



# Management Plan 2019

EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION DG

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## List of acronyms

AAR	Annual Activity Report
AGS	Annual Growth Survey
AIR	Annual Implementation Report
COM	Commission
CWP	Commission Work Programme
DG	Directorate General
EaSI	EU Programme for Employment and Social Innovation
EESSI	Electronic Exchange of Social Security Information
EGF	European Globalisation Adjustment Fund
EMCO	Employment Committee
EP	European Parliament
ESDE	Employment and Social Developments in Europe
ESF	European Social Fund
ESIF	European Structural and Investment Funds
EURES	European Employment Services Fund for European Aid to the Most Deprived
FEAD	Fund for European Aid to the Most Deprived
JER	Joint Employment Report
LFS	Labour Force Survey
LTU	Long Term Unemployment
MCS	Management and Control Systems
MFF	Multiannual Financial Framework
MLP	Mutual Learning Program
MP	Management Plan
MS	Member States
NEET	"Not in Education, Employment, or Training".
REC	Rights, Equality and Citizenship Programme
SCO	Simplified Cost Options
SPC	Social Protection Committee
SPPM	Social Protection Performance Monitor
SWD	Staff Working Document
TMS	Targeted Mobility Scheme
YEI	Youth Employment Initiative
YfEj	Your First EURES Job
YG	Youth Guarantee

## INTRODUCTION

EU's economy continues its expansion sustaining the positive trends in employment across Member States. There are now more than 239 million people in employment in the EU, a new record level. Moreover the largest share of new jobs is permanent and full time jobs. At this pace the Europe 2020 target of 75 % employment rate appears broadly within reach. However huge disparities persist among Member States, as in the first quarter of 2018 there was a difference of about 24 pps between the highest employment rate (82.3 % in Sweden) and the lowest (58.6 % in Greece). Unemployment also continues to decline: it dropped to 6.9% at EU level and 8.2% for the euro area.

These positive developments are a considerable achievement, demonstrating that the EU has by now largely overcome the crisis. But, there are still reasons for concern. Income inequality has marked increases in roughly a third of the Member States. Furthermore the number of people at risk of poverty or social exclusion, remains at a level (118 million in 2016) which is still very far from the important Europe 2020 target. Certain Member States though (e.g. Poland, Romania) have already achieved their individual targets by a very large margin.

Moreover the world is changing fast and so is the world of work. Technological transformation, global competition forces, and demographic change will continue to affect how people work, consume and live. These trends have made the labour market more dynamic and have brought with them more diverse forms of work and new jobs, requiring new skills. These changes should be viewed as an opportunity. Policies are needed to help workers and entrepreneurs prepare for and adapt to technological changes, so that all EU residents can seize the opportunities they bring, while benefitting from adequate protection in case of need.

Against this background, the European Parliament, the Council and the Commission proclaimed the European Pillar of Social Rights at the Gothenburg Social Summit in November 2017. European institutions showed their commitment to fostering equal opportunities, to improving access to the labour market and Union-wide learning opportunities, to fair working conditions and social inclusion, to supporting people in the face of changing realities of work and to achieving new and more effective rights for Europeans.

The Commission has been proactive in responding to the changing world of work, for instance through the targeted deployment of EU funds, the Skills Agenda for Europe, which sets out ten actions intended to make suitable training, skills and support available to the EU population and various legislative proposals such as on work-life balance and access to social protection. A top priority of the Commission Work Programme for 2019<sup>1</sup> as set out in President Juncker's State of the Union Address<sup>2</sup> is indeed the swift agreement on the pending legislative proposals tabled by the Commission in the last few years. For DG EMPL these cover dimensions such as social security, transparency and legal predictability of working conditions, protection of workers from the risks related to exposure to dangerous substances, work-life balance. The legislation paving the way for the successful implementation of the post-2020 financial instruments and the establishment of the European Labour Authority should be also finalised.

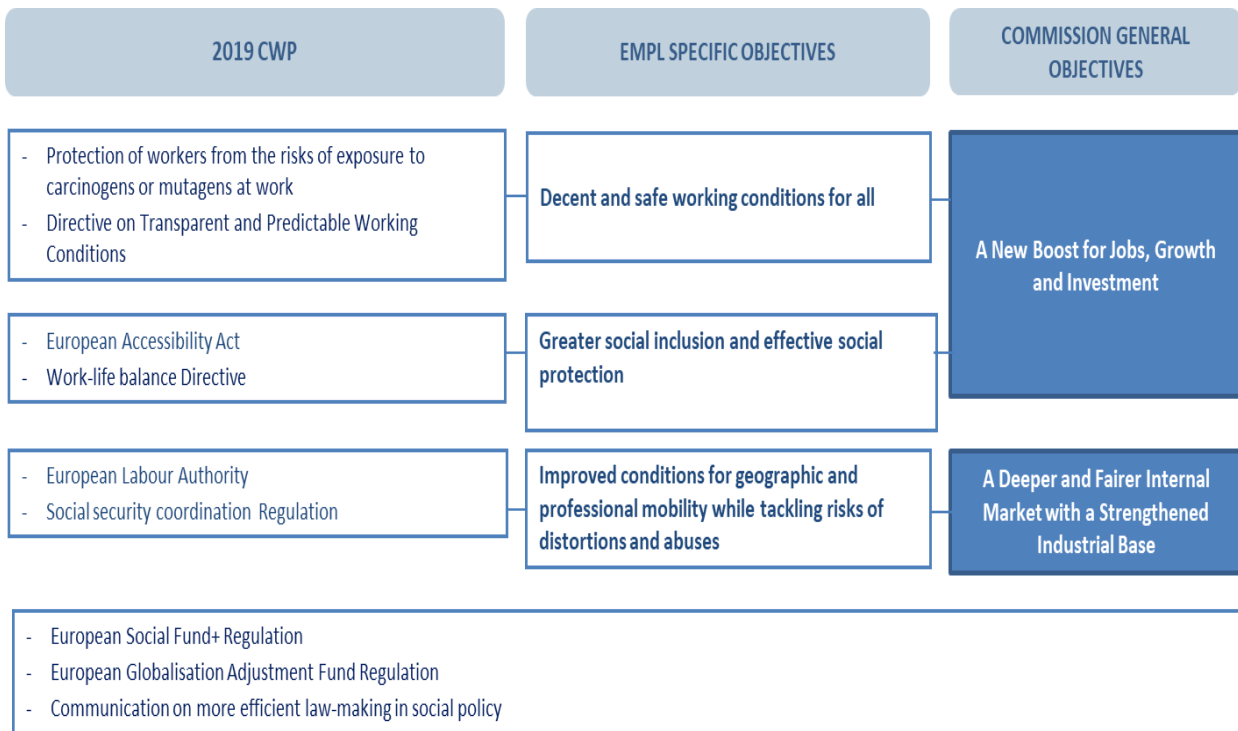
Moreover the activities of the year will take into account and reflect the needs which are related to the necessary preparations for Brexit, including both legal acts to be adopted and technical-administrative-budgetary measures. Notwithstanding the need to cater for individual specificities among Directorates-General, these actions are being coordinated by the Secretariat-General with a view to ensuring coherence in the design and timing of these measures.

Finally, in 2019 the Commission will explore the options for a more efficient law-making in social policy.

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<sup>1</sup> Published on [https://ec.europa.eu/info/publications/2019-commission-work-programme-key-documents\\_en](https://ec.europa.eu/info/publications/2019-commission-work-programme-key-documents_en)

<sup>2</sup> [https://ec.europa.eu/commission/priorities/state-union-speeches/state-union-2018\\_en](https://ec.europa.eu/commission/priorities/state-union-speeches/state-union-2018_en)



The 2019 Management Plan draws together the contribution of DG Employment, Social Affairs and Inclusion to deliver on this ambitious reform agenda structured around the Commission and the DG's objectives as presented in the multi-annual "Strategic Plan 2016-2020"<sup>3</sup>.

The table below provides an overview of those objectives along with the DG's instruments contributing to their fulfilment:

COMMISSION GENERAL OBJECTIVES	EMPL SPECIFIC OBJECTIVES	CONTRIBUTION THROUGH EMPL INSTRUMENTS *
1. A New Boost for Jobs, Growth and Investment	1.1. Effective support to Member States in their structural reforms in the context of the European Semester 1.2. Stronger social dialogue 1.3. Better functioning labour markets 1.4. Decent & safe working conditions 1.5. A skilled & more entrepreneurial workforce 1.6. Greater social inclusion & effective social protection	Policy guidance, coordination and governance
		Regulatory process
2. A Deeper and Fairer Internal Market with a Strengthened Industrial Base	2.1. Improved conditions for geographic and professional mobility whilst tackling risks of distortions and abuses	Funded actions to improve the law- and policy making process (EaSI-PROGRESS, REC, ERASMUS+, prerogatives)
		Funding instruments with direct effect on citizens ESF: employment & labour mobility; social inclusion; education, skills & lifelong learning; institutional capacity and effective public administration, YEI: specific support to young people FEAD: assistance to most deprived EGF: reintegration into employment EaSI-Microfinance: accessibility and availability of microfinance EaSI-EURES: geographic and professional mobility
3. A deeper and fairer Economic and Monetary Union	3.1. Strengthened social dimension	

\* A list of acronyms is presented on page 3

<sup>3</sup> Published on Europa [http://ec.europa.eu/atwork/key-documents/index\\_en.htm](http://ec.europa.eu/atwork/key-documents/index_en.htm)

## PART 1. Overview of main outputs for 2019

As mentioned in President Juncker's State of the Union Address, a key milestone for 2019 will be the agreement in principle on the proposal for the future Multiannual Financial Framework (MFF) beyond 2020. DG EMPL is working closely with the European Parliament and the Council as to ensure the swift adoption of the regulations for the future European Social Fund (ESF+) and European Globalisation Adjustment Fund (EGF). EU funding for investing in people is the tangible illustration of EU values and the principles of the European Pillar of Social Rights. Promoting equality, social fairness and social progress through concrete actions shows citizens that the EU can empower and protect them. These values have been some of the pillars on which the European Union was built, as well as instrumental in meeting the policy and social objectives agreed at EU level by Member States.

In the context of the Commission proposals for the MFF and delivering on its commitment to foster employment opportunities for young and disadvantaged people, EMPL will continue to work closely with DG EAC on the negotiations with the Council and the European Parliament regarding the proposal for the new Erasmus Regulation and with DG ECFIN in the framework of the InvestEU proposal.

DG EMPL will also contribute to the further discussion on the social dimension of the EU through the "Communication on More efficient law-making in social policy: identification of areas for an enhanced use of qualified majority voting".

Delivery on legislative proposals pending with the legislator		
Output	Indicator	Target
Regulation on the European Social Fund Plus (ESF+)	Adoption by the co-legislators	Q4-2019
Regulation on the European Globalisation Adjustment Fund (EGF)	Adoption by the co-legislators	Q4-2019
New and REFIT initiatives from the 2019 Commission Work Programme		
Output	Indicator	Target
Communication on more efficient law-making in social policy	Adoption by Commission	Q2-2019

### **General objective 1: A New Boost for Jobs, Growth and Investment**

EMPL contributes to this Commission general objective by its specific objectives of (1) supporting Member States in their structural reforms, notably in the context of the European Semester; (2) reinforcing the role of social dialogue at all levels; (3) creating better functioning labour markets with as particular priorities the inclusion of the young generation and the long term unemployed; (4) ensuring decent & safe working conditions for all; (5) developing a skilled and more entrepreneurial workforce and (6) ensuring greater social inclusion and effective social protection.

#### **Specific objective 1.1. Effective support to Member States in their structural reforms in the context of the European Semester**

In 2019, EMPL will continue to underpin and contribute to the annual **European Semester** process, continue to mainstream the European Pillar of Social Rights in the Semester, and link better the EU funds with the Semester through the following actions:

- Contributing to the elaboration of the "Economic Governance Package" which includes the Annual Growth Survey, the Alert Mechanism Report and the Euro area recommendations;
- Drafting the **Joint Employment Report** and proposing the **Employment Guidelines**;
- Contributing to the drafting of **Country Reports and Country Specific Recommendations (CSRs)** on the basis of priorities set in policy instruments and

evidence gathered through detailed analysis. Examining draft National Reform Programmes submitted by national governments;

- Supporting multilateral surveillance and country peer-reviews in the relevant fora (Employment Committee and Social Protection Committee and its sub-groups) and mutual learning programmes where good practices are exchanged among Member States;
- Developing and regularly updating monitoring tools that support the Semester-related analysis, including for the assessment of reforms in Member States (Joint Assessment Framework and Joint Assessment Framework Health, Social Scoreboard, Employment Performance Monitor, Social Protection Performance Monitor, Labour Market Policies database; and Labour Market Reforms database). The knowledge on the characteristics and timing of specific reforms (through the Labour Market Reforms database) and the availability of microdata will allow undertaking impact assessment of specific measures;
- Monitoring and analysing employment and social developments and reforms in Member States through various activities such as: the annual **Employment and Social Developments in Europe Review** (ESDE), its quarterly reviews, and the annual **Labour Market and Wage Developments in Europe** and occasional **Analytical Web Notes**. Cooperation in the fields of data collection and analysis notably with EUROSTAT and cooperation on research and analysis, including with Eurofound, JRC, OECD and ILO will be pursued, including on deepening the analysis by including the regional dimension;
- Developing benchmarking frameworks in the employment and social field to support the implementation of the Social Pillar principles. Benchmarking will be used in the context of the European Semester to support structural reforms and convergence towards best performers.

These activities should ensure a strong focus on the employment and social performance within the European Governance Process. They will contribute to supporting/promoting upward convergence in employment and social outcomes in the EU in line with the European Pillar of Social Rights, and provide evidence for the ongoing debates on the future of Europe and on Sustainable Development Goals. They will also support the development of more comparable data and analysis that can provide evidence for policy development, for monitoring policy implementation and identifying investment/funding priorities. Benchmarking is receiving increased attention in the European Semester in the context of the multilateral surveillance. In 2019 the Semester will play also a key role in the framework of the definition of the future ESF+ operational programmes, as it will serve as a basis for setting out the investment priorities at country level.

These activities are supported where relevant by **prerogatives budget lines**<sup>4</sup> and by **EaSI-PROGRESS**. In 2019, funding will focus on: a) providing high level and policy related analysis; b) supporting data collection and indicator developments (e.g. EU-Labour Force Survey); and c) contributing to the European Employment Strategy (e.g. through the Mutual Learning support services and the European Centre of Expertise). It is also supported by the **ESF** that operates under shared management mode.

<b>Specific objective 1.1: Effective support to Member States in their structural reforms in the context of the European Semester</b>		
<b>Important other outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Joint Employment Report	Publication of the report	Q4-2019
Employment Guidelines	Adoption by the Council	Q3-2019
Country Reports (European Semester)	Publication of 27 reports	Q1-2019
Country Specific Recommendations (European Semester)	Publication of Country Specific Recommendations	Q2-2019

<sup>4</sup> Funds allocated by virtue of the powers conferred by the Treaty (so-called "Prerogatives") for social dialogue, mobility, analysis of the social situation, demographics and the family

Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Actions developing and disseminating comparative analytical knowledge, providing evidence on Union's policies and improving information sharing, mutual learning and dialogue , in particular the Annual Joint Employment Report, the Annual and Quarterly ESDE Reviews 2017, the Labour Market and Wage Developments.	Level of implementation of EaSI, prerogatives and Erasmus+ Financing Decisions <sup>5</sup>	100%
Managing the ESF towards delivery of policy results		

## Specific objective 1.2. Stronger social dialogue

In 2019, EMPL will further ensure that the '**new start for social dialogue**' process delivers concrete outcomes following up on the commitments set out in the Joint Statement signed in June 2016 between the Commission, the European social partners and the Council Presidency.

EMPL will in particular:

- support the **involvement of social partners in policy and law-making** at EU level not only as part of the European Pillar of Social Rights and the European Semester and obligatory social partner consultations, e.g. in the area of occupational safety and health, but also in other policy fields, including on the basis of the 2018 ESDE on the changing world of work;
- EMPL will explore further possibilities together with the social partners and the Member States to **strengthen social dialogue at national level**;
- support the **EU level social dialogue** at cross-industry and sector level facilitating the development of bipartite products (incl. via the support to social dialogue committee meetings), seeking further synergies in the work carried out by the sectoral social partners and providing financial support as part of calls for proposals (see below). The Tripartite Social Summit and the Macroeconomic Dialogue will be organised twice and EMPL will endeavour to further enhance the impact of these high level fora;
- strengthen the **attention to the functioning and effectiveness of industrial relations** by contributing to ESDE 2019, supervising Eurofound's activities and participating in the Governing Board, Bureau and Advisory Committees, as well as promoting the involvement of social partners, in the European Semester and in international fora (ILO, G20) and external relations (notably enlargement, neighbourhood, linkage between trade and working conditions abroad);

Social dialogue is backed by **prerogatives budget lines**<sup>6</sup> which provide funding to support negotiations, common projects, exchange of information and good practice between social partner organisations at EU and/or transnational level; capacity building actions in favour of workers' and employers' organisations; analysis on industrial relations; studies. It is also supported by the **ESF** as Member States can use the European Structural and Investment Funds (ESIF) to strengthen capacity building of social partners. The European Code of Conduct on Partnership provides the framework for involvement of social partners in ESIF.

Specific objective 1.2: Stronger social dialogue		
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Supporting negotiations, common projects, exchange of information and good practices between social partner organisations at EU and/or transnational level; capacity building actions in support of workers' and employers' organisations; analysis on industrial relations; studies	Level of implementation of Financing Decision for EMPL's prerogatives <sup>7</sup>	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		

<sup>5</sup> Measured as the budget execution rate of the programme.

<sup>6</sup> Funds allocated by virtue of the powers conferred by the Treaty (so-called "Prerogatives") for social dialogue, mobility, analysis of the social situation, demographics and the family

<sup>7</sup> Measured as the budget execution rate of the programme.



### Specific objective 1.3. Better functioning labour markets

In 2019 EMPL will continue to contribute to the better functioning of labour markets with the aim of making them more **dynamic, inclusive and resilient**.

To achieve this objective EMPL will support the coordination of employment policies across Member States (through relevant fora and committees, e.g. the Employment Committee) and encourage a deeper monitoring of their implementation, so as to ensure secure life-cycle and labour market transitions for all, in line with the European Pillar of Social Rights.

In light of ongoing and upcoming changes to the world of work, EMPL will continue to follow and take an active part in the debate on the **future of work** at European and international levels with its challenges and potential impacts on the European labour market. The joint EMPL-CNECT High-level Expert Group on the impact of digitalisation on the labour market will finalise its report and provide policy recommendations on the topic, as a potential contribution to the 2019 Sibiu process and the ILO centenary initiative on the "Future of Work". The latter has already discussed four topics since 2016: work and society, the organization of work and production, decent jobs for all, and the governance of work. Based on these discussions, the High-level commission on the future of work will release its report in January 2019, which will feed into the ILO's centenary Conference – and possibly Declaration – in 2019. EMPL will organise a high level conference on future of work on 09 April 2019 involving also the President of the European Commission. An OECD project, launched in 2018 and aiming at sharing good practices on policy responses to the Future of Work will come to an end early 2019 and will equally contribute to the broader debate.

EMPL will also promote the European Pillar of Social Rights through the Economic Reform Programmes with the Western Balkans and through the first Employment and Social Affairs EU-Western Balkans Ministerial Meeting.

EMPL will continue to provide targeted support to benchlearning across Member States to promote the development of **Active Labour Market Policies**. It will continue to support the capacities and performance of **Public Employment Services** (PES) and engage in benchlearning activities as well as mutual assistance programmes for Member States that received Country Specific Recommendations on the functioning of their Public Employment Service. An evaluation of the EU PES Network will be concluded and a corresponding Staff Working Document issued in 2019, shedding light on the potential next steps for the Network.

Building on the positive results in reducing youth unemployment over the last years, EMPL will continue facilitating structural reforms and innovation in policy design for young people across the EU with the roll-out of the **Youth Guarantee and the Quality Framework for Traineeships**. In 2019, further support will be provided to Member States, in the form of mutual learning and research, with a view to discussing Youth Guarantee implementation in light of the challenges of the Future of Work. Implementation of EU targeted funding to address youth unemployment under the Youth Employment Initiative (YEI) and the European Social Fund (ESF) will also continue, including an expected budgetary reinforcement of YEI resources under the 2019 EU Annual budget. EMPL has also launched an evaluation study on the progress and results of the YEI so far, which will be carried out in the course of 2019.

A priority will remain addressing persisting **long-term unemployment** by providing support for the implementation of the Council recommendation on the integration of the long-term unemployed into the labour market<sup>8</sup>. The evaluation process initiated in 2018 will be concluded in 2019 with the issuance of a Commission Report and a corresponding Staff Working Document outlining where we stand in terms of implementation and which challenges remain. The ESF will continue to support Member States in their efforts to tackle long-term unemployment (LTU). In 2017 the Commission launched a project on LTU under the ESF transnational cooperation platform, which aims at developing models of individualised support provided to long-term unemployed in order to integrate them sustainably into the labour market.

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<sup>8</sup> Council Recommendation

This objective is financially supported by **EaSI-PROGRESS** which will focus in 2019 on support to Public Employment Services (PES), support to data collection in relation to the labour market integration of the long-term unemployed and support to Youth Guarantee implementation. It is also supported by the **ESF and the Youth Employment Initiative (YEI)** that finance actions in support of job creation, improving the employability of people, preventing future labour market segmentation through education and training, supporting the young and long-term unemployed. Further to this, the European Globalisation Adjustment Fund (EGF) provides support to workers made redundant as a result of major structural changes in world trade patterns due to globalisation or the negative effects of the global economic and financial crisis. Union involvement through the EGF allows it to complement national and ESF resources available for the re-integration of these workers by a range of services (guidance, careers advice, coaching and training courses, assistance in setting up their own business). These services help the workers re-position themselves on the labour market and to return to employment as quickly as possible by enabling them to update their knowledge and skills, or benefit from other suitable means, e.g. mobility allowances, child care allowance

<b>Specific objective 1.3: Better functioning labour markets</b>		
<b>Important other outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Commission Report on the implementation of the Council Recommendation on the integration of the long-term unemployed into the labour market and Commission Staff Working Document – Evaluation of the Council Recommendation	Adoption by the Commission	Q2-2019
Commission Staff Working Document – Evaluation of the PES Network	Publication	Q2-2019
<b>Important items from work programmes/financing decisions/operational programmes</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Supporting negotiations, common projects, exchange of information and good practices between social partner organisations at EU and/or transnational level; capacity building actions in support of workers' and employers' organisations; analysis on industrial relations; studies	Level of implementation of Financing Decision for EaSI and EMPL's prerogatives <sup>9</sup>	100%
Managing the ESF, YEI and EGF towards effective delivery of policy objectives		

### **Specific objective 1.4. Decent and safe working conditions for all**

#### ***Towards more decent working conditions for all:***

In 2019, EMPL will follow-up on the adoption of the **European Pillar of Social Rights** by:

- following-up to the draft Directive on Transparent and Predictable Working Conditions presented on 21 December 2017 (COM(2017)797), by accompanying the legislative procedure, in particular in the trilogue phase in the first quarter of 2019, in view of the adoption of the Directive by the co-legislators by spring 2019. When adopted, the Directive will ensure that all EU workers receive a written and timely confirmation of their working conditions and establish rules so that employment relationships do not put workers in a vulnerable position or push flexibility to an unsustainable level. EMPL will monitor and support the implementation phase, in view of the transposition of the Directive in national legislations by 2021.

- following-up to the Interpretative Communication and Implementation Report on the **Working Time Directive** 2003/88/EC, to ensure stakeholders are informed about the development of case-law and that working hours meet minimum standards applicable throughout the EU as to protect workers' health and safety.

Other actions to be completed in 2019 are the presentation of a handbook on good practice in the use of European Works Councils.

<sup>9</sup> Measured as the budget execution rate of the programme.

### ***Towards safer working conditions for all:***

In 2019 EMPL will pursue initiatives intended to reduce **occupational exposure to carcinogens and mutagens in the EU**, occupational diseases and work-related cancer cases, as well as to reduce costs related to occupational cancer for economic operators and for social security systems.

In particular it will work towards:

- the finalisation of the negotiations in Council and Parliament, if not concluded in 2018, of the **second and third proposals modifying Directive 2004/37/EC on Carcinogens and Mutagens (CMD)** to establish Occupational Exposure Limit values (OEL) for additional substances; preparatory work will continue for future waves of proposals modifying CMD;
- the analysis of the results of a study considering different options of improving addressing reprotoxins substances and the gathering of evidence regarding the exposure of workers to cytotoxic substances;
- the adoption of a **Commission Directive establishing a 5<sup>th</sup> list of indicative occupational exposure limit values** under the scope of the Chemical Agents Directive 98/24/EC.
- ongoing work aiming at modernising the existing acquis in the occupational health and safety field. In particular, the adoption of Directives aiming at simplifying and adapting to technical progress three **Occupational Safety and Health directives**: Personal protective equipment 89/656; Medical assistance on board 92/29 and Biological agents 2000/54. Work will pursue as regards the Safety Signs 92/58 through the development of a guidance in cooperation with the Advisory Committee for Safety and Health at Work. This will ensure that the protection of workers remains up-to-date, robust, comprehensive, and can be effectively implemented by Member States, complied with by employers of all sizes and properly enforced.

With the aim to reduce unnecessary administrative burden in national legislation without reducing workers' protection, the peer review/mutual learning process with Member States initiated in 2017 will continue in 2019. Furthermore, EMPL will continue to work towards the adoption of supporting tools for labour inspectors and promoting actions to improve effective and equivalent enforcement of the EU Health and Safety Legislation.

Objectives in this field will also be pursued by contributing to the strengthening of a global level playing field in this area through global, regional and bilateral initiatives and within international fora such as the ILO and the G20. Key elements include the promotion of the Decent Work Agenda, as well as other commitments to international labour standards (ILO conventions). The EU will contribute to the discussions at the June 2019 International Labour Conference for a new ILO Convention and Recommendation on violence and harassment in the world of work.

Commitments on Occupational Safety and Health and on Labour Inspection will be included in the most recent EU Free Trade Agreements. EMPL supports politically and financially the Vision Zero Fund, established by the G7, and managed by the ILO. The Vision Zero Fund aims at improving Occupational Safety and Health in global supply chains.

This objective is **financially supported by EaSI-PROGRESS** which will focus in 2019 on:

- Actions supporting the **implementation of EU legislation** in Health and Safety at Work (i.e. Committee of Senior Labour Inspectors, scientific support gathering evidence in the area of Chemicals) and in labour law (i.e. European centre of expertise in the field of labour law, employment and labour market policies);
- The development and **dissemination of high-quality evidence** based analytical work (i.e. contribution to the work of the International Commission on Non-ionizing Radiation Protection, the International Agency for Research on Cancer Monographs Programme, the International programme on chemical safety (WHO), as appropriate, development of European statistics on occupational diseases).

It is also supported by **prerogatives budget lines**<sup>10</sup> which in 2019 will finance a call for proposals to develop employee involvement at transnational level in undertakings by raising awareness and contributing to the application of EU law and policies in this area.

<b>Specific objective 1.4: Decent and safe working conditions for all</b>		
<b>Delivery on legislative proposals pending with the legislator</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Commission proposal amending Directive 2004/37/EC on carcinogens and mutagens (CMD III) (COM (2018) 171)	Adoption by the co-legislators	Q2- 2019
Directive on Transparent and Predictable Working Conditions (COM(2017)797)	Adoption by the co-legislators	Q2-2019
<b>Important other outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Commission Directive amending Annexes I, III, V and VI to Directive 2000/54/EC of the European Parliament and of the Council as regards purely technical adjustments (PLAN/2018/3319)	Adoption by the co-legislators	Q3-2019
Commission Directive amending Annexes I, II and III to Council Directive 89/656/EEC as regards strictly technical adjustments (PLAN/2018/3321)	Adoption by co-legislators	Q3-2019
Commission Directive amending Annexes II and IV to Council Directive 92/29/EEC as regards purely technical adaptations (PLAN/2018/3320)	Adoption by co-legislators	Q3-2019
Commission Directive establishing a 5th list of Indicative Occupational Exposure Limit Values (PLAN/2017/1852)	Adoption by co-legislators	Q3-2019
Commission Staff Working Document: Handbook on the establishment and use of European Works Councils	Publication	Q4-2019
<b>Important items from work programmes/financing decisions/operational programmes</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Developing and disseminating comparative analytical knowledge, providing evidence on Union's policies, improving information sharing, learning and dialogue	Level of implementation of EaSI's and prerogatives budget lines' Financing Decisions <sup>11</sup>	100%

### **Specific objective 1.5. A skilled and more entrepreneurial workforce**

In 2019, EMPL will ensure the effective implementation of the key actions contained in the Skills Agenda for Europe adopted in 2016 and that fall under its remit, whilst ensuring coordination and monitoring for those to be implemented by other services, notably CNECT, EAC and HOME.

In particular, EMPL will:

- prepare the report taking stock of the implementing measures defined by Member States under the **Upskilling Pathways recommendation**<sup>12</sup> to be adopted as a Staff Working Document

<sup>10</sup> Funds allocated by virtue of the powers conferred by the Treaty (so-called "Prerogatives") for social dialogue, mobility, analysis of the social situation, demographics and the family

<sup>11</sup> Measured as the budget execution rate of the programme.

<sup>12</sup> Council Recommendation of 19 December 2016 on Upskilling Pathways: New Opportunities for Adults (2016/C 484/01)

- work towards the launch of a modernised **Europass** service implementing the 2018 Decision of the European Parliament and of the Council on a common framework for the provision of better services for skills and qualifications (Europass)<sup>13</sup>

Other EMPL led actions of a non-legislative nature supporting implementation of the Skills Agenda aimed at bridging the gap between the labour market and Education and Training Systems in 2019 will include:

- support to the implementation at national level of Upskilling Pathways, especially by organising mutual learning events and targeted calls for proposals;
- the implementation of the **Apprenticeships Support Services** as a follow-up to the adoption of the Council Recommendation on a European Framework for Quality and Effective Apprenticeships on 15 March 2018, and the continuous support to long-duration mobility of apprentices and Vocational learners through ErasmusPro;
- the organisation of the fourth Vocational Skills Week in close cooperation with the Finnish Presidency and with a policy focus on upskilling and reskilling
- the evaluation of the **Council Recommendation on the validation of non-formal and informal learning** of 20 December 2012<sup>14</sup> as foreseen by the Recommendation
- the implementation of the revised **European Qualifications Framework for lifelong learning** as follow up to the Council Recommendation of 22 May 2017<sup>15</sup>
- support for sectoral skills analysis and development and continuous implementation of the **Blueprint for Sectoral Cooperation on Skills**;
- the roll out of the **Skills Profile Tool for Third Country Nationals**, as well as publication and exchange of good practice on intra-EU brain flow and skilled migration policy among the Member States.

EMPL will also carry out the preparatory work for the proposals on future European policy orientations on vocational education and training, and adult education, in close cooperation with the proposals by EAC for a successor to the ET2020 programme of policy cooperation in Education and Training.

The above mentioned policy objectives will be further supported by the following EU funding programs or actions:

- As in previous years the **ESF** financing initiatives encouraging good education and training opportunities for all and supporting transitions between education and employment for young people, as well as the upskilling and reskilling of people of working age.
- The **Erasmus+ Programme** supporting skills and qualifications policies, Vocational Education and Training and Adult Education policy, among others including the **ErasmusPro** activity supporting long-term work placements abroad and piloting the initiative on Centres of Vocational Excellence.
- **EaSI-Progress** which will focus in 2019 on analytical activities in the area of entrepreneurship and job creation, technical assistance for microfinance and social enterprise finance providers, supporting the development of a multilingual classification of European Skills, Competences, Qualifications and Occupations and supporting Member States to develop National Skills Strategies.
- EMPL will work with JRC on the second phase of a study of the scale and nature of **platform work in the collaborative economy**. It will continue its cooperation with JRC on benchmarks in the area of VET and adult education and strengthening the role of VET in smart specialisation strategies

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<sup>13</sup> Decision (EU) 2018/646

<sup>14</sup> 2012/C 398/01

<sup>15</sup> 2017/C 189/03

- The **EaSI-Microfinance and Social Entrepreneurship** Axis promoting employment and social inclusion by increasing the availability and accessibility of microfinance to micro-entrepreneurs, in particular vulnerable people, and the development of social enterprise finance markets. In addition, the microfinance Code of Good Conduct will be revised and the Commission's policies and actions on social enterprises and social economy since the 2011 Social Business Initiative will be evaluated.
- Studies on the skills implications of the Digital Labour Market and on the Future of Work and Skills will be launched to further support work on skills and qualifications.

Specific objective 1.5: A skilled and more entrepreneurial workforce		
Important other outputs		
Output	Indicator	Target
Staff Working Document taking stock of Member State implementation of Upskilling Pathways	Publication	Q1-2019
Staff Working Document - Evaluation of the 2012 Council Recommendation on the Validation of Non-formal and Informal Learning	Publication	Q4-2019
[Note: Depending on EAC plans for ET2020 (whether a new proposal will be included in Decide), EMPL may contribute to the proposals on the post ET2020 strategic framework for VET and AL.]	[Publication (EAC in the lead)]	[Q4]
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
Actions developing and disseminating comparative analytical knowledge, providing evidence on Union's policies, improving information sharing, learning and dialogue and increasing access to microfinance.	Level of implementation of EaSI's and ERASMUS+'s Financing Decisions <sup>16</sup>	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		

### Specific objective 1.6. Greater social inclusion and effective social protection

In the context of the **European Pillar of Social Rights** EMPL will also promote social fairness and upward convergence in employment and social policies.

Key priorities in 2019 will be to:

- support the co-ordination and co-operation between Member States on the three strands of the **Social Open Method of Coordination** (social protection and inclusion; health & long term care; pensions) through the Social Protection Committee with focus on benchmarking minimum incomes, childcare and pensions;
- advance on the implementation of the Recommendation on **access to social protection** implementing the European Pillar of Social Rights and aiming at addressing the gaps in social protection for workers in non-standard forms of employment and self-employed;
- support a **High Level Group of Experts on Pensions** in the preparation of policy recommendations in the area of supplementary pensions;
- conduct a series of mutual learning **workshops on long-term care** with experts to prepare the basis for proposing a potential EU policy initiative on long-term care;
- finalise, together with JUST, the negotiations with the Council and the Parliament on modernising the current EU legal and policy framework on **work-life balance** in order to address the barriers to **women's participation in the labour market**. This initiative will contribute to the achievement of this specific objective by boosting female employment, thus reducing female and child poverty and addressing the sustainability challenges of the social protection systems;

<sup>16</sup> Measured as the budget execution rate of the programme.

- finalise the negotiations with the Council and the Parliament on the Commission proposal as regards the **European Accessibility Act** with the aim of achieving its formal adoption at the beginning of the year. Once the European Accessibility Act is adopted, EMPL will launch the transposition phase and invest in awareness-raising actions amongst Member States and civil society;
- support the implementation of the Sustainable Development Goals, following the adoption of the reflection paper "**Towards a sustainable Europe by 2030**";
- manage the assessment of the European Disability Card pilot project as well as the evaluation of the **European Disability Strategy 2010-2020** and explore avenues to be proposed for the period post-2020;
- manage the various actions related to the implementation of the **Preparatory Action on a Child Guarantee** (i.e. study on specific vulnerable groups, thematic seminars in the Member States and conferences).

On the basis of the last two years' experience, EMPL will hold the **Annual Convention on Inclusive Growth** which is now the central element of the Commission's dialogue with civil society and complements the strategic dialogues held all along the year as well as the financing granted to NGOs active in the field of poverty and social exclusion. It will also actively participate in Commission's activities related to refugees and migrants, reinforce the capacity building for Roma via ROMACT and pursue its current actions related to poverty, children and homelessness. It will also reinforce its activities on the fight against social exclusion and discrimination and keep contributing to the undergoing work done on Security Union and the fight against (violent) radicalisation.

The following funding instruments will focus in 2019 on:

- **EaSI-PROGRESS**: support **social innovation** pursuing the modernisation of social protection systems and inclusive labour markets in the EU, notably supporting preparation and implementation of national policy reforms to strengthen the adequacy, affordability and quality of long-term care, including home care and community-based services; support to EU NGO networks; information sharing, mutual learning, exchange of good practice and dialogue.
- **Rights, Equality and Citizenship Programme (REC)**: awareness-raising actions on the UN Convention on the rights of persons with disabilities and actions supporting the European network of academic experts in the field of disability; capacity building of NGOs representing people with disabilities; mutual learning, awareness and dissemination activities.

This objective is also supported by **the European Semester** and the **ESF** which finances projects promoting employment, social inclusion, combating poverty and any discrimination, education, institutional capacity and social innovation and by the **FEAD** which supports EU countries' actions to provide assistance to the most disadvantaged persons in the EU.

<b>Specific objective 1.6: Greater social inclusion and effective social protection</b>		
<b>Delivery on legislative proposals pending with the legislator</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Directive on the approximation of the laws, regulations and administrative provisions of the Member States as regards the accessibility requirements for products and services (European Accessibility Act)	Adoption by the co-legislators	Q1-2019
Directive on work-life balance for parents and carers COM(2017)253	Adoption by the co-legislators	Q1-2019
<b>Important items from work programmes/financing decisions/operational programmes</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Management of phases 1 and 2 of the Child Guarantee Preparatory Action.	Level of implementation of financing decision	100%

Actions developing and disseminating comparative analytical knowledge , providing evidence on Union's policies and improving information sharing, learning and dialogue, developing capacity building of key actors, awareness raising and social experimentation.	Level of implementation of EaSI's and REC's Financing Decisions <sup>17</sup>	100%
Managing the ESF/YEI and the FEAD towards effective delivery of policy objectives		

## **General objective 2: A Deeper and Fairer Internal Market with a Strengthened Industrial Base**

### **Specific Objective 2.1. Improved conditions for geographic and professional mobility whilst tackling risks of distortions and abuses**

A growing number of Europeans live and work in a Member State other than their own, or commute cross-border. This increase has led to a common interest among Member States for effective enforcement of labour and social security rules across borders. It has also led to a demand for more efficient cooperation and management of cross-border issues to decrease the administrative burden for companies and to better guarantee protection for workers against fraud and abuses.

Despite the existing landscape of instruments, some workers still lack detailed information on protection and opportunities provided by EU law. There is a need to increase transparency for cross-border situations, in particular for citizens, but also for businesses and administrations.

In this context, in 2018, the Commission made a proposal for a **European Labour Authority** that is currently under negotiation with the Council and the European Parliament. Strong focus will be given to this negotiation as well as the setting up of the Authority, in particular through an ad hoc advisory group, with the presence of various stakeholders representing Member States authorities and social partners. The Authority will fill a gap at the EU level, by strengthening cooperation between relevant national authorities at all levels regarding cross-border situations in the field of labour mobility. Pending its adoption, certain activities, previously under the remit of the DG EMPL and supported by the Employment and Social Innovation Programme (EaSI) will be transferred to the Authority (e.g. EU platform for undeclared work, the EURES network support activities).

Moreover, the Commission continues its preparatory work for a potential future initiative for a **European Social Security Number (ESSN)**. The ESSN should facilitate the portability of social security rights and ensure efficient information exchange to combat fraud and abuse by optimising the use of digital tools. It would complement the system of Electronic Exchange of Social Security Information (EESSI) whose rollout is to be finalised in 2019.

The Commission will continue to focus on the negotiations with the Council and the European Parliament to adopt as soon as possible the revision of the social security coordination Regulations which are considered by the three institutions as one of the major priority files.

Enforcement and implementation remains a high priority, based on legislation which entered into force in 2016 and 2018 (freedom of movement, complementary pension rights and posting) the new EURES regulation as well as the EURES Platform to enhance cooperation in tackling undeclared work. Intense preparatory work with the Member States and the Social partners following the July 2018 agreement on the revised posting directive will also continue in 2019.

The outlined elements are intended to support the objective by setting the cornerstones for EU policy and legislation in this field, with the aim of maximising the benefits of labour mobility and strengthening workers' rights while minimising its unwanted consequences.

This objective is supported as follows by EMPL funding instruments in 2019:

- **Prerogatives budget lines<sup>18</sup>**: analyses and assessment of major trends in national legislation on free movement of persons, promotion of the coordination of national social security systems;

<sup>17</sup> Measured as the budget execution rate of the programme.



- **EaSI PROGRESS:** studies on mobility; preparatory work for the International Labour Conference; Electronic Exchange of Social Security Information – EESSI project;
- **EaSI-EURES:** actions contributing to enhanced cooperation between European Public Employment Services through the EURES network (i.e. cross-border partnerships, maintenance and development of the EURES portal, communication activities) and the deployment of Targeted Mobility Schemes.

It is also supported by the ESF that finances national EURES activities for supporting worker mobility and helping companies recruit abroad.

2019 should also mark the end of the 60<sup>th</sup> anniversary of social security coordination and the 50<sup>th</sup> anniversary of free movement of workers communication campaigns launched in 2018. A set of events will also be organised to celebrate EURES 25<sup>th</sup> anniversary.

### Specific objective 2.1: Improved conditions for geographic and professional mobility whilst tackling risks of distortions and abuses

#### Delivery on legislative proposals pending with the legislator

Output	Indicator	Target
Regulation establishing a European Labour Authority COM(2018)131	Adoption by the co-legislators	Q2-2019
Regulation amending Regulation (EC) No 883/2004 on the coordination of social security systems COM (2016)815	Adoption by the co-legislators	Q2-2019

#### Important other outputs

Output	Indicator	Target
Report on the application & implementation of Directive 2014/67 (art 24) concerning the posting of workers in the framework of the provision of services	Adoption by the Commission	Q2-2019

#### Important items from work programmes/financing decisions/operational programmes

Output	Indicator	Target
Actions developing and disseminating comparative analytical knowledge, providing evidence on Union's policies, improving information sharing, learning and dialogue and supporting mobility, in particular the setting up of EESSI and the follow-up to the Mobility portal feasibility study.	Level of implementation of prerogatives and EaSI's Financing Decisions <sup>19</sup>	100%

Managing the ESF towards effective delivery of policy objectives

## General objective 3: A deeper and fairer Economic and Monetary Union

### Specific objective 3.1 Strengthened social dimension of the EMU

EMPL policies and programmes work together to strengthen the social dimension of EMU.

Ambitious structural reforms should facilitate the smooth and efficient reallocation of human and capital resources, help to address the challenges of the ongoing technological and structural changes. Reforms that create an enabling business climate, complete the Single Market and remove barriers to investment are necessary. Those efforts are crucial for increasing productivity and employment, strengthening convergence and enhancing the growth potential and adjustment capacity of the euro area economy.

Despite progress with reforms to improve the resilience and adjustment capacity of labour markets, significant differences persist across the euro area which continue to challenge its smooth functioning. Starting from a fiscal perspective after the crisis, the Semester gradually became more 'social' in recent years. In the 2019 Semester cycle, the European Pillar of Social Rights will continue to be mainstreamed in the Semester. As proposed by the

<sup>18</sup> Funds allocated by virtue of the powers conferred by the Treaty (so-called "Prerogatives") for social dialogue, mobility, analysis of the social situation, demographics and the family

<sup>19</sup> Measured as the budget execution rate of the programme.

Commission in May 2018, The European Social Fund+ programmes in post 2020 programming period will concentrate in particular on challenges identified under the Semester and the Pillar. As of 2019 this principle will be fully included in the Semester cycle. The monitoring of progress towards convergence will continue to be embedded in the surveillance system of the European Semester, building on the Social Scoreboard and other monitoring instruments, including benchmarking.

DG EMPL will continue providing assessments, and will work towards linking recommendations to the countries in the euro area more closely to recommendations for the Euro area as a whole. Well-designed, fair and inclusive labour market, social protection and tax and benefit systems, in line with the Pillar principles, are necessary for an efficient and constant reallocation of labour towards more productive activities, to support the (re)integration of those who are affected by transitions between jobs or are excluded from the labour market, to reduce segmentation, and promote social fairness, including by increasing the chances of quality employment. They will also result in more effective automatic stabilisation and stronger growth and employment which are important for addressing the social challenges in the euro area. The ESF is an important tool to support the implementation of the recommendations in the Member States and the upward convergence in these areas. This objective is supported by funding through EaSI-PROGRESS and ESF which will in 2019 support analytical work (studies, seminars) to underpin the European Pillar of Social Rights development and communication activities to promote it, as well as directly financing initiatives which help deliver upwards social and economic convergence.

<b>General Objective 3: A deeper and fairer EMU</b>		
<b>Specific objective 3.1: Strengthened social dimension of the EMU</b>		
<b>Important items from work programmes/financing decisions/operational programmes</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Actions developing and disseminating comparative analytical knowledge, providing evidence on Union's policies and improving information sharing, learning and dialogue	Level of implementation of EaSI's Financing Decision <sup>20</sup>	100%
Managing the ESF towards effective delivery of policy objectives		

### **Managing funds towards delivery of policy results**

The general and specific objectives illustrated above refer to EMPL's contribution to the delivery of the political priorities of the Juncker Commission. Progress on many indicators linked to them depends on the implementation of the Funds managed by EMPL.

Those objectives and indicators provide an overview of the related performance expectations and constitute the framework for assessing the achievement of policy objectives. However, since the largest share of EMPL's funds is delivered through shared management, achievements are the result of a combination of factors – the policy, the quality of implementation by the implementing bodies, the regulatory context, the economic context, etc. - on which the DG has limited control.

EMPL has therefore built a monitoring framework around 3 operational objectives related to shared management (and the ESF in particular)<sup>21</sup>. This framework further defines key priorities, actions and related indicators which can positively contribute to the delivery of policy results, thus enhancing policy performance. Key priorities for 2019 are briefly explained below.

#### **1) Steering Member States' programming based on performance and results to deliver on EU policy objectives**

In order to contribute to the achievement of the above objective EMPL will focus its work in 2019 on the performance review to be carried out for each operational programme. It will be based on the data submitted by the Member States by the end of June 2019. It will result in the release of the performance reserve to performing priority axes and the reallocation of the performance reserve for underperforming priority axes. The Commission might also

<sup>20</sup> Measured as the budget execution rate of the programme.

<sup>21</sup> See Annex 1.

propose amendments of the programmes in order to tackle priorities identified in the country-specific recommendations.

## **2) Providing effective support to Member States in their implementation of the funds and better communication of results**

In 2019 EMPL will focus on monitoring the implementation of the ESF, YEI and FEAD to ensure that the management of programmes is result-oriented and that they are on track to deliver the expected results.

It will do so through:

- Continued support and provision of **technical and policy guidance** to Member States for the implementation of performance and result-oriented programmes through their participation in the monitoring committee meetings and annual review meetings as well as day-to-day contacts;

- Further **simplification efforts**. EMPL will continue its efforts to reach the target of having 50% of the ESF reimbursed through Simplified Cost Options (SCOs) by the end of 2020, in particular by:

- developing additional EU-wide SCOs based on Article 14.1 of the ESF Regulation, and
- continue promoting the use of the existing Delegated Act approving SCOs upon request by Member States.

There are now eighteen Member States with simplified cost options set out in the delegated act, covering an estimated €10 billion of ESF expenditure. Additionally, EU-level SCOs in the field of education are in place for 26 Member States. The Commission will soon adopt an act to cover one new Member State and EU-level SCOs in the area of training and employment services.

In 2018 the Commission published a call for proposals funded by ESF Technical Assistance for the design and implementation of Pilot Joint Action Plans (JAPs). The pilot JAP(s) financed under the call will be launched in 2019. They will aim to support the achievement of a Member State's Country Specific Recommendations in the social and employment area and/or support the Commission's policy initiatives relating to long term unemployment, youth unemployment, integration of migrants and the Skills Agenda. The costs related to the JAP(s) will be reimbursed on the basis of achieved outputs and/or results. Hence the Pilot JAP(s) will demonstrate how such innovative financing tools can work under ESF, also in view of introducing simplification measures in the future post-2020 financial instruments.

- **Analysis of the annual implementation reports (AIRs)** which Member States shall submit in 2019. These reports will provide important data on implementation of ESF and YEI on the ground and results achieved by end 2018 as well as data for the performance review. Annual Implementation Reports for FEAD will also be analysed in 2019. EMPL will work on the consolidation of data with Member States and assess the performance of the programmes, following the methodology developed in 2017. In 2019, a Synthesis report (based on 2018 AIRs based on implementation till end of 2017), as well as an ad hoc report on migration and long-term employment will be delivered with monitoring and evaluation information on ESF and YEI interventions in the Member States. In 2019 Member States will also submit a **Progress Report** on the implementation of the Partnership Agreement.

- **Close monitoring of the financial execution** with a particular attention to the late submissions of payment claims and the risks linked to N+3 decommitments. With the aim to accelerate and catch-up with the payment submissions, EMPL will continue to follow-up on the implementation of actions, work closely with national authorities and communicate regularly on the risks related to those delays notably in the ESF Technical Working Group;

- Fostering the use of counterfactual impact **evaluations** in Member States, notably with the support of JRC-CRIE (e.g. with a Community of Practice, and ad-hoc quality support to Member States) and lessons learned as regards access to relevant data registers from a feasibility study commissioned by the Commission in 2018. It will also pursue its efforts to improve the quality of Member States' evaluations, notably through its evaluation partnership meetings, and the help desk peer reviews.

To ensure a closer link between the EU and its citizens and a more transparent European Union, EMPL will also:

- Draft together with the other ESIF DGs the **second Strategic Report** on the implementation of the ESI Funds to the attention of the European Parliament, the Council, the Economic and Social Committee and the Committee of the Regions. This report will include Member States' progress in implementing evaluation plans and following-up evaluation findings. EMPL will also continue updating the ESIF Open Data Platform to make the latest implementation data submitted through the AIRs and transmission of financial data available to all.

### **3) Negotiating the legislative framework for the post-2020 programming period**

The Commission's proposals for the future Common Provisions Regulation (CPR) and the future ESF+ Regulation were adopted respectively on 29 and 30 May 2018. Discussions in the Council and in the European Parliament started in the second half of 2018. They will continue in 2019 and will culminate with the adoption of the amended proposal by the co-legislators. The Commission will participate actively in the meetings in the Council and the European Parliament covering the CPR and ESF+ Regulation.

Two ESF thematic evaluations will be finalised in 2019 (respectively on youth employment and employment and mobility), while two further ones will start in 2019 (on social inclusion and education and training) with the purpose notably of providing evidence supporting the negotiations of the next operational programmes.

## **PART 2. Organisational management outputs for 2019**

### **A. Human Resource Management**

**Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.**

In the new HR service delivery model the HR Business Correspondent (BC) team is responsible for HR strategic issues and supporting the HR decision-making process in the DG, while the HR Account Management Centre (AMC) within DG HR provides day-to-day HR services and assistance in the implementation of the HR priorities set by the DG. In 2019, the BC team will continue to contribute to the improvement of HR services in the new organisational set-up.

The implementation of the DG's 2018-2020 HR Strategy will continue, with the focus on the following priorities: organisational efficiency, talent management and voluntary mobility, job satisfaction and staff engagement, diversity and inclusion.

For the DG as a whole, the challenge is to deliver on important and sensitive files (e.g. the Social Pillar, preparation of the new MFF, setting-up of a European Labour Authority and a European social security number) in a context of strained human resources.

The targets related to female representation in middle management are already achieved with the 40% target largely exceeded (57%, evolving from 27% in 2014). EMPL continues to support the development of female talent, notably by providing the opportunity of taking up individual management coaching by colleagues with management aspirations.

To further improve staff engagement and well-being, the implementation of the recommendations made by the 'Rethinking EMPL' working group (set up following the 2016 staff survey) will be completed with the formulation of a 'management charter' laying out the key principles and values that EMPL managers wish and commit to follow. As a new staff survey is underway, DG EMPL has provided a link on the intranet page and staff is encouraged by their line managers to participate. Based on the results of this survey (expected in January 2019), further concrete measures will be designed.

Furthermore in relation to staff engagement the Director General will continue organising Staff Fora to debrief staff on the latest policy initiatives of the DG and discuss trends and

strategies. For the internal communication on HR issues, a newsletter is published in a regular manner.

<b>Main outputs in 2019:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Female talent development	Number of individual coaching packages offered	At least 3 – Q1/Q4
Staff engagement	Staff engagement as recorded in the Staff Survey 2018	Increase staff engagement – baseline Staff survey 2016 63%
Action plan as follow-up to Staff Survey 2018	Approval of action plan by Director General	By end of Q2 of 2019
Staff informed about HR issues, in particular training opportunities	Number of newsletters issued	At least 8 newsletters in 2019 –Q1/Q4
Internal trainings sessions	Number of training sessions carried out	At least 35 training sessions in 2019 - Q1/Q4

## **B. Financial Management**

**Overarching objective:** The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

**Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions**

As mentioned above (section 'Managing funds towards delivery of policy results') EMPL has built a monitoring framework around 3 operational objectives related to shared management (and the ESF in particular). This framework defines, among others, key priorities, actions and related indicators on legality and regularity for 2018 (covering all programming periods), also in line with EMPL's Strategic Plan.

In line with the single audit strategy developed by the ESIF DGs for the 2014-2020 programming period, the audit work in 2019 will mainly focus on reviewing the work of the national audit authorities, through compliance audits, in order to assess the level of reliability the Commission can place on this work, to avoid duplication of audit effort and audit burden on the auditees.

In addition to the re-performance of the work of the Audit Authorities, including when necessary pre-ACR fact finding missions, the priority for thematic audits will be given to the reliability of systems for reporting performance data (a new feature linked to the result orientation of the policy). Thematic audits are also planned in some Member States where

the risk in certain areas of the Regulation is considered high. Thematic audits will focus mainly in the areas of public procurement (e.g. selection of operations), state aid and simplified cost options.

In 2019, EMPL's Audit Directorate will also continue to ensure the follow-up of the 2007-2013 closure process. For the cases that remain open due to legal proceedings, or because DG EMPL awaits responses from the Member States on observations of the Commission, it may require further ex-post work to be done by DG EMPL auditors (fact-finding missions or audits on the work of the audit authority) or the national audit authorities.

The Interruptions-Suspensions-Financial Corrections Committee (ISFCC) chaired by the Director-General will continue meeting on a regular basis. The ISFCC analyses the cases brought to its attention, takes the appropriate decisions and monitors their effective implementation.

According to the 2019 Audit Plan for Direct Management, EMPL will carry out 25 audits selected on a risk-based approach for Direct Management and 6 audits for EGF. In addition, under the terms of the new Joint audit strategy with REGIO, EMPL will be responsible for the additional direct management audit work to be undertaken on behalf of REGIO, using EMPL's existing methodology and expertise.

<b>Main outputs in 2019:</b>		
<b>Description</b>	<b>Indicator</b>	<b>Target</b>
<b>Shared management – 2014/2020 programming period</b>		
Assessment reliance that can be placed on the work of national audit authorities	Analysis of Member States Annual Control Reports	100% By the end of 2019
	Implementation of audit plan	
Protect EU budget	% timely interruption and suspensions of payments notified to MS	100%
	% timely implementation of financial corrections (implemented by MS resulting from COM audit work)	100%
<b>Direct management</b>		
Audit activity of the DG	Implementation of audit plan	100% By the end of 2019

## **Objective 2: Effective and reliable internal control system in line with sound financial management**

Key priorities for 2019 will be:

- The continued effective management of the ESF and FEAD operational programmes 2014-2020 to ensure that proper follow-up, controls and reporting takes place. This is further defined in the section on "Managing funds towards delivery of policy results".

- For closure of the ESF 2007-2013 programming period the last deadline for submission of closure documents fixed in the Regulation was the 31st of March 2017 for 27 countries and 31st of March 2018 for Croatia. The Commission then performs an assessment of the Final Implementation report and closure declaration and eventually provides comments to Member States. At the end of September 2018, 68 pre-closures letters have been sent out representing an amount of € 1.7 billion of payments and € 42 million of funds have been recovered. So far € 444 million have also been decommitted. It is forecasted that until the end of 2018 further 10 pre-closure letters will be sent to the Member States. Most of the remaining closures (40 programmes) will be dealt with in 2019. Special attention will be paid to more problematic programmes, as their closure requires more time and effort. The closure of some of these could potentially roll-over to 2020, as it implies the request for additional information from Member States and possible legal proceedings. .

- The continued efforts to further improve the DG's processes as regards direct and indirect management to ensure compliance with the financial rules whilst alleviating unnecessary administrative burden.
- In view of the migration to e-grants and e-procurements, EMPL will perform a gap analysis with its current system with the project teams, and aim for a phased migration for its direct management beneficiaries under the next MFF.
- Following the publication of the revision of the Financial Regulation and related revision of basic acts ("omnibus") in July 2018, the Commission will pursue the implementation in 2019 of the simpler and more flexible rules now in force, notably in the field of grants (e.g. suppress the systematic financial viability checks for grants below € 60 000).
- The implementation of the internal control framework adopted by the Commission in 2017 will continue. The set of monitoring criteria and indicators selected by DG EMPL in late 2017 will be preserved in 2019 as to ensure continuity and comparability of results. Close monitoring is carried out by the Internal Control group at DG level.

<b>Main outputs in 2019:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Simplified internal procedures to launch tenders	Reduction of the number of workflows	20 % less by end of 2019
Roll-over of RDIS for invoice validation in direct management.	% of procurement invoices workflows launched via RDIS	80% by end of 2019
Alleviation of the checks on the financial capacity of grant's co-applicants for calls published in 2019	Reduction of the number of financial viability checks	50% less compared to 2018 by the end of 2019
Implementation of the Internal Control System	Framework in place and operational	Throughout 2019

**Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and correction of fraud.**

In 2019 EMPL will continue, on the basis of the objectives set out in the "Joint Anti-Fraud Strategy 2015-2020", to analyse Member States' fraud risk assessments and related anti-fraud measures concentrating on Member States, regions or programmes for which such analysis have not been made/completed yet. The results of this analysis, including those obtained through an external study carried finalised in 2018 on Member States' anti-fraud measures in the ESI Funds, will feed into EMPL/Commission services' assessment of risks and a revision of its Anti-Fraud Strategy, in line with the updated Commission anti-fraud strategy (CAFS) adopted end 2018.

In addition, in 2019 EMPL will further provide support to Member States for the (voluntary) use of the ARACHNE tool.

In 2019 EMPL will continue implementing the concrete actions identified in the DG's anti-fraud strategy for direct management of September 2016. These actions comprise – as for shared management – the dissemination of information on fraud prevention, detection and correction within and outside the DG through e.g. establishment of red flags, provision of guidance, training and best practice examples.

EMPL will also continue to assure efficient and timely follow-up and reporting on the follow-up of OLAF's final reports.

<b>Main outputs in 2019:</b>		
<b>Description</b>	<b>Indicator</b>	<b>Target</b>
Up-date of the "Joint Anti-Fraud Strategy 2015-2020"	Anti-fraud strategy revised	1st semester of 2019
Ongoing implementation DG EMPL's anti-fraud strategy for direct management	Establishment of red flags, provision of related and introduction of IT tool for detection of plagiarism	1 <sup>st</sup> semester of 2019
Roll-out and training of the Arachne tool	Number of roll-outs	> 80% of operational programmes volunteering to join ARACHNE programmes by end of 2019

## C. Better Regulation

**Objective: Prepare new policy initiatives and manage the EU's acquis in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently**

EMPL will continue to mainstream employment and social considerations by participating in Commission impact assessment, evaluation and stakeholder consultation network groups. It will also continue developing and disseminating guidance to other Commission services and relevant stakeholders on the assessment of employment and social impacts.

Furthermore EMPL will continue enhancing the better regulation culture and capacity of EMPL staff to implement/comply with Better regulation requirements, notably through awareness raising activities, targeted trainings for EMPL staff, developing and disseminating analytical knowledge methods, as well as sharing of good practices.

Main planned outputs linked to this objective are listed in Part 1 under the relevant specific objectives and include the evaluations of: the EU PES Network, the Council recommendation on the integration of the long-term unemployed into the labour market, the 2012 Council Recommendation on the Validation of Non-formal and Informal Learning, and two ESF thematic evaluations (respectively on youth employment and employment and mobility)..

## D. Information management

**Objective: Information and knowledge in the DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.**

All efforts regarding continuous improvements of MyEMPLNet as the main DG's collaborative platform will continue in 2019. With the results of the annual intranet survey (October 2018) as a baseline, we will keep on promoting collaborative sites of the units on MyIntraComm collab. The newly implemented Lync/Skype for business tool will offer further possibilities to EMPL staff for improved information management and collaboration.

In 2019 DG EMPL will look into options of setting up a basic knowledge management strategy, with the support of DG HR and EC knowledge management network. Furthermore, we will continue to collaborate with OP on identifying and publishing suitable data sets on the EU open data portal. The efforts of displaying ESF, EaSI and EGF projects will be taken to a next level in 2019, as DG EMPL will continue to support DG BUDG in their efforts of creating a data lake, which will feed automatically information on projects on the EU results website.

As regards document management, DG EMPL will continue implementing the use of Hermes Preservation System (HPS) for the transfer of files during the Administrative Retention Period, as well as for other preservation procedures, such as elimination of documents and



files and transfer to the Historical Archives. In particular, DG EMPL will focus on training of specific staff on the use of Nomcom and HPS functionalities.

EMPL will also elaborate a strategy to define the treatment of old paper files preserved in units' archives in order to comply with Commission's eDomec preservation rules and make an efficient use of archives space allocated to the services.

Further to the internal survey on the opening of visibility of files, DG EMPL has revised the access to active and closed files to implement the new Commission's policy on data, information and knowledge management. Files that do not need to be protected because of legal reasons or of their sensitivity have been opened to other Commission's services. DG EMPL will continue creating new files with a visibility open to all Commission's services except for the types of files identified as to be protected for legal reasons or for their sensitivity.

Furthermore, DG EMPL will continue to facilitate access to and sharing of electronic files in order to move gradually to a paper-less Commission. In this context, DG EMPL will also implement or develop new integrations of IT systems with HAN (RDIS-DM integration for financial documents), and continue developing already existing integrations (MAPAR, RDIS2, SFC2014 for Structural Fund Operational programmes document management) in order to automatically register and/or file electronic documents in Ares/Nomcom.

A new regulation applicable to all European Institutions in line with the General Data Protection Regulation will come into force in December 2018. This regulation will have an impact on the daily working life of all Commission staff members since future data processing operations will be subject to higher standards of compliance. DG EMPL will roll out the Commission's Action Plan as to ensure the smooth implementation of the new Regulation.

In order to promote the sharing of information and knowledge, the DG will focus on the following priorities:

<b>Main outputs in 2019:</b>		
<b>Description</b>	<b>Indicator</b>	<b>Target</b>
Analysis of situation and options for setting up basic knowledge management strategy for EMPL	Report available	By end 2019
EMPL staff uses calendars and collaborative sites on MyIntraComm collab	75% of units use collaborative sites	By end 2019
Participate in the next development phases of the EU Results web site (showcasing EU funded projects) by supporting next steps of DG BUDG (creating data lake)	Timely and adequate response to BUDG requests	Q2 2019

With respect to document management, key actions will include:

<b>Main outputs in 2019:</b>		
<b>Description</b>	<b>Indicator</b>	<b>Target</b>
Use of Hermes Preservation System (HPS) for the transfer of files during the Administrative Retention Period, as well as for other preservation procedures, such as elimination of documents and files, as well as transfer to the Historical Archives (HAS)	All transfers of eDomec files to EMPL intermediate archives and to HAS, as well as other preservation actions, such as official elimination of files, done through HPS	By end 2019
DG EMPL fully compliant with new internal data protection rules	Implementation of Data Protection Action Plan	By end 2019

## E. External Communication

**Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.**

In 2019 EMPL's external communication will focus on what the EU concretely does to build a fairer and more social Europe with well-functioning labour markets and a strengthened social dimension with the aim to regain citizens' trust in the EU.

Efforts will concentrate on the three main policy areas included in the 2019 Commission Work Programme and the main achievements of the Juncker-Commission in the area of employment and social affairs in 2014-2019:

**Key priority #1 "jobs, growth, investment":** EMPL will communicate on the 2019 European Semester and in particular on the integration of the 'social dimension' following the adoption of the European Pillar of Social Rights. EMPL will also communicate on all aspects of the European Skills Agenda, on the European Accessibility Act and on the envisaged agreement of the next generation of social and employment programmes, with a special focus on the new ESF+.

**Key priority #4 "Internal Market":** EMPL will develop targeted communication actions, on the envisaged adoption of a number of proposals. These include the European Labour Authority; the modernisation of the coordination rules of social security systems; the protection of workers from the risks related to exposure to carcinogens or mutagens at work, work-life balance and the transparency and legal predictability of working conditions. Those actions will include press releases, memos, factsheets, videos, social media actions and events.

**Key priority #5 "deeper and fairer EMU":** EMPL will intensify the EU-wide communication campaign on the European Pillar of Social Rights through events, travelling exhibition, social media actions, real live stories, videos, photo competition, communication material etc. EMPL will strengthen its cooperation with stakeholders and multipliers on the ground by inviting them to develop communication actions on the Pillar and what it does for the establishment of a socially fair and inclusive society where nobody are left behind. The DG will launch a small pilot activity with photographers and film festivals to develop interesting communication products for the public. The key messages will focus on strengthening the social dimension of European integration and bringing forward a European Union built on social fairness. This campaign, as well as the campaign on the 50<sup>th</sup> and 60<sup>th</sup> anniversaries, will be closely coordinated with the Commission's corporate communication campaigns #investEU, #EUandMe and #EUprotects. It will include citizens' dialogues and corporate social media actions, with the aim to reach out to as many citizens as possible, in particular young people, and to inform them on the Pillar and their social rights in Europe in the run-up to the European elections. EMPL will keep on contributing to the three corporate communication campaigns by providing relevant EMPL-funded project examples and audio-visual material.

Furthermore, EMPL will continue to reach out to media, stakeholders and citizens by communicating the achievements of the European Social Fund, the European Globalisation Adjustment Fund, the EU Programme for Employment and Social Innovation, the Fund for European Aid to the Most Deprived, Erasmus+ / ErasmusPro and the European Solidarity Corps. Other communication priorities will be the EURES job network; the European Health Insurance Card; the Employment and Social Developments in Europe review; the European Vocational Skills Week; the European Day of persons with disabilities; the Access City Award, and the social dialogue at EU level.

<b>Main communication actions in 2019:</b>		
<b>Description</b>	<b>Indicator</b>	<b>Target</b>
Campaign on the European Pillar of Social Rights	Number of stakeholders and multipliers reached through events co-organised with EC Reps	1000 stakeholders and multipliers
Online photo competition for young people on #MySocialEurope	number of engagements	Number of valid entries: 300
Summer campaign on European Health Insurance Card	Website visits	50 000 website visits
European Vocational Skills Week 2019	Events and / or activities in Member States and number of participants	1000 events; 500 000 participants

<b>Annual communication spending (based on estimated commitments):<sup>[1]</sup></b>	
<b>Baseline (2018):</b>	<b>Target (2019):</b>
€ 6.3 million	€ 5.3 million
	EMPL's communication budget is decentralised and made up of contributions from the different budget lines managed by EMPL (ESF, EaSI, prerogatives budget lines etc.)

## **F. Initiative to improve economy and efficiency of activities**

In 2019 DG EMPL will suppress the current systematic financial viability checks of private (co)beneficiaries, where the grant requested is lower than € 60 000. Beneficiaries will continue to certify that they meet the financial criteria, but they will not need anymore to systematically send all related documents with the application, or later during the evaluation. Within the Commission, this will allow the evaluation committee to reduce the requests for missing documents, and the financial unit to reduce the number of checks either based on concerns expressed by the AOSD, or on a sample basis. This simplification measure will lead both to reduce the burden on the grant applicants and to reduce the time needed for the evaluation of the project proposals.

Moreover, EMPL will continue its efforts to simplify and reduce the number of internal electronic workflows for the ex-ante controls and production of contracts and grants. This will provide clearer instructions for the operational units and better and timelier access to the needed documents to the financial agents.

If the current pilot implementation of RDIS for the approval of invoices and payments proves efficient, it will be extended to all procurement invoices in direct management. This will ease the work of the operational units through a more simple interface and seamless integration with ABAC.

<sup>[1]</sup> These amounts cover the budget of EMPL's communication unit & the expenditure for communication activities of operational units in EMPL.