



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

2011 Annual Management Plan & Work Programme

Final version

Bilbao, December 2010

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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.

2011 will become an important year for one of the Agency's most promising projects, the Online interactive Risk Assessment tool (OiRA). Risk assessments are at the core of the European approach to a preventive occupational safety and health culture as they are the key tools at the workplace level to identify and initiate actions to prevent risks.

Though the importance of risk assessment is recognized and though risk assessment is a key concept in the framework directive on occupational safety and health³ the implementation of risk assessment at the workplace level is still far from satisfactory. The Agency's own data from its ESENER survey show that for enterprises with less than 250 employees, the proportion that carries out workplace checks diminishes significantly as they get smaller. There is therefore a clear need for promoting the use of risk assessments, but there is also a need for doing it in a new way. In particular, it must be ensured that the risk assessment can be carried out in a way which adds to the productivity of the company and which takes into account the fact that especially smaller enterprises have limited resources available.

The European Community Strategy on Health and Safety at Work 2007-2012 recognises this and calls for the development of simple tools to facilitate risk assessment. In 2009, the Agency therefore began work on developing and promoting such a practical risk assessment tool for micro and small enterprises building on a successful Dutch initiative.

The solution itself is a web-based interactive risk assessment tool that can help micro and small organisations to put in place a risk assessment process – starting with the identification and evaluation of workplace risks, through decision making on preventive actions and the taking of action, to monitoring and reporting also in printed form.

Technically speaking the tool can be described as 'state of the art'. However, as such it remains just a tool. Its real potential to make a significant contribution to improving occupational safety and health in Europe's workplaces lies as much in its development and dissemination model, in which sectoral social partners alongside public authorities have an important role, as in its technical characteristics.

In terms of the content of the tool, social partner collaboration ensures that the tool responds to the real needs of small organisations in a particular sector. Social partner engagement with the tool is also crucial in encouraging widespread take-up and use of the tool at enterprise level. While other incentives can be introduced into the dissemination model, it is this 'peer to peer' communication that is central to bridging the gap between 'distant public authorities' (whether at EU or national level) and Europe's 25 million SMEs and encouraging its use.

¹ EU-OSHA's Strategy 2009-2013

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

³ Council directive 89/391

After the technical development of the tool in 2009, in 2010 the Agency has piloted the development and dissemination model at both EU level (working with the Sectoral Social Dialogue Committees) and at Member State level (with several Member States) as part of the testing of the tool and the development of appropriate support and guidance services.

The proven efficacy of the tool to improve the safety and health of small workplaces while at the same time reducing the “administrative burden” on them make it of potential strategic importance both in supporting the goals of the *European Community Strategy for Health and Safety at Work 2007-2012* and of the *Commission’s Action Programme in Reducing Administrative Burdens in the European Union*.

As the additional resources requested for the full implementation of the project in 2011 have not been made available, the Agency has undertaken an internal reorganisation and reallocation of human resources to ensure that project can move ahead.

OiRA is, obviously, not the only EU-OSHA project for 2011. This document outlines the full range of activities in 2011, including the second year of the Maintenance Campaign.

Finally, I would like to welcome the EEA-EFTA states, Iceland, Lichtenstein, and Norway. 2010 saw the establishment of the formal conditions for their participation in the Agency and 2011 will be the first full year of EEA-EFTA participation. Based on the experience from the existing collaboration, I am convinced that the future collaboration will be to the benefit of the Agency and the three EEA-EFTA states.

Jukka Takala
Director

2. Multi-annual perspective

The Annual Management Plan 2011 has been prepared within the overall framework established in the EU-OSHA Strategy 2009-2013.⁴ 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 amendments⁵ 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.

⁴ Available here: http://osha.europa.eu/en/publications/work_programmes/strategy2009-2013

⁵ 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.

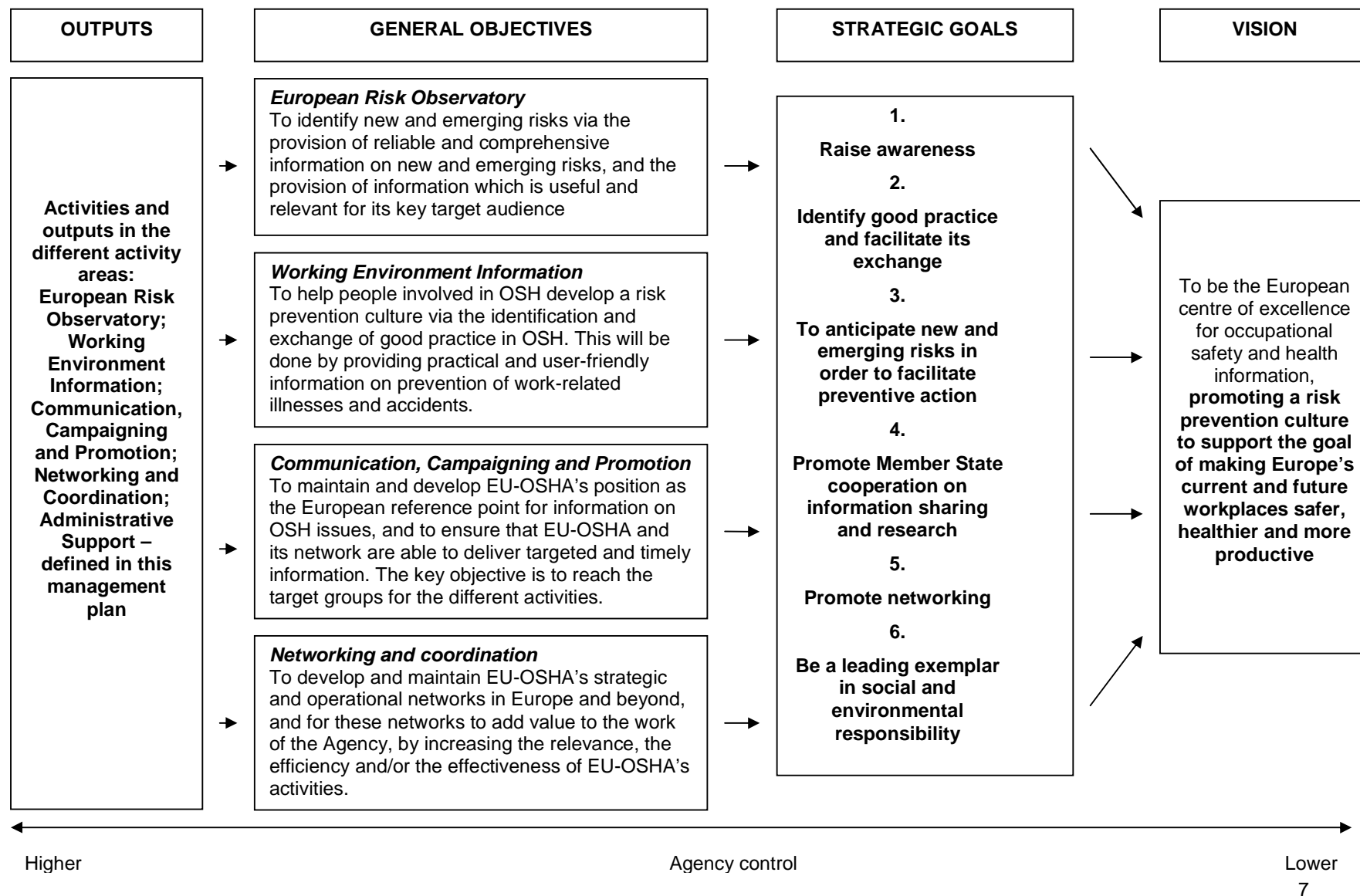
2.3 General objectives

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 realization 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 realization 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 realizing 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 consistently show that EU-OSHA is on the right track towards meeting its multi-annual strategic objectives and consequently contribute to wider EU policy objectives such as those in the EU OSH Strategy or Europe 2020. Taking two key dimensions, quality (usefulness, reliability etc. of Agency outputs) and quantity (how many users are reached) is a good substitute for a direct measure of impact.⁶ As regards quality, the usefulness of the Agency website sections is regarded positively with some of the key substantive sections being considered extremely positively. The same is the case for the Agency's publications which are regarded as very useful. As regards quantity more than 2,300,000 people visited the Agency website in 2009, almost 45.000 subscribed to the Agency's newsletter, 12 per cent of establishments with 10 or more workers had used OSH information from EU-OSHA and 30 per cent of the same group of establishments are aware of the European Campaign.

⁶ All data in this section are taken from the annex.

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 2011:

Human Resources (Temporary Agents)

Area	Temporary agents	
	2010	2011
European risk observatory	7.3	7.3
Working environment information	7.3	7.3
Communication, campaigning and promotion	11	11
Networking and coordination	7.3	7.3
Administrative support	11	11
Total	44	44

Human Resources (Contract Agents)

Area	Contract agents	
	2010	2011
European risk observatory	2	2
Working environment information	2	3
Communication, campaigning and promotion	7	8
Networking and coordination*	3	3
Administrative support	10	10
Total	24	26

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

Financial Resources (operational expenditure)

Area	Total (EUR)	
	2010	2011
European risk observatory	1,301,225	947,750
Working environment information	1,155,470	1,247,500
Communication, campaigning and promotion	3,830,000	4,353,190
Networking and coordination (*)	1,396,671 + 520,731 (IPA II)	1,268,060 + pm (IPA II)

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

In addition, 7,264,220 EUR are needed for administrative expenditures. In 2010 the figure was 7,320,100 EUR.

4. Work programme 2011

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. 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 realization 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 Area 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 European Risk Observatory is unique as it is the only European level body providing information on OSH new and emerging risks. The background to the observatory is the Community Strategy on OSH 2002-2006 which gave the task of establishing a risk observatory to the Agency. The role of the observatory was recognized and consolidated with the Community Strategy on OSH 2007-2012 which gives the observatory a key role in the implementation of the strategy. The different tasks given in the Community Strategy have been incorporated in the observatory's work via the EU-OSHA Strategy 2009-2013 and the annual management plans.

The rationale for the European Risk Observatory's activities is closely linked to the impact of the 'changing world of work' and its impact on OSH. Demographic changes, changes in work organisation, work process and production methods can lead to new types of risks or demand new solutions.

The observatory delivers its results by pulling together research findings, putting them into context, providing an overview of the current state of OSH, looking for trends in order to 'anticipate change', and communicating the key issues effectively to its key audiences, policy-makers and researchers. The observatory also aims to stimulate debate and reflection among the Agency's stakeholders and to provide a platform for debate between policy-makers and researchers.

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

Foresight is a necessary activity in order to enable timely prevention of future risks related to OSH. For this information to be useful it must identify underlying causes, determine which groups are at risk and help identify necessary prevention measures.

'Risk anticipation' is identified in the Community Strategy as a core task for the ERO. Work in previous years has focused on review of existing models and development of a suitable methodology. Focus will now be on 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 project will also take into account the positive aspects of technological innovations, such as the improvement in prevention which they may bring about.

A workshop was organised in October 2008 to discuss the Agency's draft proposal with the ERO Advisory Group (EROAG) and experts on foresight methodology. Following the experts' and EROAG's advice, and the Board's agreement, the foresight will be developed in three phases: phase 1 will explore key drivers of contextual changes (socio-cultural, economic, political, technical, environmental); phase 2 aims to develop a list of key technological innovations that may affect workplaces and workers over the next 10 years; the third and final phase involves the development of a set of plausible and consistent scenarios describing how the factors identified in phases 1 and 2 may interact, and how this may impact on OSH

This methodology has been selected after a review of existing initiatives at the national and international levels, and refined through input from OSH experts, foresight experts and stakeholders (EROAG) and the above workshop. Following consultation with the Agency stakeholders, the foresight project will focus on 'green jobs'. A call for tender was launched in October 2009 for a project comprising the above three phases. During 2011, phases 2 and 3 will be completed. As in previous years, the project will be implemented in close consultation with the EROAG: the stakeholders' active participation is essential for the success of the foresight project.

This activity will include a number of workshops to achieve a broad consensus and a sound scientific basis.

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
Influence 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:	
- Overview and analysis of key technological innovations and key drivers of change that may impact on OSH. Completion of a set of scenarios describing how they may interact to affect OSH.	

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 rapid pace of change in the workplace requires a continued effort to stay up to date with the latest knowledge on occupational safety and health. Assisting decision-makers to stay abreast of new scientific information will be achieved in three ways: first, through 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. Second, state-of-the-art reports will provide a more 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. Third, the OSHwiki represents an innovative channel to disseminate the latest knowledge on OSH. The OSHwiki aims to provide authoritative, in-depth, multilingual and easily updated information on OSH, through a collaborative tool that allows the active participation of the OSH community, to complement the Agency's existing products and information strategy.

These three types of output aim to stimulate discussion and assist in (a) the development of evidence-based prevention programmes, (b) the identification of research needs, and (c) providing the background knowledge basis for the Agency's Healthy Workplace Campaigns. The outputs of this work feed into the proposals made for specific objective 6, i.e., encouraging the research community to develop joint OSH research priorities at EU level.

The topics to be explored can arise from the ERO's previous own work (e.g., its expert forecasts, 'stimulating debate' seminars, etc.), suggestions from the ERO Expert Group and the Topic Centre, proposals from the Agency stakeholders, and the concerns expressed in the Community Strategy. In 2011, the ERO build upon its recent work to address the Community Strategy request for the Agency to "*draw up, through its European Risk Observatory, a report examining the specific challenges in terms of health and safety posed by the more extensive integration of women, immigrant workers and younger and older workers into the labour market. It will help to pinpoint and monitor trends and new risks and identify measures which are essential*". The work initiated in 2010 on the "OSHWiki" project will continue during 2011, in order to create a critical mass of information prior to the OSHwiki being launched and opened for editing by other authors from the OSH community, nominated by the Agency's networks and professional or scientific organisations.

Specific objective 2:	
Indicator:	Target:
Influence 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
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"> - Report examining the specific OSH challenges posed by the more extensive integration of women, immigrant workers and younger and older workers into the labour market - OSHwiki articles on key topics relevant to the Agency's work programme 	

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 occupational safety and health, priority setting is usually based on a combination of official statistics and scientific estimations. The Agency has already carried out a project to describe the existing OSH monitoring systems in the EU Member States. This 2002 project included a workshop to present an overview of OSH monitoring systems in place at Member State and EU level and to identify needs and options for future common approaches to monitoring OSH. A clear conclusion of the project was that a consistent and comparative description of the burden of occupational and work-related disease and injury, and the related risk factors, is an important prerequisite for OSH decision-making and planning processes.

Therefore, in its 2009-2013 Strategy, the Agency proposed a review of the existing data as well as scientific methodologies used to assess the occupational component of the burden of disease and injury, and their usefulness in supporting decisions with regard to prevention policies. Acknowledging that this is a complex topic that requires a high degree of expert knowledge and close cooperation with Eurostat, the ILO and WHO, the ERO proposed 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. Following the completion of an overview report and expert workshop in 2010, the project's findings will be presented at a seminar with stakeholders and experts during 2011, 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:
Influence 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
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:	
- Seminar with stakeholders and experts to consolidate the 2010 review of methodologies to estimate the occupational burden of disease and injury.	

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 issues addressed by the ERO will, by definition, be of an emerging nature, there needs to be a process of discussion and validation of the ERO 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.

Some of the Observatory products are not designed to be considered in isolation, or as final conclusions: the aim is to have information from several sources and through various methodologies (literature reviews, national and EU statistical data, ESENER data, expert forecasts, etc.) that, together, help the Risk Observatory target users to draw conclusions about the extent and nature of a problem, and to anticipate emerging risks. An essential part of this integrative process will be the discussion and consolidation of the findings with the stakeholders, in order to validate its conclusions and decide on the need for any further work on the topic.

Until now, the Agency has relied on workshops and seminars for this purpose. These channels are ideal for close interaction with key stakeholders, but have an obvious constraint in that only a small number of stakeholders can participate in such events. Even with the online publication of the presentations and conclusions, the opportunities for interaction with the wider OSH community are limited. The ERO will therefore pilot the use of social media to establish a two-way communication with its target audiences (including the OSHwiki), and receive feedback on its work and future priorities.

Specific objective 4:	
Indicator:	Target:
Influence policy debate	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
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"> - Development of social media to widen interaction with stakeholders - Provision of PowerPoint presentations to disseminate the findings of key reports - Participation in an ECHA workshop on the links between REACH and workplace legislation 	

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. There is, however, no single EU-wide source of standardised data on how OSH is really 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. This makes it more difficult for EU decision-makers to consider policies at EU level, or for Member State level decision-makers to analyse the situation of their country relative to the European picture.

The European Survey of Enterprises on New and Emerging Risks (ESENER) is designed to provide this 'real-time' information on OSH management and some of the most important emerging OSH risks: psychosocial risks. ESENER aims to provide an insight into the way that enterprises (in both the public and the private sector) manage OSH and psychosocial risks across 31 countries, and to give indications as to how policy-makers, practitioners, EU-OSHA and other providers of OSH information can provide enterprises with better support.

The wealth of data collected via ESENER will continue to yield useful information through 2011. Following the initial analyses in 2009-10, further analyses will be commissioned by the Agency, in consultation with its stakeholders. Particular attention will be given to issues which

may provide useful input into the evaluation of the current Community Strategy, and preparations for its successor.

The ERO will also encourage the research community 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:
Influence 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
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 analyses 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*”. This request reflects the current fragmentation of OSH research in the EU, and its comparatively low funding profile in relation to other disciplines.

In 2005, at the request of DG EMPL and in consultation with the Agency’s stakeholders and the major OSH research institutions across the EU, the ERO prepared a report on OSH research priorities. This report was submitted as input into the current Community Strategy on OSH and the 7th Research Framework Programme, and has been widely referenced in research and policy documents. Since then, the Agency, through its partnership in New OSH ERA and contacts with PEROSH, has continued to foster stronger research coordination, and better contacts between OSH research bodies and EU funding institutions.

In 2011, the ERO will carry out an update of the report on ‘OSH research priorities in the EU’, again in consultation with all the major OSH research institutions and particularly with PEROSH. This report, and its follow-up, may also serve as input into preparations for a possible 8th Research Framework Programme (2014-).

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. If the New OSH ERA partners agree, the 2011 Forum will discuss what the OSH research priorities should be over the next five years, to serve as an input into the above project (revising the ‘OSH research priorities in the EU’ report).

Specific objective 6:	
Indicator:	Target:
OSH requirements in research programmes	Increase year-on-year the number of joint calls for proposals on OSH issues
Main outputs:	
<ul style="list-style-type: none"> - Update of 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

Giving access to 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 where technical information is prepared for the European Campaigns, where information is collected and analysed on a number of priority themes other than the European Campaign themes and where debate and sharing of knowledge on good practices is promoted.

A significant number of examples of good practice on preventing OSH risks already exist across Europe. By analyzing 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.

Good practice information is needed at all levels to effectively prevent OSH risks and is a necessary complement to legislation and other measures. 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.

The Agency carries out its work in this area in close collaboration with the Focal Points. Main activities include identification of good practices on OSH and facilitation of their exchange, analysing success factors of good practices, and collecting, analysing and making available information on preventing work-related illnesses and accidents. To achieve the desired results in this area information must be practical and user-friendly.

4.2.2 Specific objectives in the area

Work in the Working Environment Information area is organized 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 information products on the issues addressed in the *Maintenance and Better Health and Safety at Work through Prevention Healthy Workplaces Campaigns*, which are regarded as useful, practical, and high-quality by the intended users in order to support the campaigning activities

EU-OSHA organizes two-year European Campaigns on themes selected by the Governing Board. The campaigns are the major activity of the Agency and aim at increasing the awareness and stimulating preventive action among the target groups and intended beneficiaries of the campaign. Activities in the Working Environment Information area deal with the preparation of the technical information for the campaign whereas the campaigning activities are organised under the Communication, Campaigning and Promotion area.

The important role of EU-OSHA's awareness raising activities and in particular its campaigns is clearly recognized in the Community Strategy on OSH 2007-2012 and the evaluations of the previous campaigns have consistently led to positive conclusions.

The Governing Board selected the theme, Maintenance for the campaign 2010-2011 and Better Health and Safety at Work through Prevention for 2012-2013.

Maintenance affects every area of OSH and poor standards of maintenance are a major cause of occupational diseases and accidents. The campaign, which started in 2010, stresses the need for high quality standards of maintenance work and highlight policies and practices aimed at improving these standards, linking good assets management with good safety and health performance. Two key messages are communicated: The importance of safety and health during maintenance operations and the potential of preventing accidents and ill-health through maintenance.

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

Most of the technical information products have been developed in 2009-2010 and the main activity in 2011 will be the development of the technical content of the campaign summit and the good practice award scheme followed up by a report. There will also be a mini-campaign in support of the introduction of the United Nations Globally Harmonized System (GHS) of classification, labelling and packaging of substances and mixtures in the context of Maintenance activities and this will be pursued in coordination with activities in the Communication, Campaigning and Promotion area.

The **Better Health and Safety at Work through Prevention** campaign aims at addressing the problems of continued high levels of work-related accidents and ill health and the new risks emerging from changed work circumstances. Ill health and work accidents are not being prevented because of lack of, or improper application of, the prevention approach set out in the EU health and safety at work directives. The high costs of those accidents and ill health to workers, businesses and society is also a factor to keep in mind.

In addition to 5720 fatalities⁷, ILO estimates show that work has a significant impact on health. In the EU-27 159,000 fatalities could be attributed to work-related diseases.⁸ In the EU27 almost 7 million workers had an accident in the previous year and 20 million workers experienced a work-related health problem according to EUROSTAT Labour Force Survey 2007⁹. Also, according to the 4th European Working Conditions Survey (EWCS, 2005)¹⁰, more than one third of the EU-27 workers (35.4 per cent) consider that work affects their health in a negative way by causing, for example, hearing problems, backache and overall fatigue, and only a little more than half (58 per cent) think that they will be able to do the same job as now when they are 60 years old. Subsequently, it is clear that the workplace can be an appropriate place to improve workers' general state of health.

The challenge to achieve better health and safety at work has been recognised and addressed by the Community. The EU strategy 2007-2012 on health and safety at work¹¹ stresses that *"national and EU policies should help to create working environments and occupational health services which enable workers to play a full and productive role in working life until they reach old age."*

If the requirements of European Directives on health and safety at work, which are based on prevention, were properly applied, this would greatly improve the situation as regards poor occupational health and safety.¹² For example: Lack of prevention or inappropriate prevention of occupational risks remains a problem in the EU especially among SMEs; More work is needed to raise awareness of what businesses need to do and of the practical ways to effectively prevent risks; More awareness is needed about how this is part of good business

⁷ EUROSTAT 2005: Figure in recorded economic sectors covering 87 pct. of the workforce in the 27 EU Member States.

⁸ http://www.ilo.org/public/english/protection/safework/wdcongrs18/safework_report.pdf

⁹ Eurostat 2009: Labour Force Survey 2007

¹⁰ <http://www.eurofound.europa.eu/pubdocs/2006/98/en/2/ef0698en.pdf>

¹¹ <http://eur-lex.europa.eu/Notice.do?checktexts=checkbox&val=443914%3Acs&pos=1&page=1&lang=en&pgs=10&nbl=1&list=443914%3Acs%2C&hwords=&action=GO&visu=%23texte>

¹² COM(2004) 62 final

planning; The importance of economic impacts and incentives needs to be better promoted¹³; More effort is also needed to ensure that businesses address health risks as well as safety risks to their workers and take a holistic approach to prevention; More support in terms of access to practical resources is needed for SMEs; The importance of health and safety at work needs to be kept on the agenda especially in times of economic crisis, where it can be mistakenly felt to be a luxury and businesses may be tempted to put their businesses and workers at risk by cutting back or ignoring health and safety.

The campaign will be developed around the twin concepts of leadership and worker involvement which are key elements in a successful prevention of OSH risks. It is for the top management to lead the way and set an example for the whole organisation. This applies to all organisations of all sizes. 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 they expect the union or management to 'sort everything out'. It is known that worker involvement is essential and that safety representatives do make a difference. A review of recent empirical research shows that management commitment combined with employee participation is the key condition for success in improving quality of working life and performance.¹⁴

In preparation of the campaign a stakeholder consultation was carried out end 2009-beginning 2010. The results from this consultation have been integrated in the preparation of the campaigning activities and included in discussions with relevant groups (e.g. Advisory Groups). One of the significant issues raised was how to reach the micro-level. – i.e. at the individual enterprise level or alternatively at the sector level. The Agency is aware of this challenge and will continue to focus on this, in particular via its partnerships (notable with the Enterprise Europe Network). Another important issue raised which the Agency follows up on are the potential synergies resulting from close cooperation with labour inspections (e.g. via SLIC and via the focal points).

Work in 2010 and 2011 focuses on the specification and preparation of products required for the campaign. The products will address issues such as the practical approaches that can be taken to use the results of systematic risk assessments through good practice examples; the importance of extending a prevention approach to include occupational health; demonstration of how taking preventive actions can, not only increase safety and health, but also lead to business financial benefits.

The stakeholder consultation made clear that both as regards OSH leadership and worker involvement various motivations are at work. OSH leadership and worker involvement is not only a question of complying with legislation, it is also a matter of 'good business', productivity, morally acceptable behaviour and reputation – in addition, of course, to improved OSH. This will be reflected in the preparation of the campaign to ensure reaching the target groups and beneficiaries.

Following the holistic approach of the campaign information products on effective OSH leadership and worker participation will be prepared. The campaign material will be drawn mainly from the WEI projects on mainstreaming OSH into education, workplace health promotion, risk assessment and economic incentives. The Agency will collect effective good practice examples and will take advantage of ESENER data for secondary analysis for this end. In addition effective prevention practices will be identified which are of particular interest for SMEs and which could be potentially rewarded by an economic incentive system.

¹³ COM (2007) 62

¹⁴ Pot, FD, Koningsveld, EAP (2009). *Quality of working life and organisational performance – two sides of the same coin?* Scandinavian Journal of Work, Environment and Health, 35 (6): 421-428

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"> - Maintenance Campaign Summit Information Materials (10/11 campaign) - Legionella Report (10/11 campaign) - Good Practice Awards (10/11 campaign) - Information products on effective OSH leadership and worker participation (12/13 campaign) 	

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

Preparation of campaign material is just one – though a significant one – activity the Agency undertakes to collect, analyse and provide good practice information. However, the campaigns cannot cover the needs for good practice information in all sectors, about all topics and about all measures. Therefore the Agency in parallel to the campaigns develops new good practice information on selected themes. These themes are selected on the basis of an assessment of where most European added value is created taking into account among other things the priorities in the Community Strategy on OSH. The Board decided on most of the themes when adopting the EU-OSHA Strategy 2009-2013.

The use of **economic incentives** is recognised as a necessary complement to legislation, enforcement and other measures, for example in the Community Strategy on OSH. However, there is a need for information on the types of economic incentives which are most likely to be effective and also for identifying factors which are likely to act as disincentives.

The primary target group are financial institutions and other organisations which can provide economic incentives.

In 2011 activities will focus on economic incentives which can be provided by public and private procurement and look at how large international enterprises ensure, that OSH standards are met by their contractors, e.g. SMEs (Certification programmes in chemical industry, cooperation on construction sites, OSH knowledge transfer from big to small enterprises) and on public procurement (OSH in EU procurement, e.g. agriculture, public construction procurement for infrastructure and other major projects). Further the networking activities with the economic incentives expert group will be continued in order to further promote the products published in 2010 and to continue the exchange of good practice information. The expert group is an essential element of the project, as the networking meetings ensure that useful products are developed that can stimulate the implementation of economic incentives approaches in Member/EEA States. Scientific evidence has shown that OSH incentive programmes can reduce accidents in thousands of enterprises and therefore these programmes can contribute significantly to achieve the European objective of a 25% accident reduction. Due to the work of the expert group the development of further incentive programmes is currently discussed in several Member States (e.g. Italy and Cyprus) and thus this Agency activity will have direct impact in respective countries in order to improve quality of working life.

The Agency is requested to collect and disseminate information for the support of the development of **workplace health promotion (WHP)** campaigns under the Community Strategy 2007-2012. The positive effects of prevention policies can be reinforced by encouraging workers who work in healthy environment to adopt lifestyles which improve their general state of health, though decisions on the individual's lifestyle is beyond the responsibility of the employer. Contributions to good health can come from both a safe and healthy working environment and from the individual's healthy choices. A number of general

risk factors, which can contribute to health problems can be caused or aggravated by working conditions.

Main beneficiaries of the activity are workplaces and those involved in the implementation of practical OSH measures. Intermediaries are also the key target group: policy makers, social partners, Focal Points and their networks, other networks such as the European Network on Workplace Health Promotion and relevant NGOs.

The project links to former projects such as ageing workers, young workers, psychosocial risks, MSDs, transport etc and is carried out in close cooperation with relevant actors in this area such as the European Network of Workplace Health Promotion and DG SANCO. In 2011 the project will continue activities started in 2009 and 2010. The focus of the 2nd phase of this project was decided taking into account the results of the 1st phase of the project (2009-2010) and after consulting the Workplace Health Promotion Expert Group at the beginning of 2010. .

Mainstreaming OSH into education is recognised in the Community Strategy 2007-2012 as a necessary element in the development of a risk prevention culture which is also the vision in the EU-OSHA Strategy 2009-2013. To create a risk prevention culture, children and young adults must be taught how to live and work safe and healthy. This argument is supported by the fact that young workers have more accidents than their elder colleagues.

The Agency will provide information about current practices, challenges and success factors to help those seeking to mainstream OSH and risk training into education. Main target groups are policy makers in the OSH and education fields as well as those involved in the actual promotion and implementation of risk education closer to the classroom level.

The project will build on the previous mainstreaming OSH into education activities. These include: a seminar in 2001; a case studies report in 2004, activities related to the Safe Start campaign in 2006, report on mainstreaming OSH into the school curriculum (work programme 2006), a report on risk education at the university level (work programme 2007), a report on training for teachers on risk education (work programme 2008/09) and a report on taking a 'whole-school approach (work programme 2010). 2011 priorities will be completion of the report on a whole-school approach commenced under the management plan 2010, presentation and dissemination of existing EU-OSHA resources, networking activities with the EU-OSHA expert group and with ENETOSH.

In recent years the idea of establishing **Peer Review** processes for occupational safety and health along the lines of models used in the nuclear industry (eg. WANO¹⁵, OSART¹⁶, SCART¹⁷) has been receiving attention from organisations such as HSE¹⁸ and IOSH¹⁹. In order to determine if this is a Good Practice area which can be promoted at a pan-European level the Agency's Topic Centre will be contracted to carry out a state-of-the-art review of the topic. The existence, design, scope, mode of operation, cost and impact of Peer Review processes across Europe will be examined.

According to the Framework Directive Member States shall define the necessary capabilities and aptitudes for OSH professionals. The legal obligation for the Member States to adopt implementing laws and regulations which comply with the requirements of the Framework Directive was also stressed by the European Commission in other documents²⁰ as well as the fact that the level of training requirements vary considerably across the EU Member States.²¹

¹⁵ http://www.wano.info/WANO_Programmes/Peer_Review_Programme.asp

¹⁶ <http://www-ns.iaea.org/reviews/op-safety-reviews.htm>

¹⁷ <http://www-ns.iaea.org/reviews/saf-culture-reviews.htm>

¹⁸ <http://www.hse.gov.uk/leadership/notefromchair.htm>

¹⁹ http://www.iosh.co.uk/index.cfm?go=groups.news_item&id=2158&sgid=17

²⁰ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions on the practical implementation of the provisions of the Health and Safety at Work Directives 89/391 (Framework), 89/654 (Workplaces), 89/655 (Work Equipment), 89/656 (Personal Protective Equipment), 90/269 (Manual Handling of Loads) and 90/270 (Display Screen Equipment), COM/2004/62, page 11 and 12.

²¹ COM (2004)62, page 19.

Subsequently, a **State-of-the-art review of training requirements of safety professionals** will be carried out, the scope of which will be to survey and report on the national implementation laws of the relevant provisions of the OSH framework directive in the 27 EU Member States and EFTA countries. The aim of the state of the art review will be to provide a practical overview on the training requirements for safety professionals (in-house experts and external services) and the study will build on existing data which has been collected by the *European Network of Safety and Health Professional Organisations* (ENSHPO) in the framework of the creation of two certification standards (health and safety manager and health and safety technician)²² and other available data previously collected by partners of the Topic Centre. This will subsequently provide information on the training requirements in the EU Member States for safety professionals who are to be designated by the employer according to the Framework Directive to deal with the organization of protective and preventive measures and to provide information on any special competences/training requirements to carry out a risk assessment.

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"> - Report on how Economic Incentives can be provided by procurement - Case studies on implementation strategies of WHP , literature reviews on motivation for employers, workers to be involved in WHP, eFacts on tobacco (for employers, smokers and non-smokers), eFact on work-life balance - Mainstreaming report on taking a “whole school” approach and networking activities - A state of the art review of OSH Peer Review processes - A state-of-the-art review of training requirements of safety professionals 	

Specific objective 3: To contribute to the relevance and use of the products via the discussion and consolidation of key issues with the target users

One of the main vehicles for the Agency to realise its vision about creating a preventive culture is facilitating the exchange of information on good practices to ensure workers' health and safety. Therefore, different activities to share knowledge and stimulate debate are organised. These activities are basically of two kinds: Activities to ensure the relevance of the information products which are organised at the beginning of the project cycle and activities to contribute to the use of the products which are organised at the end of the project cycle. The activities will be based on the work the Agency has done in recent years. In 2011 such activities will be focused on sharing knowledge and promoting use of the workplace health promotion information products as well as the road transport information.

Specific objective 3:	
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"> - Workplace health promotion event - Road Transport report promotion seminar / events 	

²² See www.enshpo.org

Specific objective 4: To support prevention measures via ensuring the continued relevance of information products produced at an earlier stage

Since the establishment of the Agency, information has been developed and provided on a number of topics. However, to ensure the continued impact of this information, it is necessary to ensure it is still relevant and that it is easy to access for the relevant users. Therefore, EU-OSHA reviews existing Agency information to ensure its continued relevance. This review focuses on two topics at a time.

The activities in 2011 will include completion and promotion of the updated women and health web feature prepared under the management plan 2010; production of case studies of mainstreaming gender into OSH building on the EU-OSHA "Gender issues in safety and health at work" report of 2003 and taking into account the results of Risk Observatory work on gender under the management plans 2009 and 2010.

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">- Completion and promotion of the women and health web feature- Collection of case studies on mainstreaming gender into OSH	

Specific objective 5: To improve the implementation 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. This improvement should lead both a higher implementation rate and an improved quality in the risk assessments carried out. The ultimate aim is to improve OSH for European workers.

In order to achieve the objective EU-OSHA has formulated two more precise objectives:

- The uptake of the OiRA tool by micro and small enterprises
- The development, update and dissemination of OiRA tools tailored to the specificities and needs of micro and small enterprises by national authorities and EU and national sectoral social partners. The tools shall be free of charge.

The development of **simple tools to facilitate risk assessment** is recognised in the Community Strategy 2007-2012 as a necessary element, in particular in SMEs and high-risks sectors, to reduce the incidence rate of accidents at work and occupational diseases.

The Agency's survey ESENER 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 four out of ten enterprises with between 10 and 50 employees do so; the rest relying on external contractors. If we look at the reasons for not carrying out a risk assessment, ESENER indicates that the smaller the enterprise, the less likely it is to see it as something that they need to do. In fact, smaller enterprises are almost twice as likely to say that they do not do risk assessment because it is not necessary than because they lack the expertise or because it is too expensive or an excessive burden.

The Agency will continue supporting (following the 2008/09 campaign on risk assessment) employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders in improving risk assessment at workplace level by developing and implementing the **Online Risk Assessment (OiRA) tool** project.

The OiRA offers a real possibility to reduce the burden of death, disability and disease, as well as the costs of accidents and ill-health both to enterprises and to the society at large.

Building on a successful Dutch initiative, the proven efficacy of the OiRA tool to improve the safety and health of small workplaces while at the same time reducing the administrative burden on them make it of strategic importance both in supporting the goals of the Community Strategy for Health and Safety at Work 2007-2012 and of the Commission's Action Programme in Reducing Administrative Burdens in the European Union.

Technically speaking the tool can be described as 'state of the art'. However, as such it remains just a tool. Its real potential to make a significant contribution to improving occupational safety and health in Europe's workplaces lies as much in its development and dissemination model, in which sectoral social partners alongside the relevant public authorities have an important role, as in its technical characteristics.

In terms of the content of the tool, social partner collaboration ensures that the tool responds to the real needs of small organisations in a particular sector. Social partner engagement with the tool is also crucial in encouraging widespread take-up and use of the tool at enterprise level. While other incentives can be introduced into the dissemination model, it is this 'peer to peer' communication that is central to bridging the gap between 'distant public authorities' (whether at EU or national level) and Europe's 25 million SMEs and encouraging its use.

After the technical development of the tool in 2009, in 2010 the Agency has been piloting the development and diffusion model at both EU level (working with the Sectoral Social Dialogue Committees) and at Member State level (with three Member States) as part of the testing of the tool and the development of appropriate support and guidance services. In 2011, additional pilot projects will be carried out at the same time as the project's focus will move onto community-building, dissemination and promotion activities. The public launch of the OiRA tool and the OiRA developers' community is planned to take place in September 2011 at the World Congress for Safety and Health at Work in Istanbul, Turkey.

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 defined²³ - Rate target to be defined - Targets to be defined
Main outputs:	
<ul style="list-style-type: none"> - Promote building of tailored OiRA tools via sectoral social dialogue. 2010 and 2011 - pilots - Develop EU free community of developers and users of OiRA tools. 2010 and 2011 - Development of help desk - Launch of OiRA tool and community 	

²³ An ongoing evaluation of pilot projects will help establish the baseline and define reasonable targets.

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 among the defined target groups of the issues addressed in the Agency's campaigns by promotion of the campaign theme

In order to realise the vision statement about creating a culture where occupational safety and health risks are prevented, it is necessary to create awareness about workplace risks and how to prevent them. This involves reaching the target groups for the different campaigns. The importance of awareness raising activities is recognised in the current Community Strategy on OSH where EU-OSHA is specifically asked to continue its campaigning activities.

The EU-OSHA campaigning work builds on over 10 years' experience and is based on a decentralised model where Focal Points coordinate national level campaigns. The 2010-11 Safe Maintenance campaign is implemented against this background and taking 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 where the technical information products for the campaign are developed. The rationale for the choice of campaign themes is also presented in the Working Environment Information section of this document.

In 2010 the campaign focused on the importance of maintenance for safety and the need for high quality standards of maintenance work, as well as on highlighting policies and practices aimed at improving these standards. After this broad awareness raising action in 2010, in 2011 the campaign will develop a more sector and topic focused character at both EU and national level. In particular, it will focus on high-risk sectors and SMEs, with a special emphasis on the transport, agriculture, fisheries, construction, health care and manufacturing sectors. In 2011, an Online OSH Campaigning Toolkit will be developed, which will equip non-communications or campaigning experts interested in OSH with the necessary skills and tools to run low cost communication actions. The European Campaign Assistance Package (ECAP), which provides support to national Focal Points for the implementation of localised public relations, events and promotional actions in the 27 Member States, and EEA countries, will be further developed and improved. At the same time, the existing network of official campaign partners will be further supported and promoted. Finally, the Agency will also work with both the Hungarian and Polish Council Presidencies of the EU to promote the campaign's goals.

During 2011 campaign material for the subsequent campaign "*Better health and safety at work through prevention*" (2012-13) will also be prepared.

Specific objective 1:	
Indicator:	Target:

Engagement of stakeholders in campaigns	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 second year of the Healthy Workplaces –Safe Maintenance campaign plan – 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 – Good practice awards ceremony – and promotion of winning initiatives – Presentations at and participation in campaign events organised by third parties – Campaign closing event – summit - in Bilbao, Spain – HWC 2012-13 Campaign plan and branding – HWC 2012-13 Campaign resources (print, electronic, give-aways) 	

Specific objective 2: To effectively reach the intended target groups by using the appropriate communication tools which involves maintaining the Agency, including its website, as Europe's first reference point for OSH information

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. A pan European Photo Competition will be launched to promote Risk prevention and the Agency will for the third year, sponsor the Healthy Workplaces Film Award to honour a documentary film that focuses on the individual at work.

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** will be implemented to further improve the Agency's online presence and use of social media such as wikis, blogs, Twitter and Facebook.

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, factsheets and, in 2011, reports on OSH and road transport amongst others.

To broaden the dissemination of its information and better target specific sectors or SMEs, the Agency will continue to develop **communication partnerships** with 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	20 per cent more web-users than in 2010
Use of web-based information	20 per cent more downloads than in 2010
Main outputs:	
<ul style="list-style-type: none"> - Implementation of online information awareness raising campaigns - Production of the 2011 Publications plan - Development of an OiRA platform for Online interactive Risk Assessment - Redesign of the Agency website - Production of the 2011 website Single Entry Points plan - Development of Agency presence in social media - Implementation of the 3rd Website Benchmarking exercise - Implementation of the 4th Online Information Users' Survey - Survey results - EU-opinion poll survey – public perceptions of OSH - Organisation of the Photo Competition - Organisation of the Healthy Workplaces Award for work-related documentary films at DOK Leipzig – subject to positive evaluation of second exercise 	

Specific objective 3: To effectively reach the intended target groups by via public affairs, media 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, or 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.

2011 activities will be mainly addressed to maximise the impact of the "safe maintenance" campaign, via placement of related news and articles in key general and specialist media and promotion of campaign milestones, such as the results of the good practice awards (GPA), new items on the web feature and new campaign publications. Specific promotion efforts will be made for the GPA ceremony to be held in spring and the closing event at the end of the year.

Specific promotion actions will be addressed to the high risk sectors identified as the main beneficiaries and, when applicable, related publications/projects will be promoted. For example, an important promotion push will be given to transport (above all, road transport) related publications, joining forces with European official campaign partners, relevant stakeholders in the sector and DG Transport and DG Employment.

In addition, following 2010's first promotion of the ESENER results, results of the secondary analysis of ESENER data will be spread at European and national level and media attention/coverage provided. Debate and discussion with experts will be also facilitated and necessary promotion support provided.

Also during the year, activities to raise awareness of changes in the Globally Harmonised System of labelling of dangerous substances and of environmental tobacco smoke as an OSH issue will be undertaken (linked to further promotion of the existing "Workplace Health Promotion" publications launched in July 2010).

Promotion and dissemination strategy of an online teachers' toolkit on Napo series (under preparation in second half of 2010) will be tested and implemented in all Member States, in close liaison with the corresponding Education national authorities.

Key European and international OSH events will be identified and Agency's participation coordinated and promoted. Special efforts will be made to cooperate with EU Presidencies'

events. Participation of EU-OSHA in the 19th World Congress in Istanbul in mid September is planned. Main contribution will be the official launch of the OiRA tool, after piloting phase in 2010 in key sectoral and national initiatives.

This event will provide the best opportunity to introduce such a strategic tool to the key OSH stakeholders to ensure its implementation and extension to as many countries and sectors as possible. A practical and easy online tool to underline risk assessment is the cornerstone of efficient risk management will help SMEs in all Europe and beyond to perform their OSH duties reducing at the same time the administrative burden.

EU-OSHA will also increase its visibility and promote its HWC and other key projects in other events, such as the Exhibition at the European Parliament of all Agencies, coordinated by the Lisbon Agency beginning of the year, A+A in Dusseldorf in October, and others.

The 15th anniversary of the Agency in 2011 will also be a good opportunity to bring together our main stakeholders.

Specific objective 3:	
Indicator:	Target:
Visibility to users	10 per cent increase in the number OSH-mail subscribers compared to 2010
Press Coverage	10 per cent increase in number of press cuttings compared to 2010
Participation and visibility in events/exhibitions	Increase the number of key events where the Agency is represented in comparison to 2010 Increase the number of publications and promotional material disseminated/displayed in key external events in comparison to 2010
Main outputs:	
<ul style="list-style-type: none"> - Annual general report 2010 - Press and PR activities, including news releases, press articles and press conferences - Diffusion and promotion strategy of the Online interactive Risk Assessment tool - Targeting and promotion of information projects including ESENER results through localisation of press releases, workshops and presentations, press conferences, electronic messages, OSHmail etc; - Focused campaign promotion actions on identified specific topics and high-risk sectors, such as GHS labelling changes, environmental tobacco smoke, transport , - NAPO teachers' online kit and diffusion strategy - 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, FS in 22 official languages, Napo DVDs, etc...) and promotion material distributed all around Europe and beyond to reach our target audiences - Joint activities with EU Council Presidencies (Hungary and Poland) 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 built 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 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. The Governing Board has the responsibility of taking strategic decisions, in particular on work programmes and budgets, and of monitoring their implementation and consequently holds the Agency accountable. 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 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.

2011 will focus on an update of the EU-OSHA 2009-2013 Strategy on the basis of review of the results so far as well as decisions on the 2012 budget and work programmes.

Specific objective 1:	
Indicator:	Target:
Stakeholder engagement in the Member States	75 pct attendance from each of the interest groups in the Board, 80 pct. total attendance at Board meetings
Main outputs:	
- Decision on update of EU-OSHA Strategy 2009-2013	

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 2011 work with the Focal Points and national networks will focus particularly on improving communication, especially providing targeted support to specific networks, by developing efficient planning, communication, and monitoring tools, and identifying and utilising core segments of national networks, targeting resources (e.g. in support of campaigning activities)

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 and awareness of the Agency's work to and among these groups

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.

From March 2010 to March 2011, EU-OSHA will have the responsibility of coordinating the group of agencies. Throughout the whole of 2011 the Agency will participate in the Troika of heads 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:	
Coordination activities, in particular coordination of the Heads of Agencies' network until March and participation in the Troika after that.	

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

In order to provide the best information available, the Agency must collaborate closely with partners outside the European Union (e.g. EFTA States), outside Europe (e.g. NIOSH in the United States), and international organisations such as the ILO and WHO. Collaboration with existing and new organisations such as ICOH, IOHA, IALI and IPWL (International Panel for Working Life) and information exchange with such international partners may greatly improve both parties work.

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.

A second international conference on OSH strategies is foreseen in 2011, with the Agency engaged in the dissemination of knowledge of strategies and of their development, implementation, and evaluation. EU-OSHA will also have a strong presence at the 19th World Congress in Turkey during 2011.

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:	
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 funded by the Commission under a contribution agreement (IPA II programme) signed between the Agency and the DG Enlargement. The programme runs until end of November 2011.

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 furthermore to participate in the Agency's activities.

In 2011 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 to increase understanding of the function and operations of the Agency and more importantly the role the FOPs and the national network should play within the Agency. Focal Points will be supported to organise the national component of EU-OSHA's awareness raising European Campaigns along with the Good Practice Award. The Agency also provides support in the dissemination of Agency information materials in the respective countries' languages.

When it is made available by a new multi-beneficiary programme of the European Commission the Agency is going apply with new project proposal (IPA III) to continue the support provided to the candidate and potential candidate countries from the second half of 2011 onwards.

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 - Agency information materials in relevant language versions disseminated 	

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 it allows 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.

2011 will focus in particular on finalizing the mid-term review of the EU-OSHA Strategy 2009-2013 and, linked to that, the preparation of the EU-OSHA Strategy 2012-2016. Other activities will be the preparation and consultations on the management plan for 2012 as well as the first discussions on the management plan for 2013, including a stakeholder consultation. In relation to the EU-OSHA Strategy 2012-2016 an impact assessment will be carried out.

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"> - Updated EU-OSHA Strategy 2009-2013 - Midterm review of results under 2009-2013 strategy - Management plan for 2012 - Stakeholder consultation - Activity Report for 2010 - 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.

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 role as coordinator of the inter-agency group of Heads of Administrations, the finalization of the process of the recruitment of the Director, and the implementation of an IT-based Human Resource 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; recruitment of the Director finalised in due time
Main outputs:	
<ul style="list-style-type: none">- Coordination of the Agencies Heads of Administration network (until March 2011) and participation in the Troika (from March 2011 to March 2012)- Finalization of recruitment of Director- Implementation of IT-based Human Resource system	

Annex I: Data on indicators on results defined in the EU-OSHA Strategy 2009-2013²⁴

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 2009
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. ²⁵
	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. ²⁶
	62 per cent confirm that they have taken action to improve OSH on the basis of information from EU-OSHA. ²⁷
	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). ²⁸
	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). ²⁹
	28 pct. of Europeans declare themselves not very well informed or not informed at all regarding safety and health risks at the workplace. ³⁰
	12% of establishments with 10 or more workers have used health and safety information from EU-OSHA ³¹
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

²⁴ Data is reported according to the measures defined in the Impact Assessment of the EU-OSHA Strategy 2009-2013

²⁵ EU-OSHA Network Survey (2010)

²⁶ EU-OSHA Network Survey (2010)

²⁷ EU-OSHA Network Survey (2010)

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²⁹ EU-OSHA, Online Survey (2009)

³⁰ EU-OSHA, Pan-European opinion poll on occupational safety and health, 2009, http://osha.europa.eu/en/statistics/eu-poll/slides/Package_EU27.pdf

³¹ ESENER survey

Influence 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.
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) ³²
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) ³³
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). ³⁴
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. ³⁵
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. ³⁶
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	

³² EU-OSHA Network Survey (2010)

³³ EU-OSHA Network Survey (2010)

³⁴ EU-OSHA Network Survey (2010)

³⁵ 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>

³⁶ EU-OSHA Network Survey (2010)

Indicators	Latest known results
Visibility on Internet	2,3 million visitors to web-site in 2009. 30,2 million pages viewed in 2009 (comparison to 2008 not possible due to a changed structure of the web-site affecting the statistics) ³⁷
Visibility to users	43,100 subscribers to the newsletter, OSH mail by end 2009 (9,1 per cent increase from 2008).
Use of web-based information	Statistics on pdf requests for the 100 most downloaded publications show a total of 520.000 downloads (increase of 32,5 per cent from 2008)
Press coverage	A consolidation of the press clippings from different available sources show that from January to end 2009, 2174 (2086) articles were published on the Agency within the EU in addition to 133 articles outside the EU (2008 figures in brackets)
Engagement of stakeholders in campaigns	43 official EU campaign partners – including social partner organisations, multinational companies and non-governmental organisations.
Reaching target groups	30% of establishments with 10 or more workers are aware of the European Week for safety and health at work ³⁸
Results of campaigns	The 2006 and 2007 campaigns were widely considered to be amongst the most successful European campaigns so far and generally seen to address key OSH issues ³⁹
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 (2008 figures in brackets): Workers 74 % (71 %); Employers 46 % (61 %); Governments 89 % (93 %)
	In 2009 there were 617 national network members (717 in 2008).
	44 national network meetings were organised in the Member States in 2009 (122 in 2008). The change is due to incomplete reporting and significant reduction in activities in certain Member States.

³⁷ 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. Web statistics parameters have changed in 2008 making data comparison less relevant.

³⁸ ESENER survey

³⁹ External evaluation: CSES, Evaluation of European Campaigns and Healthy Workplace Initiative 2006 & 2007, October 2008,

http://osha.europa.eu/en/publications/evaluation_reports/evaluation_of_european_campaigns_and_healthy_workplace_initiative_2006-2007.pdf

Annex II: EU-OSHA's evaluation plan for 2011 includes the following activities:

Activity	Impact assessment, ex-ante evaluation, mid-term evaluation or ex-post evaluation
EU-OSHA Strategy 2009-2014	Mid-term evaluation to contribute to update of strategy
OSHWiki activities	Impact assessment to support qualifying future activities
Online interactive Risk Assessment	Evaluation of pilot projects to help finalise business plan
ESENER	Ex-post evaluation to help deciding on future activities
HWC Campaign 2010-2011	Ex-post evaluation to help design future campaigns
Major Good Practice Projects	Ex-post evaluation to help design future campaigns