



# Evaluation of the communication of the *Employment in Europe* Report (2006, 2007)

Volume 3 – Field Phase

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## List of the abbreviations used in this report (in alphabetical order)

CN	Communication and Networking
DB	Database
DG EMPL	European Commission's Directorate-General for Employment, Social Affairs and Equal Opportunities
EC	European Commission
EES	European Employment Strategy
EiE	Employment in Europe (Report)
EIM	Employment Incentive Measures
EO	OECD Employment Outlook
HR	Human Resources
LM	Labour market(s)
MS	Member State(s)
OPOCE	Office for Official Publications of the European Communities
QLMR	Quarterly EU Labour Market Review
TG	Target Group(s)

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# 1. In-depth Stakeholder Consultation Report

Following the research carried out during the desk phase, which led to a series of assumptions made by the Consultant in preceding chapters, a field phase was required to test their validity. This detailed consultation is a key evaluation tool because targeted individuals were given the opportunity to give full and detailed feedback about their opinions of the Report and their statistical and analytical requirements.

25 stakeholders from five countries within the European Union were selected<sup>1</sup> for this detailed consultation. Key stakeholders within these Member States were identified as government departments involved in employment policy decision making, public employment services, business associations, trade unions, independent authorities, non-governmental organisations, private consultancies, academic Experts and the press. In addition, the stakeholders for each country are a combination of individuals who do and do not appear on the DG EMPL dissemination list, in order to have a more accurate image of the Report's potential audience. The stakeholder list which was used for this consultation can be found in Annex 5.1.

The following chapter demonstrates that although there are often clear trends concerning stakeholders' needs, **one of the challenges of the EiE Report is satisfying the diverse needs of diverse stakeholders**. The Report is known by the majority of stakeholders interested in employment analysis, but which stakeholders are less well informed? All stakeholders require employment statistics and often also the analysis provided by the EiE and this chapter will illustrate how they like to receive this information, what they use this information for and where they search for it. Opinions relating to the potential availability of multiple language versions of the EiE, a range of specific communication tools to accompany the Report, the presence or lack of political messages will all be approached. Other issues discussed include how frequently is the EiE being endorsed by its stakeholders, should synergies with other associations and organisations be focused on, how can the European Commission best disseminate this Report to its stakeholders?

The chapter is clearly split into two sections, one detailing stakeholders' information needs and the second section referring specifically to opinions about and requirements of the Report.

## 1.1. Stakeholder views on EC activities in the field of employment as well as preferences regarding ways to be informed about activities and their information needs

Stakeholder knowledge of EC activities in the field of employment varies. Generally they are satisfied with its activities and look for EU level information as well as how their Member State compares. Stakeholders want information which comes from a range of sources, preferably in an electronic format, which is user friendly, easy to find, and in English.

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<sup>1</sup> A geographical, political and historical balance was required, as well as a range of different labour market models. Bulgaria, Denmark, France, Spain and the United Kingdom were the countries selected. Five stakeholders for each country were identified and a reserve list was also compiled.

The first part of this chapter deals with the stakeholders' information needs concerning specialised information on employment issues. It considers stakeholder awareness of EC activities in the field of employment, satisfaction with respect to existing Commission tools and services, other sources of information used, stakeholders' analysis needs, and, finally, technical preferences for how to receive the information.

### 1.1.1. Varied degrees of stakeholder interest in Commission activities

Those who need to know about Commission activities relating to employment issues on a daily basis feel very well informed about these activities, for example government stakeholders. In contrast, others' information needs can be more abstract and therefore they do not follow the Commission's activities as closely.

**Awareness levels** of the European Commission's activities in the field of employment fluctuate greatly between stakeholders. Nearly all of the **government/ministry stakeholders feel well informed** about Commission activities on employment issues because it is part of their daily work. Some of them are, or have been, members of committees or working groups at EU-level, they receive information from the permanent representations or they have colleagues working on European affairs who report to the rest of the unit. However one stakeholder working in a government position is particularly striking who claims to be "zero informed" on this issue. This statement makes the Consultant suspect that **many Decision Makers or Experts in ministries are very concerned with the national perspective but pay less attention to the European one**, and the Commission should make an effort to address these individuals, which needs to be met with a corresponding effort within the Member State.

Other stakeholders feel well informed about the Commission's activities but due to the nature of their work they sometimes have a more general overall knowledge and a highly specialised knowledge in certain areas. The **journalists** feel well informed about Commission activities, and they might even feel **they receive too much information** (which most of the time is not relevant). A hierarchy within the information is essential, as well as a sense of priority and timing, taking the political environment into account. "When the entire world is worried about the financial crisis and how European governments are going to face it, the Commission cannot start talking about something not clearly related", one of the journalists interviewed stated.

Those stakeholders who feel that a knowledge of Commission activities on employment issues is relevant and important for their daily work expressed themselves as "satisfied" and "very satisfied" with their level of knowledge and also the information available to them. In contrast those **stakeholders for whom the activities of the European Commission are more peripheral** to their daily work **expressed a lesser awareness of EU activities**, and suggested that they could be better informed in this area and do not necessarily know what is concretely being done within the Commission; this was the case for academic Experts, NGO members and some social partner Experts, although some of the latest group were very aware.

## 1.1.2. Satisfaction with existing tools/services and in comparison to alternative tools/services

### 1.1.2.1. Stakeholders want access to concrete data and detailed information relating to both individual Member States and the European Union as a whole

Stakeholders' feelings vary regarding the Commission's communication in the field of employment issues and their needs are diverse but all want regular, detailed information, with easy access to relevant documents and concrete data.

There were calls for the information provided to not only be more detailed but also **more specialised and to include a wider range of data**; one academic Expert requested access to the micro-data from panels to be available for free, for example from EU-SILC. Information has to be more up to date, and constantly updated, and should also include topics such as Flexicurity and income levels throughout the EU. One stakeholder suggested the need for data which provides a particular focus on new Member States' activities in the field of gender and employment equality.

**Many stakeholders are interested in country specific data** being provided for all Member States to allow both pan-EU and also country specific comparisons using as wide a range of data as possible and for this data to include clear, downloadable statistics in *Excel* format. This issue will also be examined in the Online Survey.

One stakeholder stated that **providing information to those interested is not enough**: "the Commission needs to do more to proactively present some of the work it is doing which the public would be very interested in." This corresponds with another report explaining that the European Commission could benefit from adopting some activities already carried out by other organisations: the **DG EMPL bulletins were criticised as being "hit and miss" regarding content, frequency and timing** in contrast to the European Foundation's updates, which effectively allow them to "showcase their work."

### 1.1.2.2. Opinions vary regarding the Commission and DG EMPL websites: from finding them easily navigable, to tolerance for an inefficient system which experience has taught them to use, to total avoidance of these sites

There is **no general consensus regarding the Commission and DG EMPL websites**: some find them useful and easy to navigate and others find them very difficult to use and difficult to find relevant information, such as relevant links and recently published documents. The consequence for the latter group is that they ultimately avoid using the DG EMPL website. **"A good interface is crucial"** for people to use the website said a researcher. In addition, he pointed out that on Commission websites, the information tends to be spread in a myriad of internal web-pages and users need to open all of them or be extremely familiar with the organisation to find documents. **"The information needs to be in one spot"**. This is also important for the credibility of the Commission; one stakeholder commented "if I can not find information on the EC webpage that has been referenced to the Commission in an article then I start to doubt the credibility of the research."

However, those who were familiar with the website stated that **the more familiar they were with the organisation of the DG EMPL site, the easier** it is to find the required information. Decision Makers, Experts, and especially people from independent authorities were the most enthusiastic about the website, although again it is important to stress that within these groups some were also very critical. One important issue highlighted by a stakeholder clarified that although they do not find the website of DG EMPL clear, they and their team are experienced web researchers and are therefore able to use it. In this instance the negative aspects of the websites do not prevent them being a source of information dissemination.

On the Eurostat site, there was a **more unanimous opinion, as it is widely used**, although a substantial amount of people (especially researchers) were critical of the user-friendliness of the Eurostat website. Suggestions received included **making links more visible and keeping the websites up to date** with the most recent documents and statistics. A **thematic index** could be useful to help clarify the content of Commission websites. Attention also needs to be paid that all the language sections are as comprehensive as the English or French versions.

### 1.1.2.3. The advantage of subscription is that information is brought directly and promptly to the stakeholder

Overall people expressed little proactive interest in subscribing to Commission publications. However, one advantage was highlighted: receiving the publication saves people the time and effort of looking for it. On the other hand, there is a saturation risk: receiving too many publications and too much information and therefore ignoring all of it.

Many people are not interested in a subscription because **they already receive information through their professional libraries or departments**, for example in government departments, with the exception of Bulgaria where many subscriptions are too expensive, or in university departments. However, some target groups still prefer to receive the publication individually. This is particularly the case for many **academics** who, despite having access to the reports in their libraries, expressed **interest in a personal subscription** to publications as well, “in order to have my own copy and to be able to choose to selectively subscribe to the publications which interest me.”

If subscribing to a publication the expectation was that this would give them access to specific areas of data but **the utility of subscribing was questioned “if everything is available on the internet”** and was it actually still possible to subscribe to publications.

A concrete suggestion by many stakeholders was that an **email alert** when new publications were released (ideally, grouping them together in order not to receive too many emails) or a newsletter with brief information summaries and links would be useful (see section 1.1.4). **The biggest advantage of subscribing was the fact that they do not have to look for the information** and search if something new has come out. “This way, the information will come to me”.

#### 1.1.2.4. The expected added value of a Commission publication on labour markets is its pan-European focus, while also providing concrete country specific statistics and comparisons

There is a **general consensus** that the added value the European Commission can bring to the analysis of labour markets and, especially through a publication, is the **EU-perspective**. In the view of most of the interviewees this meant:

- Firstly, offering a comparison between one's own country and all the other Member States. The comparative element is particularly striking for Decision Makers and Experts, and it is often mentioned as the most important added value. Learning about the other Member States: what are the differences in the problems they experience, what are the causes of these, and, more importantly, they are even more interested in which similar problems they face. Ultimately, this produces an interest in best practice examples from other Member States. However, this interest should not be understood as a request for the European Commission to produce thorough and extremely detailed analysis per Member State, as stakeholders already have national sources of information for this purpose.
- Secondly, offering a **pan-EU vision of the main trends** and providing a "radiograph" of the main issues and ways to face them. The Commission is expected to identify the main causes and consequences of matters affecting the labour markets. "We cannot talk about the problem if we don't know the issues". This pan-EU vision means finding pan-EU trends and some Member State particularities.

Some responses were even more specific and more focused on practical issues, specifically, on the **demand for concrete statistics and data**. This was particularly relevant for academic Experts or Experts working in ministries or in business associations. One researcher interviewed was asking for the release of micro-data which the Commission has "from panels". According to him, not doing so gives the impression of the EC "not being serious about research". Thus, to be a source of information for some of the Experts interviewed, the Commission has to position itself as a research centre as well. "The IMF or the World Bank have research departments, the Commission should have a research department," which should be recognised as such by Experts; otherwise "academics will not listen to civil servants telling them how they should address issues".

Besides the generalised need for data, it is particularly striking that **some target groups want more political messages in Commission publications**. However, this is not the case for everybody: **other target groups appreciate the publications precisely because of their political neutrality**. The latter is particularly the case for some Experts and NGO members. However, there is a general perception that the Commission is there to provide the different target groups with varying policy alternatives to face their individual Member State realities. For some this should include greater political orientation, for others just presenting a wide set of possible scenarios, without favouring one. Nevertheless, to get media attention for instance, political messages are crucial. "The Commission is there to provide policy suggestions". This divergence of opinions will be tested during the next step of this consultation: the Online Survey.

### 1.1.3. Sources of information and need for analysis

#### 1.1.3.1. Information is collected from a variety of national, European and international level publications and websites

The following were among the most quoted sources of information:

Preferred sources of information		
At local/national level	At international level	At EU level
<ul style="list-style-type: none"> <li>• Ministries' websites</li> <li>• National employment services</li> <li>• National statistics institutes, and particularly their websites</li> <li>• Specialised academic sources</li> <li>• Private companies</li> <li>• Internet blogs of economists</li> <li>• National employment unions</li> </ul>	<ul style="list-style-type: none"> <li>• OECD</li> <li>• ILO –its annual report–,</li> <li>• UNDP</li> <li>• World Bank</li> <li>• IMF</li> <li>• Academic journals</li> <li>• Newspapers and websites</li> </ul>	<ul style="list-style-type: none"> <li>• Eurostat</li> <li>• Publications issued by DG EMPL, such as the Industrial and Labour Relations Report</li> <li>• European Commission websites</li> <li>• Publications on European Economics</li> <li>• European Industrial Relations Observatory – EIRO</li> <li>• European Foundation (Dublin)</li> </ul>

This table shows that stakeholders are receiving information from a **wide range of sources**. The two **most popular sources** of information are **Member State national statistic and national government websites, as well as Eurostat**. They are closely followed by the **OECD** and, far behind, the **Employment in Europe Report**, all of which are referred to by stakeholders across the board. There is a clear trend that stakeholders refer to three or four of the above mentioned publications and receive a range of information rather than just one. Other popular sources of information are the European Commission website (in general), some United Nations related-organisations (World Bank, IMF, UNDP, etc.), academic journals and Eurofound. Two of the UK stakeholders actively search for information using search engines like Google, but no other stakeholders made reference to this.

Stakeholders focus much more on the sources which they do refer to but it is particularly striking that the **ILO** was referenced by certain interviewees amongst different groups of stakeholders (although a minority) as a source of information that they avoid using, in particular its website.

#### 1.1.3.2. Stakeholders need as wide a range of labour market statistics as possible

The majority of the stakeholders interviewed clearly underlined that **they prefer to have both statistics and analysis relating to labour markets**. Most of the stakeholders, especially Experts, Decision Makers and journalists, agreed with the need to have **access to the widest possible range of statistics**. Experts and business associations

are looking mostly for specific, relevant, in-depth analysis. In contrast the trade union stakeholders would like to have their information synthesised but without losing the important details so that they are informed about the general situation as well and therefore statistics remain comprehensible. Information with a pan-EU perspective, on salaries, remunerations and the redistribution of wealth are especially relevant for this later group. NGOs are also interested in both statistics and analysis regarding social changes; the development of economic sectors, new technologies, surveys on contracting rates, information on discrimination and on the situation of people with disabilities.

The press stakeholders expressed a need for a wider range of information about the labour market covering employment and unemployment trends; gender, age, ethnic group issues, demographic trends, skills shortages, issues of inclusion, exclusion and migration. They stressed their need for **an overview of the situation in different countries as this is essential to interest their country specific readers**. For example, the shortage of key skilled workers in Germany and what is being done to alleviate the situation: work permit issues etc. They also focus on salary levels and the relationship between what the employees and their employers are paid. Their need for statistical data which they can use to accompany the above mentioned issues was stressed.

#### 1.1.4. Stakeholders like information to be user-friendly, centralised, and to receive it electronically

**Stakeholders use the Internet, electronic mails and then hardback publications as their main tools to receive information.**

The majority of the interviewed stakeholders use the **Internet as their main channel** for receiving information because they can access it more quickly and easily than a hardback publication. However, many people say that **they tend to print the materials sent**, although they focus on the relevant information, rather than the entirety of a publication, which is particularly useful for stakeholders who travel frequently. Besides websites they also receive information through electronic mails. Decision Makers and social partners especially like to receive **email alerts** when something relevant appears. However, they prefer that these developments are grouped together, as they do not wish to receive **newsletters** or email alerts daily or even weekly. If they receive too many emails from the same source, some confessed that they tend not to open them.

Concerning the format of electronic documents, many people, especially amongst the Experts, prefer **statistical data** to be presented in **downloadable, user friendly Excel format**. When it comes to text, some, for example some Decision Makers, stated a **preference for Word documents**. There was no striking consensus regarding the use of *PDF* documents.

The length of texts was significantly stressed by almost all the interviewees: **the shorter, the better**. The analysis should have an **attractive headline** to determine the readers' interest, it should be in a friendly, easy to read format such as an 'at a glance' or four-page format, which was particularly popular among French stakeholders, short newsletters including clear **punchy graphics** with a good but concise supporting text.

However, there is **still demand for a hardcopy of publications**; some of the interviewed stakeholders of the trade unions, independent authorities, academic Experts and governments stated that they would like to have both the electronic and the hard copy of a document in order to either pass it to colleagues for in-depth reading or to have it for themselves for consultation purposes. This issue of electronic and paper copies will be looked at again in the Online Survey Report.

### Language choice: a clear preference for English

The majority of the interviewed stakeholders would like to have the information **in English if it is not possible for it to be available in their own language**. However, some of them recognised that either they would like to have it in their own language at a certain point to read more thoroughly, or would **wait for a translation** directly because their command of English is not strong enough to read publications in English. This last group was a clear minority, although it affected different types of stakeholders, ranging from Experts to Decision Makers and included social partners and NGO members. This is particularly striking in interviewees from **France and Spain**.

## 1.2. Stakeholder views of the EiE Report

After the review of the stakeholders' needs and their views on how the Commission communicates on employment and labour markets issues, this second part deals with their views of the Report. An introductory section identifies if stakeholders are familiar or not with the EiE Report. Then, the issues of relevance, effectiveness and efficiency are thoroughly reviewed.

### 1.2.1. Stakeholders' awareness of the Report varies

**A slight majority of the stakeholders interviewed do know the EiE report, although there are also a significant number of them who have never heard about it.** This is particularly striking, given the fact that all the interviewees are clear potential readers –some of them appearing on DG EMPL distribution lists. Trade union and NGO members, as well as some Decision Makers, are the target groups who are less aware of the Report. There is also a small percentage of stakeholders who have heard about it but do not remember definitively where and when they were introduced to it. Some academics were defining the Report as a publication which lacks a clear identity and thus it fails to register in the mind of the potential consumer. This might indicate a distinctiveness problem, which should be addressed.

Amongst those who are aware of the Report, some of them had only been aware of it for a month while others have known it for 20 years. Regarding how stakeholders discovered the Report, responses cover a wide range of circumstances, although the most common ones are through a colleague or a subscription managed by their organisation or department. This shows the importance of networking and thus of encouraging the readers to advocate the Report. **Most of the academic Experts, more than half of the Decision Makers, Experts in business associations and some journalists were the ones aware of the existence of the Report, however, some confessed to not using it or on very occasional bases.** Others defined themselves as regular users. The ones appearing on the lists of DG EMPL fell mostly

in this last category, although not all of them. One business association Expert said “why don’t I know about this report?” and another stated that “from now on I think that I will follow the EiE.”

This diverse spectrum of people who are aware of the Report shows that **amongst some main target groups**–Decision Makers and Experts– **the Report needs to increase its awareness and, at a latter stage, justify its utility.**

## 1.2.2. How relevant is the EiE to stakeholders’ needs?

### 1.2.2.1. Although some concrete issues might be relevant, a majority of the stakeholders find the Report not sufficiently connected with their main concerns

Globally, the EiE Report is not widely used by all the potential target group individuals, so in this respect it half meets its goal of becoming a **flagship publication** for the analysis of labour markets in the EU amongst key stakeholders. Specific, Measurable, Accountable, Relevant and Time-bound (SMART) objectives as well as the development of the Report’s communication tools could help to achieve this objective. This is also relevant to journalists, for whom the Report is a background document to work with more than a real newsworthy tool in the way that it is currently communicated.

Regarding **how the Report relates to the European Employment Strategy**, some interviewees answered that the Report was useful, although a significant number of them had a problem identifying a connection between the two. Decision Makers were divided on this issue, as some of them considered the Report too distant from the main issues. This opinion was shared by journalists and partially by social partners.

**A publication complementing the EiE Report** on recent trends could partially address this issue. The **Quarterly EU Labour Market Review (QLMR)** is intended to do so, but the fact is that **very few interviewees are actually aware of its existence**. The only ones who were aware of it were those in ministries and who are on DG EMPL dissemination lists. One government stakeholder specified the QLMR as a publication which he avoids because it does not provide “fresh analysis.”

### 1.2.2.2. Stakeholders most satisfied with the Report are those using the statistics and thematic analysis but a serious concern is the delay between data collection and publication

The interviewees acquainted with the Report **find it useful in a variety of ways and to different extents, ranging from quite enthusiastic views to critical ones**. Unfortunately, **no common clear trends can be established within target groups**, different Decision Makers had different opinions, as did Experts and social partners.

Those who found the Report more useful were the ones who **focus their attention on the statistics or the more thematic analyses**, which are Experts working in academia and research institutes, but also in public administrations or in research departments of social partner organisations. However, some of the interviewees feel

that **the Report lacks sufficient concrete statistics or concrete themes** which interest them. About half of the interviewees aware of the Report stated that the themes covered were very often not the most relevant ones for them, as they were too distant from their national concerns or main interests. One complaint –especially from Decision Makers, people in ministries and, to a lesser extent, Experts– was that **the Report was not reactive enough to the main trends** in European economies and, consequently, in European labour markets.

A publication such as this one cannot react to the latest evolutions of the market because it uses data from the year that ended 10 months before the Report is released. Without a doubt this has an impact on the perception of the relevance of the Report.

This autumn it is particularly striking with the current situation of the **global financial crisis**. This was a **major concern when this consultation was undertaken** and it could actually represent a **limitation of this study**, as interviewees were very much occupied with the latest pessimistic news. However, the reflections they made are still valuable.

Amongst the people who were more enthusiastic about the Report were the ones **stressing the great interest the statistical annex had** for them. Having a detailed compilation of the main indicators, differentiated per Member State, was a very useful tool for many interviewees, including Experts in academia or working for social partners, NGOs or independent authorities, as well as journalists.

### 1.2.2.3. Experts, government representatives and NGOs prefer politically neutral messages, whereas the media, business associations and trade unions call for more overt political messages

Experts tend to agree on **the importance of the neutrality of messages** and with the EiE Report are looking for an expert publication with extensive data and rigorous analysis to foster debate rather than any political messages. Generally **NGOs and government representatives** agree with this approach and are of the opinion that it is not for the Commission to politicise the situation, as highlighted in the comment “the Commission has many other tools at its disposal for political messages. It is clear what the publication is there for and they should stick to what they are good at.” Another stakeholder fears that if the Report’s messages were changed they risk alienating some of their current audience.

However, one NGO did express their desire for **the Commission to provide less politically correct messages and to clearly state problems** when they are present and known about. **Business associations** and some **trade unions** were more vocal in their desire for the Report to be more political and for it to underline policy initiatives. One business association stakeholder stated that a more political report “would help to differentiate it from the OECD.” This is also the opinion of the **journalists** interviewed.

### 1.2.2.4. There is no clear consensus regarding when the Report should be released, other than “as early as possible”

Target groups coincide with their desire to **have the Report as soon as possible**; for everyone the most important thing is having access to the data at the earliest feasible point. Perceptions regarding the period of the year for release are diverse. A not

insignificant number of stakeholders claim not to have any preference on this issue whereas for others, apart from avoiding all holiday periods and the periods before and after, there is little consensus. Spanish and French stakeholders were of the opinion that June, just before the summer break, was a good time to release the Report whereas other people; for example some business associations, recommend avoiding June, September and December and instead find October and November optimal months for release.

### 1.2.3. How effectively does the EiE disseminate its message?

#### 1.2.3.1. The EiE Report is generally considered quite clear, although for many its length reduces its readability

On the whole, people expressed that **they liked the layout of the Report**. Most people find it **easy to use and clear**, that the **statistics and tables are presented in a comprehensive way** and the **individual chapters are well broken down** into themes and very few stakeholders made any negative comment about the style of the Report's presentation. However, **a few of them had difficulties remembering the Report**, and after reflection, one of them said "you mean the blue one". The blue of the external cover attempts to be distinctive; however, there seems to be a problem creating an identity strong enough to be remembered: **the cover does not make enough of an impact**.

One criticism of the Report is that there is **too much "jargon" used** in it, a comment reinforced by one government stakeholder's fears "that it is only read by analysts. It needs to be made more readable and accessible to a wider audience, although the **current versions are better** than those around 2002." Some of the stakeholders questioned did confirm that to glean information from the Report it was necessary to really "dive in" to the Report, but that when they were looking for information they tended to find what they were looking for. One stakeholder finds clear information only in the statistical annex.

Regarding **the length of the Report**, a clear majority of the stakeholders emphasised the need of having synthetic documents. Long and detailed documents, such as the EiE Report, are often put aside for later consultation, although the time to consult them might never come. Many interviewees insisted on the need for **having comprehensive summaries**, both general and chapter specific. In response to this issue, the example of the French 'four-pages' or a similar product was highlighted both by Decision Makers and academic Experts.

Concrete **suggestions** of useful additions to the Report were stated as a CD being included within the cover of the Report with all the statistical data on it, a thematic index, chapter summaries, an executive summary at the beginning of each chapter, methodology details and, as in the OECD Report, to be able to see the actual figures in a table when it is clicked on.

Whereas many stakeholders expressed an opinion not only about the clarity and physical layout of the Report there was one notable exception, amongst the Experts group, who stated "the design of the Report is not important at all; it is exclusively the quality of the analysis which matters."

### 1.2.3.2. Translation needs differ greatly between countries and some stakeholders are prepared to wait for as long as it takes to receive the Report in their mother tongue

There is a clear split within the stakeholders regarding the need for translation of the Report.

Of the stakeholders interviewed **none of the Danes or Bulgarians expressed a need** for a translation of publications, although particularly among the Bulgarians this was often stated as being because of the desire to have access to information as quickly as possible rather than a complete lack of interest in a translated version, budget reasons were also expressed. The business associations were the only group of stakeholders who all opted for documents in English rather than waiting for translations

In direct contrast, there were multiple stakeholders amongst the French and Spanish interviewed who are prepared to **wait as long as is necessary** to have the publication in their mother tongue because it is either not possible to read the publications in English or because it would take too long. Others stated the **need** to have translated copies for their colleagues, many of whom cannot read complex documents in English. The majority of French and Spanish stakeholders would prefer to have a translation but the most important thing is to have access to the documents and therefore they read them in English. Several stakeholders specified that if the publication is not available in their mother tongue then it at least needs to be available in **both English and French**. **This geographical difference will be further explored with the Online Survey.**

### 1.2.3.3. The media need to be specifically targeted with information that is of interest in their own Member State

The opinions of the relative stakeholders were clear and provide examples of areas to be focused on as well as concrete suggestions for improvements.

To interest the media in the EiE Report it needs to **contain information which is actually interesting and relevant to the European public**, for example information on employment trends, employment issues, pan-EU salary details, demographic trends, skill shortages and what is being done to address that issue, social inclusion, exclusion, migration and country specific information. Information needs to be coherent and research on specific themes not carried out on an ad-hoc basis.

In Brussels specifically, the Commission needs to present the media with **up-to-date information, a charismatic and interesting presenter** and an appropriate setting to launch the report, for example a **press conference the day before the launch when the journalists can question senior officials on the record**. The Commission needs to **focus on publicising this information to specific journalists**, for example the major national newspapers with an international reputation.

The OECD Employment Outlook often receives more media coverage than the EiE Report. This is suggested to be because the OECD's PR activities are more proactive than those of the Commission: the OECD pinpoints journalists who need to be informed about developments, and the release of OECD reports is often very timely. The OECD is acknowledged to have "some of the best analysts in the world" working for them,

which helps them to gain press coverage. The European Commission does carry out some high quality research but they do not yet have a comparable reputation with the OECD. They **need to be more proactive about targeting the relevant journalists** about the Report's publication because Eurostat and their flash estimates are getting more media coverage now; the same could be true of the EiE Report if journalists are correctly targeted.

#### 1.2.3.4. Communication tools such as country specific factsheets, multilingual language summaries and downloadable graphs and slide presentations are viewed as the most crucial

Stakeholders' opinions regarding communication tools were clear and mostly unanimous.

The most **enthusiastic support** was given to the **possibility of country specific factsheets for all Member States** which was supported by nearly all the stakeholders interviewed. The ability to **download graphs, tables and Excel data-sheets** was also a very popular option with the exception of government stakeholders, some of whom did not express an interest in this area. A common request by stakeholders from all target groups was that an **email alert system** relating to the publication of the Report would help publicise its release and also save them time when looking for information.

Very few people were interested in the possibility of video or audio podcasts; there was the general feeling that they were superfluous to requirements but one government stakeholder suggested that these might be of interest to the general public rather than specialised stakeholders and could help to bring the Report closer to them.

There was wide spread support from all stakeholders, with the exception of some business associations, journalists and an independent authority, for the idea of **dissemination conferences in Member States**: many people agreed that they would be much more likely to be both willing and able to attend a dissemination conference in their own Member State, particularly if each conference had a country specific focus. One UK stakeholder even expressed his interest in regional Member State conferences. Alongside this interest many stakeholders, particularly some government stakeholders, business associations and academic Experts, insisted on **keeping some kind of meeting at EU-level** because of its usefulness for networking and discussion between international colleagues. Please refer to the point 1.2.4.2. for more details.

**Multilingual packs** with summaries in all EU languages were also a popular suggestion across the board particularly in Spain, Bulgaria and France where many stakeholders stressed that this should be an 'essential' not 'desirable' element of the communication tools.

Interest was expressed in a **downloadable slide presentation** by academics, government representatives, trade unions, business associations and NGOs, often on the condition that they could download it and alter it. Policy briefs highlighting the main issues within the report were popular and the importance of the optimising the visibility of the Report on search engines was also stressed.

### 1.2.3.5. Quarterly publications, like the QLMR, provide access to more up-to-date information, but their focus is not shared by many stakeholders

There are very mixed opinions regarding the need for a quarterly publication.

Amongst business associations, trade unions and NGOs there was a clear interest for quarterly (or sometimes trimesterly) employment updates. Those who are in favour want **access to more up-to-date information and statistics** than an annual report but there was **no consensus regarding the form** that this quarterly publication should take: there was support for both a short, snappy quarterly publication and a more detailed and more political one. One suggestion was that dissemination could be accelerated by only publishing these updates on the internet.

A clear attitude was that **many stakeholders would accept and even be interested in a quarterly publication**, but not at the expense of any resources being taken away from the annual report. Government stakeholders generally did not feel that quarterly reviews were needed and prefer to focus on an in-depth annual publication. One of these stakeholders who is not against the idea of quarterly reviews did pose the question **“is this information not already provided by Eurostat?”** Some academics also saw quarterly updates as superfluous to their needs.

One NGO stakeholder commented that updates are always useful but reflection also has its place and that it would be useful to have **a report detailing the evolution of situations, following up past reports**: have trends been confirmed, have objectives been met for example.

**A large number of the stakeholders do not know the QLMR.** As already stated (see section 1.2.2.1), it is mainly only people in government departments or on the European Commission dissemination list who are aware of its existence, but that is not to say that they find it useful.

### 1.2.3.6. Endorsement: 50% of stakeholders quote the EiE

**About half of the interviewees quote the Report** in their work, either directly or as a background document. This was particularly clearly seen among government and NGO stakeholders interviewed, both of whom require concrete evidence to support their work. Many of the academics also quote the Report. However, not everybody aware of the Report uses and quotes it, even amongst academic Experts.

## 1.2.4. How can the EiE be communicated more efficiently?

Efficiency relates to the use of internal resources to reach the communication objectives. Due to the external nature of stakeholders, their views can only be on the issues which relate to them. Stakeholders were asked about possible synergies with other organisations, the organisation of the dissemination conference and ways to submit their feedback.

#### 1.2.4.1. Synergies with other organisations are not generally recommended, although they could help to raise the status of Commission research in this field

Producing the Report, or some parts of it, with another institution was an issue which divided the interviewees. The majority of them considered that:

- it was not an important matter or
- the Commission should not do it.

This latter view was mostly shared by people working in ministries and stakeholders who are familiar with the Report. The main reason given for being against this possibility was that **it might bring some confusion**, as the Commission contribution might be diluted. However, some of them stressed that **timely collaboration between institutions is a good practice**.

**Experts were divided on this issue**, however. Some of them recognised that the Commission has a slight problem regarding **credibility** when it comes to conducting research and producing analysis, although others explicitly denied this statement, supporting the Commission's work in this area. A majority of the Experts considered that **the Commission could benefit from the research knowledge, skills and positioning of some recognised institutions**. The ones most referenced were clearly the OECD and Eurofound (often referred to as "the Dublin Foundation"). Some secondary global institutions were mentioned by some isolated interviewees, such as the World Bank. Opinions on the ILO diverged, as some considered it a useful source of information and others had a very critical opinion. Other Experts suggested university departments or research institutes, although none of them mentioned concrete names.

A significant number of Experts and people working in social partner organisations claimed that **the Commission should publish the findings of the research it funds**. Although this is already done, the interviewees would like it to be better publicised and to have easier access to this information. A couple of interviewees suggested the idea of creating a serial publication –like an academic journal–, edited by the Commission, with articles on the different studies funded. For them, the sharing of the findings and publicising them should be an essential part of the contract when receiving EU funding.

A quite common view amongst all categories of stakeholders is **the need to share data and to work with other institutions for this purpose**. The need to have all the data available from multiple sites, for example with **links from one institution to another or even creating common databases** was widely suggested.

#### 1.2.4.2. Meetings in Member States are highly appreciated, although the EU-level discussion and networking has to be provided as well

There is **an almost absolute agreement that meeting colleagues from different Member States** working in the same area, discussing with them and learning from their experiences **is very worthwhile**. However, this does not mean that everybody supports the idea of having a dissemination conference in Brussels.

First of all the **very tight time constraints** which Decision Makers, Experts, journalists and most of the workers in social partner organisations as well as NGOs work with should be stressed. Thus, coming to Brussels for a presentation of a publication which they have not got the time to read will not be a priority in their diaries. In addition, many stakeholders stressed the importance of these **events being as short as possible**, half a day or maximum an entire day. For many interviewees, the value of this type of event is to create **a platform for discussion and networking**. In order to achieve that, relevant actors have to come together and time has to be allocated during the conference for discussion, which should include all the target groups. In addition, individuals attending need to be familiar with the Report's content, so **some time has to be given to reading the long and detailed Report in advance**.

Many interviewees confess **not having the time to come to Brussels**, especially amongst Decision Makers. The most senior Decision Makers would not have the time to attend a conference carried out in their own Member State either, although they said that they would be quite likely to send someone from their team. Actually, the idea of **having conferences, seminars or workshops in Member States was supported by absolutely all the interviewees**. Many said that if these were carried out in their own country then they would be very likely to attend, and that they were convinced that many other people would attend. Experts, NGO members and social partner representatives were quite unanimous on that. However, **many people also asked that meetings in Brussels continue as well**.

Concerning the existence of **grants**, Experts and NGO members especially stated that they would need a grant to attend a conference in Brussels, and that without it it would be difficult to go. This was not particularly the case for Decision Makers. However, some admitted that allocating these resources to organising seminars in Member States might be wiser.

#### 1.2.4.3. Stakeholders would like more informal feedback channels to accompany the existing formal ones

Formal feedback channels do currently exist, which was highlighted by Decision Makers and Experts in governments, as well as by **some social partners and NGO members**. However, the latter two **very much depended on the size of their organisation** and if they had their own permanent office in Brussels which enables them **to directly contact the EU institutions** and namely the Commission. Therefore they do not rely so much on EU-platforms but on their own capacity to communicate directly.

However, **almost all of the interviewees would appreciate more informal channels to be in place**, such as emails or oral discussions during conferences and seminars or even surveys to enable them to feed back directly to the Commission. About a third of the interviewees confessed, nevertheless, that they would not make use of these resources personally as they do not really have the time, although if asked they would be happy to respond and they appreciate the existence of this possibility to provide feedback if ever they feel the need.

Experts tended to appreciate the possibility of **being able to discuss and to ask questions on specific issues**, such as methodology for example. In addition, one Expert interviewed said that he tends to **email the organisation when he cannot find**

**some data or a document** to directly request the information, and thus appreciates and needs to know about this facility if it is provided.

The possibility of having an **internet forum** to debate concrete issues was discussed with some Experts and Decision Makers as well, gathering quite some support.

### 1.3. Summary of main findings

- Awareness levels concerning European employment trends fluctuate greatly between stakeholders depending on how relevant they are to their daily work.
- Although many stakeholders are aware of the EiE Report, a not insignificant number of them are unaware of the Report's existence. There is a difference between being aware of a publication and using or referring to it.
- Stakeholders are interested in both pan-European main employment trends and also country specific data to allow comparison, which is where the added value of the EiE Report lies. Although the EiE does provide this mix of information stakeholders would like more country specific data.
- The EiE Report is generally considered clear but its length can be an obstacle to its usability. The layout is good, with a range of tables and statistics and the chapters are well broken down. Because of the Report's length executive summaries, both of the Report and chapter specific summaries, are essential. The statistical annex is of great interest.
- Opinions are less uniform regarding the EiE and DG EMPL websites, which some people consider easy to use and useful while some avoid them because they find them difficult to navigate. Many accept the websites as they are without really having an opinion of them.
- Additional communication tools which stakeholders supported were country specific factsheets, multilingual language summaries, downloadable graphs and also an email alert system to inform people of the Report's launch date. There was great support for dissemination conferences within the Member States but there were calls for a European level event as well, in order to be able to discuss pan-European employment issues. Almost all stakeholders stressed the importance of the availability of grants to enable them to attend these events. The media needs to be specifically targeted regarding the release of the EiE Report and to provide them with concrete points of interest for their publications.
- There is a preference overall for the Report to be produced in English if it is not available in all official languages but there were a significant number of stakeholders who stated that they would wait for as long as necessary for a translation because they are unable to read such complicated texts in English.
- There is no consensus regarding the nature of the messages of the EiE Report. Some people, such as government representatives and journalists, would prefer more political messages, whereas academic Experts feel that the strength of the Report lies in its neutrality.

- Several stakeholders expressed concerns that the EiE Report is not reactive enough to labour market developments, which is particularly clearly demonstrated in 2008 in light of the economic crisis.
- There is no clear consensus regarding an ideal time to release the Report but all stakeholders agree that it must be as soon as possible.

## 2. Online Survey Report

Following the research carried out during the desk phase, this Online Survey complements the In-depth Consultation Report to assess whether the previous assumptions made by the Consultant up until that point were well founded. The aim of the Online Survey was not to collect additional qualitative information but rather to provide a wider and more diverse range of responses than the Consultation Report from across the European Union, EFTA and candidate countries. This was made possible by the survey being available on the internet for a predetermined period of time and it being publicised in four different ways (please see Methodology below). This allowed the Consultant to prioritise the main issues which have been highlighted thus far, and to test the validity of assumptions made.

This chapter is split into three sections:

- The first section provides some details **regarding the participants themselves**, so although they remain anonymous they were asked to provide information about their professional field, the organisation they work for as well as their language capabilities and in what country they are currently based.
- The second section examines the **respondent's information needs**, taking into consideration when people need employment statistics, where they search for this information and what they use this information for. This section also explores respondents' thoughts about the current range of available employment publications, what value conferences add to their personal work and also how informed they feel themselves to be about the European Commission's activities in the field of employment analysis.
- The third section is only applicable to those who are **already familiar with the EiE Report and related CN tools/activities** and addresses how participants became acquainted with these tools, their opinions on the way the content of the Report is presented, including which sections are most relevant to them, and also their opinions regarding the EiE website. This section also examines how useful people find the Report, how many people quote it, and their opinions regarding feedback to the Commission concerning employment activities.

### Methodology

The following results reflect the views of 147 stakeholders who participated in an online survey carried out between 30 October 2008 and 17 November 2008. It is difficult to estimate the precise response rate given the numerous channels used for the dissemination of the survey.

Four channels used to disseminate the survey:

- Direct mailing (on the basis of lists provided by DG EMPL). Estimated number of targets: +550
- Through the EiE webpage (number of targets unknown)
- Through viral marketing (people were invited to forward the mail to colleagues)
- Through EMail

The survey was available in English, French and German. The responses per language were: 108 in English, 20 in French, and 19 in German.

A sample of the questionnaire (in its English version), can be found in the Annex 5.2.

## Limitation of this survey

1. Limitation pertaining to the dissemination of the survey and the quality of the dissemination list. Considering that people directly invited to take part in the survey appear on DG EMPL lists, the sample might not really be representative of all the possible users of the Report.
2. Limitation pertaining to the structure of respondents. In addition to the people directly invited, the survey was announced on the DG EMPL website and in the DG EMPL newsletter. Both means of communication (as well as DG EMPL contact lists) have a great part of their audience working within the European Commission.
3. Limitation pertaining to the survey programme used, which does not make it possible to identify trends based on the categories of respondents (per country, per target group, etc.).

These three limitations are likely to have an impact on:

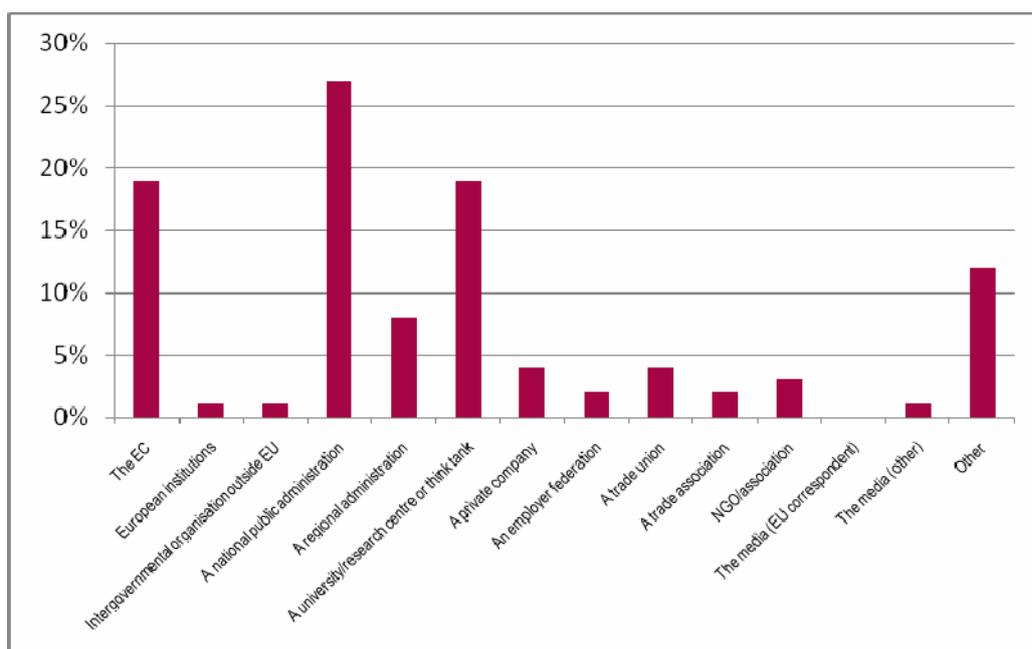
- The awareness of CN tools/activities: which is probably higher than for the totality of the target groups.
- The appreciation of these tools: which is probably more positive than for the totality of stakeholders.

## 2.1. Who are the respondents to the questionnaire

### 2.1.1. What is their work?

#### 2.1.1.1. Respondents work primarily in national public administrations, research centres, think tanks or the European Commission

Question 19: Which of the following options best describes the organisation you work for?

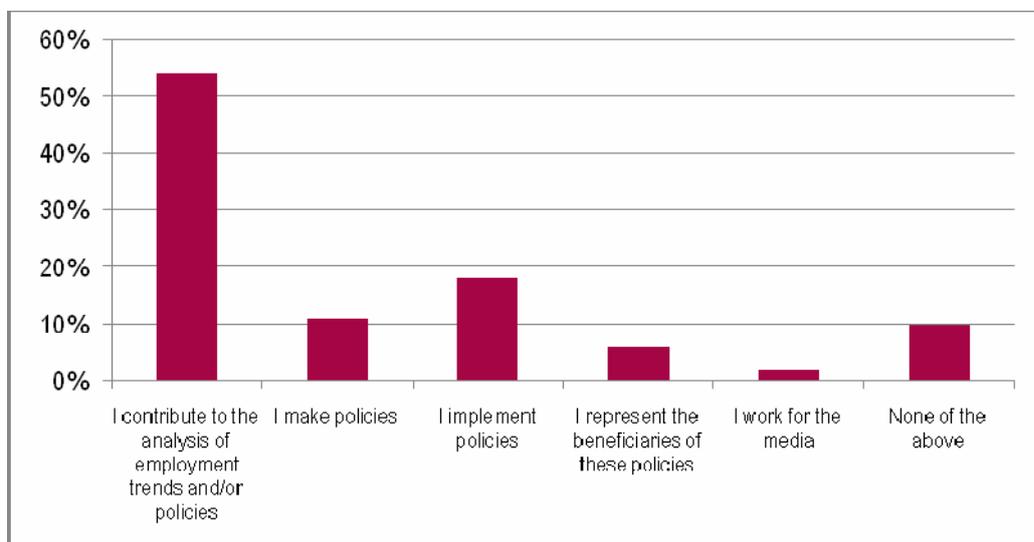


The Online Survey has **attracted responses from a range of professions**. It is positive to see that it is not just people from within the **Commission** who responded but that many **national administrations and academic centres** have also responded, as well as a range of private companies and NGOs, employer federations and trade unions. The relatively high number of respondents who selected “other” suggests that the proposed classification was not fully satisfactory.

### 2.1.1.2. Respondents are mainly Experts

The survey was answered primarily by Experts (54%), followed by Implementers and Service Providers (17%) and Decision Makers (11%). This supports the notion that the **EIE Report is valuable to a wide range of recipients**, and that the data can be used for a variety of tasks, from the media to policy decision making. However, the main clientele is clearly made up of Experts.

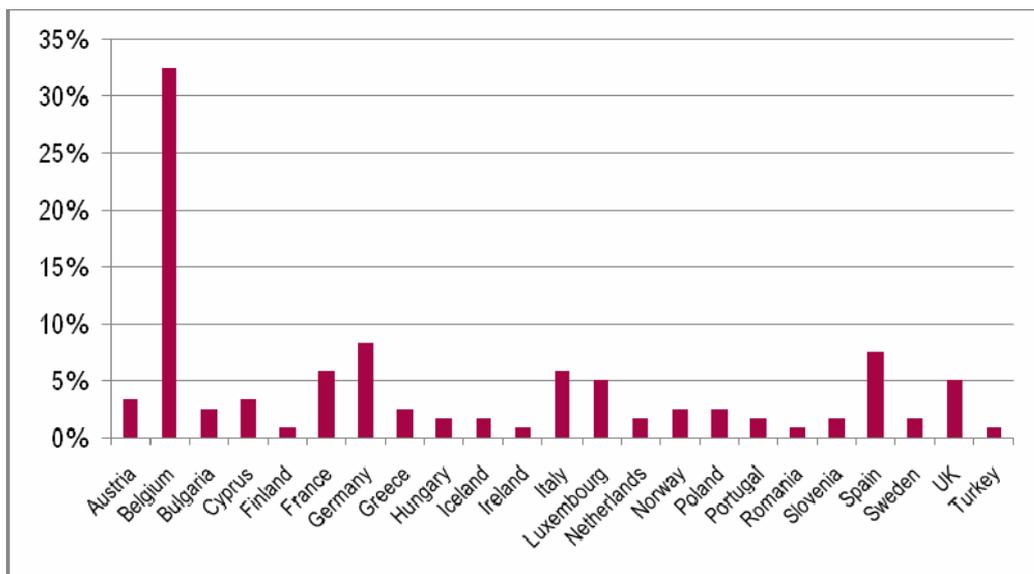
Question 18: Which of the following options best describes your job?



### 2.1.2. Most respondents are currently based in Belgium, although a wide range of countries were represented

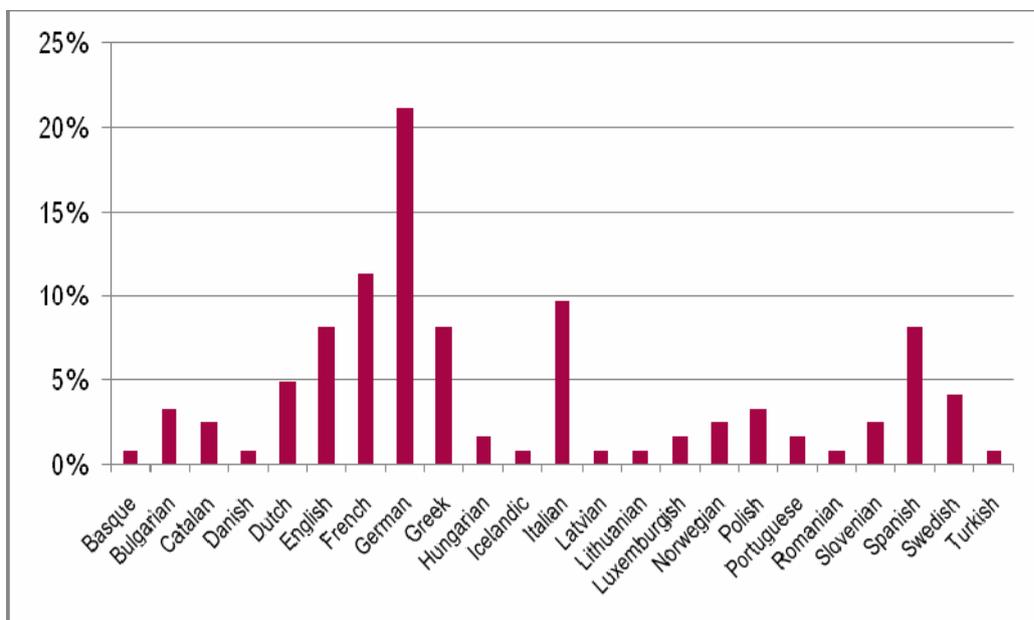
It is not surprising that most respondents are currently **based in Belgium**. It is to be expected that it is people with a link to the European Commission’s activities who are motivated to fill out this type of questionnaire. However there are a **range of respondents from throughout the Member States**, which ensures that a range of opinions are represented in this report.

Question 20: In which country are you based?



### 2.1.3. Despite a range of mother tongues the most common choice of second language is English

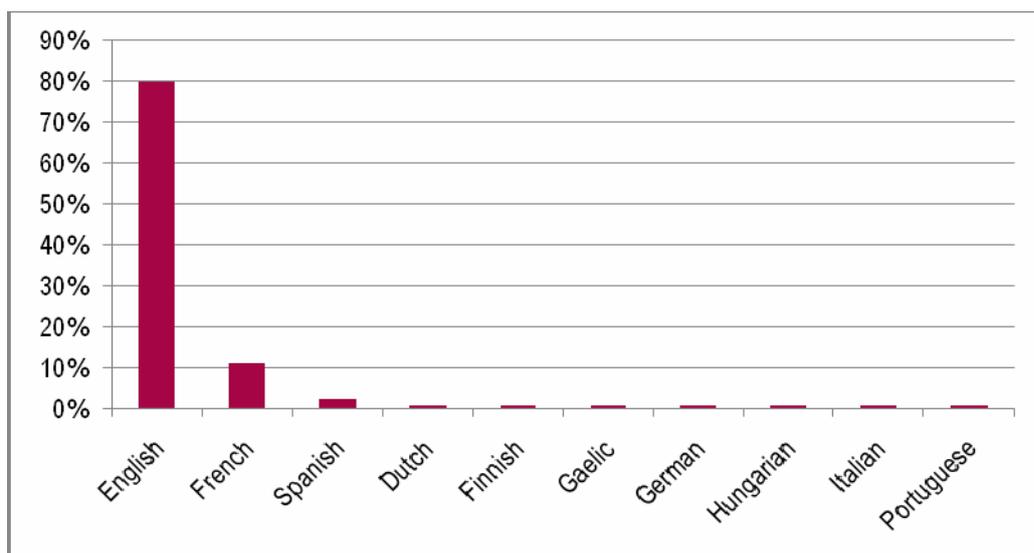
Question 21: What is your native language?



The results clearly show that **for most people English** is the language which they are able to read documents in if it is not available in their mother tongue. Although French is the second preference, it is only preferred by 10% of respondents. The other languages (Spanish, German, etc.) are clearly a very minority choice.

These results overwhelmingly support the EC’s decision that if the Report is only available in one language then it is with English that they will reach the widest target audience.

Question 22: Preferred secondary language to read specialised information apart your mother tongue?



## 2.2. The respondents' information needs

### 2.2.1. The EU/international perspective is essential for respondents' personal work on employment

The almost **unanimous agreement (97%)** that the EU/international perspective is either **“essential”** or **“quite useful”** in relation to individuals' work on employment illustrates that there is a **clear demand for publications which provide a pan-European perspective of labour markets**. The fact that the majority (70%) find this information **“essential”** demonstrates that people do not find the information provided by national ministries and statistics offices sufficient and do refer to international publications. Only 3% of respondents consider the EU/international employment **“quite useless”** or **“useless”**.

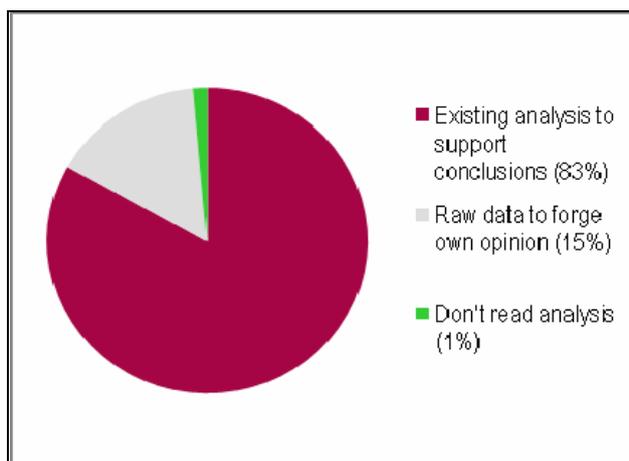
### 2.2.2. The need for employment statistics and analysis all year round prevents there being an ideal time to release data

The **clear majority (84%)** of respondents **need employment statistics and analysis all year round**. The responses do not show a preference for any particular time of the year. It is also worth considering one respondent's comment that they require data in the third quarter because **“it is only in the third quarter that all these employment statistics are available.”** This illustrates that people adjust their annual work plan around when data is released. These responses do not suggest that the current November date is an inappropriate time to launch the EiE Report.

### 2.2.3. It is existing analysis which is of the most use

The **majority of respondents use existing analysis** to support their own individual analysis and conclusions. This is where the value lies for many respondents in reports such as the EiE, where they have detailed expert analysis.

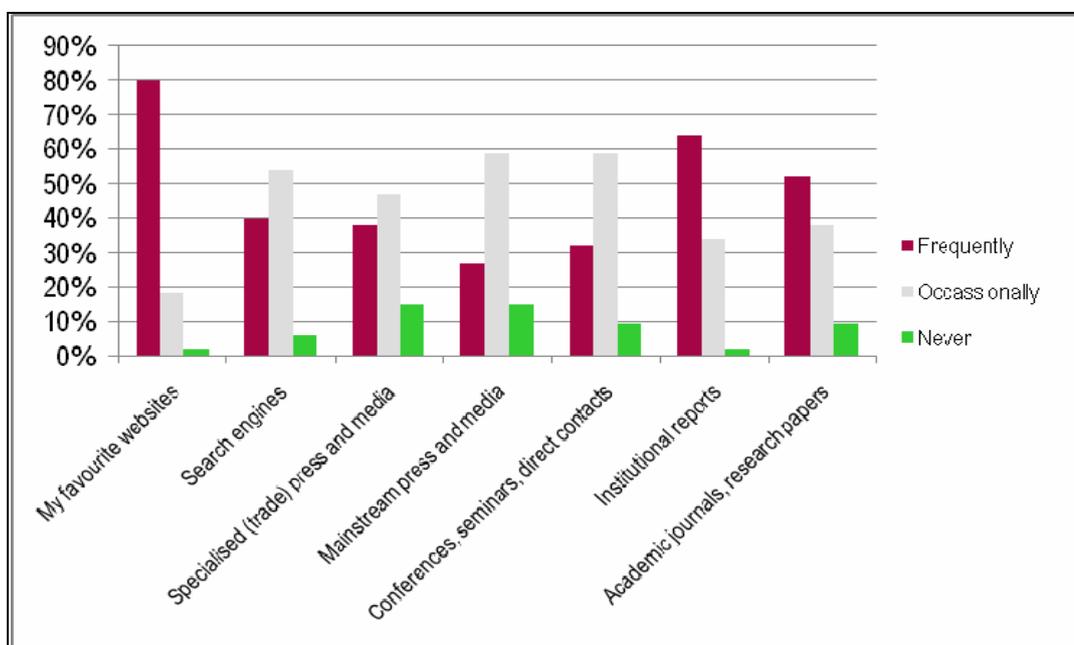
Question 3: Amongst the following options, which one best describes the type of information you use?



The detailed data available in the EiE Report means that it is also a reference point for those respondents, although fewer (15%), who just require raw data and wish to forge their own opinion and analysis. One of the strengths of the EiE is that it is able to be of use to a wide and relatively varied target audience.

### 2.2.4. It is the Internet and institutional reports which are referred to most when looking for employment statistics and analysis

Question 4: What information channels do you use most when looking for statistics and analyses related to labour markets?

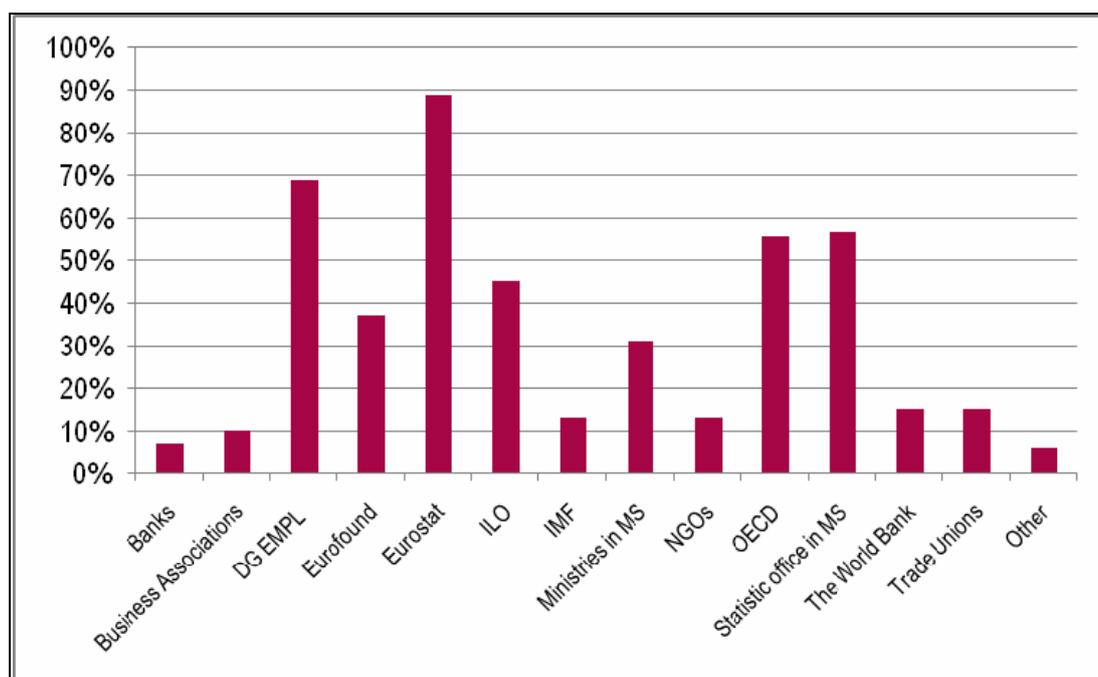


Over 98% of respondents are using the Internet either “frequently” or “occasionally” to search for data and have favourite websites which they refer to when searching for information. These websites are where the majority of people are frequently conducting their research. Therefore the Consultant considers it essential that the EiE webpage, or at least the DG EMPL website, becomes a reference point for the Report’s readers. It is institutional reports and academic and research papers which people use most frequently after their

favourite websites to search for analysis. 64% of the respondents use institutional reports “frequently” and 34% “occasionally”. In contrast to search engines often being used for statistics and analyses, a not insignificant number of respondents (15%) “never” use the media (either generalised or specialised) when looking for this information. These findings suggest that the European Commission should focus its main efforts in publicising the EiE Report within institutional reports, reference websites, as well as in academic and research papers rather than the media. The media can also be targeted, however, not only are they difficult to reach but also their impact on Experts and Decision Makers to inform them about employment analysis is limited. However, if the intention is to broaden the Report’s clientele then a **calculated** communication plan to target the media may be an effective tool.

## 2.2.5. The European Commission, national statistics offices and the OECD are the most common sources for analysis of EU employment trends

Question 7: Which of the following sources do you rely on most for analysis of European employment trends?



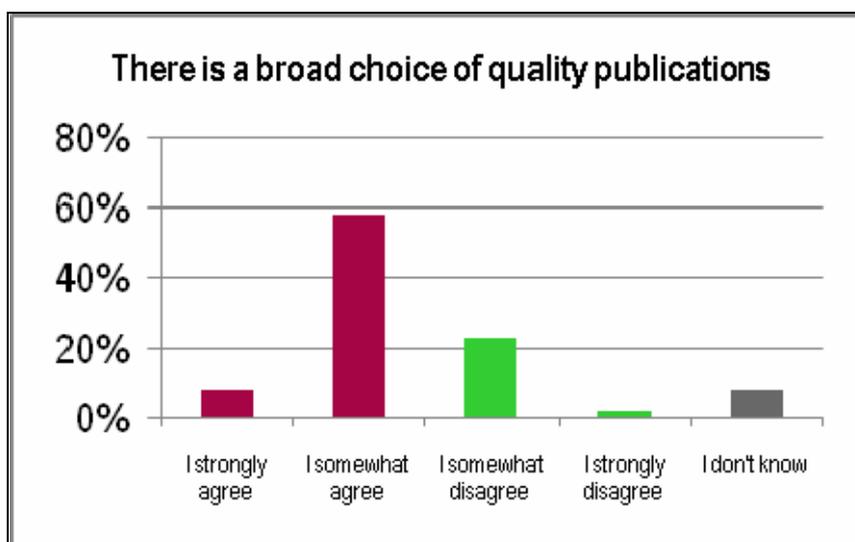
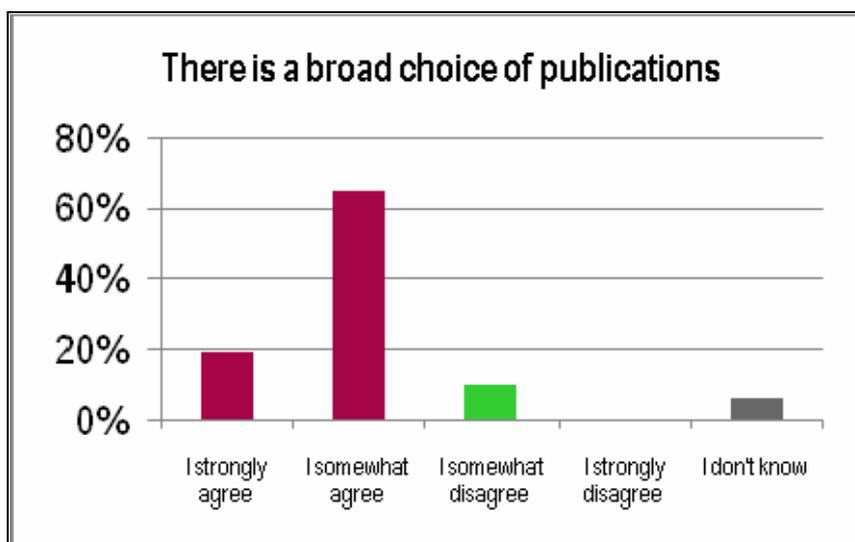
Eurostat is the clear favourite, which 89% of respondents refer to, closely followed by DG EMPL, with 69%. Member State statistic offices (57%), along with the OECD (56%) and the ILO (45%), and to a lesser extent national ministries (31%) and Eurofound (37%) are also used for analysis of these trends.

**Commission services are the most frequently relied on** by respondents searching for employment trends’ analysis; however, considering the aforementioned limitations of the survey, **this result is probably biased**. Many people completing this questionnaire work within the Commission or at an international level and therefore will not have the same information requirements as someone working within a national, regional or local framework. Of the people who responded to the questionnaire, 28% of them stated that they work for an EU or international organisation, while 27% work for national administrations, 7% work for regional/local administrations and 19% work for universities, research centres or think tanks.

These results show that **there is a clear desire for both national and pan-European employment trend analysis** which indicates that the EiE Report does indeed satisfy a market need and that national statistics offices are not able to provide all the data necessary. In the response “other” DG ECFIN was frequently cited as a source of information as well.

### 2.2.6. Most people are quite satisfied with the range and quality of analytical employment publications available on the market

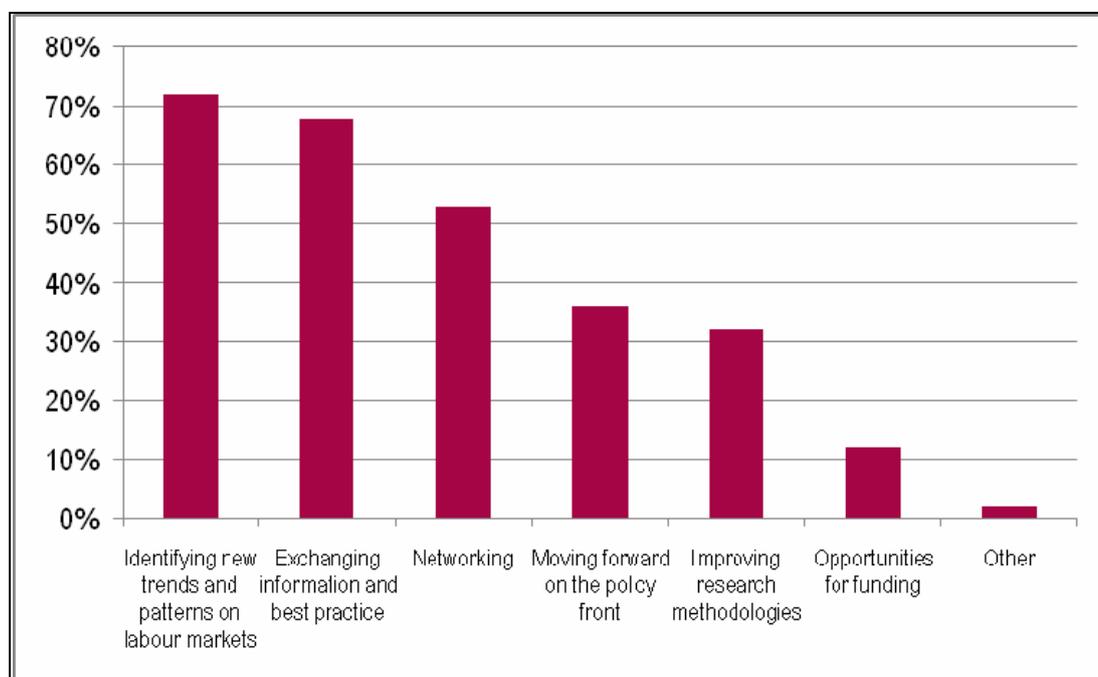
Question 6: Please indicate whether you agree with the following statements



Respondents are clearly happy overall with the range of employment publications available – both in terms of volume and quality –, with 84% agreeing either “strongly” or “somewhat”. No one stated that they “strongly disagreed” that there is a broad choice of publications but 6% did say that they “did not know”, which increased to 8.5% when referring to the quality of publications available.

## 2.2.7. Identifying labour market trends, exchanging best practice and networking are the most valuable features of EU level conferences

Question 5: Where do you think EU-level conferences in the field of employment analysis add most value?

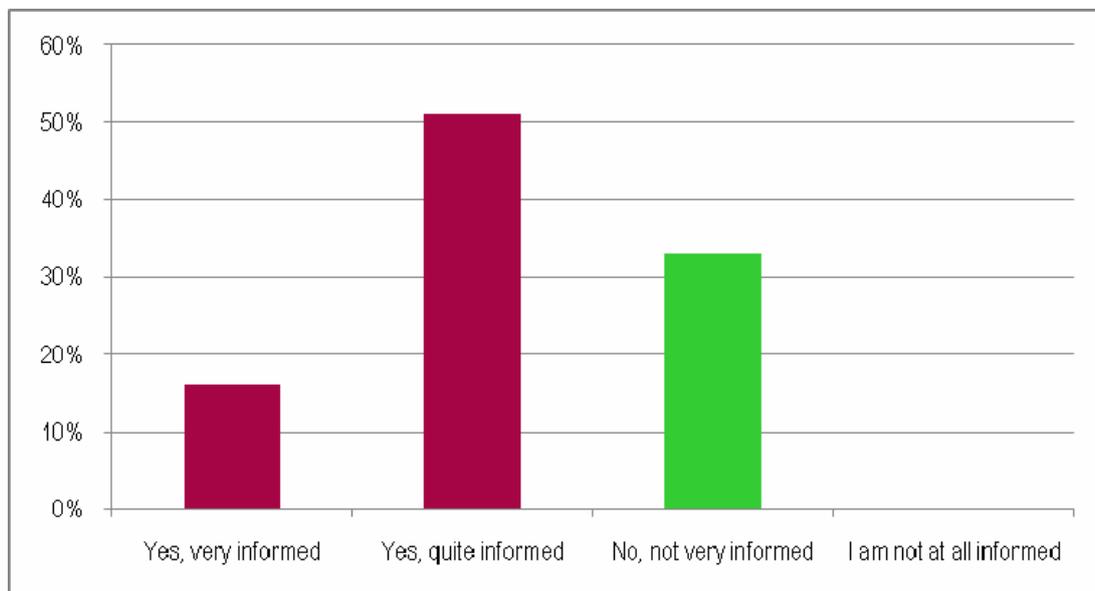


It is the **analysis of data** and the **opportunity to discuss new findings and best practice among colleagues** and to meet new professionals which most interests people about EU-level conferences. One respondent specified that it is the “bringing together of people from different countries, fields and professions” which interests them and another specified that it is of interest for them to attend to understand the “political interpretation of labour market trends.” It is the identification of new trends, the exchange of information and best practice which can be of interest to the widest range of stakeholders, from social partners to policy makers. It might be surprising that only 36% of respondents are attending these conferences to discuss policy development, because directly or indirectly these developments will have an impact on most people’s work.

These findings lead the Consultant to think that pan-European discussion cannot be suppressed. This discussion can be done either through a conference in Brussels and/or an internet discussion mediated by the Commission. To identify new trends and, to a lesser extent, be informed of best practices, meetings in Member States could also be effective.

## 2.2.8. Almost a third of the interviewees do not feel very informed of EC activities in the field of employment analysis and a small minority feel very informed

Question 8: All in all do you feel sufficiently informed about the EC's activities in the field of employment analysis?



Considering that 25% of the respondents of this question work for the European Commission, having 16% of people stating “Yes, I feel very informed” about the Commission’s activities on employment analysis is not a good result. In addition, if one considers the aforementioned limitations of this survey as well as the fact that all the people who received the invitation were on a DG EMPL-related list, having a 33% who “do not feel very informed” is a matter of serious concern. This number is likely to be bigger in a more representative sample because it can be assumed that EU-level stakeholders and Commission contacts are over represented. It should also be considered that the 16% of “very informed” people would probably drop and some “not at all informed” would appear.

Some interesting individual comments are worthy of mention. One respondent stated that the sheer volume of information produced prevents them from being able to process it all. Respondents often complained of having difficulties finding specific information and one of them suggested that an individual EU labour market portal could be a solution to this problem.

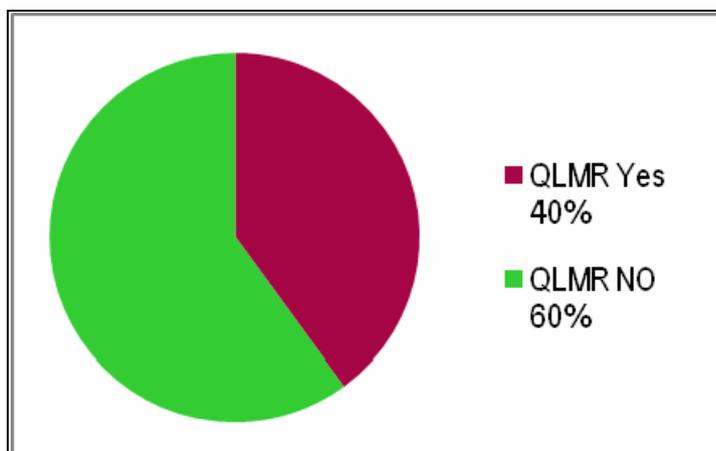
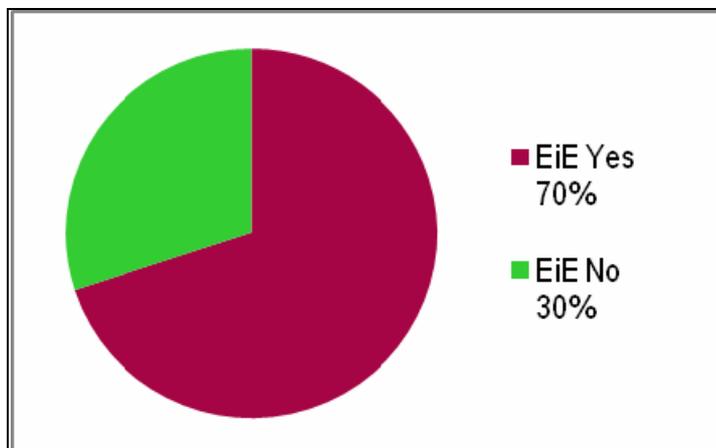
## 2.3. The Report

### 2.3.1. Many respondents are aware of the EiE Report, but far fewer are aware of the QLMR

It is positive that **over 70% of respondents know about the EiE Report** and that 36% of people know both the EiE Report and the QLMR. This suggests that DG EMPL’s flagship publication is well known amongst first-tier stakeholders and one respondent commented that “the Employment in Europe Report is getting better and better each year”. In contrast to the

positive response regarding the EiE Report, the QLMR is far behind in terms of recognition, with 60% of respondents not being aware of it.

Question 9: Are you familiar with the EC's EiE Report and the QLMR?



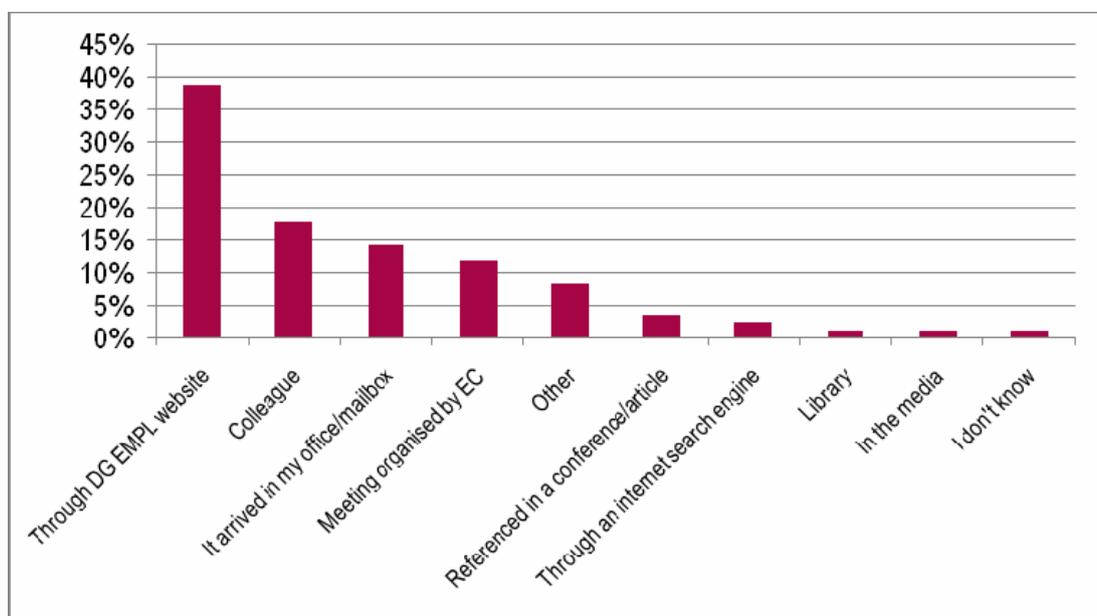
It is concerning that 26% of respondents are aware of neither the EiE Report or the QLMR and that is quite serious considering that the EiE is DG EMPL's flagship publication and that many respondents were invited by email using DG EMPL/D1 contact lists. The results are subject to personal interpretation of the question "are you familiar with the EiE Report and QLMR": one respondent stated being aware of them but not in a position to judge them and therefore stated that they were not familiar with either of them, but other individuals may have responded differently.

In any case, these responses might suggest that awareness amongst second-tier stakeholders (Decision Makers, Service Providers, Beneficiaries) should not be taken for granted and that a particular effort should be made in this area. In addition, a better marketing of the QLMR would need to be addressed as a matter of priority if this publication is to be a reference publication for quarterly updates on the main employment trends.

### 2.3.2. The DG Employment website is a valuable tool for disseminating knowledge about the EiE Report

The DG Employment website is an important tool for introducing people to the EiE Report: it is through the website that 39% of people became aware of it: the most common response by far. This illustrates the importance of the Internet for communicating with stakeholders and citizens. However, it is surprising that this was done through manual search, and not using Search Engines (just 2%), which again might be explained by the fact that many of the respondents were probably familiar with the DG EMPL webpage. The Report can be emphasised on the DG EMPL homepage and is also a convenient way for people to transmit the Report – sending the link to colleagues, for example. Another limitation of this survey is that it has not been possible to assess if the number of people learning of the existence of the EiE Report has increased since the DG EMPL website has been revamped and relaunched.

Question 10: How did you first come across the Report?

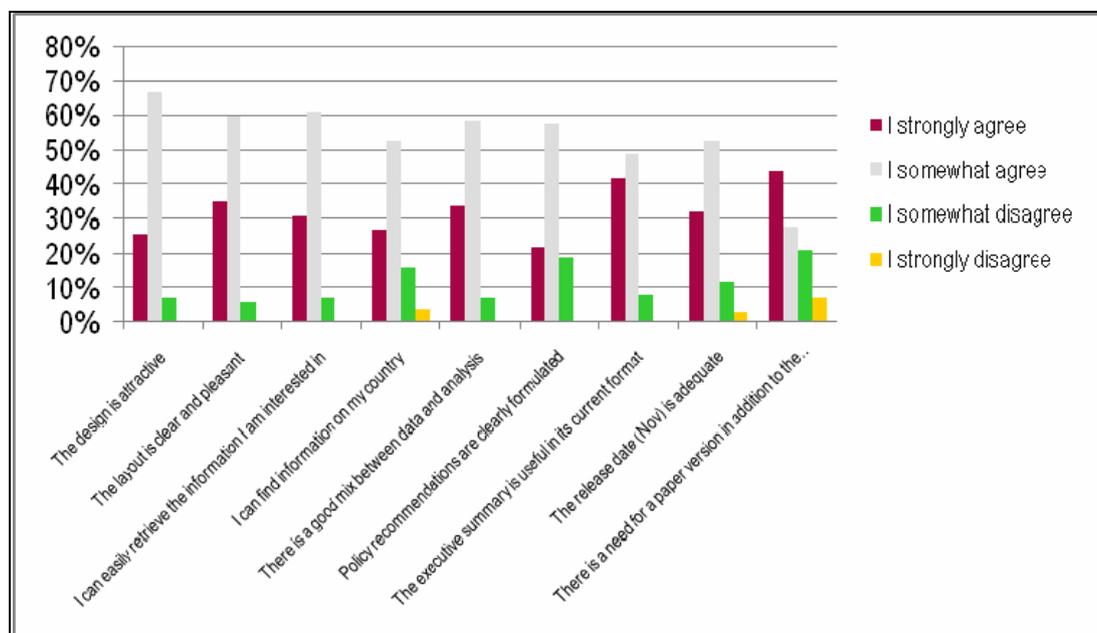


**Word of mouth, a recommendation or a quote play a significant role** in disseminating knowledge of the EiE Report, either through colleagues, EC meetings, conferences or in articles. Therefore it is important to attract Experts and Decision Makers to events such as the Dissemination Conference, so that they can then be aware of the Report's content when writing articles or attending conferences. Opinion leaders amongst some target groups should definitively be considered not simply to attend the conference but also to participate as panel Experts in relevant sessions. Very few people discover the Report by chance through internet searches or in libraries, which could be a consequence of the low search engine visibility highlighted in the desk phase of the evaluation. Only one respondent stated having learnt about the EiE through the media, and the results from section 2.2.4 illustrate that the media, even specialised media, is not the most common point of reference.

### 2.3.3. People are satisfied with the physical layout and content of the EiE Report

Overall people’s responses were positive and they find most elements concerning the presentation of the EiE Report satisfactory or, at least, not a matter of concern. Readers of the Report are satisfied with both the layout (35%) and their ability to retrieve information (31%). If people find the Report attractive and easy to use for their personal tasks then they are more likely to refer back to the publication again in the future. The size of the Report can prohibit some potential readers and therefore the Executive Summary is an important feature of the Report. These results show that readers are satisfied with its current format, with 42% “strongly” agreeing with this statement, and 49% “somewhat” agreeing. One respondent suggests that the individual chapters should also be published as working papers, and that this could improve the Report’s accessibility.

Question 13: Please indicate whether you agree with the following statements about the presentation of the EiE Report



Readers’ opinions are more divided concerning some aspects of the Report, which need to be considered. The EiE is a pan-European report and provides data about individual Member States, therefore it is concerning that **one fifth of respondents “somewhat” or “strongly” disagree with the comment that they can find information about their country.** This is the added value of the Report and readers will not be retained if they do not find the information provided relevant. One respondent commented that although the EFTA/EEA makes up part of the European labour market these countries are not well covered in the Report. As stated in section 2.2.2, the majority (85%) of respondents are satisfied with the November release date, with 32% “strongly agreeing” that November is a suitable time.

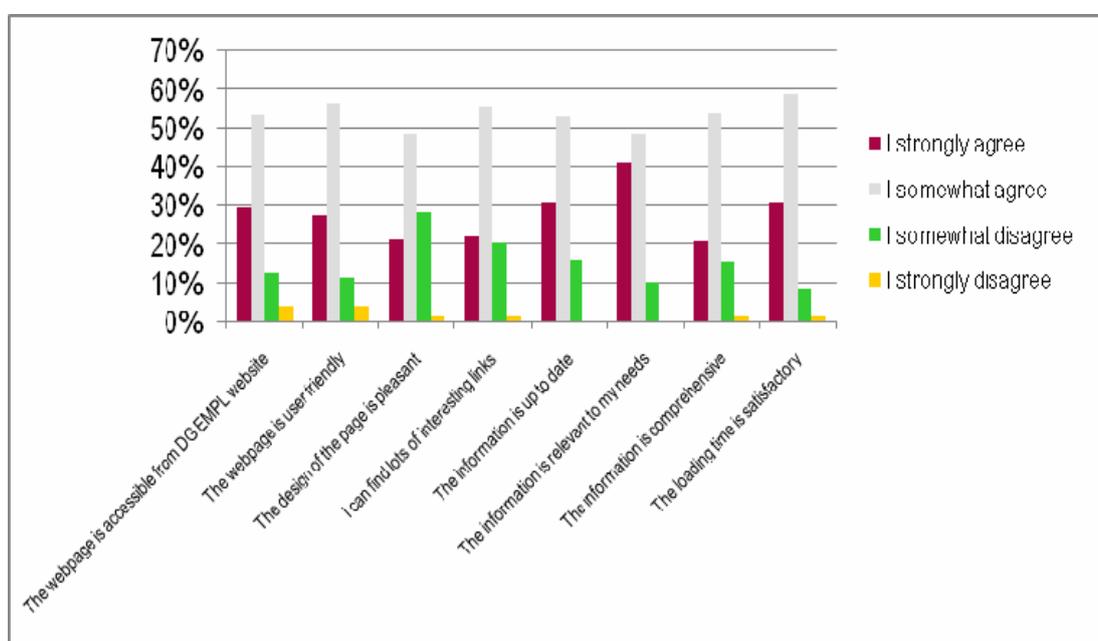
Opinions are clearly split regarding the need for paper and/or electronic versions of the Report. Most people consider a paper copy of the Report to still be essential, 44% “strongly agreeing” and 28% “somewhat agreeing”. In contrast though there are 25% of respondents who do not consider a paper copy necessary, and the European Commission should consider that over time this number will increase as people retire and the younger generation rely

almost solely on Internet publications. However, as these people are still a clear minority, the Consultant recommends keeping a paper version of the Report.

### 2.3.4. People are satisfied with the webpage interface, although opinions diverge more than those concerning the physical Report

Respondents are definitely less well informed about the EiE webpage than the EiE Report itself with less people choosing to answer this question and the comments left explained that people were not aware of the website or that they do not use it.

Question 12: Please indicate whether you agree with the following statements about the EiE webpage:



Before commenting on the results, it has to be stated that it is impossible to know if people are referring to the old or the new version of the website (as it has changed in the last months). **Therefore, the following results and comments need to be taken with extreme caution.**

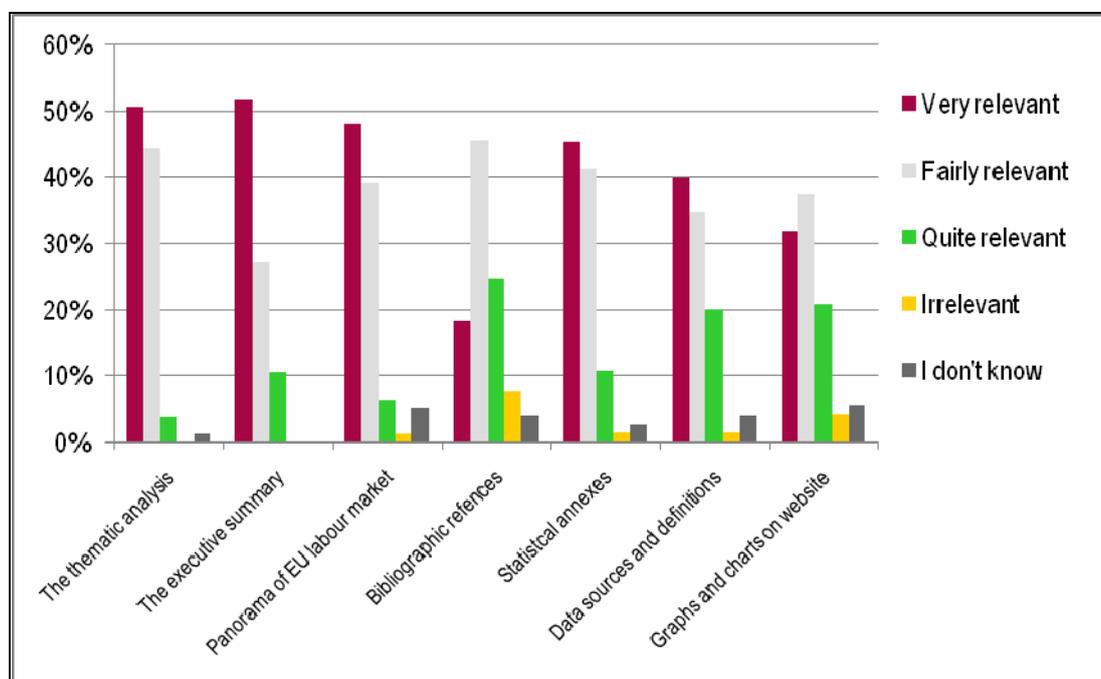
Those who are aware of the website are generally satisfied but respondents “strongly disagree” about a wider range of issues than for the paper version of the Report. People generally find the webpage accessible, the page layout satisfactory and it is very positive that 31% of people find that the information provided is up to date, and 41% consider this information to be relevant to their needs. These are the only two categories where no-one “strongly disagreed” with the statement. Although these results are positive it is worth noting that only one fifth of respondents strongly agreed that the information provided was comprehensive so this is an area where the EiE team could concretely improve the website. Fewer people “strongly agreed” with comments about the website than the EiE Report, which supports the idea that it is a less well known and utilised resource.

### 2.3.5. The main parts of the Report are clearly considered relevant

It is of no surprise that the most relevant sections for respondents are the Executive Summary, the thematic analysis and the panorama of the EU labour market as they represent the core purpose of the EiE Report.

Respondents are also interested in the statistical annexes, and where the data is coming from. This data is of interest both to people wanting to conduct their own analysis and those who are interested in reading existing analysis and would also like the data being analysed. One comment requested that data must be in line with the figures stated by Eurostat and another stressed the importance of graphs having the relevant data included with it, because otherwise they are irrelevant to readers: they can not be quoted or reproduced.

Question 11: How relevant to your needs are the following sections of the EiE Report?



All in all, these results show that the Report’s relevance is spread among its sections. Therefore, the Report is perceived as homogenous and satisfactorily targeted in terms of content.

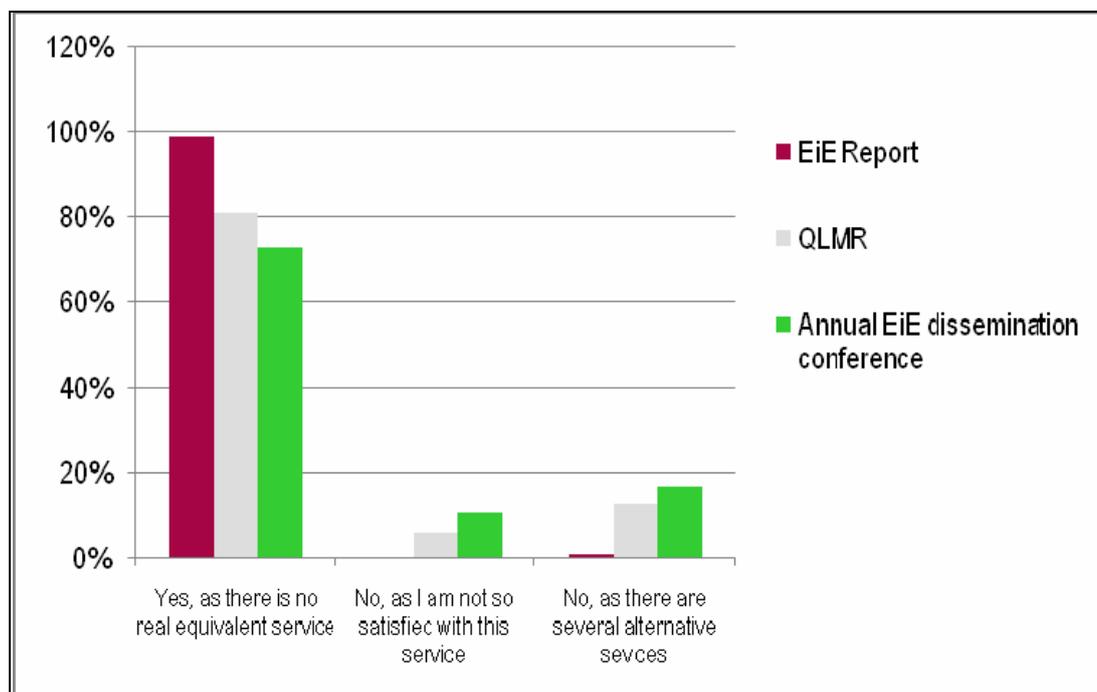
### 2.3.6. The EiE is considered a useful and high-quality employment analysis publication, whereas the Dissemination Conference and the QLMR are viewed as less irreplaceable

Respondents clearly express that they find the EiE Report a useful service and no-one expresses that they are dissatisfied with the service. Although the EiE Report services a relatively niche market it is still very encouraging that respondents are satisfied with the service it provides. One respondent explained that they prefer to use the OECD Report rather than the EiE Report because it covers the EFTA/EEA countries in greater detail.

People are less satisfied with the annual Dissemination Conference, so although 73% are satisfied, 11% of respondents are dissatisfied with the service offered and one respondent specified that the conference would be of more use if it was open to members of the public and “less exclusive” and 17% of people feel that there are several alternative (and more useful) services offered. Rather than broadening the target group of the dissemination conference the Consultant would suggest considering a similar activity but of a much less technical nature to which members of the public could be invited. These results will be able to be quantified once the EiE Dissemination Conference questionnaires have been collected and analysed.

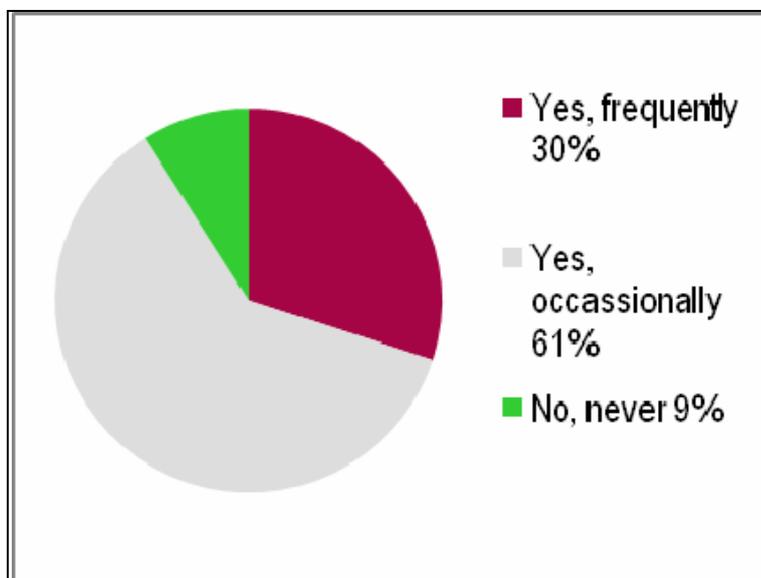
Although 80% of respondents are satisfied with the QLMR it does not fill the same niche market that the EiE Report does, and less people are aware of its existence. In part this can definitely be attributed to the fact that 13% of respondents would not be deprived of information were the QLMR to cease to exist because they feel that there are alternative services offered. **The QLMR is definitely not as well established as the EiE Report.**

Question 15: Would the decision to stop the following services deprive you of a useful source of information for which there is no alternative?



### 2.3.7. The Report is quoted by nearly all respondents, although the frequency varies

Question 14: Do you ever explicitly refer to the EiE Report in your own work?



Nearly all respondents of this question (91%) quote the EiE Report, either “frequently” or “occasionally” which is a positive endorsement of the Report. However, this result has to be taken cautiously as almost half of the people taking the survey did not answer this question<sup>2</sup>. The majority of respondents quote the Report **occasionally**, which is to be expected: the Report tackles different themes each year and those themes are going to be of varying interest to different readers.

It is encouraging that nearly one third of respondents find the themes relevant and **frequently** quote the Report.

### 2.3.8. Nearly half of respondents have provided feedback to the Commission, and nearly all these people are satisfied with the service they received

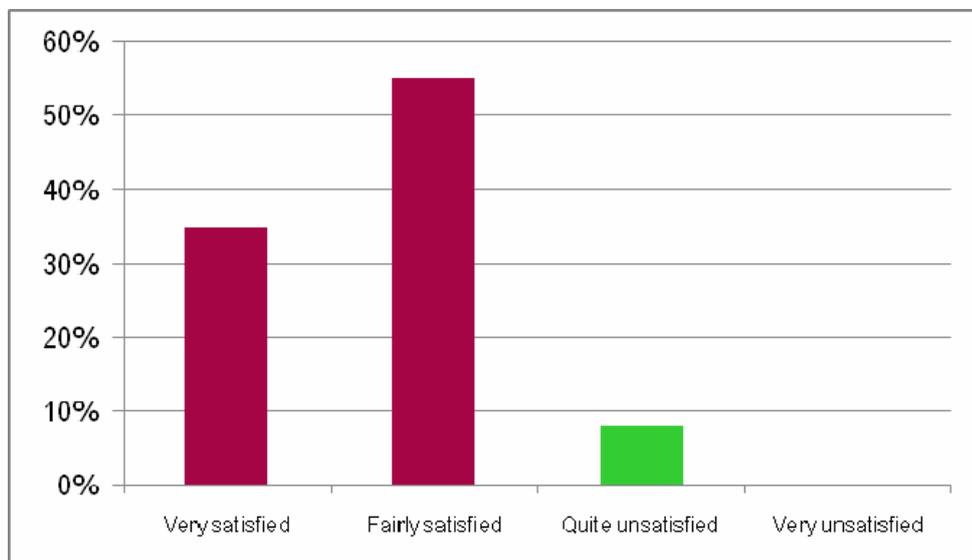
Nearly 50% of respondents have contacted the Commission to provide feedback at some point. The majority of these people are “fairly satisfied” with the service they have received when submitting feedback although only 38% are “very satisfied”, which is something which could be aimed to be improved. It is of course positive that **no-one** is “very unsatisfied” with the service they received.

One complaint was that the Commission rarely takes account of any feedback and fails to provide explanations as to why the feedback has been ignored. Cases like this have to be examined on an individual basis as it is impossible to know what issue the respondent was feeding back about and whether anything could be done about it. Attention should be paid

<sup>2</sup> They did not answer the question either because they did not know the publication (and therefore they were redirected to another part of the survey) or because they did not want to answer for whatever reason.

though to ensure that feedback is followed up and, where appropriate, individuals are contacted, so that they know that their comments are being considered.

Question 17: If you have ever contacted the Commission, how satisfied were you with the EC's response?



## 2.4. Summary of main findings

- Many of the results gathered have to be analysed with the awareness of the limitations of this survey. Namely, the disproportionately high number of respondents working within the European Commission; the probability that people who are the most aware of EC activities in the field of employment analysis coincide with the people who are the most aware of the existence of this survey; people who do not have a strong command of English, French or German have not completed the survey. In other words, the range of potential users of the Report may be wider and more varied than that of respondents, who are probably better informed about the Report and Commission activities.
- The majority of respondents contribute to the analysis of employment trends. Most respondents consider the EU/international perspective essential for their work. They are employed by the European Commission, national administrations and academic centres and are mainly based in Belgium, although a fair distribution across Europe was also observed.
- Employment statistics are needed all year round and people mostly frequently use the European Commission, national statistics offices and the OECD to find this information. When searching for information about European labour market analysis respondents use their favourite websites, institutional reports and academic journals. Although paper publications are still needed, there is a clear preference for electronic publications.
- Respondents receive a lot of information about labour market trends and employment analysis but not all this information is well adapted to their needs, which results in a worrying number of respondents not feeling well informed about the EC's activities in this field.

- The EiE Report is well known and considered a useful publication for which there are few alternatives. In contrast the QLMR is much less well known and is not considered as useful as there are a wider range of alternatives which provide a similar service.
- It is the main parts of the Report: the Executive Summary, thematic analyses and the panorama of EU labour markets, which interest people most. The statistical annex is also of interest and generally the publication is considered to be of a high quality. There is a high quotation rate of the Report, but most people quote it occasionally rather than frequently.
- Respondents are satisfied with the way information is presented in the Report although one fifth of respondents are unable to find information about their own Member State. Respondents are relatively satisfied with the EiE and DG EMPL websites, although people are less well informed about their existence.
- For those who know about it, the DG EMPL website is very important for increasing knowledge of the EiE Report; it is where most people learnt about it. Word of mouth, recommendations and the Report being quoted also contribute to disseminating knowledge of the Report.
- The main attraction of EU conferences for respondents is to identify new labour market trends, to exchange information and also to network.
- Almost half of respondents have submitted feedback to the Commission and most of them are satisfied with the service they received.

### 3. Dissemination Conference Evaluation

This section examines the 2008 EIE Dissemination Conference organised in Brussels on 25 November 2008. This was the third conference of this type.

A questionnaire was drafted to receive anonymous feedback about a range of different aspects concerning the conference. This questionnaire was approved by the European Commission and placed into each participant's conference pack. The participants were asked to fill out the questionnaire during the day and then deposit it.

In total, 55 completed questionnaires were collected.

The analysis of the conference is developed below on the basis of two parallel evaluation techniques:

- The results gathered through the participants' survey give an indication of the main outcomes of the event, through stakeholders' perceptions of the key elements of the conference. The questionnaire distributed to the participants during the conference can be found in the Annex 5.3.
- The expert analysis realised by the Consultant complements these findings with a number of reflections related to the event in relation to communication objectives which can be found in the Annex 5.4.

For reference, other events dealing with employment analysis at EU level include:

Organisation	Employment analysis event
EESC	Employment Week (1000 participants)
ILO	International Conference of Labour Statisticians
OECD	ELSA Seminar Series (new)
Eurofound	Foundation Seminar Series
Eurostat	European Labour Force Survey (EU-LFS) and European Union Statistics on Income and Living Conditions (EU-SILC) Conference (one-off event)
National events	-

Limitations of the evaluation questionnaire:

- The people responding to this questionnaire are people who regularly attend European Commission events and who are on the EIE Report's mailing list. They are aware of the Report and the Dissemination Conference so it is unlikely that surprising new data will be collected from them.
- A problem with this kind of evaluation, particularly with people who regularly attend these types of events is that they do not always feel able to give their honest opinion and therefore very few highly negative comments are included.

## 3.1. The participants and their expectations

Since the first edition of the EiE Conference, attendance has been stable with around 130-150 people. 148 people attended the 2008 conference while more than 600 invitations were sent out and 173 people registered for the conference.

### 3.1.1. Participants are primarily Experts and Decision Makers

The two largest groups of participants are made up of Experts and Decision-Makers (each representing about one third of the total participants), while the third constitutes a mix of all other categories, including those who responded 'I don't know'.

However, these results must be interpreted with caution. The Consultant has noticed some confusion concerning the definition of terms such as 'Policy Makers', 'Decision Makers' and 'Experts' amongst the relevant publics. Whilst the PROGRESS Target Group Classification defines Experts as 'those individuals and organisations holding a non-partisan research mandate and informing the policy process or assisting in this task' and Decision Makers as 'those individuals and organisations holding a political or social mandate and making decisions or assisting in this task', this definition remains largely unknown by stakeholders and is probably still too technical to be consensual. As a result, a great number of 'Experts' tend to consider themselves 'Policy Makers' or informal 'Decision Makers'.

The Consultant's guess – confirmed by the wish expressed earlier by the EC to be better connected with political Decision Makers – is that the suggested answers contained a bias which led to a misrepresentation of participants. Against this background, the *actual* result is probably closer to a 2/3-Expert-1/3-Other mix.

### 3.1.2. Most respondents work for national governments, research/academic organisations or the EU institutions

In terms of organisations represented at the event, it is no surprise to see a relative majority of national governments (with about a third of respondents). Universities/research organisations and EU institutions were also well represented with 15% and 10% respectively.

It is the Consultant's view that this homogeneity in the profile of participants is a strength which should be better exploited, notably through the delivery of key messages specifically targeting Experts. It is an inevitable problem when addressing a mixed audience that the messages will be too academic for some members and too simplified for others. For that reason it is recommended to offer a combination of parallel and centralised sessions during the Dissemination Conference. (See 3.4.2)

### 3.1.3. A significant proportion of participants would like more policy-orientated presentations and more opportunities for discussion

The last question of the assessment form was an open-ended question regarding the general fulfilment of expectations and suggestions for improvement; it was answered by more than half of the respondents.

It is encouraging to see that in relation to the fulfilment of expectations the majority of comments were positive. Only a few complaints were noted, mainly related to logistical elements of the Conference. They will not be addressed here.

Concerning the recommendations part of the questionnaire three key ideas emerge:

- There is a need for shorter, more focused and more policy-oriented presentations. By merely presenting the content of each chapter, the presentations fail to add value to the Report. Several respondents also encouraged the Commission to have lighter, more legible slides.
- More time should be left for discussion and for debate. Many participants observed that the point of organising an event in addition to publishing a report is to encourage the exchange of ideas.
- Some respondents have expressed the wish to have discussions and presentations that are better connected with the current situation and the priorities of the policy agenda, giving the example of the financial crisis and its consequences on employment.

### 3.1.4. Understanding European labour markets and networking: two key motivations for attending the conference

In 2008 participants attended the event primarily to (by order of recurrence to an open-ended question):

- get more first-hand information on a specific issue covered by the Report or on the general trends of European labour markets;
- network with others in their field and/or in closely related fields;
- get specific information with the objective of making a strategic decision (response to a call for proposals, formulation of policy orientations, etc.).

These results suggest that CN opportunities surrounding the EiE Conference do exist and that a few adjustments could have a positive impact on attendance, namely:

- more concise and policy-oriented presentations, focusing on a small number of key messages;
- increased networking opportunities (e.g. through the clearer identification of participants, the distribution of a list of participants with contact details, more space for group discussions).

### 3.1.5. The EiE dissemination conference: a unique event?

The most popular events amongst respondents are those organised by Eurofound (about a third of respondents) – most probably the annual Foundation Seminar Series whose objectives are quite similar to the EiE Conference's, namely:

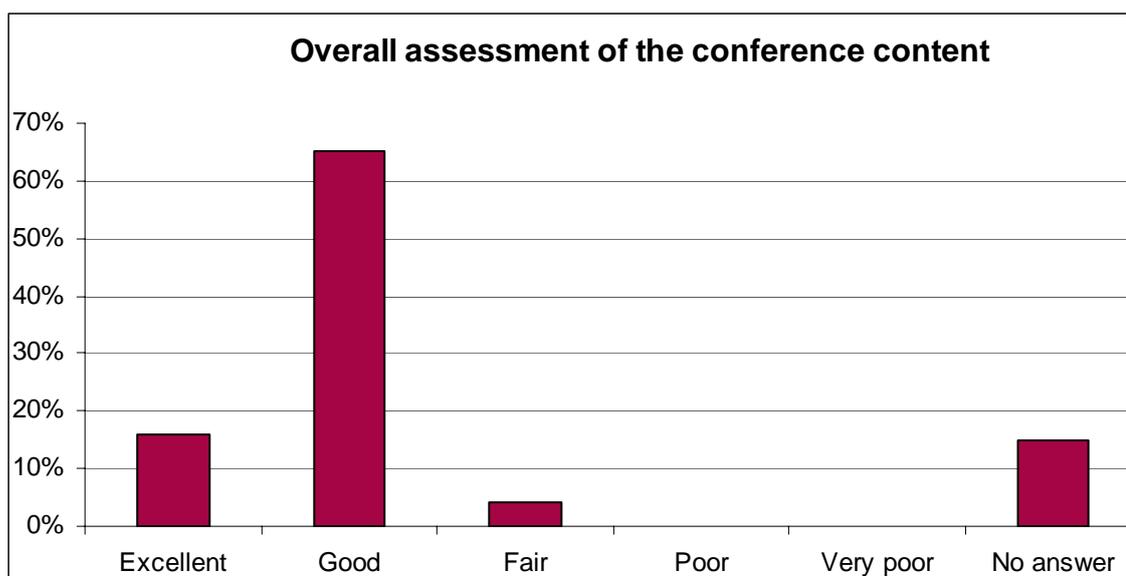
- deepening the Foundation's role as a forum for debate and discussion;
- contributing to shared knowledge and experiences across the EU Member States;
- offering representatives of the social partners and public authorities an opportunity to discuss European social issues and deepen their understanding of the implications at national level.

In addition, it is quite surprising to see that none of the events suggested by the Consultant in the assessment form received a significant number of affirmative responses, which suggests either that these suggestions were not relevant or that the EiE Conference is a rather singular event for which there is no real alternative.

Last but not least, it is interesting to see that only a sixth of respondents had already participated in a previous EiE Conference.

Given the links existing between the European Commission and the Dublin Foundation as well as the numerous similarities between the two events, it is the Consultant's view that a more coordinated strategy should be envisaged with a view to boost the effectiveness and efficiency of this type of initiative.

## 3.2. The content



Overall, respondents are satisfied with the content of the dissemination conference. However, it has to be noted that the majority of participants (63%) did not fill in the conference evaluation questionnaires, presumably, for many different reasons (e.g. their personal commitment, the quality of the questionnaire or their satisfaction with the conference). This number, combined with the 15%

of the respondents who did not answer this particular question, makes the Consultant suspect that **some critical opinions have not been voiced**. However, as this idea is just an assumption, from now on, **the Consultant will only take the responses of the questionnaires into account**, as the other participants' opinions cannot be quantified.

A clear majority of respondents find the content "good" (65%) and a minority find it "excellent" (15%). Amongst the ones who find it "excellent", half of them are Experts and the rest Decision Makers and a representative from an employer association. These results should be taken as an overall endorsement. In addition, people who have rated the overall content positively, grade particular aspects or parts of the content differently, and have suggestions for further improvement.

### 3.2.1. The EC's objectives of the conference is to gather stakeholders together and disseminate the findings of the Report

The objectives of the conference were not concretely specified in a document, although, as its title says, the main objective is to **disseminate the findings of the Report**.

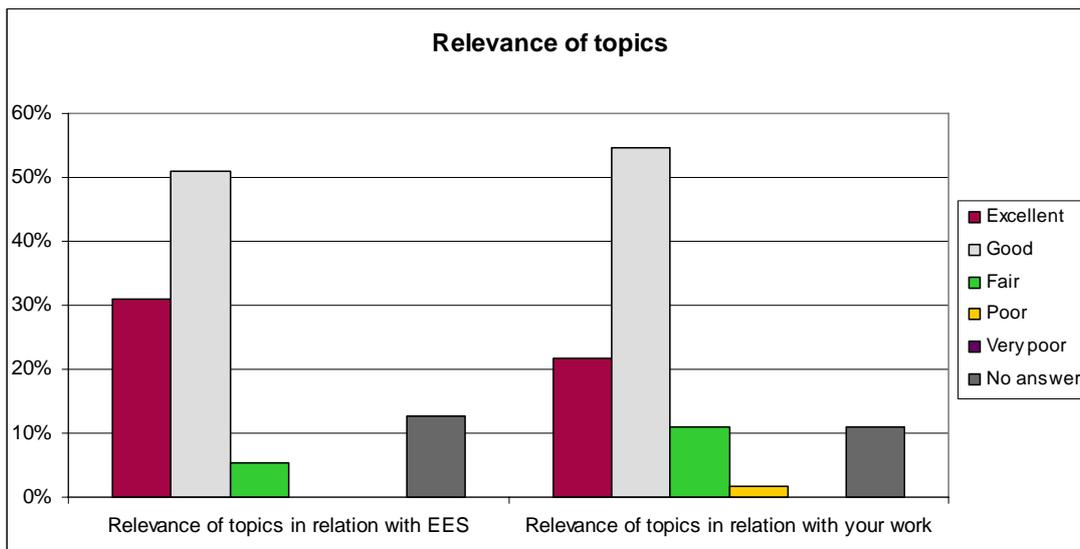
Other objectives are:

- meeting with stakeholders and to debate with them;
- engage with stakeholders concerning the Commission agenda and the European Employment Strategy;
- to promote networking amongst stakeholders.

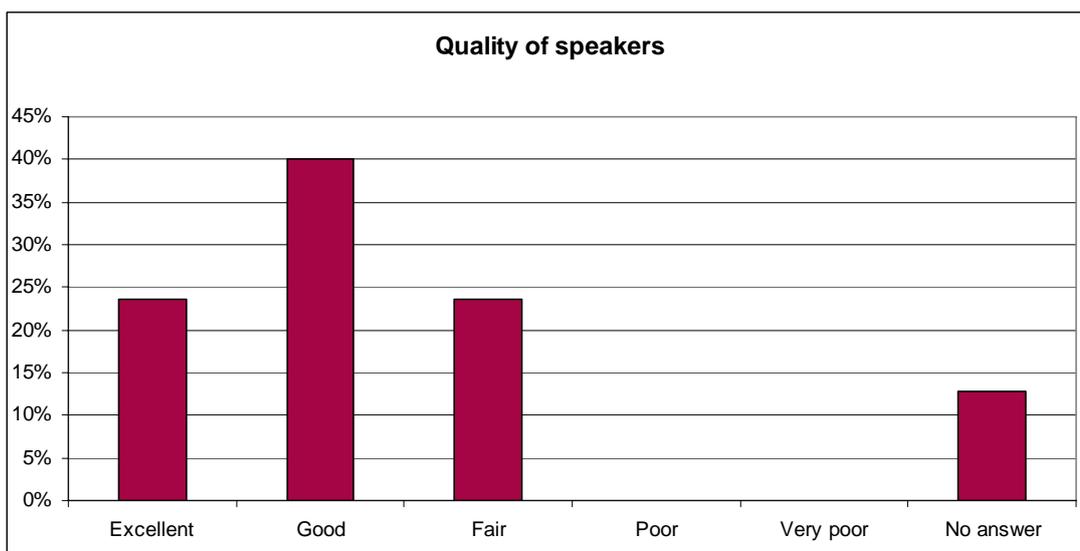
As these objectives did not have specific goals, it is difficult to evaluate to what extent they have been met. However, an assessment of each of them is provided throughout this chapter.

### 3.2.2. Attendees find the conference topics refer to the EES and the Commission agenda more than their individual interests, although they are still relevant for them

Participants think that **the topics covered are more relevant to the Commission agenda than to their own professional concerns** if we compare the direct results of the two questions. However, the latter does not mean that they are not relevant to their own work, as 76% of the respondents stated that this was the case. On the other hand, more than 82% find the topics relevant to the European Employment Strategy (EES). It is worthwhile noting that 13% of the respondents did not answer if the topics were relevant to the EES, which might be because of being uninformed about it. If that was the reason, it would mean that a significant number of stakeholders are not really knowledgeable about the EES given the fact that some of them who are in direct contact with the Commission have doubts about it. The Consultant recommends to further study this detail, as it might reveal a striking result which would need to be addressed through better marketing.



### 3.2.3. Speakers were generally considered to be of a high quality



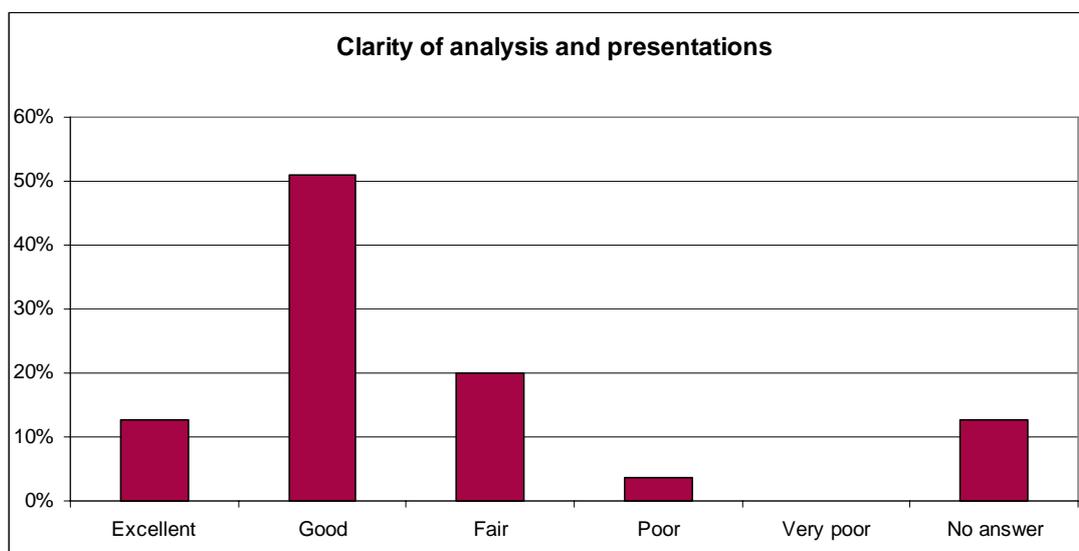
**Respondents generally found that the speakers were of high quality.** 24% of them answered “fair”, which is a very mild appreciation. However it has to be noted that no-one stated a clear negative judgement. The Consultant suspects a bias due to the fact that is easier in these cases to state something positive than negative, although to what extent this possible bias affects the results is not quantifiable. In any case, 64% of the respondents consider that the quality of the speakers was “good” or “very good”.

Mr Van der Pas, **Director General of DG EMPL**, opened the conference with a 10 minute speech on the Report, its anniversary and the main themes covered. He also linked it to the current financial crisis and established bridges with overarching initiatives (such as the Lisbon Strategy). The speech was clear, as was its narrative, and it had an institutional stress, which was appropriate for the occasion. The Consultant highlights the good practice of having a top senior Commission member opening the conference. In their opinion, only the Director General or the Commissioner himself should be the ones doing so.

In addition, the conference was closed by a **panel discussion** with external speakers<sup>3</sup> moderated by the director of Employment from DG EMPL (Mr Prats Monné). Each invited speaker delivered a 10 minute assessment of the Report or a related theme, representing their organisation's point of view. Some were more articulate than others. The Consultant was particularly impressed by the clear, well structured, critical and constructive approach of the French Presidency representative, Mr Coquet.

Apart from the authors of the Report, **four Experts commented on particular chapters**. Those Experts were two very senior researchers and two senior university professors. The Consultant recommends inviting Experts of this level, working for third party organisations (banks, research institutes, independent agencies or university departments), to broaden the discussion, to get endorsement and thus to gain credibility. It also clearly adds value for the participants. However, all the external Experts should be required to submit a PowerPoint presentation in advance. A PowerPoint presentation should be considered obligatory if one is going to present, as is the case at major commercial conferences.

### 3.2.4. Presenters need to focus on key messages to discuss with the audience and to develop clearer slides with less information on them



This is one of the points where improvement is required. Apart from the results shown in the chart above, many respondents of the survey complained, in one way or another, about the clarity of the presentations. **Some slides were simply too crowded and written in too small a font**. Many participants were not able to read them. Slides need to be concise and easy to read.

It is suggested, firstly, to **only present the essential information** and, secondly, if this is still too much, split it between several slides. This can be difficult in some cases, when tables need to be included for instance. These tables cannot be complex or too big; otherwise the

<sup>3</sup> The external speakers of the panel discussion were: an Advisor from ETUC, the Chairman of the Social Affairs Committee of BusinessEurope, the Vice-Chair of the Social Affairs Committee of the CEEP (UK) and the Chief of the Policy Assessment and Innovation Department at the Ministry of Economy, Industry and Employment (FR).

audience cannot read them. **Focusing on a few key messages and explaining them clearly** is better than trying to present too many ideas, without having the time to properly explain them. The majority of the presentations had a clear narrative and a structure which was logical. However, others were difficult to follow and the point which was trying to be made was on occasions lost, as too much minor information was provided, diluting the main messages.

A good practice is that **all the presentations from the authors were based on the same template**, which was clear to read and adequate for the themes being presented. Another suggested example of good practice, which would have prevented some of the problems with complex slides, would have been to **distribute hand-outs** of the presentations to the participants **in the conference pack**.

**Authors were not introduced to the audience prior to their presentation**, which overlooks an opportunity to highlight some key points in their biography or a resumé of their main publications. This practice would provide the presenters with more credibility (in the case that they have a CV with academic or research work on it or if they have a resumé with other strong points, it would be worthwhile to highlight those that are relevant).

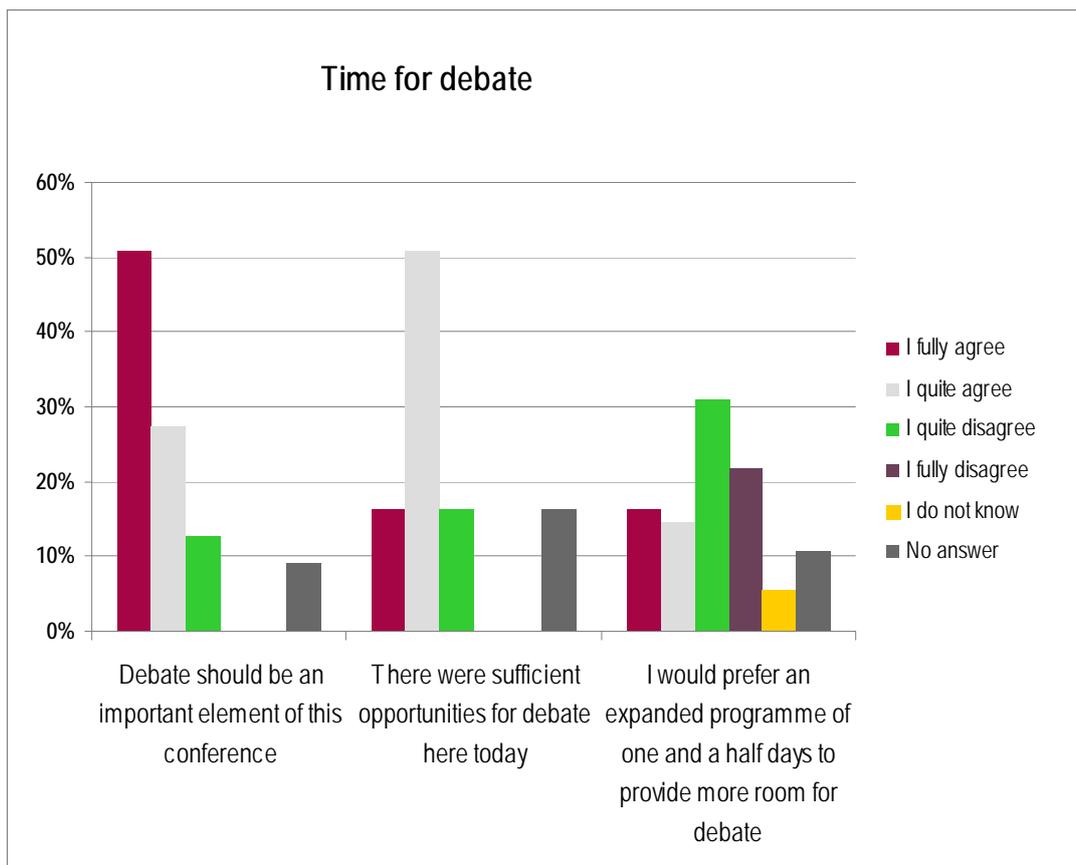
Another point which requires attention is **the way authors presented and talked to the audience**. **Important differences were noticed** between them, as some presented in a much more articulate way than others, with a clearer and easier to follow voice and strong stance.

### 3.3. Opportunities for debate and feedback

One of the objectives of a dissemination conference such as the Employment in Europe one is to **meet stakeholders and to become better informed about their opinions and views on the work** carried by the European Commission in this area. Debate between authors and stakeholders, mainly Experts and Decision Makers, should be an essential part of this conference. The debate can be organised in the form of questions after each session, but also in informal forms of interaction between authors and participants at coffee breaks or through feedback provided after the conference. Being aware of the opinion of stakeholders and their views on the Report does not simply benefit future editions of the publication –as the content can better meet the expectations of its potential readers– but it can also help increase its dissemination amongst its Target Groups.

#### 3.3.1. Debate is essential and should feature more heavily in the itinerary of a one day conference

According to the questionnaires distributed amongst participants, there is a **wide consensus that debate should be an essential part of the conference** (almost 80%). The Consultant agrees with this claim and stresses the link between debate and knowledge exchange. Debate strengthens audience interaction and engagement with the content which is being discussed. None of the participants thought debate should not have a place at all, and just a tiny minority did not see it as an important part of the event.



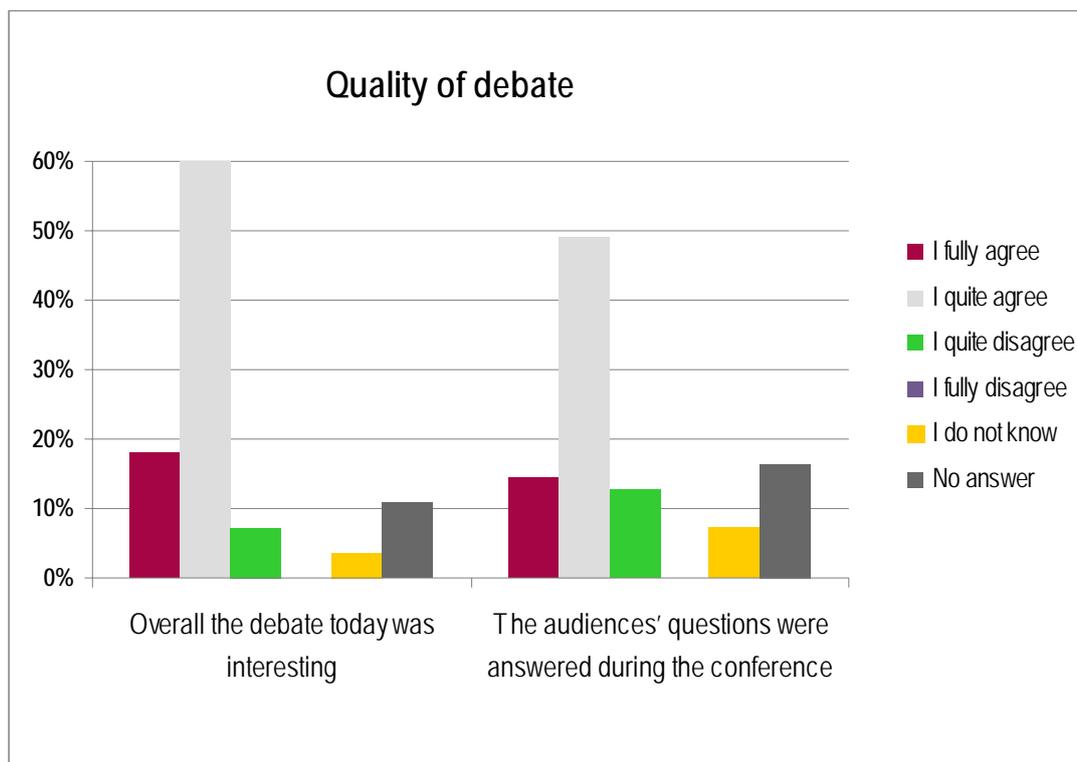
The majority of participants generally agree that **there were enough opportunities for debate during the conference**. However, those who were fully convinced are a minority, and an equal minority thinks that debate was insufficient. These results make the Consultant recognise that a certain amount of opportunities for debate are available during the conference, although the way it was structured and the time dedicated to **the debate could probably be improved and increased**.

However, increasing the amount of time dedicated to debate does not point in the direction of transforming the current 1 day conference into a two day or one and a half day format. **Over 50% of participants disagree on having a conference that lasts more than a day**, and only a small minority agrees with this suggestion (about a third). The Consultant strongly suggests **keeping the conference as comprehensive as possible but also as short as possible**. A conference lasting more than a day would very likely be too time-consuming for the participants, and thus many of them would not attend it, since they simply would not have the time in their work schedules.

The quality of the debate is a different issue.

### 3.3.2. The debate was interesting although some questions were not fully answered

Overall, **the debate was judged as being interesting by most of the respondents** (almost 80%), although not a lot of enthusiasm was raised about it. The majority consider it “interesting”, thus agreeing in a mild way.

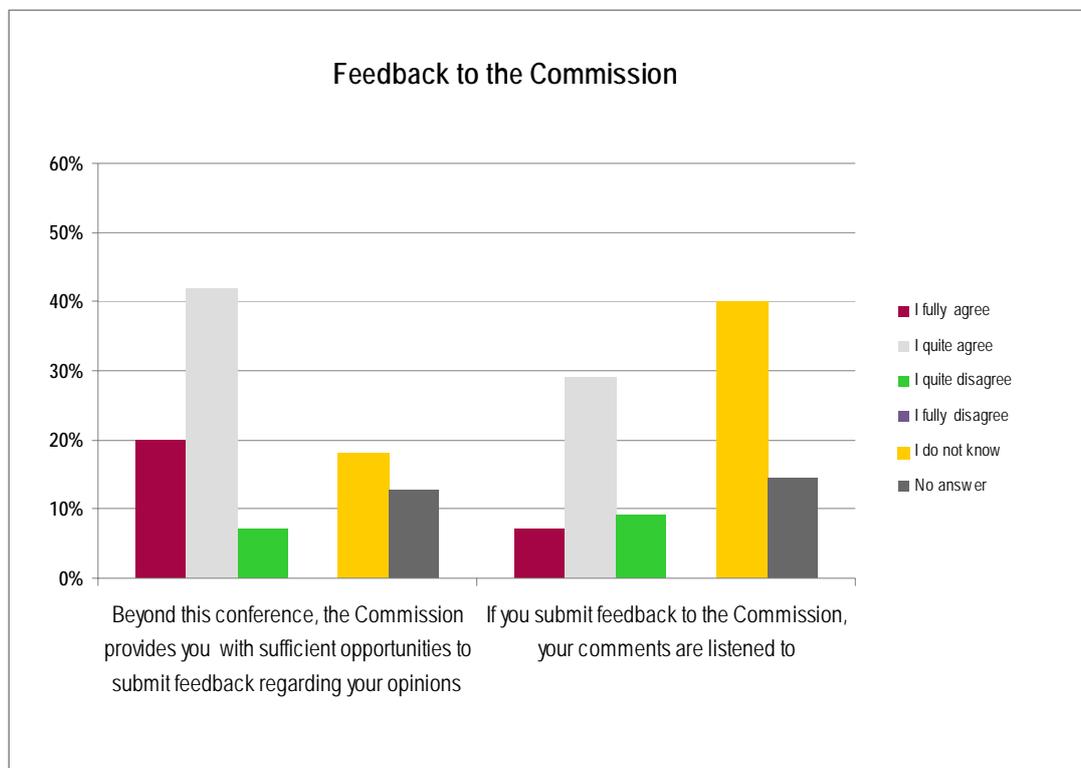


In the Consultant's opinion, apart from not having enough time per question, the format during some of the sessions was not the most appropriate.

- Firstly, **it is more difficult to formulate a question in front of a large audience** and some people who, for instance, have a less strong command of the working languages might not pose a question.
- Secondly, **sometimes prompts are needed for people to start asking questions.** Some themes or presentations do not pull immediate triggers in audience's minds and some initial questions asked by the moderator could have opened the debate. In addition, structuring the themes of the questions can help when there are a lot of them but when questions are scarce this technique narrows the debate and might intimidate the audience.
- Thirdly, when there is a discussion, **people appreciate being able to see the face of the person who is talking**, especially if the discussion is with the authors. The Consultant considers it bad practice for the authors to sit in the front row, with their backs to the audience while answering their questions. If the reason for this arrangement was because of logistics then a better solution can be found (such as moving the tables or using the podium while the rest of the authors sit on chairs to the side).

A clear minority of the respondents (some 13%) find that their questions were not fully answered. The majority found the contrary to be true, although only 15% were fully satisfied. The Consultant would like to underline **the importance of fully answering participants' questions in a conference of this nature.** Participants already know about the Report; therefore the added value (apart from the networking dimension) of this conference is to better understand the content of the Report and being able to discuss it. The credibility of the analysis depends on tricky questions not being avoided and the limitations of the analysis being acknowledged.

### 3.3.3. There are other opportunities to provide feedback apart from this conference, although stakeholders are far from enthusiastic about them



Participants agree that beyond the EIE dissemination conference, **the Commission offers opportunities to provide feedback**, only a very small minority disagrees (7%). A third of the participants did not know or skipped this question. The amount of people who did not know what to answer or simply did not answer makes the Consultant suspect that, even if ways to provide feedback exist, **they should be better marketed and maybe improved**, since stakeholders do not seem to be enthusiastic about them or fully aware of them.

When asked if the stakeholders felt the Commission listens to them when they provide feedback, the majority of the respondents (55%) avoided a clear answer (by either stating “I do not know” or not answering). This could mean either that they do not provide feedback to the Commission and thus they do not feel entitled to answer, or that they do not consider it relevant to respond (for several possible reasons). In any case, amongst the ones who answered, the majority (around 30% of the total) felt moderately happy with the way the Commission handled their feedback. However, 10% of the respondents were not satisfied (although were also not highly critical); on the other hand, 7% were very satisfied.

Overall, the Consultant recommends that the Commission **better markets the available feedback channels and makes an effort to handle stakeholder queries, complaints, suggestions or praise in a fast and satisfactory way**. In the case of not being able to provide an answer to their question it is important to show that the EC might try to find out through further research (if appropriate) or to clearly say that this question cannot be answered, while stating the reason and provide a possible source where the information could be found.

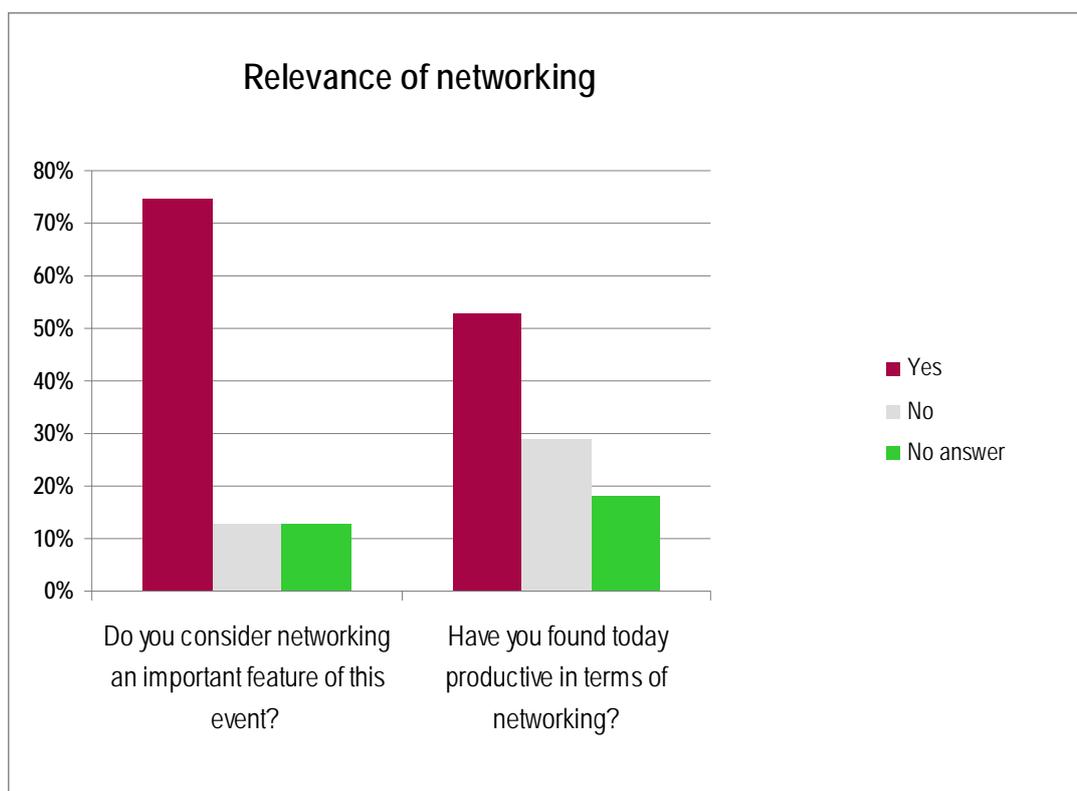
### 3.3.4. This conference is a missed opportunity to inform specialised journalists

No journalists attended the conference. However, inviting very specialised journalists cannot be disregarded. If this happened in future occasions, interviews with the authors and the distribution of a press memo should be initiatives to consider.

## 3.4. Networking opportunities

Networking is another acknowledged objective of this Dissemination Conference. People attending work in similar or related fields and, therefore **meeting each other or strengthening existing contacts is potentially useful for future collaboration or knowledge exchange**. The networking dimension is additionally very useful from a communication point of view in order to secure users' loyalty and transform them into advocates of the publication, multiplying the dissemination effect in a pyramidal way.

### 3.4.1. Networking is highly regarded by the participants, although only half of them find it productive

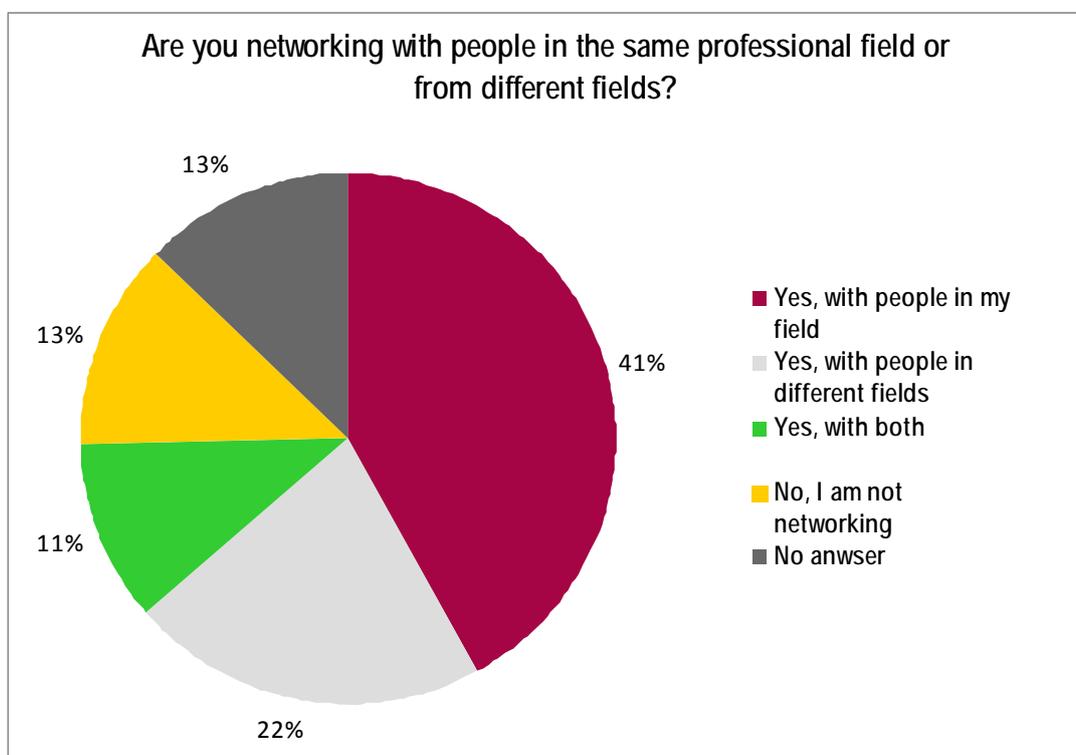


Networking is an important feature of this event according to the participants. Just 12% of the respondents disagree (and another 12% do not answer). Networking appears thus as a clear added value for attending a conference such as the EIE Dissemination Conference.

However, when asked if networking during the EIE conference was productive, the positive results drop more than 22 points and 29% of the respondents say “No”. These results are still positive overall, since **53% of the respondents found the conference productive for networking**, but they do raise some concerns which need to be addressed. The difference between people who find networking a potentially important part of the conference and people who actually find it productive is definitively something to be taken into account. **Networking should be fostered**. When asked about it, many participants asked for a list of participants (with their positions and email addresses) to be distributed during the conference. To avoid issues related to data protection, on the registration form for the conference, a box to be ticked authorising the internal distribution of limited contact details could be included.

Other suggestions include having a social event in advance (it could be done the night participants arrive, considering the conference starts early in the morning), having longer breaks or discussions in small groups, round tables or workshops. The Consultant recommends this last option, especially taking into account the range of very different themes the Report deals with. One and a half hour seminars, conducted in parallel, could be organised to discuss a particular chapter in more detail. Distributing badges with people’s name and their organisation on them is a good practice which needs to be continued. It should also be considered to include people’s position. Coffee breaks and lunch time are good moments for networking, and there again good practice such as no chairs for the coffee breaks and a ‘help-yourself’ buffet for lunch help to foster interaction. The Consultant recommends free seating at lunch rather than a seating plan.

### 3.4.2. Participants network with people working in their own field although contacts between people in different fields are frequent



The majority of people networking (41%) were networking with people in their own field and 22% of the respondents were networking with people from different fields. 11% were doing so

with both categories. These figures show that **networking amongst peers is the preferred option but that networking with other professionals working in related areas is also an interesting option** for a significant number of participants. These numbers suggest that keeping a mixed audience format would be a good choice. The Consultant recommends one single conference for a mixed audience with some sessions for individual target group, combined with common sessions.

## 3.5. The conference organisation

The organisational aspects of the conference influence the way the conference is perceived and thus the messages it promotes. In order to maximise the effect of the content, the organisation needs to be well planned. Some questions related to technical and organisational aspects were asked to the participants, although others, due to their internal or detailed nature, will be directly assessed based on the Consultant's experience.

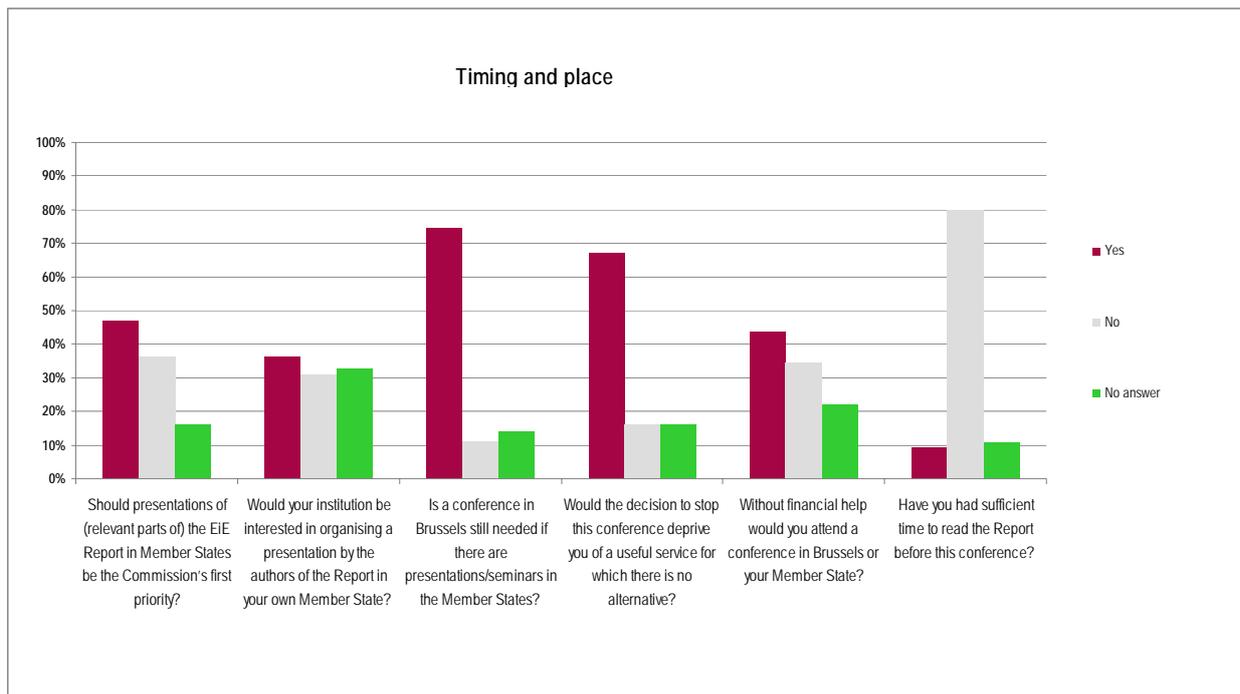
**85% of the respondents were satisfied with the overall organisation of the conference.** Less than 4% were not satisfied and 11% skipped the question. These figures are undoubtedly a good result, although there is room for improvement. The two most frequently repeated suggestions made by the respondents were that:

- presentations should be clearer;
- more time should be available for discussion.

The **registration of participants** passed without incident and everything was ready for them (e.g. attendance lists, badges, the programme, the Report and the evaluation form). There were enough people to welcome them and the registration desk was running non-stop, in order to receive late participants and to solve any doubts or queries. No queues formed thanks to this well organised effort.

### 3.5.1. A conference in Brussels is appreciated although events in Member States have wide support as well

The responses to the set of questions reported in this diagram show that **an EU-level event is highly regarded by the respondents.** However, **the majority of them consider that events in Member States should be the first priority**, and about a third of the respondents oppose this idea. These figures suggest fostering presentations/seminars in Member States while also maintaining a meeting in Brussels. In more general terms, keeping a conference at EU-level (in Brussels or not) is supported by two thirds of the respondents and just 15% of them consider that stopping it would not deprive them of a useful service. An alternative option would be to organise the main Dissemination Conference in a different Member State each year.



The presentations in Member States could be organised in collaboration with a third organisation, as a third of the respondents stated that the organisation they belong to could be interested in doing so. 30% of the respondents directly state that this would not be an option. About a third of them did not answer, which might represent people working for international organisations. 44% of the respondents said that without financial support they would still come to the conference (either in Brussels or in their Member State). However, a third clearly stated that they would not be likely to come without financial support. In order to promote equal opportunities amongst potential participants –who might have very different financial situations–, the Consultant recommends continuing with grants for transport and accommodation costs. In addition, an option not to receive the financial help and to allocate the amount for presentations in Member States could be presented to the participants when registering.

There could be a real added value for participants if the European Commission teamed up with organisations like the Dublin Foundation to provide joint, targeted events. This is not an organisation where there is a conflict of interest which would prevent collaboration and it could increase the target audience interested in the content of the Report and the associated debate.

### 3.5.2. Invitations have been sent in due time, although not enough materials have been sent to participants in advance and more time is needed to be able to go calmly through the Report

On the preparatory work, the most important remark concerns the way the conference is announced and marketed. Participation relies exclusively on email invitations sent around 4 months in advance and a reminder sent some few weeks before the Conference. The Consultant recommends:

- keeping the individual email invitations and the reminder, although through a more consistent and enlarged email database

- **to better market the Conference in specialised publications or websites**, with a link or an email address to register.

Some materials should also be sent in advance. An email with the PDF of the Report (or a link to it) could be a worthwhile initiative. In addition, it could include the possibility to respond to the Commission if a printed copy would also be required. That would enable the Commission to partially update the EiE distribution database(s).

The idea of having a **main theme**, such as this year's workers' international mobility (third countries and intra-EU), is regarded as an interesting initiative which directly state the Report's main contents and thus better engages stakeholders. The title of the conference should remain linked to the Report's title.

The Consultant recommends a greater time period between the Report being published and the conference. **One week is not sufficient time to thoroughly go through the more than 2 hundred pages of the Report** (or even a chapter). At least a month should be given to the participants to read, digest and react to the Report. The debate element of the conference would definitively benefit from that extra time.

### 3.5.3. Most technical elements worked properly, but a few details were not well organised

It has to be stressed that **the following are minor issues compared to other elements** which are much more directly related to the content of the Conference, such as the quality of the presentations or the debate with the audience. However, these technical aspects need to be taken into account as they might have an impact on opinions of the conference if they do not work properly.

**Interpretation** was offered in 3 languages (English, French and German), which is the minimum requirement since participants from across Europe attend. Although it was not assessed by the Consultant, it can be assumed that it was done to the expected professional standards. However, it should be noted that not all the interpretation headphones worked properly. Some of them – which were an older model – had some sound problems, which meant the speech was interrupted. The Consultant recommends discussing this detail with the relevant contractor and encourages that this detail be examined before next year's conference.

In addition, some other minor **sound** problems were detected (e.g. one of the audience's microphones did not work and one presenter's microphone reverberated for too long, which made him interrupt his speech). Some of these issues are very difficult to avoid, but double checks of all the equipment would have avoided the audience microphone issue. If the technical equipment looks badly installed, it has an impact on the perceived importance the Commission gives to this conference. This could be solved either by organising the conference in a Commission meeting room, or in a hotel with a proper sound system in its meeting rooms.

Concerning the **conference room**, several details need to be mentioned. Firstly that, despite the aforementioned technical problems, it was equipped with all that was necessary. The Commission offered paper and pens to all the participants. Comfort elements such as

comfortable chairs, water on the tables and adequate light were provided. Just one element needed to be addressed: the room temperature was a bit too cold, and some participants complained about that. The conference room was accessible for people in wheelchairs and was clearly signposted.

A final consideration must address the **catering**. People did not have to queue during the coffee breaks and could use that time to network. This was not the case at lunch time, where some queues formed to access the buffet. However, this needs to be considered as a tiny detail, as it did not affect the overall time schedule of the conference. Finally, the buffet had vegetarian options, as well as different kinds of meat and fish, in order to respect individual preferences or diets.

### 3.6. Summary of main findings

- Overall, the conference seemed to satisfy stakeholders, although many issues of differing importance could be improved.
- The majority of participants are Experts and Decision Makers who are interested in attending the Conference in order to become better informed about labour market issues, to network with others in their own fields and related ones, as well as to gain specific knowledge about policy orientations –which they did not receive.
- Participants are moderately happy regarding the Conference's content. They found the topics relevant, although they are more orientated towards the EES than their own work. The performance of the speakers is rated overall as being good. The clarity of the presentations is the biggest area requiring improvement in relation to the content and slide structure, although the quality differed from one author to the other.
- Participants would appreciate more time for debate, although they rated the debate as satisfactory in general terms. Speakers should try to better answer some of the audience's questions, both concerning the content and their physical positioning (facing them). Debate needs to be encouraged at particular moments. Finally, participants find that there are enough channels to provide feedback to the Commission, although they should be better marketed.
- Networking is one of the key objectives of the conference for many participants. However, some of them do not find it highly productive. Distributing a participant list would help this objective. In addition it was found that in the first instance participants network with peers and to a lesser extent, with people working in another field.
- A conference in Brussels is considered important by most of the participants, although they would also appreciate events in Member States. Here a bias should be stressed, as the respondents are the ones who are already in Brussels and therefore who would attend a conference irrespective of if it was in Brussels or in their Member State.
- The conference should be organised at a later date than one week after the publication of the Report, as almost no time is given to the participants to go through the publication, which requires thorough reading.

- Some small technical issues, such as sound problems for example, should be addressed to improve the conference, which was perceived overall as well organised.
- Overall, the Consultant's view is that, the conference adds too little value to the actual report. An event of this type is a rare opportunity for the Commission to debate with and secure endorsement from its key stakeholders. Future events should focus on a limited number of key points (rather than on synthesising the report) and make sure that participants engage the Commission's analysis.
- The Consultant's remarks relating to the performance of EC speakers and the quality of presentations were addressed in the course of a one-day mentoring session included in the same project order.

## 4. Media Analysis

### 4.1. Research approach

The starting point for this research is the Commission's communication activities that served to promote the release of the EiE Report. These primarily encompass two measures: firstly, the Commission's press release on 26 November 2007 announcing the official publication of the EiE Report 2007, secondly, DG EMPL's technical briefing on 30 November 2007 which allowed the Commission to explain the Report's main findings and to answer journalist's questions.

Both measures, which aimed to mediatise the Report's release, dealt with its central issues, which are summarised as being:

1. The **creation of some 4 million jobs** across the EU and the most substantial decline in the average EU unemployment rate since the end of the 1990s;
2. Promotion of a **life-cycle approach to work** as a response to the challenge of demographic ageing and, in this context also the presentation of the labour market situation for:
  - the **youth**, which has hardly improved;
  - **older workers**, which has markedly improved;
3. Different **aspects of Flexicurity** and their potential to improve the labour market situation;
4. The **decreasing share of wages in GDP** as a result of technological progress;

#### 4.1.1. Research objectives

The primary objective of the present media analysis is to quantify and qualify the media outreach of DG EMPL's communication efforts. As has previously been specified in more detail, the DG EMPL's target group is mainly three-fold and consists of (i) Experts, (ii) Decision Makers and (iii) – more broadly – the media as multipliers and EU citizens in general.

The present study will therefore focus on the following four questions:

- Which type of media has paid attention to the release of the Employment in Europe Report 2007 across Europe?
- As a consequence, to what extent has the specified target group been reached through European media?
- How has the media outreach affected the image of the Report and possibly related actors such as DG EMPL, Commissioner Špidla or the Commission as a whole?
- What advice can be given to DG EMPL in order to improve its media outreach and its efficiency in communicating the Report to (a) the media and (b) the specified target groups through the media?

### 4.1.2. Research methodology and limitations

The measurement of the media outreach was mainly conducted using Factiva<sup>4</sup>, an online media monitoring and media tracking device, which allows access to more than 20,000 sources from more than 159 countries in 22 languages. Besides printed editions of regular daily, weekly and monthly publications, Factiva also searches web editions, specialised newsletters, newswires, transcripts of international TV and radio channels, such as the BBC or CNN as well as EU-specialised media of which the most relevant are *European Voice*, *EUobserver*, *EuroNews*, *EurActiv*, *Europolitics*, etc.

In addition to Factiva, additional manual archive research has been conducted with some selected specialised and national TV and radio channels, such as ARD, Radio France International, and France24.

The search period was set to be from 25 November 2007 to 17 November 2008 – i.e. one day before the Commission's official press release concerning the EiE Report 2007 until the day before the official press release of the EiE Report 2008.

In order to make sensible use of available resources, the research was limited to an evaluation of media results in six languages: English, French, German, Spanish, Italian, and Polish. This choice allowed the Consultant to cover some of the most important geographical regions in Europe and take into account a broad geographical, cultural and political sample of EU Member States.

Further research limitations occurred due to the use of Factiva itself. Although Factiva is one of the leading and best performing media tracking and media monitoring tools on the market, its geographical coverage is still being extended. Especially when it comes to the media coverage of Central and Eastern European Countries (CEECs), its database is less complete than is the case for most of the EU15<sup>5</sup>. Moreover, Factiva focuses largely on printed and web-edited media, while TV and radio channels can only be taken into consideration where this is technically possible. Consequently, some search bias towards the former is unavoidable.

Finally, it is assumed that the most valid research result can be obtained within weeks of the last communication activity related to the release of the EiE Report. There is no absolute guarantee that all of the archives that were searched manually –not using Factiva– store relevant articles for up to one year. It is therefore strongly recommended to perform a timely media analysis in future occasions to avoid a reduction of the validity of the research due to articles that become untraceable.

## 4.2. Media outreach and content interpretation of the EiE Report 2007

The research results are classified along two basic analytical lines. The first is a geographical classification (see Annex 5.5.) allowing conclusions to be drawn relating to the geographical media

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<sup>4</sup> [www.factiva.com](http://www.factiva.com)

<sup>5</sup> To illustrate this disparity, when it comes to Poland, Factiva had registered a total of 27 sources, while the number of registered sources for Germany exceeded several hundred.

outreach of the EiE Report’s communication. Secondly, a typological classification (see Annex 5.6.) of clip turnout allows patterns to be identified with regards to the type of media that have covered the release of the EiE Report and permits the Consultant to directly link target groups to types of media. A third analytical classification examining the temporal outreach is briefly included in this analysis. In order to allow for a qualitative in-depth analysis, these classifications are completed by a content treatment analysis specifying how European media have used the EiE Report.

## 4.2.1. Geographical and typological media outreach

### Media mapping grid: typology by geography<sup>6</sup>

	EU-wide	National									non-EU	Total
		AT	BE	FR	DE	IT	PL	ES	UK	IE		
Int. quality	-	-	-	-	-	-	-	-	-	-	-	0
National	-	2	-	-	-	-	-	2	-	-	-	4
Regional	-	-	-	-	3	-	-	1	-	-	-	4
EU-specialised	-	-	3	-	-	1	-	-	-	-	-	4
Business/ Economics specialised	-	1	-	2	1	2	-	-	-	-	1	7
Web-based	3	-	1	1	-	-	-	-	-	-	-	5
Agencies	-	-	-	3	2	3	-	2	-	-	1	10
Local	-	-	-	-	-	-	-	-	1	-	-	1
Total	3	4	4	6	6	6	0	6	1	0	2	

#### 4.2.1.1. Insufficient overall media outreach

In quantitative terms, the research produced a total of **29 relevant clips** that were related to the EiE Report 2007 during the specified research period<sup>7</sup>. Although some of the clips are highly relevant, the concerning nature of this result becomes more apparent if one bears in mind that the search encompasses six EU languages used by over two thirds of the EU’s population across nine EU Member States. Although the validity of the present results may have been reduced due to the fact that the EiE Report 2007 was released more than a year ago and some media coverage has in the meantime probably become untraceable, the present clip turnout is disproportionately low. Taking into account the low overall outreach it is doubtful to what extent the specified target groups have been reached by the present media coverage.

<sup>6</sup> The added total clip result is higher than the actual overall clip result of 29, as some publications fall into several categories.

<sup>7</sup> After clearing duplications and false results.

#### 4.2.1.2. Punctual outreach in general quality media

Pan-European quality media such as the *Financial Times Europe*, the *International Herald Tribune*, *Bloomberg Europe*, etc. did not feature the publication of the Report. A lack of coverage in these significant publications results in a loss of communication efficiency since these media, to a large extent, reach the specified target groups, in particular Decision Makers.

Moreover, only a few articles appeared in leading national broadsheet dailies. The most outstanding exception to this pattern is to be found in the Spanish and Austrian media. *El País*, Spain's leading daily national newspaper<sup>8</sup>, printed an article on its economics section's front page. Furthermore, *ABC*, Spain's third leading daily newspaper also printed an article – although rather short – on the EiE Report. More positive examples of such broad outreach in quality broadsheets are provided in the Austrian press. *Der Standard*, and *Die Presse*, Austria's two leading quality broadsheets, featured one article each of different lengths and content related to the release of the EiE Report 2007. The research has moreover found that some general quality papers on a regional level were attracted by the EiE Report's release and tackled the issue in their 'business', 'economics' or 'politics' sections. Evidence of such media outreach in regional general quality papers could be found to different extents in Germany and Spain. From a geographic point of view, the media outreach with general quality papers was thus still most successful in Spain, where leading national and regional papers referred to the EiE Report 2007.

In Germany, where the outreach was unsuccessful on national level, it is worth emphasising that, the *Berliner Morgenpost*, one of Berlin's leading dailies, drew attention to the release of the EiE Report in a brief article. Seat of the federal government, Berlin accumulates leading German political Decision Makers, policy Experts and think-tanks, who form part of the *Berliner Morgenpost's* readership. Although the circulation of regional papers is geographically more limited as compared to national papers, the positive aspect is that regional media manages to better reach local citizens, and in some cases their circulation is bigger than national broadsheets. Media coverage in regional papers therefore allows DG EMPL's communication efforts to get closer, and in a more individualised way, to European citizens.

Although these examples are very positive, they only represent very specific instances of success as no further evidence could be found in support of DG EMPL's communication efforts reaching any general quality media. There is thus much room for improvement in this area as important geographical areas (e.g. France, Italy, UK or Germany to a large extent) have not been covered.

Even more disillusioning is the fact that no evidence could be found to indicate that the media outreach has been successful with regards to international or pan-European quality publications such as the *Financial Times* or the *International Herald Tribune*. As discussed before, such outreach is very desirable, as it allows for very efficient communication to large parts of the specified target groups. *El País* and *Der Standard* although read beyond their national borders, have only a limited pan-European readership which is mainly due to linguistic reasons.

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<sup>8</sup> *El País* was considered a leading national newspaper for this analysis and not a pan-European publication as, despite its global dimension it is just limited to the Hispanic world and thus limited to Spain within the European continent.

#### 4.2.1.3. Insufficient outreach in specialised quality media

Regarding media specialising in EU affairs (i.e. *European Voice*, *EUObserver*, *EuroNews* and *EurActiv*), only very limited media outreach could be identified: only *Europolitics* and *EurActiv* featured articles on the EiE Report. These specialised publications are a prime reference for many Experts in EU affairs across Europe, but have no impact beyond this target group. Media outreach in this category has therefore to be boosted to better portray the relevance of the EiE Report amongst EU affairs Experts. Failing to achieve a significant media outreach with leading publications that specialise in EU-affairs risks to considerably sideline the Report's relevance.

Further clips could be identified in national, specialised publications, such as *Les Echos* in France, *Italia Oggi* in Italy, and *Wirtschaftsblatt* in Austria. All of these are quality national papers particularly specialising in economic matters and business issues. Again, although media outreach in such papers is desired and very positive, in terms of quantity and geographic coverage the results are insufficient. Since these media reach a large proportion of Decision Makers (and to a limited extent also Experts), it is imperative to achieve at least a minimum coverage in these specialised media.

Some additional communication focus should also be given to specialised economic/political magazines such as *The Economist*, *Alternatives Économiques*, *Der Spiegel* and the such like. These publications are of national or even international relevance, have a specialised readership and good access to the DG EMPL target groups. Nonetheless, as yet, no coverage of the EiE Report 2007 could be identified in these media.

#### 4.2.1.4. No evidence of media outreach in Poland, Ireland and the UK

Despite an additional research focus on English-speaking media, the search produced no results at all for Ireland and found only one article in the *Morning Star*, a British self-called 'socialist daily', vaguely mentioning the EiE Report as it criticised the concept of Flexicurity. Part of the explanation for these results can be attributed to the fact that the British press generally appears to be more Eurosceptical and lends less focus to European or EU-related issues. Nonetheless, quality papers such as *The Independent*, *The Times*, *Financial Times*, *The Guardian* do report on relevant EU issues and need to be targeted by communication initiatives to cover as many EU member states as possible. The clip turnout for Belgium is also worrying as the present results include only web-based, EU-specialised articles and no national or regional Francophone Belgian media covered the release of the EiE Report 2007.

Moreover, the fact that no clips could be found for Poland has to be interpreted in the context of prevailing research limitations. Since Factiva only has a rather limited database of Polish sources (as compared to the EU15), it is to be expected that Poland would deliver fewer results than the remaining Member States in the sample. Nevertheless, it is symptomatic that none of the national reference papers<sup>9</sup> have reacted to the release of the EiE Report 2007.

<sup>9</sup> Including leading papers such as *Gazeta Wyborcza* and *Rzeczpospolita*

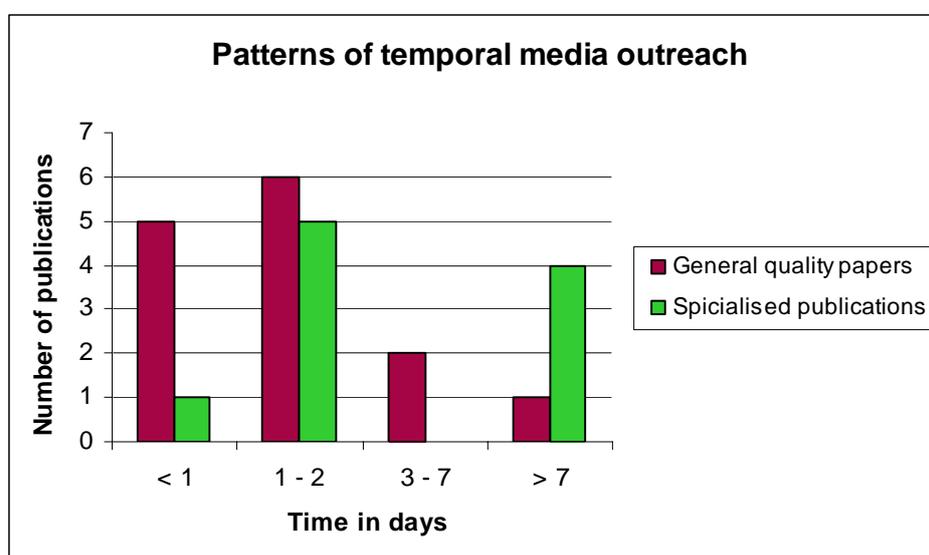
#### 4.2.1.5. Patterns of temporal media outreach

Beyond a classification in terms of geography and in terms of typology, the time-dimension of media coverage and communication activities needs to be considered. Timing can considerably affect the overall media outreach of DG EMPL's communication activities.

Media coverage of the Report tends to be most intense within the first two to three days after a communication activity (i.e. press release, press conference, technical briefing) has occurred. This is particularly true for broadsheets and non-specialised papers with a focus on producing up-to-date news and with a broad readership. An exception to this pattern are specialised publications which to a larger extent use the Report's actual data and analyses to focus on providing quality data to a narrow and specialised readership. Those publications are more likely still to refer to the Report and its contents weeks and – in isolated cases – even several months later. A plausible explanation for this unusual coverage is the quality and reliability of the data provided by the EiE Report, which is reused by specialist publications whenever related issues come up.

Targeting these specialist publications therefore is likely to have the positive effect that media outreach could be extended over a longer period, although with rather irregular publications. The Consultant recommends therefore a stronger communication focus and possibly also additional communication activities targeted at this media category to ensure better coverage.

Furthermore, since several minor PR activities risk attracting less attention by media representatives, it could, in future, be considered to release the EiE Report together with the QLMR. In addition, it could be coordinated as well with the release of DG ECFIN's *Economic Forecast*. The *Economic Forecast's* release would create some initial media attention by discussing the economic forecast and general employment issues. Due to the importance of this publication public debate would follow for a few days and the EiE Report would benefit from that initial media attention, helping to explain DG ECFIN's forecast on employment through thematic analysis and data from the past year.



## 4.2.2. Content interpretation

### 4.2.2.1. Indices for scientific reliance and credibility of the EiE Report's data

One of the most striking patterns that was exposed through the content analysis of clips is that the EiE Report, in particular its data and analyses, has high credibility and is relevant to an Expert audience.

The printed edition of *Les Echos* featured an article by guest writer Philippe Askenazy (researcher with the CNRS in Paris), who drew on some of the EiE Report's data and conclusions related to the length of working weeks. Although it is not possible to cement this hypothesis and draw further reaching conclusions from just one example, the content analysis of the majority of articles supports the idea that the EiE Report is regarded as a reliable, credible and scientifically useful tool in the area of labour market research and policies. Clip results, particularly from specialised publications, make heavy use of the Report's statistics, analyses and conclusions. This trend is also confirmed in more general quality publications (for instance in *El Correo*, *ABC*, *Wirtschaftsblatt*, *Die Presse*, etc.), which make frequent use of the Report's analyses and cite relevant data.

### 4.2.2.2. Neutral coverage cements the image of a quality product

There is no evidence of coverage evaluating the EiE Report's quality. Coverage consistently focuses on the EiE Report's data, its analyses and conclusions and none of the media have questioned the Report's findings. This as such is assessed as clearly positive, as it cements the above identified image of a reliable, credible and scientifically useful quality-product in the area of labour market research. Some newspapers even used the wording "experts from the Commission" to refer to the Report, which is positive to cement the image of the Commission as a source of expertise (although it feeds the image of a faceless administration at the same time). It is important nonetheless to have much stronger media coverage in specialised and general quality papers (or media in general) in order to cement this image. The media outreach of the 2007 Report has left the overall image of the Employment in Europe Report series largely unaffected, as the outreach was too low to enforce any substantial change, although if it had, it would have been positive. It is for this reason that the Consultant strongly recommends trying to get as much media outreach as possible, without fear of receiving 'bad press'.

### 4.2.2.3. More communications consistency and better media outreach through selected key-terms

From a communications point of view, the research has revealed that some media tend to repeat certain key words more often and more accurately in their articles than others. Newspapers have rarely attempted to cite the full title of the Report, (i.e. Employment in Europe Report 2007) and when they did, they either did not translate accurately or did not cite the title accurately in first place. As a consequence, the target group is not helped in linking the data of the Report itself and its title and the Report as such is far less well communicated.

Most frequently, the EiE Report is referred to as ‘a Commission report’, ‘the Commission’s employment report’ or variations of these, without any specific consistency across the different publications within or across countries. To some extent papers cite the name of Commissioner Špidla: papers attempt to attract their readers’ attention by citing the Commissioner’s name. Conversely, readers manage to quickly link the Commissioner’s name to EU/labour-market policy news. In future publications, it is therefore recommended to have the Commissioner involved in as many communication activities as possible, as this is likely to create more communication consistency and also boost the overall media outreach.

Moreover, the media tend to emphasise specific key words and issues that are related to their readers’ present concerns. Most striking in the case of the 2007 Report were ‘Flexicurity’, ‘youth unemployment’ and ‘the shrinking wage share in GDP’. The latter was particularly highlighted in the Spanish press, while the German press stressed Germany’s poor performance in the reduction of youth unemployment.

Several articles also quoted the Report’s data by referring back to statements made by ‘a Commission expert’. Although it is very desirable to promote the Commission and its staff as an expert entity providing expertise in the policy areas it is dealing with to an expert audience, the above reference also risks to convey and reinforce the image of the Commission being a faceless and abstract entity to a non-expert audience. Such an image is in no way helpful in making the Commission’s activities more transparent and in reducing the distance between the Commission and the citizens. It is therefore worth considering having the most senior staff possible to communicate the Report to the public (again, the ideal would be to have the Commissioner do this). This would communicate expertise without losing transparency and increase the efficacy and strength of the overall media outreach. If the Report is meant to be the flagship publication on employment analysis, it should be presented as such, by the most senior staff available and according to professional presentation standards.

#### 4.2.2.4. The Report’s main findings were sometimes communicated inconsistently across countries

One pattern that emerged across most non-specialised publications concerns the fact that articles tend to start off by citing EU-related findings (e.g. the creation of 4 million jobs in the EU) and then appear to focus on national issues, mostly those where their respective governments – or countries – have performed poorly. Especially media whose audience remains within national borders focus clearly on national issues as it is more of a concern to their readers. Better overall media outreach could be achieved if DG EMPL’s communication activities also take the national (if not even regional) aspects into account.

Another concern, from a communications standpoint, is that the EiE Report’s key issues are not communicated consistently across the publications. Either the information that is reprinted is misleading or articles only partially communicate the key messages of the Report. The *Berliner Morgenpost*, for instance, had a headline stating ‘9 million new jobs in the EU’<sup>10</sup>. Instead of focussing on the four million jobs that were actually created

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<sup>10</sup> The original in German is: ‘Neun Millionen neue Jobs in der EU’, *Berliner Morgenpost*, 26/11/2007

in the period between 2006 and 2007, it cites the Commission's predictions about how many jobs would probably be created in the period 2006-2008. Taking into account unexpected events such as the present financial crisis, which would interfere with these predictions, such communication risks to create false expectations, which ultimately can have a negative impact on the Commission. Despite this isolated case of misleading coverage, the overall image is that the media have used the Report's data extensively and very accurately. This accuracy is to be attributed to the fact that summaries of the Report were available and the EiE Report 2007 itself was sent out to media representatives, who consequently made adequate use of such written material. Sending documents to accompany the Report therefore has to be maintained, although they should more clearly highlight the key messages that DG EMPL aims to communicate.

The only instances, where all four communication foci could be identified concerned the coverage of major news agencies, which partly copied the DG's press release. These communication foci were however not adopted by any specialised or general quality media. That said, it is worthwhile noting that specialised media tended to cover issues more completely than general publications. Since national and regional media have a strong interest in reporting on issues that are of interest to their respective readership (i.e. regional and national news rather than EU-related), it seems most unlikely that four different EU-related messages would be communicated through national media. It is recommended to identify one or two main key messages at the most that should be focused on and highlighted through communication activities.

Furthermore, it is recommended to highlight in DG EMPL's communication activities those bits of information that have strong added value to an Expert audience. The fact that four million new jobs have been created in the EU in the period between 2006 and 2007 is definitely positive, however, it is a well known fact to all specialised readers. When the press release is published; specialised journalists already know about it (they even wrote about it) and so does the Expert audience. To add value to an Expert audience the press release must focus more on updated findings, analyses and conclusions, which are of course newsworthy.

In brief, our recommendations are to take into account national diversity while communicating the release of the Report and focus much more on value-added information, rather than on well-known facts.

#### **4.2.2.5. Geographically, politically and culturally sensitive coverage**

Although it is barely possible to establish unequivocal patterns from the limited amount of clip results that the quantitative research delivered, the content analysis nonetheless reveals that media coverage depends to some extent on the respective countries' political and economic situation and is also culturally sensitive.

'Flexicurity', for instance, was reflected on with caution and some scepticism in countries based on the 'Mediterranean' or the 'Continental' labour market model (e.g. Spain, Italy as well as France and Germany). The share of wages in the GDP was an issue in Spain and Italy – probably due to relatively lower wage shares as compared to the remaining EU15. Conversely, some issues that had a pan-European (or universal) concern featured more consistently across geographical and cultural borders. Youth

unemployment for instance emerged as a constant issue as all of the sample countries struggled to reduce their youth unemployment<sup>11</sup>. It is therefore worth considering adapting future communication activities to regional media interests to boost the media outreach and also to improve the quality of the communication.

### 4.3. Summary of main findings

- Regardless of the research limitations, the overall media outreach is relatively low and needs ideally to be increased across all defined media categories as the present outreach is failing to sufficiently reach target groups. Considering the media output in comparison with the assumed cost-input, which was invested in the media outreach by DG EMPL – a relatively low effectiveness of the DG’s media outreach activities is observed.
- Most staggering is the fact that none of the recognised international press (or pan-European) and just 1 minor EU-specialised media have covered the Report. The efficiency of the DG EMPL’s communication activities would be boosted if these media were reached.
- Good coordination and timing of the different communication activities extends the period of media coverage and helps boost the overall outreach through multiplying factors.
- Increased involvement of the Commissioner in future would help to improve outreach. The Commissioner provides the Report with a recognisable face and elevates its image from an abstract, technocratic and faceless bureaucracy to a human entity. The Commissioner’s name is also a boosting factor in terms of communication, as his name allows the media to attract the reader’s direct attention.
- Due to low media outreach of the 2007 edition of the Report, the positive benefits in terms of image for the EiE Report series have remained limited. A positive conclusion that can be drawn from the content analysis, however, is that none of the clips are critical of the quality of the Report. Coverage mostly reproduces the Report’s data and analyses, which conveys the high credibility, scientific reliability and quality of the Report. More media outreach would therefore efficiently support the DG’s image as a reliable expert in the field of labour market policies.
- It is difficult to communicate through European media the four key messages of the Report. This is partly due to insufficient communication with the media but is also due to regional differences and concerns which influence what the media pay attention to. The easiest way to immediately achieve more communication consistency is to reduce the amount of key messages that are to be communicated and to multiply the communication activities.
- The use of selective key-terms in the press materials, both concerning relevant positioning such as headlines and throughout the text, help to reinforce the main messages and thus to get a better media outreach.
- Sending supplementary written documents has proved to be very helpful to enable the media to reproduce accurate data and analyses from the Report.

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<sup>11</sup> This said, one should note that the Netherlands and none of the Scandinavian countries that performed rather well in their youth unemployment figures was part of the sample.

- Key messages should, moreover, be adapted to what is of interest to the media across the various Member States. This encompasses more country-specific PR activities and a country-specific selection of key messages. On the other hand, more focus should be given to key messages with added value such as updated findings, analyses and conclusions of the Report, which had not previously been published.
- In addition to country-specific PR activities, the DG EMPL's communication has to become more target-group specific. Experts and Decision Makers, different types of media and the EU citizens in general cannot all be approached with a one-size-fits-all strategy: the communication strategy requires some adaptation according to the target group.
- Specialised magazines, which have so far not been targeted should be focused on in future communication strategies as they have quite a specialised readership and manage to extensively reach the DG EMPL's target audiences.
- The coverage of the Report also lacks geographic consistency, which needs to be addressed. This concerns in particular the UK and Ireland but also Belgium to some extent. All three countries produced virtually no valid clip results.
- It is recommended to perform a timely analysis of the media coverage of the EiE Report 2008, in order to take advantage of its recent release, thus to reduce research limitations and obtain data for a comparative analysis.

## 5. Annexes

### 5.1. List of stakeholders interviewed by the Consultant for the In-depth Stakeholder Consultation Report

Name	Position	Organisation	Type of Stakeholder	Country	In DG EMPL dissemination list?
Mr Iskren Angelov	Chief Expert in Active Labour Market Policy Department	Ministry of Labour and Social Policy	Government	Bulgaria	Yes
Ms Rumiana Gladicheva	Institute for Social Analysis and Policies, Department of Sociology	University of Sofia	Academia	Bulgaria	No
Mr Assen Angelov	Official	National Employment Agency	Service Provider	Bulgaria	Yes
Ms Genoveva Tisheva	Director	Bulgarian Gender Research Foundation (BGRF)	NGO	Bulgaria	No
Ms Diana Toteva	Chief Expert in Demographic and Social Statistics	National Statistical Institute	Research institute	Bulgaria	Yes
Ms Annette Berentzen	Head of the International Department	Danish Federation of Trade Unions	Trade Union	Denmark	No
Ms Lotte Ravn	Labour Market Economist	Confederation of Danish Employers	Business Association	Denmark	No
Mr Kuehn	Special advisor to Minister for Labour in Denmark	Minister for Employment	Government	Denmark	No
Ms Lisbeth Pedersen	Head of Research Department	Danish National Institute for Social Research	Research Agency	Denmark	Yes
Ms Kirsten Torp Dideriksen	Human Resources Director	Rambøll Denmark A/S	Consultancy	Denmark	No
Ms Reynaud	Deputy Director, Employment and Labour Markets	Ministry for Employment/ DARES	Government	France	No
Mr Andrew Clark	Director of	Paris School of	Academia	France	No

	Research	Economics			
Ms Nepheli Yatropoulos	Researcher	HALDE (Haute autorité de lutte contre les discriminations et pour l'égalité)	Independent Authority	France	No
Ms Marie France Boutroue	Confederal counsellor for European Space	CGT	Trade Union	France	No
Mr Laurent Jeanneau	Journalist	Alternatives Économiques	Press	France	Yes
Mr Alfonso Prieto	Deputy Director General for Employment Statistics	Ministry of Labour and Immigration	Government	Spain	Yes
Mr Antoni Fernández	Deputy Minister for Labour	Catalan Government – Ministry of Labour	Regional Government	Spain	No
Mr Joaquim Novella	Professor of Economics	University of Barcelona	Academia	Spain	Yes
Mr Roberto Suárez	Head of the Social International Area	CEOE – Confederation of Employers and Industries of Spain	Business Association	Spain	No
Ms Pepa Torres	Director for Employment and Learning	ONCE Foundation	NGOs	Spain	Yes
Ms Anne Green	Principle Research Fellow, Institute for Employment Research	University of Warwick	Academia	United Kingdom	Yes
A journalist		A leading newspaper with an international reputation	Press	United Kingdom	No
Mr Tim Harrison	Economist in Labour Market issues	Dep. for Business, Employment and Regulatory Reform	Government	United Kingdom	Yes
Mr Mandip Taunque	EU Business Advisor	Regional Representative to the West Midlands in Europe	Business Association	United Kingdom	No
Mr David Sparrow	Library and Information Services Manager	Equality and Human Rights Commission	Independent Authority	United Kingdom	Yes

## 5.2. EiE Online Survey questionnaire (EN)

Thank you for participating in this online survey aiming to improve a European Commission flagship publication on EU labour market trends.

This questionnaire is anonymous. The results are going to be presented through a compilation report and used by the European Commission.

The questionnaire has 23 questions organised in three parts and should not take more than about 10 minutes to complete.

1. How important is the European/international perspective in your own work related to employment?

- Essential
- Quite useful
- Quite useless
- Useless

2. At what time of the year do you most need employment statistics and analyses?

- First quarter
- Second quarter
- Third quarter
- Fourth quarter
- I need this information all year round

Comment (optional)

3. Amongst the following options, which one best describes your situation?

- I use existing analyses extensively to support my own conclusions/recommendations/analysis
- I rarely use existing analyses; I use raw data to forge my own opinion
- I don't read analyses

4. What information channels do you use most when you look for statistics and analyses related to labour markets? (please provide an answer for each item)

	Frequently	Occasionally	Never
My favourite websites	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Frequently	Occasionally	Never
Search engines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Specialised (trade) press and media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mainstream press and media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conferences, seminars, direct contacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Institutional reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Academic journals and research papers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment (optional)

5. Where do you think EU-level conferences in the field of employment analysis add the most value? (several choices possible)

- Networking
- Opportunities for funding
- Exchanging information and best practice
- Identifying new trends and patterns on labour markets
- Improving research methodologies
- Moving forward on the policy front
- Other (please specify)

6. Please indicate whether you agree or not with the following statements about the current offer of analytical publications with a particular emphasis on international employment trends? (provide an answer for each item)

	I strongly agree	I somewhat agree	I somewhat disagree	I strongly disagree	I don't know
There is broad choice of publications	<input type="checkbox"/>				
There is a broad choice of quality publications	<input type="checkbox"/>				

Comment (optional)

7. Which of the following sources do you rely on most for analysis of European employment trends? (several choices possible)

- Banks
- Business associations / Chambers of commerce
- Employment, social affairs and equal opportunities DG (DG EMPL) - European Commission
- EUROFOUND (Dublin Foundation)
- Eurostat - European Commission
- International Labour Organisation - ILO
- International Monetary Fund - IMF
- Ministries (or governmental bodies) in your Member State
- Non-governmental organisations
- Organisation for Economic Cooperation and Development - OECD
- Statistics office in your Member State
- The World Bank
- Other (please specify)

8. All in all, do you feel sufficiently informed about the European Commission's activities in the field of employment analysis?

- Yes, very informed
- Yes, quite informed
- No, not very informed
- I am not at all informed

Comment (optional)

9. Are you familiar with the Commission's Employment in Europe Report (EiE) and Quarterly Labour Market Review?

- Yes, with both publications
- Yes, with the Employment in Europe Report only
- Yes, with the Quarterly EU Labour Market Review only
- No, with neither of them

Comment (optional)

**10. How did you first come across the Employment in Europe Report (EiE)?**

- It arrived in my office / mailbox
- Through the DG EMPL website
- Through an internet search engine
- I saw it in a library
- Through a colleague
- I heard it referred to in a conference/article
- In a meeting organised by the European Commission
- In the media
- I don't know
- Other (please specify)

**11. How relevant to your needs are the following sections of the EiE Report? (please provide an answer for each item)**

	Very relevant	Fairly relevant	Quite irrelevant	Irrelevant	I don't know
The thematic analyses	<input type="checkbox"/>				
The executive summary	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The panorama of the European labour market	<input type="checkbox"/>				
The bibliographic references	<input type="checkbox"/>				
The statistical annexes	<input type="checkbox"/>				
The data sources and definitions		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The graphs and charts available on the website	<input type="checkbox"/>				

Comment (optional)

12. Please indicate whether you agree or not with the following statements about the EiE webpage (provide an answer for each item)

	I strongly agree	I somewhat agree	I somewhat disagree	I strongly disagree
The webpage is easily accessible from the DG EMPL website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The webpage is user friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The design of the page is pleasant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can find a lot of interesting links	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information is up to date	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information is relevant to my needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The information is comprehensive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The loading time is satisfactory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment (optional)

13. Please indicate whether you agree or not with the following statements about the presentation of the EiE Report (provide an answer for each item)

	I strongly agree	I somewhat agree	I somewhat disagree	I strongly disagree
The design is attractive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The layout is clear and pleasant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can easily retrieve the information I am interested in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can find information on my country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a good mix between data and analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Policy recommendations are clearly formulated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The executive summary is useful in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	I strongly agree	I somewhat agree	I somewhat disagree	I strongly disagree
<b>its current format</b>				
The release date (November) is adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a need for a paper version in addition to the electronic version	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment (optional)

14. Do you ever explicitly refer to the EiE Report in your own work?

- Yes, frequently
- Yes, occasionally
- No, never

Comment (optional)

15. Would the decision to stop the following services deprive you of a useful source of information for which there is no alternative? (please provide an answer for each item)

	Yes, as there is no real equivalent service	No, as I am not so satisfied with this service	No, as there are several alternative services
Employment in Europe Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quarterly EU Labour Market Review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Annual EiE dissemination conference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comment (optional)

16. Have you ever contacted the Commission to give feedback or request information?

- Yes
- No

**17. If yes, how satisfied were you with the Commission's response?**

- Very satisfied
- Fairly satisfied
- Quite unsatisfied (please comment)
- Very unsatisfied (please comment)

Comment (optional)

**18. Which of the following options best describes your job?**

- I contribute to the analysis of employment trends and/or policies (through non-partisan research, counsel) or assist in this task
- I make policies (through vote or negotiation) or assist in this task
- I implement policies (through service delivery) or assist in this task
- I represent the beneficiaries of these policies or assist in this task
- I work for the media
- None of the above

Comment (optional)

**19. More specifically, which of the following options best describes the organisation you work for?**

- The European Commission (please specify the DG in the box below)
- A European institution other than the Commission (please specify in the box below)
- An intergovernmental organisation (outside the EU system)
- A national public administration, government or related bodies
- A regional/local public administration, government or related bodies
- A university, research centre or think tank
- A private company
- An employer federation
- A trade union
- A trade association
- NGO/association
- The media (EU correspondent)

The media (other)

Other (please specify)

20. In which country are you based?

Please specify

For EU, candidate  
and EFTA  
countries, please  
specify

Other (please specify)

21. What is your native language?

please specify one

An EU official  
language

Other (please specify)

22. Apart from your mother tongue, in what other language do you prefer to read specialised information?

Please specify one

Language

Other (please specify)

23. If you are not already a subscriber, would you be interested in receiving regular updates on the Commission's analyses in the field of employment?

No

Yes (please enter your email address)

## 5.3. Dissemination Conference questionnaire



### Employment in Europe Dissemination Conference 2008

#### *Anonymous questionnaire*

Thank you for providing us with your feedback!

#### The conference

##### 1) Have you attended any of the following events in the past?

- |                                        |                          |                                                |                          |
|----------------------------------------|--------------------------|------------------------------------------------|--------------------------|
| EESC Labour Market Observatory meeting | <input type="checkbox"/> | Employment in Europe Dissemination conferences | <input type="checkbox"/> |
| Eurofound seminars and forums          | <input type="checkbox"/> | OECD conferences                               | <input type="checkbox"/> |
| ILO Conferences                        | <input type="checkbox"/> | Eurostat conferences                           | <input type="checkbox"/> |
| Other – please specify:                | <input type="checkbox"/> | None                                           | <input type="checkbox"/> |

##### 2) What are your main reasons for attending this event today?

##### 3) Please respond to each of the following questions:

	Yes	No
Should presentations of (relevant parts of) the EiE Report in Member States be the Commission's first priority?	<input type="checkbox"/>	<input type="checkbox"/>
Would your institution be interested in organising a presentation by the authors of the Report in your own Member State?	<input type="checkbox"/>	<input type="checkbox"/>
Is a conference in Brussels still needed if there are presentations/seminars in the Member States?	<input type="checkbox"/>	<input type="checkbox"/>
Would the decision to stop this conference deprive you of a useful service for which there is no alternative?	<input type="checkbox"/>	<input type="checkbox"/>
Without financial help would you attend a conference in Brussels or your Member State?	<input type="checkbox"/>	<input type="checkbox"/>
Have you had sufficient time to read the Report before this conference?	<input type="checkbox"/>	<input type="checkbox"/>
Are you satisfied with the organisation of this conference? (If no, please comment)	<input type="checkbox"/>	<input type="checkbox"/>

## The content

### 4) How would you rate the following parts of the conference?

	Excellent	Good	Fair	Poor	Very Poor
Relevance of topics in relation to the European Employment Strategy	<input type="checkbox"/>				
Relevance of topics in relation to your personal work	<input type="checkbox"/>				
Clarity of analysis and presentations	<input type="checkbox"/>				
Quality of speakers	<input type="checkbox"/>				
Quality of materials distributed	<input type="checkbox"/>				
The conference as a whole	<input type="checkbox"/>				

## Opportunities for debate and to provide feedback

### 5) Please respond to each one of the following statements:

	I fully agree	I quite agree	I quite disagree	I fully disagree	I do not know
• Debate should be an important element of this conference	<input type="checkbox"/>				
• There were sufficient opportunities for debate here today	<input type="checkbox"/>				
• I would prefer an expanded programme of one and a half days to provide more room for debate	<input type="checkbox"/>				
• Overall the debate today was interesting	<input type="checkbox"/>				
• The audiences' questions were answered during the conference	<input type="checkbox"/>				
• Beyond this conference, the Commission provides you with sufficient opportunities to submit feedback regarding your opinions	<input type="checkbox"/>				
• If you submit feedback to the Commission, your comments are listened to	<input type="checkbox"/>				

## Networking opportunities

### 6) Please respond to each of the following statements:

- Do you consider networking an important feature of this event?  Yes  No
- Are you networking with people in the same professional field or from different fields?  Yes, with people in my field  Yes, with people in different fields  No, I am not networking
- Have you found today productive in terms

of networking?

Yes

No

**7) How could networking possibilities be improved at this conference?**

**Your professional field**

**8) Which of the following options best describes your job? (please tick one)**

- |                                                               |                          |                                                                 |                          |
|---------------------------------------------------------------|--------------------------|-----------------------------------------------------------------|--------------------------|
| I make policies or assist in this task                        | <input type="checkbox"/> | I analyse employment trends and policies or assist in this task | <input type="checkbox"/> |
| I work in an employment service (or another service provider) | <input type="checkbox"/> | I represent the beneficiaries                                   | <input type="checkbox"/> |
| I work in the field of information/communication              | <input type="checkbox"/> | Other - please specify                                          | <input type="checkbox"/> |

**9) Which of the following options best describes the organisation you work for? (please tick one)**

- |                                                                                  |                          |                              |                          |
|----------------------------------------------------------------------------------|--------------------------|------------------------------|--------------------------|
| The European Commission (please specify DG below)                                | <input type="checkbox"/> | An employer federation       | <input type="checkbox"/> |
| A European institution other than the Commission (please specify below)          | <input type="checkbox"/> | A trade union                | <input type="checkbox"/> |
| An intergovernmental organisation (outside the EU system) (please specify below) | <input type="checkbox"/> | A trade association          | <input type="checkbox"/> |
| A national public administration, government or related bodies                   | <input type="checkbox"/> | An NGO/association           | <input type="checkbox"/> |
| A regional/local public administration, government or related bodies             | <input type="checkbox"/> | The media (EU correspondent) | <input type="checkbox"/> |
| A university, research centre or think tank                                      | <input type="checkbox"/> | The media (other)            | <input type="checkbox"/> |
| A private company                                                                | <input type="checkbox"/> | Other (please specify below) | <input type="checkbox"/> |

**Has today fulfilled your expectations? Could the conference be improved in any way?**

## 5.4. Dissemination Conference indicators grid

<b>Overall</b>
1. Number of invited people
2. No. of registered people
3. No. of attendees
4. Ratio attendees/invitees
5. No. of sessions
6. No. of speakers
7. No. of external speakers (non Commission staff)
8. Ratio TG1,2,3,4/number of participants
<b>Preparatory work</b>
9. The event has an 'engaging' title/sub-title
10. The conference is marketed in relevant media / information channels
11. Participants are contacted several times
12. Participants are contacted at least 2 months in advance
13. Participants are sent conference materials in advance (at least the programme)
14. Participants are offered guidance for their hotel and travel
15. There is a clear policy to determine which costs are borne by the EC and which not.
16. A reminder is sent to the participants
17. Pre-registration/registration is easy
18. Once pre-registered/registered, a confirmation is sent
<b>Keynote speeches</b>
19. There is a clear reference to the overarching policy/business goal
20. The speech is based on a clear message, which is clearly illustrated and highlights endorsements
21. The keynote speaker is at least as senior (and preferably more senior) than the audience
22. 'Bridges' with other initiatives/activities are created
23. The presentation takes account of the existing agenda and/or socio-economic agenda
24. The closing speech either sums up the conference's main discussions or highlights areas for further discussion
<b>Presentations</b>

25. The content of the presentation is clearly outlined at the beginning
26. Speakers are properly introduced (e.g. a short bio is provided in the programme)
27. Speakers are relevant
28. Slides are readable from the back of the room
29. Speeches are audible from the back of the room
30. A handout is distributed for each presentation
31. Simultaneous interpretation is available and adapted to the audience's needs
32. Supporting documents are either provided / or references provided
33. Presentations and other related documents are based on the same visual identity
34. The presentation is <i>dynamic</i> , i.e. spoken as opposed to simply read, the presenter uses eye contact and appropriate tone variations, etc.
35. A definition of technical terms is provided
36. Acronyms are spelled out when they are used for the first time
37. Graphs are used instead of tables. Alternatively, tables are easy to read
38. The number of messages is limited. Messages are clearly delivered at the beginning and at the end of the presentation
39. The presentation speech follows a well defined line of argument
40. The presentation shown corresponds to the presentation delivered
41. No of slides per presentation
42. No. of documents distributed
43. The QLMR was promoted
<b>Feedback and participation</b>
44. The event is moderated
45. Each long intervention from the audience is followed by a quick synthesis from the moderator
46. Feedback is encouraged
47. The speakers answer the audience's questions
48. The discussion is adequately steered and questions are prepared in case the audience does not respond
49. A feedback form is included
50. Number of questions per session
51. Number of completed questionnaires
<b>Networking opportunities</b>
52. A list of participants is distributed (including name, organisation, country and email address)
53. Participants are clearly identifiable with a badge

54. Sufficient time is given for networking (between sessions)
55. Space is given for networking
56. A social event is organised
57. No. of networking time opportunities
<b>Online and on-site assistance</b>
58. The schedule is respected
59. Presentations are available on the event webpage
60. The programme is available on the web page
61. Minutes of the meeting are sent to participants in due time
62. Supporting documents are relevant to the meeting
63. Conference packs are ready and distributed at arrival
64. Organisers and participants can be distinguished (e.g. with different badges)
65. Registration is easily accessible and fast (Badges are ready, no queues, etc.)
66. No of professional organisation staff hired
<b>Technical / venue aspects</b>
67. The configuration of the room is adapted to the type of meeting
68. The audiovisual equipment in the room works (beamer, sound system, interpretation headphones, microphones, etc.)
69. Interpretation is correct and adapted to participants' needs
70. Participants have a comfortable chair and space to take notes
71. Notepaper and pens are provided
72. There is adequate light
73. The room temperature is optimal
74. The room is well signposted from the entrance (easy to find)
75. The room is accessible for disabled people
76. Water is available inside the conference room
77. Coffee breaks are well organised and catering respects individuals' preferences/diets
78. Catering is effective (no queues)
79. No. of languages available for interpretation
80. No. of conference rooms used
<b>Communication, dissemination and media outreach</b>
81. A press release is distributed to targeted media
82. A press corner is available on the website (or physically at the Conference) with audiovisual materials

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for journalists' use
83. Abstracts of the sessions are available
84. A press conference is organised
85. Number of journalists registered
86. Number of interviews performed
87. Number of articles published on the event
88. Ratio of articles published/journalists invited
<b>Sponsorship</b>
89. No. of sponsors
90. No. of ads

## 5.5. Media Analysis: geographical media classification

In geographical terms the clip results have been classified into three categories, with seven sub-categories:

1. **pan-European, EU-relevant media:** This encompasses media such as *Radio France International*, *BBC Europe*, *Bloomberg Europe*, *The Financial Times*, etc. Coverage in pan-European media is regarded by the Consultant as very relevant because it is broadly read/ watched/ listened to across Europe, and reaches most of the specified target groups, (predominantly Experts and Decision-Makers), which allows efficient communication.
2. **Individual Member States:** Austria, Belgium, France, Germany, Italy, Poland, Spain, UK and Ireland
3. **Other non-European origins:** these media are taken into account, but are only focused on if it actually has some impact in the EU. Marginal non-European media is not considered.

## 5.6. Media Analysis: typological media classification

The typological classification distinguishes between the following six categories:

- (i) **International or pan-European quality media:** overlaps to some extent with the above geographical category, although it excludes all tabloids and does not necessarily cover the entire EU region. Examples here tend to be very similar to above and encompass papers such as *The Financial Times*, *The International Herald Tribune*, CNN, and to some extent also papers such as *Le Monde* and *El Pais*, although the distinction between national and pan-European papers is very often not quite as clear cut.
- (ii) **EU-specialised papers:** These chiefly encompass *European Voice*, *EUobserver*, *EuroNews*, *EurActiv*, and similar publications. Although national Decision Makers make less use of these media, they are widely consulted by Experts in the Member States as well as in Brussels. These media therefore eventually reach Decision Makers, even if that is through horizontal dissemination. Media coverage in this category is thus necessary and recommended.
- (iii) **National reference papers:** such as *Frankfurter Allgemeine Zeitung*. This media is regarded as relevant, since it largely reaches the specified DG EMPL target groups and has a large circulation.
- (iv) **Regional reference papers or secondary national papers:** such as *El Correo*, *Le Dauphiné Libéré*, *Hamburger Tageblatt*. On a national level, some of these still enjoy significant relevance and on a regional level, they manage to connect effectively with the local population.
- (v) **Secondary regional papers or local papers:** most of these manage to connect effectively with the local population, but focus less on EU-issues and have low circulation. These will be taken into consideration, but will not be focussed on as it is recommended not to target these media.
- (vi) **Any other local and marginal media:** In particular specialised newswires, business publications, etc.