

# **European Agency for Safety and Health at Work**

## **2008 Annual Management Plan & Work Programme**

**Final version**

**Bilbao, October 2007**

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# 1. Introduction

Contributing to the improvement of the working environment for workers in the EU via the provision of useful information is the overall aim of the European Agency for Safety and Health at Work. This is done via collection, analysis and dissemination of information on safety and health at work.

The Agency carries out its activities via a tri-partite network, and this document is also the result of consultations with the Agency's network partners, particularly its Board/Bureau and its focal point network.

The objectives and activities in chapter 5 are based on the resource assumptions outlined in chapter 4. A basically unchanged level of resources compared to 2007 has been assumed, except for inflation and two additional staff members. As can be seen in chapter 4, a total budget of EUR 14,946,552 and 44 temporary staff are foreseen.

The Agency aims at placing its activities within the overall European strategic framework. A number of the activities already foreseen for 2008 are of importance to the implementation of the new Community Strategy 2007-2012.<sup>1</sup> At the end of this introduction, an overview of the links between the new Community Strategy and this work programme is provided. A full integration of the Community Strategy in the Agency's activities will take place in the Agency Strategy 2009-2013.

Key objectives for 2008 include:

## **European wide campaign and week on Risk Assessment**

The campaign has been prepared during 2007, and in 2008 (and 2009) campaign activities will take place in all EU Member States and beyond. The campaign will communicate the importance of proper risk assessment as the cornerstone of the European OSH approach by building on and integrating the experiences from the Healthy Workplace Initiative. A proper risk assessment is the first step in any risk management process and without it, the prevention of accidents and diseases becomes unlikely. One of the main purposes is to communicate good practices for risk assessment and show the benefits to all involved. From 2008 onwards, the Agency's European OSH campaigns will operate on a two-year cycle with campaigning actions taking place in both years. The two-year campaigns will increase the sustainability of the campaign impacts.

## **Information for the road transport sector (New activity)**

This sector is characterised by long and atypical working hours and by risks of road accidents. The sector has a relatively high incidence of fatal and non-fatal accidents as well as a relatively high number of OSH problems and the sector is at risk in terms of ambient conditions (noise, vapours, danger, vibrations), ergonomic conditions, as well as organisational risks such as heavy job demands, lack of control and inability to develop one's skills at work. Furthermore, road transport is undergoing heavy structural changes. Long haul transport, which is an increasingly competitive sector, is being restructured into a smaller number of big companies and a higher number of

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<sup>1</sup> 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".

smaller sub contractors. Short haul transport is being transformed by just in time delivery. The Agency will therefore prepare different kinds of information for the sector, including good practice information on how to solve some of the OSH problems in the sector.

#### **Development of economic incentives to improve OSH (New activity)**

The published research regarding economic incentives is either too old to cover the newest developments or does not provide a systematic evaluation of different models according to common criteria. However, the Agency publications show the growing interest and the increasing application of economic incentive models across Europe. There is a need for quality assured information for organisations, which are able to provide economic OSH incentives, e.g. many insurers would like to put in place better incentive schemes, but they do not know how to do it and which models have proven efficient/effective. Moreover in many EU countries economic incentives schemes for SMEs are missing, although SMEs are more in need of support and guidance than large enterprises.

#### **The next steps of the European Risk Observatory**

The overall aim of the Observatory is to anticipate change so that Europe is better equipped to prevent new and emerging risks. During 2006-2007, the Agency's European Risk Observatory has published three key reports on physical, biological, and psychosocial emerging risks, and further research overviews on the top risks identified in those reports. In 2008, the Observatory will continue to delve deeper into the current knowledge on key emerging risks, whilst sharing its findings with European policy-makers and the research community, stimulating debate about what actions may be needed in order to improve prevention of those risks. As befits its future-oriented role, the Observatory will be working further on how to develop a forecasting methodology to help us predict how the demographic, technical, scientific and socioeconomic changes may affect occupational safety and health. The Observatory will take the first steps to carry out an enterprise survey to gather data on these issues that would not be available through other means.

#### **The next Agency Strategy**

In 2008 the Agency's Board will adopt a new five year Agency Strategy 2009-2013 which will include a new Multi-annual Work Programme. The strategy will be based on the new Community Strategy in order to ensure a significant contribution from the Agency to the implementation of the strategy. The Agency strategy will also take into account the outcome of the second external evaluation of the Agency finalized in 2007.

These are some of the major actions for 2008. In chapter 5, a complete overview of the Agency's planned activities for 2008 is presented. The detailed plans to implement the actions have been prepared in parallel to this document in close collaboration with the three Advisory Groups (European Risk Observatory, Working Environment Information and Communication and Promotion) with representatives from the Board interest groups, and the focal points.

## **The Community Strategy 2007-2012 on Health and Safety at Work and the 2008 work programme**

A number of the activities included in this work programme are of relevance to the new Community Strategy. As already mentioned the Agency aims at making an important contribution to the implementation of the Community Strategy and the Community Strategy will be fully integrated in the Agency Strategy 2009-2013. Some of the tasks for the Agency in the Community Strategy are presented in the boxes below followed by an indication of how they are covered by this work programme.

Tasks in the strategy: 1. To ensure that the activities of the Agency to raise awareness and promote and disseminate best practice, focus to a greater degree on high-risk sectors and SMEs, and; 2. To develop sectoral awareness-raising campaigns targeted in particular at SMEs, and to promote the management of health and safety at work in enterprises through the exchange of experience and good practices aimed at specific sectors

1. The 2008-2009 Risk Assessment campaign will incorporate lessons learnt from the Healthy Workplace Initiative (HWI) campaign run in 2006-2007. The HWI campaign has a specific SME focus. In that connection, cooperation has been established with the European Information Centres in order to reach SMEs. There is therefore a strong knowledge base and infrastructure in place which will be used to target SMEs (see below, area 3).
2. Under the Working Environment Information area, a task to identify and disseminate good practice in the high-risk sector, Road Transport is planned (see below, area 2)
3. Under the same area, a task to share knowledge and stimulate debate on the basis of a 2006-2007 project on the Hotels, Restaurants and Catering sector is foreseen. It should be noted that 90 percent of the enterprises in this sector have less than 10 workers.
4. A third task under the Working Environment Information area is to produce a report on economic incentives, including the identification and assessment of incentive models which are also targeted on SMEs.

Task in the strategy: To encourage national health and safety research institutes to set joint priorities, exchange results and include occupational health and safety requirements in research programmes

1. It is planned that the European Risk Observatory undertakes a task to foster research on new and emerging risks at EU level. This will build upon the three research seminars organised during 2006-2007 to follow up on the Agency's report on OSH research priorities published in 2006. The Agency will continue as an active partner in the New OSH ERA project, which aims to promote greater coordination of OSH research at the European level (see below, area 1).
2. The European Risk Observatory will take further steps in 2008 towards initiating a major forecasting of emerging risks (see below, area 1).

Task in the strategy: The Risk Observatory of the Agency should enhance risk anticipation to include risks associated with new technologies, biological hazards, complex human-machine interfaces and the impact of demographic trends

1. In 2008 the European Risk Observatory will prepare a literature review on nanoparticles and ultra-fine particles – see area 1
2. In 2006-2007 the Observatory has undertaken data collection on young and ageing workers which also addresses gender differences, resulting in two reports and web sections. This will provide the basis for further activities on the impact of changing demographic trends and gender issues in OSH (see area 1).

As can be seen, the 2008 work programme foresees a number of tasks which will constitute important elements in the implementation of the new Community Strategy. As already mentioned, the Agency will take the new Community strategy fully into account when preparing its Agency Strategy 2009-2013.

Jukka Takala,  
Director

## **2. Agency mission and vision statement**

The Agency works on the basis of the following mission and vision statement, and related strategic goals.<sup>2</sup>

### **2.1. Mission and vision of the Agency**

- *The Agency is the European Union organisation responsible for the collection, analysis and dissemination of information that can serve the needs of people involved in safety and health at work.*
- *It is the vision of the Agency, through its information activities, to promote high levels of safety and health and to support the goal of making European workplaces safe, healthy and productive.*

### **2.2. Strategic goals of the Agency**

Within the framework of the Agency Regulation and context of the mission and vision, four strategic goals can be identified:

Two general:

- *The Agency shall create the principal source of safety and health information in Europe and the most comprehensive and user-friendly resource on the Internet.*
- *The Agency shall actively support the formulation and implementation of safety and health policies, and the organisations involved in this process.*

And two specific:

- *The Agency shall promote the identification and sharing of information on good practice solutions at the workplace level.*
- *The Agency shall promote Member State co-operation on information collection and research and thus make the best use of resources.*

The Agency's mission, vision and strategic goals are currently under revision and a new Agency Strategy is foreseen for adoption in 2008.

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<sup>2</sup> Source: "Strategy Paper. The European Agency for Safety and Health at Work – into the next millennium", European Agency for Safety and Health at Work, December 1999.

### **3. General objectives for the Agency**

The Agency's long-term objectives are formulated in its Rolling Work Programme 2005-2008. The Rolling Work Programme 2005-2008 was developed to ensure an effective contribution of the Agency to the implementation of the Community Strategy on Safety and Health at Work 2002-2006, especially as regards awareness raising and identification of new and emerging risks.

The existing Rolling Work Programme will be replaced in 2008 by a new Agency Strategy 2009-2013, including a Rolling Work Programme adapting the direction of the Agency's development to the new Community Strategy 2007-2012 on Health and Safety at Work and taking into account the results of the 2<sup>nd</sup> external evaluation of the Agency..

To maximize the contribution of the Agency's activities to the realisation of these objectives, three strategic areas have been identified:

- developing the network: The effective operation of the Agency depends on a well-functioning network at both the strategic and the operational level. It is therefore a key priority to ensure that the Agency's network is organized to contribute effectively and efficiently to the realization of the Agency's objectives
- collecting and analysing information: The collection and analysis of information on safety and health from various sources is the second key priority aiming at identifying new and emerging risks and solutions to safety and health problems.
- communicating information: To reach the intended users, the information must be communicated effectively. A third key priority is therefore to ensure the maximum impact of the Agency's products via a range of communication tools, such as promotion, campaigning etc.



## 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
Working Environment Information	7.5
European risk observatory	7.5
Communication and Promotion	11,2
Networking and coordination	6.5
Administrative support	11,2
Total	44

The human resource figures include posts covered by the establishment plan. In addition, 27,5 other staff members are employed as SNEs, local agents or contract agents. These 27,5 other staff members are distributed as follows: 2,5 on working environment information, 3,5 European Risk Observatory, 7 on communication and promotion, 5,5 on networking and coordination, and 9 on administrative support.

### Financial Resources (operational expenditure)

Area	Total
Working Environment Information	EUR 1,190,021
European risk observatory	EUR 1,226,901 + EUR 63,000 (1)
Communication and Promotion	EUR 4,307,987
Networking and coordination	EUR 1,175,091 (2) + EUR 164,610 + EUR 198,740 (3)
Administrative support	n.a.
Total	EUR 7,900,000 + EUR 426,350

(1) an amount of EUR 63,000 is foreseen for the NEW OSH ERA project in 2008.

(2) in addition to the area, "Networking and coordination" this appropriation includes resources for translations and missions related to the area, "Administrative support".

(3) an amount of EUR 164,610 is foreseen for the NEW CARDS 2005 Programme in 2008 as well as EUR 198,740 for IPA

In addition EUR 5,036,888 are foreseen for title 1 expenditures and EUR 1,583,314 for title 2 expenditures.

## **5. Work programme 2008**

The Agency's planning is organised around 5 areas:

- European Risk Observatory – Anticipating Change
- Working Environment Information
- Communication, campaigning and promotion
- Networking and coordination
- Administrative support

In chapter 4 the allocation of human and financial resources was already presented, and the objectives and activities in this chapter are based on those resource assumptions. In 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 Agency 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 2008.

## 5.1. Area 1 – European Risk Observatory

The European Risk Observatory 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 2008 the following tasks will be implemented:

Task 1: Feasibility study for a forecasting methodology for new and emerging risks

Task 2: Review and analysis of research

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

Task 4: Sharing knowledge and stimulating debate

Task 5: Developing an enterprise survey methodology

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

### **Task 1: Feasibility study for a forecasting methodology for new and emerging risks**

#### **Objective:**

To develop a proposal for a methodology to identify the new risks to occupational safety and health that may emerge over the medium term (e.g., a ten-year time horizon) due to demographic, scientific, technological, societal or economic changes.

#### **Performance indicators**

- Obtain the views of experts through workshops on the advantages and disadvantages of various forecasting methods, based on a review of existing models
- The development of a costed proposal for a possible forecasting exercise at EU level

#### **Actions in following years**

Based on the 2008 activities, and subject to budget availability and Board approval, a forecasting exercise may be initiated in 2009.

### **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, 2002-2006 with the aim of the information being used at national and international level..

### **Performance indicators**

- Publication of reports and research reviews exploring the key topics identified by the Agency's four reports on new and emerging risks
- Successful co-ordination with the Agency's Working Environment Information area to identify and disseminate existing good practice examples to eliminate or manage the risks identified.

### **Additional information on actions**

- On the basis of the four projects already commissioned by the European Risk Observatory to identify new and emerging risks, to publish reports and reviews on the following new and emerging risks:
  - Nano-particles and ultra-fine particles
  - Combined exposures to: Psychosocial risks and musculoskeletal disorders; Noise and ototoxic substances, and; Various dangerous substances
  - Maintenance and OSH (as an input into the preparations for the 2010-2011 European Campaign on Maintenance)
  - Violence and bullying

These issues were identified as key risks in the reports focused on physical, biological, chemical and psychosocial risks, and have been supported or mentioned by the Risk Observatory expert and advisory groups. The Observatory will also react to important emerging issues, as it did with regard to avian flu in 2005-06 at the request of the Commission. The Observatory's website section that gathers links to published research information will be maintained up to date.

### **Actions in following years**

The identification of new and emerging risks must be ongoing, so it is foreseen that the Observatory will need to review the four expert forecasts at regular intervals.

## **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. These monitoring activities rely, as far as possible, on the collection, analysis and consolidation of existing hard data from national and international sources, including both statistical and analytical background documents. The sources are a combination of administrative registers and statistics (occupational disease registers, exposure registers), surveys, voluntary reporting systems and inspection reports. A comprehensive risk picture can thus be presented by combining different sources, with the objective of improving the amount and quality of information available to guide and support prevention activities. In this regard, the Observatory will continue to provide background data for other Agency activities as has been done for the European Weeks on noise, young workers and

musculoskeletal disorders. The final objective for this task is the use of the information produced at national and international level.

The Agency will develop further its ongoing co-operation with Eurostat and Eurofound to avoid any duplication of work, and ensure the quality of its data collection and analysis activities.

#### **Performance indicators**

- Web features with an overview of the data available on the topics selected
- Thematic reports describing the relevant trends and analysing the underlying issues
- Data broken down and analysed (by age, gender, sector, occupation, etc.) where available
- Wide geographical coverage of data collection activities

#### **Additional information on actions**

- Data collection on:
  - Waste management
  - Respiratory diseases
- Maintenance of existing data to ensure that the information collected and displayed on the Agency's website remains current

### **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 for dissemination of major reports: workplace intermediaries
- Participation of target users in workshops to discuss the findings of the major reports
- Workshops bringing together stakeholders and experts to consolidate the findings of the Observatory and identify priorities for future work by the Observatory, and for action by policy-makers. At least two such workshops will be organised during 2008: One on psychosocial emerging risks and another one on chemical emerging risks.
- Preparation of *OSH Outlook*, an annual publication to summarise the work of the Observatory and bring together its various activities.
- 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

## **Task 5: Developing an enterprise survey methodology**

### **Objective:**

To develop a methodology for carrying out an enterprise survey, building on the preparatory work completed in 2006 and 2007. As in previous years, this work would be carried out in close consultation with the Risk Observatory Advisory Group and other interested parties, such as Eurofound and Eurostat.

### **Performance indicators**

- Development of a sound methodology that receives the support of the stakeholders and the relevant OSH experts

### **Additional information on actions**

- Commission expert studies to investigate the detailed methodological options and estimate the required resources for an enterprise survey
- Hold workshops with stakeholders and OSH experts to receive their feedback on proposed methodologies

### **Actions in following years**

Based on the 2007-08 activities, and subject to budget availability and Board approval, further steps towards a survey may be taken in 2009.

## **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, 2002-2006, where research organisations coordinate their respective programmes, target them to address practical problems arising at the workplace, and make preparations for the research findings to be transferred to firms, and especially 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 7<sup>th</sup> 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**

- Continue to co-ordinate the series of research seminars, to facilitate communication between the relevant European Commission DGs and the OSH research community. 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 7<sup>th</sup> Research Framework Programme. This led to the publication of a paper 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. As a result, the Commission published a call for proposals for the prevention of psychosocial risks in January 2006, which was successfully awarded in September 2006.
- 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 (co-ordination of training activities and launch of calls for proposals for trans-national research activities). As the full title makes clear, the aims of this consortium (financed by the Commission under its ERA NET scheme) are very much in line with the European Risk Observatory’s mandate. The website of the consortium can be found here: <http://www.newoshera.eu>

## 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 2008:

Task 1. Information project on the road transport sector

Task 2: OSH & Economic Performance: A report on economic incentives

Task 3: Sharing knowledge and stimulating debate

Task 4: Improving access to information

Task 5: European campaign material production and activities

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

### Task 1: Information project on the road transport sector

#### Objective:

To provide information on good safety and health programmes and practices addressing the key OSH issues of the sector. This material is to be targeted at the workplace and particularly intended to SMEs and self-employed drivers. In addition, to provide an overview of drivers' occupational safety and health conditions. Focus will be 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.

#### Performance indicators

- High quality publications
- Collection of Good Practice examples:
  - Specific approaches to prevention of road (traffic) accidents
  - Rest facilities for professional drivers;
  - Working time, driving time and rest time;
  - Work organisation (to prevent dangerous situations from occurring);
  - Lifting and working positions;
  - Psychosocial factors;
  - Dimension/design of cabins;
  - Work-life balance issues;
  - Transport of dangerous substances;
  - OSH training for drivers;
  - Drivers' exposure to whole body vibration.
- Production of information deliverables
  - Web site with single entry points containing Good Practice information
  - Report on Good Practice in the road transport sector
  - Factsheet on Safety and Health at Work in the road transport sector
  - Update of existing information related to the transport sector (e.g. on accident prevention)
  - Tool for use by intermediaries (including radios) in informing the target audience (drivers and companies) of OSH Good Practice.



## **Task 2: OSH & Economic Performance: A report on Economic Incentives**

### **Objective:**

To provide information for insurers or other organisations which may be able to provide economic incentives to improve OSH. It is a particular aim that insurers or other organizations use the Agency report for the development of economic incentive schemes in OSH, which would lead to higher motivation of enterprises to improve OSH in Europe. A longer-term objective is that more EU Member States offer incentive schemes especially targeted at SMEs, which today often do not benefit from such schemes.

### **Performance indicators:**

- Production of a prevention report, including a literature review, good practice and a review of international, European and national policies regarding OSH economic incentives
- An analysis of different models of economic incentives across Member States
- Presentation of different models used in Europe and comparing their advantages and drawbacks according to common criteria
- Evaluate models regarding their effectiveness
- Develop a set of criteria on how to develop a good economic incentive system, which takes into account the specific situation in the Member State concerned.
- Develop a network of European organizations which provide - or are interested in providing - OSH economic incentives

## **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. 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. Some examples of these areas of “follow-up” are discussed below.

### **Performance indicators:**

- Successful organization of Workshops, Seminars and Conferences

### **Additional information on actions:**

- **European Week 2007: Musculoskeletal Disorders follow-up**
  - Prepare a well-balanced event programme covering the most relevant aspects of MSDs
  - Produce an information package for the event
  - Ensure a stimulating environment for the discussions and information exchange at the event
  - Disseminate the results of the event to general interest audience

- **HORECA (Hotels, restaurants and catering) follow-up**
  - Participation in congresses and conferences and presentation of Agency HORECA products
  - Publication of articles in sector specific journals
  - Establishing networks with intermediaries, such as social partners, insurers, sector organizations

- **Young people and OSH follow-up**

The nature and extent of activities will be dependent on the interaction with social partners and other stakeholders and could be, for example:

- Participation in congresses and conferences especially to present Agency products on young workers and OSH and mainstreaming OSH into education
- Continuing networking activities, including through the Agency mainstreaming contact group
- Finalising and launching the report arising from work programme 2007 on mainstreaming risk assessment/OSH into tertiary level education

- **Cleaning workers**

In 2007, the Agency commenced work on the products focused on the prevention of harm for cleaning workers. The products (reports, web feature) will be published in 2008, and preliminary planning indicates that there will be “launch” events in November 2008. The nature of the launch activities will be dependent on the interaction with social partners and other stakeholders, but are anticipated to be actions such as speaking at relevant meetings, presentations to specific groups, etc.

## **Task 4: Improving access to information**

### **Objective:**

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

### **Performance indicators:**

- Existing web areas revised with improved accessibility and development of the information available for different target groups. This task is not about the creation of new topics.
- The Thesaurus will be further developed building on areas of required improvement identified in the 2007 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. For example, if the Agency is running actions on risk assessment, those parts of the site with existing guidance on risk assessment (e.g. good practice for risk assessment in fishing) would be revisited.

## **Task 5: European campaign material production and activities**

### ***European Week 2007***

#### **Objective**

In order to increase the national and local use of the information, to raise awareness of the issues surrounding MSDs, make greater visibility for existing solutions published during the campaign, and highlight the policy, practical, and research activities carried out during the closing event

#### **Performance indicators:**

- Creation of a forum publication for the EW 07 Closing event
- Publication of the case studies submitted for the good practice awards.

### ***European Campaign 2008-2009***

#### **Objective**

To stimulate awareness and implementation of the risk assessment process

#### **Performance indicators:**

- Access to relevant web areas for information
- Positive (qualitative) feedback on products at development and subsequently publication phases
- Finalization of products initiated in 2007:
  - EW 08 RA prevention web feature (data development for content + articles for publication online)
  - Case studies report: Assessing and eliminating risk at source
  - Prevention report Incorporating OSH RA into non-OSH management
  - Prevention report Inclusive risk assessment
  - Case studies report: Inclusive risk assessment
  - Presentation for intermediaries to microenterprises
  - Literature review: RA tools
  - Mainstreaming RA
- Building on the work carried out in 2007, to develop and make available practical content on risk assessment (e.g. tools), work will focus on making accessible the available tools (about 1000 already identified) through the web site.

### ***European Campaign 2010-2011***

#### **Objective:**

To develop content for the European Campaign on Maintenance

#### **Performance indicators:**

- Provision of relevant data via the website

#### **Additional information on actions:**

The Agency is commissioning a number of content development activities to be carried out during 2008-2009. The majority of these items are not due for delivery from the contractor until 2<sup>nd</sup> quarter 2009.

Included in this work is the provision of access to existing information on safe and healthy maintenance practices. This will be monitorable during 2008 and 2009.

### **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 2008:

Task 1: European campaign on risk assessment (European Week) 2008-2009

Task 2: Corporate communication

Task 3: Publishing activities

Task 4: Website development

Task 5: Promotion and media relations

Task 6: Events, exhibitions and conferences

#### **Task 1: European campaign on risk assessment (European Week) 2008-2009**

##### **Objective:**

To promote the theme of Risk Assessment through a European campaign.

##### **Performance indicators**

- Campaign material distributed and in what languages; website visits; attendance at events; media coverage
- Number of European partners signed-up to the campaign

##### **Additional information on actions**

- Integrate relevant information material, campaigning actions and lessons learned from the Healthy Workplace Initiative into the 2008 European Week campaign
- Develop partnerships with key stakeholders at European and national levels:
  - Develop and implement the campaign strategy and media plan and produce and disseminate multilingual information and promotional material (in print and online)
- Develop campaign workshop modules based on the HWI materials
- Plan and organise a campaign conference and exhibition to be held in 2009
- Provide support to national campaign activities
- Organise a European good practice competition

##### **Actions in next year:**

- From 2008 onwards, the Agency's European OSH campaigns will operate on a two-year cycle with campaigning actions taking place in both years.
- Summit in Spring 2009
- Follow-up actions including dissemination of good practice developed in first

year of the campaign • Reporting
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## **Task 2: Corporate communication**

### **Objective:**

To establish the Agency as Europe's first reference point for 'quality-assured' information on safety and health at work.

### **Performance indicators**

- Corporate literature (online and in print) produced and in what languages; organization and results of promotion actions; website visits; attendance at events; media coverage
- Results of surveys and evaluations

### **Additional information on actions:**

- Publication and dissemination of annual report, work programme and other corporate literature
- Ongoing refinement of Agency targeting strategy;
- Ongoing refinement of Agency communication strategy;
- 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 partners at international, EU, 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

## **Task 3: Publishing activities**

### **Objective**

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

### **Performance indicators**

- Publications produced in which 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:
  - EW08 multilingual campaign material
  - Information reports on Working Environment Information and Risk Observatory findings
  - Corporate publications including the Agency's annual report for 2007

- Multilingual factsheets, magazines and brochures.
- Ongoing development of distribution and targeting strategy and processes (see ‘corporate communication’ and ‘promotion’)
- Ongoing development of editorial and design style guides

## **Task 4: Website development**

### **Objective:**

To establish 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;
- Analysis of website statistics.

### **Additional information on actions:**

- Content developments:
  - Development of single entry points by risk or sector;
  - Development of campaign websites;
  - Development of e-publications;
  - Development of news and events service.
- Technical and services developments:
  - Implementation of tools and services aimed at further developing the agency website as a multilingual gateway.
- Networking strategy to share technical and content developments, and disseminate Agency information on internet

## **Task 5: Promotion and media relations**

### **Objective:**

To ensure a broad and targeted dissemination of Agency information.

### **Performance indicators:**

- Ongoing website and electronic promotion;
- Number of news releases issued; 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
- Weekly update of website promotion tools;
- Monthly preparation of OSHmail

- Implement internal promotion model for each promotion action
  - Design and produce banners, portlets, web teasers;
  - Design and produce promotion emails;
  - Write and send press releases;
- Localise part or all of the promotion activities
  - Via focal points
  - Via Partners
  - Via external contractors
- Develop and consolidate partnerships to make the most of their relays to broaden and better target the dissemination of Agency information.

## **Task 6: 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 active and passive participation in conferences, seminars, exhibitions and other events.

### **Performance indicators:**

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

### **Additional information on actions:**

- Organisation of the closing event (summit) of the 2007 European Week campaign on musculoskeletal disorders
- European Week 2008 launch and exhibition in the European Parliament
- Organisation of stakeholder 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)
- Passive participation – such as 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, the European network partners 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 2008 tasks under Area 4: Networking and coordination will include:

- Task 1: Strategy and planning
- Task 2: Legal affairs
- Task 3: Agency governance
- Task 4: Focal point network
- Task 5: Preparing for enlargement
- Task 6: European networking
- Task 7: International networking

### **Task 1: Strategy and planning**

#### **Objective:**

Development and coordination of the Agency’s operational management systems to contribute to the effective operation 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:**

- Adoption of a new Agency Strategy 2009-2013 and an annual management plan 2009.
- Risk analysis of 2009 annual management plan
- Preparation of 2007 Annual Activity Report
  - Management of on-line planning system for focal point tasks
  - Implementation of new internal management system for Agency operations
  - Formulation of a new evaluation policy.

#### **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

## **Task 2: Legal Affairs**

### **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 3: Agency governance (Board and Bureau)**

### **Objective:**

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

### **Performance indicators:**

- Number of meetings
- Timely documentation as basis for Board's and Bureau's decision-making

### **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 4: Focal point network**

### **Objective:**

To coordinate and strategically develop the Agency's focal point network with a view to support the development of high quality Agency products by providing effective working arrangements between the Agency and the focal points and ensuring the involvement of the focal points in the Agency's activities as needed, including the smooth running of the meetings with the national focal points.

**Performance indicators:**

- Number of focal point meetings; number of focal points attending
- Number of uncompleted tasks in the focal point work plans.
- Involvement of focal points in programming of Agency activities/projects.
- Timely information to focal points about upcoming tasks.
- Timely focal point responses to Agency consultations.
- Identification of areas for cross-border activities (focal point – focal point cooperation)

**Actions:**

- Continue the implementation of the recommendations of the 2006-2007 Agency evaluation as agreed by the Bureau in 2007.
- Review existing instruments for Agency – focal point cooperation and discuss internally and with focal points possible amendments/adaptations.
- Monitor the implementation of the annual focal point work plans.
- Deepen contacts with the focal points and their national networks, including also bilateral meetings and visits to the focal point host organisations.
- Discuss with focal points timetable and their expected contribution to the Agency's activities and information projects in 2009.
- Consult focal points on draft work programme 2010
- Encourage strengthened focal point – focal point networking
- Encourage strengthened focal point – national network cooperation

## **Task 5: Preparing for enlargement**

**Objective 1:**

Building on the results of the PHARE IV programme, to further support Turkey and Croatia in their integration into the work of the Agency. This task is financed via external funding.

**Performance indicators:**

- Number of Agency meetings and activities Turkey and Croatia participate in.
- Compliance with Agency's requirements for focal points and focal point activities.
- Regular meetings and consultations of the national tri-partite networks.
- Number of project coordination meetings for the programme countries

**Actions:**

- Deepen contacts with the focal points and continue exchange on information of OSH issues.
- Invite Turkey and Croatia 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 both countries to review progress with the implementation of the programme
- Submit a project proposal to DG Enlargement under the new Instrument for Pre-Accession Assistance (IPA) multi-beneficiary budget to support Turkey and Croatia beyond 2008.
- Support Turkey and Croatia in getting external funding for their Agency work under the IPA (Instrument for pre-accession assistance).
- If it becomes available, submit a project proposal under the IPA multi-beneficiary budget to support Turkey and Croatia beyond 2008 to DG Enlargement.

**Objective 2:**

Under the CARDS 2005 Regional programme, to develop further the cooperation with the countries of the Western Balkan with a view to assist these countries in their progressive alignment with the requirements of the Agency's network and activities. This task is financed via external funding.

**Performance indicators:**

- Number of Agency meetings and activities the Western Balkan countries participate in.
- Completion of the actions laid down in the CARDS 2005 Regional programme.

**Actions:**

- Deepen contacts with the focal points and continue exchange on information of OSH issues.
- Invite the Western Balkan countries to participate in the focal point meetings, expert group meetings and consultation activities (as observers), where appropriate
- Monitor the implementation of activities under the CARDS 2005 Regional programme that are carried out by external contractors.
- Hold bi-lateral meetings and/or joint meetings with all countries to review progress with the implementation of the CARDS 2005 Regional programme.
- If it becomes available, submit a project proposal under the IPA multi-beneficiary budget to support the Western Balkan countries beyond 2008 to DG Enlargement.

**Task 6: European networking**

**Objective:**

To coordinate relations between the Agency and the EU institutions (European Commission, European Council, European Parliament, Economic and Social Committee and the Committee of the Regions) with a view to facilitating exchanges and information flows in both directions and promoting the work of the Agency in Brussels.

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 organisations,

interested stakeholders, non-governmental organisations, lobbying and advocacy bodies and the European and international press corps.

Ensuring EU dimension and exposure to selected Agency activities and products, such as campaign and product presentations and launches.

**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 NGOs, lobbying groups and stakeholders
- Strengthened communication with selected European press

**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, such as DG Enterprise and Industry, DG Education and Culture, DG Health and Consumer Protection or DGs with a particular interest in the Agency's campaigns.
- Frequent 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, Budgets, Budgetary Control) and selected committees with an interest in our work programme.
- Identification of MEPs and EU officers for participation in Agency-run events.
- 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 (European Trade Union Confederation (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 the agency activities, in particular with regard to the Agency campaigns.
- Contacts with presidency permanent representations in Brussels.
- Ongoing presentations to Brussels-based organisations such as NGOs and lobby groups to increase awareness of Agency activities.
- Targeted media information to Brussels-based journalists.
- Assistance in organising Brussels-based activities and promoting the work and products of the Agency, as identified in the work programme.
- Liaison with the Heads of Agencies group

**Task 7: International networking**

**Objective:**

To develop cooperation with OSH institutions of the main trading partners of the EU, international OSH organisations and OSH practitioner networks to exchange

information and to encourage that activities of mutual interest are properly coordinated and their effectiveness and reach enhanced.

**Performance indicators:**

- Number of international partners and joint activities
- Strengthened communication with international partners

**Actions:**

- Submit easy understandable abstracts/summaries of the Agency's work priorities for 2008/2009 to the Agency's international partners.
- Where appropriate, invite international partners to contribute or participate (as observers) in Agency meetings, e.g. on Internet activities, research projects etc.
- Further develop the presentation of OSH information from the international partners on the Agency website and vice-versa.
- Participate in and promote the Agency and its work at the XVIII World Congress on Safety and Health in South Korea.
- Follow-up on the results of the 2007 EU-US conference.
- Deepen contacts with the OSH institutions in Australia, Canada, China, Japan, Korea, Russia, Singapore and the US and discuss areas for collaboration where there could be a greater impact by acting collectively.
- Continue to pursue cooperation with CIS/ILO, in particular regarding mutual promotion of activities and developments in the online -exchange of OSH information.
- Contribute to the implementation of the cooperation arrangement with PAHO regarding an OSH information portal of the countries of the Americas.
- Deepen contacts and share information of common interest with WHO, ICOH, IOAH, ISSA and practitioner networks such as IOSH and the Occupational Health Section of UEMS, ENSHPO and others.

## **5.5. Area 5 – Administrative support**

This area is aimed to support the implementation of the Agency's mandate through the provision of services in the functional areas of accounting, documentation, finance, general services, information and communications technology and personnel.

The following tasks are included under this area:

Task 1: Accounting services

Task 2: Documentation services

Task 3: Finance services

Task 4: General services

Task 5: Information and Communication Technology services

Task 6: Personnel services

### **Task 1: Accounting services**

#### **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.

#### **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 2: 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;
- 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 3: Finance services****Objective:**

To secure that Agency Financial operations are implemented in accordance with its Financial Regulations by establishing and implementing the Annual Budget, developing processes within the framework of these regulations and by reviewing the adequacy of internal controls.

**Performance indicators:**

- Preparation of Budget proposal and amending budgets;
- Comments by the Court of Auditors or other stakeholders on financial matters;
- Preparation of internal audit and assessment of internal controls;
- Rate of budget implementation;
- Tools and processes established or enhanced.

**Actions to reach the objective:**

- Budget formulation;
- Management of income and budget credits;
- Monitoring of budgetary expenses and support to financial implementation;
- Coordination of internal audit and of internal control;
- Advise on financial matters and development of financial processes, tools and applications.

**Task 4: 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;
- Implementation of procurement actions for general services.

**Actions to reach the objective:**

- Ensure provision of adequate office facilities;
- Maintain inventory systems updated (inventory software, paper files, labels, etc.);
- Launching of procurement actions for general services;
- Follow up of contracts and verification of correct execution of services.

## **Task 5: 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

### **Actions to reach the objective:**

- Implementation of a new extranet application environment;
- Startup of ABAC system;
- Upgrade of servers;
- Upgrade of internet connections;
- Renewal of workstations and printers;
- Other ICT projects.

## **Task 6: Personnel services**

### **Objective:**

To organize and monitor selection procedures in accordance to implementing rules and schedules (when applying) for Temporary agents, SNEs, Contractual agents and interims; to manage and administer human resources on an effective and timely manner in accordance to Staff regulations and implementing rules; to manage staff careers, including support to staff appraisal and promotion and organization of training activities, in line with Agency's policies and decisions.

### **Performance indicators:**

- Number of selection procedures carried out.
- Number of benefits, rights and obligations handled
- Number of performance evaluations;
- Number of hours of training arranged to staff.
- Average vacancy rate

### **Actions to reach the objective:**

- Recruitment and integration of newcomers;
- Management of personnel files, rights and obligations of staff;
- Management of Title 1;
- Development of effective agreements with the Commission on administration of staff;
- Development of Agency policies and procedures on staff career;
- Steering implementation of appraisals and promotion exercises;
- Organization of training activities.



## **6. Evaluation plan 2008**

In 2008, the Agency's evaluation plan will contain different elements to ensure that actions involving significant expenditure are properly evaluated. The Agency's evaluations have two objectives:

- 1. To create a strong knowledge base for the development of new activities by making the optimal use of past experiences – strategic evaluations
- 2. To support the ongoing implementation of programmes via the collection of information on the quality and impact of actions – ongoing evaluations

To meet the first objective, an evaluation is an integrated element of the major Agency activities. This means that every five years an overall evaluation of the Agency's performance is carried out by an external contractor - next time in 2011. In addition, programmes entailing major expenditures are evaluated to improve the design of future similar programmes. In 2008, the European Week and Healthy Workplace Initiative campaign will therefore be evaluated by an external contractor. The Agency publishes all evaluations carried out by external contractors on its website.

To meet the second objective, the Agency has set up a system to receive feedback on the quality of its draft products via its networks before publication. In addition, punctual surveys are carried out by an external contractor to improve the Agency's knowledge on the usefulness of its products and information services. Finally, three Advisory Groups composed of Board members evaluate the implementation of the different work programme activities. The knowledge developed via the surveys, the quality assurance procedure and the Advisory Groups is used to improve future products in terms of targeting, quality, etc.