



Management Plan 2016

EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION DG

Foreword

2016 promises to be another challenging year for Europe and for the Commission. Although there are signs that the employment and social situation in the EU is slowly improving, the consequences of the crisis will continue to be felt for some time.

Reforms are starting to bear fruit and a number of key indicators clearly reflect this improvement. Unemployment is falling and employment is rising, especially in those countries that were hit hardest by the crisis. The proportion of persons at risk of poverty or social exclusion in the EU has stabilised.

But much work remains to be done. After years of widening divergence, driven by the crisis, the EU needs to return to the path of upwards employment and social convergence as a matter of priority. Social convergence is needed to underpin macro-economic stability and to help lessen the impact of any future economic shocks.

The Commission Work Programme for 2016 foresees a busy and content-rich year for EMPL: a pillar of social rights, a new skills agenda, a fresh start to support working parents and people with care responsibilities, a labour mobility package and proposals for better management of migration, including the successful social integration of migrants. For all this, we also count on the input of the social partners, building on last year's new start for social dialogue to deliver concrete results.

These major policy initiatives will help reinforce economic recovery and increase the social resilience of the single market. The 2016 Management Plan draws together the contribution of DG Employment, Social Affairs and Inclusion to delivery of this ambitious reform agenda.

I am confident that our efforts will make a tangible contribution for the benefit of the millions of Europeans who look to the EU to make sure that a stronger economy goes hand-in-hand with improving people's lives.

Michel Servoz
Director-General

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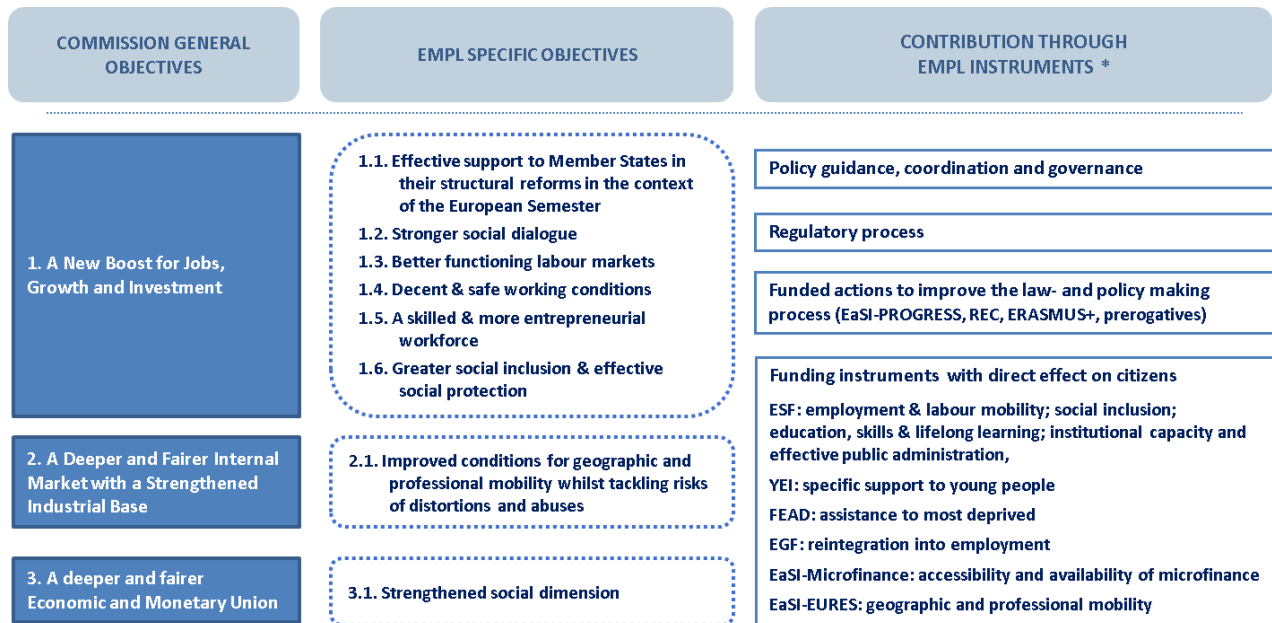
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List of acronyms

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
MPF	Multiannual Financial Framework
MLP	Mutual Learning Program
MP	Management Plan
MS	Member States
NEET	"Not in Education, Employment, or Training".
SCO	Simplified Cost Options
SPC	Social Protection Committee
SPPM	Social Protection Performance Monitor
SWD	Staff Working Documents
TMS	Targeted Mobility Scheme
YEI	Youth Employment Initiative
YfEj	Your First EURES Job
YG	Youth Guarantee

EMPL drafted a multi-annual document called "Strategic Plan 2016-2020"¹ where it identifies the Commission general objectives to which it aims to contribute, namely: (1) A New Boost for Jobs, Growth and Investment; (2) A Deeper and Fairer Internal Market with a Strengthened Industrial Base; and (3) A Deeper and Fairer Economic and Monetary Union. Through its activities, EMPL also contributes to the migration policy agenda, to the area on justice and fundamental right and to the EU as a stronger global actor.

The Strategic Plan also defines EMPL's specific objectives in support of the delivery on the Commission's general objectives. Those specific objectives are presented below with the DG's instruments contributing to their fulfilment:



* A list of acronyms is presented on page 4

This Management Plan specifies the most important outputs of EMPL for 2016 in pursuit of those objectives.

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

PART 1. Overview of main outputs for 2016

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 2016, EMPL will significantly contribute to the annual **European Semester** process through the following **annual actions**:

- Support of the multilateral surveillance, country peer-reviews and mutual learning programmes, developing further the Joint Assessment Framework and the Employment & Social Policy Performance Monitor (SPPM/EPM);
- Contribution 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);
- Providing analysis in the annual Employment and Social Development Review (ESDE);
- Examination of draft National Reform Programmes (NRPs) submitted by national governments;
- Issuance of (draft) Country Specific Recommendations (CSRs) and Country Reports (CR) on the basis of priorities set in policy instruments and evidence gathered through detailed analysis.

This process is supported by actions financed by **EaSI-PROGRESS** which will focus in 2016 on providing high level and policy related analysis (i.e. Employment and Social Development Report, Labour Force Survey) and contributing to the European Employment Strategy (the Mutual Learning support services). It is also supported by the **ESF** that operates under shared management mode.

Following the economic governance package adopted in November 2015, an improved integration of the euro area and national dimensions will be pursued together with a stronger focus on employment and social performance, promoting upward convergence by benchmarking and pursuing best practices, and support to reforms from the European Social Fund.

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Contribution EU Semester 2016	Adoption CSRs	2016-Q2
ESDE	COM adoption	2016-Q3
Preparation EU Semester 2017	Contribution	2016-Q3
Main expenditure outputs (Related to spending programme EaSI-PROGRESS, Erasmus+ & ESF)		
Description	Indicator	Target
Actions developing and disseminating comparative analytical knowledge, providing evidence on Union's policies and improving information sharing, mutual learning and dialogue	Level of implementation of EaSI and Erasmus+ Financing Decisions ²	100%
Managing the ESF towards delivery of policy results		

² Measured as the budget execution rate of the programme.

Specific objective 1.2. Stronger social dialogue

In 2016, EMPL will further ensure that the '**new start for social dialogue**' process delivers concrete outcomes, one year after its launch. The aim is to adopt a joint product between social partners, Commission and possibly Member States with commitments on implementing actions related to the 'new start for social dialogue', in particular to enhance the involvement of social partners in economic governance and in the design and implementation of policies and reforms. It should also further structure and deepen the way social partners are involved in policy and law-making at EU level and explore further possibilities to strengthen the capacities of social partners at national level.

EMPL will continue to 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 the calls for proposals (see below). The **Tripartite Social Summit** will be organised twice and EMPL will endeavour to further enhance the impact of this high level forum.

EMPL will further 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). Analytical work will continue to prepare the next chapter on social dialogue to be included in the publication Employment and Social Developments in Europe (ESDE).

Contacts with Eurofound will be intensified with the aim to increase the contribution of this tripartite agency to the Commission's priorities. A proposal for a revised founding regulation will be presented in 2016.

Social dialogue is supported by **prerogatives** (by virtue of the powers conferred by the Treaty) 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.

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Council Directive implementing the EU Agreement conc. the implementation of the Work in Fishing Convention, 2007 ILO (2009/EMPL/017)	COM adoption	2016-Q1
Stocktaking of progress 'new start for social dialogue'	Discussion at Tripartite Social Summit	2016-Q1
Revision of Regulation (EEC) No. 1365/75 of the Council of 26 May 1975 on the creation of Eurofound (2015/EMPL/013)	COM adoption	2016-Q4
Main expenditure outputs (Related to prerogatives)		
Description	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 ³	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		

³ Measured as the budget execution rate of the programme.

Specific objective 1.3. Better functioning labour markets

In 2016, EMPL will continue to contribute to the better functioning of labour markets with the aim of making them more **dynamic, inclusive and resilient**.

The coordination of employment policies across Member States will continue to be supported through relevant fora and committees, including the Employment Committee.

A deeper monitoring of Member States' implementation of **flexicurity policies** on their labour markets will be encouraged, aimed as well at identifying progress in combating labour market segmentation between labour market "insiders and outsiders".

Targeted support to benchmarking across Member States will be organised to promote the development of **Active Labour Market Policies** and support the capacities and performance of **Public Employment Services**.

Implementation of the **Youth Guarantee** will be continued and a progress report will be issued in 2016 to take stock of the main achievements and challenges, as well as demonstrate the first results of the YEI.

Following the adoption of the recommendation⁴ addressing persisting **long-term unemployment**, the Commission will support EMCO in setting up a monitoring framework to assess progress in Member States in meeting the requirements of the Recommendation and improving outcomes for the long-term unemployed.

This objective is financially supported by **EaSI-PROGRESS** which will focus in 2016 on Public Employment Services (PES), actions to support the labour market integration of long-term unemployed and monitoring, analytical and awareness-raising activities in the area of youth employment.

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.

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Report on the Youth Guarantee and the YEI (2016/EMPL/003)	Timely delivery	2016-Q3
Main expenditure outputs (Related to spending programme EaSI, ESF)		
Description	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 ⁵	100%
Managing the ESF and the YEI towards effective delivery of policy objectives		
Evaluation: ESF 2007-2013 Ex-post evaluation: Access to employment ESF 2007-2013 Ex Post Evaluation Synthesis		

⁴ Council Recommendation on the integration of the long-term unemployed into the labour market

⁵ Measured as the budget execution rate of the programme.

Specific objective 1.4. Decent and safe working conditions for all

In 2016, EMPL will make proposals to amend the Carcinogens Directive 2004/37/EC to add binding occupational exposure limit values for a number of substances. This initiative is 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.

As a follow-up to 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, EMPL will:

- (1) propose a revision of the Framework Directive 89/391/EEC intended to improve the coherence, consistency, and relevance of the OSH acquis to ensure that the legal protection for workers' health and safety remain up-to-date, robust, comprehensive, and can be effectively implemented by Member States and complied with by employers of all sizes.
- (2) draft a Staff Working Document which will report on the outcome of the **ex-post evaluation of the EU OSH framework** and lay the basis for priorities to be established for the new architecture of the future legislative framework for health and safety (H&S) at work as well as the relevant legislative proposals.

Other actions to be completed in 2016 are **key evaluations** on the Written Statement Directive; the European Works Councils Recast Directive and the Fixed term Work and Part Time Work Directives.

In 2016, EMPL will also deliver on the initiative towards an EU **Pillar of Social Rights**⁶ which is intended to address gaps in existing legislation and identify common principles and reference benchmarks with a view to a greater convergence of employment and social performance over time.

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).

This objective is financially supported by **EaSI-PROGRESS** which will focus in 2016 on:

- Actions supporting the **implementation of EU legislation**:
 - a) in Health and Safety (i.e. Presidency Conferences on Occupational H&S and on promoting decent work, Committee of Senior Labour Inspectors, scientific support to the Scientific Committee on Occupational Exposure Limits (SCOEL secretariat);
 - b) in labour law (i.e. European centre of expertise in the field of labour law, employment and labour market policies (to be created in 2016), meetings of the Directors General for Industrial Relations, meetings of experts groups in the field of labour law).
- The development of **Impact Assessment studies** (e.g. in view of a Commission decision on the implementation via a Directive of a possible Social Partners' agreement implementing the ILO amendments to the Maritime Labour Convention; in relation to a possible consolidation of 3 Directives on Information and Consultation);
- 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,

⁶ In line with the CWP 2016, the pillar of social rights will be reported upon under the general objective of "A deeper and fairer Economic and monetary Union" although the scope of this initiative is in practice transversal across the DG.

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 which in 2016 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.

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Legislative initiative to amend Directive 2004/37/EC on the protection of workers from the risks related to carcinogens (2016/EMPL/002)	COM adoption	2016-Q2
Directive establishing a 4t list of indicative occupational exposure limit values (IOELVs) for hazardous chemical agents (2016/EMPL/009)	COM adoption	2016-Q2
Legislative initiative to amend Directive 89/391/EEC – measures to encourage improvements to the safety and health of workers (2016/EMPL/004)	COM adoption	2016-Q4
Report on the implementation by Member States of the Working Time Directive (2015/EMPL/018)	COM adoption	2016-Q4
Main expenditure outputs (Related to spending programme EaSI PROGRESS, ESF)		
Description	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 Financing Decision ⁷	100%
Evaluation: Ex-post evaluation of the EU Health and Safety Legislation Framework Directive 89/391/EEC and all associated Directives (24 evaluations) Written Statement Directive 91/533/EC European Works Councils Recast Directive 2009/38 Fixed Term Work and Part Time Work Directives		

Specific objective 1.5. A skilled and more entrepreneurial workforce

In 2016, EMPL will present a new **skills agenda** for Europe. This agenda will promote life-long investment in people, from vocational training and higher education through to digital and high-tech expertise and the life skills needed for citizens' active engagement in changing workplaces and societies.

The main political objectives identified concern three areas: i) Higher and more relevant skills for citizens and business; ii) Better visibility and use of available skills; and iii) Better understanding of skills needs and trends in the labour market.

The Agenda will notably include a Communication on Skills, a revision of the European Qualifications Framework Recommendation, a revision of the Europass decision and a proposal for a Council Recommendation on Skills Pathways, as well as a Staff Working Document on Skills trends and evidence.

Close cooperation with Cedefop will be ensured in relation to the monitoring, assessment and evaluation of specific initiatives put forward in the Skills Agenda. Equally, developing skills and

⁷ Measured as the budget execution rate of the programme.

VET in enlargement and neighbourhood countries will be a focus of EMPL's work in close cooperation with the European Training Foundation. Developing skills in these countries will play an important role in view of migration.

This objective is supported as follows by EMPL funding instruments in 2016:

- The **Erasmus+ Program** supporting Vocational Education & Training and Adult Education policy and the Sector Skills Alliance and **EaSI-PROGRESS** which will focus in 2016 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;
- 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.

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Skills agenda (CWP 2016):		
Initiative on skills – Communication (2016/EMPL/005)	COM adoption	2016 - Q2
Revision of the European Qualifications Framework EQF - Recommendation (2016/EMPL/008)	COM adoption	2016 - Q2
Revision of Decision on a single Community framework for the transparency of qualifications and competences (Europass) (2016/EMPL/006)	COM adoption	2016 - Q2
Council Recommendation on pathways for upskilling (2016/EMPL/007)	Council adoption	2016 - Q2
Main expenditure outputs (related to spending programmes Erasmus+, EaSI PROGRESS, ES)F		
Description	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 ⁸	100%
Managing the ESF towards delivery of policy results		
Evaluation:		
ESF 2007-2013 Ex Post Evaluation: "Investing in human capital"		
Midterm evaluation of the European Training Foundation		

Specific objective 1.6. Greater social inclusion and effective social protection

As previously stated in the objective on safe and decent working conditions, in 2016 EMPL will develop a **Pillar of Social Rights** built around a legislative proposal and benchmarks. This initiative is also intended to support this specific objective of "Greater social inclusion and effective social protection" by promoting social fairness and upwards convergence in employment and social policies.

⁸ Measured as the budget execution rate of the programme.

EMPL will promote the co-ordination between Member States on the three strands of the Social Open Method of Coordination (social protection and inclusion, health and long term care and pensions) through the Social Protection Committee.

EMPL will also support **social innovation** through its funding activities. These outputs will support this objective by pursuing the modernisation of social protection systems and inclusive labour markets in the EU.

Moreover, EMPL together with JUST will prepare a new initiative aiming at modernising the current EU legal and policy framework applying to working parents and carers so as to promote **work-life balance and female 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.

The adoption of the **European Accessibility Act** by the Commission in December 2015 will be followed up by EMPL in the negotiations in the Council and Parliament. EMPL will also review the **disability strategy 2010-2020** to ensure the effective implementation of the United Nations Convention on the rights of persons with disabilities across the EU. The Commission will have to respond to the 3 key recommendations by the Committee on the Rights of Persons with Disabilities by the end of 2016. These actions will support this objective by promoting social inclusion of and equal rights for people with disabilities.

Following the adoption of the **Pension Adequacy Report** in October 2015, EMPL will continue to implement its key recommendations, in particular through preparing reports providing guidance on policies that would help the Member States delivering on two key policy priorities of future pension adequacy: **longer working lives and complementary retirement savings**.

In the framework of a renewed dialogue with the civil society, EMPL will establish a new format for its annual Convention with NGOs and stakeholders. It will also actively participate in Commission's activities related to refugees and migrants, continue investing in capacity building for Roma via ROMACT2 and pursue its current actions related to poverty, children and homelessness.

This specific objective is supported by the following funding instruments which will focus in 2016 on:

- **EaSI-PROGRESS:** evidence-based analytical activities (e.g. Social situation monitor on the developments in income distribution, poverty, social exclusion and health issues, grants on gathering evidence on long-term care (LTC) workforce; development of the SHARE survey on the situation of 50+ population); social investment (e.g. European Platform for Investing in Children; Platform for Inclusive Growth in Europe); building capacity (social innovation, integration of Roma, national models for projecting social policy needs); action on pensions (e.g. Delivering higher effective retirement ages, implementing a European Pensions Tracking Service) and on long term care (e.g. Adequacy of social protection against LTC risks); information sharing, mutual learning and dialogue (European Social Policy Network);
- **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; 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**.

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Initiative "New start to address the challenges of work-life balance faced by working families" (2015/JUST/012 – CWP2016)	COM adoption	2016-Q4
Commission progress report on the Disability Strategy (2016/EMPL/014)	SWD adopted	2016-Q3
Response to concluding observations from the UN Committee on the Rights of Persons with Disabilities	Report	2016-Q4
Report "Delivering on longer working lives"	Report	2016-Q3
Report "Pension adequacy through complementary retirement savings"	Report	2016-Q4
Reporting progress on European Accessibility Act negotiations	Report	2016-Q4
Annual Meeting for the civil society dialogue	Report	2016-Q2
Main expenditure outputs (Related to spending programme REC, EaSI PROGRESS, ESF, FEAD)		
Description	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 ⁹	100%
Managing the ESF and the FEAD towards effective delivery of policy objectives		
Evaluation: ESF 2007-2013 Ex Post Evaluation: Supporting the integration of disadvantaged groups into the labour market and society		

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

The adoption of **the Labour Mobility Package** is foreseen in 2016. It will include the revision of the social security coordination rules, a targeted review of the posting of workers directive, strengthening of the European job mobility portal (EURES) and the cooperation between employment services.

This initiative is 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 while minimising its unwanted consequences.

This objective is supported as follows by EMPL funding instruments in 2016:

- **Prerogatives** (by virtue of the powers conferred by the Treaty): 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; enhancing the implementation, application and enforcement of the Directive "Posting of workers" (call for proposals) 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.

⁹ Measured as the budget execution rate of the programme.

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

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Mobility Package (CWP):		
Communication on labour mobility (2015/EMPL/003)	COM adoption	2016-Q1
Targeted review of the Posting of Workers Directive 96/71/EC (2015/EMPL/010)	COM adoption	2016-Q1
Revision of Regulations (EC) 883/2004 and 987/2009 (2015 amendment) (2015/EMPL/004)	COM adoption	2016-Q1
Annual Regulation of the Commission amending certain Annexes of Regulations 883/2004 and 987/2009 (2016 amendment) ¹⁰	COM adoption	2016-Q4
Monitoring, development and deployment of EESSI (Electronic Exchange of Social Security Information)	1st production ready release	2016-Q4
Main expenditure outputs (Related to spending programme EaSI-EURES)		
Description	Indicator	Target
Actions developing and disseminating comparative analytical knowledge, providing evidence on Union's policies, improving information sharing, learning and dialogue and supporting mobility.	Level of implementation of prerogatives and EaSI's Financing Decisions ¹¹	100%
Managing the ESF towards effective delivery of policy objectives		
Evaluations:		
Ex-post evaluation of the EURES programme covering the period 2009-2013		
Evaluation of the Your First EURES job mobility scheme		

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

Specific objective 3.1 Strengthened social dimension of the EMU

In 2016 EMPL's overarching focus within this specific objective will be to deliver elements of an EU pillar of social rights for all Europeans. Two key parts of the pillar will be a legislative strand and a policy guidance strand; the latter will focus on establishing employment and social benchmarks in fields such as unemployment benefits and active labour market policies, minimum incomes, child care and skills that will contribute towards upwards convergence and could be used in the European Semester.

This objective is supported by **EaSI-PROGRESS** which will focus in 2016 on actions supporting the development of a pillar of social rights (e.g. assessing possible cost and benefits, and wider economic and social impacts, associated with different options for updating and strengthening the EU legal acquis in the labour law field; assessing the level of coverage of activating and enabling benefits in the EU, development of social policy models for projecting social policy needs, mutual learning for the preparation of social policy reforms in MS, study on the modernisation of social protection systems, support to the European Social Policy Network and to social NGO networks at EU level to contribute to Europe 2020 and SIP implementation, financing of studies on the impact of more convergence of policy parameters in the areas related to benchmarks).

¹⁰ Not in Agenda Planning as this is an annual technical update

¹¹ Measured as the budget execution rate of the programme.

It is also supported by a **pilot project** of the European Parliament managed by EMPL which focuses on European Unemployment benefits and other stabilisation systems (the study is expected to be finalised in the second half of 2016).

Main outputs in 2016:		
Policy-related outputs		
Description	Indicator	Target
Pillar of Social Rights (2016/EMPL/001 - CWP)	COM adoption	2016-Q2
Main expenditure outputs (Related to spending programme EaSI)		
Description	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 ¹²	100%

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. Many indicators that have been linked to them result from 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, policy 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, which will be finalised early 2016, further defines key priorities and actions (and related indicators) which can positively contribute to the delivery of policy results, thus enhancing policy performance. Key priorities for 2016 are briefly explained below.

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

In order to contribute to the achievement of the above objective EMPL will focus its work in 2016 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 contribute to the preparation of the mid-term review of multi-annual financial framework, which could bring additional resources to the YEI.

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

In 2016 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 results expected. It will do so through:

¹² Measured as the budget execution rate of the programme.

- Continued provision of technical and policy guidance on the programmes, including through the monitoring committees and annual review meetings;
- Analysis of the annual implementation reports which Member States shall submit in 2016. These reports will provide important data on implementation of ESF, YEI and FEAD on the ground and results achieved in the first two years of the programming period. EMPL will work on the consolidation of these data with Member States. A methodology to assess the performance of programmes will be developed.
- Follow-up of financial data and expenditure.

To ensure a closer link between the EU and its citizens and a more transparent European Union, EMPL will also draft a summary report on Annual Implementation Reports to the attention of the European Parliament, the Council, the Economic and Social Committee and the Committee of the Regions as well as a report on progress on YEI and Youth Guarantee implementation.

Finally, EMPL, together with the other ESIF DGs, will also work on making implementation data available to all on the ESIF Open Data Platform and EU Budget for results web app managed by DG Budget.

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 be launched in 2016.

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

PART 2. Organisational management outputs for 2016

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.

2016 will be the 4th year of staff cuts. Following the considerable efforts done in 2015, with a reduction of 35 posts¹³, DG EMPL's strong rationalisation efforts will need to be pursued in order to maintain its capacity to deliver on priorities. The December 2015 decision of staff allocation requires DG EMPL to render 14 more posts by 1 June 2016, while this target may be reviewed in the Spring depending on the outcome of the Efficiency review.

The important reorganisation undertaken in 2015 will result in a better alignment of staff and priorities and a more efficient use of decreasing resources. In 2016, staff allocation will continue to be closely scrutinised on the basis of priorities. To this end, further identification of negative priorities will be necessary, together with additional reductions of overheads, building on the strong efforts done in the framework of the 2015 action plan.

¹³ 2015: 17 posts paid in taxes (7 for 1% cut, 7 for 1% redeployment tax, 3 for overhead tax), 9 posts redeployed to HOME/ECHO and SRSS, 9 posts paid in December for 1 January deadline of the 2016 exercise (7 for 1% cut, 2 for overhead tax).

Organising the physical move and regrouping of the staff, currently spread between four buildings in Brussels (in addition to the Luxembourg base), without disrupting the work, will be a challenge for 2016. This should lead however to a major improvement in working conditions with services grouped in two buildings and in line with the new organisational chart. Considering the pressure on office space, a possible externalisation of certain IT services will be examined, using extra-muros instead of intra-muros staff, subject to DIGIT providing the right conditions for such move.

In view of the lack of vacant posts which hampers "natural" staff moves, a revised approach to foster internal mobility policy will be implemented in 2016 based on more transparency of opportunities and swaps or redeployments.

A well-designed training programme will support the above efforts. In the area of talent management, particular attention will be paid to the development of management skills among female officials. In terms of working conditions, a transparent and successful implementation of the new telework provisions will be an important priority.

In the above context, and taking into account the results of the last Commission Staff Survey, efforts to improve EMPL staff engagement and satisfaction will be a top priority. Specific actions in this area will build upon the good practices established in the last two years in the framework of the EMPL Charter.

Main outputs in 2016:		
Description	Indicator	Target (2016)
HR Plan	Updated document	2016-Q1
2016 L&D Programme	Detailed programme	2016-Q1
Define and launch a new approach for the 2016 Mobility exercise	Launch	2016 –Q1
Staff engagement: - Strengthening motivation and ownership of staff - Strengthening knowledge of staff about DG objectives - Improving communication between management and staff	- Teambuilding for new directorates - Regular information sessions and training seminars about key priorities - Regular meetings with senior management for information and discussion about key events and developments	- All - 10 sessions - 4 sessions
Staff well-being	Information sessions for staff on health-related issues	- 4 sessions

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, in 2016 EMPL will implement the specific audit approach foreseen for the beginning of the programme implementation. The Commission will carry out a 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 functioning of the most important key requirements at this early stage of implementation. This will allow to obtain direct assurance before the Commission receives the first substantial audit opinions from audit authorities in Member States (February 2017).

In addition, in 2016, 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 financial instruments.

The audit plan 2016-mid 2017 will be finalised in cooperation with REGIO beginning of 2016.

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 2016 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.

Main outputs in 2016:		
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

A key priority in 2016 will be to prepare the closure of ESF 2007-2013 programming period and ensure the effective management of ESF and FEAD operational programmes 2014-2020 which by end 2015 had all been adopted. EMPL will keep adapting its procedures and guidance on shared management to ensure that proper follow-up, controls and reporting on the programming period 2014-2020 takes place, supporting in particular the "EU Budget focused on results" initiative. This is further defined in the section on "Managing funds towards delivery of policy results".

EMPL will also ensure the effective functioning of the new organisation of services in place since 1st November 2015 and an adequate transition to the new Financial Regulation rules for procurement. Where appropriate, EMPL will revise its internal procedures and guidance, and provide relevant training towards continued compliance with the financial rules.

Responding to the 2015 Efficiency review, the DG will implement a number of simplification measures for its financial and programme management. This will include a more widespread use of simplified financial circuits, a more output-oriented grant management and a more targeted control of final claims.

Finally, EMPL will implement the new guidelines on internal control systems which are being defined by BUDG following the update of the COSO framework.

Main outputs in 2016:		
Description	Indicator	Target
Shared management: elaboration of financial procedures and internal guidance for the geographical desks (to prepare the closure of 2007-2013 OPs and ensure the sound management of 2014-2020 OPs)	Guidance, checklists, trainings, workflow in RDIS	By end 2016
Direct management: simplification of financial management	Define & implement action plan	By end 2016
Adaptation to the new Internal Control System	Implementation corporate guidelines	By end 2016 ¹⁴

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 2016 EMPL will concentrate its efforts on (1) qualitative analyses of Member States' fraud risk assessments and related anti-fraud measures with the aim to identify Member States, regions or programmes which are particularly vulnerable to fraud and/or where national authorities are not taking sufficient action to mitigate risks through reinforced management and control systems; (2) increasing the use by Member States of IT tools (such as ARACHNE) to prevent and detect potential fraud; and (3) updating the anti-fraud strategy for direct management on the basis of a specific fraud risk assessment exercise on the award/management of grants and contracts carried out in 2015.

It will also ensure the dissemination of information on fraud prevention and detection within EMPL and to Member States' authorities through e.g. the provision of guidance, training and best practises as well as efficient and timely follow-up of and reporting on OLAF's final reports.

Main outputs in 2016:		
Description	Indicator	Target
Prevent and detect potential fraud (ESF)	Increased use of ARACHNE by MS	> 20 MS
Update the anti-fraud strategy for direct management	Updated strategy adopted	By end 2016

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

During 2016 some major deliverables regarding the evaluation results of the implementation of legislation and financial programmes will become available: the ex-post evaluation of the 24 Occupational Health and Safety Directives (which will be the basis for the subsequent review of those Directives), of the European Works Council Directive, of the Written Statements Directive, of the ESF 2007-2013, EURES and Your First EURES Job, and the mid-term evaluation of the ETF. EMPL will also launch the mid-term evaluations of the EaSI and the EGF.

A summary report synthesising the findings of the available evaluations of the ESF programmes, including YEI will be presented. Also, the first studies to support possible options for the ESF post 2020 framework will be launched.

The CWP 2016 sets out a substantial number of policy and REFIT initiatives that will require the preparation of Impact Assessments (estimated at 10). This will require the mobilisation of the expertise of all EMPL's Directorates through a number of task forces for key initiatives (skills,

¹⁴ Provided that the revised guidelines are issued by June 2016

social pillar, OSH review) and the appropriate resourcing and involvement of the better regulation function.

Main outputs in 2016:		
Description	Indicator	Target
Gather evaluation evidence from Member States on the current programmes (ESF)	Adoption of summary report and synthesis of evaluation findings (common ESIF) report	By end 2016
Support operational directorates to deliver quality evaluations and impact assessments	Major ongoing evaluations finalised	By end 2016

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 order to promote the sharing of information and knowledge, the DG will focus on its two priorities of the European Semester and the ESIF funds. It will in particular:

Main outputs in 2016:		
Description	Indicator	Target
Explore the possible use of Sharepoint for collaborative work involving staff from analytical units and geographic desks dealing with the European Semester	Implemented	By end 2016
Develop a 'data warehouse' facilitating policy officers' access to and sharing of updated statistical data from various sources.	Implemented	By end 2016
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 2016
Contribute to the further development of the EU Budget focused on results web app by contributing with projects from EMPL funds (ESF, FEAD, EaSI, EGF)	On progress	By end 2016

With respect to document management, key actions will include:

Main outputs in 2016:		
Description	Indicator	Target
Providing access to calendars and shared drives across EMPL for all staff in order to implement the principle of "access to all by default"	Implemented	By end 2016
Progressively replacing the parallel circulation of paper and electronic signataires with an electronic only workflow	Implemented	By end 2016
Decentralising the registration of outgoing and internal documents	Implemented	2016-Q1
Developing a strategy towards the reduction of paper archiving	Implemented	2016-Q2

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.

External communication in EMPL's activity fields should aim at regaining 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" is taken seriously.

Efforts¹⁵ will concentrate this year on the five main policy initiatives included in the 2016 Commission Work Programme for EMPL:

Key priority #1 "jobs, growth, investment": During the 1st half of 2016 EMPL will develop communication activities (such as press package, journalist seminar, leaflets/factsheets, social media actions, citizens dialogue, participation in the European Youth Event 2016 etc.) to promote the adoption of the new Skills Agenda for Europe and reach out to a wider public, in particular young people, educators and businesses. Another focus of EMPL's communication work will be on the work-life balance proposal and the revision of the occupational health and safety framework.

Key priority #4 "deeper and fairer internal market": EMPL will develop communication actions (press release, social media activities, leaflets/factsheets etc.) on the adoption of the revision of the posting of workers directive, the possible adoption of improved social security cooperation between EU countries and the revamped EURES platform for finding a job in another Member State.

Key priority #5 "deeper and fairer EMU": EMPL will develop main communication activities around the adoption of the new European pillar of social rights and focus communication on its contribution to a fairer society and a deeper EMU.

In addition to the above activities and in line with the 'EU budget focused on results' initiative, 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 put emphasis on the impact on peoples' lives of 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 give maximum publicity to success stories on young people who benefited from the Youth Guarantee, with a particular focus on projects funded by the Youth Employment Initiative and the Investment Plan for Europe that help the younger generation back to work in decent jobs. 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. EMPL will enhance valorisation and dissemination of projects results by cooperating closely with the other ESIF DGs and by contributing to and promoting the new Open Data Platform.

¹⁵ Some specific communication actions imply strong cooperation with other DGs such as EAC, REGIO, GROW or CONNECT.

Main communication actions in 2016:		
Description	Indicator	Target
Communication on the Skills Agenda	Positive media impact following journalist seminar	70% positive press coverage of participants in journalist seminar
Debate with Commissioner at the European Youth Event in Strasbourg in May 2016	Number of participants in the debate	250 participants in EYE2016 debate with Commissioner on skills
Communication on the posting of workers directive	Production and promotion of information material	Coverage on social media – 20 general posts, 28 country specific posts. in 6 months
Communication on the European Pillar of social rights	Participation in the public consultation	250 contributions to the consultation

Annual communication spending (based on estimated commitments):^[1]	
Baseline (2015):	Target (2016):
Total estimated budget: EUR 8,300,000	Total estimated budget EUR 6,000,000 covering; - Publications - Web, audiovisual, Euronews - ESF communication - Campaigns, events, journalist seminars In addition to this EMPL will contribute 2,200,000 EUR (from ESF Technical Assistance) to Corporate Communication in 2016. EMPL's communication budget is made up of contributions from the different budget lines managed by EMPL (ESF, EaSI, prerogatives etc.)

F. Initiative to improve economy and efficiency of (non-) financial activities

In order to assess the room for potential improvement of the cost-effectiveness of organisational structures and the internal control systems, as required by Article 66(2) of the Financial Regulation, BUDG performed (as a contribution to DG's individual summer review "fiches" mid-2015) a preliminary analysis of the financial procedures in place in DGs, based notably on 2014 data capturing 3 indicators (number of actors, average number of operation per AOSD and ratio of operational staff over financial staff). As initial results suggested that further simplifications could be done within EMPL, the Directorate-General decided to review its financial management procedures and implement a number of simplification measures, which should result in efficiency gains across the DG.

Those measures, agreed upon on the 1st of February 2016, notably include:

- an increased use of simplified circuits for less risky activities such as certain types of commitments or for payments under a certain threshold. It will result in simplified circuits for up to 60% of payments (against approximately 11% today);
- concrete proposals to simplify call and contractual templates, procedures and workflows for financial transactions;
- replacing the current methodology of controls of final payments for action grants with a risk-based approach which should result in less systematic verifications (currently 100% of final payment requests for action grants are subject to an ex ante control, aiming at verifying 30% of the claimed costs).

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