



Management Plan 2018

EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION DG

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List of acronyms

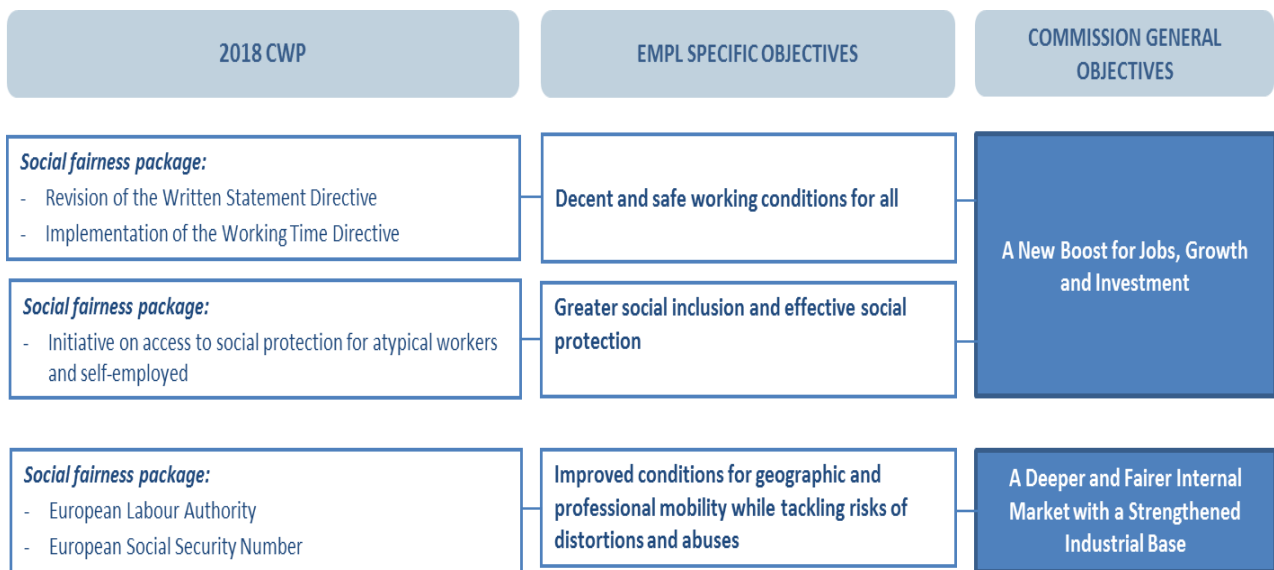
AAR	Annual Activity Report
AGS	Annual Growth Survey
AIR	Annual Implementation Report
COM	Commission
CWP	Commission Work Programme
DG	Directorate General
EaSI	EU Programme for Employment and Social Innovation
EESSI	Electronic Exchange of Social Security Information
EGF	European Globalisation Adjustment 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
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

Europe continues on its path towards economic recovery. Employment in the EU reached in the second quarter of 2017 the highest level ever recorded with more than 235 million people in jobs. We are approaching the European 2020 target for employment, showing that the Commission is delivering on its top priority: more jobs and growth. Also unemployment is steadily declining. In particular, youth unemployment has fallen over the last year with nearly 400 thousand fewer unemployed people aged 15-24. The Commission remains more than ever committed to create new and more opportunities for our young people through all the initiatives we have put on the table supported by EU funding.

Yet European citizens remain mostly worried about their employment situation and the new demands of the labour market that requires ever higher skillsets and whose rapid evolution is determined by technological developments, digitalisation and globalisation. They are concerned by weakened social cohesion, persistent inequalities and lack of economic and social convergence. They expect concrete responses to questions related to the socio-economic integration of migrants, longer working lives, education and young people's integration into the labour market.

EMPL is at the heart of the Commission Work Programme for 2018¹. While it will continue delivering on the **European Pillar of Social Rights** and the **European Skills Agenda**, EMPL will take the lead on two new prominent initiatives: a proposal for the establishment of a **European Labour Authority** and the introduction of a **European Social Security Number**. The Authority should bring real added value in the better enforcement of the rules at EU level and developing more efficient support to mobile workers across borders, taking advantage of new technologies. The European Social Security Number should facilitate the traceability and portability of rights for mobile citizens, the efficient exchange of information and the combat of abuse and fraud, and the optimal use of pan-European digital tools.



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. As highlighted in President Juncker's State of the Union Address² in September 2017, the EU should build "a common understanding of what is socially fair in our single market".

The 2018 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"³.

¹ Published on Europa https://ec.europa.eu/info/publications/2018-commission-work-programme-key-documents_en

² State of the Union 2017 - https://ec.europa.eu/commission/state-union-2017_en

³ 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 2018

EU funding for investing in people is the tangible illustration of EU values. 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.

As mentioned in the President Juncker's State of the Union Address, an important element for 2018 will be the budgetary plans the Commission will present in May. As part of the Comprehensive proposal for the future Multi-annual Financial Framework beyond 2020, DG EMPL is working on a proposal for an umbrella fund ESF+ to support employment, social and skills policies. The new fund would incorporate the currently running programmes: European Social Fund (ESF), Youth Employment Initiative (YEI), Fund for European Aid to the Most Deprived (FEAD) while leaving the European Globalisation Fund (EGF) and the, EU Programme for Employment and Social Innovation (EaSI) as a separate instruments. The aim is to reduce fragmentation of the current funding structure while enhancing synergies of policy actions aimed at different socio-economic target groups. Moreover, in order to better coordinate the EU instruments for human capital development DG EMPL has proposed to gather all relevant EU Funds investing in human capital under an "investing in people" budget heading.

The proposed umbrella fund ESF+ would be organised around 2 main missions:

- 1) **Investing in people** through "off-the-shelf instruments" designed on the basis of standard operations and simplified costs
- 2) Providing **policy reform incentives** by developing a contractual approach with Member States, whereby funds are transferred upon actions for policy reforms as agreed in the European Semester

The new legislative act will be a cornerstone of the 2018 Management Plan and DG EMPL's contribution to the achievement of the above 3 Commission General Objectives in their social investment dimension.

Initiatives from the Commission Work Programme		
Output	Indicator	Target
Proposal for a new ESF+ fund post-2020 (PLAN/2017/1748)	Adoption	Q2-2018

In parallel, in 2018 a cross-cutting policy priority for DG EMPL will be to continue delivering on the **European Pillar of Social Rights**, following the signature of its Proclamation on 17 November 2017, promoting upwards social convergence and strengthening the social dimension of Europe. The Pillar will serve as a political underpinning for the work on ongoing and forthcoming legislative files i.e. work-life balance, access to social protection, a revision of the Written Statement Directive, posting of workers, coordination of social dialogue, updating the occupational safety and health framework, the European Skills Agenda, European Labour Authority and European Social Security Number. It will provide policy guidance in the context of the European Semester, including the work on benchmarks. The Pillar will also feed into discussion on the Future of Europe (including the social dimension of Europe and the reform of the Economic and Monetary Union) and on the post-2020 financial framework as mentioned above. A comprehensive set of communication activities will be rolled out to continue informing key stakeholders about the Pillar and its implementation.

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 2018, EMPL will continue to underpin and contribute to the annual **European Semester** process, and this year mainstream the European Pillar of Social Rights in the Semester, through the following actions:

- Contributing to the elaboration of the "Economic Governance Package" which includes the Annual Growth Survey (AGS), the Alert Mechanism Report (AMR) and the Euro area recommendations;
- Drafting the **Joint Employment Report** (JER) and proposing the **Employment Guidelines**;
- Contributing to the drafting of **Country Reports (CRs) 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 (NRPs) 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, Employment Performance Monitor, Social Protection Performance Monitor, Labref database of labour market reforms, Labour Market Policies database);
- 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, the quarterly Employment and Social

Developments in Europe Review, and the Analytical Web Notes. Cooperation in the fields of data collection and analysis notably with EUROSTAT will be pursued;

- Developing benchmarking frameworks in the employment and social field together with the relevant Committees (EMCO, SPC), notably with a view to supporting 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. 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 and a number of additional areas will be proposed for discussion with Member States.

The objective is supported by the **prerogatives budget lines⁴** and by **EaSI-PROGRESS**. In 2018, 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.

Specific objective 1.1: Effective support to Member States in their structural reforms in the context of the European Semester		
Important other outputs		
Output	Indicator	Target
Joint Employment Report	Publication of the report	Q4-2018
Employment Guidelines	Adoption	Q3-2018
Country Reports (European Semester)	Publication of 27 reports	Q1-2018
Country Specific Recommendations (European Semester)	Publication of 2 sets of recommendations	Q2-2018
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 ⁵	100%
Managing the ESF towards delivery of policy results		

Specific objective 1.2. Stronger social dialogue

In 2018, 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;

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

⁵ Measured as the budget execution rate of the programme.

- EMPL will explore further possibilities together with the social partners and the Member States to **strengthen social dialogue at national level** on the basis of the 2017 ESDE chapter on social partners' contribution to intergenerational fairness and solidarity and as a follow-up to the Thematic Review organised with the Employment Committee and the social partners in November 2017;

- 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 2018, participating in Eurofound's 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 supported by **prerogatives budget lines**⁶ 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 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 ⁷	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		

Specific objective 1.3. Better functioning labour markets

In 2018 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, as to ensure secure life-cycle and labour market transitions for all.

EMPL will provide targeted support to benchlearning across Member States to promote the development of **Active Labour Market Policies**. It will support the capacities and performance of **Public Employment Services** (PES) and engage in 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 carried out in 2018.

Building on the positive results in reducing youth unemployment over the last 4 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**. In 2018 it will provide peer support to targeted Member States and assist them in revising their Youth Guarantee Implementation Plans to enhance their performance. In parallel it will support young people

⁶ 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

⁷ Measured as the budget execution rate of the programme.

in developing their skills and increasing their future labour market prospects by offering jobs or traineeship as part of the occupational strand of the **European Solidarity Corps**.

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 market⁸. Data collection under the EMCO monitoring framework will continue and provide evidence on how the recommendation is being implemented.

Keeping an eye on long-term perspectives, EMPL will follow the debate on the **future of work** at European and international levels with its challenges and potential impacts on the European labour market. A project aimed at sharing good practices on policy responses to the future of work will be initiated with the OECD.

This objective is financially supported by **EaSI-PROGRESS and EaSI-EURES** which will focus in 2018 on support to Public Employment Services (PES), ongoing 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		
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 ⁹	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 2018, EMPL will follow-up on the adoption of the **European Pillar of Social Rights** by:

- following-up a proposal for a revision of the **Written Statement Directive 91/533/EEC** either by accompanying a negotiation between the Social Partners under Article 154 TFEU and analysing the resulting Agreement with a view to proposing its adoption by means of a Council Decision; or presenting a proposal for a revised Directive for adoption by the co-legislators by means of the co-decision procedure and facilitating this procedure (planned for 20 December 2017 – to be updated later in the year). By these means EMPL will pursue 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.

- follow-up to the Interpretative Communication and Implementation Report on the **Working Time Directive 2003/88/EC**, to ensure working hours meet minimum standards applicable throughout the EU as to protect workers' health and safety.

Other actions to be completed in 2018 are an evaluation of the Fixed term Work and Part Time Work Directives 99/70/EC and 97/81/EC and an evaluation of the relevant elements of the social acquis in the light of the principles set out in the European Pillar of Social Rights. EMPL 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 propose a non-binding guidance document on good practice in the use of European Works Councils.

⁸ Council Recommendation

⁹ Measured as the budget execution rate of the programme.

Towards safer working conditions for all:

In 2018 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 negotiation in Council and Parliament, of the second proposal modifying Directive 2004/37/EC on Carcinogens and Mutagens, to establish Occupational Exposure Limit values (OEL) for additional substances, (CMD2); work will proceed on the adoption of the third legislative proposal on CMD3 and preparation of CMD4;
- the adoption of a Commission Directive establishing a 5th list of indicative occupational exposure limit values under the scope of the Chemical Agents Directive 98/24/EC.

EMPL will pursue also simplification of the existing aquis in the field. It will work for the adoption of Directives aiming at simplifying and adapting to technical progress the **6 Occupational Safety and Health directives**: (tbc by the end of 2017) Workplaces 89/654; Personal protective equipment 89/656; Display screen equipment 90/270; Medical assistance on board 92/29; Safety signs 92/58 and Biological agents 2000/54. 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 2018. Furthermore EMPL will work towards the adoption of supporting tools for labour inspectors on diversity-sensitive risk assessments and on issues of increasing concern (psychosocial and ergonomic risks).

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). A high level conference in cooperation with ILO will take place in 2018 regarding the health and safety of domestic workers.

This objective is **financially supported by EaSI-PROGRESS** which will focus in 2018 on:

- Actions supporting the **implementation of EU legislation** in Health and Safety at Work (i.e. Committee of Senior Labour Inspectors, scientific support to the Scientific Committee on Occupational Exposure Limits) and in labour law (i.e. European centre of expertise in the field of labour law, employment and labour market policies);
- 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 Monographs Programme, the International programme on chemical safety (WHO), development of European statistics on occupational diseases).

It is also supported by **prerogatives budget lines**¹⁰ which in 2018 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.

¹⁰ 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

Specific objective 1.4: Decent and safe working conditions for all		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of the CWP 2018's "Social fairness package"		
- Revision of the Written Statement Directive establishing the employer's obligation to inform employees of the conditions applicable to the contract or employment relationship (REFIT – legislative, incl. impact assessment/non-legislative, Art 153, 154 TFEU)	Adopted	Q4-2017
Important other outputs		
Output	Indicator	Target
SWD: Guidance on the establishment and use of European Works Councils (Directive 2009/38/EC)	Adopted	Q3-2018
Communication and SWD: Evaluation of implementation of Directives 1999/70/EC on fixed-term work and 1997/81/EC on part-time work	Adopted	Q4-2018
Commission proposal amending Directive 2004/37/EC on carcinogens and mutagens (PLAN/2017/1403)	Adopted	Q2-2018
Commission Directive establishing a 5 th list of Indicative Occupational Exposure Limit Values (PLAN/2017/1852)	Adopted	Q4-2018
Commission Directives aiming at simplifying and adapting to technical progress 6 OSH directives (89/654, 89/656, 90/270, 92/29, 92/58, 2000/54- (PLAN/2017/1867) - tbc	Adopted	Q4-2018
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 2018, 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.

The following main EMPL initiatives of legislative nature will be negotiated as part of the **Skills Agenda** and implemented starting from 2018:

- the proposal for a Council Recommendation on a **European Framework for Quality and Effective Apprenticeships** of 5 October 2017, to be debated within the Council and adopted within 2018;
- negotiations on the revision of the **Europass Decision** will conclude and the development of the modernised Europass service will be launched.

Other EMPL led actions of a non-legislative nature pertaining to the Skills Agenda aimed at bridging the gap between the labour market and Education and Training Systems in 2018 will include:

- the launch of apprenticeships support services and support to long **duration mobility of apprentices and Vocational learners** through **Erasmus Pro**;
- support for sectoral skills analysis and development and continuous implementation of the **Blueprint for Sectoral Cooperation on Skills**;
- the development of an integrated service to prepare, monitor and record VET mobility experiences, building on the experience gained through the Europass Mobility document and the **European Credit System for Vocational Education and Training** Learning Agreement;
- the roll out of the **Skills Profile Tool for Third Country Nationals**, as well as publication of the results of a study on Brain flows and exchange of good practice on skilled migration policy among the Member States.

¹¹ Measured as the budget execution rate of the programme.

In 2018 the implementation of the **Council Recommendation on Graduate Tracking**¹² will start with the establishment of the network of experts from both Higher Education and Vocational Education and Training. EMPL will also report on the implementing measures defined by Member States under the **Upskilling pathways recommendation**¹³ and will continue supporting implementation at national level.

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

- The **Erasmus+ Programme** supporting skills and qualifications policies, Vocational Education and Training and Adult Education policy, among others including for the first time the **ErasmusPro** activity supporting long-term work placements abroad.
- **EaSI-Progress** which will focus in 2018 on analytical activities in the area of entrepreneurship and job creation, mutual learning support in the area of social enterprise finance markets, supporting the development of a multilingual classification of European Skills, Competences, Qualifications and Occupations (ESCO). EMPL will work also on a study of the employment impact of the collaborative economy.
- 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. In addition, the microfinance Code of Good Conduct will be revised.
- As in 2017 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		
Important other outputs		
Output	Indicator	Target
Report to the Council on the implementation measures defined by Member States for the Upskilling Pathways	Published	Q4-2018
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 ¹⁴	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 2018 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 allowances and pensions;
- prepare a proposal 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;
- prepare jointly with the Social Protection Committee **the 2018 Pension Adequacy Report** to be endorsed by the EPSCO Council;
- support a **High Level Group of Experts on Pensions** in the preparation of policy recommendations in the area of supplementary pensions;

¹² Action pertaining to the Skills Agenda, led by EAC in coordination with EMPL, adopted by the Council in 2017

¹³ Council Recommendation of 19 December 2016 on Upskilling Pathways: New Opportunities for Adults (2016/C 484/01)

¹⁴ Measured as the budget execution rate of the programme.

- continue, 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;
- continue the ongoing negotiations with the Council and the Parliament on the Commission proposal as regards the **European Accessibility Act** with the aim of achieving its adoption in the course of the year. Once the EAA is adopted, EMPL will invest in awareness-raising actions amongst Member States and civil society;
- prepare EMPL's contribution to the reflection paper "**Towards a sustainable Europe by 2030**";
- launch 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, 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. 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 2018 on:

- **EaSI-PROGRESS**: support **social innovation** pursuing the modernisation of social protection systems and inclusive labour markets in the EU, notably for the promotion of work- life balance and reforms reinforcing access to social protection for workers in non-standard forms of employment and self-employed and promote adequacy of pensions; social investment and capacity building (social innovation, integration of Roma, national models for projecting social policy needs); 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 and active in the field of poverty and social exclusion; mutual learning, awareness and dissemination activities.

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. The mid-term evaluation to assess the achievements of **FEAD** programmes to alleviate the worst forms of poverty is ongoing. The evaluation will be completed by end of 2018.

Specific objective 1.6: Greater social inclusion and effective social protection		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of the CWP 2018's "Social fairness package"		
- Initiative on access to social protection for atypical self-employed workers (legislative/non-legislative, incl. impact assessment; Art. 153-155, 352 TFEU)	Adopted	Q2-2018
Important other outputs		
Output	Indicator	Target
FEAD mid-term evaluation (2016/EMPL/018) SWD	Adopted	Q4-2018

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, awareness raising and social experimentation.	Level of implementation of EaSI's and REC's Financing Decisions ¹⁵	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 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, two new proposals with a strong **Labour Mobility** dimension are expected to be adopted: a proposal for a **European Labour Authority** and for a **European Social Security Number (ESSN)**.

The Authority will fill a vacuum at the EU level, by strengthening cooperation between labour market authorities at all levels and better managing cross-border situations. In 2018 DG EMPL will develop and propose for scrutiny options for bearing the financial costs related to setting up the new body. The cross-cutting evaluation of the Agencies under the remit of DG EMPL (EUROFOUND, CEDEFOP, ETF and EU-OSHA (to be finalized early 2018) will provide evidence to shape the architecture of the agencies and the Authority in order to maximize synergies and contribute efficiently and effectively to the Authority's and Agencies' goals.

The ESSN should facilitate the traceability of social security rights and ensure efficient information exchange to combat fraud and abuse by optimising the use of digital tools.

Continued strong focus will be on the follow-up of the labour mobility initiatives adopted by the Commission in 2016, namely the targeted review of the **Posting of Workers Directive** and the revision of the rules on social security coordination. As stated by President Juncker in his State of the Union speech in September 2017, "In a Union of equals, there can be no second class workers".

Enforcement and implementation remains a high priority, based on legislation which entered into force in 2016 (freedom of movement and posting), the new EURES regulation as well as the EURES Platform to enhance cooperation in tackling undeclared work.

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 2018:

- **Prerogatives budget lines¹⁶**: analyses and evaluation of major trends in national legislation on free movement of persons, promotion of the coordination of national social security systems;

¹⁵ Measured as the budget execution rate of the programme.

¹⁶ 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

- **EaSI PROGRESS:** studies on mobility; preparatory work for the International Labour Conference; Electronic Exchange of Social Security Information – EESSI project; enhancing the implementation, application and 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		
Initiatives from the Commission Work Programme		
Output	Indicator	Target
Part of the CWP 2018's "Social fairness package"		
- Proposal to establish a European Labour Authority (legislative) (PLAN/2017/1746)	Adopted	Q2-2018
- Initiative on a European Social Security Number (legislative, incl. impact assessment) (PLAN/2017/1747)	Adopted	Q2-2018
Important other outputs		
Output	Indicator	Target
EURES activity report (art 33 Regulation 2016/589)	Adoption	Q4-2018
Implementation report "with a view to proposing, where appropriate, the necessary amendments" to the Directive 2014/54/EU on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers (article 9 Directive 2014/54/EU)	Adoption	Q4-2018
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 ¹⁷	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. From the 2018 Semester cycle onwards, the European Pillar of Social Rights will be mainstreamed in the Semester. As highlighted in the

¹⁷ Measured as the budget execution rate of the programme.

reflection paper on the deepening of the economic and monetary union from May 2017, the nature of the Pillar's principles requires, in order to make use of its full potential, a strong link between related reforms, the use of EU funds and access to a potential macroeconomic stabilisation function. The monitoring of progress towards convergence will 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 Social 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.

This objective is supported by funding through EaSI-PROGRESS and ESF which will in 2018 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.

General Objective 3: A deeper and fairer EMU		
Specific objective 3.1: Strengthened social dimension of the EMU		
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 ¹⁸	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 2018 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 2018 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.

¹⁸ Measured as the budget execution rate of the programme.

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

In 2018 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
 - continuing to promote the use of the existing Delegated Act approving SCOs upon request by Member States.

There are now fourteen Member States with simplified cost options set out in the delegated act, covering an estimated €7bn of ESF expenditure. Additionally, EU-level SCOs in the field of education are in place for 26 Member States. The Commission is working with at least 4 Member States in relation to the Delegated Act, and expects to adopt EU-level SCOs in the area of training and employment services in 2018.

- **Analysis of the annual implementation reports** (AIRs) which Member States shall submit in 2018. These reports will provide important data on implementation of ESF and YEI on the ground and results achieved. Annual Implementation Reports for FEAD will also be analysed in 2018. 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 2018, a second Synthesis report (based on 2017 AIRs based on performance till 2016), as well as a second thematic report will be delivered with monitoring and evaluation information of ESF and YEI interventions in the Member States.

- **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, data Fitness initiative). It will also pursue its efforts to improve the quality of Member States' evaluations, notably through its evaluation partnership meetings, the help desk peer reviews and development of awareness raising activities and dissemination of guidance materials on counterfactual evaluation.

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 **yearly Annual Summary Report** 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) 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 continue and accelerate in 2018.

In order to assess the options for the post-2020 programming period and ensure that new proposals are evidence-based, EMPL will complete a study on the Impact Assessment of the future EU investment in human capital. It will complement the information already obtained

through studies launched end-2016, the 2007-2013 ex-post evaluations, REGIO studies and the analysis of the 2014-2016 implementation data. Draft final results of this study are expected by April 2018.

Another study was launched in 2017 to provide options for the future ESF monitoring and evaluation systems, including their possible improvement. Its first results are expected in the 1st quarter of 2018. The study will suggest options for the new system under three scenarios: incremental change in the design and delivery of the fund, integration in an ESF+ Fund, and implementation through conditional support.

Finally, a pilot and feasibility study on the sustainability and effectiveness of ESF operations using counterfactual impact evaluations will provide in 2018 further evidence across a number of operations, albeit on a limited scale, along with a broader feasibility study by JRC on impacts of ESF spending.

All these studies will feed the impact assessment for the proposed ESF+ Fund post-2020 which will be consulted with stakeholders. The ESF Presidency conference to be organised in Bulgaria in February 2018 will also be an opportunity to exchange views with stakeholders on the future of our Funds.

This exercise will culminate with the drafting of the regulatory package proposal.

PART 2. Organisational management outputs for 2018

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.

EMPL has been part of the second pilot of the reform in the delivery of HR services, which started in February 2017 and will end in July 2018. Standard HR operations are implemented by an Account Management Centre (AMC) inside DG HR, while the HR Business Correspondent (BC) is responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG.

In 2018, EMPL BC will contribute to the review of all HR processes on the basis of the pilot, to ensure clarity in the division of tasks between the AMC and the BC. Together with the AMC it will reflect on improving of HR services in the new organisational set-up, including the optimum size of the BC team.

For the DG as a whole, the challenge will be to deliver on important and sensitive files (e.g. the Social Pillar and the preparation of the new MFF), as well as on new priorities, such as the setting-up of a European Labour Authority and a European social security number¹⁹, in a context of strained human resources. The setting up of the new **European Labour Authority** in particular could imply significant additional resources, both financial and human, depending on the agreement on the tasks to be assigned to this new body.

Following the 2016 staff survey, DG EMPL has set up a working group 'Re-thinking DG EMPL' with the mandate to look at all aspects considered important by staff. The group came up with recommendations related to Creativity and innovation, Human resources, Capacities and mainstreaming, Internal and external communication and Simplification. These have been assessed by Senior Management Group and a number of actions have been selected for implementation. Among those to name a few are launching Internal CreatEmpl (knowledge exchange platform/mailbox), based on the Connect platform in DG CNECT to gather bottom-up innovative proposals, EMPL summer school to be organised in 2018, establishing an internal network of social media mentors on professional use of social media, etc. The first results should be assessed by the management in one year time.

In line with the HR strategy of the DG, actions in 2018 will focus on the following priority areas:

Organisational efficiency, with continuous efforts to align staff allocation with priorities, including budget for contractual agents. In 2018, this will also include support to the creation of the European Labour Authority.

Talent management and mobility: EMPL will participate in the HR pilot of a career orientation interview after 4 years in the post, which was announced in the context of the Commission's Talent Management strategy. The implementation of the DG's multi-annual Learning and Development Framework will continue, with focus on enhancing knowledge in EMPL related policy areas, improving horizontal skills, integrating newcomers and further developing management and leadership.

Job satisfaction and staff engagement, taking into account the results of the latest staff satisfaction survey and on the basis of the conclusions of the working group 'Re-thinking DG EMPL'. This includes in particular a more personalised approach to mobility, which will be implemented through the career interview mentioned above. Another action will be to examine contracts at the time of renewal to ensure that the level of contract is more in line with the tasks.

Diversity and Inclusion: EMPL will fully implement the Commission's diversity charter on the basis of specific actions, to be announced by DG HR, in the context of the Strategy for diversity and inclusion. Further increasing the female representation in middle management will however not be a priority in 2018 as it has reached 58%, evolving from 27% in 2014²⁰ and exceeding the target of 40%. However DG HR requests DG EMPL to nominate a new female Head of Unit by end 2019.

Main outputs in 2018:		
Output	Indicator	Target
2018 L&D programme	Updated programme of training actions	One L&D programme in 2018 -Q2
HR Strategy	Adopted HR Strategy	One HR Strategy in 2018 - Q1
Staff informed about HR issues, in particular training opportunities	Number of HR newsletters being issued	At least 8 newsletters in 2018 -Q1/Q4
HR pilot for the 4 year career interviews	Percentage of colleagues who have participated in career interviews	100 % of invited colleagues in 2018-Q1/Q4
Internal trainings sessions	Number of training sessions carried out	At least 50 training sessions in 2018-Q1/Q4
Staff engagement	Staff engagement as recorded in the Staff Survey 2018	Increase staff engagement – baseline Staff survey 2016 63%

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.

²⁰ Baseline set in DG EMPL's Strategic Plan 2016-2020.

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.

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.

In 2018 the focus will be 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).

In 2018 EMPL's Audit Directorate will also ensure the follow-up of the 2007-2013 closure process including when necessary on-the-spot audit missions to check the adequacy of the complementary information or audit work provided by the Member States' authorities.

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 2018 Audit Plan for Direct Management, EMPL will carry out 27 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 2018:		
Description	Indicator	Target
Shared management		
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 2018
	Implementation of audit plan	
Protect EU budget	% timely interruption and suspensions of payments notified to MS	> 80%
	% timely implementation of financial corrections (implemented by MS resulting from COM audit work)	100%
Direct management		
Audit activity of the DG	Implementation of audit plan	100% By the end of 2018

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

Key priorities for 2018 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. The Commission has then 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. As at the end of 2017, it is assessed that more or less one third of the pre-closures letters will be sent out. The bulk of the remaining closures will be dealt in 2018. Some problematic cases could be finalised in 2019 only.
- 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 2016 and updated in February 2017.
- Based on the upcoming recommendations of the ongoing IAS audit on cost effectiveness of controls, prepare an action plan to address the suggestions of the IAS.
- 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. Following the agreement on the revision of the Financial Regulation and related revision of basic acts ("omnibus") in 2017, the Commission will pursue their implementation in 2018.
- The implementation of the new internal control framework which was adopted by the Commission in 2017. The set of monitoring criteria and indicators will be put in place as of January 2018.

Main outputs in 2018:		
Output	Indicator	Target
Further implementation of the Simplification plan	Action plan implemented	By end of 2018
Implementation of the new Internal Control System	New framework in place and operational	By end of 2018

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 2018 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 a study carried out in 2017 on Member States' anti-fraud measures in the ESI Funds, will feed into EMPL/Commission services' assessment of risks.

In addition, in 2018 EMPL will further provide support to Member States for the (voluntary) use of the ARACHNE tool.

In 2018 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 practise examples. The use of an IT tool for detection of plagiarism in projects and study reports will also be promoted inside the DG.

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

Main outputs in 2018:		
Description	Indicator	Target
Up-date of the "Joint Anti-Fraud Strategy 2015-2020"	Anti-fraud strategy revised	1st semester of 2018
Analysis of Member States' anti-fraud efforts	Results obtained and incorporated in EMPL own risk assessment for the shared management area	By beginning of 2018
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 st semester of 2018
Roll-out and training of the Arachne tool	Number of roll-outs	> 80% of volunteering programmes by end of 2018

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

Implementation of the multiple framework contracts with reopening of competition to allow for the provision of services related to the implementation of Better Regulation Guidelines will continue in 2018. EMPL will continue to mainstream employment and social considerations by participating in Commission impact assessment, evaluation and stakeholder consultation network groups. Training activities will be repeated in 2018 upon request.

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.

In 2018 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 improving the content and functionalities of My EMPLnet, based on results of 2017 user survey and user testing organised in the follow-up to the Re-thinking DG EMPL initiative (see Part 2.A). We will also continue enhancing the use of joint calendars and collaborative sites of the DG on MyIntraComm collab.

As regards document management, EMPL will gradually implement 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. Furthermore, as DG EMPL has adhered to the

pilot exercise that should bring to a Commission wide visibility all files that do not need to be protected because of legal reasons and to an adequate protection of sensitive documents and files, an internal survey on the visibility of files will be launched with a view to implementing the new Commission's policy on Data, Information and Knowledge management in the course of 2018. In addition, 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 invoice management, MAPAR integration for audit process document management) and continue developing already existing integrations (RDIS2-SFC2014 for Structural Fund Operational programmes document management) in order to automatically register and/or file electronic documents in Ares/Nomcom.

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

Main outputs in 2018:		
Description	Indicator	Target
Improvements to My EMPLnet	To be implemented	Q1- 2018
Participate in the next phases of development of the EU Results web site by contributing with projects from EMPL managed funds (ESF, FEAD, EaSI, EGF)	Timely and adequate response to BUDG requests and at least 40 new projects available	By end 2018

With respect to document management, key actions will include:

Main outputs in 2018:		
Description	Indicator	Target
EMPL staff uses calendars and collaborative sites on MyIntraComm collab	70% of units use joint calendars and collaborative sites	By end 2018
Decision on the extension of other Commission services access to EMPL Nomcom files	Feed-back of EMPL units available through a survey and implementation of Nomcom	Q2 - 2018
Implementation of Hermes Preservation System (HPS) for the transfer of files during the Administrative Retention Period, as well as for other preservation procedures as elimination of documents and files and transfer to the Historical Archives	To be implemented	By end of 2018

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 2018 EMPL's external communication will focus on what the EU concretely does to avoid social fragmentation and social dumping and to build a fairer Europe with well-functioning labour markets and a strengthened social dimension with the aim to regain citizens' trust in the sustainability of the European economic and social model. Following the adoption of the European Pillar of Social Rights EMPL's main message to stakeholders and citizens is that delivering new and more effective rights for citizens continues to be at the heart of the European project.

Efforts will concentrate on the three main policy areas included in the 2018 Commission Work Programme:

Key priority #1 "jobs, growth, investment": EMPL will communicate on the 2018 European Semester and in particular on the integration of the new Social Scoreboard which accompanies the European Pillar of Social Rights. EMPL will also communicate on all aspects of the European Skills Agenda.

Key priority #4 "Internal Market": EMPL will develop targeted communication actions (such as press release, memo, leaflets/factsheets, social media actions, print material, events etc.) on the reform of the Posting of Workers Directive and the launch of the Social Fairness package in spring focussing on the modernisation of the rules for the coordination of social security, on the launch of a new European Labour Authority and a European Social Security Number and the proposal on access to social protection for atypical workers and self-employed. Further communication actions are planned to promote the proposal for the revision of the Written Statement Directive, the proposal on access to social protection for atypical self-employed and on work-life balance.

Key priority #5 "deeper and fairer EMU": Following the Proclamation by the EU institutions of the European Pillar of Social Rights at the Social Summit in Gothenburg on 17 November 2017, EMPL will launch an EU-wide communication campaign to raise awareness among stakeholders and citizens, to explain what the Pillar is about and to re-establish trust in the EU's role as a supporter of a socially fair and inclusive society where nobody is left behind. The key messages will focus on strengthening the social dimension of European integration and bringing forward a Union built on social fairness. Corporate communication, including citizens' dialogues, will be an important tool to reach out to citizens and to inform them about the Pillar and their social rights in Europe.

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 current generation of Funds and programmes co-managed by the Commission contribute. EMPL will cooperate closely with its Commissioner, Cabinet and with DG COMM, and in particular as regards the implementation of the corporate communication campaigns "EU delivers" and "EU empowers". EMPL will also contribute to the launch of the new campaign "EU protects" 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, Erasmus+ / ErasmusPro and the European Solidarity Corps.

Further to the ongoing communication on EURES job network and European Health Insurance Card (freedom of movement) EMPL will reach out to apprentices and employers through the European Vocational Skills Week focusing on the changing nature and role of vocational education and training (VET) in Europe. EMPL will also promote the European Day of Persons with disabilities and the Access City Award, as well as raise awareness on the increased role of social partners in Member States and the social dialogue at EU level.

Main communication actions in 2018:		
Description	Indicator	Target
Campaign on the European Pillar of Social Rights (European pillar of social rights Week)	Number of stakeholders and multipliers reached through events co-organised with EC Reps	1000 stakeholders and multipliers
Production & dissemination of online information material linked to the European Pillar of Social Rights (incl. work life balance, working time directive and written statement directive)	Coverage on social media of launch of specific initiatives	20 general posts, 28 country specific posts in 6 months Average reach per post: 8.000 Total expected reach: 384.000
Social Fairness Package (access to social protection, social security number and European Labour authority) communication	Coverage on social media	Average reach per post: 8.000
Summer campaign on European Health Insurance Card	Website visits	60.000 website visits
European Vocational Skills Week 2018	Events and/ or activities in Member States	1500 events; 900,000 participants

Annual communication spending (based on estimated commitments):^[1]	
Baseline (2017):	Target (2018):
Total estimated budget €7.400.000	Total planned communication budget €6.600.000. This amount includes EMPL's contribution of 2.100.000 € (from ESF Technical Assistance) to Corporate Communication in 2018. In addition to this EMPL will contribute 2.100.000 € (from ESF Technical Assistance) to Corporate Communication in 2018. 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

Since 2014 DG EMPL has developed an internal online tool to program its financial activities under direct and indirect management modes. The tool allows Senior Management to strategically plan and reprogram the DG's financial activities (outputs) in support of policy objectives. It draws data from various IT Tools (related mainly to grant management): COLI, DEFIS, SWIM. Soon also data from ABAC should be automatically integrated into the tool.

In 2018 DG EMPL will aim at expanding the use of the tool: a set of standardised reports will be periodically generated by the online tool and made available to all Units. The first wave of reports will focus on the programming phase of the Strategic planning and reporting cycle.

The reports are generated in "one click" and can be quickly run with no manual intervention and with a structured and consistent approach. Staff from the Operational units will be able to receive updated information on the state of planning and execution of ongoing activities. They will allow for their adequate action both in financial and strategic terms in line with the policy objectives. Management on the other hand will be supported in their decision-making process while increasing transparency.

Further steps to be undertaken in the coming years would include expanding the reports to the re-programming phase and reinforcing the strategic dimension of the tool.

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