healthy Workplaces: Good for You. Good for Business.' - a European campaign on risk assessment 2008-2009; preparatory actions for 2010-11 campaign on safe maintenance

Objective

To promote the theme of risk assessment through a European campaign. A prevention approach based on risk assessment is one of the main pillars of the framework and other directives on occupational safety and health that underpin the Community OSH strategy. The Agency's campaign is focusing on communicating the general

principles of integrated risk assessment, its importance for effective prevention, and that risk assessment is both necessary and feasible. After a broad awareness raising action in 2008, in 2009 the campaign will develop a more sector and topic focused character at both EU and national level. The European Campaign Assistance Package of support to national focal points, launched in 2008 and which fosters the implementation of localised public relations, events and promotional actions in the 27 Member States, will be further developed and optimised. The Agency will work with both the Czech and Swedish Council Presidencies of the EU in further promoting the campaign's goals.

Concerning the subsequent campaign on safe maintenance (2010-11), the campaign strategy will be fine-tuned and the core campaign material and website will be prepared in 22 languages.

Performance indicators

- Campaign material distributed throughout EU and beyond in 22 languages; website visits; attendance at events;
- Media coverage (online, print and audiovisual)
- Number and profile of European partners signed-up to the campaign as well as quality of their activities
- Number of events / results of satisfaction questionnaires
- Website statistics
- Preparation of promotion material for the safe maintenance campaign

Additional information on actions

- Implement campaign strategy and media plan for second year of the campaign;
- Organise a good practice awards event and conference in partnership with the Czech Council Presidency of the EU;
- Promote the sharing and implementing of good practice developed in first year of the campaign;
- Stimulate and coordinate topic based activities with a local and sector focus;
- Provide support to national campaign activities through the European Campaign Assistance Package and the localisation of Agency public and media relations activities.
- Stimulate the development of OSH documentaries, animated features and photography through the implementation of an OSH cinema award and an OSH photographic competition.
- Promote the results of a pan-European survey on public perceptions of OSH
- Organise an OSH event as well as a European closing event of the campaign jointly with the Swedish Council Presidency of the European Union
- Establish strategic partnerships for the safe maintenance campaign

Actions in following years:

- Reporting and evaluation of the campaign;
- Further development of campaign themes in next campaign focusing on maintenance
- Implementation of safe maintenance campaign (2010-11)

Task 3: Promotion: Promotion, public affairs and media relations, and; events, exhibitions and conferences

Promotion, public affairs and media relations

Objective:

To ensure a broad and targeted dissemination of Agency information in order to make Europe's workplaces safer, healthier and more productive. To contribute to raising the position of OSH on European and national social and political agenda..

Performance indicators:

- Ongoing website and electronic promotion;
- Press and PR activities; media coverage
- Promotion of information projects and campaigns.
- Analysis of website statistics;
- Results of surveys

Additional information on actions:

- Daily updates of news & events service;
- Issuing of news releases and development of the Agency's online press room
- Monthly preparation and distribution of OSHmail – electronic multilingual newsletter
- Implement internal and external promotion models for each promotion action
- Develop and consolidate partnerships, including with EU networks such as the Enterprise Europe Network, EU Council presidencies, Commission services and representations, EU sectoral federations, social partners, NGOs and multinational companies in order to make the most of their relays to broaden and better target the dissemination of Agency information.

Events, exhibitions and conferences

Objective

To disseminate information about the Agency and its work and to promote discussion and debate of key safety and health issues through the organisation and participation in conferences, seminars, exhibitions and other events.

Performance indicators

- Events organised, number of participants; visitors to exhibition; literature distributed
- Results of surveys / satisfaction questionnaires

Additional information on actions

- Organisation of Healthy Workplaces campaign events – good practice awards and closing events, exhibitions, workshops and seminars;
- Organisation of stakeholder and partnership meetings to strengthen network communication
- Active participation in selected European and international conferences and exhibitions by providing Agency speakers and / or an Agency stand
- Actively support selected conferences and events, including ILO World Day for Safety and Health at Work (28 April)
- Participation through the distribution of Agency literature – at selected European, international and national events

5.4. Area 4 – Networking and coordination

The Agency aims at having an effective and efficient network structure to support it in achieving its mission. A number of networks has been established, some directly linked to other activities in this work programme. The networks covered by this section involve the 84 member Board and 11 member Bureau, the focal points in the 27 Member States, the 4 EFTA countries and in the countries involved in the pre-accession programmes, and a number of international partners.

Under this area, tasks aimed at ensuring an effective and efficient operation of the Agency (the task on ‘Strategy and planning’) and that the Agency activities are legal (the task ‘Legal affairs’) are also important elements in ensuring the implementation of the Agency’s mission.

In 2009 tasks under Area 4: Networking and coordination will include:

1. Agency governance
2. Focal point network
3. European networking
4. International networking
5. Preparing for enlargement
6. Strategy, planning, monitoring and evaluation
7. Internal legal advice
8. Translation

Task 1: Agency governance

Objective

Provide secretarial support to enable the efficient and effective operation of the Agency’s Governing Board and Bureau.

Performance indicators

- Meetings successfully completed
- Documentation for decisions to be provided at least two weeks before requested decision has to be taken
- Actions taken to ensure a closer involvement of Board members in the Agency’s activities.

Actions

- Ensure close involvement of the Board and Bureau in the preparation of strategic decisions

- Keep the Board and Bureau informed on progress in the implementation of the Board and Bureau's decisions.

Task 2: Focal point network

Objective

To coordinate and strategically develop EU-OSHA's focal point network with a view to support the development of high quality EU-OSHA products and the development of well-functioning national tripartite networks. This includes the provision of effective working arrangements between EU-OSHA and the focal points and ensuring the involvement of the focal points and their national network partners in EU-OSHA's activities as needed.

Performance indicators

- Level of involvement of focal points and national network partners in programming, implementation and dissemination of EU-OSHA activities and products.
- Enhanced capacity of focal points and national networks.
- Strengthened communication with the national networks.
- Number of focal point meetings; number of focal points attending.
- Number of uncompleted tasks in the focal point work plans.
- Timely information to focal points about upcoming tasks.
- Timely focal point responses to EU-OSHA consultations.

Actions

- Hold three focal point meetings with the focal point network.
- Provide training and support to strengthen the network identity, i.e. provide for more opportunities of inter-focal point discussions and encourage focal point – focal point networking and focal point – national network cooperation.
- Deepen contacts with the focal points and their national networks, including also bilateral meetings and visits to the focal point host organisations.
- Develop a system and means to communicate more directly with the national network members where appropriate. The focal points will be involved in this communication.
- Develop a tool to oversee performance and development of focal points, including national networks.
- Discuss with focal points timetable and their expected contribution to the Agency's activities and information projects in 2010.
- Consult focal points on draft work programme 2011.

Task 3: European networking

Objective:

To coordinate relations between the Agency and the EU institutions with a view to facilitating exchanges and information flows in both directions, in particular with the European Commission and the European Parliament.

To promote the work of the Agency in Brussels and Luxembourg with the other EU institutions and also with the other decentralized European agencies.

To raise the profile of the work of the Agency not only within the EU institutions, but with the entire Brussels-based presence of employer and trade union organizations, interested stakeholders, non-governmental organizations, lobbying and advocacy bodies and the European and international press corps.

To ensure the EU dimension to as many Agency activities and products as possible through the provision of systematic back-up and support to the Agency's campaigning and publication work, its good practice activities and the work of the European Risk Observatory, through a variety of activities aimed at maximizing Agency exposure.

Performance indicators:

- Enhanced relations between the European institutions and the Agency
- Enhanced relations between the European Social Partners and the Agency
- Systematic profile-raising with other European bodies, such as relevant NGOs, lobbying groups and stakeholders
- Strengthened communication with selected European press

Additional information on actions:

- Frequent meetings with the European Commission, in particular with the *DG de Tutelle*, DG Employment, Social Affairs and Equal Opportunities.
- Systematic and frequent meetings with other DGs of the European commission with relevance for the Agency's activities.
- Regular meetings with the European Parliament in relation to the presentation of the Agency's work and forging deeper contacts, particularly with the Committees responsible for the Agency's work programme and budget (Employment, Budget, Budgetary Control) and selected committees with an interest in the work programme.
- Identification of MEPs and EU officers for participation in Agency-run events both in Bilbao and in other countries.
- Liaison with Eurofound and its Brussels Liaison Officer to ensure an efficient and effective cooperation.
- Regular meetings with the various bodies of the European Social Dialogue (ETUC), BusinessEurope, European Association of Craft and Small and

Medium-sized Enterprises (UEAPME), European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP).

- Regular presentations to the European Sectoral Social Dialogue Committees on Agency activities, in particular with regard to the Agency campaigns, and with a view to the provision of support to any initiatives taken within the Social Dialogue on occupational health and safety where possible.
- Contacts with the presidency permanent representations in Brussels.
- Ongoing presentations and information exchanges with Brussels-based organizations such as relevant NGOs and lobby groups to increase awareness of Agency activities.
- Targeted media information to Brussels-based journalists.
- Full back up and support to Agency staff when organizing Brussels-based activities and promoting the work of the Agency
- Liaison with the Heads of Agencies group.

Task 4: International networking

Objective

To seek synergies with OSH institutions outside the EU, including international organisations such as ILO and WHO, in particular regarding activities with relevance to EU-OSHA's work programmes and strategies and to contribute to the promotion of OSH at a global scale.

Performance indicators

- Enhanced relations between international partners and EU-OSHA
- Regular communication with international partners.
- Number of joint initiatives and promotional activities.

Actions

- Submit easy understandable abstracts/summaries of the EU-OSHA's work priorities for 2009/2010 to the international partners.
- Where appropriate, invite international partners to contribute or participate in EU-OSHA meetings, e.g. on Internet activities, research projects etc., and campaigning activities.
- Explore possibilities for joint promotional activities.
- Further develop the presentation of OSH information from international partners on EU-OSHA's website and vice-versa.
- Together with WHO/CC Europe and ILO/CIS facilitate and promote the exchange of good practice in the implementation of the Community Strategy on OSH,

Global Action Plan on Worker's Health and the ILO Promotional Framework for OSH.

- Contribute and participate to the 2009 EU-US joint conference on OSH.
- Contribute to the ICOH 2009 Congress

Task 5: Preparing for enlargement

Objective

Building on the results of previous pre-accession programme for the candidate and potential candidate countries, to further support these countries in their progressive alignment with the requirements of EU-OSHA's network and activities. This task is financed via external funding and does not have an impact on the resources available for ordinary Agency activities.

Performance indicators

- Strengthened capacity of the national focal points and national networks.
- Raised awareness about OSH in the beneficiary countries.
- Completion of the actions laid down in the programme.
- Number of EU-OSHA meetings and activities the beneficiary countries participate in.
- Number of project coordination meetings for the programme countries.
- Compliance with EU-OSHA's requirements for focal points and focal point activities.
- Regular meetings and consultations of the national tri-partite networks.

Actions

- Deepen contacts with the focal points in the beneficiary countries and continue exchange on information of OSH issues.
- Organise meetings and other activities for the beneficiary countries on key issues, such as promoting tripartism and engaging stakeholders, targeting at SMEs, communicating with policy and decision makers etc.
- Invite beneficiary countries to participate in the focal point meetings, expert group meetings and consultation activities (as observers), where appropriate.
- Monitor the implementation of activities that are carried out by external contractors.
- Hold bi-lateral meetings and/or joint meetings with the beneficiary countries to review progress with the implementation of the programme

Task 6: Strategy, planning, monitoring and evaluation

Objective

Development and coordination of the Agency's operational management systems to contribute to the relevance, effectiveness and efficiency of the operations of the Agency, including the necessary flexibility of the Agency's planning systems to accommodate new, upcoming priorities, and to provide the Director with sufficient assurance of the correct implementation of the Annual Management Plan.

Performance indicators

- Risk analysis of 2010 annual management plan
- Preparation of 2008 Annual Activity Report in accordance with the planning procedure
- Management of on-line planning system for focal point tasks
- Finalization of 2010 annual management plan and preparation of draft 2011 management plan in accordance with the agreed procedure
- Initiation of implementation of new internal management system for Agency operations
- Implementation of monitoring and evaluation policy to provide better information on outputs, results and impacts for the relevant decision-makers.

Actions

- Appropriate consultation to avoid duplication of efforts, especially as regards the European Foundation for the Improvement of Living and Working Conditions.
- Undertake ad hoc projects to support the knowledge base for future work programmes and/or to accommodate new, upcoming priorities. These actions will only be initiated upon consultation of the Bureau.
- Ensure an effective verification function for the Agency's financial transactions
- As regards monitoring and evaluation, 2009 will focus on further consolidation of the Evaluation Function with a particular emphasis on coordination of the implementation of the monitoring and evaluation arrangements linked to the EU-OSHA Strategy and on monitoring and evaluation activities in relation to the strategy's vision and networking and coordination activities.

Task 7: Internal legal advice

Objective

- Ensure that the Agency is operating within the existing legal framework in the most efficient possible way.

Performance indicators

- Provision of legal advice
- Dealing with complaints

Actions to reach the objective

- Provide legal advice, guidance and support in all the areas of the Agency's activities that might invoke the application of legislation, rules and regulation.
- To provide legal technical assistance with regard to the rules, regulations and procedures in the Agency decision-making, protecting the Agency from litigation or unnecessary liability
- Defend the Agency before the judicial instances or arbitration instances
- Member of the IALN (Inter-agencies legal network). The IALN promotes the cooperation, coordination, sharing knowledge and best practice on common legal issues concerning the functioning of the Agencies.

Task 8: Translation**Objective**

To ensure the coordination of the Agency's translations, in particular the contacts with the Translations Centre.

Performance indicators

- Quality and number of translation requests handled

5.5. Area 5 – Administrative support

Activities in this area aims at ensuring effective administrative support for the Agency's operational activities.

The following tasks are included under this area:

1. Human Resource
2. Accounting services
3. Documentation services
4. Finance services
5. General services
6. Information and Communication Technology services
7. Corporate Social Responsibility.

Task 1: Personnel services

Objective:

To organize and monitor selection procedures in accordance with implementing rules, ethics and schedules respectively for Temporary Agents, Seconded National Experts, Contract Agents and interim staff; to manage and administer the human resources function in an effective and timely manner in accordance with Staff Regulations and implementing rules; to support Agency policies and procedures through staff careers development tools covering performance appraisal, reclassifications and the organisation of training activities, in line with Agency's decisions.

Performance indicators

- Length of time between commencement and conclusion of selection procedures
- Preparation of annual training plan
- Quality of human resource management systems as confirmed by the Court of Auditors and Internal Audit Service
- Number of training courses/hours of training facilitated for staff

Actions to reach the objective

- Recruitment and integration of newcomers;
- Management of personnel files, rights and obligations of staff;
- Management of Title 1 of the Agency budget;
- Develop and maintain a human resources information system that meets relevant information needs effectively

- Ensure adherence to HHRR requirements with respect to staff obligations and administrative procedures
- Carry out workforce surveys to determine issues related to the work environment
- Development of effective agreements with the Commission on staff administration matters
- Development of Agency policies and procedures on career prospects

Task 2: Accounting

Objective

To implement duly authorized financial transactions, manage the treasure and keep and present the accounts, in accordance with the Agency's Financial Regulations and the instructions received from the European Commission.

Performance indicators

- Production of the Annual accounts of the Agency;
- Comments received from the Court of Auditors and the Internal Auditor related on the accounting area, according to the tools available.

Actions to reach the objective

- Production of the Annual accounts with inclusion of financial statements of the Agency and reports on implementation of the budget of the Agency;
- Implementation of payments, collection of revenue and recovery of amounts;
- Implementing accounting rules and methods and the chart of accounts;
- Laying down and validation the accounting systems, and where appropriate, validating systems laid down by the Authorizing Officer;
- Treasury management;
- Keeping of the imprest account.

Task 3: Documentation services

Objective

To ensure that the documentary circuit of the Agency is properly functioning and to provide Agency staff and EU citizens with adequate information on the Agency.

Performance indicators

- Mail registration and filing (Monthly business objects reports)
- Information requests and provision of publications to staff;

- Standards on documentation.

Actions to reach the objective

- Registry maintenance in Adonis;
- Management of publication requests, files and archives;
- Processing of internal and external information requests;
- Development of documentation standards.

Task 4: Finance services

Objective

To improve the overall budget execution within the framework of EU-OSHA updated Financial Regulations and Internal Control Standards and support the Agency operational units to implement the budget in accordance with the Financial Regulations.

Performance indicators

- Amending budgets.
- Comments by the Court of Auditors, Internal Audit Service or other stakeholders on financial matters;
- Internal Control self assessment tools.
- Indicators of budget planning performance.
- Indicators of budget implementation.
- Indicators of financial management.

Actions to reach the objective:

- The overall budget execution during the year will be closely monitored in order to improve its consumption. Regular reporting to management, authorising officers and the mid-year analysis will provide the tools to achieve this objective.
- The effectiveness of internal control standards will be further improved by devoting more resources to the implementation of the action plan which will be performed on the basis of:
 - IAS recommendations.
 - EU-OSHA self assessment tools.
 - New EU internal control framework.
 - Trainings on the matter with all departments involved.

- Optimise and document the main processes and financial circuits. The financial circuits as well as the financial transactions will be completely documented in order to ensure the continuity of operations.
- Coordination of the implementation of new Financial Regulation and Implementing Rules.
- Coordination of the implementation of the ABAC system in replacement of the SI2 financial system will require an intensification of the work of the task force already set up and coordination of resources. The main challenges for the task force will be on the one hand to ensure a proper transition to the new ABAC system (in collaboration with EC DG BUDG) and on the other hand to maintain the quality of services.

Task 5: General services

Objective

To administer and maintain office facilities and to provide other general services to the Agency, including management of the Agency's fixed assets and carrying-out of procurement actions for these services under regulations applicable to this effect.

Performance indicators

- Provision of satisfactory office facilities and services;
- Management of the Agency's fixed assets;

Actions to reach the objective

- Develop the General Services procurement service
- Coordination and implementation of required procurement actions
- Maintain inventory systems updated (software, paper files, labels, etc.)

Task 6: Information and Communication Technology services

Objective

To maintain, upgrade and develop ICT systems (hardware and software) in order to achieve high reliability, availability and performance; to supply new tools to assist staff in their work, and to develop ICT projects to support core activities of the Agency.

Performance indicators

- % of availability of ICT systems, including: 3G web sites, e-mail system, administrative systems, internet connection, print and file services, phone (fixed and mobile) systems;
- User-friendliness of ICT systems
- ICT Security Policy.

Actions to reach the objective

- Implementation of a new extranet application environment;
- Further development of ABAC system;
- Upgrade of servers;
- Upgrade of internet connections;
- Renewal of workstations and printers;
- Contacts Data base.
- Other ICT projects such as ICT platform for internal management information system.

Task 7: Corporate Social Responsibility**Objective:**

To propose and establish various CSR courses of action to complement legislation and social dialogue, based on plausible and measurable benchmarks and supported by adequate human and financial resources.

Performance indicators:

- Formulation and adoption of a CSR policy for the Agency

Actions to reach the objective:

- Establishment of a working group with staff representatives to draft a CSR policy

6. Evaluation plan 2009

EU-OSHA's monitoring and evaluation policy and plan is outlined in the EU-OSHA Strategy 2009-2013. In addition to punctual evaluations, EU-OSHA operates with ongoing evaluations meaning that evaluation will be initiated when monitoring data indicate a need for such an evaluation.

2009 being the first implementation year of the EU-OSHA Strategy 2009-2013 will mainly focus on monitoring activities which will be reported in the Annual Activity Report for the year.