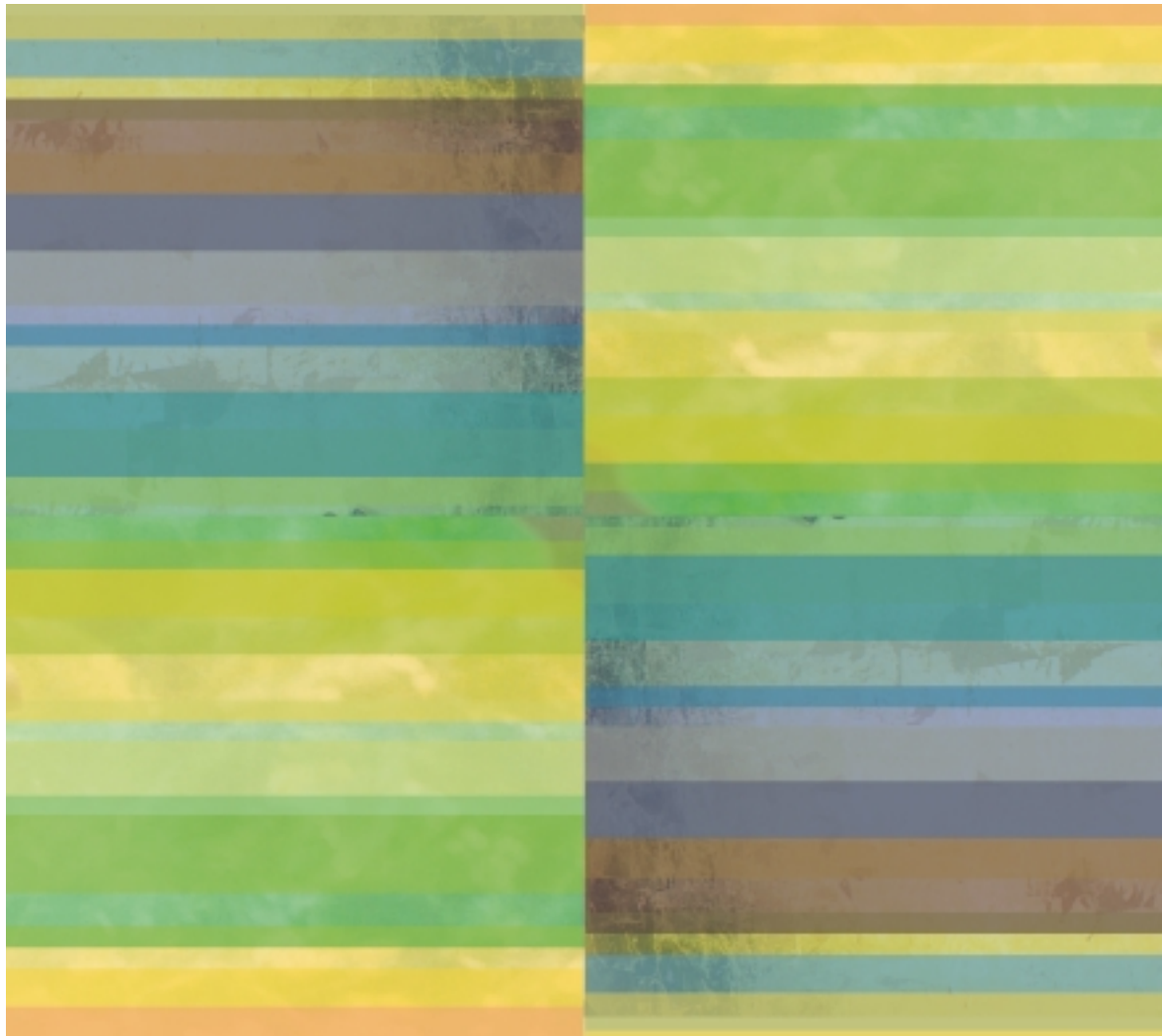




European Foundation for the Improvement of Living and Working Conditions

Annual Report 2000





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The European Foundation for the Improvement of Living and Working Conditions is an autonomous body of the European Union, created to assist in the formulation of future policy on social and work-related matters. Further information can be found at the Foundation website at <http://www.eurofound.ie>.

The European Foundation for the Improvement of Living and Working Conditions was established by Regulation (EEC) No. 1365/75 of the Council of the European Communities. Article 2 of the Regulation states:

- 1. The aim of the Foundation shall be to contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development.*
- 2. With this aim in view, the tasks of the Foundation shall be to develop and to pursue ideas on the medium- and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change. The Foundation shall take the relevant Community policies into account when carrying out its tasks. It shall advise the Community institutions on foreseeable objectives and guidelines by forwarding in particular scientific information and technical data.*

The provisions of Article 13.1 of this Regulation require the Administrative Board to adopt a general report each year on the activities, financial situation and future guidelines of the European Foundation. The report covering 2000 was presented and adopted by the Administrative Board of the Foundation at its 65nd meeting on 27 March 2001. In conformity with Article 13.2 of the Regulation, the report will be distributed to the EU institutions and to the Economic and Social Committee.

This publication contains four of the eight annexes of the official Annual Report 2000

The official version of the report is available for downloading from the Foundation's website at www.eurofound.ie or on request from the information centre at the following address:

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Foreword

The past year at the Foundation has been marked by both consolidation and change as we completed our programme of work for 1997-2000, *Facing up to the challenges of European society*, and prepared and adopted our new four-year programme for 2001-2004: *Analysing and anticipating change to support socio-economic progress*.

The Foundation's work programmes reflect our response to the changing nature of social progress in Europe. During the past four years, the European social policy objective was to manage structural change while minimising negative social consequences. In the coming years, Europe will require social policies which reinforce economic growth.

Longevity and maturity can foster complacency, the enemy of innovation and imagination. During the year 2000, as the Foundation celebrated the 25th year of its establishment, we took the opportunity to reflect on the role and contribution of the Foundation as an instigator of policy, a centre of expertise, a builder of networks and a forum for exchange.

We drew together the strengths of the Foundation and isolated its weaknesses in preparation for a radical overhaul of both its internal structure and its 'operating system': the four-year programme. Thus, the celebration of 25 years of existence proved to be a springboard for change within the Foundation.

Over the past year, the organisation has been streamlined within the framework of the new four-year programme of work which was prepared and adopted in 2000. In the new programme, the three core areas of living conditions, working conditions and industrial relations will provide the overall structure for work. While the Foundation has already build up a significant

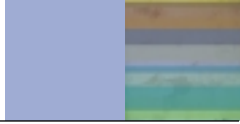
body of expertise in each of these areas, future developments will reinforce this expertise with greater focus and coherence.

The chief guiding principle of our new programme is the role of social policy as a factor of productivity. From the outset, Foundation work and research recognised and advocated that Europe must invest in quality, not just quantity, in order to build a healthy and sustainable economy. Our work has consistently shown the need for attention to the qualitative rather than the quantitative aspects of living and working conditions.

The European Social Policy Agenda, drafted as a road map for European policy and action in the employment and social sphere, has now identified quality of work, quality of social policy and quality in industrial relations as the driving forces for a strong and inclusive Europe. Given its significant expertise in these areas, the Foundation has been identified as having an important contribution to make to the achievement of the Agenda's priorities.

A major objective of the Agenda is to develop a positive and pro-active approach to change by promoting adequate information for companies and employees. The Foundation has been selected to establish the European Monitoring Centre on Change, which will be the chief mechanism for providing information, data and analysis on industrial change for the European social partners and policy makers.

The ongoing challenge, however, is to ensure that the fruits of the Foundation's work are appropriately channelled into the policy-making process. To reach our optimum effectiveness, to ensure our influence and relevance for the future, the Foundation must continue to deliver a high-quality,



consistent and relevant product through a communications network which anticipates and serves the needs of policy makers.

Social policy is now recognised as a contributory factor in economic policy. Speaking of the past and future role of the Foundation at the conference to mark our 25th Anniversary, Commissioner Anna Diamantopoulou said: 'Good policy – past and

future, national and European – can only develop from a firm base of analysis. Good execution demands partnership at all levels. Good implementation demands relevance.' As a result of the restructuring implemented during 2000, we are confident that the Foundation is now fully tuned to the challenges ahead. Armed with our programme of work for 2001-2004, we look forward to meeting the demands of European policy makers.

Raymond-Pierre Bodin
Director

Eric Verborgh
Deputy Director



Overview 2000

In 2000 the Foundation implemented the final phase of the four-year programme 1997-2000, *Facing up to the challenges of European society*. How to manage change in a rapidly evolving economy and society was the predominant theme in the development of the projects undertaken under this programme, which concentrated on six key challenges: employment, equal opportunities, health and well-being, sustainable development, social cohesion and participation.

A policy instigator

In each challenge area, the Foundation conducted work which leads to and informs policy formation, identifying areas of concern, investigating options and policy guidelines. It has always been a fundamental requisite in the selection of projects that they must be relevant to policy development.

The identification of trends is the first step towards policy instigation, alerting policy makers to the issues that require action in the policy arena. Trends in challenge areas are identified by the Foundation through monitoring tools such as its surveys, its national and comparative research and case studies.

In employment, major changes are taking place in the field of working conditions, employment status, participation in the workplace, labour market organisation and social protection systems, within the overall context of the need to create and sustain employment.

The European economy is becoming a knowledge-based one that works to a 24-hour clock. The Foundation has sought to anticipate the issues arising from this fundamental change in how, when and where we work, and the consequent impact on the quality of both our working and home lives.

A body of European knowledge


The European perspective is what the Foundation sets out to provide to policy-makers. Its aim is to build and maintain a body of knowledge that provides analysis and direction through an integrated approach to European employment and social affairs.

Over the past year, the Foundation has extended this central storehouse in the six theme areas; it has also increased its capacity to disseminate knowledge to its audience of policy makers. As the year 2000 marked the final year of a four-year programme, many projects were brought to conclusion, and much work was concentrated on ensuring that results and findings were effectively disseminated to European decision-makers.

To maintain this body of knowledge, extensive work was done on building a resource database to store Foundation data and make it accessible. During 2000 the project made considerable progress, and the database will be up and running in early 2001. This means of storing and making accessible Foundation research results gives a continuity and unity to the Foundation's previous and ongoing work.

A networks builder

By reason of its unique constitution, the Foundation itself is a network made up of social partners, national governments and the European Commission. The Administrative Board, with its tripartite structure, weaves the strands of European policy actors together to guide and monitor the Foundation's work. On a second level, the Foundation is a network of European researchers who gather and analyse European data under its direction.



Within this framework the Foundation has developed its own set of specialised networks. In the area of industrial relations, the European Industrial Relations Observatory (EIRO) is now regarded as the pre-eminent source of information for practitioners and policy makers. During 2000, a user survey demonstrated its growing importance as a European source of industrial relations information. The Foundation also contributes its expertise to EWON, the European Work Organisation Network, of which it was a founding member.

Responding to an invitation from the Commission, supported by the European Council meeting at the Nice Summit, the European Parliament and the European-level social partners, the Foundation's Administrative Board has set in motion the establishment of the European Monitoring Centre on Change.

The Foundation gave further impetus during the year to EU enlargement and the transition process for applicant countries. As part of its commitment to enlargement, the Foundation has decided to extend the ambit of relevant projects into Central and Eastern Europe, where it has already built extensive networks through its exchange of information programme.

A forum for debate

Confrontation and debate are central to both the direction of the Foundation's work and the achievement of the common purpose of its stakeholders, as represented by the Administrative Board. Robust debate is central in identifying, analysing and ratifying the Foundation's programme of work and its research findings and results.

From the outset, all Foundation research activity is subjected to analysis and debate by the Administrative Board, whose discussions, along with those of the Committees of Experts and advisory committees, are a major element in defining the direction of Foundation research, monitoring its progress and evaluating it.

Each thematic area has contributed significantly to the policy debate at European level through its input to conferences, seminars and workshops.

New direction – new Director

Raymond-Pierre Bodin was appointed the new director of the Foundation by the European Commission in March, and took up his position as the Foundation's third director in May. He replaced Clive Purkiss who retired in 1999. Eric Verborgh, acting director in the interim, has now resumed his position of deputy director.

The director joined the Foundation at an important juncture in its development: preparation of the new programme of work was already advanced and a major overhaul of the Foundation's structure was required for its implementation.

Organisational structure dictates organisational outlook: restructuring in the Foundation has focused on ensuring that its work is well-defined in its orientation, aimed at its target audiences. Clear identification of roles, a transparent working structure and strong links and cross-fertilisation between all sections in the Foundation are the underlining principles of the organisational change which has been implemented.

The starting point for the new framework is the restructuring of the Foundation's work into three core areas: living conditions, working conditions and industrial relations. Within the overall structure, the Foundation staff in the research area have been organised into three teams each headed by a coordinator: Robert Anderson for living conditions, Pascal Paoli for working conditions; and Stravroula Demetriades for industrial relations.

Underlying the structural change is the need to strengthen the linkage between research and communications in order to ensure the delivery of clear messages to the Foundation's core audience.



Facing the challenges

Employment

The primary concern for the Foundation is the promotion of quality of employment within the context of the need for Europe to compete dynamically and successfully in a global economy.

Employment remained the priority issue on the Foundation's agenda for 2000. With an average rate of unemployment of 9% and a low average rate of employment at 62%, issues such as labour market participation, work organisation, job creation in SMEs, flexibility and combining family and work featured strongly in the Foundation's programme of work.

Employment issues ranged across the full ambit of the Foundation's work. Specific issues were examined in extensive projects which were finalised or yielded their main results during 2000, such as the *Employment options of the future* survey; the investigation of pacts for employment and competitiveness (PECs); financial participation; and the job-creation potential of micro firms.

Labour market participation is a critical factor in the sustained development of the European economy. During 2000, a detailed analysis of the data collected by the *Employment options of the future* survey indicated significant social and policy implications. The main constraints on labour market participation identified by the survey arise from discrepancies between the current working-time model and the demand for substantial working-time flexibility and a reduction in working hours; and between on-going long-term unemployment and the lack of provision of marketable skills to the unemployed. Self-employment was also highlighted as an area where incentives, through economic policies, could stimulate growth: analysis of the survey results shows that more and more people are prepared to take the risks associated

with self-employment. The survey findings, which have critical implications for gender issues, were the subject of both full reports and summaries published as inputs to the policy debate.

The qualitative aspects of employment creation are a major concern of the Foundation's work on employment. While it is recognised that small firms provide the most significant opportunity for job creation, the quality of employment in micro firms needs careful policy consideration. *Jobs in EU micro-firms: the trade-off between quantity and quality* investigated the relationship between job creation and job quality.

The national case studies, completed in 2000, strongly indicate that micro firms need more structural support to realise their employment potential in qualitative terms. The findings of the project are important in that they address a previously neglected area which offers considerable potential.

Working time and working-time patterns are central to both living and working conditions: increased part-time work (voluntary and involuntary), irregular and unpredictable time schedules and the 24-hour working day all impact significantly on the quality of life and work. Several Foundation projects have investigated different facets of the implications for both men and women.

BEST, the journal on time issues published by the Foundation, collated extensive European research on the justification and extent of urban time policies in Europe (Germany, France, Italy, the Netherlands and Finland), including innovative moves to synchronise working and living hours in its first volume, *Time in the city*. The second edition of BEST, *Shiftwork and health*, published the results of general surveys on health and studies on the long-term effects of shiftwork, examining issues such as sleep and fatigue, digestion, heart disease, social and domestic life and psychological problems.

Within the context of the EU employment strategy, an increasing number of collective agreements or *Pacts on Employment and Competitiveness* (PECs) have been concluded in many Member States at national, sectoral and company/workplace levels. PECs adopt the partnership approach in an effort to improve competitiveness and protect employment levels.

Following extensive research on the nature and extent of PECs in eleven Member States, the Foundation organised high-level meetings in 2000, including a two-day conference under the auspices of the French Presidency and a conference in Italy in conjunction with the Ministry of Transport, to disseminate the results. The findings suggest that PECs have a positive contribution to make to the bargaining agenda in the current climate of intensified competition in Europe, by combining new developments in industrial relations with an active labour market policy, fiscal policy and industrial policy.

Equal opportunities

The Foundation has mainstreamed gender issues in all relevant projects across all research areas. Equality issues are clearly integral to employment, social cohesion, health and well-being, and participation. This approach reflects the need for policies and strategies in the workplace and in the community to adopt an equality sensitive approach.

The drive to increase the labour market participation of women and the need to provide solutions to the problems of combining family and working life was central to the in-depth analysis of the findings of the *Employment options of the future* survey during 2000.

Also in the course of 2000, a major project, *Employment, family and community activities*, investigated and analysed the extent to which the creation of employment in household services (which traditionally constituted unpaid work) is contributing to combating unemployment and social exclusion. The study examined how this new employment is linked to the promotion of equal opportunities and the reconciliation of family and working life for women and men. It concentrated on the development of the sector across all Member States in five fields: childcare, care of the elderly, domestic cleaning, home maintenance and catering. The European

synthesis report has been prepared, and its publication in 2001 will provide a stimulus for debate in this previously neglected area.

Equality issues are also an important component of the Foundation work in the field of industrial relations and work organisation. Analyses of EWCs, carried out by the Foundation, indicate that women are starting to play a more active role in workplace negotiations, and that gender issues are gaining prominence on the agenda.

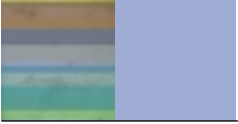
Health and well-being

Keeping the quality of working life high on the European policy agenda has been central to the ongoing work in the field of health and well-being. New demands and the pace of change at work have profound influences on the health and well-being of workers. In the face of increased global competition, Europe needs a healthy workforce in a safe working environment.

Through its project, *Monitoring working conditions in the EU*, the Foundation over the past decade has commissioned European surveys on working conditions to provide harmonised and original data for the identification of issues and emerging trends in working conditions and health. Carried out in 1990, 1995 and 2000, these surveys give a broad picture of working conditions in Europe during a period of radical change in the workplace. The data provide detailed information on sectors; equality issues and working conditions; work organisation; and working time: information that is extensively used within the Foundation, and by other institutions and agencies. The working conditions surveys are widely recognised as a significant reference point for debate in this area.

During 2000, the Foundation conducted the third European survey, interviewing a representative sample of employed and self-employed people (21,500 interviewees) in all Member States. The first analysis of the results was completed in 2000. These indicate that working conditions are not improving and provide evidence that the negative consequences of work intensification, flexibility and the working environment need to be addressed.

This quantitative research (statistical analysis of the data collected through surveys) is also combined



with qualitative research (national or company policy descriptions and analysis) to give deeper insights into working conditions. A related project, *Employment policies and working conditions*, carried out a qualitative and comparative study in seven EU Member States which examined the impact of flexibility strategies on conditions of work and conditions of employment. According to the findings published in 2000, there has been a considerable extension of flexible forms of employment, and a strong correlation was found between these and poor working conditions.

Participation

Effective participation by all social actors is fundamental to the European social dialogue. From the outset, the Foundation has investigated and analysed both existing and new structures for effective participation. During 2000, it continued its work in three fields in this area at European level: the assessment of the contribution of European Works Councils; the implications of Economic and Monetary Union for industrial relations; and financial participation as a measure to promote competitiveness.

Economic and Monetary Union is undoubtedly a very significant development at European level, yet up to now there has been little investigation of its impact on employment, industrial relations and working conditions in the public and private sector. The Foundation's study, *Social implications of EMU*, investigated the impact at different levels in order to facilitate the debate between the social partners, national and EU policy makers on the social effects of EMU. Overall, the findings suggest that when EMU is viewed as an on-going process involving the establishment of a single European market, its impact on industrial relations appears quite substantial. The likely further 'Europeanisation' of industrial relations, reflecting the development of the single European market, will have important policy implications in the future.

Ongoing research for the project, *Information and consultation in European multinational companies*, which was undertaken in conjunction with the European Commission, suggests that the quality and effectiveness of European Works Councils is increasing. The Foundation and the Commission have co-published their findings in the report, *Negotiating European works councils*.

During 2000, emphasis was also placed on broadcasting the findings and stimulating debates in multinational companies and among the social partners.

Participation has also a part to play in developing policy instruments for tackling unemployment and promoting competitiveness through partnership between management, worker representatives and policy makers at European and national levels. The Foundation's work on pacts for employment and competitiveness (see section on employment) has contributed to a better understanding of the processes and the value of a participative approach.

Social cohesion

Social cohesion is important for the development of a social Europe: it is now also increasingly recognised as critical to economic competitiveness. The Foundation's work identifies effective and practical measures to combat exclusion, drawing from examples of good practice and detailed case studies, as well as by examining the roles and responsibilities of the different parties involved: government, at local, regional and national level; NGOs; other service providers in the private or social economy sectors; trade unions; and consumer or user organisations.

Much of the emphasis of the work in 2000 was aimed at making an input at European policy level, through dissemination, while also analysing the outcomes of innovative developments in policy and practice.

The quality of social public services examines the impact of changes and reforms in the social public services (health, education, social services, housing, employment, social security) on both users and providers of services. It investigates how more tailored services have developed to meet the needs of four particular client groups – older people living alone, adults with mental illness, adults with mental handicap and unemployed young people – specifically through the promotion of improved user involvement and service integration.

The European synthesis report, prepared in 2000, pays particular attention to the mixed economy of provision and the building of partnerships between state, community, voluntary and private market provision of services. It looks at the effects of reform on working conditions and quality of service, and at the contribution of quality improvement initiatives.

The relationship between employment, social benefits and activation measures was investigated and analysed in the project, *Coordination in integrated approaches to linking welfare and work policies*, which sought to identify mechanisms for effective coordination at all levels of planning, delivery, monitoring and evaluation.

The research is divided into four main areas: an examination of means-tested social assistance schemes; activation policies and the experiences of those implementing policies at different levels; the illustration of coordination initiatives through case studies; conclusions and policy recommendations.

Sustainable Development

Raising awareness and facilitating change among the social partners, particularly in the SME sector, is the key objective of the Foundation's programme of work in the area of sustainable development. The aim is to move sustainable policies forward through the identification of effective measures and their promotion within industry.

The key tool for promoting sustainability, *Sustainable development online* (<http://susdev.eurofound.ie>), was further developed this year. It is now regarded as the most significant European web portal for information on sustainability, with 2,000 registered members and over 1,000 linked sites worldwide. The five online databases – Conferences, Networks, Tools, Training; and SME support – attracted, on average, over 1,500 user sessions each week.

The Foundation hosted the 'European Conference on Sustainable Development: SMEs and New Enterprises', at which its contribution to the sustainability agenda over the previous four years was debated by the social partners and experts in the field. The main focus of discussion were the difficulties and opportunities for small and medium-sized enterprises in adapting to a more sustainable business philosophy.

A summary of work was published on *Economic and fiscal instruments for sustainable development*, a Foundation project on the use of fiscal and economic instruments for improving the working environment. The research analysed existing and prospective economic instruments in EU Member

States, and evaluated their effectiveness in relation to both the external environment and the working environment.

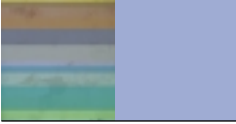
EIRO: European Industrial Relations Observatory

EIRO initiates, collects, stores, disseminates and provides access to information and analysis on developments in industrial relations in the 15 EU Member States plus Norway, and at European/international level. EIRO is a network made up of the 16 National Centres and an EU-level Centre, from which information and analysis flows in to a central unit at the European Foundation. This information is then processed and entered into a database, EIROOnline, which is made available through the World Wide Web as the main means of dissemination.

Each month, the EIRO National Centres submit articles – either 'in briefs' or 'features' – on the most important and topical industrial relations events and issues occurring in their country in that month. EIRO also conducts periodic comparative studies and annual updates on topical themes, and publishes an Annual Review.

EIRO has been an ongoing project since 1996. EIROOnline was launched on the WWW in January 1998 and contains over 3,500 records (to December 2000). With 1,650 registered users and an average of 18,635 monthly user sessions (at that date), it has become a successful website. Its good name was further confirmed by the EIRO user survey conducted this year: around 60% of EIRO users who responded to the survey rated EIROOnline as the most useful source of information on industrial relations.

During 2000, the EIRO Annual Review was published in English, French and German, as well as six issues of EIROObserver (English only), containing comparative supplements on temporary agency work in Europe; industrial relations in the rail sector; equal opportunities; collective bargaining and the European employment strategy; wage policy and EMU; outsourcing and industrial relations in motor manufacturing; and industrial relations and the ageing workforce: a review of measures to combat age discrimination in employment. These comparative studies are also available on EIROOnline together with their French and German versions.



Three annual updates on developments in pay, working time, and industrial action were published on EIROOnline early this year.

During the year, four EIRO promotional events were held at EU level: in Brussels, Stockholm, Berlin and Paris, organised with the collaboration of the Swedish, German and French EIRO national

centres respectively. EIRO printed products and the website were presented at major conferences throughout the EU and at the IIRA 12th World Congress in Tokyo.

Communication: meeting the policy makers

The Foundation's communication policy is driven by the demand to provide coherent and relevant information for policy and decision makers in the field of improving living and working conditions, particularly at European level.

Links with the EU institutions and agencies

The European Commission has a statutory relationship with the Foundation through its representation on the Foundation's Administrative Board. In this capacity, it is closely involved in the formulation of the Foundation's work programmes, which, in 2000, included the preparation and adoption of the seventh four-year programme. Commissioner Anna Diamantopoulou and Director-General for Employment, Odile Quintin, were speakers at the Foundation's 25th anniversary seminar in September in Brussels. The Commission invited the Foundation to address its *'Forum de liaison du dialogue social'*. Joint events on industrial relations in Stockholm (May), Berlin (October) and Paris (November) were organised by the Commission and the Foundation. The Foundation continued to participate actively in the Commission-run European Work Organisation Network (EWON).


The Portuguese and French Presidencies, at which the Foundation had a strong presence at major events related to its work programme, provided the main foci for collaboration with the Council during 2000. Members of staff contributed to Portuguese Presidency events and conferences on reconciling work and family life, the launch of EQUAL, the European Social Fund initiative to tackle inequalities in employment, and a conference on the new policy implications of the changes affecting the workplace.

During the French Presidency, the Director acted as the chief mediator at the *'Forum international travail et santé'* in Paris, and also made a presentation, entitled *'Do we need Euro regulations?'* at *'Fusions et restructuration en Europe: faut-il de nouvelles réglementations sociales?'* Under the auspices of the French Presidency, the Foundation organised a high-level conference on the *'The role of Pacts for Employment and Competitiveness'* in Paris in December 2000.

Relations with the European Parliament concentrated on the Employment and Social Affairs Committee. In January the Foundation began a new monthly electronic information service to the members of the committee, and plans are being put in place to develop the service further. A member of the committee who was appointed to act as liaison with the Foundation, Bartho Pronk, MEP, came to Dublin to present its work. A formal presentation was made by the Foundation to the Budget Committee also.

In December the Director and Deputy Director visited the Economic and Social Committee to brief its members on the Foundation's new four-year programme. Following this visit, the Social Affairs section announced its intention to come to the Foundation early in 2001 to discuss areas of cooperation.

Contacts were maintained with the other Agencies of the European Union. The Boards of the Foundation and of the European Agency for Health and Safety at Work (Bilbao) agreed to renew their Memorandum of Understanding which sets out the basis of cooperation between the two bodies. Mutual attendance at board meetings and collaboration on a number of projects continued during the year. In February and October senior executives of the agencies came together to examine questions of mutual interest. In the course of the February meeting, the Directors met the Secretary-General and relevant Directors-General



of the Commission and discussed concerns relating to the consequences of administrative reform of the Commission, enlargement, budgetary procedures and staff status.

Links with the social partners

European confederations of the social partners work closely with the Foundation. Representatives of UNICE and ETUC have the status of observers on the Administrative Board, and during 2000 they attended its three plenary meetings and the six Bureau meetings. The social partners of each Member State are also represented in the Board's membership and are thus involved in the Foundation's work on a continuous basis. The Confederation of European Public Enterprises (CEEP) visited the Foundation in February to exchange information and discuss areas of cooperation between the two organisations.

Links with the Member States

Ongoing communication with national governments in Member States is crucial to ensuring the relevance of the Foundation's work throughout Europe. During 2000, the Director started a programme of national visits which will continue in 2001. On his appointment in May, the Director held important meetings with members of the Irish government, including the Deputy Prime Minister and her policy advisors in the Department of Enterprise and Employment. In August, at the invitation of the Swedish Ministry of Industry, Employment and Communications, the Director met the Directors of this Ministry and the Ministry of Social Affairs, as well as leading representatives of the social partners. In October he held meetings with the Italian Minister of Labour and the social partners, where he presented the Foundation's work.

Information services

The Foundation communicates directly to its diverse audiences mainly through its publications, online services and press activities, delivering information, analysis and findings and reinforcing its reputation as a primary source of information for policy and decision makers.

The core of its output is a major multilingual publications programme which delivers its research and debate findings to target audiences in Europe. Selected publications were disseminated to key groups on the Foundation's mailing list.

Foundation information points, dealing with enquiries and displaying publications, were mounted at some 65 external conferences during the year, while enquiries to the Foundation's information centre numbered almost 3,800. *Communiqué*, the Foundation's bilingual newsletter with a distribution list of 16,000, reported on Foundation activities in 10 issues in 2000.

To bring information directly to the national media, press relations were undertaken in conjunction with major Foundation conferences and contributions in a large number of Member States, and press releases were issued regularly on a variety of projects.

The Foundation's website, www.eurofound.ie, has undergone further development during 2000, as part of the Foundation's commitment to providing a more dynamic platform for its information resources. The new website design, aimed at increasing accessibility and content, will be launched in early 2001.

A major information technology project undertaken during 2000 was the development of the Resource Database, which will store and make accessible the Foundation's body of knowledge in all areas for both internal and external research purposes.

To meet the demands of its multicultural audience, the Foundation has restructured its language services unit, which meets the language requirements of the publication unit, the Administrative Board and on-going needs for translations within tight budget constraints. Each publication is assessed in terms of its language dissemination and translated accordingly, either by in-house translators or by the Translation Centre for EU bodies, based in Luxembourg.

Building-blocks of the future

New four-year programme

Alongside the completion of the 1997-2000 programme, significant work and resources were committed to the development of the new four-year programme for 2001-2004, *Analysing and anticipating change to support socio-economic progress*. The programme encapsulates the Foundation's mandate not only to analyse social trends and new developments, but also to create awareness of the likely consequences of change in living and working conditions and in industrial relations. It also reflects the ongoing debate at policy level in the EU about the impact of the increasing pace of change in today's knowledge-based society.

In an effort to bring greater focus and integration to the work, there will be fewer but more substantial research programmes. The programme is designed to reinforce the core areas of Foundation expertise while responding to key priorities of the EU social agenda: promoting better employment, extending equal opportunities, managing diversity, supporting social inclusion and examining the use of time – all of which will be developed on a transversal basis across the three core areas. In particular, the Foundation will develop new instruments to monitor change in living conditions.

This approach is being adopted, in place of the previous project-based approach, to increase coherence and synergy in the whole programme. The programme, the seventh since the establishment of the Foundation, seeks to achieve a delicate balance between continuity and innovation in a context of resource constraint. It will continue to build the Foundation as a centre of expertise on quality of life, monitoring change and actively exploring current and emerging issues.

Twenty-fifth anniversary

The theme of the Foundation's anniversary celebration, *25 Years for a Social Europe*, reflected the Foundation's wish to assess and analyse its contributions to European social policy on reaching its maturity. The anniversary conference, organised by the Foundation in Brussels in September to coincide with the meeting of its Administrative Board, brought together the European policy makers and stakeholders to review its performance to date and consider its future contribution to the European social model.

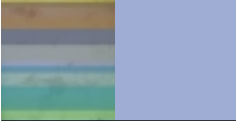
Other activities included the publication of an anniversary brochure, which summarised the Foundation's work over 25 years, and the hosting of a celebratory concert and reception at Dublin's National Concert Hall for Board members, staff and invited guests.

Administrative Board

Throughout 2000, the Administrative Board and the Foundation directorate and staff have worked together to implement the Foundation's programme of work in the most mutually positive and effective way.

Under the chair of Jan Willem van den Braak, the Board adopted an ambitious programme of work for 2001-2004, the product of careful deliberation by both the Board and the Foundation. Over the year, the Board, together with the Committee of Experts, monitored and evaluated the programme of work for 2000.

At the meeting of the Board in November, Marc Boisnel, French government representative, was elected new chair of the Board for a two-year term. Jan Willem van den Braak, his predecessor as chair, was elected vice-chairperson.



Christina Theochari from Greece was elected chair of the Committee of Experts, and Anders Rosdahl from Denmark, deputy chair.

Evaluation: transparency and assessment

During 2000, the Foundation continued to implement its programme of evaluation as an ongoing component of its work. Evaluation improves accountability and identifies areas requiring improvement or further development. The evaluation process also made a significant input into the preparation of the new four-year programme, 2001-2004.

Decisions were taken and preparation started for the first external evaluation, which will provide an objective assessment of how the Foundation is performing in terms of efficiency, effectiveness, coherence and relevance. An advisory committee has been established, comprising members of the Administration Board and representatives of DG Employment, the social partners and the staff.

Resources

The Foundation's work is carried out within the financial constraints of its budget, which amounted in total to 15.000.000 Euro for 2000, representing an increase of 1.3% over 1999.

Of the total budget, 95.7% was utilised. Administrative costs amounted to just 10% of the budget; the rest was expended on the implementation of the Foundation's work programme and related activities.

A chief item of expenditure on the operating side was the extension of the European survey on working conditions to EU applicant countries at a cost of 463.500 Euro.

Staff

The Foundation underwent a significant organisational change in 2000, which included the restructuring of the research areas into three teams – living conditions, working conditions, and industrial relations – and the establishment of a separate human resources section.

To facilitate the change process, Foundation managers participated in a series of workshops conducted with external training specialists. Throughout the year, the human resources section has organised in-house and external training to maintain the highest levels of staff competency in all areas.

First steps were taken towards the implementation of a performance management system with the introduction of a pilot performance appraisal system.

Internal communication was improved with the upgrading of the human resources intranet site. Following a restructuring of the language services, a deployment of posts was possible, creating a number of strategic positions, including Press Officer. Recruitment for these posts, along with competitions for the posts of Head of Information and Communication and Research Manager, were initiated in 2000.

Annex 1

Foundation budget 2000

Summary table of expenditure for financial year 2000 (in euros)

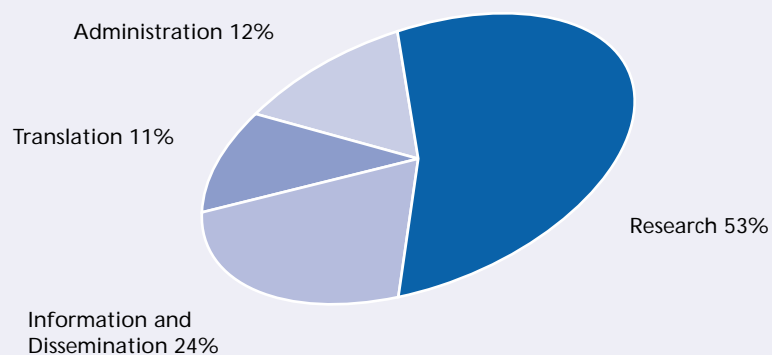
	TOTAL	TITLE 1 Staff expenditure	TITLE 2 Administrative expenditure	TITLE 3 Operating expenditure Living and Working Conditions
Appropriations available				
Final appropriations for the financial year 2000	15.000.000	7.300.000	1.500.000	6.200.000
Increase compared with 1999	1.3%	2.8%	0%	0%
Utilisation of appropriations				
Commitments amounted to	14.359.567	7.185.960	1.352.973	5.820.634
Leaving to be cancelled an amount of	640.433	114.040	147.027	379.366
Percentage utilised	95.7%	98.4%	90.2%	93.9%
Percentage cancelled	4.3%	1.6%	9.8%	6.1%
Utilisation of appropriations carried over from 1999				
Appropriations carried over (Art.6.1(c) of the Financial Regulations) amounted to	3.640.497	56.000	180.039	3.404.457
Payments from carryovers amounted to	3.482.021	13.710	153.122	3.315.188
Leaving to be cancelled an amount of	158.475	42.289	26.917	89.269
Percentage utilised	95.7%	24.5%	85.0%	97.4%
Percentage cancelled	4.3%	75.5%	15.0%	2.6%

Based on forecast expenditure and before finalisation of accounts for the year 2000.

Activity-based accounts: year 2000

Research	53%
Information and dissemination	24%
Translation	11%
Administration	12%

Chart of expenditure analysed on the basis of main activities



Expenditure analysed on the basis of main activities (Euros, 000)

Activity	Total	%	Staff	%	Admin.	%	Operat.	%
Research	7636	53	3643	51	616	46	3377	58
Information	3452	24	1450	20	243	18	1758	30
Administration	1712	12	1318	18	394	29	0	0
Translation	1559	11	775	11	99	7	685	12
Percentage total		100		100		100		100
Grand total	14359	100	7186	50	1352	9	5820	41

These figures are established on the basis of expenditure forecasts and before finalisation of accounts for the year 2000.

Annex 2

Administrative Board

(as at 31 December 2000)

Chairperson of the Board

Marc Boisnel
Government Group

Vice-Chairpersons of the Board

Jan Willem van den Braak
Employers Group

Marjaana Valkonen
Employees Group

Odile Quintin
European Commission

Coordinators

Employers Group

Coordinator
...

Deputy Coordinator
Bernard le Marchand
FEMGD

Employees Group

Coordinator
Jean Lapeyre
ETUC

Deputy Coordinator
Roger Sjøstrand
ETUC

Representatives of the European Commission

Member

Odile Quintin
Directorate General for Employment and
Social Affairs

Alternate

Gabrielle Clotuche
Directorate General for Employment and
Social Affairs

Member

Andrew Sors
Directorate General for Research

Alternate

Ronan O'Brien
Directorate General for Research

Annex 2 (continued)

Administrative Board (as at 31 December 1999)

COUNTRY	Representatives of National Governments		Representatives of Employers' Organisations		Representatives of Employees' Organisations	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Austria	A. SCHALLER Bundesministerium für Arbeit, Gesundheit und Soziales	B. STIMMER Bundesministerium für Arbeit, Gesundheit und Soziales	H. BRAUNER Industriellen-Vereinigung	C. PARAK Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs	R. CZESKLEBA ÖGB	G. STEMBERGER Vienna Chamber of Labour
Belgium	M. de GOLS Ministère de l'Emploi et du Travail	L. van HAMME Ministerie van Tewerkstelling en Arbeid	A. de KOSTER FDB-VBO	R. WAEYAERT NCMV	H. FONCK A C V - Dienst Onderneming	C. CYPRES Fédération Générale du Travail de Belgique
Denmark	L. ADLER Arbejdsministeriet	T. MØLSTED JØRGENSEN Arbejdsministeriet	A.J. PEDERSEN Dansk Arbejdsgiverforening	P. LAURENTS Deputy Director SALA	A. BENDIXEN FTF	J.T. RASMUSSEN LO i Danmark
Finland	M. SALMENPERÄ Ministry of Labour	T. ALASOINI Ministry of Labour	T. SAUKKONEN Confederation of Finnish Industry & Employers	J. SUUTARINEN Employers' Confederation of Service Industries	M. VALKONEN SAK	P. HARJUNEN STTK
France	M. BOISNEL Ministère du Travail, du Dialogue Social et de la Participation	A. VILLALONGA Ministère de l'aménagement du territoire et de l'environnement	M. DAMEZ FONTAINE CCEP	E. JULIEN MEDEF	J.-P. PEULET CFDT	M. DECAYEUX CGT-FO
Germany	W. KOBERSKI Bundesministerium für Arbeit und Sozialordnung	B. BARTH Bundesministerium für Arbeit und Sozialordnung	J.R. HAGEDORN Bundesvereinigung der Deutschen Arbeitgeberverbände	R. HORNUNG-DRAUS Bundesvereinigung der Deutschen Arbeitgeberverbände	D. POUGIN Deutscher Gewerkschaftsbund Bundesvorstand	R. DOMBRE Deutscher Gewerkschaftsbund Bundesvorstand
Greece		D. TANGAS Ministry of Labour	E. TSOUMANI-SPENTZA Federation of Greek Industries	E. TSAMOUSOPOULOS Confederation of Greek Industries	S. LEMOS Greek General Confederation of Labour	D. MOSCHOGIANNIS GSEE Rhodes Labour Centre
Ireland	W. JESTIN Department of Enterprise, Trade and Employment	J. D. KELLEHER Department of Environment and Local Government	A. GIBBONS Irish Farmer's Association	C. McCONNELL Irish Business and Employers Confederation IBEC	R. CALLENDER Services Industrial, Professional & Technical Union (SIPTU)	L. BERNEY Irish Congress of Trade Unions (ICTU)

Annex 2 (continued)

Administrative Board (as at 31 December 1999)

COUNTRY	Representatives of National Governments		Representatives of Employers' Organisations		Representatives of Employees' Organisations	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Italy	M.T. FERRARO Ministero del Lavoro	M. BIAGI	C. TERRANEO Confindustria	S. ROSSI Confindustria	A. MASETTI U I L	G. MALASPINA C G I L
Luxembourg	J. ZAHLEN Ministère du Travail	P. WEBER Ministère du travail	N. WELSCH Société Nationale des Che- mins de Fer Luxembourgeois	N. SOISSON Fédération des Industriels Luxembourgeois-FEDIL	N. HOFFMANN Lëtzebuurger Chrëschtliche Gewerkschafts-Bond (LCGB)	R. PIZZAFERRI Onofhängege Gewerkschaftsbond Lëtzebuerg (OGB-L)
Netherlands	C.J. VOS Ministerie van Sociale Zaken en Werkgelegenheid	W.L.J. van de GRIENDT Ministerie van Sociale Zaken en Werkgelegenheid	J.W. VAN DEN BRAAK VNO-NCW		W. SPRENGER Federatie Nederlandse Vakbeweging	H. BRÜNING Christelijk Nationaal Vakverbond (CNV)
Portugal	J. BRITO XAVIER IDICT Instituto de Desenvolvimento e Inspeção das Condições de Trabalho	H. GIL Ministério do Ambiente	A. COSTA ARTUR Confederação do Comércio e Serviços de Portugal (CCP)	L. A. GARCIA FERRERO MORALES Associação Industrial Portuguesa	J. DIONISIO C G T P	J. de DEUS GOMES PIRES UGT Portugal
Spain	I. MATÍA PRIM Ministerio de Trabajo y Asuntos Sociales	C. BRIONES GONZALEZ Ministerio de Trabajo y Asuntos Sociales	M.A. ASENJO DORADO Confederación Nacional de la Construction (CNC)	M.J. GONZALEZ FERNAN- DEZ S E P I	R. MORILLO Confederacion Sindical de Comisiones Obreras	I. SAGARNA ODRIUZOLA Solidaridad de Trabajadores Vascos (ELA/STV)
Sweden	O. PERSSON Ministry of Industry, Employment & Communications	M. FOYER Ministry for Social Affairs	M-L. THORSÉN LIND The Swedish Employers' Federation S A F	E. JANNERFELDT The Swedish Employers' Federation S A F	M. ESSEMYR Swedish Confederation of Professional Employees TCO	C. NILSSON Swedish Trade Union Confederation LO
United Kingdom	R. BARTHOLOMEW Department for Education and Employment	P. SAUNDERS Department of the Environment	M. BAMFORTH Confederation of British Industry (CBI)	S. BLAKE Confederation of British Industry (CBI)	D. FEICKERT Trade Union Congress (TUC)	S. PERMAN Trade Union Congress (TUC)
EEA-EFTA	Observers					
	T. KJELDSBERG Ministry of Local Government and Regional Development NORWAY		K. SKJØLAAS Confederation of Norwegian Business and Industry NORWAY		A. KALLEVIG The Norwegian Confederation of Trade Unions NORWAY	

Annex 3

Committee of Experts

(as at 31 December 2000)

Belgium

Marc Heselmans
Ministerie van Tewerkstelling en Arbeid

Denmark

Anders Rosdahl
Socialforskningsinstituttet

Germany

Norbert Altmann
Institut für Sozialwissenschaftliche
Forschung e.V.

Greece

Christina Theochari
Athens Labour Centre

Spain

Carmen Ortega Jiménez
Dirección General de Acción Social,
del Menor y de la Familia

France

Françoise Piotet
Université de Paris I-Panthéon Sorbonne

Ireland

Deirdre Carroll
Department of Social, Community
and Family Affairs

Italy

Silvana Sciarra
Università Europea di Firenze

Luxembourg

Jean-Paul Demuth
Association d'assurance contre les
accidents, section industrielle

Netherlands

No nomination yet

Austria

Michaela Moritz
Österreichisches Bundesinstitut für
Gesundheitswesen (ÖBG)

Portugal

António Casimiro Ferreira
Colégio de S. Jerónimo

Finland

Jouko Nätti
University of Jyväskylä

Sweden

Bengt Furåker
University of Göteborg

United Kingdom

Jane Millar
University of Bath

Observer:

Norway

Tore Nilssen
SINTEF IFIM

Annex 4

Foundation staff

(as at 31 December 2000)

Directorate

Raymond-Pierre Bodin, Director
Eric Verborgh, Deputy Director
Wendy Ó Conghaile, Advisor to Directorate
Catherine Cerf
Cécile Deneys (also Language Services)
Annick Menzies

Administration and finance

Terry Sheehan, Head of Section
Linda Byrne
Michael Cosgrave
Frances Doyle (T)
Paul Fleming (T)
Kay Flynn (T)
Elisabeth Gouilleux-Cahill
Jim Halpenny
Jackie Hayes (T)
Sarah Hayes (T)
Ewan Hogan
Ertan Kabranlar
Dolores McCarthy
Mary McNeice
Brian Moore
Louise Shanley
Sally Anne Sloan
Justin Smith (T)
Elizabeth Wade (T)

Information and communication

Information Systems and Services
Fiona Murray, Programme Manager
Gabriele Felsterl (also Language Services)
Chrysanthe Moschonaki (also Language Services)
Marie O'Meara
Barbara Schmidt
Jan Vandamme

Publications

Mattanja de Boer, Programme Manager
Martin Flynn
Philip Ireland
Hilary O'Donoghue
Colm O'Neill
Karin Teeuwen (also Information Systems and Services)

Public Affairs

Brid Nolan, Programme Manager
Bénédicte Chaidron (T)
Roseanna Creamer
Sean Griffin
Doris Hirschfeld
Jehanne Pornon (T)
Dolores Whelan (T)

Language Services

Maria Barreiro, Programme Manager
Cristina Frawley
Brigitte Mariacher
Jacques Prieu
Evangelhos Psaroudakis
Maria Santos

Human resources

Raymond Comerford, Head of Section
Heather Brown
Aoife Caomhánach
Melina Fenelon (T)

Operational support

Eberhard Köhler, Head of Section
Charlotte Kjaer Andersen
Martine Deasy
Hanne Hansen
Patricia Kingston
Ann McDonald

Research

Industrial Relations
Stavroula Demetriades, Coordinator
Maria Barbosa
Camilla Galli da Bino
Timo Kauppinen
Kevin O'Kelly (T)
Victoria Rahm (T)
Sylvaine Recorbet
Sylvie Seigné-Monks (T)
Christian Welz

Living Conditions

Rob Anderson, Coordinator
Pio Carotenuto *
Sarah Farrell
John Hurley (T)
Inma Kinsella
Hubert Krieger
Henrik Litske
Teresa Renehan
Gemma Sanchez
Janet Smith

Working Conditions

Pascal Paoli, Coordinator
José Maria Fernandez
Christine Gollin
Mia Latta (T)
Sophia MacGoris
Leontine Mastenbroek
Jean-Michel Miller
Matthieu de Nanteuil *
Filomena Oliveira *
Agnès Parent-Thirion
Dimitrios Politis

(T) Temporary staff * Detached National Expert



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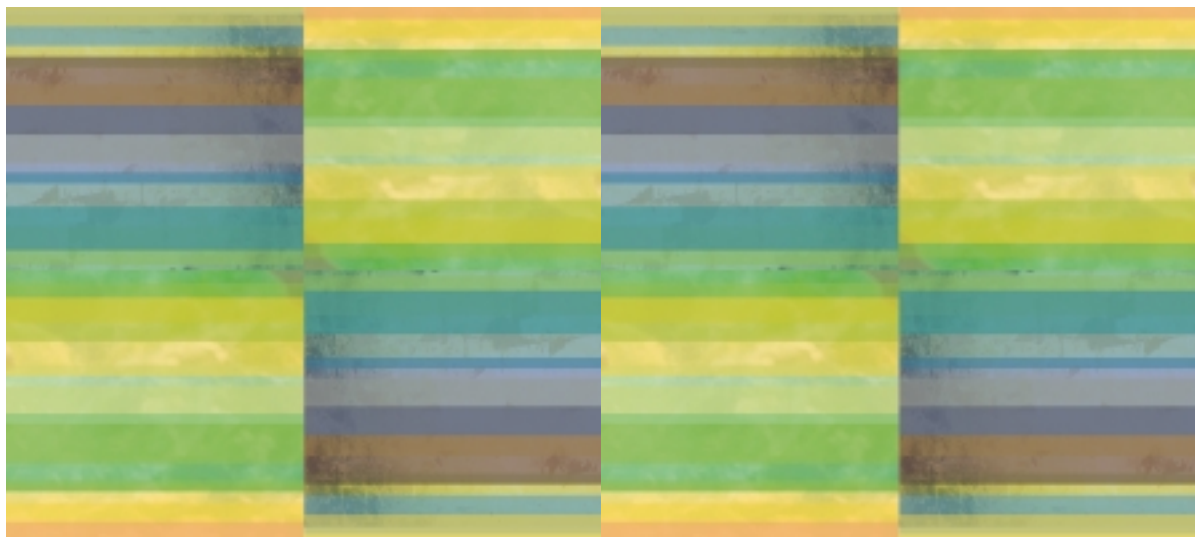
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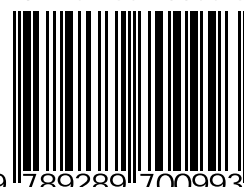
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