Annex XVII - EU-OSHA online strategy

Role within EU-OSHA's overall strategic framework (2013-2020)

The new online strategy sits under EU-OSHA's overall strategic framework and cannot be divorced from that framework. The key features of this framework are summarised in the table below:

Mission	Vision	Values	Themes
Our fundamental purpose: *We provide our **partners** with reliable and relevant **instruments** to advance **knowledge**, **raise awareness**, and **exchange** information in order to **improve OSH policies**, programmes and practices.*	**Our ultimate goal (external, verifiable) & niche:** *To play an important part in the **creation of safer, healthier and more productive workplaces** by contributing, based on tripartism, to the creation of a European OSH risk prevention culture.* *This is essential element on a smart sustainable and inclusive economy in line with Europe 2020 strategy.*	**Desired behaviour, character and culture:** ▪ *European* ▪ *Relevant* ▪ *Tripartite* ▪ *Partnership and network-based* ▪ *Reliable* ▪ *Accountable*	**Areas of Agency activity:** ▪ *Anticipating change* ▪ *Facts and figures* ▪ *Tools for OSH management* ▪ *Networking knowledge development and dissemination* ▪ *Raising awareness :*

The design and development of new Agency projects will take into account this online strategy. The online 'outcome' of every activity will be considered as a key component of the projects' deliverables as online tools have a unique role to play in:

- *Informing and influencing our target audiences*

- *Interfacing with a broad range of users*

- *Filling the gap between research and practice*

- *Securing new media outlets*

- *Driving conversations.*

Furthermore, when developing and designing the various elements of the Agency's online offer (including web pages) the developer must check that each element fits within the defined mission, vision and values outlined above. In addition, all online activity must both address, and be built around, the 5 themes defining the activities to be undertaken by the Agency.

The main aspects of these themes (as relevant to online activity) are outlined below:

1. Anticipating change

Foresight activities: their aim is to identify and address future OSH challenges likely to result from different drivers of the changing world of work (economic crisis, demographic trends, research and innovation, emergence of new types of jobs, climate change, changing life-styles, etc.). EU-OSHA's foresight activities will seek to:

- identify and anticipate new and emerging challenges to OSH;
- explore how best to transfer the findings from the foresights into policy-making;
- provide instruments for policy-makers to address the future challenges identified adequately.

Building upon EU-OSHA's 2010-2012 pilot foresight, it is proposed to carry out a range of foresight activities over the period of the next EU-OSHA's strategy to explore the above mentioned challenges, possibly narrowing down the scope to specific sectors, topics and/or workers' group. The scope, techniques and methodologies used for the different activities will be refined and adapted to the issues addressed. In parallel, examples of foresights carried out by other organisations will be reviewed in order to share expertise on how to effectively transfer foresight findings into policy-making. This work will include foresights commissioned by EU/governmental organisations and also by the private sector where major companies have applied foresight to decision-making.

The role of online activities is to both promote (via OSHMail and the website) the existence of these foresight activities and to disseminate them to target audiences via the website and other online channels.

2. Facts and figures

The Agency's founding regulation requires it to "*supply the Community bodies and the Member States with the objective available technical, scientific and economic information they require to formulate and implement judicious and effective policies designed to protect the safety and health of workers*". Over the Strategy period, the Agency will seek to do so through three main activities:

- **ESENER**, which aims to provide an accurate description of how OSH is currently being managed in European workplaces in order to provide real-time, policy-relevant information. To this end it provides policy-makers with cross-nationally comparable information relevant for the design, implementation and monitoring of new policies in this field.

- **Economic aspects of OSH**, which will collect and analyse the evidence for the costs of 'non OSH' at the macro level, and for the benefits of investment in OSH at the enterprise level.

- **Opinion polls**, which seek to provide a comparable, cross-national picture of public opinion on OSH-related issues, with the aim of helping policy-makers identify issues that are of particular concern for EU citizens.

The website will be used to disseminate this information and OSHMail and social media will be used communicate its availability to target audiences. Increase emphasis will be placed on infographics to increase the accessibility of this information and disseminate it in a clear, user-friendly manner.

3. Tools for OSH management

The Agency's founding regulation refers to "*methods and tools for implementing preventive activities, paying particular attention to the specific problems of small and medium-sized enterprises*". The Agency would continue to develop the **OiRA** project, facilitating the development of risk assessment tools at both the national and EU levels, focused on the needs and challenges of micro and small enterprises. Over the strategy period, the Agency will also aim to develop similar tools that may assist

enterprises to go from risk assessment to the selection and implementation of practical solutions. **Toolkits** may also be developed to tackle specific issues, e.g., to assist SMEs manage the health and safety of older workers.

The Agency will develop English language templates of these online tools and support those Member States that wish to use their own resources to develop native language versions of these tools.

4. Raising awareness

This theme covers activities aiming to get the occupational safety and health message across to the multiple intermediaries and beneficiaries by raising awareness about workplace risks and how to prevent them. This includes the flagship activity of the **Healthy Workplaces Campaigns**, but also the more focused promotion and communication activities on specific topics, which are often linked to actions by other stakeholders (e.g., the Commission, SLIC, EU social partners' agreements). These activities bring information to the different beneficiaries and, in particular, intermediaries, and the Agency will continue to explore all possible means to engage with these audiences, including the increased use of social media.

As part of the online strategy, the agency will make campaign materials available on its website and use OSHMail and social media to promote the campaigns and their objectives

5. Networking knowledge development and dissemination

The aim of this theme is to position the Agency as the facilitator of tools and networking opportunities to generate a reliable and up-to-date body of OSH knowledge. EU-OSHA's mission to collect, analyse and disseminate technical, scientific and economic information on risks, good practices and research represents a very broad remit. Combined with the different information needs across all Member States (and official languages) and the ever-growing task of maintaining the currency of the information, this constitutes a very demanding challenge to meet with the available resources. The growing availability and popularity of collaborative online tools provide a great opportunity to use them to mobilise the broader 'OSH community' (practitioners, researchers, etc.) to create, maintain and translate a body of knowledge well beyond what would be possible with only the Agency's limited own resources. The key activity for this theme would be the **OSHwiki**, whose development may be supported, for example, by promotion campaigns or specific seminars to promote the generation of knowledge on key topics (e.g., those related to future campaigns).

A major element of the online strategy will be the development of an English-language version of OSHwiki. The Agency will recruit and develop a group of contributors/editors from the OSH community and support them in developing materials for the OSHwiki and support Member States in the development of further language versions of the OSHwiki.

Subsidiary objectives

In addition to the core aims, the online strategy will also seek to ensure that the Agency's online activities:

1. Support EU-OSHA brand
2. Demonstrate EU-OSHA's values
3. Facilitate the sharing of information and experience
4. Promote the Agency's partners

The broader communications context

The Agency's online activities are one element of a broader communications strategy and in many cases support or enhance other channels of communication. Online communications will be used to promote events campaigns and other activities; which, in turn, will provide links to online resources. Consequently, all online activities must take into account how they will work in conjunction with these other communications activities. These other activities will include:

- Publications and reports
- Conferences, workshops and briefings
- The FOP network
- Media relations, partnerships and press releases
- Events and exhibitions
- Communication and campaign partnerships

The online strategy will also need to integrate OSHmail, social media with its web-based activities.

Clarity of purpose and navigation

One key objectives of the new Agency strategy is to do less, better and the online strategy needs to reflect that objective. An important function of the strategy will be to ensure that online activities make it clear which activities the Agency undertakes (ie those based around the 5 themes) and which fall under the remit of the member states and other organisations. In doing so, online resources will provide appropriate links to enable visitors to access the relevant providers.

The navigation of the website will be structured around the 5 themes of the Agency (anticipating change etc) and also around the specific activities that fall within those themes (ESENER, OSHwiki, etc). The content of the website will be edited in line with the principles of search engine optimisation.

Sustainability and multilingualism

Whilst the current online offer has many strengths, two issues have been highlighted as significant weaknesses;

1. The difficulty of keeping content and links updated
2. The costs and limitations imposed by providing content in all member state languages.

To resolve these problems, the new strategy will aim to reduce content on the website to content directly relevant to the Agency's core themes and activities and to content that is directly under the control of the Agency and, thus, more straightforward to maintain. Strict procedures will be introduced to ensure that such content is kept up to date. Content of the current website will be archived but this will remain accessible to users.

Whilst the content on the overall aims and objectives of the Agency will be provided in all member state languages, as will brief sections on the nature and roles of the FOPs in each member state and the content of the Agency's campaigning websites, all other content will be provided in English.

Target audiences

The Agency has multiple target audiences for its activities. A further complicating factor is that each of the Agency's audiences (and indeed specific individuals within these audiences) can play a variety of roles and their needs from the Agency will vary according to the role they are playing at any one time.

Audience needs

In its dealings with EU-OSHA or indeed with the OSH community in general, each audience will have specific needs and expectations – in part depending on the role it is playing at that time.

Audience needs:	
OSH information:	Current OSH regulations and requirements and information
Tools & good practice:	Guidance for action (good practice, interactive tools, etc.)
Facts & figures:	OSH statistics and factual information
Networking & discussion:	New developments and ideas in OSH and opportunity to exchange ideas
Links & contacts:	Sources of help and information and whom to contact
EU-OSHA: role, activities & news:	The Agency's aims, role, structure and activities (seminars, campaigns, releases, etc.)

Types of audience

The mix of Agency audiences is too complex and inter-related to form the primary feature of any audience typology, however Agency staff need to deal with these audience groupings and much of the contact information owned by the Agency is structured around these groups. A basic distinction can be made between direct and indirect audiences.

Direct audiences would be those that the Agency would directly engage or communicate with, and indirect audiences would be those that (whilst ultimate beneficiaries of the Agency's actions) are not audiences that the Agency would deal with directly,

Types of Audience	Direct audiences	Indirect audiences
Board members	✔	
FOPs	✔	
EU institutions	✔	
EU level social partners	✔	
Other EU level networks or associates	✔	
Member/candidate state policy makers	✔	
Member state public authorities	✔	
Member state social partners	✔	

International partners (ILO, WHO, etc.)	✔	
Researchers/expert audiences	✔	✔
OSH professionals (trainers etc.)	✔	✔
SMEs (mainly general management)		✔
Larger companies (mainly OSH managers)		✔
European media	✔	
National media		✔
Employees		✔
General public		✔

The Agency will manage this multiplicity of audiences and audience needs by developing a limited number of web persona to guide the design of the website and its features. A web persona is *a summary of the characteristics, needs, motivations and environment of typical web site users*. By combining web personas with user scenarios and journeys through the website, the Agency will aim to optimise the usability of its online offer.

Evaluation

The effectiveness of this strategy will be evaluated both ex ante and ex post. Ex ante assessments will be carried out ahead of major planned developments. Usability and user testing will be integrated into the development process. Web metrics – such as Google Analytics – will be used to monitor the use of the website and to inform future developments. User satisfaction surveys will be carried out periodically. This may take the form of surveys of website or OSHmail users or through the use of user panels recruited for this purpose.