

Final (amended)

2012 Annual Management Plan & Work Programme

**European Agency for Safety and Health at Work
(EU-OSHA), Bilbao,
March 2012**

Index

1. Message from the Director	3
2. Multi-annual perspective	4
2.1. Mission and vision of EU-OSHA	4
2.2. Strategic goals of EU-OSHA	4
2.3. General objectives.....	5
2.4. Progress towards realizing the multi-annual objectives	7
3. Financial and human resources	8
4. Work programme 2012.....	9
4.1 European Risk Observatory.....	9
4.2 Working Environment Information	14
4.3 Communication, campaigning and promotion	17
4.4 Networking and coordination	21
4.5 Management of resources	25
Annex I: Data on indicators on results defined in the EU-OSHA Strategy 2009-2013	26

1. Message from the Director

Contributing to safer, healthier and more productive workplaces is EU-OSHA's vision.¹ In other words, safety, health and productivity go hand in hand.

This is perfectly in line with the "Europe 2020" strategy which says "Europe needs to make full use of its labour potential to face the challenges of an ageing population and rising global competition".² Going from the current 69 per cent of the population aged 20-64 in employment to 75 per cent in 2020 is not going to be achieved without a considerable contribution from better occupational safety and health at European workplaces.

EU-OSHA fully recognises its responsibility and role in contributing to the aim of creating a smart, sustainable and inclusive economy with high levels of employment, productivity and social cohesion. Better working conditions is one of the key contributions to reducing health inequalities and promoting a healthy and active ageing population.

In 2012 a new EU policy document on occupational safety and health is expected. It is important to make sure that EU-OSHA is prepared to play its full part in achieving the policy objectives for Europe. Therefore the Agency aims at preparing its own new strategy in 2012 for adoption early 2013. The new strategy replaces the current 2009-2013 EU-OSHA strategy.

The Agency's campaign on partnership for risk prevention will be launched in 2012. The campaign will run over 2012 and 2013 and focus on the role of leadership and worker participation in risk prevention. Both leadership and worker participation are key factors in promoting occupational safety and health. Top management must set an example for the whole organisation no matter the size of the organisation. Unless the top management in an organisation clearly demonstrates leadership and commitment to create the right culture in their organisation, it will be impossible to motivate employees to play their part, the necessary support and expertise from third party organisations will not be sought, and health and safety is likely to be seen as a 'burden' and a must-do rather than a real driver for business performance improvement which it can and should be.

However, workers also have an important role to play. By encouraging workers to participate in OSH, much more can be achieved than if workers expect the union or management to 'sort everything out'. It is known that worker participation is essential and that safety representatives do make a difference.

One of the key events will be the launch on 18 April with high-level participation from the Commission, the Danish EU Presidency and the Agency itself. However, it is via the scope of activities that an impact is ensured and the Agency will therefore work with its focal points to ensure that campaign activities take place across all Member States and EFTA-EEA countries.

Other main 2012 activities will include the continued development of the Online inter-active Risk Assessment tool and the social media project. Both are projects addressing challenges which have been known for some time but which new technologies make it possible to address in an effective and efficient way.

Christa Sedlatschek
Director

¹ EU-OSHA's Strategy 2009-2013

² European Commission, "Europe 2020. A strategy for smart, sustainable and inclusive growth", 2010.

2. Multi-annual perspective

The Annual Management Plan 2012 has been prepared within the overall framework established in the EU-OSHA Strategy 2009-2013.³ The Strategy defines the mission, vision and general objectives of the Agency. The specific activities in this management plan aims at contributing to the achievement of the general objectives. It is important to note that the character of most of the Agency's activities does not permit to observe the effects of the activities within the timeframe of the management plan. This is why a multi-annual perspective is needed.

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 amendments⁴ 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 strategic goals define the more concrete results to be achieved if the vision is to be realized.

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*

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.

³ Available here: http://osha.europa.eu/en/publications/work_programmes/strategy2009-2013

⁴ 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

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.

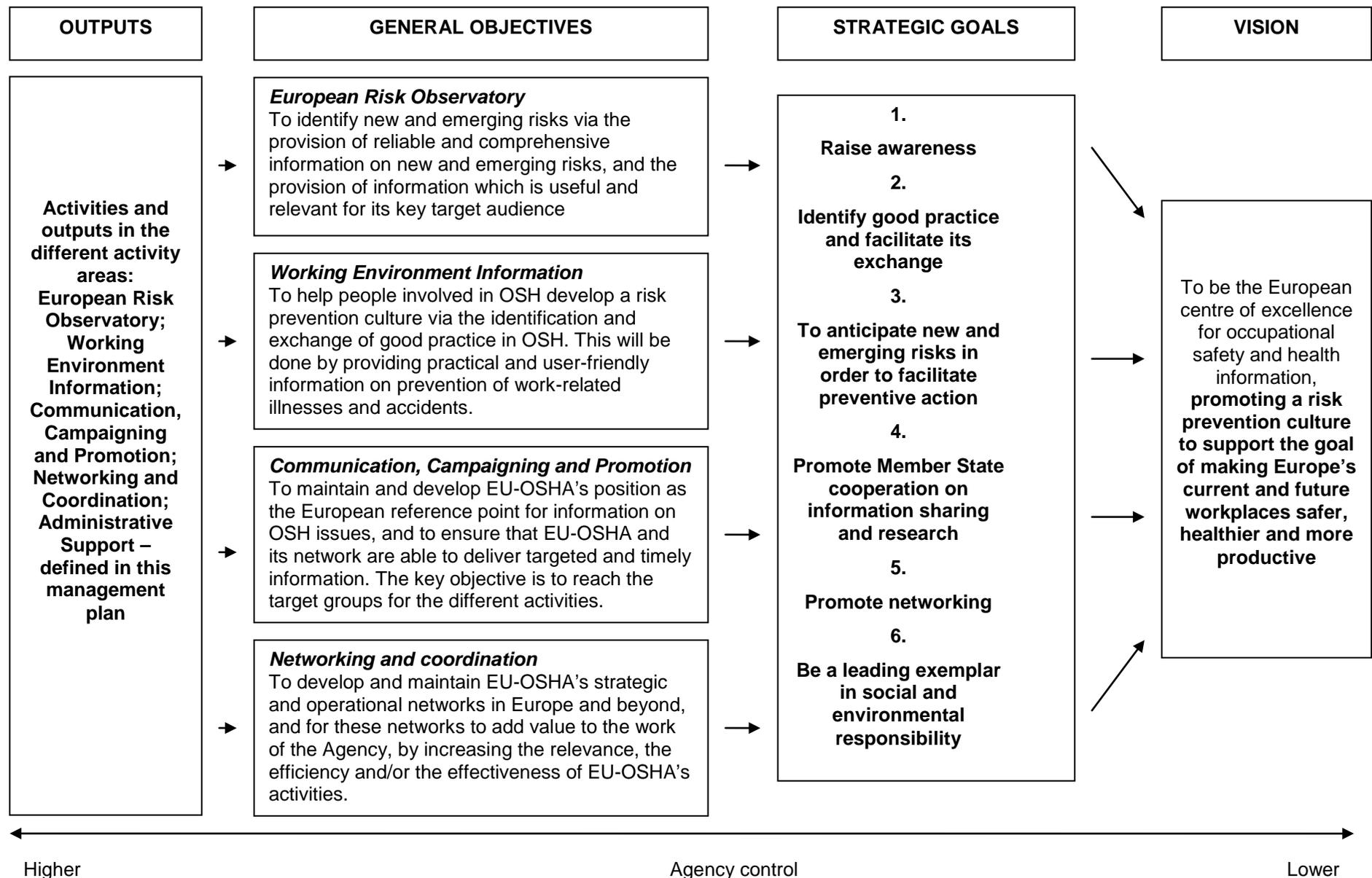
2.3 General objectives

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 to achieve 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.

For the achievement of the general objectives and for the realisation of the vision the Agency depends on the active participation from a number of intermediaries, first of all the Member/EEA States and the social partners. Therefore, the achievement – or lack of achievement - of the multi-annual objectives may not always be directly linked to the Agency's contribution.

The link between the vision, strategic goals, general objectives and Agency activities are illustrated on the next page. It is also illustrated how the Agency control is higher when it comes to the control over outputs than the control the Agency may have over the realisation of the vision statement. The development of a risk prevention culture is affected by a number of other significant factors in addition to the Agency's actions alone.



2.4 Progress towards realizing the multi-annual objectives

The current management plan is formulated against the objectives set out in the EU-OSHA Strategy 2009-2013 and an assessment of the current situation as regards the achievement of these objectives.

Key data on the progress towards realising the impact objective in the EU-OSHA Strategy can be found annexed to this document. The indicators reported on were defined in the EU-OSHA Strategy 2009-2013.

Data shows good progress towards realising the Agency's key objectives. The Agency's vision has at its core the creation of a higher level of awareness of risks and their prevention in Europe. There is a perception that the level of awareness about risks and prevention of risks has increased over the recent years. This is complemented by an assessment that the Agency has contributed to this development, in particular at European level but also at Member State level. Another indication of the Agency's impact is the positive feedback on changes in behaviour attributed to information provided by the Agency.

At the level of the objectives for the different areas the Agency is doing well as regards reach and quality/impact. As regards reach, web-site statistics and press clippings indicate that the Agency reaches a high number of users. This is supported by the ongoing expansion in the use of communication channels, most recently the use of social media. And as regards quality/impact, assessments of the Agency's products are generally positive, whether it is about usefulness, reliability, scope or other aspects.

These monitoring data are supported by a general external evaluation of the EU-OSHA Strategy carried out in 2010-2011. The evaluation shows that the Agency is on the right track towards realising its objectives and that the activities are very relevant to the needs they intend to meet. The evaluation will be a key input for the formulation of the next EU-OSHA Strategy where some of the areas for improvement will be dealt with.

In conclusion, the available evidence does not suggest a need for radical changes in 2012 to the planned implementation of the 2009-2013 EU-OSHA Strategy,

3. Financial and human resources

The following resources are needed for the implementation of the activities in this programme and are in line with the Establishment Plan (for Temporary Agents) and the estimation of Contract Agents in the budget for 2012:

Human Resources (Temporary Agents)

Area	Temporary agents	
	2011	2012
Prevention & Research Unit	15	15
Communication, campaigning and promotion	11	11
Networking and coordination	7	7
Administrative support	11	11
Total	44	44

Human Resources (Contract Agents)

Area	Contract agents	
	2011	2012
Prevention & Research Unit	5	5
Communication, campaigning and promotion	8	8
Networking and coordination*	3	3
Administrative support	10	10
Total	26	26

* The figures do not include one contract agent financed from programme funds (IPA).

Financial Resources (operational expenditure)

Area	Total (EUR)	
	2011	2012
Prevention & Research Unit	2,160,250	2,291,600
Communication, campaigning and promotion	4,318,190	4,440,000
Networking and coordination (*)	1,338,060 + 1,309,992 (IPA)	1,168,495 + 660,916 (IPA)

(*) Includes missions for the administrative support area as well as expenses for translations.

4. Work programme 2012

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, administrative support functions are organised within the Resource Management area.

On the following pages, objectives and actions for the five areas are outlined. Following the reorganisation of the Agency's operational structure, the European Risk Observatory and Working Environment Information areas are managed within the Prevention and Research Unit, but they are presented here in separate sections for ease of reference, and continuity with previous annual management plans as well as the Agency's strategy. As explained in chapter 2, the activities in the different areas are defined within the framework established with the EU-OSHA Strategy 2009-2013. The activities aim at contributing to the realisation of the general objectives for the four areas presented earlier.

It is important to keep in mind that the majority of the Agency's activities have a multi-annual character. It is also important to keep in mind that the effects of the different activities may not become visible until later years. This also means that relevant data for the different indicators may not be available in the short term.

4.1 European Risk Observatory

4.1.1 Description and background to the activities

The Agency, through its European Risk Observatory (ERO), has an important role in identifying new and emerging risks so that preventive action can be taken. In order to achieve this, it provides an overview of safety and health at work in Europe, describes the trends and underlying factors, and anticipates 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 different tasks given in the Community Strategy on OSH 2007-2012 have been incorporated in the observatory's work via the EU-OSHA Strategy 2009-2013 and the annual management plans.

4.1.2 Specific objectives in the area

Work in this area is organized around six specific objectives all formulated to contribute to the overall general objective for the area.

Specific objective 1: To provide a basis for priority setting for OSH research and actions via identifying and monitoring trends and anticipating new and emerging risks related to OSH by carrying out a large-scale foresight study

'Risk anticipation' is identified in the Community Strategy as a core task for the ERO. Work in previous years has focused on a review of existing models and development of a suitable methodology. In 2010-11 the focus progressed to implementation of a medium-term foresight with a 10 years time horizon to identify new OSH risks that may arise due to demographic, scientific, technological, societal or economic changes.

The scenarios produced in the 2010-2011 Foresight project will be disseminated to stakeholders. Dissemination activities will not only target stakeholders from the OSH community but also those whose decisions may impact on the future of workers' safety and

health in green jobs, for example at EU level DG ENV, DG ENT, DG Research, the European Parliament's Environmental Committee, etc.. As scenarios are only a tool and their value come from the strategic discussions they produce, beyond dissemination, the scenarios will be used as the basis to actively engage with policy-makers. This will take place through a series of workshops in order to encourage policy-makers to apply the scenarios when considering strategic options impacting on OSH. This will showcase how foresight methodologies can be applied to OSH policy- and decision making.

In parallel, follow-up work will be undertaken to explore in more depth high-risk green jobs, sectors, workers groups and/or technologies of particular relevance highlighted in the scenarios. The scope of these activities will be determined together with the Prevention and Research Advisory Group⁵ (PRAG) during 2011, as draft scenarios are available.

The 2010-2011 foresight exercise will be evaluated and, following consultation with the PRAG, a proposal for a follow-up foresight exercise for 2013-2014 (possibly targeted at a different topic, sector or workers' group) will be elaborated.

Specific objective 1:	
Indicator:	Target:
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work
Inform the policy debate (long-term)	Increase over the years to reach in 2013 a minimum of 25 per cent of national strategies and related documents including references to the Agency/its work and organisation of at least 3 key events jointly with EU stakeholders per year
Risks identified relevant and relevant risks identified (short-term)	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013
Main outputs:	
<ul style="list-style-type: none"> - Dissemination of foresight scenarios to policy-makers and wider audiences - Workshops to encourage the application of scenarios to decision-making. - Proposals for follow-up to foresight exercise. 	

Specific objective 2: To provide input for more focused research and prevention efforts via the review and analysis of research on risk factors and health outcomes

The ERO aims to assist decision-makers stay abreast of new scientific information in three ways:

- Short literature reviews to explore emerging issues about which little may be known yet, or where knowledge is developing at a rapid pace, or where recent significant changes have taken place.
- State-of-the-art reports providing an in-depth analysis of major topics, combining the review of published research and case studies, set in the context of European and national prevention systems, and including statistical information where appropriate.
- The OSHwiki, which aims to provide authoritative, in-depth, multilingual and easily updated information on OSH, through a collaborative tool that allows the active

⁵ Following the merger of the Risk Observatory and Working Environment Information units to form the new Prevention and Research Unit, the Governing Board asked the Agency to review the structure of its Advisory Groups. At its March 2011 meeting, the Board approved the creation of a single *Prevention and Research Advisory Group* covering both areas of the work programme.

participation of the OSH community, to complement the Agency's existing products and information strategy.

The ERO will use these methods to provide research-based materials for the Healthy Workplaces Campaign 2014-15, *Practical solutions for psychosocial risks*, and the priority topics identified in Specific Objectives 1, 2 and 3 of the Working Environment section, if appropriate to the objectives to be defined during 2011. This will include an exploratory literature review on reprotoxicants, following up the ERO's report on emerging chemical risks.

The work initiated in 2010-11 on the OSHwiki will continue during 2012, both through commissioning additional articles and stimulating the contribution of the wider OSH community, once the OSHwiki is opened for editing by other 'approved authors'.

Specific objective 2:	
Indicator:	Target:
Inform the policy debate (long-term)	3 key events jointly with EU stakeholders per year
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work
Risks identified relevant and relevant risks identified (short-term)	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013
Main outputs:	
- Literature reviews, reports and OSHwiki articles to support the Healthy Workplaces Campaign 2014-15 on Practical solutions for psychosocial risks, and other priority topics to build up the core content of the OSH wiki.	

Specific objective 3: To support priority setting for OSH research and actions via the provision of an overview of safety and health at work in Europe based on historical and current data

In order to allocate resources effectively, decision-makers need accurate information on the relative magnitude and severity of the problems they face. In OSH, priority setting is usually based on a combination of official statistics and scientific estimations. Therefore, in its 2009-2013 Strategy, the Agency proposed a review of the existing data and the scientific methodologies used, and their usefulness in supporting decisions with regard to prevention policies.

In 2010-11 the ERO implemented a two-year project to identify, describe and compare the different methodologies being used to develop estimates for the occupational burden of disease and injury. This will be followed in 2012 with a review of the estimations of the economic costs arising from accidents and ill-health. The report will collect information about the different cost estimates, at national and international level, and a description of the different methodologies used to arrive at those estimates – this is essential to understand their comparability and accuracy. The ERO will bring together the experts on the topic and the Agency stakeholders to a workshop to consolidate the results and discuss ways in which the information may be better presented and used for making decisions with regard to prevention.

Specific objective 3:	
Indicator:	Target:
Inform the policy debate (long-term)	3 key events jointly with EU stakeholders per year
Influence research debate (long-term)	10 per cent increase per year in

	academic/practitioner articles citing the Agency/its work
Risks identified relevant and relevant risks identified (short-term)	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013
Main outputs:	
<ul style="list-style-type: none"> - Review of estimations of the cost of accidents and ill-health. - Workshop to consolidate the report and discuss its dissemination with stakeholders. 	

Specific objective 4: To stimulate debate about, and ensure the relevance of, the observatory's findings through discussion and consolidation with target groups and beneficiaries

As the ERO focuses on risks of an emerging nature, there needs to be a process of discussion and validation of its outputs with its stakeholders. This has the dual aim of stimulating debate about our findings, and obtaining feedback about the relevance of the ERO work for its intended audiences and proposals for future work.

The ERO will continue to organise workshops and seminars for this purpose. However, while these channels are ideal for close interaction with key stakeholders, they only allow a small number of people to participate. To increase the opportunities for interaction with the wider OSH community, the ERO will build upon the use of social media to establish a two-way communication with its target audiences, and receive feedback on its work and future priorities. This will complement the more traditional dissemination activities, such as articles, scientific papers and participation in conferences.

In addition, the ERO will provide input to the Commission to ensure the evidence base for the formulation of new EU OSH policy.

Specific objective 4:	
Indicator:	Target:
Inform the policy debate	3 key events jointly with EU stakeholders per year
Influence research debate	10 per cent increase per year in academic/practitioner articles citing the Agency/its work
Main outputs:	
<ul style="list-style-type: none"> - Participation in events; publication of articles and scientific papers. - Seminar on carcinogens and occupational cancer to consolidate the working paper prepared in 2011 - Publication of Seminar Online Summaries to widen access. - Development of social media to widen interaction with stakeholders. - Provision of PowerPoint presentations to disseminate the findings of key reports. 	

Specific objective 5: To help policy-makers and providers of OSH information in giving better support to enterprises through the implementation of surveys to collect real-time information on OSH management and key emerging OSH risks

Devising useful policies and actions requires accurate information about the current state of play. The European Survey of Enterprises on New and Emerging Risks (ESENER) represents the single EU-wide source of standardised data on how OSH is managed at workplace level. There are some surveys at national level, but they do not provide a comparable picture across Member States, and they are usually focused on work-related health *outcomes* – as are EU surveys such as Eurofound's.

The ERO will continue to analyse the wealth of data collected through ESENER. Further analyses will be commissioned by the Agency, in consultation with its stakeholders, and particular attention will be given to issues which may provide useful input into the evaluation of the current Community Strategy, and preparations for the future EU Strategy.

The ERO will also encourage the research community, its contractors and other interested parties to carry out secondary analyses on the data, which will be collated by the ERO for further dissemination.

Specific objective 5:	
Indicator:	Target:
Inform the policy debate (long-term)	3 key events jointly with EU stakeholders per year
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work
Risks identified relevant and relevant risks identified (short-term)	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013
Main outputs:	
- Secondary analysis of the ESENER data	

Specific objective 6: To seek a current consensus on research priorities in OSH, and to encourage national OSH research institutes to set joint priorities, exchange results as well as encourage the inclusion of OSH requirements in research programmes

The current Community Strategy calls upon the Agency to “*encourage national health and safety research institutes to set joint priorities, exchange results and include occupational health and safety requirements in research programmes*”. The Agency’s 2005 report on OSH research priorities, submitted as input into the current Community Strategy on OSH and the 7th Research Framework Programme, has been widely referenced in research and policy documents. In 2012, the ERO will commission an update of the report, again in consultation with all the major OSH research institutions and particularly with PEROSH.

The Agency, through its partnership in New OSH ERA and contacts with PEROSH, will continue to foster stronger research coordination, and better contacts between OSH research bodies and EU funding institutions. This report, and its follow-up, may also serve as input into preparations for a possible 8th Research Framework Programme (2014-). The ERO will also update its online information about research funding.

The ERO will follow up the work initiated by New OSH ERA by providing an ongoing “Forum on new and emerging risks”, as a yearly event to bring together researchers and policy-makers. The 2012 Forum will discuss what the OSH research priorities should be over the following seven years, to serve as an additional input into the above report.

Specific objective 6:	
Indicator:	Target:
Risks identified relevant and relevant risks identified (short-term)	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks
OSH requirements in research programmes	Increase year-on-year the number of joint calls for proposals on OSH issues
Main outputs:	
- Update the report on OSH research priorities in the EU	
- Forum on key research priorities	

4.2 Working Environment Information

4.2.1 Description and background to the activities

Producing information on good practice for prevention of occupational safety and health risks is an essential element in the creation of a culture of risk prevention. The Agency aims at fulfilling this need with its activities in the Working Environment Information area.

A significant number of examples of good practice on preventing OSH risks already exist across Europe. By analysing and communicating this information at the European level the Agency fulfils a unique role. The provision of good practice information has therefore been a core task since the establishment of the Agency.

The priorities in this area have been established in the EU-OSHA Strategy 2009-2013 which takes into account the Community Strategy on OSH, 2007-2012.

4.2.2 Specific objectives in the area

Activities in the Working Environment Information area are organised around four specific objectives formulated to contribute to the overall, general objective defined in the EU-OSHA Strategy 2009-2013:

Specific objective 1: To develop useful, practical and high-quality information products to support the Healthy Workplaces Campaigns

The role of EU-OSHA's awareness raising activities, and in particular its campaigns, is clearly recognised in the Community Strategy on OSH 2007-2012, and previous evaluations have shown very positive results. Providing the content for the successive Healthy Workplaces Campaigns continues to be a key priority for the Working Environment Information area.

The Governing Board selected the theme *Better Health and Safety at Work through Prevention* for 2012-2013. The campaign has been developed around the twin concepts of leadership and worker participation as the key elements in a successful prevention of OSH risks. In 2012, the Agency will continue to provide information materials for the second year of the campaign, including those to support the promotion of the Good Practice Award winners. This will be carried out in consultation with the Prevention and Research Advisory Group (PRAG).

The theme for the 2014-2015 campaign is *Practical solutions for psychosocial risks*. The Agency will develop a detailed content paper and initiate preparation of products. This will be carried out in consultation with the PRAG and experts on the topic.

Specific objective 1:	
Indicator:	Target:
Usefulness of good practice information	80 per cent of user indicating that information is useful
Main outputs:	
<ul style="list-style-type: none"> - Information products on effective OSH leadership and worker participation. - Good Practice Awards materials. - Ground work for the 2014-15 campaign on Practical solutions for psychosocial risks 	

Specific objective 2: To strengthen prevention measures via the provision of useful and practical good practice information on priority sectors and topics

This objective focuses on two tasks which the Community Strategy 2007-12 asked the Agency to carry out:

First, the Strategy requested the Agency to collect and disseminate information intended to support the development of occupational health promotion campaigns, in combination with the Strategy and Community public health programmes. As a result, the Agency launched a project on **workplace health promotion (WHP)**, which has included close cooperation with the relevant actors in this area, especially the European Network of Workplace Health Promotion (ENWHP) and DG SANCO, and with the support and guidance of the WHP Expert Group.

In 2012, the Agency will develop materials on practical ways to implement a ‘well-being agenda’ at workplace level, in order to identify and promote the health-enhancing aspects of work. This is in line with initiatives that focus on the promotion of well-being and a positive work environment at both national level (e.g., national OSH strategies) and international level, such as the ENWHP’s *Edinburgh declaration*, DG SANCO’s *European Pact*, or the Community Strategy on OSH, which states that “*the way in which work is organised today, alongside health and safety in the workplace, can play a major role in helping to achieve this [raise the average employment rate among older people] by ensuring wellbeing at work, maximising the ability of individuals to work and preventing early withdrawal from the labour market*”. The Agency will continue to use innovative promotion strategies, including audio-visual materials and social media.

Second, the Community Strategy identifies **mainstreaming OSH into education** at all levels as an important element in the development of a sustainable risk prevention culture. Over the 2008-2011 period the Agency has produced a range of publications covering different educational levels. In 2012 the Agency will focus on the dissemination of these publications, including the provision of materials through the Agency’s OSHwiki, in close cooperation with its Expert Group on mainstreaming and looking for synergies with the work of European Network Education and Training in Occupational Safety and Health (ENETOSH). For this topic, it is essential to take the key messages to OSH policy makers –particularly as preparations for the next EU Strategy take place– but also to policy-makers in the education field. The target users also include those involved in the actual promotion and implementation of risk education closer to the classroom level. In consultation with the Expert Group, and based on the conclusions of the work carried out during 2011, the Agency will explore what further practical information may be needed to facilitate the mainstreaming of OSH into education.

In addition, the Agency will follow up the work carried up in 2009 (literature review on *Workplace exposure to nanoparticles*) and 2010 (review of *Risk perception and risk communication with regard to nanotechnologies in the workplace*) with the collection of good practice information on nanomaterials, which is currently very poor in workplaces. Except at the production stage, employers and workers down the user chain are mostly not aware that they handle or process such products. Adequate prevention measures are therefore not put in place. In 2012, EU-OSHA will develop a Single Entry Point (SEP) on nanomaterials and produce short, practical information material (E-facts) targeted at workplaces in order to raise awareness about the presence of nanomaterials – including in activities where unintended exposures are most likely such as construction, waste treatment or maintenance– their possible OSH risks, specific risk assessment tools available and adequate prevention measures.

Specific objective 2:	
Indicator:	Target:
Usefulness of good practice information:	80 per cent of user indicating that information is useful
Main outputs:	
<ul style="list-style-type: none"> - Good practice information on how to promote well-being at work and a positive work environment - OSHwiki materials on workplace health promotion and mainstreaming OSH into education - Dissemination of ‘mainstreaming OSH’ products to policy-makers and end users in cooperation with expert networks - Practical information to raise awareness about the presence of nanomaterials, their potential risks, and adequate prevention measures 	

Specific objective 3: To support prevention measures via ensuring the continued relevance of existing information products

The Agency needs to ensure that the large amount of information it has already published remains current and relevant. In 2012, the review and update on some topics will be prioritised to respond to requests from stakeholders, particularly the European Commission, to support their activities. The main activities to be supported will be:

- The 2012 European Year of Active Ageing
- ‘Sharp injuries’: assist with the dissemination of practical information to facilitate the effective implementation of the EU/32/2010 Directive (including the forthcoming Commission guidance)
- SLIC campaign on psychosocial issues: assist in the development of an ‘inspection toolkit’
- Environmental tobacco smoke: assist with awareness-raising activities
- Ergonomics / musculoskeletal disorders: assist the Commission with its forthcoming initiatives in this area
- REACH and classification, labelling and packaging of substances and mixtures (CLP): build upon previous awareness-raising initiatives about their workplace implications

The type of output for each topic will depend on the specific requests received by the Agency, and may include paper and online publications, seminars, social media, single entry points, networking activities, etc.

Specific objective 4:	
Indicator:	Target:
Usefulness of good practice information	80 per cent of user indicating that information is useful
Main outputs:	
<ul style="list-style-type: none"> - Review and update of existing information on priority topics. - Assistance with awareness-raising initiatives from the Commission, including a revised Single Entry Point and factsheet on OSH and ageing workers (co-branded with the Commission’s European Year 2012 on Active Ageing) 	

Specific objective 4: To improve the implementation and quality of risk assessments in micro and small enterprises (1-49 employees) via increased awareness on the need to do risk assessment and how to do it.

The development of simple tools to facilitate risk assessment is recognised in the Community Strategy 2007-2012 as a necessary element to reduce the incidence rate of accidents at work and occupational diseases, in particular in micro and small enterprises and high-risks sectors. The Agency’s ESENER survey shows that, below 250 employees, the proportion of establishments carrying out workplace checks diminishes significantly as they get smaller. Similarly, whereas 7 out of 10 large enterprises carry out workplace checks themselves, only 4 out of 10 enterprises with between 10 and 50 employees do so; the rest rely on external contractors.

In order to help remedy this situation, the Agency will continue to develop and implement the **Online interactive Risk Assessment (OiRA) tool**. Social partner collaboration is crucial to both developing the content and disseminating the tool: only through them can the Agency ensure that the tool responds to the real needs of small organisations in a particular sector, and promote awareness of its existence and use of the tool among its members. The work in 2012 will focus on working with them to:

- Foster the development of the OiRA community that will support and encourage the creation of further tools. This will include a help desk function provided by the Agency.
- Encourage the uptake of the OiRA tool by micro and small enterprises.
- Develop, update and disseminate more OiRA tools created by national authorities and EU and national sectoral social partners, building on the pilots created during 2010-11

The Agency will also work on the concept of a 'catalogue' of practical solutions which would support the implementation of the action plans developed through the OiRA tool, i.e., so that OiRA users can also plan their risk elimination / reduction activities drawing inspiration from a set of well-established practical solutions and case studies.

Specific objective 4:	
Indicator:	Target:
<ul style="list-style-type: none"> - Implementation rate of risk assessment in small and micro enterprises - Rate of uptake of OiRA - Number of agreements on development of OiRA tools; number of OiRA tools developed; Number of dissemination/ promotion plans implemented 	<ul style="list-style-type: none"> - Trend targets to be defined⁶ - Rate target to be defined - Targets to be defined
Main outputs:	
<ul style="list-style-type: none"> - Promote the creation of additional OiRA tools - Develop the community of developers and users of OiRA tools - Provide help desk assistance for developers - Proposals for a concept of catalogues of practical solutions to complement the OiRA tool 	

4.3 Communication, campaigning and promotion

4.3.1 Description and background to the activities

Getting the occupational safety and health message across to multiple target groups and beneficiaries, including policy-makers, researchers, social partners and others, and raising awareness about workplace risks and how to prevent them are key elements in the creation of a culture in which occupational safety and health risks are prevented. The Agency's communication, campaigning and promotion activities play an important role in reaching this goal by bringing the available information to the different target groups with the ultimate aim of benefiting people at European workplaces.

4.3.2 Specific objectives in the area

Work in the Communication, Campaigning and Promotion area is organised around three specific objectives which all contribute to the general objective for the area.

Specific objective 1: To raise awareness amongst key target groups of the importance of working together for risk prevention through the organisation of a decentralised pan-European campaign

In order to create a culture where occupational safety and health risks are effectively dealt with, it is necessary to raise awareness about these risks and how to prevent them. This is

⁶ Targets to be defined during formulation of new EU-OSHA Strategy in 2012-13.

also recognised in the current Community Strategy on OSH, which mandates EU-OSHA specifically to continue its campaigning activities.

The EU-OSHA campaigning work builds on over 10 years' experience and is based on a decentralised model where the Agency is supported by its network of national Focal Points to coordinate and implement its campaigns at the national level. The forthcoming Healthy Workplaces Campaign 2012-13 'working together for risk prevention' will be implemented against this backdrop, and will take into account lessons learned from external evaluations of previous campaigns.

The Agency's campaigning work in this area has close links to all other areas, but in particular to the working environment information area within which the technical information products for the campaign are developed. The rationale for the choice of campaign themes is also explained in the working environment information section of this document.

The new Healthy Workplaces Campaign will promote 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. The campaign will be officially launched on 18 April 2012 with a high-level press conference with the participation of the responsible Commissioner, a representative of the Danish EU Presidency and the Agency's Director. With the start of the campaign also the European Good Practice Awards competition will be actively promoted. In 2012, the Agency will continue to provide its network of national focal points (EU + 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 24 languages. At the same time, the Agency will continue to support and promote its existing network of official campaign partners. In 2012, also an Online OSH Campaigning Toolkit will be developed, which will provide non-communications or campaigning experts interested in OSH with tips and advice for running effective and economic communication actions. Finally, the Agency will also work with both the Danish and Cypriot Council Presidencies of the EU to promote the campaign's goals.

During 2012 the Campaign strategy for the subsequent Healthy Workplaces Campaign 2014-15 will be developed in consultation with the Agency's stakeholders.

Specific objective 1:	
Indicator:	Target:
Engagement of stakeholders in campaigns	90 percent of all national focal points participating in the ECAP. 60 official campaign partners and 80 per cent of stakeholders expressing satisfaction with their participation and the results of the campaign
Results of campaigns	Positive evaluation assessment.
Main outputs:	
<ul style="list-style-type: none"> - Implementation of the first year of the Healthy Workplaces Campaign on 'Working together for risk prevention'.. - Campaign launch - Promotion of the European Good practice awards competition - EU partnership meetings and engagement of Campaign partners at EU and national level - Campaign seminars and workshops at EU and Member State level (via the European Campaign Assistance Package) - Press, media and public relations activities at EU and national level (via ECAP) - Online OSH Campaigning Toolkit - Presentations at and participation in campaign events organised by third parties - Joint Cyprus Presidency / EU-OSHA conference - HWC 2012-13 Campaign resources (print, electronic, give-aways) - HWC 2014-15 Campaign plan 	

Specific objective 2: To maintain the Agency, including its website, as Europe’s first reference point for OSH information by using appropriate communication tools and channels to reach the intended target groups.

Reaching the target groups is a key condition for the Agency to contribute to the creation of a European risk prevention culture. These target groups are varied and widespread which means that the Agency needs to communicate in different languages and formats. The Agency uses a mix of different communication channels and vehicles depending on the characteristics of the target groups.

Awareness raising activities are implemented to raise awareness of OSH in general and of the Agency and its Healthy Workplaces campaign in particular. In 2012 the Agency will promote OSH in images, using the pictures selected after the Photo Competition 2011 to produce a range of promotional materials for the 27 EU Member States and the 3 EEA countries. Other awareness raising activities could include a fourth edition of the Healthy Workplaces Film Award to honour a documentary film that focuses on the individual at work. A final decision on whether to continue this sponsorship will take into account an external evaluation of the award scheme which will report in the first quarter of 2012. Social media (blogs, twitter, OSHwiki) will be developed and used to further broaden and diversify our reach to new target audiences.

One of the main vehicles for reaching the target groups is the Agency’s website. EU-OSHA’s website is one of the world’s leading online OSH portals. Given the geographic distribution and characteristics of the Agency’s various target groups, electronic communication is an effective communication channel and a number of **website developments**, validated through usability testing, will be implemented to further improve the Agency’s online presence. After running several types of research in 2011, the Agency will develop a new online information strategy and redesign of its existing website within the frame of its next corporate strategy. The OiRA online platform and tools will be further developed in 2012 to serve the needs of new partners.

However, not all target groups can be reached via electronic communication and there remains a need for publishing information products. The Agency therefore will also continue to produce **printed publications** such as campaign material, corporate literature and information reports and literature reviews amongst others.

To broaden the dissemination of its information and better target specific sectors and/or SMEs, the Agency will continue to develop **communication partnerships** with, for example, the Enterprise Europe Network and appropriate intermediaries at national level.

In order to assess the Agency’s performance and support this area, **monitoring and evaluation activities** focused mainly on obtaining user feedback and understanding public perceptions of OSH will continue to be regularly carried out.

Specific objective 2:	
Indicator:	Target:
Visibility on Internet	1 million to 1.5 million visits to the Agency website
Use of web-based information	3 to 5 pages viewed per visit
Visibility to users	10 per cent increase in the number OSH-mail subscribers compared to 2011
Main outputs:	
<ul style="list-style-type: none"> - Implementation of online information awareness raising campaigns - Development of Agency presence in social media - Production of the 2012 Publications plan - Continued development of an OiRA platform for Online interactive Risk Assessment - Development of a new online information strategy and redesign of the Agency website - Production of the 2012 website Single Entry Points plan - Organisation of the follow up of the Photo Competition - Organisation of the Healthy Workplaces Award for work-related documentary films at DOK Leipzig – subject to positive evaluation of third exercise 	

Specific objective 3: To effectively promote the agency’s information to the intended target groups via media and public relations, events and exhibitions

In addition to the campaigning and communications activities, the Agency undertakes various promotion activities. These include using the media for dissemination of EU-OSHA information and public relations activities. These activities are all based on the rationale that the Agency cannot get in direct contact with all intended beneficiaries and has to work through and with intermediaries.

Events, conferences and exhibitions provide another important channel to get in contact with the Agency’s target groups and furthermore provide the possibility for dialogue with them.

2012 activities will be mainly addressed to promote the **new Healthy Workplaces campaign**, via placement of related news and articles in key general and specialist media and promotion of campaign milestones, such as the official launch in cooperation with the Danish EU Presidency in April, the European Week in October, the new web feature and campaign publications.

Further promotion actions to the ones initiated in 2011 will be addressed to support the European Commission initiative to tackle workplace environmental tobacco smoke, producing a user friendly resource kit to be used at workplace level.

Results of the second Agency opinion poll on occupational safety and health matters- for which field work will have taken place in late 2011 – will be promoted early 2012 following the model used in 2009 for the first opinion poll.

In addition, following the official launch of the OiRA tool at the 19th World Congress in Istanbul in mid September 2011, a dissemination strategy to engage more stakeholders in the process will be defined and implemented. In addition, initial promotion actions might be also undertaken among end-users to test and assess the real use of the tool at workplace level.

Promotion and dissemination strategy of the online teachers’ toolkit on Napo series (fully developed and tested in 2011) will be implemented in all Member States, in close liaison with the corresponding Education national authorities. This initiative will also reinforce the overall Agency initiative to further disseminate and promote the publications and materials on mainstreaming OSH into education.

Media and promotion support will also be provided to other initiatives led by the Commission, such as the European Year of Active Ageing, , musculoskeletal disorders, and the SLIC campaign on psychosocial issues along with accompanying media monitoring to assess the impact.

A specific promotion push will be also given to the medium-term foresight project on new OSH risks, which will have already produced by then some scenarios to be used as the basis to stimulate debate among policy makers.

Specific objective 3:	
Indicator:	Target:
Media engagement	Issue 10 to 12 news releases
Press Coverage	1000 to 1500 press clippings
Participation and visibility in events/exhibitions	Agency presence with an exhibition stand at 4 to 5 European OSH exhibitions / conferences
Main outputs:	
<ul style="list-style-type: none"> - Annual general report 2011 - Press and PR activities, including news releases, press articles and press conferences - Diffusion and promotion strategy of the Online interactive Risk Assessment tool - Focused campaign promotion actions on environmental tobacco smoke, opinion poll, etc. - Diffusion strategy of the NAPO teachers’ online kit - Presentations and active participation in selected European and international conferences and exhibitions by providing Agency speakers and / or an Agency stand and /or Agency literature: 	

- Publications (reports, factsheets, Napo DVDs, etc...) and promotion material distributed all around Europe and beyond to reach our target audiences
- Joint activities with EU Council Presidencies (Denmark and Cyprus) in order to promote OSH in Council Presidency agendas;
- In collaboration with the Brussels Liaison Office, promote Agency projects and cooperation on OSH matters within the European Sectoral Social Dialogue with a particular focus on the Online interactive Risk Assessment tool

4.4 Networking and coordination

Creating a culture where OSH risks are prevented requires that effective links be build between the relevant actors. Therefore, the development of networks for information exchange, collection and dissemination is one of the main objectives for EU-OSHA.

Significant resources to improve OSH exist across Europe, but to make full use of these resources, strong networks are needed. Meeting this need is one objective. Another objective is to create the basis for the implementation of the Agency's work programme via the engagement of key network partners across Europe. Suitable networks are needed to collect the best information, have it analysed by the best experts and effectively get the information to the end beneficiaries.

The Agency's networks comprises the decision-making networks of the Board, Bureau and Advisory Groups, the Focal Point and expert group networks which are key actors in the implementation of the management plan, the European networks, the international network partners and the activities in candidate and potential candidate countries. Closely linked to networking activities are activities aiming at ensuring that the Agency reaches its objectives via programming, monitoring and evaluation activities.

In addition to the networking activities, this area includes the provision of legal advice, financial verification and the coordination of the Agency's translation activities.

4.4.1 Specific objectives in the area

Six specific objectives have been defined for the Networking and Coordination area to help realise the general objective for the area.

Specific objective 1: Via the engagement of the members of the Board and Bureau to contribute to the realisation of the Agency's mission and vision in an effective and efficient way

The roles of the Governing Board and Bureau are clearly established in the Agency's Founding Regulation and is further explained in the Agency's Governance Paper. The Governing Board has the responsibility of giving strategic direction, in particular via decisions on strategies, work programmes and budgets, and of holding the Agency accountable via monitoring of its performance. Thereby the Board has a key role in helping to ensure the achievement of the objectives for the Agency as defined in the EU-OSHA Strategy 2009-2013.

The composition of the Board, with members representing workers, employers and governments from all Member States in addition to the Commission provides a unique opportunity to involve the most relevant decision-makers in the key decisions. It also creates a good opportunity for engaging key network partners for the implementation of the decisions taken.

2012 will focus on the formulation of a new EU-OSHA Strategy.

Specific objective 1:	
Indicator:	Target:
Stakeholder engagement in the	75 pct attendance from each of the interest

Member States	groups in the Board, 80 pct. total attendance at Board meetings
Main outputs:	
<ul style="list-style-type: none"> - Preparation of a new EU-OSHA Strategy for adoption in 2013. - Adoption of analysis and assessment of 2011 activity report - Adoption of management plan 2013 and budget 2013 	

Specific objective 2: Via a further development of the Focal Point network and the national networks to ensure an effective network which makes a decisive contribution to the Agency’s performance in the areas of information collection and dissemination

For the Agency to reach its objectives it is decisive to have access to a network involving the main OSH institutions in each Member State. This network should support the Agency in its information collection and dissemination activities. As already mentioned, there are significant OSH resources scattered around Europe but what is needed for the Agency to achieve its objectives is to pool these resources together. This allows the Agency to avoid duplicating the knowledge generation which has already taken place at the national level but also allows the Agency to use the main national OSH institutions for communication purposes.

One of the main aspects of a successful Focal Point network is well-developed national networks involving the social partners and other main OSH partners at the Member State level. Via these networks the Agency can involve a very high number of network partners across Europe in its activities.

In 2012, EU-OSHA will continue to work with the Focal points and their national networks to support specific networks and activities in line with identified needs.

Specific objective 2:	
Indicator:	Target:
Stakeholder engagement in Member States	700 active stakeholders in the EU 27 States and at least three FOP events (network meetings and stakeholder events) per country
Main outputs:	
Coordination activities, in particular focal point meetings	

Specific objective 3: Via coordination of relations between EU-OSHA and the EU institutions as well as other prime European stakeholders to contribute to the relevance of and awareness about the Agency’s work

The EU institutions and related stakeholders (in particular the social partners at European level) represent important partners and target groups for the Agency. On the one hand it is important that the Agency’s activities are relevant to these groups and close coordination is therefore needed. On the other hand it is important that the institutions and other European stakeholders are aware of the outputs of the Agency’s work as they can increase the impact significantly.

In 2012, the Agency will continue its participation in the Advisory Committee for Safety and Health at Work Working Party ‘Community Strategy Implementation and Advisory Committee Action Programme’, mandated to assist the Commission in its drafting of a mid-term review of the Community Strategy 2007-2012, providing input to the next EU Strategy in both the idea-generating phase and the drafting phase. The role of the agency in this preparatory phase is to ensure input from the latest research conducted in EU-OSHA, to ensure coherence with the work programme of EU-OSHA and to benefit from the external evaluations carried out by EU-OSHA with respect to its own strategy.

The European networking function provides support to all of the major projects of the Agency, ensuring for example that the European Parliament is kept fully aware of the progress of the Online Risk Assessment Tool or the latest ESENER data. A specific focus will be given to the developments of the work on “Green Jobs” to ensure the widest possible audience.

Liaison takes place at all levels and provides support to the international activities of the agency through its role in the coordination of the EU-US dialogue on occupational health and

safety. The Brussels Liaison Office will provide assistance to the Commission in the preparation of the next EU-US Joint Conference scheduled to take place in Brussels on June 2012.

The European network activities also include widespread actions with the many bodies under the umbrella of the European Social Dialogue, where employers' associations and trade unions Europe-wide come together to work on joint projects, opinions and legislative proposals.

In March 2011, EU-OSHA relinquished its role as chair of the EU Heads of Agencies and Heads of Administrations' network. However, its seat on the Troika of that network continues until the first quarter of 2012, ensuring its active participation in the work of the Inter-institutional Working Group on the future of agencies.

Specific objective 3:	
Indicator:	Target:
Relevance of Agency activities	80 per cent of users assessing Agency programmes/activities relevant to intended target groups
Main outputs:	
<ul style="list-style-type: none"> - Synergy between the Advisory Committee work on European Strategies and the research and good practice work of the Agency; - Continued dissemination of EU-OSHA information to the European institutions, actors in the European Social Dialogue and other European stakeholders; - Interface between EU and international activities to ensure seamless collaboration. 	

Specific objective 4: Via coordination of relations between EU-OSHA and the international partners to contribute to the relevance of and awareness about the Agency's work

In order to provide the best information available, the Agency must collaborate closely with partners outside the European Union (e.g. EFTA States, ENP countries), outside Europe (e.g. NIOSH in the United States), and international organisations such as the ILO and WHO. Collaboration and exchanging information with existing and new organisations such as ICOH, IOHA, IALI, ISSA and the IPWL can provide great mutual benefit in strengthening the shared goals of the bodies, ensuring an effective use of resources and using common platforms to disseminate the prevention message.

EU-OSHA will continue to work with both the ILO and WHO to ensure that relevant information on international and European Strategies allow synergies to develop while at the same time avoiding duplication of effort. The Agency will be involved in the EU-US Congress in 2012. Whenever necessary the Agency will ensure coordination between its European and international activities.

The degree of cooperation, and with whom, depends upon the identification of shared information requirements between EU-OSHA and its international partners. In particular, EU-OSHA will look to obtain international support for its campaigns and promotional activities.

Specific objective 4:	
Indicator:	Target:
Engagement with international bodies and non-Member States	8 networking activities with international bodies and non-Member States
Main outputs:	
<ul style="list-style-type: none"> - Coordination activities - Papers from conferences 	

Specific objective 5: 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 to be funded by the Commission under a contribution agreement (IPA III programme). The programme is expected to be in place by December 2011 and run until end of November 2014, for a 36 months duration.

In order to prepare candidate countries (Western Balkans and Turkey) to become full and active members in 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.

In 2012 countries involved will be supported to participate as observers in EU-OSHA's Focal Point network, expert group network and other Agency projects. The supported activities cover specifically the following areas: participation in meetings with the Agency (as Focal Point, Expert Group and other meetings), conducting missions to the countries to visit Focal Points and meet the national network partners, organising seminars to increase understanding of the function and operations of the Agency and more importantly the role the focal points and the national network should play within the Agency. Focal Points will be supported to organise the national component of the Agency's awareness raising European Campaigns along with the Good Practice Award. The Agency will promote the European Photo Competition, the OiRA tool and the ESENER survey in the states. Agency staff, network members and external experts will conduct missions to the beneficiary countries to contribute to national campaign events as well as training events and seminars. The Agency will also provide support in the promotion and dissemination of Agency information materials in the respective countries' languages.

Specific objective 5:	
Indicator:	Target:
Active participation in Agency activities	At least three Focal Point events (two network meetings and one awareness raising event related to the European Campaign per programme country)
Main outputs:	
<ul style="list-style-type: none"> - Establishment of Focal Points and national networks in the countries - Organization of European Campaign activities (seminars and GPA in programme countries) - Dissemination of Agency information materials in relevant languages 	

Specific objective 6: Via adequate programming, monitoring and evaluation systems and activities to contribute to the relevance and effectiveness of the Agency

The Agency is a network organisation which creates specific challenges for the performance of the Agency. While the main reason for the networking activities is that they allow the Agency to have a much bigger impact than what it could have on its own, it also means that the management of the Agency is relatively complex.

Main activities towards this objective include the organisation of a planning procedure involving all relevant stakeholders to ensure the relevance of the strategies and management plans, monitoring and evaluation activities to provide the basis for decision-making through better information on outputs, results and impacts, and proper risk management of the risks linked to reaching the objectives.

2012 will focus on the preparation of a new EU-OSHA Strategy setting the direction for the Agency over the next planning period. The strategy will define the impact the Agency will aim to have as well as the main activities to achieve this impact. Key references for the new strategy will be the third major external evaluation of the Agency – the third evaluation focuses on the results under the EU-OSHA Strategy 2009-2013 and will be finalised towards the end of 2011 – and the expected new EU OSH Strategy. The new strategy will be accompanied by adequate ex-ante assessment, risk assessment, external consultation and a framework for assessing whether the objectives are achieved.

Specific objective 6:

Indicator:	Target:
Relevance of Agency activities	80 per cent of users assessing Agency programmes/activities relevant to intended target groups
Main outputs:	
<ul style="list-style-type: none"> - Preparation of new EU-OSHA Strategy - Ex-ante Assessment of new EU-OSHA Strategy - Management Plan for 2013 - Annual Activity Report for 2011 - Implementation of the 2012 evaluation plan and formulation of the 2013 plan - Stakeholder consultation(s) - Regular reporting on progress in implementation of management plan and strategy 	

4.5 Management of resources

The aim of the Agency's administrative activities is to promote a sound management of the human and financial resources of the Agency and to ensure that resources are allocated to achieve the objectives defined in the EU-OSHA Strategy and the management plan.

The context of resource management will be particularly challenging due to the upcoming staff reform, a new financial framework regulation and a new multi-annual financial framework.

Special attention will be paid to ensure an effective internal control system and financial accounting and reporting systems. 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 are key functions.

The Agency is committed to social dialogue and gives a high priority to close involvement of staff representatives in the relevant areas.

Specific activities in addition to the ongoing work will be the implementation of an IT-based Human Resource management system, Allegro application, as well as IT based contract management system.

Specific objective: Sound management of the human and financial resources of the Agency	
Indicator:	Target:
Discharge	Positive
Audit reports on resource management	Positive
Budget implementation (operational title in particular)	Increase
Number of training days provided to staff	Increase compared to previous year
Organisation and completion of Selection procedures to fill in vacant posts	Timely recruitments; no claims from applicants; number of vacant posts
Main outputs:	
<ul style="list-style-type: none"> - Allegro application for HR management implemented - IT based contract management tool implemented - Conclusion of the seat agreement and identification of new possible premises 	

Annex I: Data on indicators on results defined in the EU-OSHA Strategy 2009-2013⁷

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 (vision)	
Indicators	Results end 2010
Impact on Awareness	67 per cent give a rate above 3 on a scale from 1-5 when asked whether the level of awareness in Europe is higher than three years ago (1 indicating much lower level; 5 indicating much higher level). The corresponding figure when asked about their own country is 62 per cent. ⁸
	91 per cent give a rate above 2 on a scale from 1-5 when asked about whether EU-OSHA has contributed to increased awareness about OSH in Europe (1 being not at all; 5 being to a very high extent). The corresponding figure when asked about EU-OSHA's impact in the respondent's country is 68 per cent. ⁹
	62 per cent confirm that they have taken action to improve OSH on the basis of information from EU-OSHA. ¹⁰
	88 per cent give a rate above 2 on a scale from 1-5 when asked about the extent to which EU-OSHA's activities meet the most important needs in OSH (1 being not at all; 5 being to a very high extent). ¹¹
	On a scale from 1-5 (1 being not useful at all and 5 being very useful, figures are averages for the whole population) all sections of the Agency web-site are rated 3,27 or above. The highest rated sections are the Good Practice and Publications sections (respectively 3,97 and 3,87). ¹²
	70 percent of Europeans consider themselves to be fairly well or very well informed about OSH. ¹³
	12 percent of establishments with 10 or more workers have used health and safety information from EU-OSHA whereas 30 percent indicate awareness of the Agency. ¹⁴
	64 percent of Europeans considered in 2009 that the OSH situation had proved over the last five years. ¹⁵

⁷ Data is reported according to the measures defined in the Impact Assessment of the EU-OSHA Strategy 2009-2013

⁸ EU-OSHA Network Survey (2010)

⁹ EU-OSHA Network Survey (2010)

¹⁰ EU-OSHA Network Survey (2010)

¹¹ EU-OSHA Network Survey (2010)

¹² EU-OSHA, Online Survey (2009)

¹³ EU-OSHA, Pan-European opinion poll on occupational safety and health, 2009, http://osha.europa.eu/en/statistics/eu-poll/slides/Package_EU27.pdf

¹⁴ ESENER survey

¹⁵ EU-OSHA, Pan-European opinion poll on occupational safety and health, 2009, http://osha.europa.eu/en/statistics/eu-poll/slides/Package_EU27.pdf

Identify new and emerging risks via the provision of reliable and comprehensive information on new and emerging risks, and the provision of information which is useful and relevant for its key target audience	
Indicators	Latest known results
Inform the policy/research debate through the use of Agency material in policy/research documents	53 key events with active Agency participation organised jointly with main stakeholders to present and discuss ERO outputs in 2010 60 citations of the Risk Observatory work in scientific or similar publications identified by mid-2011.
Reliability of Risk Observatory Information	97 per cent give a score above 2 on a scale from 1-5 when asked to assess the reliability of the information from the ERO (1 being not reliable at all; 5 being very reliable) ¹⁶
Identification of new and emerging risks	93 per cent give a score above 2 on a scale from 1-5 when asked to assess how successful the ERO is in identifying the most relevant new and emerging risks (1 being not successful at all; 5 being very successful) ¹⁷
To help people involved in OSH develop a risk prevention culture via the identification and exchange of good practice in OSH. This will be done by providing practical and user-friendly information on prevention of work-related illnesses and accidents.	
Indicators	Latest known results
Coverage of information needs	90 per cent give a score above 2 on a scale from 1-5 when asked to assess the completeness of the scope covered with EU-OSHA's Good Practice information (1 being not complete at all; 5 being very complete). ¹⁸
Usefulness of good practice information	The average assessment of the usefulness of five Agency publications was 4,3 on a scale from 1 to 5 (5 being very useful) All publications received a rating of 4 or 5 from over 80 per cent of the respondents. Furthermore, for each publication at least 79 per cent assess that it is likely to get its key messages through to the target audience. ¹⁹
Use of Good Practice information	65 per cent give a score above 2 on a scale from 1-5 when asked about the degree to which their organisation has benefited from Good Practice information from EU-OSHA. ²⁰

¹⁶ EU-OSHA Network Survey (2010)

¹⁷ EU-OSHA Network Survey (2010)

¹⁸ EU-OSHA Network Survey (2010)

¹⁹ EU-OSHA, On-line survey to the Publications User Panel, 2009, <http://osha.europa.eu/en/teaser/Files/Online-Survey-to-the-Publications-User-Panel.pdf>

²⁰ EU-OSHA Network Survey (2010)

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. The key objective is to reach the target groups for the different activities	
Indicators	Latest known results
Visibility on Internet	1.015.471 unique visitors during the first half of 2011 (compared to 998.859 in the first half of 2010). 1.273.532 visits during first half of 2011 (compared to 1.273,463 in first half of 2010). 4,05 pages viewed per visit during first half of 2011 (compared to 3,95 in first half of 2010) ²¹
Press coverage	A consolidation of the press clippings from different available sources show that from January to June 434 (1489 for the whole of 2010) articles were published on the Agency. It should be noted that these figures depend a lot on which activities take place when in the year and on the resources spend on searching for citations.
Engagement of stakeholders in campaigns	52 official EU campaign partners by mid-2011 (41 by end 2010) – including social partner organisations, multinational companies and non-governmental organisations.
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.	
Indicators	Latest known results
Stakeholder engagement in Member States	Participation rate at Board meetings excluding last 2011 Board meeting: (2010 figures in brackets): Workers 67 % (69 %); Employers 68 % (57 %); Governments 79 % (83 %)
	In 2010 there were 712 national network members. Same figure for 2009 was 740
	108 national network meetings were organised in the Member States and EFTA-EEA countries in 2010. Same figure for 2009 was 76.

²¹ Internal data, a unique is a visitor who came to our site at least once within a month. Pages viewed are number of pages requested by all visitors. Usually a user during a visit requests different pages to find the information needed. Statistics exclude Agency visits and web crawlers visits.

