



Minutes WORKS kick-off meeting Leuven, 15-16 September 2005

Present were:

K.U.LEUVEN, Belgium	Ramioul Monique, Volders Sandra, Huys Rik (HIVA-K.U.Leuven) Vereeken Maria, Vanhorebeek Sofie (K.U.Leuven R&D)
FORBA, Austria	Flecker Jörg, Papouschek Ulrike, Hermann Christoph
WLRI/LONDONMET, UK	Huws Ursula, Roy Kalapi, Butcher Linda
FTU, Belgium	Valenduc Gérard, Vendramin Patricia
KEKMOKOP/UPSPS, Greece	Petraki Georgia
UT, Netherlands	Trommel Willem, Bannink Duco, Hoogenboom Marcel
ISER/UESSEX, UK	Brynin Malcolm
ISB, Hungary	Makó Csaba
ISF, Germany	Meil Pamela, Dunkel Wolfgang, Nohr Rolf
ITAS/FZK, Germany	Krings Bettina-Johanna, Nierling Linda
IET/FFCT-UNL	Moniz António, Woll Tobias
NIWL, Sweden	Gunnarsson Ewa
IRES, Italy	Altieri Giovanna, Naddeo Paola
SINTEF, Norway	Dahl-Jørgensen Carla, Torvatn Hans
ATK, Sweden	Tengblad Per, Docherty Peter
CEE, France	Greenan Nathalie, Duhautois Richard, Danièle Guillemot
IS, Bulgaria	Kirov Vassil

Thursday, 15 September 2005

Welcome

Speaker: Monique Ramioul

Rapporteur: Sandra Volders

Presentation: see http://www.worksproject.be/Gen_assembly.htm / 'WORKS kick off welcome.ppt' + 'WORKS kick off history and context.ppt' + 'WORKS project presentation kick off.ppt'

Monique Ramioul, co-ordinator of the WORKS project and host of the meeting, opens the meeting welcoming everyone to the first official meeting of the WORKS General Assembly.

She explains the context and history of the WORKS project and gives a general presentation of the project. As there is an important time gap to bridge and not all partners have been heavily involved in the contract preparation period, Monique also gives an introduction resuming from proposal to contract, what has changed, what the main objectives are, etc.

HIVA has compiled and distributed a bounded copy with the Description of Work (DoW) and consortium agreement (CA), as well as a map with relevant information (e.g. subgroup composition, project structure, Gantt diagram, address list, email addresses per pillar, budget breakdown/partner, ...).

The bounded copy is our 'bible' of the project/main guide for the project and is an essential part of the contract (= binding). It includes clarification of budgets, the structure of the project, work package sheets, ...

Monique points out that the original project proposal, the DoW and CA are all the result of collective efforts and therefore part of the IPR of the consortium. Partners are requested to keep these documents confidential and not to distribute it amongst others outside the consortium.

Presentation of the consortium

Speakers: Representatives of each partner

Presentation: see http://www.worksproject.be/Gen_assembly.htm

Each partner gives a short presentation of his/her institute and role in the WORKS project. The partners also focus on WORKS-related themes and research.

Kick off of the project pillar 'Theories and concepts'

Chair: Ursula Huws

Rapporteur: Kalapi Roy

Presentation: see http://www.worksproject.be/Gen_assembly.htm / 'WORKS theoretical pillar.ppt'

Ursula Huws (WLRI) chaired the WORKS Kick off session on the theoretical pillar. Giovanna Altieri (IRES) was the discussant.

The WORKS theoretical pillar consists of two stages: WP3, which is currently underway, and WP12, which is slated for WORKS year 3. WP12 is titled 'Innovating the knowledge on changes in work in the knowledge based society' and it will consist of 11 thematic reports integrating the results of WORKS quantitative and qualitative research. WP12 will meet goal 7 of WORKS. WP3 is titled 'State-of-the-art on concepts, theories and research in work' and it is a literature review. The lead on WP3 and WP12 is Ursula Huws of WLRI and the second is Giovanna Altieri of IRES.

The session focused on WP3. The next major WP3 deadline is on 15 December 2005, when the first draft of the state-of-the-art reports is due. Each state-of-the-art report is to address a specific question¹ and formulate two hypotheses for the quantitative and qualitative research of WORKS. The research question to be addressed in each state-of-the-art report is to bring focus to the report. In essence, conceptual clarity is more important than comprehensiveness in this exercise. Towards producing the state-of-the-art first draft, a page long summary/table of content of key thematic issues is due on 3 October 2005.

Also on 3 October 2005, a list of key concepts with definitions is due. The key concepts are ones relevant to WP3 partners' state-of-the-art reports. The key concepts are being collected for the purpose of creating an on line WORKS glossary. In the course of the WORKS project, WORKS partners can revise the glossary entries, based on changes in research findings, discussion between partners, etc. Partners are encouraged to use the glossary for their own work for WORKS.

During the session, the General Assembly agreed to modify the division of labour for the state-of-the-art reports. And in order to better match the different themes of WP3 and WP12, the themes of WP3 were redefined slightly.² The division of labour for WP12 remains unchanged.³

¹ The questions for each report are listed by report theme in the slides presented during the session. The slides can be found on the WORKS website in the secure section under the project pillar 'Theories and concepts'.

² The new division of labour and new state of the art report theme titles are found in the slides presented during the session.

³ The division of labour for the thematic reports of WP12 can be found in the last slide among the slides presented during the theory and concepts pillar session.

Following the deadline of 15 December 2005, when the draft state-of-the-art reports are due, the next deadline is 24 February 2006, when the national comments on and amendments to the draft state-of-the-art reports are due. National comments and amendments are also referred to as 'international checking'. The (proposed) division of labour for international checking is based on language and region.⁴ A decision had been made to privilege thematic responsibilities over language group and regional group responsibilities. As such, language and regional group expertise will be used as a secondary check on the state-of-the-art reports and a national complementing exercise rather than for a primary WP3 activity.

Final versions of the state-of-the-art reports, with the integration of international checking, are due on 15 March 2006 .

Timetable for WORKS WP 3 - Theories and concepts

Monday 3 October 2005	Identification of key thematic issues (a page long paper)
Monday 3 October 2005	Identification and short description of key concepts
Monday 17 October 2005	Glossary entries on website
Thursday 15 December 2005	First draft thematic state-of-the-art reports
Friday 24 February 2006	National comments/ amendments on draft reports
Wednesday 15 March 2006	Final key thematic issue reports
March 2006	First draft synthesis report
April 2006	Final draft synthesis report
May 2006	Final deliverable

Finally, the General Assembly proposed investigating the establishment of a web-based WORKS bibliography, one common for all the partners.

The slide presentation used in this session is on the WORKS website in the secure section under the project pillar 'Theories and concepts'. The WP3 timetable can be found here, too.

Kick off of the project pillar 'Qualitative research'

Chairs: Jörg Flecker and Gérard Valenduc

Rapporteur: Bettina Krings

Presentation: see http://www.worksproject.be/Gen_assembly.htm / 'WORKS qualitative overview.ppt'

Regarding the qualitative research Jörg Flecker (FORBA) presented the main aspects both of the thematic as well as the organisational matters within the WORKS project. After organising a questionnaire with all WORKS partners in summer, Jörg (and Gérard Valenduc, FTU) collected information about the theoretical and organisational experiences of qualitative research, which exist in the consortium. The slides of the presentation are available on the website, therefore the rapporteur only highlights the central points of the presentation and of the discussion.

The qualitative pillar is divided into two topics:

1. organisational case studies (reconstruction of global value chains and consequences for work organisation);
2. occupational groups (work routines, private life, life balances, careers, family context etc.).

Ad (1)

The general objective of the qualitative research is to get a 'snap shoot' of the institutional dynamics of work organisations. The analysis of 'institutions in action' may offer an idea about the re-organisation of work structures and the consequences for the different societal levels. Taking the theoretical

⁴ The division of labour for international checking can be found in the slide presentation from the theory and concepts pillar session.

concept and results from the EMERGENCE project in mind, the reconstruction of global value chain was presented as an adequate focus in structuring the research field as a first step. Therefore the theoretical focus also will concentrate on the concept of *business functions* in different sectors and occupational groups. This term raised a discussion within the consortium, which showed, that there was an agreement on that concept, but the involved partners had different ideas on it. With the help of some concrete examples the discussion jointly could create a commitment on the term 'business function', but nevertheless the debate showed that there is a need in defining the subject carefully.

One may conclude that the re-composition of the value chain will be considered as a major driving force of changes.

Are there other driving forces? Which importance has 'knowledge' in this process? There were a lot of questions, which have to be decided on by the theoretical framework of the project.

Ad (2)

On a second step the individual level of the re-organisation of work structures is investigated while focusing on occupational groups, where through careful interview techniques, the work structure should be analysed on a more concrete/individual level. Especially with establishing a relationship to other themes like family, work life balance, personal activities etc. the analysis will focus on societal changes and their relation to new models of work.

Next to the case study 'questionnaire' and dataset applied in the EMERGENCE project, good experiences were also reported from the TOSCA project. Jörg suggested using the same procedures also in the WORKS project for the organisation of the company case studies. The occupational case studies (biographies) need a specific approach and method.

Not only the content but also the comparative method was part of the discussion. As most of the partners already have experiences with cross-national research, it was clear that the success of the comparison method necessarily will be based on an elaborated theoretical concept with clear research questions.

The complex and real challenging research design led the discussion to more organisational questions, which were discussed intensively. Although in the formal WORKS schedule the qualitative research is foreseen for the second part in the year 2006, the preparation of the fieldwork will proceed as planned in WP6 from the very beginning. There will be two meetings:

- Workshop of WP6 in February (**22-23 March 2006 in London**) with the involved partners (FORBA, LONDONMET, FTU, IFS, FZK, NIWL, IS). In this workshop the theoretical and conceptual methods will be discussed in order to build up a coherent and more common understanding of the interview process.
- 'Training seminar' (**10-12 May 2006 in Vienna**), which has been postponed from February to May because of two reasons. First the WORKS partner will join in February and second the researchers, who are only contracted for the field research by the WORKS partners, should have the chance to participate in this training. Every person, who will do interviews and interpretations, is invited to participate. There will not be training in how to carry out qualitative oriented interviews and how to evaluate them. The aim of the training is to reach a common understanding of the objectives and research questions of the WORKS project as well as to develop a common approach to analysing the case study material. Probably the training will last two and a half days. There is a specific budget for it, which will cover the accommodations of each partner.

The fieldwork for the case studies will start in June 2006. Of course this means that the whole preparation process (selection of the firms, correspondence, organisation of the field research etc.) has to be finished already by the end of May 2006.

Another very important topic was the longitudinal dimension of the research. However pity it is, the case study revisiting phase originally planned has been taken out of the project design because of the budget reduction. After discussion, there was a general agreement that the longitudinal dimension can be realised in different ways: (1) by including retrospective questions in the case studies (2) by applying for additional funding that allows revisiting after the first visiting of the WORKS case studies (for instance in year 3), (3) by re-analysing information on enterprises that is already available at the institute as a result of previous research. Wherever possible, the planning of the case studies should

allow partners to build on these previous experiences in particular business functions and sectors. Previous results may make it easier to develop a 'process perspective', i.e. information gathered at an earlier point in time. However, it will not be possible to actually use material from previous case studies to substitute for 'longitudinal' research or to reduce the number of interviews due to the particular approach and the specific research questions of WORKS.

The case studies undertaken in the frame of WORKS have to be original case studies, based on the hypotheses and research questions formulated in WORKS. Recycling case study material from previous research can not be regarded as a valid case study but can only serve to complement the insight into an organisation's dynamics.

The reasons for this are the careful selection and distribution of business functions and sectors to be covered by the qualitative research phase and the requirement that the material collected in the case studies has to allow for a thorough international comparative analysis.

In the preparation papers for the meeting Jörg and Gérard asked the individual partners to look for additional funding or resources for including a longitudinal dimension in the qualitative research. Ideas for additional funding (option 2) can be to look for more financial input at national level and in the next European FP.

The above mentioned preparation notes were evaluated by Jörg and Gérard. The results offered an overview about the sectors and occupational groups the partners have experiences in qualitative research. Based on this overview, the following business functions were suggested by the Scientific Board and confirmed by the General Assembly:

1. research and development;
2. manufacturing: assembly, logistics;
3. business service, provision, ARM, IT services;
4. customer service in social and public services.

The same for the occupational groups:

1. creative workers;
2. customer service workers;
3. skilled produced workers, either in manufacturing or in logistics;
4. IT professionals 'sensu strictu';
5. R&D personnel.

Every partner involved in qualitative research had to choose business functions, sectors and occupational groups in order to allow defining the research fields of the project. Jörg will communicate the results of this procedure and propose a selection and distribution of business functions, sectors and occupational groups.

Issues of knowledge sharing

Rapporteur: Sandra Volders

Project website: ways and tools to share knowledge, intranet tools

Chair: Monique Ramioul

In the last two months, HIVA has finalised the project website:

- website address: www.WORKSproject.be;
- user name: works;
- password: TEAMWORKS (capital-sensitive).

Important: please carefully check the TODO list at the end of this report for immediate action.

Content:

- Public part:
 - Homepage: a separate overview 'Recent news and items' of the new announcements/ results/... is provided. Visitors can then immediately see what's new on the website.
 - The four project pillars are the main structure throughout the whole website.
 - Page 'Partners': partners are requested to check their contact details and inform HIVA on possible changes.
 - All WORKS events with external people will be put on the 'Events' page. The conference website will also be plugged in here.
 - Page 'Publications': all official WORKS publications will be made available here. A contact person for each publication will be added. Final reports will also be published as books.
 - 'Links': please inform us about interesting links, events, ...
 - It is agreed that a regular update of the web page is needed in order to attract visitors.
- Secured part/intranet (partners only):
 - Project pillars: partners are invited to send relevant documents (e.g. working documents) for the secured part to Sandra. A quick posting of the documents is assured. An automatic distribution lists per project pillar will be made available. These lists can only be updated by Sandra. Please inform her on possible changes.
 - After a cost-benefit analysis HIVA decided not to include a tool for setting meetings and discussion fora/chat possibilities because of spam risks.
 - 'Calendar': if date not set yet, the event will be announced on the first of the month. Deadlines of deliverables will also be included in the calendar.
 - 'Project management': this page contains FAQs for financial issues, as well as all the documents included in the documentation map.
 - To be developed: dissemination monitoring tool, common bibliography and glossary. It is agreed that we will integrate the glossary on the intranet, see to what extent it will be used and then see if we need to invest in other programmes/software.
 - We welcome photographs from the project.
 - Page 'Dissemination monitoring': this page will include papers, articles, and presentations of the WORKS project written/presented by the partners. A list of the project dissemination activities/an implementation plan is also required in the periodic activity reports. Therefore it is important that partners inform HIVA regularly on their dissemination activities.
- HIVA will investigate tools to upload the documents yourself.

The Global Reference Group (GRG)

Chair: Ursula Huws

Note: see http://www.worksproject.be/Gen_assembly.htm / 'Note global reference group.doc'

Aim of the GRG: A Global Reference Group will be established to provide ongoing peer review of the project's work as well as to provide specific inputs to particular activities such as the state-of-the-art reviews and the project's conferences. This group will include leading researchers from within the European Research Area but also from outside it, to provide a global perspective on the project's work. In addition, it will include representatives from key policy institutions and from civil society.

The note contains a preliminary list of some individuals who have already agreed to be members of the group, together with some further suggestions.

WLRI welcomes your suggestions for additional members of the Global Reference Group, together with the reasons why you think they should be included.

Ursula Huws and Kalapi Roy of WLRI will collate these into a list which will be agreed by the Scientific Board. Please also indicate whether the person suggested is personally known to you and, if so, whether you would prefer to issue the invitation yourself. In putting the group together, we need to balance a number of different criteria (see note). Clear communication on what we expected from the participants is required. We need to offer them something in exchange for their work, for ex. free participation at the conference(s), ...

For further correspondence on this topic, please write to u.huws@londonmet.ac.uk (please also copy this correspondence to k.roy@londonmet.ac.uk and analytica@dial.pipex.com).

First WORKS Conference, September 2006, Greece

Chair: Ursula Huws

The first conference 'Bringing together the knowledge to build on further in a European perspective' will be held in Chania - Crete (Greece) in September 2006, hosted by KEKMOKOP and organised by WLRI and KEKMOKOP. A second General Assembly meeting (2 days) will coincide with the conference in order to minimise travel costs, ...

Concept and topics:

- A two-day conference with plenary, as well as parallel sessions.
- The conference will be built up around the 9 state-of-the-art reports focussed on the 4 project pillars.
- It is decided to invite participants/speakers personally. If we work with a call for papers, the quality would be too speculative and you will have a lot of incoherence between the papers.
- It is important to maximise the learning possibilities, to ask feedback/input from experts for the continuation of our work; we need to use the conference as a learning process .

Target group:

- Not too broad public. Restricted to a maximum of 100 participants.
- Main audience: researchers, stakeholders, policy makers, ...
- A limited number of keynote speakers from other WORKS-related projects and people from outside Europe will be invited.

Conference budget:

- Included in the WLRI budget.
- Allows inviting experts from outside Europe.
- Travel costs for partners are not provided in the conference budget, but are calculated in the budget of each partner.
- If necessary, the partners will be asked for a participation fee. This fee can be covered by the project budget of each partner.

Provisional dates:

- The best dates are: 21-22/9/2006: General Assembly, 23-24/9/2006: free, 25-26/9/2006: conference.
- The following dates are proposed as fall back: 18-19/9/2006: General Assembly, 20/9/2006: free, 21-22/9/2006: conference.
- It's good to have a weekend in order to take advantage of the cheap flights that require staying over a Saturday night.
- We will definitely need a rest day between the two events.
- KEKMOKOP will find out when the conference centre will be free.

In the meantime a pre-booking for the week of 18-22/9/2006 has been effected.

International peer-reviewed journal on 'Work organisation, Labour and Globalisation'

Chair: Ursula Huws

Note: see http://www.worksproject.be/Gen_assembly.htm / 'Note journal – Globalisation and labour.pdf'

One of the aims of making an international peer-reviewed journal on *Work Organisation, Labour and Globalisation*, linked to the project, is to provide a forum for theoretical debate, the sharing of empirical results and dialogue between policymakers and the academic research community.

Negotiations with publishers are still ongoing, but it is not so easy to rouse their interest in publishing a new journal. We came to the conclusion that we do the journal anyway (twice a year), and do everything (distribution, design, ...) ourselves in the first place. Once established and a couple of issues published, we have a stronger negotiation position towards the publishing companies. The journal will

be distributed to bookshops, the WORKS mailing list, ... and will be made available on the web as pdf file.

Friday, 16 September 2005

Kick-off of the project pillar 'Policy, institutions and social dialogue'

Chair: Ursula Huws

Rapporteur: Willem Trommel

Presentation: see http://www.worksproject.be/Gen_assembly.htm / 'WORKS_policypillarkickoff.ppt'

It has been decided that we will have a workshop in Lisbon on November 28-29, 2005.

Our discussions during the kick-off meeting aimed at setting the agenda for this workshop and can be summarised as follows:

1. The work will be organised according to the schedule Pamela proposed. That is, the different teams have a thematic focus (see 'Distribution of themes and summary of sources' - http://www.worksproject.be/documents/policy_distribution_of_themes.ppt on the intranet).
2. The first step in our work is that all of us try to define which dimensions within the particular field of institutional regulation are relevant to the issues WORKS is dealing with. Preferably, these dimensions are elaborated in operational terms: (a) concrete variables and questions for the case-studies and (b) clear indicators for the quantitative part of the project. This work is presented in a paper at the Lisbon workshop.
3. While conceptualising the dimensions within the policy field, the teams are asked to pay special attention to the following issues:
 - How do we expect that (aspects of) policies and institutions affect a) the reorganisation of value chains and b) the reorganisation of work and employment? (As driving forces or rather as burden?)
 - How do we expect that policies/institutions will be 'in action' in this process of change, and thereby affect the reorganisation of value chains and, in the end, quality of life? (what is the 'fit' between the emergence of new social risks and the institutional pattern? Do policies/ institutions enable new solutions, for instance for work-life balance issues, or do they constrain social innovation, or are they relatively irrelevant?)
 - It might be a good idea to formulate some central hypotheses on the issues mentioned above.
4. Most likely, our papers will show many overlaps. This is not a problem, in Lisbon we will decide how to deal with them. It might be a good idea to 'cluster' some of the dimensions in central themes that are especially relevant to the focus of WORKS (e.g. 'flexicurity', work-life balance, EU-level policies on social modernisation and new modes of governance). In this clustering, linkages between institutional domains might be an important topic. We evaluate this in Lisbon.
5. There are a couple of things that we do *not* do. We do not analyse flows, and we do not provide a state-of-the-art (as in the theoretical pillar). Again, the formulation of dimensions, variables and indicators, based on clear assumptions on the role of policies/institutions, is our main focus.
6. Pamela has provided a useful overview of sources (see 'Distribution of themes and summary of sources' - http://www.worksproject.be/documents/policy_distribution_of_themes.ppt on the intranet). It might be a good idea to put them on the website and add new ones when you find them. For those who look for conceptual inspiration, it has been suggested to look at the work of the (French) regulation school (or, as I might add here, the neo-institutional thinking in organisational sociology, as in this school efforts are made to link institutional and organisational processes). Furthermore the possible relevance of the 'variety of capitalism' school has been stressed as an approach which concentrates at the micro level.
7. There is a budget for inviting some additional experts (scientists) to our Lisbon meeting. Some suggestions have already been made (Martin Rhodes, Jelle Visser). Please mail other suggestions to Pamela, who shall take care of the invitations.
8. It has been suggested to add the economic market as a relevant institutional sphere. As indicated in the list of tasks, the Dutch team will provide some input on this topic.
9. It has been stressed that the gender issue is something to look at in all domains. Still, a separate paper on the issue will be produced.
10. We hope we will be able to write papers which will provoke fruitful discussions in Lisbon and help us to take further steps on our road to the framework we need. If you have any questions, please contact Pamela, or Willem.

Kick-off of the project pillar 'Quantitative research'

Chairs: Monique Ramioul and Malcolm Brynin

Rapporteur: Nathalie Greenan

Documents distributed:

- before the meeting: notes from HIVA (K.U.Leuven, Belgium), ISER (UESSEX, UK), CEE (France);
- during the meeting: agenda and list of relevant EU projects and proposal of indicators (HIVA-K.U.Leuven).

Summary of presentations and discussions:

In period 1 (June 2005-May 2006), three institutions only are directly involved in the quantitative pillar, through WP4: HIVA, ISER and CEE. Three main tasks have to be achieved: mapping surveys, identifying indicators and building up more convergence in organisation surveys at the European level. In period 2 (June 2006-May 2007), some secondary analysis of existing data will start, involving more partners: ISB (Hungary), FFCT-UNL (Portugal), IRES (Italy), SINTEF (Norway) and ATK (Sweden).

During the first period, and interacting with other pillars, we will have to define clearly what we are going to do in the secondary analysis. The glossary that will be elaborated and the work of the theoretical pillar will be a guide. Two strategies can be developed in secondary analysis: use data in a descriptive way to measure diversity at a European level or use data to test relations on specific questions like drivers of change or implications of change on employment practices etc. Both approaches could be useful for WORKS. The first one allows framing case studies if we are able to identify the chosen 'business functions' and 'occupations' in European databases. The second one is more ambitious. It could rest either on a sector (occupation) database that we could built up from existing European surveys or on individual (employee or organisation) national surveys comparable across a small number of country. In the latter case, either the same protocol to test a relation could be applied to the data in the different countries or the data could be pooled to constitute a unique international data base (but legislation on data diffusion across countries could make thinks complicated).

The notion of 'change' is quite central but this can be reached through different means: identifying 'trends' (based on the comparison of data with what has already been described in literature), doing cross-sectional analyses (e.g. on mobility), doing longitudinal data (e.g. on working time or contractual flexibility - if available).

Because resources are scarce in the first period, we will limit investigation to European 'comparable' data and focus on survey data rather than administrative data. European 'comparable data' are of two types: surveys carried out at a European level and national surveys seeking convergence with other surveys in other countries. The project is interested in individual/household surveys as well as in organisation surveys (an organisation being an economic unit: a plant, an establishment, a firm). It will also be important to survey reports from international bodies and to map macro trends using available databases at a European Level. In all cases it is going to be difficult to measure change because most available surveys are of a cross sectional type.

The quantitative pillar will also look for synergies with other European project: the EGOPSI, ESWT and MEADOW projects could be connected with the establishment of a European working group on organisation surveys in WORKS, the Dublin Foundation also published a call for tenders for secondary use of the organisation survey on working time in Europe, a project by HIVA and another one by CEE have been selected. The European working group could be established at the occasion of a meeting connected with one of these projects.

HIVA proposes a list of indicators organised in five main categories: with regards to (1) make or buy, (2) new forms of work organisation, (3) flexibility, (4) skill structure and (5) quality of life. These themes play a central role in WORKS proposal. Partners will use this proposal as a basis to map surveys. This mapping will lead to two deliverables: an update of the digital toolkit of questionnaire and survey database (December 2005) and a state-of-the-art review of existing statistical resources (May 2006). A first version of each deliverable will have to be ready before the deadline to get a chance of receiving feedbacks from partners. Rik Huys at HIVA is responsible for the update of the digital toolkit.

Before the end of November 2005, partners will react on the list of indicators. For example, indicators related to the gender and ethnic issues could be added. Each partner will review specific surveys, search for the listed indicator and note for what year they are available and in what format. HIVA will review the European Labour Force survey and the European survey on working time and work-life balance, ISER the European household survey, CEE the European working conditions survey and the innovation survey. Other European surveys like the Continuing Vocational Training Survey could also be relevant.

A first workshop of the quantitative pillar will take place in Leuven on 24-25 February 2006.

For each of the five key themes, the group will identify a 'project' to undertake in the secondary analysis of project year 2: a concrete plan to do secondary analysis on the most feasible data, based on clear research questions and identification of independent and dependent variables. The outcome of the theoretical pillar will be a major guide in the identification of these projects.

Financial management

Chairs: Maria Vereeken and Sofie Vanhorebeek, Leuven R&D

Rapporteurs: Linda Butcher and Sandra Volders

Presentation: see http://www.worksproject.be/Gen_assembly.htm / '20050913 Presentatie LRD – kickoff WORKS.ppt'

Please read this information carefully and include the information in your agenda or management system in order to fulfil these project management requirements.

For your information:

- There are 4 *reporting periods* provided in the WORKS contract. Within 45 days after the end of every reporting period (= each 12 months) the EC expects the following reports (covering the previous 12 months):
 - scientific reporting and others;
 - cost statements: form C + audit certificate (to be delivered by each partner and checked by the auditor);
 - cost budget follow-up table (for management report; see example in presentation): this requires more details of the costs booked on the project.

Timing:

- partners are requested to send an electronic version of form C + cost budget follow-up table to the co-ordinator within 15 days after the end of each reporting period. A paper version of form C (approved by the auditor) and the audit certificate is required within 30 days after the end of each reporting period;
- the co-ordinator collects and consolidate all information and send it to the EC within 45 days of the end of the reporting period;
- the EC assesses the reports within 45 days after reception. If the EC has remarks, 45 days are suspended until necessary clarifications are made;
- EC contribution follows within 45 days after approval of reports. Contribution = the settlement of the first year + 85% pre-financing of next 18 months.

HIVA will produce a time schedule and distribute it amongst the partners.

We would appreciate that everybody sticks to the deadlines, otherwise everybody will pay the damage.

- The first *pre-financing* (= 85% of the EC contribution corresponding P1 and the first 6 months of P2) of the EC is already transferred to the partners. The following pre-financing by the EC will normally be paid within 45 days after approval of the period reports. In practice it takes more than 6-7 months.
- There was discussion on *working contracts* with researchers and scholarship contracts. It was confirmed that scholarship contracts are restricted to Marie Curie fellowships and cannot be used in 6th FP projects.
- The Scientific Board will do the preparatory work of the project plan and budget for the following 18 months (to be delivered in May), based on sub-group meetings. Any major changes are to be discussed at Scientific Board level and partners will be informed.

To be discussed:

- Budget transfers: in theory there is more flexibility for budget transfers in the 6th FP (in the 5th FP budget transfers were limited – possible up to 20%). Each partner manages budget according to necessities of the project, and it is therefore easier to transfer between cost categories. However the Commission needs details on deviations. Partners must explain and clarify the deviations in the 'cost budget follow-up table'. If there are major budget transfers, the (quality of the) work that has been approved and included in the DoW can be affected.

For this reason the consortium needs to think of how to manage transfers; we need to have an anticipated procedure.

It is agreed that in view of the monitoring of the use of budget the co-ordinator needs an overview of the expenditures of the partners. Partners agreed on the following procedures:

- transfers *within* an activity category (personnel, travel within RTD or within Training):
<20%: the co-ordinator needs to be informed;
>20%: the partner and the co-ordinator decide;
- transfers *between* activity categories (RTD, training):
<20%: the partner and the co-ordinator decide + inform project officer;
>20%: must be agreed with the co-ordinator, the consortium and the partner + inform the project officer;
- transfers between partners: to be discussed and agreed on in the Scientific Board + inform the project officer;
- transfers between reporting periods: to be discussed and agreed on in the Scientific Board + to clarify and add to the project plan of the following 18 months.

Budget transfers between activity categories and between partners are possible, as long as the work is carried out as foreseen in the DoW and transfers can be justified in a subsequent review or audit. The underspending will then have to be taken into account in the planning of the remainder of the project. No approval is needed by the Commission for such transfers, but the project officer should be informed.

- Audit certificates: the EC recently informed us that it is possible to reduce the number of provided audit certificates. The requirement to submit audit certificates for all partners on an annual basis has been addressed as a key problem for the management of IPs. Within the overall context of simplifying Commission procedures on the implementation of FP6, the EC developed Special Clauses that allow a deviation from the standard provision of the annual submission of audit certificates and can be implemented to the contract and requested via an amendment procedure. The EC suggested applying Special Clause no. 32 to the WORKS project, but also no. 39 should be considered.
 - No. 32 = audit certificates would be required twice in a contract's lifetime: once after the end of the second reporting period and once at the end of the last reporting period.
 - No. 39 = notwithstanding the provisions of Article 7.2 of the contract, contractors requesting a Community financial contribution for one or more reporting periods of less than €150,000, need not submit an audit certificate, until the cumulative request for Community financial contribution is equal to or exceeds €150,000 for the reporting periods for which an audit certificate has not yet been submitted. In all cases an audit certificate shall be submitted at the latest 45 days after the final reporting period. This final audit certificate shall cover all periods for which an audit certificate has not been previously submitted.

Pros and cons of these Special Clauses:

- No. 39 would be an advantage for partners with small budget.
- If Clause 39 were adopted, some partners might only be audited at the end. This is not wise. It is better to choose no. 32 with intermediate checking of costs.
- For most partners, the main costs are budgeted in year 2 and 3.
- Some partners had made plea for Clause 39 because it is less expensive. It was pointed out that an annual auditing was included in the budget.
- It was noted that the security argument is important, i.e. to know if everything is in order after 2 years and how funds are being managed at individual levels. Adopting Clause 32 would still be less expensive than the budgeted costs.
- It was pointed out that Clause 39 could incur three audits for some partners.

It was concluded that more partners were in favour of Clause 32 and the co-ordinator would therefore propose to the Commission that the Contract should be amended to include Clause 32. Any request for an amendment to the contract shall be submitted by the co-ordinator on behalf of the consortium. Amendments to the contract will not be signed by the partners; only by the co-ordinator. The co-ordinator shall ensure that adequate proof of the consortium's agreement to such a request exists (therefore included to this meeting report).

These FAQs are put separately on the secure part of the project's website so that you can consult this information easily if needed (see [http://www.worksproject.be/documents/FAQ WORKS financial issues.doc](http://www.worksproject.be/documents/FAQ_WORKS_financial_issues.doc)).

- *What are eligible costs?*
As categories of eligible costs are not identified in FP6, eligible costs must be determined in accordance with the contractor's usual accounting principles, as long as these accounting principles meet recognised standards and are not created purely for the EC contract. Eligible costs need to be actual, economic and necessary for the implementation of the project, incurred within the duration of the project, determined in accordance with usual accounting principles of organisation, recorded in the accounts of the organisation, and exclusive of any identifiable indirect taxes (e.g. VAT or duties).
- *What are direct costs?*
These costs are directly related to the project, e.g. personnel hired especially for the work, travel to congress, meetings, ...
- *What are indirect costs?*
(= overhead) are indirectly related to the project, e.g. cost for buildings, water, electricity, phone, post, office material, ... Indirect costs are calculated on all direct costs.
- *Are timesheets needed?*
Working time charged to the project should be recorded by any effective tool in accordance with the contractor's normal accounting rules. *Timesheets* can be a possibility, but not necessary if there is another reliable system in place. For those employed fulltime on the project and have an employment contract detailing this, there is no need to record time daily, therefore no timesheets. Those who work part-time on the project need to record their time in an auditable way. Certified timesheets must include the person's identity and its time spent on the project (the project needs to be identified by acronym and contract number as well). If the person is working in different 'activities' (e.g. training, RTD, management) and WPs under the same contract it is necessary to be able to distinguish among the tasks as they relate to each activity/WP. Contractors may use a standard model for timesheets. The Commission does not provide any such model.
- *How many days are in a person-month?*
The number of productive hours a year are calculated according to the normal procedures (taking into account national holidays, illness, training, ...) and be authorised by the auditor. If only daily/hourly rates are supplied as in Sweden, it is acceptable to use average daily/hourly rates when it is the normal procedure of the institute. Average personnel rates are allowed only if the contractor's accounting system uses averages and these averages reflect actual costs.
- *How can we reclaim VAT?*
VAT is not an eligible cost. For reclaiming any VAT you should contact your local tax authorities.
- *Do partners have to use a specific template for the audit certificate?*
The proposed model for an audit certificate which is provided in Annex 7 of the Financial Guidelines (URL: http://europa.eu.int/comm/research/fp6/modelcontract/pdf/fp6-guide-financial-issues-feb05_en.pdf or http://www.worksproject.be/Financial_issues.htm) is not mandatory, but is strongly recommended, as it contains all essential elements that an audit certificate must respect. This template is also included in the documentation map of each partner.
- *Would audit costs be included in the period which is audited?*
No, the following period - apart from the final audit.
- *When can the cost for audit certificates be booked?*
Costs related to audit certificates (like all other eligible costs) need to be charged in the reporting period in which they occur (recorded in the accounts of the contractor). So, even if the certificate certifies costs incurred in Y1, the cost of the certificate itself should be claimed in the financial statement of Y2. The costs for the last audit need to be included in the last project report. There could be requested an exception to the 45 days rule for the last audit period. To be requested at the project officer.
- *Can we allocate persons who don't have a regular employment contract/self-employed people?*
You can't involve self-employed persons, because this is subcontracting. This means it had to be stipulated in the DoW before contract signature and you need to follow the public tendering rules.
- *We decided to ask for a contract amendment for Special Clause no. 32, which means we need less audits than provided in the budget. Can we reallocate the budget provided for audit if it is not spent on audit?*

As soon as we received the contract amendment from the EC, it could be moved to another budget line. Please keep in mind that an audit covering 2 years can be more expensive.

- *Would the audit after year 2, which would cover 2 years, be more expensive?*
This would depend on the auditor but provision had been made for annual audits.
- *Can we buy equipment on the project?*
Yes. Equipment used on the project should be accounted for in accordance with the normal depreciation rules of the contractor. Items have to be depreciated over three years (unless country rules differ: if country rules indicate 5 years, this must be observed); if the cost is 3,000 euros, each year 1,000 euros can be claimed. If an item costing 3,000 is purchased in the final year, then only 1,000 euros can be claimed. It is better to purchase equipment at the beginning of the project.

More documentation and FAQs on financial issues are already available on the project website, http://www.worksproject.be/Financial_issues.htm. Partners are requested to consult these documents and to help themselves as much as possible. Please be a bit autonomous, and contact Sandra Volders if you still need further information on financial issues.

Management and reporting issues

Chairs: Monique Ramioul, Jörg Flecker and Ursula Huws

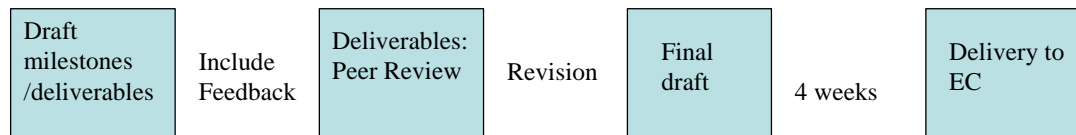
Rapporteurs: Linda Butcher and Sandra Volders

Presentation: see http://www.worksproject.be/Gen_assembly.htm / 'WORKS project decision making kick off.ppt'

The chairs give more information on the content of the consortium agreement. This is an agreement made between participants in the Sixth Framework Programme (FP6). A consortium agreement is required for all projects financed under the Sixth Framework Programme except those exempted from this obligation by the call for proposals to which they have applied. If all goes well it won't be used.

Monique goes more deeply into the decision making structure, aims and tasks of all parties of the project management structure and settlement of disputes.

Jörg enters at length into the quality control procedures:



- In a first step the partners will supply the milestones and deliverables in draft form to the co-ordinator, WP leader and subgroup leader in due time to allow for feedback to be included by the partner.
- As a second step, deliverables will be peer reviewed by a member of the Scientific Board supported by a member of the Global Reference Group. The partner will include the remarks of this peer review. The peer review is only required for deliverables (not for milestones).
- If the work is unsatisfactory, the partner is obliged to redo the work (with no additional budget). The Scientific Board can in such case decide however that the requisite budget is transferred instead to another partner to do the work on his behalf.
- A final draft must be delivered to the co-ordinator 4 weeks in advance of the date by which the deliverables are due for submission to the EC.

This procedure could take three months for important deliverables. These need to be finished 3 months before the delivery date. Deviations can be agreed, e.g. the above applies to reports only. This arrangement only applies for final WP reports.

The length of time for review depends on the deliverable. Working papers to feed workshops do not require peer review. A feasible and realistic timetable needs to be agreed for each WP at the level of the WP and/or subgroup.

We all had experience of working with partners who deliver something terrible the night before it was due to the EC, and we all would want to ensure that this project is of a very high standard, therefore there is a need to anticipate potential problems. The Scientific Board will not be rigid – this is about respecting individuals and their time.

There is also a need to respect the original author, therefore peer reviewers must give time for the author to incorporate feedback.

Finally, Ursula lists the Intellectual Property Rights. This is not a simple issue and therefore given careful consideration.

- The IPR added to the consortium agreement is largely based on the law and the EC requirements.
- In the 5th Framework accompanying measures which were 100% funded, the Commission insisted that all copyright rested with EC, so many people are used to handing over. This has now changed: in principle copyright rests with the author.
- Pre-existing work belongs to the partner that produced it and can only be used by other partners with the permission of the copyright holder.
- All rights of third parties must be declared.
- Work commissioned within the project may be used by all partners during the period of the project. This also applies to databases.
- By signing the consortium agreement, everyone has agreed to the publication of the project results.
- Each partner can publish separately, but if this publication involves work of other partners, they the express agreement of this partner is required.
- In the case that the research results concern not only the partners' own research results but statements that concern the results of the whole project, the express agreement of the SB is to be obtained before publication.
- The rules apply for identifying the project if articles are published. The project must be identifiable; add contract name, number and funding.

By signing the CA, partners agreed to follow the RESPECT code of conduct.

Promotion of the project

Chair: Monique Ramioul

Rapporteur: Sandra Volders

Dissemination: mailings, email groups, ...

Partners are requested to contribute/collaborate to the promotion and dissemination of the project (results):

- HIVA welcomes addresses of persons/institutes for the project mailing list. This mailing list will be used to distribute the Newsletters, project results, information on/invitations for the WORKS events, ...
- Partners are invited to send press releases, introduction leaflets to relevant email groups.

Project press releases and WORKS presentation leaflets

HIVA will provide a project press release and a WORKS presentation leaflet. These leaflets have 2 main purposes: an introduction and promotion of the project. Partners who want to translate it into their own language, can ask HIVA for a general template.

Other suggestions for project promotion:

- It is suggested to provide a 1 page description note (in English) of the project that partners could use when approaching persons for the case study research. The template will be provided by HIVA. Partners are welcome to translate it into their own language.
- A map to include the documentation of the WORKS events (conferences, workshops, ...) pre-printed with a project description and a list of all project partners. HIVA will investigate if this is possible within their project budget and if the use of such folders is worthwhile the investment.

- Posters: are already developed and made available in pdf on the projects' website, see http://www.worksproject.be/Works_pdf/WORKS_project_poster.pdf. Partners are asked to print it their selves.
- Templates for letters, reports, ... will be designed by HIVA and distributed amongst the partners.

Additional project funding

Partners will be stimulated to look for additional (national) funding, e.g. for doing additional case studies, hosting stakeholder group meetings, funding trainings, ... To facilitate partners to do so, everybody will be asked to circulate proposals to each other and to communicate on possible funding, proposals that were submitted, possible funding channels, ...

Some partners already submitted a proposal for additional national funding for case studies or other complementary research. The application of FORBA for additional case studies can be used as model proposal and will be distributed amongst the partners. As WORKS has many topics/subjects, it is however not possible to provide a general model proposal that partners could use to look for new/additional funding.

Some partners are already involved in other WORKS-related projects or proposals for which WORKS partners could be invited as experts, speakers, ...

It would be good idea to use the WORKS network by asking each other in committees, advisory functions, ...; using each other as a sort of reference.

Next steps, agreement on next meetings, AOB and closing

Please book these dates in your agendas. The agreement on the dates as confirmed during the General Assembly implies the obligation for each partner to attend and to be present from the beginning of the meeting to the end. This is necessary to guarantee a full commitment of everyone, to share knowledge and information amongst all involved and to take decisions by common consent.

- Conference + General Assembly: Chania - Greece, 18-22 September 2006.
- Scientific Board:
 - London, 23-24 March 2006.
 - Namur, July: date to be confirmed.
- Workshops:
 - 'Policy and social dialogue': Lisbon, 28-29 November 2005.
 - 'Quantitative research – WP8': Leuven, 23-24 February 2006.
 - 'Qualitative research – WP6': London, 22-23 March 2006.
- WP meeting: conference preparation: June 2006.
- Training 'Qualitative research': Vienna, 10-12 May 2006. For every researcher who will do the case studies or analysis.

Monique ends the meeting thanking all partners for the very constructive meeting and for the contributions of each and everyone to fruitful discussions and a positive outcome.

Action list

Task	To be carried out before	To be carried out by
Project management		
Check your contact details on the project website and inform Sandra on possible changes	04/11/05	All
Check your details / email address on the 'WORKS address list' (http://www.worksproject.be/Works_docs/WORKS_address_list.doc) and 'WORKS email list per pillar' (http://www.worksproject.be/Works_docs/WORKS_Email_list_per%20pillar.doc), and inform Sandra on possible changes	31/10/05	All
Inform Sandra about interesting links, events, ... for the project website	Continuously	All
Send relevant documents (e.g. working documents) for the secured part of the website/project pillars to Sandra	Continuously	All
Make an automatic distribution lists per project pillar and put it on the intranet	04/11/05	HIVA
Send your dissemination activities regularly to HIVA	Continuously	All
Ask for contract amendment of Special Clause no. 32 to the WORKS contract	24/10/05	HIVA
Promotion of the project		
Send contact details of persons/institutes who could be interested in the WORKS project to HIVA in order to extend the projects' mailing list	31/10/05	All
Send press releases, introduction leaflets to relevant email groups	11/11/05	All
Provide a project press release and template	30/11/05	HIVA
Distribute model proposal for additional national funding for case studies amongst the partners	31/10/05	FORBA
Inform each other of possible additional funding (for ex. for additional case studies)	Continuously	All
Global Reference Group		
Send suggestions for additional members of the Global Reference Group to Ursula Huws and Kalapi	04/11/05	All
Research		
Send suggestions for additional experts to the Lisbon meeting to Pamela Meil	04/11/05	WP5 partners
Agree on realistic timetable for each WP at the level of the WP and/or subgroup (taking into account review procedures)	15/11/05	Subgroup leaders