



Management Plan 2017

EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION DG

INTRODUCTION	4
PART 1. Overview of main outputs for 2017	5
General objective 1: A New Boost for Jobs, Growth and Investment	5
Specific objective 1.1. Effective support to Member States in their structural reforms in the context of the European Semester	5
Specific objective 1.2. Stronger social dialogue	6
Specific objective 1.3. Better functioning labour markets	7
Specific objective 1.4. Decent and safe working conditions for all	8
Specific objective 1.5. A skilled and more entrepreneurial workforce	9
Specific objective 1.6. Greater social inclusion and effective social protection	11
General objective 2: A Deeper and Fairer Internal Market with a Strengthened Industrial Base	12
Specific Objective 2.1. Improved conditions for geographic and professional mobility whilst tackling risks of distortions and abuses	12
General objective 3: A deeper and fairer Economic and Monetary Union	13
Specific objective 3.1 Strengthened social dimension of the EMU	13
Managing funds towards delivery of policy results	14
1) Steering Member States' programming based on performance and results to deliver on EU policy objectives.....	14
2) Providing effective support to Member States in their implementation of the funds and better communication of results	14
3) Providing evidence to prepare the legislative framework for the post 2020 programming period.....	15
PART 2. Organisational management outputs for 2017	15
A. Human Resource Management.....	15
B. Financial Management.....	16
C. Better Regulation	18
D. Information management.....	19
E. External Communication	19
F. Initiative to improve economy and efficiency of activities	20

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
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

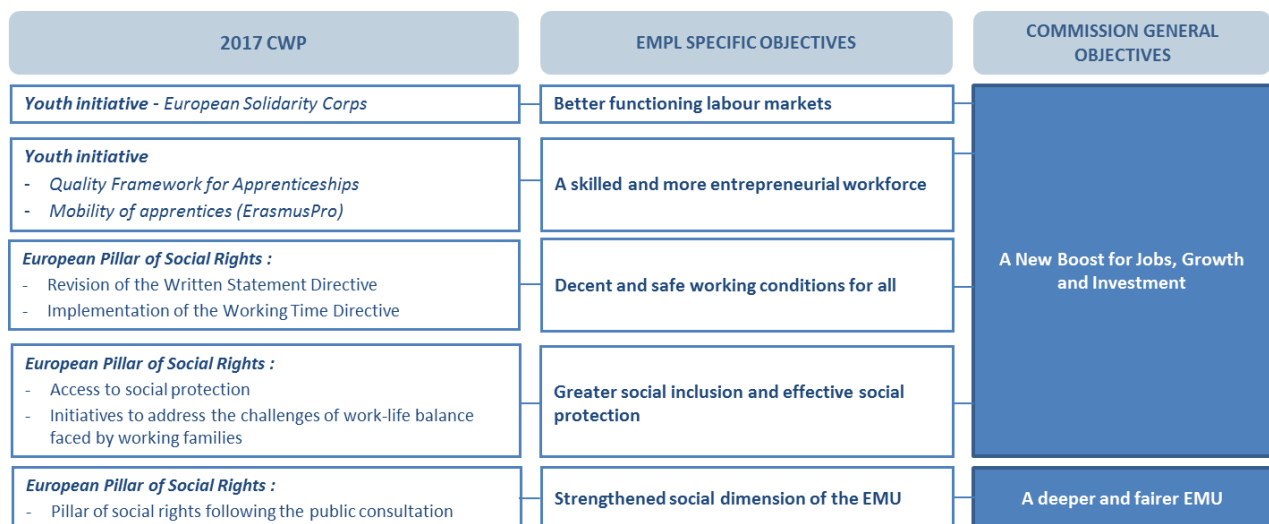
INTRODUCTION

As Europe continues its recovery from the financial crisis, it is increasingly clear that economic growth and social progress are two sides of the same coin. Investment in human capital is not only good news for the economy but also builds a more resilient society in which everyone's talent can flourish.

The previous year has proven that this approach bears fruit: we have reached the lowest unemployment figure since 2009. The employment rate continues to rise, while the number of people living in poverty – while still far too high - is dropping. Especially on youth unemployment we have made great progress since the launch three years ago of the Youth Guarantee.

Yet challenges remain. Europe needs to adapt to major social trends that challenge both the labour market and society more widely in an era of globalisation, digitalisation and our ageing society. While the European social model is a success story overall, it is time to ask ourselves whether it is working for everyone.

EMPL is at the heart of the Commission Work Programme for 2017 with two flagship actions: the Youth Initiative and the European Pillar of Social Rights. Amongst the new measures for young people are: the creation of a European Solidarity Corps, increased opportunities for apprentices' mobility, together with a quality framework for apprenticeships. The Pillar of Social Rights will trigger actions to improve the employment and social conditions of millions of people: a better work-life balance for those with caring responsibilities, and fairer access to social protection, regardless of the employment status.



These major policy initiatives are a smart investment, helping to make our labour markets and societies more resilient in a fast-changing world and to create real opportunities for both economic growth and greater social fairness.

The 2017 Management Plan draws together the contribution of DG Employment, Social Affairs and Inclusion to deliver of this ambitious reform agenda structured around the Commission and the DG's objectives as presented in the multi-annual "Strategic Plan 2016-2020"¹.

¹ Published on Europa http://ec.europa.eu/atwork/key-documents/index_en.htm

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 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
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	
3. A deeper and fairer Economic and Monetary Union	3.1. Strengthened social dimension	

* A list of acronyms is presented on page 3

PART 1. Overview of main outputs for 2017

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 2017, EMPL will continue to underpin and contribute to the annual **European Semester** process through the following annual actions:

- Contributing to the elaboration of the "Economic Governance Package" which includes the Annual Growth Survey (AGS), the Alert Mechanism Report (AMR), the Euro area recommendations and the Joint Employment Report (JER);
- Contributing to the drafting of Country Reports (CR) and Country Specific Recommendations (CSRs) on the basis of priorities set in policy instruments and evidence gathered through detailed analysis;
- 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;
- Examining draft National Reform Programmes (NRPs) submitted by national governments;
- Developing further the Joint Assessment Framework and the Employment & Social Policy Performance Monitor (SPPM/EPM);
- Monitoring and analysing employment and social developments in Europe through various activities such as: the annual Employment and Social Developments in Europe Review (ESDE), the annual Labour Market and Wage Developments in Europe, the quarterly Employment and Social Developments in Europe Review, and the Analytical Web Notes.

These activities are supported where relevant by **prerogatives budget lines**² and by **EaSI-PROGRESS**. In 2017, funding will focus on: a) providing high level and policy related analysis (e.g. supporting the Employment and Social Developments in Europe Review (ESDE)); b) supporting data collection and indicator developments (e.g. EU-Labour Force Survey, ESSPROS, EU-SILC); 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.

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 following the raise in divergence observed up to 2013-2014. They will also support the development of more comparable data and indicators that can provide evidence for policy development and for monitoring policy implementation. Benchmarking is receiving increased attention in the European Semester in the context of the multilateral surveillance through both EMCO and the SPC. In addition, social partners will be consulted in the semester process. Following the successful multilateral surveillance review on the involvement of social partners in national European Semester processes in 2016, a follow up can be foreseen for 2017.

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

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 ³	100%
Managing the ESF towards delivery of policy results		

Specific objective 1.2. Stronger social dialogue

In 2017, 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. Efforts will continue to enhance the involvement of social partners in economic governance and in particular to promote the involvement of social partners at the national level in the design and implementation of policies and reforms (as a follow-up to the Thematic Review organised with the Employment Committee and the social partners in October 2016).

EMPL will also further:

- 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 but also in other policy fields of relevance to social partners and social dialogue. EMPL will explore further possibilities together with the social partners and the Member States to strengthen social dialogue at national level including on the basis of the 2016 ESDE chapter on social dialogue;
- 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 social dialogue, as well as the involvement of social partners, in the context of the **European Semester** and in international fora (ILO, G20) and external relations (enlargement, neighbourhood, trade).

Social dialogue is supported by **prerogatives budget lines**⁴ which provide funding to support negotiations, common projects, exchange of information and good practice between social

² 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

³ Measured as the budget execution rate of the programme.

⁴ 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

partner organisations at EU and/or transnational level; capacity building actions in support of workers' and employers' organisations; analysis on industrial relations; evaluation studies. It is also supported by the **ESF** as Member States can use the European Structural and Investment Funds (ESIF) to support 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; evaluation studies	Level of implementation of Financing Decision for EMPL's prerogatives ⁵	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		

Specific objective 1.3. Better functioning labour markets

In 2017, EMPL will continue to contribute to the better functioning of labour markets with the aim of making them more **dynamic, inclusive and resilient**.

EMPL will:

- continue to support the coordination of employment policies across Member States through relevant fora and committees, including the Employment Committee;
- encourage a deeper monitoring of Member States' implementation of **flexicurity policies** on their labour markets, notably in view of ensuring secure life-cycle and labour market transitions for all. The latter, as well as other elements that are key to a better functioning of labour markets, will be taken forward in the context of the follow-up that the Commission will give to the 2016 consultation on a **European Pillar of Social Rights**;
- organise a second two-year phase of targeted support to benchmarking across Member States to promote the development of **Active Labour Market Policies** and support the capacities and performance of **Public Employment Services**;
- continue the implementation and roll-out of the Youth Guarantee in close cooperation with Member States in view of tackling the implementation challenges identified in the report of 4 October 2016 and thereafter in the new Youth Package of 7 December 2016 as part of the 2017 CWP. Additionally, as part of the latter, the occupational strand of the **European Solidarity Corps** will be further developed and a separate legal basis for placement of young people in solidarity-related jobs, traineeships or apprenticeships will be proposed in spring 2017;
- support the implementation of the Council recommendation⁶ addressing persisting **long-term unemployment**. The first year of data collection under the EMCO framework of monitoring indicators will be started.

This objective is financially supported by **EaSI-PROGRESS and EaSI-EURES** which will focus in 2017 on support to Public Employment Services (PES), support to the European Solidarity Corps, 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 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.

Specific objective 1.3: Better functioning labour markets		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of the CWP 2017's "Youth initiative":		
European Solidarity Corps (non-legislative/ legislative)	Communication adopted Legislative proposal adopted	Q4 2016 Q2-2017
Mid-term evaluation of the "European Union programme for employment and social innovation - EaSI" (2016/EMPL/010)	Publication of the SWD	Q3-2017
EGF mid-term evaluation (2015/EMPL/022)	Publication of the SWD	Q2-2017

⁵ Measured as the budget execution rate of the programme.

⁶ Council Recommendation on the integration of the long-term unemployed into the labour market

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; evaluation studies	Level of implementation of EaSI's Financing Decision ⁷	100%
Managing the ESF and the YEI 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 2017, EMPL will contribute to the proposal for a **Pillar of Social Rights** by:

- making a non-legislative proposal to reinforce the implementation of the **Working Time Directive** 2003/88/EC consisting of an Interpretative Communication setting out relevant case law and making it more accessible and an Enforcement Strategy to assist Member States and Social Partners in a more effective implementation;
- finalising the ongoing REFIT evaluation of the **Written Statement Directive** 91/533/EEC and launching a consultation of EU Social Partners. In the light of implementation issues and changes in the world of work identified, it will then consider possible amendments to the Directive to improve its relevance and effectiveness.

Other actions to be completed in 2017 are evaluations of the European Works Councils Recast Directive 2009/38/EC and of the Fixed term Work and Part Time Work Directives 99/70/EC and 97/81/EC. The Commission will also appropriately follow up to the 2016 social partner agreement on information and consultation of workers in central government administrations following the request of social partners to implement the agreement in EU law.

The Commission will also ensure the appropriate follow up once Social Partners reach agreement on amendments to the ILO Maritime Labour Convention, 2006 (i.e. protection of seafarers when abandoned and on financial security in case of accident injury or death).

Towards safer working conditions for all:

In 2017, 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 EMPL will work towards:

- the adoption of a Commission Directive modifying Annex II of Directive 2004/37/EC on carcinogens and mutagens to insert recommendations for health surveillance on biomonitoring and the drafting of an impact assessment report for a third proposal revising OELs for further carcinogens substances;
- the adoption of a Commission Directive establishing a 4th list of indicative occupational exposure limit values under the scope of the Chemical Agents Directive 98/24/EC.

As a follow-up of the Commission Communication on the Modernisation of the **EU Occupational Safety and Health Legislation** and Policy and its two accompanying SWDs⁸, EMPL will take various actions to 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.

In close cooperation with the Advisory Committee for Safety and Health at Work, several actions will be launched aimed at reforming specific directives and/or clarifying relevant points, including where appropriate the consultation of the Social Partners or the development of targeted guidance. With the aim to reduce administrative burden in national legislation without reducing workers' protection, a peer review process with Member States will be set up in 2017.

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

⁷ Measured as the budget execution rate of the programme.

⁸ Communication to present the results of the REFIT Evaluation of Council Framework Directive 89/391/EEC on the introduction of measures to encourage improvements in the safety and health of workers at work and 23 related Directives and presenting guidance which is currently under preparation.

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).

This objective is **financially supported by EaSI-PROGRESS** which will focus in 2017 on:

- Actions supporting the **implementation of EU legislation** in Health and Safety at Work (i.e. Presidency Conferences on Occupational H&S, Committee of Senior Labour Inspectors, scientific support to the Scientific Committee on Occupational Exposure Limits (SCOEL secretariat)) and in labour law (i.e. European centre of expertise in the field of labour law, employment and labour market policies, meetings of the Directors General for Industrial Relations, meetings of experts groups);
- The development of **Impact Assessment studies** in support of planned legislative work.
- 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 (IARC) Monographs Programme, the International programme on chemical safety (WHO), development of European statistics on occupational diseases).

It is also supported by **prerogatives budget lines**⁹ which in 2017 will finance a call for proposals to fund operations to develop employee involvement in undertakings (any mechanism, including information, consultation and participation) in particular by raising awareness and contributing to the application of EU law and policies in this area. This action will support the implementation of EU law on employee involvement at transnational level.

Specific objective 1.4: Decent and safe working conditions for all		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
<i>Part of the CWP initiative "European Pillar of Social Rights" ¹⁰:</i>		
- Revision of the Written Statement Directive (legislative, incl. impact assessment; Art 153.1(b)/154 TFEU) (2017/EMPL/001)	Commission legislative proposal adopted	Q4-2017
- Implementation of the Working Time Directive (non-legislative) (2017/EMPL/002)	Commission Communication adopted	Q1-2017
Evaluation of the Fixed-Term Work and the Part-Time Work directives - Refit action 25 - CWP 2015 (2016/EMPL/022)	Publication of the SWD	Q1-2017
Evaluation of the Written Statement Directive - REFIT action - CWP 2016 (2015/EMPL/021)	Publication of the SWD	Q1-2017
Evaluation of the European Works Council Directive - CWP 2016 (2016/EMPL/011)	Publication of the SWD	Q1-2017
Important other outputs		
Output	Indicator	Target
Commission Directive establishing a 4 th list of Indicative Occupational Exposure Limit Values (2016/EMPL/009)	Adopted	Q1-2017
Commission Directive amending Annex II of Directive 2004/37/EC on carcinogens and mutagens (2016/EMPL/021)	Adopted	Q4-2017
Important items from work programmes/financing decisions/operational programmes		
Output	Indicator	Target
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 ¹¹	100%

Specific objective 1.5. A skilled and more entrepreneurial workforce

In 2017, EMPL will ensure the effective implementation of the key actions contained in the New 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 CONNECT and EAC.

The following main EMPL initiatives of a legislative nature will be negotiated as part of the **Skills Agenda** and implemented starting from 2017: (1) the Revision of the European Qualifications Framework (EQF); (2) the Revision of the Europass Decision; and (3) the recommendation on

⁹ 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

¹⁰ In line with the CWP2017, the "Proposal for a pillar of social rights" will be reported upon under the general objective "A deeper and fairer Economic and Monetary Union" although the scope of this initiative is in practice transversal across the DG.

¹¹ Measured as the budget execution rate of the programme.

New Opportunities for Adults¹² which is expected to be concluded end of 2016 with the actual follow-up and implementation by the Member States foreseen for 2017 and beyond. It is envisaged for EMPL services to provide support and assist Member State delegations with the implementation of the recommendation, also in relation to specific actions that could be undertaken under ESF investment priorities and operational programs.

As part of the CWP 2016 New Skills Agenda for Europe, EMPL also plans to table proposals for a revision of the European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) and the European Credit System for Vocational Education and Training (ECVET).

Other EMPL led actions of a non-legislative nature pertaining to the Skills Agenda and to be implemented in 2017 include: the testing and roll out of a **Skills Profile Tool for Third Country Nationals**; the publication of a Call for Proposals to design and implement **Sectoral Skills Blueprints** in the context of Erasmus+; the launch of a study on the phenomenon of **Brain Drain in the EU**.

In line with the **2017 CWP "A New Youth Initiative"**, and in the context of modernising the Vocational Education and Training (VET) Agenda, EMPL will develop further actions on **mobility and quality of apprenticeships**¹³. These will build upon on-going European actions supporting the set up or reform of apprenticeship systems and mobility of VET learners with a view to scaling them up and enhancing their impact. It is intended for three sub-actions to be developed **i)** boosting the mobility of apprentices notably with the launch of ErasmusPro **ii)** fostering the quality of apprenticeships **iii)** deepening cooperation under the European Alliance for Apprenticeships.

Finally, EMPL will also present its report on the implementation of the EU Quality Framework for anticipation of change and restructuring¹⁴ and follow up on the GECES¹⁵ recommendations with the set-up of an action plan in cooperation with GROW.

All of the above mentioned, policy objectives will be further supported by the following EU funding programs:

- The **Erasmus+ Program** supporting skills and qualifications policies, Vocational Education and Training and Adult Education policy notably to attain the objectives of the Skills Agenda, the Modernisation of VET and the **EaSI-Progress** which will focus in 2017 on analytical activities in the area of entrepreneurship and job creation, mutual learning support in the area of the social enterprise finance markets, supporting the development of a multilingual classification of European Skills, Competences, Qualifications and Occupations (ESCO) and the OECD Programme for International Assessment of Adult Competences (PIAAC);

- The **EaSI-Microfinance** and Social Entrepreneurship Axis promoting employment and social inclusion by increasing the availability and accessibility of microfinance for vulnerable people who wish to start up a micro-enterprise as well as for existing micro-enterprises, and by increasing access to finance for social enterprises. More precisely this will consist of the conversion of the EFSI frontloading into a financial top-up, the launch of the funded instruments (loans to non-banks) and a possible uncapped guarantee instrument. It is also expected that there will be follow-up measures to the forthcoming Scale-up Initiative to be launched by DG GROW on 22 November 2016;

- The **ESF** financing initiatives encouraging a high level of education and training for all and supporting the transition between education and employment for young people.

Specific objective 1.5: A skilled and more entrepreneurial workforce		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of the CWP 2017's "Youth initiative"		
Quality Framework for Apprenticeships ¹⁶	Adopted	Q4-2017
Part of the CWP 2016's "Skills agenda" (2016/EMPL/005)		
Proposals for a revision of the European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) and the European Credit System for Vocational Education and Training (ECVET) ¹⁷	Adopted	Q4-2017

¹² As a response to the Commission's proposed Skills Guarantee

¹³ Communication "Investing in Europe's Youth" COM(2016) 940

¹⁴ COM(2013)882

¹⁵ Expert Group on Social Entrepreneurship

¹⁶ Action foreseen in the communication "Investing in Europe's youth" (COM(2016)940) – Decide references to follow

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 ¹⁸	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		

Specific objective 1.6. Greater social inclusion and effective social protection

As previously stated in the objective on safe and decent working conditions EMPL will lead in developing a **European Pillar of Social Rights** following the broad public consultations held during 2016. This initiative is also intended to support this specific objective by promoting social fairness and upwards convergence in employment and social policies.

Key priorities in 2017 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 and its Indicators' Sub-Group;
- launch a new initiative on **access to social protection** accompanying the adoption of the **European Pillar of Social Rights**;
- continue to implement the recommendations of the **Pension Adequacy Report** (adopted in October 2015), in particular through preparing reports providing guidance on policies that would help the Member States delivering on two policy priorities of future pension adequacy: **longer working lives and complementary retirement savings**. In parallel, it will start work on preparation of the 2018 Pension Adequacy Report jointly with the Social Protection Committee;
- prepare, together with JUST, a new initiative aiming at 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;
- continue the ongoing negotiations with the Council and the Parliament on the Commission proposal as regards the **European Accessibility Act**. EMPL will also invest in increasing the stakeholders' understanding on accessibility issues through various awareness raising actions, including a workshop on accessibility;
- prepare stock-taking reports on the progress made by Member States in the implementation of the **Commission Recommendations on Active Inclusion (2008)** and **on Investing in Children: breaking the cycle of disadvantage (2013)**. These reports will put forward concrete examples of policy reforms and actions and draw lessons from results.

On the basis of last years' experience, EMPL will develop and consolidate the Annual Convention on Inclusive Growth which has become the central element of the Commission's dialogue with civil society. It will also actively participate in Commission's activities related to refugees and migrants, reinforce the capacity building for Roma via ROMACT2 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, which can act as drivers for phenomena such as (violent) radicalisation.

This objective is supported by the following funding instruments which will focus in 2017 on:

- **EaSI-PROGRESS**: support **social innovation** pursuing the modernisation of social protection systems and inclusive labour markets in the EU, notably for refugees and asylum seekers; evidence-based analytical activities (e.g. Social situation monitor on the developments in income distribution, poverty, social exclusion and health issues); social investment (e.g. European Platform for Investing in Children; conference on people Experiencing Poverty); building capacity (social innovation, integration of Roma, national models for projecting social policy needs); information sharing, mutual learning and dialogue (European Social Policy Network); peer reviews and exchange of good practice in the framework of the SPC;

¹⁷ Actions foreseen in the communication "A new skills agenda for Europe" (COM(2016)381) – Decide references to follow

¹⁸ Measured as the budget execution rate of the programme.

- **Rights, Equality and Citizenship Programme (REC):** awareness-raising actions on the United Nations Convention on the rights of persons with disabilities; actions supporting the European network of academic experts in the field of disability; capacity building of NGOs representing people with disabilities; capacity building of NGOs representing civil society; mutual learning, awareness and dissemination activities (Work Forum on the implementation of the Convention, European Day of persons with disabilities etc).

This objective is also supported by 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**.

Specific objective 1.6: Greater social inclusion and effective social protection		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of the CWP initiative "European Pillar of Social Rights":		
- Access to social protection (legislative/non-legislative, incl. impact assessment; Art. 153/ 292) (2017/EMPL/003)	Adopted	Q1-2017
- Initiatives to address the challenges of work-life balance faced by working families (legislative/non-legislative, incl. impact assessment; Art. 153/ 157 TFEU) (2015/JUST/012)	Adopted	Q2-2017
Important other outputs		
Output	Indicator	Target
Report on implementation of the 2013 Investing in Children (IiC) Recommendation: stock-taking and accelerating (2017/EMPL/006)	Adopted	Q2-2017
Report on implementation of Active inclusion Recommendation (2017/EMPL/007)	Adopted	Q2-2017
Summary report on FEAD implementation (PLAN/2016/126)	Adopted	Q2-2017
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, learning and dialogue, developing capacity building of key actors.	Level of implementation of EaSI's and REC's Financing Decisions ¹⁹	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

In 2017, the focus will be on the follow-up of **Labour Mobility** elements adopted in 2016, notably the targeted review of the posting of workers directive, the revision of the rules on social security coordination as well as the new regulation strengthening the European job mobility portal (EURES) and the cooperation between employment services.

In all areas, there will be a strong focus on enforcement, supported by relevant legislation which entered into force in 2016 (freedom of movement and posting). These elements are intended to support this 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 2017:

- **Prerogatives budget lines²⁰:** analyses and evaluation of major trends in national legislation on free movement of persons, promotion of the coordination of national social security systems;
- **EaSI PROGRESS:** studies on mobility; preparatory work for the International Labour Conference; Electronic Exchange of Social Security Information – EESSI project; follow-up to the Mobility Portal feasibility study; enhancing the implementation, application and

¹⁹ Measured as the budget execution rate of the programme.

²⁰ 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

enforcement of the Directive "Posting of workers" and of the EU and national law in the area of undeclared work (EU platform on undeclared work);

- **EaSI-EURES:** actions contributing to enhanced cooperation between European Public Employment Services through the EURES network (i.e. cross-border partnerships, network support activities, maintenance and development of the EURES portal, training courses on EURES services, 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.

Specific objective 2.1: Improved conditions for geographic and professional mobility whilst tackling risks of distortions and abuses		
Important outputs		
Output	Indicator	Target
Ex-post evaluation of the Your first EURES job mobility scheme (2016/EMPL/012)	Adopted	Q2-2017
Ex-post evaluation of EURES activities covering the period 2009-13 (2016/EMPL/017)	Adopted	Q1-2017
Commission implementing Decisions implementing Article 11 ²¹ , 17 ²² and 31 ²³ of Regulation (EU) 2016/589 (Decide's reference in process)	Adopted	Q3-2017
Commission implementing Decision implementing Article 19 (6) ²⁴ of Regulation (EU) 2016/589 (Decide's reference in process)	Adopted	Q4-2017
Commission implementing Decision implementing Article 19(1) ²⁵ of Regulation (EU) 2017/589 (Decide's reference in process)	Adopted	Q4-2017
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 (go-live in all MS foreseen for mid-2019) and the follow-up to the Mobility portal feasibility study.	Level of implementation of prerogatives and EaSI's Financing Decisions ²⁶	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. In 2017, our focus within this specific objective will be to deliver an EU Pillar of Social Rights, promoting upwards social convergence and strengthening the social dimension of European integration. Drawing on the evidence gathered by the 2016 public consultation, we will propose a final version of the Pillar, setting out principles to be used as a policy compass for fair and dynamic labour markets, and for well-functioning and sustainable welfare systems. Work on the Pillar may include both legislation and policy guidance involving benchmarks, including initiatives to address the challenges of work-life balance faced by working families, access to social protection in today's fast-changing labour markets, guidance on implementing the Working Time Directive, and a revision of the Written Statement Directive. The Pillar will also feed into the social dimension of the EMU to be addressed in the Spring White Paper on the Future of the EU including the EMU.

This objective is supported by funding through **EaSI-PROGRESS and ESF** which will in 2017 support analytical work (studies, seminars) to underpin Pillar development and communication activities to promote the adoption of the new European pillar of social rights, as well as directly financing initiatives which help deliver upwards social and economic convergence.

²¹ on admission as EURES Members (other than PES) and as EURES Partners

²² on the technical standards and formats necessary for the operation of the automated matching through the common EURES IT platform

²³ establishing the templates and procedures for the exchange of information on the national work programmes at Union level

²⁴ on technical standards and formats necessary for the operation of the automated matching through the common EURES IT platform using the European classification and the interoperability between national systems and the European classification

²⁵ on the list of skills, competences and occupations of the European classification

²⁶ Measured as the budget execution rate of the programme.

General Objective 3: A deeper and fairer EMU		
Specific objective 3.1: Strengthened social dimension of the EMU		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of CWP 2017 initiative "European Pillar of Social Rights":		
Pillar of social rights following the public consultation (PLAN/2016/160)	Adopted	Q1-2017
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, learning and dialogue	Level of implementation of EaSI's Financing Decision ²⁷	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). 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 2017 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 continue to focus its work in 2017 on the assessment of programme amendment requests submitted by Member States to ensure the policy and result-orientation of the ESF, YEI and FEAD programmes. The Commission might also propose amendments of the programmes in order to tackle priorities identified in the country-specific recommendations.

In addition, EMPL will support negotiations on the mid-term review of multi-annual financial framework, with a specific focus on the proposal to increase the YEI allocation and to simplify the management of funds.

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

In 2017 EMPL will continue to focus on monitoring the implementation of the ESF and YEI and FEAD to ensure that the management of programmes is result-oriented and that they are on track to deliver the results expected.

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. The DG will finalise EU wide SCOs based on Article 14.1 of the ESF Regulation while continuing promoting the extension of the existing delegated act approving SCOs on request by Member States and assisting authorities to use them in order to reach 50% of the ESF budget spent through SCOs by end 2020. This includes also the active participation of EMPL in the negotiations on the Omnibus regulation presented under the MFF mid-term review;
- **Analysis of the annual implementation reports (AIRs) and progress reports** which Member States shall submit in 2017. These reports will provide important data on implementation of ESF and YEI on the ground and results achieved as well as on the contribution of the ESF to the achievement of the Union for smart, sustainable and inclusive growth. Annual Implementation

²⁷ Measured as the budget execution rate of the programme.

Reports for FEAD will also be analysed in 2017. EMPL will work on the consolidation of these data with Member States and develop a methodology to assess the performance of programmes. A thematic report on the contribution of the ESF to the skills agenda will also provide insights on the functioning of monitoring systems in Member States beyond the reporting to EMPL;

- Close **monitoring of the financial execution** in general, and of the fulfilment of ex ante conditionalities and of the designation of authorities in particular as both processes were delayed for a number of Member States in 2016 and resulted in late submissions of payment claims. With the aim to accelerate and catch-up with the payment submissions, the Commission 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;
- Fostering the use of counterfactual impact **evaluations** in Member States, notably with the support of JRC (e.g. with a Community of Practice and a second data Fitness initiative). 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 **first strategic report** of the 2014-2020 programming period 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. A specific module for ESF indicators should be made available beginning of Spring 2017;
- Prepare together with REGIO the **7th Cohesion Report**;
- Organise a series of conferences and events aimed to consult relevant stakeholders including at national level within the context of the **60th Anniversary of the ESF**.

3) Providing evidence to prepare the legislative framework for the post 2020 programming period

The preparatory work to support the drafting of the proposal for the ESF Regulation post 2020 will accelerate in 2017.

In order to assess the options for the post-2020 programming period and ensure that new proposals are evidence-based, EMPL will launch an additional study on the future of ESF to complement information obtained through two studies launched end-2016, the 2007-2013 ex post evaluations, REGIO studies and the analysis of the 2014-2016 implementation data. It will also include studies to improve the monitoring and evaluation framework in place for 2014-2020.

This exercise will culminate with the drafting of the impact assessment for the ESF post-2020 which will be consulted with stakeholders.

PART 2. Organisational management outputs for 2017

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.

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 brings changes to the way HR services are delivered. They will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

EMPL will move to the new way of working in 2017. It will be supported by AMC 1 which will serve the following group of DGs: COMP, ECFIN, EMPL, FISMA, GROW, TAXUD and TRADE. Adapting to this new model while maintaining business continuity and the quality of services to

the DG will be a key challenge for 2017. Another important challenge will be to adequately deliver on important and sensitive files such as the Social Pillar or the preparation of the new MFF in 2017 in a context of continued staff reduction.

To define the HR strategy and priority actions for making progress towards the Strategic Plan targets is the responsibility of the HR Business Correspondent and will continue to be addressed in the DG Management Plan and Annual Activity Report.

In line with the 2016-2017 HR strategy of the DG, actions in 2017 will focus on the following priority areas:

- **Organisational efficiency**, with further efforts to align staff allocation with priorities, and to regroup services physically following the major reorganisation achieved in 2015; the results of this reorganisation will also be assessed and the necessary adjustments made (e.g. in terms of mission statements, staff allocation, negative priorities);
- **Talent management and mobility**, with an update of the Learning and Development programme including actions targeted to managers, as well as a review of the local mobility scheme;
- **Job satisfaction and staff engagement**, with due account taken to the results of the latest staff satisfaction survey which showed, for EMPL, an increase in the percentage of staff who feel that the Commission cares about their well-being (from 24.2% in 2014²⁸ to 27.3% in 2016) and a slight decrease in the staff engagement index (from 63.7% in 2014 to 63% in 2016);
- **Smooth integration of the new Heads of Unit** joining the DG in the framework of the Middle Managers mobility scheme.

Further increasing the female representation in middle management will not be a priority in 2017 as it will reach 44% in January, evolving from 27% in 2014²⁹ and exceeding the target of 40%.

Main outputs in 2017:		
Output	Indicator	Target
Regrouping services in line with organisation chart	Office moves done	2017- Q2
2017 L&D programme	Learning priorities established	2017 -Q1
Implementation of the internal mobility scheme	Number of movements achieved	2017-Q4
Staff engagement: definition of an action plan following the 2016 Staff Survey	Degree of implementation of the Action plan	2017- Q1 (definition) 2017-Q1/4 (implementation)
Integration of new managers	Setting up of a mentoring scheme	2017 - Q1

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 regards shared management for ESF and FEAD programmes EMPL will continue to implement the specific audit approach foreseen for the current phase of the 2014-2020 programme implementation. The Commission will finalise the desk review of a selected number of "designation packages" (i.e. report and opinion of the independent body that assesses the fulfilment by the designated authorities of the necessary criteria) which may require additional information or clarification to be obtained through on-the-spot fact finding missions.

If interim payment applications were already submitted for the OPs selected, EMPL's Audit Directorate may decide to carry out early preventive system audits which will focus on the

²⁸ Baseline set in DG EMPL's Strategic Plan 2016-2020.

²⁹ Baseline set in DG EMPL's Strategic Plan 2016-2020.

functioning of the most important key requirements at this early stage of implementation. EMPL will also analyse the first assurance packages to be received by February 2017. This will allow determining the audit plan for 2017-mid 2018 in cooperation with REGIO.

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 two areas: reliability of systems for reporting performance data (a new feature linked to the result orientation of the policy) and the implementation of measures aiming at social inclusion.

EMPL's Audit Directorate will also be mainly focused in 2017 on the analysis of the 2007-2013 closure packages including when necessary on-the-spot audit missions.

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

According to the 2017 Audit Plan for Direct Management, EMPL will carry out 33 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.

Main outputs in 2017:		
Description	Indicator	Target
Shared management		
Assessment reliance that can be placed on the work of national audit authorities	Analysis designation packages	100%
	Analysis of Member States Annual Control Reports	
	Implementation audit plan	
Protect EU budget	% timely interruption and suspensions of payments notified to MS	> 80%
Direct management		
Audit activity of the DG	Implementation audit plan	100%

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

Key 2017 priorities 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 is the 31st of March 2017. The Commission will then have up to 5 months to assess the Final Implementation report and closure declaration and eventually provide comments to Member States. The objective is to approve closure documents within one year of submission;
- 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. EMPL will pursue the implementation of the simplification measures agreed upon early February 2016³⁰;
- The follow-up of the mid-term review of the MFF 2014-2020 adopted on 14 September 2016 which included proposals to make financial rules simpler and more flexible. The Commission will work closely with the European Parliament and the Council to secure agreement on the revision of the Financial Regulation and related revision of basic acts ("omnibus");
- The implementation of the new internal control framework which is expected to be adopted by the Commission early 2017.

³⁰ See section F "Initiative to improve economy and efficiency of (non-financial activities) for further details

Main outputs in 2017:		
Output	Indicator	Target
Shared management: analysis of 2007-2013 closure documents submitted by MS	Timely response from Commission	100%
Direct Management: simplification	Action plan complete	By end 2017
Adaptation to the new Internal Control System	Implementation new Framework	By end 2017

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 2017 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 yet been made/completed. The results of this assessment, including those obtained through a study that will be carried out in 2017 on fraud prevention in the ESI Funds, will feed into EMPL/Commission services assessment of risks.

In addition, in 2017 EMPL will further provide support to Member States for the (voluntary) use of the ARACHNE tool; a review of the use of ARACHNE at the end of 2017 will determine its potential for effectively helping Member States to prevent and detect fraud.

Following the adoption of the DG's new anti-fraud strategy for direct management on 30 September 2016, EMPL will further implement in 2017 the concrete actions identified therein. 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 practise examples.

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

Main outputs in 2017:		
Description	Indicator	Target
Anti-fraud strategy of DG EMPL is elaborated on the basis of the methodology provided by OLAF: "Joint Anti-Fraud Strategy 2015-2020" (Oct 2015)	Updated Anti-fraud strategy	First revision end of 2017
Analysis of Member States' anti-fraud efforts	Results obtained and incorporated in EMPL own risk assessment	By end of 2017
Review of the use of ARACHNE	Number of named users in Member States	1.500 users by end 2017

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

In 2017 EMPL will award a new multiple framework contract with reopening of competition to allow for the provision of services related to the implementation of Better Regulation Guidelines. EMPL will also further contribute to the planned revision of the related toolbox, adapt its internal guidelines and checklists to policy units accordingly and mainstream employment and social considerations by participating in Commission impact assessment, evaluation and stakeholder consultation network groups. Training activities might also be required.

Main planned outputs linked to this objective are listed in Part 1 under the relevant specific objectives. They are presented in the tables under the headings "All new initiatives and REFIT initiatives from the Commission Work Programme" and "other important items".

D. Information management

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

European Commission" of 18 October 2016 EMPL will promote better gathering, sharing and use of information and knowledge among staff and with other DGs.

EMPL will put a particular focus on the further development of the Open Data portal on the European Structural Investment Funds, the maintenance of EMPL's Data Warehouse IT system and contribute to the next phase of development of the EU Budget focused on results website. EMPL will continue to enhance the use of joint calendars and collaborative sites of the DG on MyIntraComm collab.

As regards document management EMPL will continue to facilitate access to and sharing of electronic files and modernise its approach to paper archiving in order to move gradually to a paper-less Commission.

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

Main outputs in 2017:		
Description	Indicator	Target
Maintenance of the 'data warehouse IT system': activities will include fixing bugs, technical maintenance, hardware and licences	To be implemented	By end 2017
Develop the Open Data portal on financing and expected achievements under the different ESI Funds (2014-2020) launched end 2015 in close cooperation with MARE, REGIO and AGRI	Available and up-to-date	Regular update
Providing up-to-date information and guidance for the geographical desks on all aspects related to the management of the funds to ensure a coordinated approach	Available and up-to-date	By end 2017
Participate in the next phases of development of the EU Budget focused on results web site by contributing with projects from EMPL managed funds (ESF, FEAD, EaSI, EGF)	Timely and adequate response to BUDG requests	100%

With respect to document management, key actions will include:

Main outputs in 2017:		
Description	Indicator	Target
EMPL staff uses calendars and collaborative sites on MyIntraComm collab	10% increase on the use of calendars and collaborative sites	By end 2017
Deciding which EMPL Nomcom files should be visible to other Commission services	Feed-back of EMPL lead department available through a survey	By end 2017
Further reducing the parallel circulation of paper and electronic signatories with an electronic only workflow in the framework of the centralization of mail circulation services in OIB	Reduction by 10% of current parallel circulation	By end 2017
Implementation of new procedures for paper filing and archiving in order to comply with edomec rules and reduce paper archiving (transfer of responsibility to lead departments)	No problems signalled to CAD by staff or financial units (EMPL.R2/F3) in retrieving paper documents and files	By end 2017

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.

EMPL's external communication will focus on what the EU does concretely to create jobs for the young and to reduce inequalities with the aim to regain citizens' trust in the sustainability of the European economic and social model. Stakeholders and citizens must see that President Juncker's objective of "a social triple A for Europe" continues to be at the heart of the European project.

Efforts will concentrate on the two main policy areas included in the 2017 Commission Work Programme:

Key priority #1 "jobs, growth, investment": EMPL will develop targeted information and awareness activities (such as leaflets/factsheets, social media actions, audio-visual material etc.) following the adoption of the **new Youth Initiative** in December 2016. EMPL's communication activities will focus on the EMPL strands of the initiative e.g. the employment part of the **new European Solidarity Corps**, including the reinforcing of the **Youth Guarantee and the Youth Employment Initiative**, and new opportunities to enhance the **mobility of apprentices**.

Key priority #5 "deeper and fairer EMU": EMPL will develop communication activities (such as press package, journalist seminar, leaflets/factsheets, social media actions, citizens dialogue, stakeholder events etc.) to promote the adoption of the new **European pillar of social rights** and the new initiative on **work-life balance** scheduled for spring 2017. The key messages will focus on strengthening the social dimension of European integration and bringing forward a Union built on social fairness.

In addition to the above activities EMPL will continue to reach out to the media, stakeholders and citizens by communicating the concrete achievements to which the new generation of Funds and programmes co-managed by the Commission between 2014 and 2020 contribute. EMPL will cooperate closely with its Commissioner, Cabinet and with DG COMM to contribute to the implementation of the corporate communication campaign "Let's #investEU". EMPL will put emphasis on the impact on peoples' lives through opportunities supported by the European Social Fund, the European Globalisation Adjustment Fund, the EU Programme for Employment and Social Innovation and the Fund for European Aid to the Most Deprived. EMPL will also raise awareness on the increased role of social partners in Member States and the social dialogue at EU level and promote the European Day of Persons with disabilities and the Access City Award.

Main communication actions in 2017:		
Description	Indicator	Target
Conference on the European Pillar of Social Rights, 23 January 2017	Number of participants and overall satisfaction with the event	400 participants of which 70% rate the event very good or good
Production & dissemination of online information material linked to the new youth initiative	Coverage on social media of launch of specific initiatives	20 general posts, 28 country specific posts in 6 months
Raise awareness on the 60th anniversary of the European Social Fund at national level	Number of awareness raising events at national level	28 events, of which at least one organised by each national Managing authority

Annual communication spending (based on estimated commitments):^[1]	
Baseline (2016):	Target (2017):
Total estimated budget 6 mio€	Total planned budget 7mio€ covering: Campaigns, events, journalist seminars; Publications; Web, audiovisual, Euronews; ESF communication. In addition to this EMPL will contribute 1 mio€ (from ESF Technical Assistance) to Corporate Communication in 2017. 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

As presented in last year's Management Plan, the Directorate-General reviewed its financial management procedures in 2016 and decided to implement a number of simplification measures which should result in efficiency gains across the DG. EMPL already implemented over 60% of its initial plan and will pursue the implementation of the remaining simplification measures in 2017. A stock-taking will take place in the first quarter of 2017 in order to explore possible additional measures which could ensure a smoother implementation of the DG's work programme.

Those measures concern the implementation of e-tendering, the use of Simplified costs (lump sums, flat rates, unit costs) for grants and the conclusion of pilots assessing the possibilities to centralise operations of the management of some calls for proposals, the use of existing IT tools to further optimise workflows or to reimburse experts.

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