

# **2013 Annual Management Plan & Work Programme**

**European Agency for Safety and Health at Work  
(EU-OSHA), Bilbao,  
December 2012**

## Index

1. Message from the Director .....	3
2. Multi-annual perspective .....	4
2.1. Mission and vision of EU-OSHA.....	4
2.2. Strategic goals of EU-OSHA .....	4
2.3. General objectives .....	5
2.4. Progress towards realizing the multi-annual objectives .....	7
3. Financial and human resources.....	8
4. Work programme 2013.....	9
4.1. European Risk Observatory .....	9
4.2. Working Environment Information .....	13
4.3. Communication, campaigning and promotion .....	16
4.4. Networking and coordination.....	20
4.5. Management of resources .....	24
Annex I: Data on indicators on results defined in the EU-OSHA Strategy 2009-2013.....	26

## 1. Message from the Director

EU-OSHA is convinced that occupational safety and health has to play a key role if the objectives in the Europe 2020 strategy are to be achieved. Better occupational safety and health can make a significant contribution to increasing the employment rate from the current 69 per cent to the 75 per cent set as the target for 2020. It is well-documented that sick leave and early retirement can be reduced by preventing health and safety risks at the workplace.

In 2013 we aim at adopting a new EU-OSHA Strategy covering the years 2014-2020. The strategy will, obviously, focus on how to implement the mandate given to the Agency in its founding regulation. But within this framework it is also necessary to consider how we can contribute to other European policy objectives, particularly those expressed in the Europe 2020 strategy. The current work programme has been formulated within the existing EU-OSHA Strategy 2009-2014.

In 2013 the Agency's campaign on working together for risk prevention will go into its second campaign year. The focus is on the role of leadership and worker participation in risk prevention - both key factors in promoting occupational safety and health. 2013 activities will include a Good Practice Award ceremony, a campaign week with activities all across Europe before the campaign is closed with a Closing Event.

The Agency will, of course, undertake a number of other activities in 2013 which are presented in more detail in the work programme.

Finally, we look forward to welcome Croatia as a Member State in 2013. Croatia has participated in our work over a number of years through the pre-accession programmes and I am convinced that the future cooperation will be for the benefit of all parties.

Christa Sedlatschek  
Director

## 2. Multi-annual perspective

The Annual Management Plan 2013 has been prepared within the overall framework established in the EU-OSHA Strategy 2009-2013.<sup>1</sup> The Strategy defines the mission, vision and general objectives of the Agency. The specific activities in this management plan aims at contributing to the achievement of the general objectives. It is important to note that the character of most of the Agency's activities does not permit to observe the effects of the activities within the timeframe of the management plan. This is why a multi-annual perspective is needed.

EU-OSHA is currently developing a new strategy for the Agency which is foreseen to be adopted beginning 2013. The current work programme therefore takes some of the elements foreseen from the new strategy into account.

### 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 amendments<sup>2</sup> and in the context of the mission and vision, taking into account the resources available and the institutional context of the Agency, six strategic goals have been defined for the strategy period 2009-2013. The strategic goals define the more concrete results to be achieved if the vision is to be realized.

The goals are:

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

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

---

<sup>1</sup> Available here: [http://osha.europa.eu/en/publications/work\\_programmes/strategy2009-2013](http://osha.europa.eu/en/publications/work_programmes/strategy2009-2013)

<sup>2</sup> 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

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.

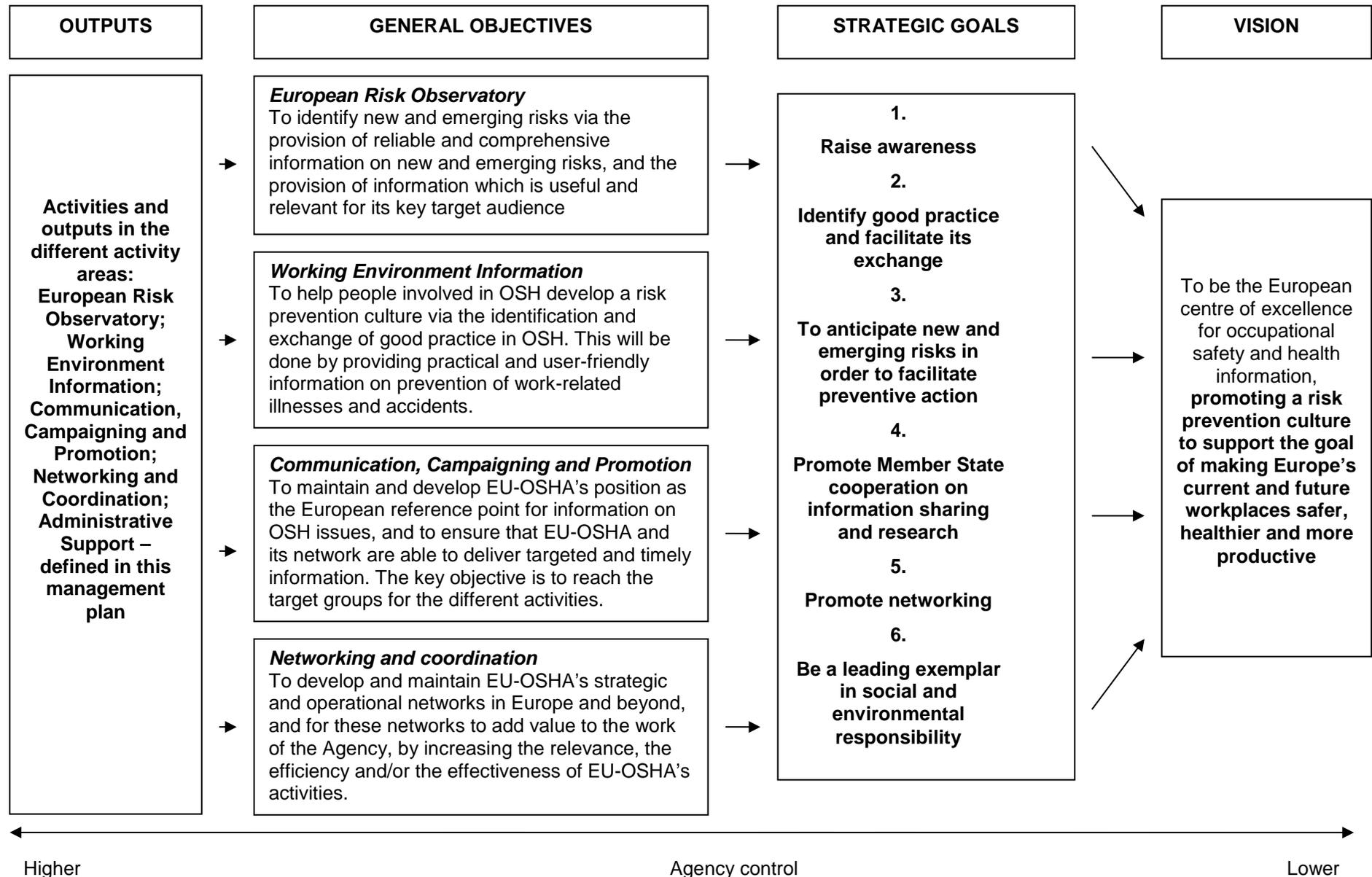
## **2.3 General objectives**

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

They are based on an assessment of how best to contribute to the realisation of the vision of EU-OSHA and the achievement of its strategic goals. In addition to the area of Administrative Support, four mission-related activity areas have been established. The area structure ensures a coherent framework for objective setting, resource allocation, organisation of the Agency and reporting/follow-up.

For the achievement of the general objectives and for the realisation of the vision the Agency depends on the active participation from a number of stakeholders, partners and intermediaries, first of all the Member/EEA States and the social partners. Therefore, the achievement – or lack of achievement - of the multi-annual objectives may not always be directly linked to the Agency's contribution.

The link between the vision, strategic goals, general objectives and Agency activities are illustrated on the next page. It is also illustrated how the Agency control is higher when it comes to the control over outputs than the control the Agency may have over the realisation of the vision statement. The development of a risk prevention culture is affected by a number of other significant factors in addition to the Agency's actions alone.



## 2.4 Progress towards realizing the multi-annual objectives

The current management plan is formulated against the objectives set out in the EU-OSHA Strategy 2009-2013 and an assessment of the current situation as regards the achievement of these objectives. Furthermore, some elements which can be foreseen for a future EU-OSHA Strategy have been taken into account.

Key data on the progress towards realising the impact objective in the EU-OSHA Strategy can be found annexed to this document. The indicators reported on were defined in the EU-OSHA Strategy 2009-2013.

Data shows good progress towards realising the Agency's key objectives. The Agency's vision has at its core the creation of a higher level of awareness of risks and their prevention in Europe. There is a perception that the level of awareness about risks and prevention of risks has increased over the recent years. This is complemented by an assessment that the Agency has contributed to this development, in particular at European level but also at Member State level. Another indication of the Agency's impact is the positive feedback on changes in behaviour attributed to information provided by the Agency.

At the level of the objectives for the different areas the Agency is doing well as regards reach and quality/impact. As regards reach, web-site statistics and press clippings indicate that the Agency reaches a high number of users. This is supported by the ongoing expansion in the use of communication channels, most recently the use of social media. And as regards quality/impact, assessments of the Agency's products are generally positive, whether it is about usefulness, reliability, scope or other aspects.

These monitoring data are supported by a general external evaluation of the EU-OSHA Strategy finalised end 2011. The evaluation shows that the Agency is on the right track towards realising its objectives and that the activities are very relevant to the needs they intend to meet. The evaluation is a key input for the formulation of the next EU-OSHA Strategy where some of the areas for improvement will be dealt with.

### 3. Financial and human resources

The following resources are needed for the implementation of the activities in this programme and are in line with the Establishment Plan (for Temporary Agents) and the estimation of Contract Agents in the budget for 2013:

#### Human Resources (Temporary Agents)

Area	Temporary agents	
	2012	2013
Prevention & Research Unit	15	15
Communication, campaigning and promotion	11	14
Networking and coordination	7	7
Administrative support	11	8
Total	44	44

#### Human Resources (Contract Agents)

Area	Contract agents	
	2012	2013
Prevention & Research Unit	5	5
Communication, campaigning and promotion	8	8
Networking and coordination (*)	3	3
Administrative support	10	8
Total	26	24

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

#### Financial Resources (operational expenditure)

Area	Total (EUR)	
	2012	2013
Prevention & Research Unit	2,221,600 + 1,000,000	2,873,689
Communication, campaigning and promotion	4,440,000	3,674,816
Networking and coordination (*)	1,238,495 + 660,916	1,349,000

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

## 4. Work programme 2013

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

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

In addition, administrative support functions are organised within the Resource Management area.

On the following pages, objectives and actions for the five areas are outlined. Following the reorganisation of the Agency's operational structure in 2011, the European Risk Observatory and Working Environment Information areas are managed within the Prevention and Research Unit, but they are presented here in separate sections for ease of reference, and continuity with previous annual management plans as well as the Agency's strategy. As explained in chapter 2, the activities in the different areas are defined within the framework established with the EU-OSHA Strategy 2009-2013. The activities aim at contributing to the realisation of the general objectives for the four areas presented earlier.

It is important to keep in mind that the majority of the Agency's activities have a multi-annual character. It is also important to keep in mind that the effects of the different activities may not become visible until later years. This also means that relevant data for the different indicators may not be available in the short term.

### 4.1 European Risk Observatory

#### 4.1.1 Description and background to the activities

The aim of the Agency's European Risk Observatory (ERO) is to identify new and emerging risks so that preventive action can be taken. In order to achieve this, it provides an overview of safety and health at work in Europe, describes the trends and underlying factors, and anticipates changes in work and their likely consequences for safety and health. Additionally, it aims to stimulate debate and reflection among the Agency's stakeholders and to provide a platform for debate among policy-makers at various levels.

The different tasks given in the EU Strategy on OSH 2007-2012 have been incorporated in the observatory's work via the EU-OSHA Strategy 2009-2013 and the annual management plans.

#### 4.1.2 Specific objectives in the area

Work in this area is organized around six specific objectives all formulated to contribute to the overall general objective for the area.

**Specific objective 1: To provide a basis for priority setting for OSH research and actions via identifying and monitoring trends and anticipating new and emerging risks related to OSH through foresight studies**

'Risk anticipation' is identified in the Community Strategy as a core task for the ERO. Following a review of existing models in order to develop a suitable methodology, in 2011-12 the ERO carried out a pilot foresight to identify new OSH risks that may arise due to demographic, scientific, technological, societal or economic changes in 'green jobs'. The scenarios produced in this pilot will continue to be disseminated to stakeholders as appropriate in order to assist policy-making.

Building upon the pilot project, the ERO will prepare for a range of foresight activities to explore new and emerging risks and challenges. For this, a review of the key trends and

emerging issues identified by other foresight and future-looking projects, including outside OSH, and that could result in emerging OSH risks will be done in 2013. This will help scoping the next EU-OSHA foresight projects to be carried out under EU-OSHA's next strategy, possibly narrowing down the scope to specific sectors, topics and/or workers' groups. The scale and scope of these different foresight activities will be defined in consultation with the Prevention and Research Advisory Group (PRAG), taking into account the findings from this review work and the EU2020 Strategy, the progress of the next Community Strategy on OSH, other key programmes such as Horizon 2020. In parallel, an exploratory study will be done on current and emerging OSH issues in the area of healthcare, including home and community care, as a potential topic to be included in a future foresight project.

<b>Specific objective 1:</b>	
<b>Indicator:</b>	<b>Target:</b>
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work.
Relevant risks identified	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks.
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Development of foresight projects to address priority issues (to be discussed with the PRAG), starting with a study of current and emerging OSH issues in the area of healthcare, including home and community care.</li> <li>- Two workshops to encourage the application of scenarios to decision-making and to promote the policy relevance of the foresight on green jobs completed in 2012.</li> <li>- Proposals for follow-up to the foresight exercise through a scoping study to identify suitable topics.</li> </ul>	

**Specific objective 2: To provide input for more focused research and prevention efforts via the review and analysis of research on risk factors and health outcomes**

The Agency's OSHwiki, literature reviews and state-of-the-art reports will be used, as appropriate, to explore emerging issues or provide an in-depth analysis of key topics. The aim is to combine the review of published research and case studies, and set them in the context of European and national prevention systems, and statistical information where available. More specifically, the ERO will use these methods to provide research-based materials for the Healthy Workplaces Campaign 2014-15, *Practical solutions for psychosocial risks*, and the priority topics identified in the Working Environment section.

The work initiated in 2010-12 on the OSHwiki will continue during 2013, both through commissioning additional articles and stimulating the contribution of the wider OSH community, once the OSHwiki is opened for editing by other 'approved authors'.

<b>Specific objective 2:</b>	
<b>Indicator:</b>	<b>Target:</b>
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work.
Relevant risks identified	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks.
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Literature reviews, reports and OSHwiki articles to support the Healthy Workplaces</li> </ul>	

<p>Campaign 2014-15 on Practical solutions for psychosocial risks, and other priority topics.</p> <ul style="list-style-type: none"> <li>- Opening public access to OSHwiki, including for editing by approved authors, as preparation for a public launch at the World Congress on OSH in August 2014.</li> <li>- A state of the art report will focus on carcinogens and work-related cancer.</li> <li>- A joint report with Eurofound will review the need to support enterprises to manage psychosocial risks and will examine organisational interventions in micro and SMEs.</li> </ul>
---

**Specific objective 3: To support priority setting for OSH research and actions via the provision of an overview of safety and health at work in Europe based on historical and current data**

Particularly in times of economic crisis, decision-makers need accurate information on the magnitude, severity and costs of the problems in their policy area. In its 2009-2013 strategy, the Agency proposed a review of the existing data and scientific methodologies used, and their usefulness in supporting decisions with regard to prevention policies. This led to projects to describe and compare the different methodologies being used to develop estimates for the occupational burden of disease and injury, and a review of the estimations of the economic costs arising from accidents and ill-health.

In 2013, the ERO will collect and analyse the available information on both the economic costs of 'poor OSH' at enterprise level, and the benefits that investment in OSH brings to enterprises.

<b>Specific objective 3:</b>	
<b>Indicator:</b>	<b>Target:</b>
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work.
Relevant risks identified	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks.
Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- A study comprising a state of the art review, the collection of case studies and a stakeholder workshop will examine the business case for good management of OSH at the enterprise level, focusing particularly on micro and small firms.</li> </ul>	

**Specific objective 4: To stimulate debate about, and ensure the relevance of, the observatory's findings through discussion and consolidation with target groups and beneficiaries**

The ERO will continue to organise workshops and seminars to discuss and validate its outputs with its stakeholders, stimulate debate about its findings, and obtain feedback about the relevance of the ERO work for its intended audiences and proposals for future work.

The Observatory will follow up the 2012 study on the economic costs of 'poor OSH' at macroeconomic level with a seminar to bring together the experts on the topic and the Agency's stakeholders in order to analyse and consolidate the project's conclusions, and discuss ways in which the information may be better presented and used for making decisions with regard to prevention. An expert workshop will also be held to discuss the findings of the 2012 report on reproductive toxicants with the aim of informing the on-going policy discussions related to this issue. In addition, the ERO will continue to provide input to the Commission and other Institutions, when requested, to strengthen the evidence base for their decision-making.

To increase the opportunities for interaction with the wider OSH community, the ERO will build upon the use of social media to establish a two-way communication with its target

audiences, and receive feedback on its work and future priorities. This will complement the more traditional dissemination activities, such as articles, scientific papers and participation in conferences.

<b>Specific objective 4:</b>	
<b>Indicator:</b>	<b>Target:</b>
Influence research debate	10 per cent increase per year in academic/practitioner articles citing the Agency/its work.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Seminar to consolidate the results of the study on 'poor OSH' at macroeconomic level with experts and stakeholders.</li> <li>- Summary of expert workshop on reproductive toxicants, including recommendations for research and prevention.</li> <li>- Participation in events; publication of articles and scientific papers.</li> <li>- Publication of Seminar Online Summaries to widen access.</li> <li>- Further development of social media to widen interaction with stakeholders.</li> <li>- Provision of PowerPoint presentations to disseminate the findings of key reports.</li> </ul>	

**Specific objective 5: To help policy-makers and providers of OSH information in giving better support to enterprises through the implementation of surveys to collect real-time information on OSH management and key emerging OSH risks**

A key role of EU-OSHA is to provide information that will contribute to the formulation and effective implementation of measures designed to improve the working environment as regards the protection of the health and safety of workers. The European Survey of Enterprises on New and Emerging Risks (ESENER) plays a key part in helping EU-OSHA to fulfil this role. In asking questions directly at the workplace about the way safety and health at work is managed, what their main reasons for taking action are and what support they need, ESENER aims to identify important success factors and to highlight the principal obstacles to effective risk prevention. This way ESENER can contribute to improve the effectiveness of preventive actions by helping to ensure that they are comprehensive, targeted, and that they focus on the key issues. It provides policy makers with cross-nationally comparable information relevant for the design and implementation of new policies and informs EU-OSHA's projects, helping them achieve a greater impact.

The main activity during 2013 will be the preparations for a second wave of data collection, ESENER-2. Building on the positive feedback to the first survey and the findings of the ex-post evaluation, the second survey will aim to make a significant improvement in quality. Greater policy-relevance will be achieved through surveying establishments employing as few as five workers, including those in agriculture, and by covering more OSH issues. Accuracy and comparability will improve as a result of more rigorous testing, improvements in questionnaire translation and through fieldwork improvements.

Fieldwork will be carried out in 2014, to be followed by the analysis leading to the first main deliverable linked to ESENER-2, its overview report, which should be published in 2015. In the following years, as has been the case with ESENER-1, there will be a series of secondary analyses that would complete the cycle.

In addition, during 2013 the ERO will continue to disseminate the results of the further analyses commissioned by the Agency in 2012.

<b>Specific objective 5:</b>	
<b>Indicator:</b>	<b>Target:</b>
Influence research debate (long-term)	10 per cent increase per year in academic/practitioner articles citing the Agency/its work.
Relevant risks identified	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks.

Reliability of information (short-term)	Increase over the years to reach 80 per cent of experts indicating information as reliable by 2013.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Preparations for the second wave of data collection: ESENER-2 (questionnaire development, translation and sampling).</li> <li>- Dissemination of the secondary analysis of the ESENER data.</li> </ul>	

**Specific objective 6: To seek a current consensus on research priorities in OSH, and to encourage national OSH research institutes to set joint priorities, exchange results as well as encourage the inclusion of OSH requirements in research programmes**

The Agency, through its partnership in New OSH ERA and contacts with PEROSH, ETPIS and other research networks, will continue to foster stronger research coordination, and better contacts between OSH research bodies and EU funding institutions. The ERO's work in 2013 will focus on the dissemination and follow-up to the report on OSH research priorities commissioned in 2012. The report may serve as input into preparations for a possible 8<sup>th</sup> Research Framework Programme from 2014.

The ERO will follow up the work initiated by New OSH ERA by providing an ongoing "Forum on new and emerging risks", as a yearly event to bring together researchers and policy-makers. The 2013 Forum will aim to bring together the main bodies funding OSH research at EU and national level to discuss ways in which to foster better international research coordination.

<b>Specific objective 6:</b>	
<b>Indicator:</b>	<b>Target:</b>
Relevant risks identified	Increase over the years to reach in 2013 at least 60 per cent of experts indicating that the ERO has identified the relevant risks.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Dissemination and follow-up of the report on OSH research priorities in the EU.</li> <li>- Forum on fostering research coordination.</li> <li>- Update online information on research funding.</li> </ul>	

## 4.2 Working Environment Information

### 4.2.1 Description and background to the activities

The provision of good practice information has been a core task for the Agency since its establishment. Producing good practice materials for prevention of OSH risks is an essential element in the creation of a culture of risk prevention. The Agency aims at fulfilling this need with its activities in the Working Environment Information area.

### 4.2.2 Specific objectives in the area

Activities in the Working Environment Information area are organised around four specific objectives formulated to contribute to the overall, general objective defined in the EU-OSHA Strategy 2009-2013:

**Specific objective 1: To develop useful, practical and high-quality information products to support the Healthy Workplaces Campaigns**

Providing the content for the successive Campaigns continues to be a key priority for the Working Environment Information area.

The theme for the 2014-2015 campaign is *Practical solutions for psychosocial risks*. Following the consultation with the Agency's focal points and the PRAG, and the development of a detailed content paper, the Agency will develop innovative information products to promote

existing practical solutions, focusing also on the positive work environment (how to promote health-enhancing workplace factors) and the crucial role of line managers – which also builds upon the messages of the 2012-2013 Healthy Workplaces campaign. This will be carried out in consultation with the Prevention and Research Advisory Group (PRAG) and will take account of the needs of SMEs, and in particular micro enterprises.

<b>Specific objective 1:</b>	
<b>Indicator:</b>	<b>Target:</b>
Usefulness of good practice information	80 per cent of user indicating that information is useful.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Information products for the 2014-15 campaign on Practical solutions for psychosocial risks, including a multilingual toolkit aiming to raise awareness and motivate micro and SME to take action to manage psychosocial risks.</li> <li>- Under the 2012-2013 campaign Working together for risk prevention, a benchmarking workshop will be held with campaign partners.</li> </ul>	

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

#### Healthier and longer working lives

One of the EU policy priorities for the foreseeable future will be to increase the employment rates of the working-age population. The EU 2020 strategy aims to increase the rates of employment of the 20-64 age group from the current 69% to at least 75% --and this is also related to the parallel policy aim of reducing poverty and social exclusion.

The European Parliament's decision<sup>3</sup> on a pilot project on OSH and older workers aims to enhance the implementation of existing recommendations, the exchange of best practice and the further investigation of possible ways of improving the OSH of older people at work. Following delegation of this task to it in 2012, the Agency will run a major project aiming to help inform policy development in the area of OSH and older workers, improve knowledge concerning current policies, strategies, programmes, instruments and practice and provide the basis for recommendations, and support the sharing of experience and practice by providing examples of successful and innovative practice and the views of stakeholders. In particular, the project will improve knowledge concerning:

- OSH policy, strategy, programmes and communication strategies, instruments, actions that are aimed at or contribute to promoting and prolonging health and safety throughout working life
- Specific successful and innovative practices
- The differences and commonalities in actions, experiences and views in different member states.
- Views from workplaces
- The specific needs of OSH systems to promote and prolong health throughout working life
- The specific needs of OSH systems to promote the health and safety of older workers
- The specific examples of policies, strategies and programmes/instruments/actions

And using the above to provide:

- Policy and strategy options for OSH for different levels and actors.

The implementation of the funds, which is going to be entrusted to the Agency by the Commission, will be governed by the provisions of the Delegation Agreement. Therefore this part is included in the Annual Management Plan for information purposes only.

<sup>3</sup> See 04 04 16 Pilot project — Health and safety at work of older workers, OJ 29.02.2012, Chapter 0404— Employment, Social Solidarity and Gender Equality, II/230 - II/231). <http://bookshop.europa.eu/en/official-journal-of-the-european-union-l-56-29.02.2012-pbFXAL12056/>

### The economic benefits of investing in OSH

In parallel to specific objective number 3 of the European Risk Observatory, the Agency will collect, analyse and disseminate case studies that support and illustrate the 'business case' for occupational safety and health. The cases will cover, on one hand, the economic costs of 'poor OSH' at enterprise level: identifying the costs caused by frequently mentioned aspects such as sick leave, turnover, accidents, etc., but also broader aspects such as disruption of the production of goods and services; impact of quality, customer care, innovation; loss of prestige as an employer of choice, as a potential subcontractor, or in terms of public image, etc. On the other hand, the project will seek case studies offering evidence of the financial benefits that investment in OSH brings to enterprises. The aim of the project will be to collect cases to illustrate the benefits particularly for small- and medium-sized enterprises.

<b>Specific objective 2:</b>	
<b>Indicator:</b>	<b>Target:</b>
Usefulness of good practice information:	80 per cent of user indicating that information is useful.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- First overview report on OSH of older workers and summary of European Parliament seminar as deliverables from the first stage of a three-year activity implementing the EP pilot project.</li> <li>- Case studies to illustrate the benefits of investing in OSH, as part of the study that will also address Risk Observatory Specific objective 3.</li> </ul>	

### **Specific objective 3: To support prevention measures via ensuring the continued relevance of existing information products**

The Agency needs to ensure that the large amount of information it has already published remains current and relevant. In 2013, the review and update on some topics will be prioritised to respond to requests from stakeholders, particularly the European Commission, to support their activities. The selection of topics will be carried out in consultation with the PRU advisory group.

The type of output for each topic will depend on the specific requests received by the Agency, and may include paper and online publications, seminars, social media, the OSHwiki, single entry points, networking activities, etc.

<b>Specific objective 3:</b>	
<b>Indicator:</b>	<b>Target:</b>
Usefulness of good practice information	80 per cent of user indicating that information is useful.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Review and update of existing information on priority topics and legislation section.</li> <li>- Assistance with awareness-raising initiatives from the European Commission.</li> </ul>	

### **Specific objective 4: To improve the implementation and quality of risk assessments in micro and small enterprises (1-49 employees) via increased awareness on the need to do risk assessment and how to do it.**

The Agency's ESENER survey has shown that, the proportion of establishments with fewer than 250 employees carrying out workplace checks diminishes significantly as they get smaller. Similarly, whereas 70% of large enterprises carry out workplace checks themselves, only 40% of enterprises with 10-50 employees do so; the rest rely on external contractors.

In order to help remedy this situation, the Agency will continue to develop and implement the **Online interactive Risk Assessment (OiRA) tool**. Social partner collaboration is crucial to both developing the content and disseminating the tool: only through them can the Agency ensure that the tool responds to the real needs of small organisations in a particular sector, and promote awareness of its existence and use of the tool among its members. The work in 2013 will focus on working with them to:

- Develop, update and disseminate more OiRA tools created by national authorities and EU and national sectoral social partners, building on the pilots created during 2010-12
- Develop specific risk modules to support tool developers and address priority topics. These can then be easily incorporated by developers into their own tools.
- Promote the funding guide developed in 2012 to assist more potential tool developers to access European and national funding.
- Foster the development of the OiRA community that will support and encourage the creation of further tools. This will include a help desk function provided by the Agency.
- Encourage the uptake of the OiRA tool by micro and small enterprises.

The Agency will also work on the concept of a similar *practical solutions online tool* which would support the implementation of the action plans developed through the OiRA tool, i.e., so that OiRA users can also plan their risk elimination / reduction activities drawing inspiration from a set of well-established practical solutions and case studies.

<b>Specific objective 4:</b>	
<b>Indicator:</b>	<b>Target:</b>
Number of new OiRA tools	6
Number of tools translated into English (to enhance the sharing/adaptation)	6
Number of visits to the OiRA web tools	Increase by 200% compared to 2012 (700 visits).
Number of visits to the OiRA project website	Increase by 30% compared to 2012 (12000 visits).
Number of new agreements (memorandums) signed	5
Number of OiRA events (training seminars, conferences, ...) organized by EU-OSHA or OiRA partners	10 events organized (at EU and national level).
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Promote the creation of additional OiRA tools.</li> <li>- Develop specific modules to be integrated by tool developers.</li> <li>- Promote the community of developers and users of OiRA tools.</li> <li>- Provide help desk assistance for developers.</li> <li>- Proposals for a <i>practical solutions online tool</i> to complement the OiRA tool.</li> </ul>	

## 4.3 Communication, campaigning and promotion

### 4.3.1 Description and background to the activities

Getting the occupational safety and health message across to multiple target groups and beneficiaries, including policy-makers, researchers, social partners and others, and raising awareness about workplace risks and how to prevent them are key elements in the creation of a culture in which occupational safety and health risks are prevented. The Agency's communication, campaigning and promotion activities play an important role in reaching this goal by bringing the available information to the different target groups with the ultimate aim of benefiting people at European workplaces.

### 4.3.2 Specific objectives in the area

Work in the Communication, Campaigning and Promotion area is organised around three specific objectives which all contribute to the general objective for the area.

**Specific objective 1: To raise awareness amongst key target groups of the importance of working together for risk prevention through the organisation of a decentralised pan-European campaign**

In order to create a culture where occupational safety and health risks are effectively dealt with, it is necessary to raise awareness about these risks and how to prevent them. This is also recognised in the latest EU Strategy on OSH, which mandates EU-OSHA specifically to continue its campaigning activities.

The EU-OSHA campaigning work builds on over 10 years' experience and is based on a decentralised model where the Agency is supported by its network of national Focal Points to coordinate and implement its campaigns at the national level. The 2012-13 Healthy Workplaces Campaign 'working together for risk prevention' is being implemented against this backdrop, and takes into account lessons learnt from external evaluations of previous campaigns.

The Agency's campaigning work in this area has close links to all other areas, but in particular to the working environment information area within which the technical information products for the campaign are developed.

The Healthy Workplaces Campaign promotes the idea that leadership and worker participation are essential for the prevention of work-related accidents and illnesses and that OSH problems are most effectively dealt with when employers and workers and their representatives work together in partnership. Major highlights of the campaign in 2013 will include the presentation of European Good Practice Awards at a ceremony jointly organised with the Irish Presidency of the EU Council and a summit and closing event in Bilbao with the Lithuanian Presidency.

In 2013, the Agency will continue to provide its network of national focal points (EU + EFTA/EEA) with practical support for implementing campaign activities at the national level via the European Campaign Assistance Package (ECAP), including the organisation of conferences and seminars and media actions, as well as the production and distribution of campaign promotion material in 24 languages. At the same time, the Agency will continue to support and promote its network of official campaign partners. Following development in 2012, an Online OSH Campaigning Toolkit will be launched and promoted to provide non-communications or campaigning experts interested in OSH with tips and advice for running effective and economic communication actions.

During 2013, campaign products for the Healthy Workplaces Campaign 2014-15 on practical solutions for psychosocial risks will be developed and preparatory actions undertaken including participation in the Napo consortium to develop a film featuring the popular animated character to support the campaign.

<b>Specific objective 1:</b>	
<b>Indicator:</b>	<b>Target:</b>
Engagement of stakeholders in campaigns	90 percent of all national focal points participating in the ECAP. 60 official campaign partners and 80 per cent of stakeholders expressing satisfaction with their participation and the results of the campaign.
Results of campaigns	Positive evaluation assessment.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Implementation of the second year of the Healthy Workplaces Campaign 2012-13 on 'Working together for risk prevention'.</li> <li>- Organisation of EU Campaign flagship events in cooperation with the incumbent EU Presidencies, including the European Good Practice Awards Ceremony and the Healthy Workplaces Summit.</li> <li>- Campaign related press, media and public relations activities at EU and national level.</li> <li>- Implementation of the European Campaign Assistance Programme (ECAP) for national focal points, including the provision of seminars, conferences, media actions</li> </ul>	

- and campaign promotion material in 24 languages.
- Implementation of the Campaign Partnership Programme, including the active engagement of partners, organising meetings and providing campaign promotion material.
  - Launch of the Online OSH Campaigning Toolkit.
  - Preparatory actions for the Healthy Workplaces Campaign 2014-15, including the development of the campaign plan, the campaign branding and the core promotion material (including Napo film).
  - Evaluation of the Healthy Workplaces Campaign 2012-13.

**Specific objective 2: To maintain the Agency, including its website, as Europe’s first reference point for OSH information by using appropriate communication tools and channels to reach the intended target groups**

Reaching the target groups is a key condition for the Agency to contribute to the creation of a European risk prevention culture. These target groups are varied and widespread which means that the Agency needs to communicate in different languages and formats. The Agency uses a mix of different communication channels and vehicles depending on the characteristics of the target groups.

**Awareness raising activities** are implemented to raise awareness of OSH in general and of the Agency and its Healthy Workplaces campaign in particular. In 2013, awareness raising activities will include the promotion of the Healthy Workplaces Film Award to honour a documentary film that focuses on the individual at work at the DOK Leipzig festival. Other activities could include the organisation of competitions such as the successful photo competitions of 2009 and 2011 and further development of visual communication tools. Social media (blogs, twitter, OSHwiki) will be developed and used to further broaden and diversify our reach to new target audiences.

One of the main vehicles for reaching the target groups is the Agency’s website. EU-OSHA’s website is one of the world’s leading online OSH portals. Given the geographic distribution and characteristics of the Agency’s various target groups, electronic communication is an effective communication channel and a number of **website developments**, validated through usability testing, will be implemented to further improve the Agency’s online presence. After running several types of research and the development of a new online strategy in 2012, the Agency will redevelop its online presence within the frame of its next corporate strategy. The OiRA online platform and tools will be further developed to serve the needs of new partners.

However, not all target groups can be reached via electronic communication and there remains a need for publishing information products. The Agency therefore will also continue to produce **printed publications** such as campaign material, corporate literature and information reports and literature reviews amongst others.

To broaden the dissemination of its information and better target specific sectors and/or SMEs, the Agency will continue to develop **communication partnerships** with, for example, the Enterprise Europe Network and appropriate intermediaries at national level. This will be done within the frame of a broader project to develop networks of communication partners.

In order to assess the Agency’s performance and support this area, **monitoring and evaluation activities** focused mainly on obtaining user feedback will continue to be regularly carried out. An opinion poll of public perceptions of OSH will be finalised to provide newsworthy data to support the launch of the 2014-2015 Healthy Workplaces Campaign. The opinion poll was initiated under the 2012 management plan.

<b>Specific objective 2:</b>	
<b>Indicator:</b>	<b>Target:</b>
Visibility on Internet	1 million to 1.5 million visits to the Agency website.
Use of web-based information	3 to 5 pages viewed per visit.
Visibility to users	10 per cent increase in the number OSH-mail

	subscribers compared to 2012
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Organisation of awareness raising activities.</li> <li>- Organisation of Communication partnerships activities.</li> <li>- Production of the Corporate 2013 Publications and Giveaways plan.</li> <li>- Implementation of a new Agency online strategy and redevelopment of the Agency online presence.</li> <li>- Production and publishing of online content and development of Agency online promotion and presence in social media.</li> <li>- Development of the Online Interactive Risk Assessment (OiRA) site and application and of the Healthy Workplaces campaigns sites and applications.</li> </ul>	

**Specific objective 3: To effectively promote the agency's information to the intended target groups via media and public relations, events and exhibitions**

In addition to the campaigning and communications activities, the Agency undertakes various promotion activities. These include using the media for dissemination of EU-OSHA information and public relations activities. These activities are all based on the rationale that the Agency cannot get in direct contact with all intended beneficiaries and has to work through and with intermediaries.

Events, conferences and exhibitions provide another important channel to get in contact with the Agency's target groups and furthermore provide the possibility for dialogue with them.

2013 activities will include the promotion of the second year of the **Healthy Workplaces campaign**, via placement of related news and articles in key general and specialist media and promotion of campaign milestones, such as Good Practice Awards ceremony in cooperation with the Irish EU Presidency in April, the European Week in October, and the summit and closing event in November.

A significant promotion action will be the launch of the Agency's OSHwiki. As well as promoting the resource itself the promotion strategy will seek to recruit qualified authors to support the future development of the OSHwiki.

Ongoing activities will include the promotion of the OiRA project and tool with the aim of engaging more stakeholders in the process and supporting the promotion of the tools themselves to end-users in micro and small enterprises.

Promotion and dissemination strategy of the online teachers' toolkit using the popular Napo series films will continue to be rolled out in additional Member States, in close liaison with the corresponding Education national authorities. This initiative will also reinforce the overall Agency initiative to further disseminate and promote the publications and materials on mainstreaming OSH into education.

Media and promotion support will also be provided to other information projects including further secondary analyses of the ESENER data and the results of the Agency's project to investigate the macroeconomic costs of OSH and non-OSH. Media monitoring will continue to be carried out to assess the impact of the Agency's media relations.

<b>Specific objective 3:</b>	
<b>Indicator:</b>	<b>Target:</b>
Media engagement	Issue 10 to 12 news releases.
Press Coverage	1000 to 1500 press clippings.
Participation and visibility in events/exhibitions	Agency presence with an exhibition stand at 3 to 4 European OSH exhibitions / conferences.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Annual general report 2012.</li> <li>- Press and PR activities, including news releases, press articles and press conferences to promote topics such as results of the 3rd OSH opinion poll; foresight project and green jobs; CLP regulation; ESENER secondary analyses and macroeconomic costs</li> </ul>	

- of OSH information project; carcinogenic related publications; etc.
- Promotion and author recruitment strategy of the OSHwiki.
- Promotion and developers' recruitment of the Online interactive Risk Assessment tool
- Diffusion strategy of the NAPO teachers' online kit.
- Presentations and active participation in selected European and international conferences and exhibitions by providing Agency speakers and / or an Agency stand and /or Agency literature:
- Publications (reports, factsheets, Napo DVDs, etc...) and promotion material distributed all around Europe and beyond to reach our target audiences.
- Joint activities with EU Council Presidencies (Ireland and Lithuania) in order to promote OSH in Council Presidency agendas.

## 4.4 Networking and coordination

Creating a culture where OSH risks are prevented requires that effective links be build between the relevant actors. Therefore, the development of networks for information exchange, collection and dissemination is one of the main objectives for EU-OSHA.

Significant resources to improve OSH exist across Europe, but to make full use of these resources, strong networks are needed. Meeting this need is one objective. Another objective is to create the basis for the implementation of the Agency's work programme via the engagement of key network partners across Europe. Suitable networks are needed to collect the best information, have it analysed by the best experts and effectively get the information to the end beneficiaries.

The Agency's networks comprises the decision-making networks of the Board, Bureau and Advisory Groups, the Focal Point and expert group networks which are key actors in the implementation of the management plan, the European networks, the international network partners and the activities in candidate and potential candidate countries. Closely linked to networking activities are activities aiming at ensuring that the Agency reaches its objectives via programming, monitoring and evaluation activities.

In addition to the networking activities, this area includes the provision of legal advice, financial verification and the coordination of the Agency's translation activities.

### 4.4.1 Specific objectives in the area

Six specific objectives have been defined for the Networking and Coordination area to help realise the general objective for the area.

#### **Specific objective 1: Via the engagement of the members of the Board and Bureau to contribute to the realisation of the Agency's mission and vision in an effective and efficient way**

The role of the Governing Board and Bureau is clearly established in the Agency's Founding Regulation and is further explained in the Agency's Governance Paper. The Governing Board has the responsibility of giving strategic direction, in particular via decisions on strategies, work programmes and budgets, and of holding the Agency accountable via monitoring of its performance. Thereby the Board has a key role in helping to ensure the achievement of the objectives for the Agency as defined in the EU-OSHA Strategy 2009-2013.

The composition of the Board, with members representing workers, employers and governments from all Member States in addition to the Commission provides a unique opportunity to involve the most relevant decision-makers in the key decisions. It also creates a good opportunity for engaging key network partners for the implementation of the decisions taken.

2013 will focus on the adoption of a new EU-OSHA Strategy.

<b>Specific objective 1:</b>	
<b>Indicator:</b>	<b>Target:</b>
Stakeholder engagement in the Member States	75 pct attendance from each of the interest groups in the Board, 80 pct. total attendance at Board meetings.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Adoption of a new EU-OSHA Strategy 2014-2020.</li> <li>- Adoption of analysis and assessment of 2012 activity report.</li> <li>- Adoption of management plan 2014 and budget 2014.</li> </ul>	

**Specific objective 2: Via a further development of the Focal Point network and the national networks to ensure an effective network which makes a decisive contribution to the Agency's performance in the areas of information collection and dissemination**

The focal point network of EU-OSHA allows the Agency to achieve its objectives in the process of information collection and dissemination. The focal point network, in which each national focal point from Member State, EFTA, and the pre-accession countries operate a tripartite national network, allows EU-OSHA to draw together the OSH resources distributed around Europe and avoid duplication of knowledge generation while supporting the dissemination of high-quality OSH information.

The success of the focal point network is dependent on the well-developed national tripartite networks in which the social partners and other OSH actors allow the Agency to teach a very high number of network partners across Europe in its activities.

In 2013, EU-OSHA will continue to work with the Focal points and their national networks to support specific networks and activities in line with identified needs.

<b>Specific objective 2:</b>	
<b>Indicator:</b>	<b>Target:</b>
Stakeholder engagement in Member States	700 active stakeholders in the EU 27 States and at least three FOP events (network meetings and stakeholder events) per country.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Coordination activities, in particular focal point meetings.</li> <li>- Actions to support national networks (e.g. visits to Member States, support to national network activities).</li> </ul>	

**Specific objective 3: Via coordination of relations between EU-OSHA and the EU institutions as well as other prime European stakeholders to contribute to the relevance of and awareness about the Agency's work**

The EU institutions and related stakeholders (in particular the social partners at European level) represent important partners and target groups for the Agency. On the one hand it is important that the Agency's activities are relevant to these groups and close coordination is therefore needed. On the other hand it is important that the institutions and other European stakeholders are aware of the outputs of the Agency's work as they can increase the impact significantly.

The Agency will continue its close work with the European Parliament, following its activities relating to Occupational Safety and Health and providing information about the Agency's work. In addition, the discharge 2011 exercise and budgetary overview functions executed by the European Parliament will be fully coordinated by the Brussels Liaison Office.

The collaboration with the European Commission will continue in 2013, and the liaison with the Luxembourg Unit will strengthen especially through the work done together with the Advisory Committee for Safety and Health at Work and its Working Parties.

The European networking function provides support to all of the major projects of the Agency, ensuring for example that the European Parliament is kept fully aware of the progress of the Online Risk Assessment Tool or the latest ESENER data. A specific focus will be given to the developments of the work on “Green Jobs” to ensure the widest possible audience. Following the first joint conference of 4 agencies (ETF, Eurofound, EU-OSHA and Cedefop) on youth, and employment in June 2012, the next joint conference in the EP is due to take place in the fourth quarter of 2013, the EU-OSHA contribution topical area will be related to age and OSH and mainstreaming OSH into (vocationa)l training.

Collaboration with EUROFOUND, CEDEFOP and ETF will be strengthened through the organization of a second Four Agency conference in the area of European Social Policy, under the auspices of the Employment and Social Affairs Committee of the European Parliament.

The President of this Committee will also host an Agency-run conference on Older Workers in the European Parliament.

In 2013, the second year of the campaign 2012-2013 “Working together for risks prevention” there will be renewed vigour in the outreach activities in Brussels as EU-OSHA seeks to actively enrol the involvement of the Social Partners in the campaign and also develop the activities of multinational companies which have become European Campaign Partners. There will also be a major Benchmarking event in Brussels, along with a campaign partnership event for official partners to receive their certificates from Commissioner Andor. Also, the preparation of the next campaign 2014-2015 will start in 2013.

The European network activities also include widespread actions with the many bodies under the umbrella of the European Social Dialogue, where employers’ associations and trade unions Europe-wide come together to work on joint projects, opinions and proposals, in both horizontal and sectoral committees as well as the Forum de Liaison.

Also, the Brussels Liaison Office will continue to provide the press at EU Level with information about its work.

<b>Specific objective 3:</b>	
<b>Indicator:</b>	<b>Target:</b>
Relevance of Agency activities	80 per cent of users assessing Agency programmes/activities relevant to intended target groups.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Synergy between the European Commission and its Advisory Committee and the research and good practice work of the Agency.</li> <li>- Continued dissemination of EU-OSHA information to the European institutions, actors in the European Social Dialogue and other European stakeholders.</li> <li>- Interface between EU and international activities to ensure seamless collaboration.</li> <li>- Mainstream of OSH within European Commission DGs, e.g.: education, health, research and environment.</li> </ul>	

**Specific objective 4: Via coordination of relations between EU-OSHA and the international partners to contribute to the relevance of and awareness about the Agency’s work**

In order to provide the best information available, the Agency must collaborate closely with partners outside the European Union (e.g. EFTA States, ENP countries), outside Europe (e.g. NIOSH in the United States), and international organisations such as the ILO and WHO. Collaboration and exchanging information with existing and new organisations such as ICOH, IOHA, IALI, ISSA and the IPWL can provide great mutual benefit in strengthening the shared goals of the bodies, ensuring an effective use of resources and using common platforms to disseminate the prevention message.

EU-OSHA will continue to work with both the ILO and WHO to ensure that relevant information on international and European Strategies allow synergies to develop while at the same time avoiding duplication of effort. Whenever necessary the Agency will ensure coordination between its European and international activities.

The degree of cooperation, and with whom, depends upon the identification of shared information requirements between EU-OSHA and its international partners. In particular, EU-OSHA will look to obtain international support for its campaigns and promotional activities. EU-OSHA has begun preparation for its activities in the 2014 XX World Congress.

<b>Specific objective 4:</b>	
<b>Indicator:</b>	<b>Target:</b>
Engagement with international bodies and non-Member States	8 networking activities with international bodies and non-Member States.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Coordination activities.</li> <li>- Papers from conferences.</li> </ul>	

**Specific objective 5: To carry out preparatory measures for the Western Balkans and Turkey to facilitate future participation in the Agency's network and activities and stimulate cooperation between them**

Activities towards this objective are funded by the Commission under a contribution agreement, IPA III programme. The programme started on 1 December 2011 and will run until end of November 2014.

In order to prepare candidate and potential candidate countries (Western Balkans and Turkey) to become full and active members of the Agency by the time they may join the EU support will be provided to strengthen the Focal Points and the national, tri-partite information networks, furthermore to facilitate participation in EU-OSHA's projects and initiatives.

During 2013 beneficiaries of the programme will be invited to participate as observers in EU-OSHA's focal point network, expert groups and other Agency projects and initiatives. The activities of the programme will cover the following areas: participation in meetings with the Agency; participation in workshops co-organized with ENETOSH, ILO, ISSA etc; missions by Agency staff to the countries to visit focal points and meet the national network partners; organisation of seminars and project co-ordination meetings to increase understanding of the function and operation of the Agency and more importantly the role the focal points and the national network should play within the Agency. Focal Points will be supported to organise the national component of the Agency's European Campaign. Agency staff, network members and external experts will conduct missions to the countries to contribute to national campaign events as well as training events, national conferences and seminars. The Agency will also provide support in the translation, promotion and dissemination of Agency information materials in the respective countries' languages.

<b>Specific objective 5:</b>	
<b>Indicator:</b>	<b>Target:</b>
Active participation in Agency activities	At least three Focal Point events (two network meetings and one awareness raising event related to the European Campaign per programme country).
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Development of Focal Points and national networks in the countries.</li> <li>- Organization of European Campaign activities.</li> <li>- Dissemination of Agency information materials in relevant languages.</li> </ul>	

**Specific objective 6: Via adequate programming, monitoring and evaluation systems and activities to contribute to the relevance and effectiveness of the Agency**

The Agency is a network organisation which creates specific challenges for the performance of the Agency. While the main reason for the networking activities is that they allow the Agency to have a much bigger impact than what it could have on its own, it also means that the management of the Agency is relatively complex.

Main activities towards this objective include the organisation of a planning procedure involving all relevant stakeholders to ensure the relevance of the strategies and management plans, monitoring and evaluation activities to provide the basis for decision-making through better information on outputs, results and impacts, and proper risk management of the risks linked to reaching the objectives.

2013 will focus on the finalisation of a new EU-OSHA Strategy setting the direction for the Agency over the next planning period, 2014-2020. The strategy will define the impact the Agency will aim to have as well as the main activities to achieve this impact. A key reference for the new strategy is the third major external evaluation of the Agency – the third evaluation focused on the results under the EU-OSHA Strategy 2009-2013 and was finalised towards the end of 2011. The new EU-OSHA Strategy will be accompanied by adequate ex-ante assessment, risk assessment, external consultation and a framework for assessing whether the objectives are achieved. Another focus in 2013 will be setting up the monitoring and evaluation framework needed to follow progress in the implementation of the strategy and assessing the results achieved. Finally, the Agency will focus on quality initiatives to ensure the quality of its work.

<b>Specific objective 6:</b>	
<b>Indicator:</b>	<b>Target:</b>
Relevance of Agency activities	80 per cent of users assessing Agency programmes/activities relevant to intended target groups.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Finalisation of new EU-OSHA Strategy.</li> <li>- Management Plan for 2014.</li> <li>- Annual Activity Report for 2012.</li> <li>- Stakeholder survey.</li> <li>- Implementation of the 2013 evaluation plan and formulation of the 2014 plan.</li> <li>- Regular reporting on progress in implementation of management plan and strategy.</li> <li>- Quality management initiatives.</li> </ul>	

**Specific objective 7: To contribute to effective multi-lingual communication via translation management**

The Agency depends on good management of its translation of documents to ensure effective communication to the intermediaries and beneficiaries. At the same time it has to be ensured that the translations use the language of the reader. For this purpose, the Agency has set up an extensive translation checking scheme involving its focal points.

<b>Specific objective 7:</b>	
<b>Indicator:</b>	<b>Target:</b>
Number of pages translated	10.000
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- Multi-lingual communication with intermediaries and beneficiaries.</li> </ul>	

## 4.5 Management of resources

The aim of the Agency's administrative activities is to promote a sound management of the human and financial resources of the Agency and to ensure that resources are allocated to achieve the objectives defined in the EU-OSHA Strategy and the management plan.

The context of resource management will be particularly challenging due to the upcoming staff reform, a new financial framework regulation and a new multi-annual financial framework.

Special attention will be paid to ensure an effective internal control system and financial accounting and reporting systems. Furthermore, the provision of the services of a general nature needed for the Agency's operations, including information and communication technology services, as well as proper document management are key functions.

The Agency is committed to social dialogue and gives a high priority to close involvement of staff representatives in the relevant areas.

Another specific activity in addition to the ongoing work will be the implementation of an IT based contract management system.

<b>Specific objective: Sound management of the human and financial resources of the Agency</b>	
<b>Indicator:</b>	<b>Target:</b>
Discharge	Positive.
Audit reports on resource management	Positive.
Budget implementation (operational title in particular)	95 per cent.
Number of training days provided to staff	370-400 training days per year <sup>4</sup> .
Organisation and completion of Selection procedures to fill in vacant posts	No claims from applicants.
<b>Main outputs:</b>	
<ul style="list-style-type: none"> <li>- IT based contract management tool implemented.</li> <li>- Conclusion of the seat agreement and identification of new possible premises.</li> </ul>	

---

<sup>4</sup> One participant-day corresponds to one day of training for one member of staff

## Annex I: Data on indicators on results defined in the EU-OSHA Strategy 2009-2013<sup>5</sup>

Be the European centre of excellence for occupational safety and health information, promoting a preventive culture to support the goal of making Europe's current and future workplaces safer, healthier and more productive (vision)	
Indicators	Latest results
Impact on Awareness	67 per cent give a rate of 4 or more on a scale from 1-5 when asked whether the level of awareness in Europe is higher than three years ago (1 indicating much lower level; 5 indicating much higher level). The corresponding figure when asked about their own country is 62 per cent. <sup>6</sup>
	61 per cent give a rate of 4 or more on a scale from 1-5 when asked about whether EU-OSHA has contributed to increased awareness about OSH in Europe (1 being not at all; 5 being to a very high extent). The corresponding figure when asked about EU-OSHA's impact in the respondent's country is 30 per cent. <sup>7</sup>
	62 per cent confirm that they have taken action to improve OSH on the basis of information from EU-OSHA. <sup>8</sup>
	52 per cent give a rate of 4 or more on a scale from 1-5 when asked about the extent to which EU-OSHA's activities meet the most important needs in OSH (1 being not at all; 5 being to a very high extent). <sup>9</sup>
	On a scale from 1-5 (1 being not useful at all and 5 being very useful, figures are averages for the whole population) all sections of the Agency web-site are rated 3,27 or above. The highest rated sections are the Good Practice and Publications sections (respectively 3,97 and 3,87). <sup>10</sup>
	73 per cent of Europeans (all population, EU27) consider themselves to be fairly well or very well informed about OSH whereas 23 per cent do not. In 2009 66 per cent felt fairly well or very well informed about OSH. Among employees 84 per cent feel fairly well or very well informed whereas 23 per cent do not. <sup>11</sup>

<sup>5</sup> Data is reported according to the measures defined in the Impact Assessment of the EU-OSHA Strategy 2009-2013

<sup>6</sup> EU-OSHA Network Survey (2010)

<sup>7</sup> EU-OSHA Network Survey (2010)

<sup>8</sup> EU-OSHA Network Survey (2010)

<sup>9</sup> EU-OSHA Network Survey (2010)

<sup>10</sup> EU-OSHA, Online Survey (2009)

<sup>11</sup> EU-OSHA, Pan-European opinion poll on occupational safety and health, 2009 and 2012, <http://osha.europa.eu/en/statistics/surveys/>

	12 percent of establishments with 10 or more workers have used health and safety information from EU-OSHA whereas 30 percent indicate awareness of the Agency. <sup>12</sup>
<b>Identify new and emerging risks via the provision of reliable and comprehensive information on new and emerging risks, and the provision of information which is useful and relevant for its key target audience</b>	
<b>Indicators</b>	<b>Latest known results</b>
Inform the policy/research debate through the use of Agency material in policy/research documents	385 citations of the Agency publications in scientific or similar publications identified by mid-2012.
Reliability of Risk Observatory Information	80 per cent give a score of 4 or more on a scale from 1-5 when asked to assess the reliability of the information from the ERO (1 being not reliable at all; 5 being very reliable) <sup>13</sup>
Identification of new and emerging risks	63 per cent give a score of 4 or more on a scale from 1-5 when asked to assess how successful the ERO is in identifying the most relevant new and emerging risks (1 being not successful at all; 5 being very successful) <sup>14</sup>
<b>To help people involved in OSH develop a risk prevention culture via the identification and exchange of good practice in OSH. This will be done by providing practical and user-friendly information on prevention of work-related illnesses and accidents.</b>	
<b>Indicators</b>	<b>Latest known results</b>
Coverage of information needs	53 per cent give a score of 4 or more on a scale from 1-5 when asked to assess the completeness of the scope covered with EU-OSHA's Good Practice information (1 being not complete at all; 5 being very complete). <sup>15</sup>
Usefulness of good practice information	The average assessment of the usefulness of five Agency publications was 4,3 on a scale from 1 to 5 (5 being very useful) All publications received a rating of 4 or 5 from over 80 per cent of the respondents. Furthermore, for each publication at least 79 per cent assess that it is likely to get its key messages through to the target audience. <sup>16</sup>

<sup>12</sup> ESENER survey

<sup>13</sup> EU-OSHA Network Survey (2010)

<sup>14</sup> EU-OSHA Network Survey (2010)

<sup>15</sup> EU-OSHA Network Survey (2010)

<sup>16</sup> EU-OSHA, On-line survey to the Publications User Panel, 2009, <http://osha.europa.eu/en/teaser/Files/Online-Survey-to-the-Publications-User-Panel.pdf>

Use of Good Practice information	29 per cent give a score of 4 or more on a scale from 1-5 when asked about the degree to which their organisation has benefited from Good Practice information from EU-OSHA. <sup>17</sup>
<b>To maintain and develop EU-OSHA's position as the European reference point for information on OSH issues, and to ensure that EU-OSHA and its network are able to deliver targeted and timely information. The key objective is to reach the target groups for the different activities</b>	
<b>Indicators</b>	<b>Latest known results</b>
Visibility on Internet	1.764.530 unique visitors during 2011 (compared to 1.853.169 in 2010). 2.431.091 visits during 2011 (compared to 2.573.340 in 2010). The decrease is due to not continuing advertising in Google (adwords) 4,09 pages viewed per visit during 2011 (compared to 3,88 in 2010) <sup>18</sup>
Press coverage	A consolidation of the press clippings from different available sources show that from January to December 1.025 (1489 for the whole of 2010) articles were published on the Agency. A reason for the decrease is that 2011 only includes online clippings whereas 2010 includes online and printed clippings.
Engagement of stakeholders in campaigns	53 official EU campaign partners by end 2011 (41 by end 2010) – including social partner organisations, multinational companies and non-governmental organisations.
<b>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.</b>	
<b>Indicators</b>	<b>Latest known results</b>
Stakeholder engagement in Member States	Participation rate at Board meetings 2011: (2010 figures in brackets): Workers 64 % (69 %); Employers 64 % (57 %); Governments 76 % (83 %)
	In 2011 there were 845 national network members. Same figure for 2010 was 712
	114 national network meetings were organised in the Member States and EFTA-EEA countries in 2011. Same figure for 2010 was 108.

<sup>17</sup> EU-OSHA Network Survey (2010)

<sup>18</sup> Internal data, a unique is a visitor who came to our site at least once within a month. Pages viewed are number of pages requested by all visitors. Usually a user during a visit requests different pages to find the information needed. Statistics exclude Agency visits and web crawlers visits.

