

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

2010 Annual Management Plan & Work Programme

Final version

This document is based on the information available in November regarding the 2010 budget. In case the final decision on the 2010 budget by the budgetary authority is different from what is expected in November amendments may be needed to this document.

Bilbao, December 2009

Index

1.	Introduction	3
2.	EU-OSHA mission and vision	6
2.1.	Mission and vision of EU-OSHA	6
2.2.	Strategic goals of EU-OSHA.....	6
3.	General objectives for the Agency	8
4.	Financial and human resources	10
5.	Work programme 2010.....	11
5.1.	Area 1 – European Risk Observatory	12
5.2.	Area 2 – Working Environment Information	18
5.3.	Area 3 – Communication, campaigning and promotion	29
5.4.	Area 4 – Networking and coordination.....	36
5.5.	Area 5 – Administrative support.....	43
6.	Evaluation plan 2010	47

1. Introduction

Promoting a preventive occupational safety and health culture to make Europe's workplaces safer, healthier and more productive is the vision of the European Agency for Safety and Health at Work (EU-OSHA). This is done via collection, analysis and dissemination of information on safety and health at work.

It is important to keep the ambition of safer, healthier and more productive workplaces – also in the current times of economic crisis. The higher levels of unemployment must not lead to the conclusion that high levels of occupational safety and health reduce the demand for labour. This conclusion would not be supported by evidence and it would create serious long-term problems. The real long-term problem is still insufficient supply of labour and reducing the standards of OSH in the current situation would make that problem even worse. If a 20-year old worker suffers an occupational accident making him permanently unable to work, it would have consequences at least 40 years on from now and would mean that just to keep the current average retirement age, 40 other workers would have to keep working one more year than what they otherwise would have. Accidents have the most immediate visible consequences. However, the problem is even bigger with occupational diseases which count for an estimated 159,500 work related deaths per year out of a total of 167,000 work related deaths.¹ The current economic crisis is therefore no reason to lower the ambitions in the area of OSH.

This annual management plan outlines the activities for 2010 which are all closely linked to the multi-annual objectives defined in the EU-OSHA Strategy 2009-2013. 2010 will be the second year of implementation of the EU-OSHA Strategy 2009-2013 and it will also be the year when the results under the strategy begin to become more visible.

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

Following a significant decrease in resources from 2008 to 2009, it is currently assumed that financial resources available in 2010 will take into account price developments but otherwise be similar to those available in 2009. As regards human resources, a level similar to 2009 has been assumed.

Though the activities in chapter 5 are presented in five different sections – or areas, there are strong links between activities in the different areas. European Risk Observatory findings provide an important basis for the good practice work in the working environment information area. And the products resulting from the work of the risk observatory and working environment information areas are the basis for the work in the area of communication, campaigning and promotion.

As mentioned already, this Annual Management Plan implements the second year of the EU-OSHA Strategy 2009-2013. In the EU-OSHA Strategy the long-term objectives of the different areas are outlined and also the links to the Community

¹ http://www.ilo.org/public/english/protection/safework/wdcongrs18/safework_report.pdf

Strategy on OSH.² The various activities in the management plan have been chosen and designed to contribute to the general objectives for the different areas and the vision statement of the Agency as well as the objectives in the Community Strategy on occupational safety and health.

Key objectives for 2010 include:

First campaign year of the European wide campaign and week on Maintenance

2010 will be the first year of the two-year campaign on Maintenance. Maintenance affects every area of safety and health. Poor standards of maintenance work are a major cause of occupational diseases and accidents. The Agency's campaign will stress the importance of maintenance for safety and the need for high quality standards of maintenance work and highlight policies and practices aimed at improving these standards. One specific focus will be on preventing harm to workers during maintenance operations, in particular relating to accident prevention, a key objective of the current Community OSH strategy. At the same time, health protection, particularly relating to asbestos and dermatitis, will also be covered. The first campaign year, 2010, will focus on a broad awareness raising campaign.

The European Risk Observatory: anticipating change

In 2010 the Agency will continue to disseminate the first results from the European Survey of Enterprises on New and Emerging Risks (ESENER), in order to provide policy- and decision-makers with the latest information on how enterprises manage safety and health at work, and psychosocial issues in particular. At the end of 2009, the Observatory also commissioned secondary analyses – to be carried out in 2010 – in order to make full use of the survey data. The focus of these analyses was discussed with the Agency's Bureau and the European Risk Observatory Advisory Group. While ESENER provides an overview of the current situation, two other main projects complete the picture with information about past and current trends, and about the future of OSH: first, research reviews and 'OSH in figures' will identify the main risks faced by women at work, and examine the current methodologies for estimating the occupational burden of disease and injury. Second, the Observatory will continue with the foresight project launched in the second half of 2009, following a call for tender. The project will explore how technological innovations may impact on OSH, taking also into account the relevant demographic, scientific, societal or economic changes. The ERO Advisory Group will remain closely involved in the strategic aspects of this long-term project.

The active participation of the Observatory's two primary target audiences – the research community and policy-makers – is essential to ensure the validity and relevance of its work. To this end, the Observatory will continue to organise workshops and seminars aimed at sharing information and stimulating debate, as well as publishing its findings via its dedicated website and paper publications. As requested by the Community Strategy, the Observatory will also continue to work with OSH research institutions to encourage the setting of joint research priorities in

² Communication from the Commission to the Council and the European Parliament, "Improving the quality and productivity at work: Community strategy 2007-2012 on health and safety at work".

order to take advantage of synergies, and the exchange and practical application of research findings.

Working Environment Information

Work in this area is based on a longer time horizon than in the past, typically a period of three to five years. This allows EU-OSHA to make best use of the emerging risk information provided by the European Risk Observatory and to maximise the front-end input from consultations. Subsequently EU-OSHA believes that the definition of the projects will be enhanced and this will lead to increased satisfaction with the products and services. This will in turn encourage more active support in dissemination of information products via the Agency's networks, and ultimately increased use by the target beneficiaries. In 2010, therefore, a number of projects from previous years such as Risk Assessment, Mainstreaming OSH into Education, and Road Transport will continue to encourage discussion, debate and dialogue, and of course action, whilst some relatively new projects such as Economic Incentives and Occupational Health Promotion, which were comprehensively scoped out in 2008/2009, will enter the main information collection and collation phase.

In chapter 5, a complete overview of the Agency's planned activities for 2010 is presented. The detailed plans to implement the actions are prepared in close collaboration with the three Advisory Groups (European Risk Observatory, Working Environment Information and Communication, Campaigning and Promotion) with representatives from the Board interest groups, and with the focal points.

Jukka Takala,
Director

2. EU-OSHA mission and vision

The Annual Management Plan has been prepared on the basis of the mission, vision and strategic goals presented below and agreed in EU-OSHA's five-year strategy 2009-2013.³

2.1. Mission and vision of EU-OSHA

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

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

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

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

2.2. Strategic goals of EU-OSHA

Within the framework of Council Regulation (EC) No 2062/94 of 18 July 1994, with later amendments⁴ and in the context of the mission and vision taking into account the resources available and the institutional context of the Agency, six strategic goals have been defined for the strategy period 2009-2013. The strategic goals define the more concrete results to be achieved if the vision is to be realized.

The goals are:

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

³ Source: "EU-OSHA Strategy 2009-2013. Draft", October 2008.

⁴ Amended by Council Regulations (EC) No 1643/95 of 29 June 1995, (EC) No 1654/2003 of 18 June 2003 and (EC) No 1112/2005 of 24 June 2005

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

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

3. General objectives for the Agency

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

They are based on an assessment of how best to contribute to the realisation of the vision of EU-OSHA and the achievement of its strategic goals. In addition to the area of Administrative Support, four mission-related activity areas have been established. The area structure ensures a coherent framework for objective setting, resource allocation, organisation of the Agency and reporting/follow-up. In the EU-OSHA Strategy, indicators for each of the general objectives and the vision have been defined. Reporting on progress towards these objectives and the vision will be made in the Annual Activity Reports.

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

European Risk Observatory (ERO):

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

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

Working Environment Information (WEI):

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

This general objective includes the following more precise aims:

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

The results to be achieved in the WEI area are:

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

Communication, Campaigning and Promotion (CCP):

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

EU-OSHA's communication, campaigning and promotion activities should add value by:

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

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

Networking and coordination

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

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

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

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

4. Financial and human resources

Based on current information, the Agency assumes that its 2010 budget and establishment plan will not vary significantly from 2009.

Human Resources (Temporary Agents)

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

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

Human Resources (Contract Agents)

Area	Contract agents
European risk observatory	2
Working environment information	2
Communication, campaigning and promotion	6
Networking and coordination	2
Administrative support	9
Total	21

Besides, one Contract Agent post situated in Networking and Coordination is funded from the IPA2 programme (earmarked funds) and is therefore not included in the above table.

Financial Resources (operational expenditure)

Area	Total (EUR)
European risk observatory	1,055,225
Working environment information	1,165,470
Communication, campaigning and promotion	4,110,000
Networking and coordination (*)	1,583,002 + pm (IPA II)
Administrative support	n.a.
Total	7,913,697 + pm

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

In addition for titles 1 (staff) and 2 (buildings, equipment etc), 6,876,100 EUR are foreseen.

5. Work programme 2010

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

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

In addition, support functions are organised within the area:

- Administrative support

On the following pages, objectives and actions for the five areas are outlined. As already mentioned, the EU-OSHA Strategy defined the impacts and results to be achieved over the strategy period and also the related indicators. The activities in the Annual Management Plan are operational and deal with the definition of the necessary actions for achieving the defined objectives as regards results and impacts.

It is important to keep in mind that the majority of the Agency's activities have a multi-annual character. Therefore, where relevant, it is indicated which part of activities or follow-up activities will be carried out in 2010.

5.1. Area 1 – European Risk Observatory

The European Risk Observatory (ERO) aims to identify new and emerging risks. In order to achieve this, it 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 Observatory's tasks are therefore structured around those key objectives, and in 2010 the following tasks will be implemented:

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

Task 1: Foresight methodology for new and emerging risks

Objective

The Community Strategy has identified ‘risk anticipation’ as the key task for the ERO. On the basis of the work carried out during 2008-09 to review existing models and develop a suitable methodology, the ERO will start with the implementation of a medium-term foresight (10-year time horizon) to identify new OSH risks that may arise due to demographic, scientific, technological, societal or economic changes. This project will also take into account positive aspects of technological innovations, such as any improvement in prevention which they may bring about. Following consultation with the ERO Advisory Group and the Bureau, the foresight will focus on the green economy (‘green jobs’).

Main outputs in 2010

- Overview and analysis of the key technological innovations and key drivers of change that may impact on OSH;

Additional information on actions

- A workshop was organised in October 2008 to discuss the Agency's draft proposal with the ERO Advisory Group and experts on foresight methodology. Following the experts' advice and the EROAG's agreement, the first phase will explore key drivers of “contextual” changes (socio-cultural, economic, political, technical, environmental), followed by the development of a list of key technological innovations that may affect workplaces and workers over the next 10 years. This is likely to involve workshops and/or a questionnaire-based expert survey. 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.

- As in previous years, the implementation of these activities will be carried out in close consultation with the EROAG. The stakeholders' participation is essential for the success of the foresight project.
- This activity will represent a major development for the ERO and will require significant human resources and the organisation of a number of workshops to achieve a broad consensus and a sound scientific basis.

Actions in following years

In the following phase (2011), a set of plausible and consistent scenarios will be developed to describe how the key technological innovations may evolve in the context of the changes induced by the key drivers, and how they may impact on OSH –positively or negatively. This is likely to involve a series of workshops for each key technological innovation selected in the first phase. The workshops would involve the active participation of the stakeholders, and be moderated by a professional facilitator with proven expertise in scenario building.

Following consultation with the EROAG about the 2009-2011 activities, a follow-up foresight exercise may be carried out, possibly targeted at a different topic, sector or workers' group. The follow-up to the project will also consider how the scenarios may affect SMEs, and bear in mind the technological innovations that originate from SMEs themselves.

Task 2: Review and analysis of research

Objective

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

Main outputs in 2010

- Two literature reviews (see below)

Additional information on actions

The ERO will commission literature reviews within the following topic areas:

- Nanotechnologies: review of projects and research on risk perception and risk communication with regard to nanotechnologies. The review aims to identify examples of how the potential OSH risks and benefits of nanotechnologies have been communicated to all concerned, and particularly to workers involved in their production and use. The review will seek collaboration from other organisations working in this topic, such as NIOSH, the Joint Research Centre or DG SANCO.
- A report on “Involvement of workers in management of OSH” to support the preparation of the Healthy Workplaces campaign 2012-13

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

Actions in following years

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

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

Objective

To describe and analyse the trends that may affect occupational safety and health, focusing on specific topics, sectors or groups at risk. In 2010, the ERO will focus on two aspects: first, the new risks and trends in the safety and health of women at work; second, to review the existing methodologies for estimating the occupational burden of disease.

Main outputs in 2010

- A state-of-the-art review of the safety and health of women at work.
- A literature review to identify and analyse the existing methodologies for estimating the occupational burden of disease.

Additional information on actions

- The state-of-the-art review on the risks faced by women at work will build upon the work carried out in 2009 to identify relevant data sources. The review will include the information published by, among others, EU-OSHA, Eurostat and Eurofound. This task is specifically requested by the Community Strategy 2007-12: “The European Agency is invited to draw up, through its risk observatory, a report examining the specific challenges in terms of health and safety posed by the more extensive integration of women (...). It will help to pinpoint and monitor trends and new risks and identify measures which are essential”. The review will also receive input from a seminar on this topic (see Task 4).
- The estimation of the occupational component of the burden of disease is a complex issue. The project is envisaged to span two years, and will begin with a systematic review of the scientific literature to analyse the different methodologies currently used and their evidence base, including relevant information from sources such as the national social security systems. The ERO will seek collaboration with Eurostat, and from similar projects likely to be carried out by WHO and ILO. This review will also be supported by the ERO Expert Group, and a seminar to bring together the key experts on the topic (see Task 4).
- The Agency will continue to co-operate with Eurostat and Eurofound to avoid any duplication of work, and ensure the quality of its data collection and analysis

activities. Both organisations are represented in the ERO Advisory Group, and contribute data and advice for the publications prepared under this task. The ERO has been asked to contribute to Eurostat's "Panorama" publication.

Task 4: Sharing knowledge and stimulating debate

Objective

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

Main outputs in 2010

- Two seminars bringing together stakeholders and experts, on the following topics (see Task 3):
 - The occupational safety and health of women at work
 - Methodologies for estimating the occupational burden of disease and injury
- Effective communication of the Observatory's findings to the relevant stakeholders, using various communication channels, e.g.:
 - OSH Outlook: overview for policy-makers and the research community
 - Factsheets and PowerPoint presentations for dissemination of major reports: workplace intermediaries
- Publication of articles: in social partners' publications, scientific journals, practitioners' newsletters, and other relevant media (for example wiki-articles).
- Presentations at stakeholders' seminars, researcher and practitioner conferences, and for relevant Commission bodies

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

Objective

Phase III of the enterprise survey (fieldwork and presentation of initial results) will be completed in 2009. The survey data will be housed in a repository available to researchers and a procurement process will be launched to carry out secondary analyses. The focus of these analyses will be decided on the basis of the initial results and feedback from the EROAG. Secondary analyses may also be carried out to support other EU-OSHA activities, such as the Healthy Workplaces campaigns, as needed.

Main outputs in 2010

- Four reports with secondary analyses of the ESENER data whose focus was decided in consultation with the EROAG and Bureau in 2009:

- Factors associated with effective management of OSH
- Factors associated with effective involvement of workers
- Factors associated with effective management of psychosocial risks
- Management of psychosocial risks – drivers, obstacles, needs and measures taken

Additional information on actions

- The EROAG will continue to play a central role in steering the project and will be involved particularly in the presentation of the results and in deciding on the focus of secondary analyses. These analyses should help stakeholders understand how enterprises actually manage safety and health, and psychosocial risks in particular, in order to assist their decision-making.

Actions in following years

Stimulating debate activities on the basis of the main results from the survey and the secondary analyses will be carried out in 2011. Research reports based on secondary analyses of the data will continue to be produced in 2011.

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

Objective

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

The Observatory will liaise closely with the HIRE⁵ network, funded by DG EMPL to research the health effects of restructuring and make policy recommendations, and will assist them in disseminating their conclusions.

Main outputs in 2010

- Organisation of a seminar on research coordination regarding new and emerging OSH risks, in cooperation with key OSH research institutions, Commission representatives and partners in related research fields (e.g., public health, economics, environmental health, etc.)

Additional information on actions

⁵ Health in Restructuring: Innovative Approaches and Policy Recommendations. <http://www.ipg.uni-bremen.de/research/hires/index.php>

- At the request of the European Commission, the Agency initiated some co-ordination efforts in 2005-06 to increase the visibility of OSH within the 7th Research Framework Programme. This led to the publication of a report on “OSH research priorities for the EU-25”, and a series of ‘research co-ordination’ seminars to bring together the major OSH research institutions in the EU, together with existing networks such as PEROSH (Partnership for European Research in Occupational Safety and Health). The ERO will continue to co-ordinate this research seminar series to facilitate communication between the relevant European Commission DGs and the OSH research community, holding at least one co-ordination seminar. These efforts to stimulate OSH research activities and co-ordination are also supported by the workshops organised under Task 4 (above).
- In order to emphasise the integration of research activities, these ‘research co-ordination’ seminars may be co-organised with NEW OSH ERA, a consortium funded by the European Commission in which the Agency will continue to play an active role (NEW OSH ERA: “New and Emerging Risks in Occupational Safety and Health - Anticipating and dealing with change in the workplace through coordination of OSH risk research”). The Agency’s role in the project consists in promoting the setting of priorities for a future joint OSH research programme on new and emerging risks and disseminating the results. The Agency will also contribute to the development and organisation of the consortium’s planned *Forum on new and emerging OSH risks*, which would function as a link between the research community, Commission, governments, policy/decision makers, funding bodies and social partners, facilitating the exchange of information related to new and emerging risks. The Agency will take part in disseminating the results of a New OSH ERA call for proposals on psychosocial issues. The consortium’s website can be found at <http://www.newoshera.eu>. The Agency receives no direct funding from the consortium, but NEW OSH ERA has lent a Seconded National Expert to the Agency in order to carry out the tasks foreseen for the Agency in the NEW OSH ERA work programme.

5.2. Area 2 – Working Environment Information

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

The following tasks will be implemented in 2010:

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

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

Task 1: Technical assistance to European campaigns

European campaign 2008-2009 on Risk Assessment (follow-up work)

Objective

To provide access to good practice examples of risk assessments

Main outputs in 2010

- Addition of risk assessment tools to the RAR database
- Publishing the Good Practice (award competition) cases 2008-09.

Additional information on activities:

- Contribute to the visibility and dissemination of the good practice examples through the Good Practice cases database

European campaign 2010-2011 on Safe Maintenance: information products

Objective

To prepare technical information products for the campaign on Maintenance. Maintenance affects every area of safety and health. Poor standards of maintenance work are a major cause of occupational diseases and accidents. The Agency's campaign will focus on raising awareness of the importance of maintenance as an integral part of an effective OSH culture; promote a structured approach to maintenance; stress the need for high quality standards of maintenance work and highlight policies and practices aimed at improving these standards. It will link good assets management with good safety and health performance. One specific focus will be on preventing harm to workers during maintenance operations, in particular relating to accident prevention, a key objective of the current Community OSH

strategy. At the same time, health protection, particularly relating to asbestos and dermatitis, will also be covered.

Specific issues to be addressed range from the maintenance of floors to prevent slips through the design of buildings to ensure that they can be maintained safely later on, to the maintenance of work equipment to prevent diseases e.g. legionella.

The campaign sees maintenance as a ubiquitous process rather than a 'sector' or maintenance workers as a distinct 'worker group'. There is also a clear relation to both the cleaning process and some construction activities. This means that the target group of end beneficiaries of the campaign is both heterogeneous and dispersed.

These beneficiaries include 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).

The campaign will refer to the 2008-2009 campaign on risk assessment, but will also be linked to previous campaigns – on MSDs, dangerous substances and the construction sector.

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

The campaign will have a sector focus in line with the Community Strategy, in particular relating to the Construction, Fisheries, Agriculture, Health Care, Transport and Manufacturing sectors.

The psychosocial and work organisational aspects of maintenance, specifically highlighted as issues of concern from the work done by the European Risk Observatory in 2008, need to be considered; e.g. maintenance under very tight scheduling, sub-sub-sub-contracting and precarious work.

Main outputs in 2010

- The development and publication of campaign content material, prepared under the 2008 and 2009 work programs, targeted to the primary beneficiaries for the campaign, specifically managers and workers in small and medium-sized enterprises who carry out or procure maintenance work and intermediaries who will cascade the information down to the primary beneficiaries
- The production of material for raising awareness of the occupational safety and health risks to workers carrying out or affected by maintenance operations
- The production of material demonstrating the practical prevention of harm to such persons described above and success factors for good prevention derived from examination of existing cases and other material.
- Organisation of the Good Practice competition and evaluation of entries

Additional information on actions

- Support the promotion of information products developed by the Agency in the framework of the campaign, in particular in the high-risk sectors mentioned in the Community Strategy 2007-2012 and among SMEs
- The information products will include reports on the practical prevention of workers' exposure to asbestos and other health effects during maintenance operations, fact sheets identifying the success factors in the prevention of harm during building maintenance and during the maintenance of work equipment and plant (based on a report being developed in 2008) and other material subject to budget.
- Support the exchange of recognised good practices identified in 2008 and 2009.
- Support the organisation of the good practice awards and the European summit in 2011.

Actions in following years

In 2011 technical content for the summit will be developed and the good practice award scheme finalised to be followed up by a report and stimulating debate activities on the basis of the award results.

European campaign 2012 -2013 - Better health and safety at work through prevention

Objective

To prepare technical information products for the campaign.

Raising awareness and promoting and disseminating good practice are the defining characteristics of EU-OSHA's campaigning activities. In its Strategy 2009-2013, the Agency is committed to developing a longer term, more sustainable approach to its campaigns and to tie these closely to the Community Strategy objective of promoting the prevention of OSH risks across the EU.

The 2012-2013 campaign will be the third campaign to be organised under the umbrella slogan: *'Healthy Workplaces: Good for you. Good for Business'* and the final one under the current Agency and Community strategies. The two preceding campaigns (*risk assessment* in 2008-2009 and *safe maintenance* in 2010-2011) both tackle themes that are central to creating and maintaining safe and healthy workplaces.

With the theme of *Better health and safety at work through prevention* the Agency will build on these earlier campaigns and address directly one of the overarching goals of the Community strategy namely the promotion of prevention as the cornerstone of the European approach to better occupational safety and health and as a prerequisite for the creation of a culture of risk prevention. In developing the campaign strategy, particular attention will be paid to the needs of Europe's micro,

small and medium-sized enterprises as a key vector for achieving an ongoing, sustainable and uniform reduction in occupational illnesses and accidents at work.

The campaign will argue that the prevention of OSH risks does not need to be complicated and certainly should not be seen as a bureaucratic burden. The campaign will provide examples of efficient and effective ways of preventing OSH risks as well as stressing the importance of management commitment, leadership and worker involvement.

Main outputs in 2010

- Validation of the preliminary target outcomes, the key beneficiaries and the scope of the campaign defined in cooperation with the closest stakeholders in 2009. The validation process will involve a broader set of stakeholders. In 2010 a more detailed timeline including milestones, will be developed.
- Identification and specification of campaign content material targeted to the beneficiaries for the campaign, and initiation of the contracts for its preparation.
- The commencement of production of material for raising awareness.
- The commencement of collection of good practice case studies information. production of material demonstrating practical examples of good practices to prevention of OSH risks

Additional information on actions

The information products are anticipated to include reports on practical prevention, introductory/key risk prevention materials, which may be in the form of factsheets, web based material, practical tools and audiovisual products.

Actions anticipated in following years

2010 work programme products to be finalised in 2011

Further products to be developed in 2011 and finalised in 2012

Good practice awards scheme 2012

Product presenting the results of good practice awards to be produced in 2012-13

Good practice awards ceremony 2013

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

On-line Risk Assessment Tool

Objective

To continue supporting (after the 2008/09 campaign) employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders in improving the risk assessment and prevention at workplace level via the development and implementation of the On-line Risk Assessment (ORA) tool

project. More precise objectives include to contribute to the “development of simple tools to facilitate risk assessment” (Community Strategy 2007-2012); to “support SMEs in the implementation of legislation” (to assess the risks, ...) (Community Strategy 2007-2012); to help micro and small organisations to assess the risks in house; to provide a tool which illustrates through a stepwise approach) the risk assessment process; to put at social partners and governments disposal an interactive risk assessment tool (new generation of risk assessment tools).

The main beneficiaries and target groups of the project will be:

- Micro and small enterprises (up to 50 employees)
- Intermediaries (trade unions, employers’ organisations, focal points and their national networks)
- Anyone who would like to have a more practical overview on how to carry out a Risk Assessment (“pedagogic/training” dimension of the tool).

Main outputs in 2010:

- Developing and implementing the ORA tool project
- Promotion and dissemination of the ORA tool (by making presentations in seminars, conferences etc).
- Act as a catalyst/facilitator working with the social partners at EU and Member State level and with governments/public institutions to develop the EU sectoral risk assessment tools.
- Provide assistance and support to the sectors/public institutions involved in the task of developing the sectoral risk assessment tools.

Additional information on activities:

The development and promotion of the practical risk assessment tool is based on the digital risk inventory and evaluation (RI&E) produced by TNO in the Netherlands and has a particular focus on helping the owners of micro and small enterprises to meet their legal responsibilities and put in place the RA process (identify and evaluate the risks - decide on preventive actions - take action -monitor).

As agreed by the Bureau, the Agency has set up a Steering Committee to assist the Agency in the development and implementation of the Online Risk Assessment tool project. The steering committee will give strategic and expert advice to the Agency on how to develop, implement and promote the online risk assessment tool, and provide feedback on the outputs linked to the project: the end-user tool (and its guide), the developers tool (and its guide), the content of the generic tool (on which the sectoral ones will be built) and the strategy to develop and promote the tool.

Road Transport

Objective

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

The activity, which started in 2008, will lead to the provision of information on good safety and health programmes and practices addressing the key OSH issues of the sector, including those highlighted in the Risk Observatory literature review on transport carried out under the work programme 2007, which provides an overview of drivers' occupational safety and health conditions.

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

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

Main outputs in 2010

- Completion of any additional tasks started under the Annual Management Plan 2009
- Contribute to the implementation of the promotion plan.
- Possibility of additional products, for example to develop the good practice web feature depending on needs identified in the final results of the 2008 and 2009 projects

Additional information

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

Economic incentives for prevention activities

Objective

The Community Strategy recognises that there is a need to use economic incentives to motivate enterprises to apply good practice in their prevention work. Thus effective economic incentive models can help considerably to reach the objective of a 25% accident reduction. EU-OSHA will contribute to meeting this need by providing information on the types of economic incentives that are most likely to be effective in order to promote OSH, and thus most likely to succeed, particularly in a period of economic crisis. The long term objective is to encourage economic investment in OSH good practices.

Main outputs in 2010

- Management of the economic incentives network:

- Extend the network with key policy makers
- Organise a workshop or small conference
- Stimulate and monitor the network activities
 - Exchange of information on economic incentives
 - Collaboration of represented institutions
- Stimulating debate activities on the basis of the 2009 prevention-report and new web section on economic incentives :
 - Promotion of the economic incentives report and factsheet
 - At a workshop or small conference with an extended economic incentives network
 - By involving key policy makers and enterprises in discussions
 - At regional meetings or workshops in countries which are especially interested in economic incentives.
- An executive briefing package on economic incentive systems
- A report on prevention activities which should be rewarded by a future-oriented economic incentive system

Occupational Health Promotion

Objective

An important aim of the Community Strategy on OSH is to encourage workers and their employers to adopt health-focused approaches both to and at work. The Agency activity, which started in 2008, will assist in the achievement of the objective in the Community Strategy by collecting and disseminating useful information that will assist in the development of occupational health promotion campaigns. This activity will be carried out in combination with the strategy and Community public health programmes. Although the Agency's stakeholder networks will be engaged in the information exchange and dissemination activities, in particular the Agency's work in this area will be closely coordinated with DG SANCO and its existing network.

Main outputs in 2010

- A project plan for preparation, dissemination and promotion of information products and resources into the topic in subsequent years of the project.
- A case studies report on occupational health promotion among young workers
- A case studies report on promotion of mental health at work.
- Possibility of additional products, for example to develop the visual materials on several OHP topics depending on identified needs
- Collaboration with the Communication, Campaigning and Promotion area regarding implementation of the promotional plans.

- Update of online information about smoking cessation and exposure to environmental tobacco smoke, including new links and information on the current legislation situation in Europe.

Additional information about actions

Main beneficiaries of the information produced within this project will be primarily workplaces and those involved in the implementation of OSH measures: employers, workers, safety representatives, OSH practitioners, OSH prevention and insurance services, and others providing assistance and information at workplace level. Intermediaries will be an important target group including: policy makers (European and national), social partners (employer associations, worker/professional federations), focal points and their networks, European Institutions, such as the Commission (DG SANCO), networks such as the European Network on Workplace Health promotion (ENWHP), and relevant NGOs.

The Agency will facilitate exchange of good practice information through its promotional activities and involvement of its networks.

Co-ordination of the project activities with stakeholders and relevant players involved in this field will be ensured through the WEAG-OHP consisting of representatives from the social partner groups, DGs SANCO and EMPL, ENWHP, ILO, WHO etc.

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

Based on the results of 2010 activities and taking into account stakeholders' opinion, the project will be followed-up in 2011.

Mainstreaming OSH into education

Objective

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

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

The activities will build on previous work by the Agency

Main outputs in 2010

- Completion of any additional tasks started under the Annual Management Plan 2009
- Possibility of additional reports or information sheets depending on need, to be established with input from the Mainstreaming OSH into education contact group and ENETOSH

- Stimulating debate activities on the basis of the results of reports so far
- Support and promotion of the ENETOSH network and the results of its projects

Additional information

- Promotional work in this area could include through conferences and seminars, depending on the opportunities that arise. Promotional activities will be coordinated with activities in the communication, campaigning and promotion area. Where possible activities will be planned and carried out with the other key actors, such as ENETOSH to ensure maximum effect and avoid overlap.

Task 3: Sharing knowledge and stimulating debate

Objective

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

In this context, the work of the previous years regarding the Agency's website on legislation will be promoted as it is of utmost importance to grant stakeholders easy access to OSH legislation applicable to them. To that aim, activities will be organised to share knowledge of the Agency's legislation material.

In 2009 the Agency collects good practice case studies on MSDs in Agriculture for the Case Studies Database and these case studies will be promoted in 2010.

Main outputs in 2010

- Sharing knowledge activities around the 2009 products on Legislation.
- Contribution to promotion of case studies on MSDs in the Agriculture Sector.

Task 4: Topics to be revisited and updated

Objective

To ensure the continued relevance of this information via the further development of information prepared in the past and to continue the promotion of information products produced at an earlier stage to increase their impact. When doing this, particular attention will be paid to the Community Strategy objective to support

SMEs, to focus on high risk sector and high risks and to take account of social and demographic change.

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

The work on these activities normally focuses on two topics at a time, drawn from the Agency's existing portfolio, on a rolling basis. Based on stakeholder consultation, the areas identified as priorities for review in 2010 are the *Fishing* and *Agriculture Sectors*. These are amongst the sectors with the highest recorded accident rates and are specifically mentioned in the Community Strategy. The Community Strategy on OSH identifies a target of 25% reduction in accidents and so a strong focus will be placed on the topic of Accident Prevention. In 2010 the Agency will focus on the collection of good practice case studies information which will be entered into the on-line Case Studies Database.

In addition, however, there is also a demand for work to commence in 2010 to update the good practice website data on the topics of *Dangerous Substances* and *Women, work and health*. For *Dangerous Substances* the objective for 2010 will be to build on the recent work of the European Risk Observatory by collecting examples of good practice case studies. These will be collated into the website Case Studies Database where, apart from providing good practice information directly accessible to stakeholders, they will become a resource for analysis and treatment in subsequent years. For the *Women, work and health* topic the existing website material will be reviewed and updated with the identification of new links and particularly with regard to information on the practical steps that authorities and organisations have taken to mainstream gender into their work programmes and daily activities. This information could subsequently be disseminated and discussed at events such as the VI International Women, Work and Health Congress.

The limiting factor here, of course, is availability of financial and human resources, however, it is possible to commence the collection of case study information for both of these topic areas.

Main outputs in 2010

- A case study collection for the Fishing and Agriculture sectors. The cases will focus on Good Practices in accident prevention and they will be added to the Agency's case study database.
- Collection of good practice case studies for entry into the Dangerous Substances area of the Case Studies Database.
- An update of the Agency web feature on women, work and health by ensuring existing links are still valid and adding new links and case studies.

General continuous improvement of website content and accessibility

Objective:

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

Main outputs in 2010:

- Addition to the web site of quality reviewed good practice information provided by third parties (e.g. enforcement authorities and sectoral organisations) to cover all member states, including those which have joined the EU since the original sections were created.
- Provision of Agency produced sector specific risk assessment and maintenance good practice content on the website to ensure continuity of existing Agency themes in the sectors.
- The Thesaurus will be further developed building on areas of required improvement identified in the 2009 work programme activities.

Additional information on actions:

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

5.3. Area 3 – Communication, campaigning and promotion

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

The following tasks will be implemented in 2010:

1. Communication (corporate communications and visibility; website development; publishing activities and; monitoring and evaluation)
2. Campaigning: 'Healthy Workplaces: Good for You. Good for Business.' – focusing on safe maintenance in 2010-2011; scoping of 2012-2013 campaign and development of campaign strategy.
3. Promotion: Promotion; public affairs; media relations; events, exhibitions and conferences.

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

Task 1: Communication

Awareness raising

Objective

To maintain and develop the Agency's positioning as Europe's first reference point for 'quality-assured' information on safety and health at work. As in other areas of the Agency's work, the EU-OSHA network of governments and social partners have a central role to play in communication. In 2010, the Agency will further develop its communications network of additional partners at international, EU and national level to facilitate the dissemination of its information and messages to its varied audiences.

Main outputs in 2010

- Awareness raising activities such as Google campaigns, Healthy Workplaces Film Award
- Corporate literature (online and in print) produced in selected languages; organisation of promotion actions. Implementation of surveys

Additional information on actions:

- Publication and dissemination of annual report, Agency strategy and annual management plan and other corporate literature

- Ongoing refinement of Agency targeting and communication strategies based on user feedback;
- Promoting visibility of Agency online information via Google adwords and search engine optimisation;
- Improvement and/or development of new communication activities, services and tools to further promote the Agency mission;
- Development and strengthening of partnerships with key communication partners at international, EU and national level to widely share and disseminate Agency information;
- Ensure consistency of Agency main messages in all Agency communications and campaigns;
- Improvement and development of multilingual communication and non-verbal communication tools such as Napo, the animated cartoon character. In 2010, the Agency will work with the Napo Consortium to produce a new film on leadership and worker involvement in OSH and, in addition, develop an awareness-raising film featuring the Napo character on the work-related risks linked to environmental tobacco smoke.

Website development

Objective

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

Main outputs in 2010

- Strategic developments
- Content developments
- Technical developments
- Search Engine Optimisation
- Development of social media

Additional information on actions

- Strategic developments
 - Redesign of the Agency website
- Content developments:
 - Implementation of new single entry point model for online information;
 - Development of single entry points of the Agency's website by risk or sector;

- Development of campaign website;
- Development of e-publications;
- Development of news and events service;
- Monthly preparation and distribution of OSHmail – electronic, multilingual newsletter;
- Coordination of translations and multilingual publishing.
- Technical and services developments:
 - Implementation of tools and services aimed at further developing the agency website as a multilingual gateway.
- Implementation of revised Agency-focal point / partner website strategy to optimise the network's online OSH information offer.
- Partnership strategy to share technical and content developments, and disseminate Agency information on internet

Publishing activities

Objective

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

Main outputs in 2010

- Implementation of a new publishing strategy
- Publications produced in selected languages
- Number of publications distributed and downloaded from website

Additional information on actions

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

Building communication partnerships

To consolidate and develop partnerships at EU and national level to allow broader, more targeted and cost efficient dissemination of Agency information, in particular for SMEs.

Main outputs 2010:

- Development of a communication partnership strategy and appropriate tools;
- Consolidation and development of our partnership with Europe Enterprise Network (EEN).
- Consolidation and development of communication partnerships at EU level (EU representations; DGs...)
- Development and organisation of communication partnerships at Member States level

Analysis, monitoring and evaluation activities

Objectives

To assess satisfaction levels of the users of Agency information and identify areas for improvement. To assess the relevance, efficiency, effectiveness and added value of the European campaigns, in order to make better use of Agency resources and to increase the impact of campaigning messages. To assess the presence of the Agency's activities in the media. To survey public perceptions of OSH. To review and evaluate the Agency's communication methods and approaches.

Main outputs in 2010

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

Additional information on actions

- Ongoing follow up of Agency website statistics (number of visits / single visitors / pages viewed / number of downloads);
- Implementation of the recommendations arising from the second Agency website benchmarking exercise to assess main quality standards of the Agency website (design, architecture, usability, accessibility, availability, capacity...);

- Implementation of ad-hoc surveys of Agency user panels;
- Implementation of pan-European opinion survey of attitudes to OSH (risk prevention culture);
- Finalisation of external evaluation of Healthy Workplaces Campaign: Good for you. Good for Business on risk assessment;
- Media monitoring with online contractor, print media contractors as well as internal monitoring of online, print and audiovisual media results.

Task 2: Campaigning: First year implementation of two-year campaign on safe maintenance under the ‘Healthy Workplaces: Good for You. Good for Business.’ umbrella; scoping and preparatory actions for 2012-2013 campaign

Objective

To promote the theme of safe maintenance through a European campaign – raising awareness of the importance of maintenance as an integral part of occupational safety and health culture.

Maintenance affects every area of safety and health. Poor standards of maintenance are a major cause of occupational diseases and accidents. The Agency’s campaign will stress the need for high quality standards of maintenance and highlight policies and practices aimed at improving these standards. (See section 5.2 Task 1 above).

After a 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. The European Campaign Assistance Package of support to national focal points, launched in 2008 and which fosters the implementation of localised public relations, events and promotional actions in the 27 Member States, will be further developed and optimised. The Agency will work with both the Spanish and Belgian Council Presidencies of the EU in further promoting the campaign’s goals.

Concerning the subsequent campaign for 2012-2013, *Better safety and health at work through prevention*, the campaign strategy will be developed in consultation with the Agency’s stakeholders. (see section 5.2 Task 1 above)

Main outputs in 2010

- Campaign material distributed throughout EU and beyond in 22 languages; monitoring of website visits; attendance at events;
- Coordination of events and activities taking place during the campaign and European Week in particular
- Monitoring of media coverage (online, print and audiovisual)
- Number and profile of European partners signed-up to the campaign as well as quality of their activities
- Number of events in relation to the campaign and collection of feedback

- Website statistics
- Preparation of additional promotion material for the safe maintenance campaign
- Development and refinement of campaign strategy for 2012-2013 campaign.

Additional information on actions

- Implement the campaign strategy and media plan and produce and disseminate multilingual information and promotional material (in print and online);
- Organise a launch event with the Spanish Council Presidency of the EU;
- Participate in the Napo consortium in the finalisation and subsequent promotion of a ‘maintenance’ video;
- Activate and further develop campaign partnerships with key stakeholders at European and national levels;
- Provide support to national campaign activities through the European Campaign Assistance Package and the localisation of Agency public and media relations activities;
- Jointly organise a campaign event with the Belgian Council Presidency of the EU;
- Launch and promote the good practice awards competition;
- Develop an online tool kit for OSH campaigning.

<p>Actions in following years:</p> <ul style="list-style-type: none"> • Second year of campaign on safe maintenance in 2011 with a stronger sector and topic focus • Reporting and evaluation of the campaign; • Preparatory actions for 2012-2013 campaign.

Task 3: Promotion

Promotion, public affairs and media relations

Objective:

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

Main outputs in 2010:

- Preparation, production and targeted promotion of the annual report, as the Agency’s key corporate publication;

- Press and PR activities; efficient management of media lists, media support to key OSH events;
- Promotion of information projects and campaigns; with a special focus on the online risk assessment tool and ESENER results.

Additional information on actions:

- Issuing of news releases and development of the Agency's online press room;
- Organisation and coordination of press conferences, and media events, such as the campaign launch;
- Drafting and placement of news and OSH articles in key general and specialised media;
- Collection and management of main OSH statistics/figures for media purposes;
- Implement internal and external promotion models for each promotion action;
- Develop and consolidate partnerships with EU Council presidencies, EU sectoral federations, social partners and NGOs....

Events, exhibitions and conferences

Objective

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

Main outputs in 2010

- Implementation of an overall Agency's events strategy;
- Coordination, support and monitoring of Agency's participation in OSH events;
- Events organised, number of participants; visitors to exhibitions; literature distributed;

Additional information on actions

- Organisation of promotion events to present and discuss findings of the Agency's survey of enterprises' management of psychosocial risks (ESENER);
- Active participation in selected European and international conferences and exhibitions by providing Agency speakers and / or an Agency stand;
- Actively support selected conferences and events, including ILO World Day for Safety and Health at Work (28 April);
- Participation through the distribution of Agency literature – at selected European, international and national events.

5.4. Area 4 – Networking and coordination

The Agency aims at having an effective and efficient network structure to support it in achieving its mission. A number of networks has been established, some directly linked to other activities in this work programme. The networks covered by this section involve the 84 member Board and 11 member Bureau, the focal points in the 27 Member States, the 4 EFTA countries and in the countries involved in the pre-accession programmes, and a number of international partners. The four EFTA member States will be participating fully in the Agency's activities from 2010. Details will be worked out in early 2010

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

In 2010 tasks under Area 4: Networking and coordination will include:

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

Task 1: Agency governance

Objective

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

Main outputs in 2010

- Two Board meetings and four Bureau meetings organized
- Documentation for decisions provided at least two weeks before requested decision has to be taken
- Continued actions to ensure a closer involvement of Board members in the Agency's activities.

Actions

- Ensure close involvement of the Board and Bureau in the preparation of strategic decisions
- Keep the Board and Bureau informed on progress in the implementation of the Board and Bureau's decisions.

Task 2: Focal point network

Objective

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

Main outputs in 2010

- Involvement of focal points and national network partners in programming, implementation and dissemination of EU-OSHA activities and products.
- Actions to enhance the capacity of focal points and national networks.
- Strengthened communication with the national networks.
- Organisation of three focal point meetings
- Monitoring of focal points' implementation of work plan
- Timely information to focal points about upcoming tasks.

Actions

- Provide training and support to strengthen the network identity, i.e. provide for more opportunities of inter-focal point discussions and encourage focal point – focal point networking and focal point – national network cooperation.
- Deepen contacts with the focal points and their national networks, including also bilateral meetings and visits to the focal point host organisations.
- Actions to communicate more directly with the national network members where appropriate (such national sectoral bodies and social partners). The focal points will be involved in this communication.
- Implement improved systems for the monitoring and development of focal points, including national networks. This could include an upgraded IT task management system.
- Discuss with focal points timetable and their expected contribution to the Agency's activities and information projects in 2011.

Task 3: European networking

Objective:

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

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

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

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

Main outputs in 2010:

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

Additional information on actions:

- Frequent meetings with the European Commission, in particular with the *DG de Tutelle*, DG Employment, Social Affairs and Equal Opportunities.
- Liaison with the Advisory Committee on Safety and Health in Luxembourg and in particular its Working Party on Strategies.
- Participate in the EU-US Occupational Safety and Health Coordinating Group to ensure full participation of EU-OSHA in its preparatory work, participation and dissemination.
- Systematic and frequent meetings with other DGs of the European commission with relevance for the Agency's activities.
- Regular meetings with the European Parliament in relation to the presentation of the Agency's work and forging deeper contacts, particularly with the Committees responsible for the Agency's work programme and budget (Employment, Budget, Budgetary Control) and selected committees with an interest in the work programme.
- Identification of MEPs and EU officers for participation in Agency-run events both in Bilbao and in other countries.

- Liaison with Eurofound and its Brussels Liaison Officer to ensure an efficient and effective cooperation.
- Regular meetings with the various bodies of the European Social Dialogue (ETUC), BusinessEurope, European Association of Craft and Small and Medium-sized Enterprises (UEAPME), European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP).
- Regular presentations to the European Sectoral Social Dialogue Committees on Agency activities, in particular with regard to the Agency campaigns, and with a view to the provision of support to any initiatives taken within the Social Dialogue on occupational health and safety where possible.
- Contacts with the presidency permanent representations in Brussels.
- Ongoing presentations and information exchanges with Brussels-based organizations such as relevant NGOs and lobby groups to increase awareness of Agency activities.
- Targeted media information to Brussels-based journalists.
- Full back up and support to Agency staff when organizing Brussels-based activities and promoting the work of the Agency

Task 4: International networking

Objective

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

Main outputs in 2010

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

Actions

- Submit easy understandable abstracts/summaries of the EU-OSHA's work priorities for 2010/2011 to the international partners.
- Where appropriate, invite international partners to contribute or participate in EU-OSHA meetings, e.g. on Internet activities, research projects etc., and campaigning activities.
- Explore possibilities for joint promotional activities.

- Further develop the presentation of OSH information from international partners on EU-OSHA's website and vice-versa.
- Together with WHO/CC Europe and ILO/CIS continue to promote the exchange of good practice in the implementation of the Community Strategy on OSH, Global Action Plan on Worker's Health and the ILO Promotional Framework for OSH.

Task 5: Preparing for enlargement

Objective

To carry out preparatory measures and to further support candidate and potential candidate countries in their progressive alignment with the requirements of EU-OSHA's network and activities. This will be done taking into account the results and necessities remaining after the previous pre-accession programmes. The task assumes external funding under the new IPA multi-beneficiary programme adopted in December 2008. As this task is financed via external funding, it does not have an impact on the resources available for ordinary Agency activities.

Main outputs in 2010

- Developing and strengthening the Agency's Focal Points in the candidate and potential candidate countries to facilitate future participation in the Agency's Focal Point network and activities.
- Actions to strengthen the capacity of the national focal points and national networks.
- Regular meetings with and consultations of the national tri-partite networks.
- Actions to raise awareness about OSH in the beneficiary countries.
- Completion of the actions laid down in the programme.

Actions

- Deepen contacts with the focal points and their national network including visits to the focal point host organisations.
- Organize seminars to increase understanding of the function and operations of the Agency, the role the focal points should play within the Agency network and on other key issues, such as the role of the national information network.
- Disseminate Agency information materials.
- To provide support for Website development if necessary.
- Invite beneficiary countries to participate in the focal point meetings, expert group meetings and consultation activities (as observers), where appropriate.
- Monitor the implementation of activities that are carried out by external contractors.

Task 6: Strategy, planning, monitoring and evaluation

Objective

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

Main outputs in 2010

- Risk analysis of 2011 annual management plan
- 2009 Annual Activity Report
- 2011 annual management plan and preparation of draft 2012 management plan.
- Preparation of draft EU-OSHA Strategy 2011-2015
- Initiation of mid-term evaluation of EU-OSHA Strategy 2009-2013
- Implementation of new internal management system for Agency operations
- Provision of performance monitoring information to relevant audiences
- Implementation of monitoring and evaluation policy to provide better information on outputs, results and impacts for the relevant decision-makers.

Actions

- Appropriate consultation to avoid duplication of efforts, especially as regards the European Foundation for the Improvement of Living and Working Conditions.
- Undertake ad hoc projects to support the knowledge base for future work programmes and/or to accommodate new, upcoming priorities. These actions will only be initiated upon consultation of the Bureau.
- Ensure an effective verification function for the Agency's financial transactions

Task 7: Internal legal advice

Objective

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

Main outputs in 2010

- Provision of legal advice
- Dealing with complaints

Actions to reach the objective

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

Task 8: Translation

Objective

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

Main outputs in 2010

- Handling of translations requests as required

5.5. Area 5 – Administrative support

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

The following tasks are included under this area:

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

Task 1: Human Resources

Objective:

To organize and monitor selection procedures in accordance with implementing rules, ethics and schedules respectively for Temporary Agents and Contract Agents; to manage and administer the human resources function in an effective and timely manner in accordance with Staff Regulations and implementing rules; to support Agency policies and procedures through staff careers development tools covering performance appraisal, reclassifications and the organisation of training activities, in line with Agency's decisions. Overall objective being to get the necessary qualified staff for the Agency to meet the EU-OSHA strategy and objectives and to implement its annual management plans.

Main outputs in 2010

- Selection procedures and recruitments completed
- Annual training plan and facilitation of training for staff

Actions to reach the objective

- Recruitment and integration of newcomers;
- Management of personnel files, rights and obligations of staff;
- Management of Title 1 of the Agency budget;
- Develop and maintain a human resources information system that meets relevant information needs effectively
- Ensure adherence to HHRR requirements with respect to staff obligations and administrative procedures

- Use of Service Level Agreements (SLA) with the Commission on staff administration matters
- Development of Agency staff policies and procedures

Task 2: Accounting

Objective

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

Main outputs in 2010

- Production of the Annual accounts of the Agency;
- In 2010/2011 EU-OSHA will chair the inter-agency group of accountants.

Actions to reach the objective

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

Task 3: Documentation services

Objective

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

Main outputs in 2010

- Mail registration and filing,
- Document management guidelines update, addressing Data protection issues

Actions to reach the objective

- Registry maintenance and archives;

- Processing of internal and external information requests and request for documentation
- Facilitate EU-OSHA staff's access to relevant electronic and printed OSH documentation.

Task 4: Finance services

Objective

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

Main outputs in 2010

- Budget 2010 implementation and publication of Amending budget 2010, if necessary
- PDB 2011
- Answer Court of Auditors, Internal Audit Service or other stakeholders' requests on financial matters;

Actions to reach the objective:

- Monitor the budget execution during the year in order to improve its consumption. Regular reporting to management, authorising officers and the mid-year analysis will provide the tools to achieve this objective.
- Implement and monitor the effectiveness of internal control standards.
- Optimise and document the main processes and financial circuits in order to ensure the continuity of operations, as well as the segregations of duties.

Task 5: General services

Objective

To administer and maintain office facilities and to provide other general services to the Agency, including management of the Agency's fixed assets and carrying-out of procurement actions for these services under regulations applicable to this effect. Current lease expiring early 2010 and negotiation with the Spanish government of a possible Seat agreement to require particular attention.

Main outputs in 2010

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

Actions to reach the objective

- Launch of the necessary procurement procedures, management of services
- Maintain inventory systems updated
- Negotiation with the Spanish Authorities in view of a possible Seat agreement.

Task 6: Information and Communication Technology services

Objective

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

Main outputs in 2010

- Provision and maintenance of the necessary ICT systems and services
- ICT Security Policy.

Actions to reach the objective

- Finalization of implementation of a new extranet application environment;
- Further development of ABAC system;
- Renewal of workstations and printers where necessary
- Develop and update the Contacts Data base.
- Consider the possibility of ICT platform for internal management information system.

Task 7: Corporate Social Responsibility

Objective:

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

Main outputs in 2010:

- Implementation of CSR policy for EU-OSHA developed in 2009

6. Evaluation plan 2010

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

EU-OSHA will prepare four progress reports for the Bureau of the Governing Board over the year on the implementation of this management plan and a full reporting will be provided in the Annual Activity Report for 2010.