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WORKS

Work organisation and restructuring in the Knowledge Society

Integrated project

Priority 7: 'Citizens and governance in a knowledge-based society'

Draft planning for next 18 months (M25-M42)

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Detailed implementation plan – third 18 months (M25-M42)

Contents

8.1	Introduction - general description and milestones	3
8.1.1	WP1: Project co-ordination and management	3
8.1.2	WP2: Ongoing monitoring and assessment	3
8.1.3	Period 3: Going beyond the project towards a European Research Area and towards a global perspective: June 2007 - May 2008	4
8.1.3.1	Subgroup 'Qualitative pillar' WP10 : The organisational level – case study research	5
8.1.3.2	Subgroup 'Qualitative pillar' WP11 : Impact on the individual and the household	5
8.1.3.3	Subgroup 'Theories and concepts' WP12 : Innovating the knowledge on changes in work in the knowledge-based society – thematic analysis	6
8.1.3.4	Subgroup 'Policy, institutions and social dialogue' WP13 : Policy institutions and social dialogue – conclusions	7
8.1.3.5	Subgroup 'Qualitative research' WP14 : Development of training material	8
8.1.3.6	Subgroup 'Quantitative analysis' WP15 : Organisation and individual surveys – update and conclusions	9
8.1.4	Period 4: Going beyond the project towards a European Research Area and towards a global perspective: integrating knowledge on the changes in work in an international comparative perspective and including the future, policy and dissemination: June 2008-May 2009	11
8.1.4.1	Subgroup 'Global dissemination' WP17 : Comparative qualitative research training initiatives for researchers	11
8.1.4.2	Subgroup 'Global dissemination' WP18 : Developing tools for training in organisational design	12
8.1.4.3	Subgroup 'Global dissemination' WP19 : Global value chain restructuring and the impact on working life and the future of work in the knowledge society	12
8.1.4.4	Subgroup 'Global dissemination' WP20 : Project dissemination	13
8.2	Planning and timetable	14
8.3	Graphical presentation of workpackages	16
8.4	Workpackage list	17
8.5	Deliverables list	18
8.6	Workpackage description (18 months period – June 2007-November 2008)	19

8.1 Introduction - general description and milestones

The first working year of the project focused on implementing the appropriate management infrastructure for the project, on integrating the knowledge on changes in work in Europe and on preparing the conditions for the empirical phases of the international comparative research. The second project period was fully focused on data collection and analysis, both quantitative and qualitative. The third Detailed implementation plan will be mainly devoted to the further thematical analysis of these data and to different reporting activities.

8.1.1 WP1: Project co-ordination and management (co-ordination: K.U.LEUVEN)

Objectives:

- to ensure the efficient financial and administrative management of the project.

The management structures of the project have been implemented in the first working year. Because the infrastructure and the tools for the governance of the project proved to work efficiently in the first two years, no specific changes to the management structure are necessary for the next project period. The administrative and financial procedures of the project do not require corrective actions.

In September 2007 the third meeting of the General Assembly will be organised. This will include a meeting of the Scientific Board, meetings at the level of the subgroups and the kick-off of the training and research activities of the third project phase. A fourth meeting will be organised in October 2008, adjacent to the next international project conference (see below).

The intranet of the project website will continue to be the key information point for knowledge sharing in the consortium and will be updated regularly as the project develops further. This includes the collection of interim reports, methodological notes and guidelines, documents of general interest (scientific documents, policy documents), case study reports, discussion notes, etc.

8.1.2 WP2: Ongoing monitoring and assessment (co-ordination: K.U.LEUVEN)

Objectives:

- to ensure the internal monitoring and assessment of the project development;
- to ensure external assessment of the project development.

The co-ordinator will co-ordinate the monitoring and assessment activities.

The internal monitoring and assessment structure has been implemented in the first year, with the Scientific Board representing the five project subgroups as the core body. The combination of the subgroup leaders as 'bottom up' suppliers of information of the ongoing activities undertaken in the frame of each subgroup, and their role of 'top down' communicators and 'guardians' of the global project aims and goals, provides a major tool to link the specific workpackage objectives to the global project aims and vice versa. Since the first and second project year demonstrated the crucial role of the Scientific Board in monitoring and assessing the scientific progress, enhancing the overall coherence of the project, including stimulating synergies and spill-overs between the different workpackages and pillars, and fine-tuning or revising the project plan according to the circumstances, the Scientific Board will continue to function along the same principles and objectives as it did in the first two working years.

The Scientific Board will meet three times each year, at milestone moments of the project. Two meetings will coincide with the third and fourth meeting of the General Assembly (September 2007 and October 2008). A third meeting will be organised in March 2008 to prepare the next periodic reporting and Detailed implementation plan. A provisional additional meeting is scheduled in December 2007 or January 2008 if needed. Each of the members is entitled to propose a further additional meeting if needed. For the last project year, meetings of the Scientific Board are provisionally scheduled on October 2008, February 2009, May 2009.

With respect to the quality control procedures of the project, the Consortium Agreement includes rules for dealing with unsatisfactory deliverables and how to solve these. In addition, regulations for persistent inadequate performance, as well as for conflict resolution are included in the Consortium Agreement. In the first two projects year it was not found necessary to call on these rules.

The K.U.LEUVEN is as a co-ordinator also responsible for the continuous monitoring of the project developments from the administrative and financial point of view.

At the final project conference, envisaged for October 2008, the Global Reference Group will further play a crucial role in acting as a peer review and external assessment body. Members of the Global Reference Group and other relevant external experts will act as discussants for the work presented by the partners. Specifically the discussions on the WORKS thematic reports (WP12) will be taken into account in finally revising these reports for publication.

8.1.3 Period 3: Going beyond the project towards a European Research Area and towards a global perspective: June 2007 - May 2008

The distribution of work of the third project year is as follows:

Partner	Qualitative WP10 Organisational case studies	Qualitative WP11 Occupational case studies	Theory WP12 Thematic analysis	Policy WP13 Conclusions	Qualitative WP14 Training	Quantitative WP15 Updates and conclusions	Total
1. K.U.LEUVEN			4.5			2	6.5
2. FORBA	2		4.5		3		9.5
3. LONDONMET	+0.94 NIWL WP10		6.5 + 1.83 NIWL WP12		1	1	11.27
4. FTU		1.5 + 1.42 NIWL WP11	4.5		1		8.42
5. UPSPS			3	2 + 1.8 NIWL WP13			6.8
6. UT			4.5	2 + 0.94 NIWL WP5			7.44
7. UESSEX						2	2
8. ISB			4.5			2	6.5
9. ISF MUENCHEN	1		4.5	4	1 + 0.6 NIWL WP14		11.1
10. FZK		1	6		1		8
11. FFCT-UNL			4.5	1		1	6.5
13. IRES			8		1	1	10
14. SINTEF			3			1	4
15. ATK			3	1	3 + 1 (WP8)		8
17. CEE			3			3	6
19. IS			3		1		4
20. NRCWE			3				3
Total	3.94	3.92	71.83	12.74	13.6	13	119.03

Clarification with respect to the reallocation of the NIWL budget:

- the non-used NIWL budget for WP5 (Policy pillar) will be allocated to UT in WP13 (Policy pillar) for a policy paper on welfare regimes and the knowledge society;
- the NIWL budget for WP10 (Qualitative pillar – organisational case studies) will be allocated to LONDONMET for an additional case study in the UK and to UT, FORBA, K.U.LEUVEN, IS, IRES, FFCT-UNL for allowing additional interviews in view of transnational links;
- the NIWL budget for WP11 will be reallocated to FTU for a more elaborated gender analysis and report on gender aspects of restructuring;
- the NIWL budget for WP12 will be allocated to LONDONMET – WP leader – for a thematic report on gender issues;
- the NIWL budget for WP13 will be allocated to UPSPS for a policy paper on equal opportunity policies;

- the NIWL budget for WP14 will be allocated to ISF MUENCHEN for an additional input into the training material on equal opportunity policies.

Clarification with respect to partner 20. NRCWE: this partner is included in the project consortium on a non-funded basis.

8.1.3.1 Subgroup 'Qualitative pillar'

WP10: The organisational level – case study research (co-ordination: FORBA – ISF MUENCHEN)

In reaction to the recommendations made by the project reviewers additional interviews were planned to better cover transnational links in value chains using the opportunities of an international consortium. Some of these interviews could already be done in the second year. Because of access negotiations and tight time schedules the majority of these interviews however can only be carried out between June and August 2007. The findings from these interviews will then be integrated into the case study reports. This work makes it possible to follow the value chain to a different country in six cases (in addition to the links in value chains already covered in the original case studies).

FORBA and ISF MUENCHEN jointly synthesise the empirical findings of the organisational case studies and carry out a comparative analysis. Synthesis and comparative analysis will be in two steps. In a first step, the case study reports will be analysed on a sector-by-sector basis and preliminary findings will be described in draft papers. These papers will be discussed at a FORBA-ISF MUENCHEN meeting on June 25th in Austria. In a second step and on the basis of the discussions, the papers will be revised and general conclusions will be elaborated to form the draft case study report. Revisions of case study reports (to include transnational links) will be integrated. The draft case study report will be sent to all partners involved in WP10 for comments early in September and it will be discussed in detail at the General Assembly in Bulgaria in late September. After that the report will be revised and finalised.

The report will in the main be structured according to business functions and sectors. It will thus contain separate chapters on design, production and logistics in the clothing industry, on production and logistics in the food industry, on R&D and software development in the IT industry, on customer services in public administration and public services and IT service providers for public organisation. These chapters will cover all topics of the organisational case studies and include a comparative analysis. A final chapter will draw conclusions from all 58 case studies regarding the interrelations between restructuring of value chains and work organisation and quality of work.

8.1.3.2 Subgroup 'Qualitative pillar'

WP11: Impact on the individual and the household (co-ordination: FTU – FZK)

Occupational case studies were completed by most of the partners at the very end of the reporting period year 2, in such a way that the feedback loop and quality control by the WP leader is still ongoing in month Month 25 – June 2007. The remaining tasks consist of synthesis of the case studies, comparative analysis and specific reporting on gender issues at the occupational level.

Taking into account the actual contents of the case study reports, the seven categories of occupational case studies described in the Detailed implementation plan M18-M30 were grouped into six monographic chapters: designers in the clothing industry; researchers in IT; software developers (this monograph will integrate the groups 'production workers in software development' and 'IT professionals working for public services', as all the cases are related to the same occupational profile of software developers); production workers in the clothing industry or the food industry; skilled workers in logistics for the food or clothing industry; front-office employees in customer relationships in public services. Monographs include both a synthesis of the case studies and a comparative analysis at each occupational level.

A draft version of the six occupational monographs will be prepared and discussed in the General Assembly in September 2007, and draft conclusions will be discussed. The final report will be delivered at the end of October 2007. Besides the monographs, it will also contain a methodological introductory section and a concluding section focusing on key research questions: relations between restructuring and occupational changes; cross-country comparisons; quality of work and quality of life; gender issues.

Gender aspects, which are of specific relevance in the analysis of occupational changes, are dealt with at two levels of analysis. At the level of occupational monographs, gender issues are one of the eight sections of each monographic chapter. At the level of conclusions, gender is covered as a specific chapter.

8.1.3.3 Subgroup 'Theories and concepts'

WP12: Innovating the knowledge on changes in work in the knowledge-based society – thematic analysis

In the third phase of the research a series of thematic reports will be produced. These will be published as individual booklets and will form what will probably be the most visible and lasting legacy of the work of the project, bringing together the results of our literature reviews, the quantitative research, the organisational and occupational case studies and some of the work of the 'Policy pillar'.

At the General Assembly meeting in Chania in September 2006, the following revised list of titles and division of labour between the partners was agreed:

Division of labour for WP12 – thematic reports

	Lead	Second	Third
WP co-ordination	LONDONMET	IRES	
1. Global value chain restructuring	LONDONMET	K.U.LEUVEN	FORBA
2. Changes in worker organisation and representation at the workplace	ISF	ATK	
3. Strategies to reach flexibility in the organisation	FORBA	UPSPS	
4. Skills and qualification policies and HRM (internal labour markets)	K.U.LEUVEN	UT	
5. New career trajectories and biographies	FTU	IRES	
6. Changing gender and ethnic relations in the workplace	LONDONMET	UPSPS	
7. Working time, gender and work-life balance	IRES/ FZK	FZK/ IRES	
8. Change processes and future perspectives	FFCT-UNL	UT	FZK
9. Changes in work in transitional economies	ISB	IS	
10. Health, safety and the quality of working life	IRES	SINTEF	NRCWE
11. Employers' use of technology and the impact on organisational structure	CEE	ISB	
Extra inputs/checks on general organisational case study analysis	FORBA		
Extra inputs/checks on general occupational case study analysis	FTU		
Extra inputs/checks on policy aspects	ISF		
Extra inputs/checks on quantitative data	K.U.LEUVEN	CEE	

These revisions take account of several factors:

- the division of labour agreed on for the State-of-the-art review (WP3) as well as the research interests and expertise of the partners (the contributions of CEE to this workpackage should be particularly noted in this context);
- the research questions and the nature of the data collected in the 'Qualitative' and 'Quantitative pillars' (for instance, the impossibility of collecting new data on labour markets brought about a refocusing away

from the theme of 'transitional labour markets' towards organisational restructuring and internal labour markets);

- the importance of gender issues (now addressed explicitly in two different reports, numbers 6 and 7, whilst also an implicit cross-cutting theme in others);
- the departure of NIWL from the consortium;
- the inclusion of NRCWE in the consortium (on a non-funded basis).

In preparation for this work, all partners involved in this workpackage will consult with their 'seconds' and, where relevant 'thirds', to produce a short outline of the proposed contents of their report (maximum one page) by the end of July, 2007. These will then be circulated to all other partners so that they can reflect on them in advance of the General Assembly meeting in Sofia in September, 2007. They will also prepare a short presentation on the report for the General Assembly meeting. These presentations will be used as the basis of workshop discussions in which partners will be encouraged to draw on the case studies they have carried out (or the work they have done in the other pillars) to bring attention to any interesting findings of particular relevance to the themes under discussion.

First drafts of the reports will be written between September 2007 and February 2008. They will draw on a variety of sources including the State-of-the-art reports (WP3), the organisational case studies (WP10) and occupational case studies (WP11) as well as the final WP9 deliverable (D9.2) on individual data (including analysis on the CLFS, the EWCS and the ECHP data) and the final report (D8.2) of WP8 (drawing on major European organisational surveys).

In March and April 2008, a thorough scientific check of the draft reports will be carried out by the leaders of the 'Qualitative' and 'Quantitative pillars' to make sure that the results have been interpreted consistently. The reports will then be revised for submission to the Commission at the end of May 2008.

The reports will be launched at the project's final conference, planned for early October 2008, in view of peer review after which they will be edited for final publication later that year or early in 2009.

8.1.3.4 Subgroup 'Policy, institutions and social dialogue'

WP13: Policy institutions and social dialogue – conclusions

It is widely acknowledged that national, regional and local institutional contexts and policies affect outcomes for the regulation of work and the experience of working life. However, these contexts and policies were configured for work forms and systems which are currently undergoing a period of transition. What is more, the emergence of the knowledge-based society and the growing internationalisation of economic activities are reshaping the institutions regulating work and employment such as education and training systems, industrial relations, welfare systems and labour market policy. The main goal of this phase is to explain the impact and relevance of institutional contexts and policies on what we have observed as working conditions in the knowledge-based society in the different national frameworks and business functions. We will address such issues as: What are the possible explanations for deviations between the regimes of regulation in a particular institutional framework and what was found at the level of the case study? What relevance does sector or business function play in this deviation? Does government policy play a role? What are problem areas with regard to outcomes for quality of work life given existing institutional structures or regulatory regimes? What role does institutional context and existing policy regulation play in the motives, processes and consequences of restructuring?

The impact of institutions and policies will be analysed on the one hand with a focus on the contributors and factors that shape regulation of work and quality of work. To achieve a more efficient use of the resources in the 'Policy pillar', key topic areas will be identified from the empirical data in which the relevant dimensions of institutional regulation are specified and the emergence of new patterns of social dialogue and governance will be examined and explained in special reports.

Utilising the case study reports, complemented by the quantitative research and extended case study information gathered from experts and stakeholders' (e.g. education and training institutes, occupational associations, trade unions, works councils, etc.), and the policy task reports from the 'Qualitative pillar', the policy group will analyse and offer recommendations for policy initiatives that are based on workplace level findings in conjunction with developments in the national and EU level regulation landscape.

Potential areas for key topics are:

- role of policy and social governance in the restructuring process;
- retraining and skilling practices in restructuring;
- equal opportunity: policies and practice;
- policy effectiveness under diverse employment and working conditions;
- migration and mobility;
- welfare regimes and potential future scenarios for policy.

We aim to clarify how institutional frameworks impact on the quality of work and the quality of life under conditions of restructuring and what role sectoral, national and European policymaking can play in this regard. In the final reports on this workpackage it will be discussed to what extent regulatory opportunities in the area of work organisation and the quality of work exist or should be promoted.

Synergies with other workpackages will be sought actively where possible, first with the thematic papers written in the frame of WP12, second with the scenario's that will be developed in the frame of WP20 (see below).

8.1.3.5 Subgroup 'Qualitative research'

WP14: Development of training material

It is one of the objectives of the WORKS project to contribute to the further development of the European Research Area by improving knowledge on qualitative case study work in internationally comparative research in particular in the area of research on work and employment. To reach this objective the consortium will disseminate the experiences and findings of the WORKS project by developing specific training initiatives for the scientific community and for practitioners.

The objective of this workpackage is to develop training material which combines academic methodological knowledge with experience-based knowledge gained in international research co-operation. The training material will be developed based on the combination of:

1. up-to-date methods covering all phases of the research (problem-formulation, research design, research sample, research instruments and analysis of case study material);
2. the available methodological knowledge on qualitative case study work in internationally comparative research; and
3. the experiences from case study work within the WORKS project.

In particular by integrating researchers' experience-based knowledge the material will go beyond available textbooks on the issue. This in particular relates to the problems encountered and the experiences made in the case study work and in international comparative analysis.

In this workpackage more explicit synergies will be built with the 'Policy pillar'. First, remaining resources from ATK, who is an expert on industrial relations issues and European Works Councils, will be added in view of building synergies with the work of ATK in WP13 (policy papers). Second, the budget of NIWL for this WP14 is allocated to ISF MUENCHEN, who is the WP leader of WP13 in view of building synergies between the two workpackages and more specifically to provide an additional input into the training material on equal opportunity policies.

8.1.3.6 Subgroup 'Quantitative analysis'

WP15: Organisation and individual surveys – update and conclusions

In view of a more effective use of the project resources and in view of focusing the remaining work of the 'Quantitative pillar' WP15 and WP16 as described in the original Description of Work, are merged into one workpackage, WP15 - Organisation and individual surveys – update and conclusions.

An important aim of the quantitative analysis in this third project phase is indeed to integrate the findings of the secondary analysis of both the organisation surveys and the individual and household surveys, as analysed the previous project phase, in view of the thematic reports of WP12. Active liaison mechanisms will be put in place to provide interaction with the other project pillars and in particular with the subgroup 'Qualitative research' in order to confront the results with the qualitative empirical phases and horizontal thematical analysis. Second, the 'Quantitative pillar' members felt that their experiences with measuring employment effects related to global value chain restructuring - the core theme of the project - on the basis of secondary employment data, as elaborated in D9.2, might contribute to a further innovation of these measurement methods for future research beyond the project. Therefore, an expert workshop will be organised in close collaboration with the leader of the 'Theory pillar'.

Hence, the remaining resources and activities of the 'Quantitative pillar' during the final phases of the project will be confined to five different tasks:

- because not all data were available in time to execute all the plans, some additional analysis on the individual survey data will be done, notably by CEE who will provide an update of the analysis of the European Working Conditions Survey with the 2005 data. These data were only available for May 2007, which was not in time for D9.2;
- the results of the quantitative analysis, in particular of individual survey data (Community Labour Force Survey, European Working Conditions Survey and European Community Household Panel) will be reviewed and complemented when necessary from a regional perspective by partners who represent a region in Europe: Scandinavian countries (SINTEF), Central European countries - New Member States (ISB), Southern European countries (FFCT-UNL, IRES), Western European countries (CEE, K.U.LEUVEN, UESSEX). This will allow additional interpretation of the results;
- in view of maximising the uptake of the results of WP8 and WP9 into the 'Thematic reports' (Theory pillar - WP12 – year 3) the authors of the WP8 and WP9 deliverables will provide these results to the authors of the thematic reports, by presenting them in a comprehensive manner and by reviewing in the WP12 reports these sections that draw upon the quantitative analyses, to check the correct use and interpretation of the data;
- an expert workshop will be organised (K.U.LEUVEN) on methodologies of measuring employment effects related to value chain restructuring - see below;
- the final deliverable of this workpackage will include an assessment of the existing data sources for measuring changes in work at the European level and recommendations to improve this in the future. The project's achievements to contribute to more convergence and innovation of organisation surveys in Europe, identifying the main problems and challenges ahead and possible future steps to take when aiming for more comparative data on organisational change in Europe from organisation surveys will be an important dimension of this assessment. In addition, the outcome of the workshop on measuring employment effects of value chain restructuring will be included.

Workshop on innovative methodologies for measuring the employment effects of value chain restructuring

In the public mind, economic globalisation and the increased pressure on firms to outsource or relocate activities, is often perceived as resulting in job losses in the domestic country. Different attempts have been made to measure the effects of restructuring of value chains on (domestic) employment. The effect on employment of the international relocation of production activities in industry has been studied since the 1980s. Recent research, however, also focuses on the relocation of services, and on the domestic relocation of activities between sectors and firms. While there is consensus about the loss of employment induced by the relocation of production activities in industry to developing countries, there is less consensus about the effect

on domestic employment induced by a relocation of business services. Recent findings seem to point in the direction that globalisation primarily affects the composition rather than the level of employment. In a recent report, for example, OECD concludes that globalisation has disproportionate impacts on certain types of workers, particularly the low-skilled (OECD (2007), *Staying competitive in the global economy. Moving up the value chain*, Paris, p. 8).

The various methods applied to measure the employment effects of global value chain restructuring are still in process of development. Adjustments to and refinings of earlier applied methods are made continuously, often referring to results of other researchers worldwide. In WP9, an innovative method has been developed to measure these employment effects, based on data of the European Labour Force Survey (see report D9.2.1). Notwithstanding the use of different methods, the authors of these studies agree that the measurement of globalisation's impact on employment is extremely difficult. The reasons for this are the difficulties to isolate the effects of globalisation from other forces of change, the difficulty to measure employment between firms and sectors, and the lack of availability of employment data on a more disaggregated level than the sectoral and national level.

The workshop will bring together researchers from different institutes who are developing new methodologies for measuring the employment effects of value chain restructuring. The methodologies and results from different approaches will be presented in order to share ideas on the methods, techniques and data sources. The approach of D9.2.1 will be presented for peer review to the external experts. The aim of the workshop is to allow the participants to discover common ground in their approaches and methodological problems, and to allow them to improve and innovate their statistical methods. Potential participants include representatives from the relevant Directorates General from the EC, Eurostat, the OECD, European Foundation (European Restructuring Monitor), the Economics Division, Parliamentary of Canada), Peterson Institute for International Economics, Washington DC, the World Trade organisation.

In view of creating synergies between the 'Theory pillar' and the 'Quantitative pillar', the leader of the 'Theory pillar' (U. Huws - LONDONMET) will be involved in this task of the final workpackage of the 'Quantitative pillar'. The 'Theory pillar' leader will be involved in this WP15 and receive additional funding for this (transferred from the WP leader) in view of strengthening the theoretical underpinning of this expert workshop (theories and methodological aspects of the global restructuring of value chains).

8.1.4 Period 4: Going beyond the project towards a European Research Area and towards a global perspective: integrating knowledge on the changes in work in an international comparative perspective and including the future, policy and dissemination: June 2008-May 2009

The distribution of work of the fourth project year is as follows:

Partner	Dissemination WP17 Training researchers	Dissemination WP18 Training trade unions	Dissemination WP19 Final conference	Dissemination WP20 Project dissemination	Total
1. K.U.LEUVEN		1	0.5	1.5	3
2. FORBA	3 + 0.82 NIWL WP17	2	0.5	1.5	7.82
3. LONDONMET	1		3	1.5	5.5
4. FTU			0.5	1	1.5
5. UPSPS			0.5	1.5	2
6. UT			0.5		0.5
7. UESSEX			0.5		0.5
8. ISB	1	1	0.5	0.5	3
9. ISF MUENCHEN			0.5	1	1.5
10. FZK	1		0.5	1.5	3
11. FFCT-UNL			3	1.5	4.5
13. IRES	1	1	2.5	1.5	6
14. SINTEF		1	0.5	1.5	3
15. ATK		3	0.5	1.5	5
17. CEE			1	2	3
19. IS	1		0.5	1.5	3
20. NRCWE**			0.5	1.5	
Total	8.82	9	16	21	54.82

* The NIWL budget for WP17 will be reallocated to FORBA for integrating gender awareness methodologies and research design.

** NRCWE is included in the project consortium on a non-funded basis.

8.1.4.1 Subgroup 'Global dissemination'

WP17: Comparative qualitative research training initiatives for researchers

In this stage the knowledge brought together, created and documented in the previous project periods will be systematically transferred to the scientific community, to young researchers from the 'old' and 'new' member states in an open training seminar on research traditions, reflexivity and cultural diversity, research design and instruments, and comparative analysis methods. The training seminar should attract (young) researchers interested in international research co-operation. The participants will not only receive novel training material but also have the opportunity of intensive interaction with experienced researchers from WORKS partner institutes. This is very important because much of the methodological know-how consists of tacit knowledge.

Using the budget originally assigned to NIWL gender experts at FORBA will elaborate a seminar module on gender sensitive research methods on the basis of the state-of-the-art of methodology and the experiences made during the WORKS research. During the seminar hands-on training methods (conducting interviews, interpreting existing interview transcripts, etc.) will be used so that participants can learn to overcome difficulties in making gender aspects visible.

The training will be based on the state-of-the-art in methodology, previous research experiences of the partners, and on the experience of the WORKS consortium in carrying out empirical comparative research in project period 2. The aim of the training activities is to raise awareness for the advantages and limitations of different approaches to case study research and to present procedures and methods of internationally comparative qualitative research. The participation in the training seminar will not be restricted to the project partners but will be open to members of other research institutes and to university teachers. The partners will

use their contacts and various networks including the European and national scientific societies to attract participants to the training seminar. Special emphasis will be on the participation of researchers from the 'new' member states.

8.1.4.2 Subgroup 'Global dissemination'

WP18: Developing tools for training in organisational design

In order to disseminate the results of the project to the broader public, a specific training activity will be organised with the purpose of condensing the most important results into tool(s) for analysing and developing work organisation in the knowledge society and carrying out training based on these tools. The basic idea is that practitioners, in particular trade unions as social partners at the organisational level, need support in business and work organisation development. WORKS will develop knowledge on the most important aspects of this development from an individual/occupational, an organisational/industrial and a societal/regional perspectives. Training will be set up and fully supported for social partners (in particular union and work council representatives) that take an active role in developing processes.

The *contents* of the training will focus on design processes - organisational design, work design, management systems design, the design and use of ICT, design of competence and occupation development, and design of systems for OHS. The design processes will be based on the main issues and themes of the WORKS project:

- networked organisations and other forms of NFWO;
- flexibility - for the organisation and the individual, work/life balance;
- the use and development of knowledge;
- learning, skills and occupational development;
- individualisation and employment security;
- health, safety and quality of work;
- social dialogue, participation and change processes.

The training methods will be built on tools for analysis, design, development and benchmarking as well as case studies integrating gender and ethnic perspectives. The first step in the workpackage will be identifying the core design processes from the case studies and the thematic analysis, together with the needs of the core target groups. The second step will be constructing the tools and the training methods and setting up the training events: two European pilot training programmes and three national pilot programmes.

8.1.4.3 Subgroup 'Global dissemination'

WP19: Global value chain restructuring and the impact on working life and the future of work in the knowledge society

Conference

The objective here is innovating the knowledge on changes in work in the knowledge-based society by developing a global perspective taking full account of the implications for work organisation of global economic restructuring and the recomposition of value chains. This will be done by organising a second international project conference.

The conference will draw together the results of the theoretical, quantitative and qualitative empirical work of the project at both the organisational and individual level, together with comparative information from outside the project.

Like the first conference, this final conference will have a clear global dimension, aiming to present the work of the project in a manner which facilitates the location of restructuring of work in the EU within the context of a global knowledge-based economy.

It is planned for the project's final conference to be held in Rome on October 8-9, 2008. It will fall into two parts. The working title for this conference is '*Global value chain restructuring and the impact on working life*'. This conference will be organised jointly by LONDONMET and IRES.

The first day will include a press conference and a public plenary session highlighting the main results of the project for a policy audience. It is envisaged that this will be of particular relevance to representatives of the European Commission, national and regional government bodies and the social partners.

The second day will involve parallel sessions in which the project's work is presented in greater detail. Members of the Global Reference Group and other relevant external experts will act as discussants.

These events will also act as a preliminary launch for the WORKS thematic reports in their draft form. The results of the discussions on the second day will be taken into account in finally revising these reports for publication.

The conference will be widely publicised, including to other EU research projects in relevant fields, by means of a series of email mailings: a preliminary announcement in July 2007; a first call for registrations in October 2007 (repeated, if necessary, in January, 2008); a draft programme in March 2008, and a final programme in July, 2008). The WORKS website and Newsletter will also be used to promote the conference.

Development of future scenarios

One of the most important dissemination outcomes of the project will be a series of scenarios, designed for use in workshops by policy stakeholders and researchers interested in the future of work in the knowledge-based society. These scenarios will be developed drawing on the comparative analysis of the empirical research of the WORKS project, together with the work of the 'Policy pillar'.

The scenarios will be based on different welfare state models or organisational systems and will develop visions of the different ways that work organisation might evolve into different models of a knowledge-based society. These scenarios will be described in a concise, readable format, designed to encourage users to consider the strengths, weaknesses, opportunities and threats raised by each scenario for different policy stakeholders.

The scenarios will be presented in draft form at the conference, and then, after revision, published on the WORKS website as a lasting legacy.

8.1.4.4 Subgroup 'Global dissemination'

WP20: Project dissemination

As dissemination is a horizontal activity of the project, all partners will be involved. The co-ordinator manages and co-ordinates the project-related dissemination tools in close collaboration with the members of the Scientific Board. All partners receive 1.5 person month to stimulate national dissemination activities during the whole project period, although most of the efforts will be concentrated towards the later stages of the project, in which we enter now. A variety of different means of general dissemination in addition to those specific activities (including training workshops and conferences) which are the subject of separate work-packages are planned. In the frame of the Detailed implementation plan for the next 18 months (M25-M42) the following dissemination activities are planned:

- updating the well-linked project website which will be used for publication of Newsletters, links, announcements, posting of more substantial reports and documents, conference and workshop registration and organisation and other external activities, in addition to acting as a means of exchange of information between partners through a password-protected private space;
- publication of the project reports on the website and in hard copy;
- a fourth and fifth (final) issue of the project Newsletter to be delivered, posted on the website and delivered by email. It will be investigated if the project budget allows to print this Newsletter and distribute it

widely on paper to international and national audiences and on a wide range of conferences and events in which the partners participate;

- participation in EU and national conferences of the different project outcomes;
- publication in international and national journals of the different project outcomes;
- publication of the proceedings of the last conference.

In the last project period, this workpackage will also include three key deliverables in the project that are described in detail under section 6.2:

1. a final dissemination report;
2. a Gender Action Plan report;
3. a report on public participation and awareness.

8.2 Planning and timetable

Below is the detail of the different activities, milestones and deliverables as developed in the third 18 project months: a grey cell indicates a meeting or other project-related event, involving travel.

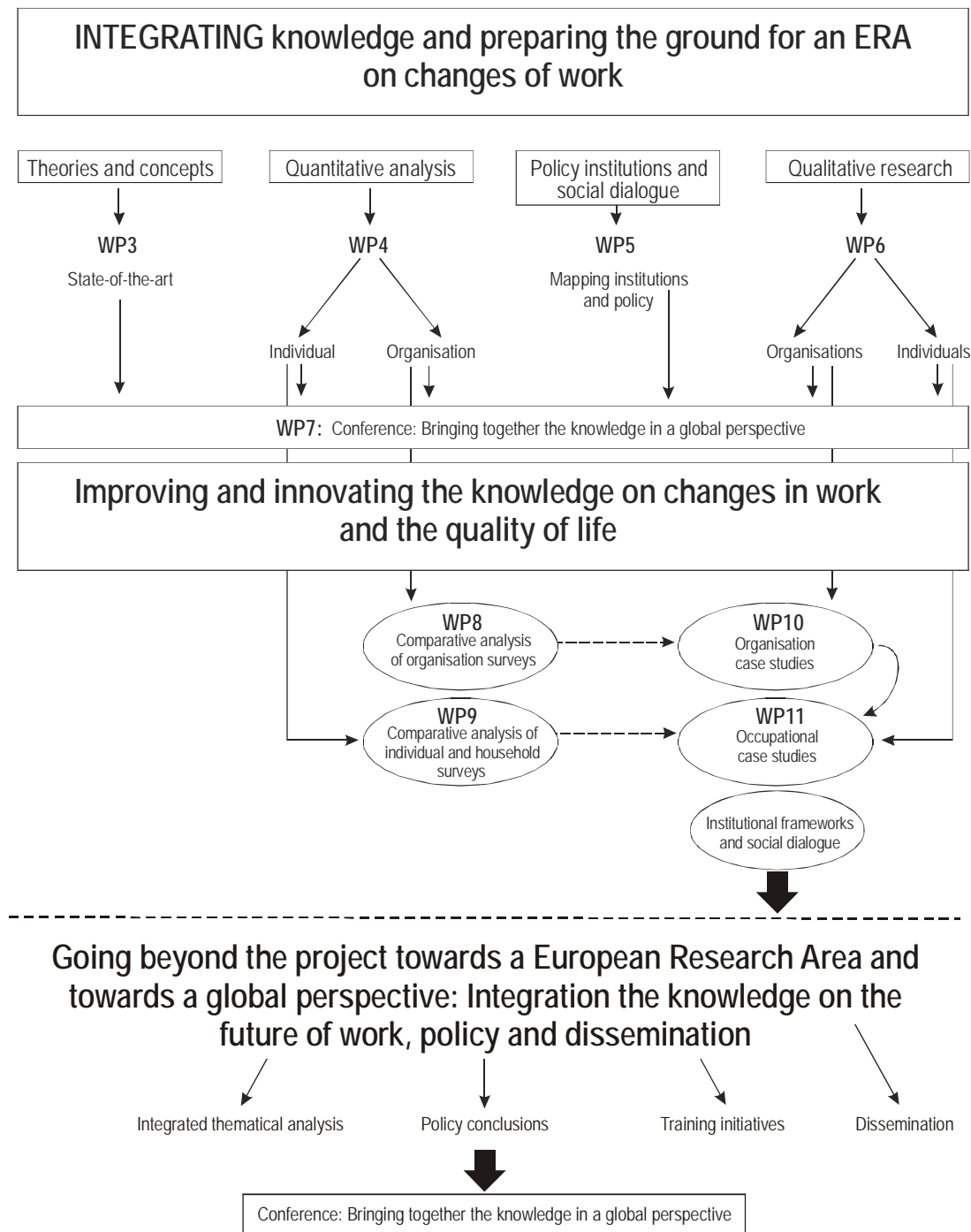
Period 3

Month	2007							2008				
	25 June	26 July	27 Aug.	28 Sept.	29 Oct.	30 Nov.	31 Dec.	32 Jan.	33 Febr.	34 Mar.	35 Apr.	36 May
WP1 Project co-ordination and management												
Preparations General Assembly	M1.1											
General Assembly				D1.1								
WP2 Ongoing monitoring and assessment												
Assessment reports from each subgroup												M2.1
Scientific Board				M2.2				M2.2		M2.2		
Summary of EC management report	D2.1											
WP10 QUALITATIVE: organisations												
Subgroup meeting				M10.1								
Draft case study report			M10.2									
Case study report					D10.1							
WP11 QUALITATIVE: individuals												
Subgroup meeting				M11.1								
Draft case study report			M11.2									
Case study report					D11.1							
WP12 THEORY: thematical analysis												
Report structure and outlines		M12.2										
Subgroup meeting				M12.3								
Initial draft thematical reports									M12.4			
Revised draft reports											M12.5	
Thematical reports												D12.1- D12.11
WP13 POLICY: Policy conclusions												
Subgroup meeting				M13.1								
Analysis and evaluation of case study results									M13.2			
Draft final report												
Policy report												
WP14 QUALITATIVE: Training material												
Subgroup meeting				M14.1								
Compilation report						M14.2						
Draft manual										M14.3		
Manual												D14.1
WP15 QUANTITATIVE: Organisation surveys												
Subgroup meeting				M15.1								
Updated thematic reports							M15.2					
Draft final report										M15.3		
Workshop											D15.1	
Final report												D15.2
WP20 Project dissemination												
Newsletter (digital)										D20.1		

Period 4

Month	2008						
	37 June	38 July	39 Aug.	40 Sept.	41 Oct.	42 Nov.	43 Dec.
WP1 Project co-ordination and management							
Preparations General Assembly	M1.2						
General Assembly					D1.2		
WP2 Ongoing monitoring and assessment							
Assessment reports from each subgroup							
Scientific Board					M2.2		
Summary of EC management report	D2.1						
WP13 POLICY: Policy conclusions							
Draft final report					M13.3		
Policy report							D13.1
WP17 DISSEMINATION training researchers							
Subgroup meeting + workshop outline					M17.1		
Workshop documentation					M17.2		
International training workshop for researchers						D17.1	
WP18 DISSEMINATION training Trade Unions							
Subgroup meeting + workshop outline					M18.1		
Workshop documentation							
International training workshop for trade unions							
WP19 DISSEMINATION Conference							
Preparatory meeting	M19.1						
Final programme and website		M19.2					
Conference					D19.1		
Publication of proceedings on website							
Scenarios revised							
Publication of book							
WP20 Project DISSEMINATION							
Newsletter (on paper)							

8.3 Graphical presentation of workpackages



8.4 Workpackage list

Work-package No	Workpackage title	Lead contractor No	Person-months	Start month	End month	Deliverable No
WP1	Project co-ordination and management	1	9	01/06/05	31/05/09	D1.1-1.2
WP2	Ongoing monitoring and assessment	1	5	01/06/05	31/05/09	D2.1
WP10	Comparative organisation case study research	2	3.94	01/06/06	31/05/08	D10.1
WP11	Impact on the individual and the household – case studies	4	3.92	01/06/06	31/05/08	D11.1
WP12	Innovating the knowledge on changes in work in the knowledge-based society – thematic analysis	3	68.83	01/06/06	31/05/08	D12.1-12.11
WP13	Policy institutions and social dialogue – conclusions	9	12.74	01/06/07	31/12/08	D13.1
WP14	Development of training material	2	13.6	01/06/07	31/05/08	D14.1
WP15+16	Organisation surveys – conclusions	1	13	01/06/07	31/05/08	D15.1-15.2
WP17	Comparative qualitative research training initiatives for researchers	2	8.82*	01/06/08	31/05/09	D17.1
WP18	Developing tools for training in organisational design	15	9*	01/06/08	31/05/09	D18.1
WP19	Final conference 'The future of work in the knowledge society'	3	15.5*	01/06/08	31/05/09	D19.1-19.2
WP20	Project dissemination	1	19.5*	01/06/05	31/05/09	D20.1-20.5
	Total		182.85			

* Resources are included for the whole workpackage duration.

8.5 Deliverables list

Deliverable No	Deliverable name	WP no.	Lead participant	Estimated indicative person-months	Nature	Dissemination level	Delivery date (project month)
D1.1-1.2	General Assembly	1	1	9	O	RE	Sept. 2007, Oct. 2008
D2.1	Summary of management reports to the EC	2	1	5	R	RE	May 2008
D10.1	Case study report on business functions/activities including comparative evaluation	10	2	3.94	R	PU	Oct. 2007
D11.1	Case study reports on individual and work/life issues in occupational groups	11	3	3.92	R	PU	Oct. 2007
D12.1-12.11	Thematic reports	12	3	68.83	R	PU	May 2008
D13.1	Policy report	13	9	12.74	R	PU	December 2008
D14.1	Manual	14	2	13.6	R	PU	May 2008
D15.1	Expert workshop	15	1	1	O	PU	April 2008
D15.2	Final report	15	1	12	R	PU	May 2008
D17.1	International training workshop for researchers	17	2	8.82	O	PU	Nov. 2008
D19.1	Final conference	19	3	13.5	O	PU	Oct. 2008
D20.1	Project Newsletters	20	1	0	O	PU	March 2008
				TOTAL			152.35

* Resources include co-ordination of the project.

8.6 Workpackage description (18 months period – June 2007-November 2008)

Project co-ordination and management

Workpackage number:	1	Start date or starting event:	June 2005
Participant id:	K.U. LEUVEN		
Person-months per participant:	9		

Objectives

- To apply successfully the project's co-ordination, management and governance structure, implemented in the first working year, as described under section 7 of the Description of Work.
- To ensure the efficient financial and administrative management of the project, as described under 6.3 of the Description of Work.

Description of work

Project co-ordination

All aspects of project co-ordination are under the responsibility of K.U.LEUVEN, the project co-ordinator. The co-ordinator applies the implemented management infrastructures, including work procedures and templates, communication channels such as Intranet, as a means of exchange of information between partners through a password-protected private space on the project's Website.

The co-ordinator manages all administrative and financial aspects of the project, including maintenance of audit reports, transparent accountants; the implementation of procedures and forms for reporting to the EU, taking into account administrative rules and regulations related to European research projects; financial and administrative reporting; support of the partners in all this. The co-ordinator applies the developed tools for the yearly monitoring and assessment activities, such as reporting and evaluation formats.

The co-ordinator updates regularly the intranet in view of sharing relevant information amongst the consortium partners.

The co-ordinator organises a third and fourth meeting with the General Assembly.

Deliverables

- D1.1: Third meeting of the General Assembly: September 2007
- D1.2: Fourth and final meeting of the General Assembly: October 2008

Milestones and expected result

- M1.1: Preparations of the third meeting of the General Assembly: June 2007
- M1.2: Preparations of the fourth meeting of the General Assembly: June 2008

Ongoing monitoring and assessment

Workpackage number:	2	Start date or starting event:			June 2005
Participant id:	K.U. LEUVEN	FORBA	LONDON MET	FTU	ISF
Person-months per participant:	1	1	1	1	1

Objectives

- To co-ordinate the ongoing monitoring and assessment activities of the project.
- To ensure that all deliverables are delivered according to schedule and to a high quality standard.
- To organise the Scientific Board meetings three times a year.
- To co-ordinate the overall consortium-level scientific- and knowledge-related issues.
- To monitor continuously the administrative and financial development of the project.

Description of work

Ongoing monitoring and assessment

The project co-ordinator organises meetings with the Scientific Board three times a year. She co-ordinates the reporting on these meetings. The co-ordinator will co-ordinate the ongoing monitoring and assessment activities that are undertaken in co-operation with the Scientific Board as described under section 7 of the Description of Work and in the Consortium Agreement. The co-ordinator manages the overall consortium-level scientific- and knowledge-related issues, such as the co-ordinating and maintenance of the Consortium Agreement and the overview of project-related publications and presentations. The co-ordinator will co-ordinate the assessment activities that are organised in the subgroups. The subgroup leaders will prepare an assessment report after each project period, summarising and assessing the main outcome of the workpackages involved in view of the yearly reporting to the Commission, to the Scientific Board and to the General Assembly.

Deliverables

- D2.1: Summary of management reports to the EC: June 2007, June 2008, June 2009

Milestones and expected result

- M2.1: Yearly assessment reports to the Scientific Board and the General Assembly: May 2008, May 2009
- M2.2: Meetings of the Scientific Board: September 2007, January 2008, March 2008, October 2008, February 2009, May 2009

Third project year

Qualitative research

Comparative organisation case study research

Workpackage number:	10	Start date or starting event:		June 2006
Participant id:	FORBA	LONDON	ISF	
		MET		
Person-months per participant:	2	0.94	1	

Objectives

- Definition of business functions/activities within organisations or networks of organisation as objects of study for the case study research.
- Concluding agreements with companies on co-operation in case study research.
- Preparing and carrying out organisational case studies.
- Analysing:
 - the networked organisation, the global division of work within the value chain, the inter-organisational division of work;
 - drivers of change and shaping factors, e.g. technological innovation, economic factors, liberalisation and rationalisation due to cuts in public spending;
 - (new) forms of work organisation, division of work, and workplace design at the establishment level;
 - co-operation, control, autonomy, time use, learning and working conditions in new forms of work organisation;
 - the impact of organisational changes on internal labour market structure, personal policies (in-, through- and outflow policies, learning and skill policies);
 - the use of organisational temporal and contractual flexibility;
 - social dialogue and participation issues;
 - how, in the cases under investigation, the (national and regional) institutional frameworks shape work organisation and the quality of work.

Description of work

This workpackage is under the lead of FORBA. ISF MUENCHEN and UT (for the policy issues) will act as a second.

- LONDONMET will carry out an additional case study instead of NIWL.
- FORBA, K.U.LEUVEN, UT, IS, IRES, FFCT-UNL will carry out additional interviews to provide transnational links in the organisation case studies.
- The lead partner and second will jointly synthesise the empirical findings of the organisational case studies and carry out a comparative analysis.

Deliverables

- D10.1: Case study report on business functions/activities including comparative evaluation: October 2007

Milestones and expected result

- M10.1: Subgroup level meeting: September 2007
- M10.2: Draft case study report: August 2007

Qualitative research

Impact on the individual and the household – case studies

Workpackage number:	11	Start date or starting event:	June 2006
Participant id:	FTU	FZK	
Person-months per participant:	1.5+1.42	1	

Objectives

- Characterisation of occupational groups as relevant units of analysis for the individual dimension and work/life balance issues of changes in work.
- Preparation and implementation of the methodological tools: in-depth case study methods and comparative criteria and methods.
- Analysis of:
 - occupational trajectories: career construction and choices, transitions into work, mobility;
 - occupational identities: common skills and values, recognition and rewarding patterns, personal investment in the job, formal and informal social relations;
 - quality of work: working conditions, health and safety, stress, time use, job sustainability;
 - learning and skills development, employability;
 - work/life balance: specific arrangements of occupational groups, management of working time and rhythms at the household level, household situation, family formation.
- Gender aspects of occupational changes are also considered: imbalances in professions and careers, gendered work culture, gender bias in work/life arrangements, gendered comparison of individual trajectories.

Description of work

FTU will act as lead partner; FZK will act as second.

Synthesis of the case studies, comparative analysis and specific reporting on gender issues at the occupational level.

Deliverables

- D11.1: Case study reports on individual and work/life issues in occupational groups, including transnational comparative evaluation according to the methodological criteria and tools defined in WP6: October 2007

Milestones and expected results

- M11.1: Subgroup level meeting: September 2007
- M11.2: Draft case study report: consolidation of all team reports, cross-national comparative analysis (draft version of D11.1): August 2007

Theory and concepts

Innovating the knowledge on changes in work in the knowledge-based society – thematic analysis

Workpackage number:	12	Start date or starting event:				June 2006	
Participant id:	K.U. LEUVEN	FORBA	LONDON MET	FTU	UPSPS	UT	
Person-months per participant:	4.5	4.5	6.5+1.83	4.5	3	4.5	
Participant id:	ISB	ISF	FZK	FFCT- UNL	IRES	SINTEF	
Person-months per participant:	4.5	4.5	6	4.5	8	3	
Participant id:	ATK	CEE	IS	NRCWE			
Person-months per participant:	3	3	3	3			

Objectives

- To provide an integrated, in-depth analysis of the material collected by the WORKS project under its qualitative, quantitative, theoretical and policy pillars.
- To ensure that this analysis is written and edited in a manner which is appropriate for publication to a broad academic and policy audience.

Description of work

In the third phase of the research a series of thematic reports will be produced. These will be published as individual booklets bringing together the results of our literature reviews, the quantitative research, the organisational and occupational case studies and some of the work of the policy pillar.

1. global value chain restructuring;
2. changes in worker organisation and representation at the workplace;
3. strategies to reach flexibility in the organisation;
4. skills and qualification policies and HRM (internal labour markets);
5. new career trajectories and biographies;
6. changing gender and ethnic relations in the workplace;
7. working time, gender and work/life balance;
8. change processes and future perspectives;
9. changes in work in transitional economies;
10. health, safety and the quality of working life;
11. employers' use of technology and the impact on organisational structure.

Deliverables

- D12.1-D12.11: Thematic reports: May 2008

Milestones and expected result

- M12.1: Agreement on division of labour on thematic reports: September 2006
- M12.2: Report structures, titles and outlines: July 2007
- M12.3: Subgroup level meeting: September 2007
- M12.4: Initial draft thematic reports: February 2008
- M12.5: Revised draft reports: April 2008

Policy, institutions and social dialogue Conclusions

Workpackage number:	13	Start date or starting event:				June 2007
Participant id:	UPSPS	UT	ISF	FFCT- UNL	ATK	
Person-months per participant:	2+1.8	2+0.94	4	1	1	

Objectives

To achieve a better understanding of the role of institutional frameworks, which are relevant for labour regulation and the promotion of quality of work life.

To shed light on new developments in the field of social dialogue in Europe, especially regarding the inter-relationship between changes in the value-added chain and the quality of working life.

Description of work

- Analysis of the case study and extended case study results that are relevant for issues dealing with the role that institutions and policy play in shaping quality of worklife in a changing work context.
- Utilise the quantitative data for the analysis of institutional contexts.
- Determine topic areas derived from the analysis of empirical data to structure the final report (to be decided in the subgroup meeting and finally determined in a detailed exchange of the empirical results in November 2007).
- Potential areas for key topics are:
 - role of policy and social governance in the restructuring process;
 - retraining and skilling practices in restructuring;
 - equal opportunity: policies and practice;
 - policy effectiveness under diverse employment and working conditions;
 - migration and mobility;
 - welfare regimes and potential future scenarios for policy.

Deliverables

- D13.1: Policy report: December 2008

Milestones and expected result

- M13.1: Subgroup level meeting: September 2007
- M13.2: Analysis and first evaluations of role of institutions and policy implications from empirical results: February 2008
- M13.3: Draft final report: October 2008

Qualitative research Development of training material

Workpackage number:	14	Start date or starting event:					June 2007
Participant id:	FORBA	LONDON	FTU	ISF	FZK	IRES	
		MET					
Person-months per participant:	3	1	1	1+0.6	1	1	
Participant id:	ATK	IS					
Person-months per participant:	3+1	1					

Objectives

The objective of this workpackage is to develop training material which combines academic methodological knowledge with experience-based knowledge gained in international research co-operation. In particular by integrating researchers' experience-based knowledge the material will go beyond available textbooks on the issue.

Description of work

The training material will be developed based on the combination of:

1. up-to-date methods covering all phases of the research (problem-formulation, research design, research sample, research instruments and analysis of case study material);
2. the available methodological knowledge on qualitative case study work in internationally comparative research; and
3. the experiences from case study work within the WORKS project. This in particular relates to the problems encountered and the experiences made in the case study work and in international comparative analysis.

The work includes the development of a structure for the texts and PowerPoint visualisations, the compilation of draft versions of the training material, the circulation of the drafts for comments by the WORKS partners, and the finalisation of the training material including layout and design.

Deliverables

- D14.1: Manual: May 2008

Milestones and expected result

- M14.1: Subgroup level meeting: September 2007
- M14.2: Compilation report: November 2007
- M14.3: Draft manual: March 2008

Quantitative analysis Updates and conclusions

Workpackage number:	15	Start date or starting event:				June 2007	
Participant id:	K.U. LEUVEN	LONDON MET	UESSEX	ISB	FFCT- UNL	IRES	
Person-months per participant:	2	1	2	2	1	1	
Participant id:	SINTEF	CEE					
Person-months per participant:	1	3					

Objectives

To integrate the findings on organisational change in European based on WP8 and WP9 into the thematic analysis in view of a comprehensive understanding on changes in work in Europe from the perspective of organisations and individuals.

Description of work

K.U.LEUVEN is the lead partner of this workpackage. The tasks of this workpackage are:

- additional analysis on the individual survey data with new available data of the European Working Conditions Survey (2005 wave);
- the results of the individual survey data will be reviewed and complemented from a regional perspective by partners who represent a region in Europe;
- in view of maximising the uptake of the results of WP8 and WP9 into the 'Thematic reports' (Theory pillar - WP12 - year 3) the authors of the WP8 and WP9 deliverables will provide these results to the authors of the thematic reports;
- an expert workshop will be organised (K.U.LEUVEN) on methodologies of measuring employment effects related to value chain restructuring;
- the final deliverable of this workpackage will include an assessment of the existing data sources for measuring changes in work at the European level and recommendations to improve this in the future.

Deliverables

- D15.1: Expert workshop on methodologies of measuring employment effects related to value chain restructuring: April 2008
- D15.2: Final report: May 2008

Milestones and expected result

- M15.1: Subgroup level meeting: September 2007
- M15.2: Updated reports: December 2007
- M15.3: Draft final report: March 2008

Fourth project year

Global dissemination

Comparative qualitative research training initiatives for researchers

Workpackage number:	17	Start date or starting event:					June 2008
Participant id:	FORBA	LONDON	ISB	FZK	IRES	IS	
		MET					
Person-months per participant:	3+0.82	1	1	1	1	1	

Objectives

To transfer the knowledge brought together, created and documented in the previous project periods to the scientific community, especially to young researchers.

To raise awareness for the advantages and limitations of different approaches to case study research and to present procedures and methods of internationally comparative qualitative research.

Description of work

The lead partner of this workpackage is FORBA.

An open training seminar will be organised on research traditions, reflexivity and cultural diversity, research design and instruments, and comparative analysis methods. The participants will not only receive novel training material but also have the opportunity of intensive interaction with experienced researchers from WORKS partner institutes.

Using the budget originally assigned to NIWL gender experts at FORBA will elaborate a seminar module on gender sensitive research methods on the basis of the state-of-the-art of methodology and the experiences made during the WORKS research.

Deliverables

- D17.1: International training workshop for researchers: November 2008

Milestones and expected result

- M17.1: Subgroup level meeting: October 2008
- M17.2: Workshop documentation: October 2008

Global dissemination

Developing tools for training in organisational design

Workpackage number:	18	Start date or starting event:			June 2008		
Participant id:	K.U. LEUVEN	FORBA	ISB	IRES	SINTEF	ATK	
Person-months per participant:	1	2	1	1	1	3	

Objectives

To disseminate the most important project results into tool(s) for analysing and developing work organisation in the knowledge society and carrying out training based on these tools.

Description of work

ATK is lead partner of this workpackage.

The training will target practitioners, in particular trade unions as social partners at the organisational level, who need support in business and work organisation development. WORKS will develop knowledge on the most important aspects of this development from an individual/occupational, an organisational/industrial and a societal/regional perspectives. Training will be set up and fully supported for social partners (in particular union and work council representatives) that take an active role in developing processes.

The contents of the training will focus on design processes - organisational design, work design, management systems design, the design and use of ICT, design of competence and occupation development, and design of systems for OHS. The design processes will be based on the main issues and themes of the WORKS project.

Deliverables

- D18.1: International training workshop for trade unions: February 2009

Milestones and expected result

- M18.1: Subgroup level meeting: October 2008
- M18.2: Workshop documentation: January 2009

Global dissemination

Final conference 'Global value chains and the impact on working life' and Workshop 'The future of work in the knowledge society'

Workpackage number:	19	Start date or starting event:					June 2008
Participant id:	K.U. LEUVEN	FORBA	LONDON MET	FTU	UPSPS	UT	
Person-months per participant:	0.5	0.5	3	0.5	0.5	0.5	
Participant id:	UESSEX	ISB	ISF	FZK	FFCT- UNL	IRES	
Person-months per participant:	0.5	0.5	0.5	0.5	3	2.5	
Participant id:	SINTEF	ATK	CEE	IS	NRCWE		
Person-months per participant:	0.5	0.5	1	0.5	0.5		

Objectives

- To disseminate the work of the project to policy-makers and to the research community.
- To launch the WORKS thematic report.
- To encourage a continuing dialogue on the global restructuring of work between researchers in the EU and their counterparts in other parts of the world.
- To produce a conference report.
- To develop scenarios concerning the future of work in the knowledge society in Europe, drawing on the results of the WORKS project.

Description of work

LONDONMET is lead partner of this workpackage.

The conference will be held in Rome in October, 2008. It will fall into two parts: a plenary policy conference, preceded by a press conference and aimed primarily at the media and policy stakeholders; and a conference with parallel sessions aimed more at the research community. This conference will be organised jointly by LONDONMET and IRES.

The scenarios will be developed by FFCT-UNL. Based on an analysis of the main conclusions of the thematic reports, several contrasting scenarios of the future of work in the knowledge society will be developed. These will be presented in draft form at the conference. They will then be revised, under the leadership of FFCT-UNL for publication on the project website.

Deliverables

- D19.1: Conference: October 2008
- D19.2: Conference report and scenarios: May 2009

Milestones and expected result

- M19.1: Preparatory meeting for conference: June 2008
- M19.2: Final programme and website: July 2008
- M19.3: Publication of draft conference proceedings on website: January 2009
- M19.4: Scenarios revised: January 2009
- M19.5: Publication of scenarios and final conference report on website: May 2009

Global dissemination Project dissemination

Workpackage number:	20	Start date or starting event:					June 2005
Participant id:	K.U. LEUVEN	FORBA	LONDON MET	FTU	UPSPS	ISB	
Person-months per participant:	1.5	1.5	1.5	1	1.5	0.5	
Participant id:	ISF	FZK	FFCT- UNL	IRES	SINTEF	ATK	
Person-months per participant:	1	1.5	1.5	1.5	1.5	1.5	
Participant id:	CEE	IS	NRCWE				
Person-months per participant:	2	1.5	1.5				

Objectives

To stimulate the dissemination of the project's outcomes.

Description of work

As dissemination is a horizontal activity of the project, all partners will be involved. The co-ordinator manages and co-ordinates the project-related dissemination tools in close collaboration with the members of the Scientific Board. All partners receive 1.5 person month to stimulate national dissemination activities during the whole project period. In the frame of the Detailed implementation plan for the next 18 months (M25-M42) the following dissemination activities are planned:

- updating the well-linked project website;
- a fourth and fifth (final) issue of the project Newsletter to be delivered, posted on the website and delivered by email;
- participation in EU conferences, concertation activities, etc.;
- publication in international and national journals of the different project outcomes;
- publication of the proceedings of the last conference.

In the last project period, this workpackage will also include three key deliverables in the project that are described in detail under section 6.2:

1. a final dissemination report;
2. a Gender Action Plan report;
3. a report on public participation and awareness.

The major milestones for this workpackage are the different reports that result from the whole project period and that have as well be the basis for developing the training material and to organise training workshops for researchers and practitioners, to organise the final conference and to be published in various forms (conference papers, academic publications, etc.).

Deliverables

- D20.1: Newsletter 4 (digital): March 2008
- D20.2: Newsletter 5 (on paper): March 2009
- D20.3: A final dissemination report: May 2009
- D20.4: A Gender Action Plan report: May 2009
- D20.5: A report on public participation and awareness: May 2009

Milestones and expected result

- M20.1: The different project reports and outcomes