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MEADOW

Measuring the Dynamics of Organisations and Work

Coordination action

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

Publishable Final Activity Report including Publishable Results of the Final Plan for Using and Disseminating the Knowledge

Period covered: from 1 March 2007 to 28 February 2010

Start date of project: 1 March 2007 Duration: 6 months

Date of preparation: 03.03.2006

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Report written with Edward Lorenz, University of Nice

Date of preparation: 16 May 2010

1. Project objectives and main achievements

1.1 Summary of project objectives and contractors involved

MEADOW (**ME**asuring the **D**ynamics of **O**rganisations and **W**ork) is a European Coordination Action project that develops Guidelines for collecting and interpreting internationally harmonised data on organisational changes and its economic and social impacts for both private and public sector organisations. Our knowledge about the internal organisation of firms and organisations in Europe is fragmentary and incomplete, and at present we lack the information needed to deepen our understanding of the impact of the use of different organisational practices and processes of change on enterprise performance and employee outcomes. Reliable harmonised statistics on organisations and organisational change could contribute directly to policy initiatives aimed at increasing the flexibility and adaptability of organisations and employees while simultaneously improving the quality of jobs.

MEADOW brings together together a multi-disciplinary consortium of 14 partners from 9 European countries with an established track record in the design and implementation of both national and international survey instruments in areas that are complementary to the measurement of organisational change, including innovation, the use of ICT, working conditions, human resources management, and skills and training. The MEADOW consortium is actively supported by a number of the key European and international institutions with central responsibilities for data collection and dissemination, including the OECD, EUROSTAT, the European Foundation for the Improvement of Living and Working Conditions, the European Agency for Safety and Health at Work, and DG Employment.

MEADOW is funded by the European Commission under priority 7 (Citizens and Governance) of the 6th RTD framework program.

Table 1: List of participants

Participant...				
Role	No.	Name	Short name	Country
CO	1	Centre d'Etudes de l'Emploi	CEE	France
CR	2	University of Nice-Sophia Antipolis	UNSA	France
CR	3	Catholic University of Leuven	KU LEUVEN	Belgium
CR	4	Aalborg University, Department of Business Studies	AAU	Denmark
CR	5	Netherlands Organisation for Applied Scientific Research	TNO	Netherlands
CR	6	National Research Council	CNR	Italy
CR	7	University of Tilburg, Institute for Labour Studies	OSA	Netherlands
CR	8	University of Maastricht, Maastricht Economic Research Institute on Innovation and Technology	UM MERIT	Netherlands
CR	9	University of Kent, Department of Economics	UKENT	UK
CR	10	Fraunhofer Institute for Systems and Innovation Research	FRAUNHOFER	Germany
CR	11	Hungarian Academy of Sciences, Institute of Sociology	ISB	Hungary
CR	12	University of Gothenburg	UGOT	Sweden
CR	13	National Institute for Economic and Social Research	NIESR	UK
CR	14	Institut für Arbeitsmarkt und Berufsforschung	IAB	Germany

MEADOW set itself the goal of integrating the perspectives of both producers and users by including research teams that have designed and implemented national survey instruments for measuring organisational change and innovation at the employer level and work restructuring at the employee level, as well as experienced users of such surveys. The conceptual framework drew upon the work of internationally recognised scholars with proven track records in the study of the micro-level processes of creating, implementing and diffusing new organisational practices within and between firms or establishments, including the way such micro dynamics are linked to corporate structure and governance, and the way company-level processes are shaped by the wider sectoral and institutional contexts. The Project also includes partners that have been directly involved both in the development of the Oslo guidelines for measuring product and process innovation and in carrying out national CIS surveys. Table 2 below maps the expertise and competences of the partners.

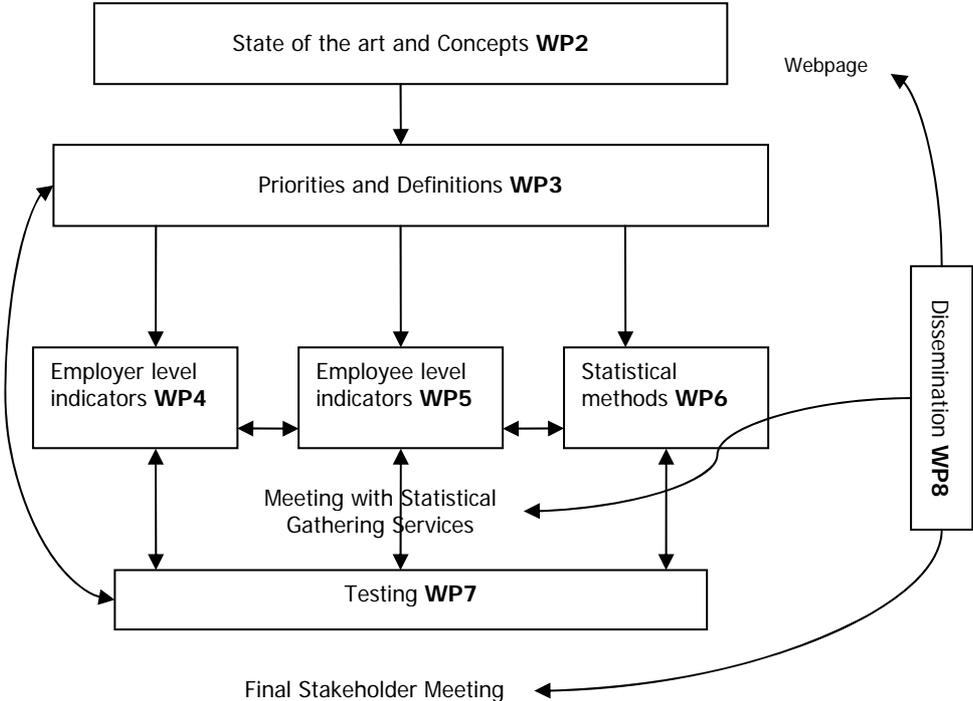
Table 2: Mapping of competences and expertise in the consortium

ID	Acronym	Country	National survey experience	Harmonisation expertise	Synergy with other ongoing Project	Disciplines in the team
1	CEE	France	COI 1997, 2006	Working Conditions ICT survey	WORKS	Economics, Sociology
2	UNSA	France		Working Conditions Survey Revision of Oslo manual	DIME	Economics, Management sciences
3	KU LEUVEN	Belgium	PASO panel annual	STILE, EGOPSI	WORKS EGOPSI	Labour studies
4	AAU	Denmark	DISKO 1996, 2000		DIME	Economics, Management sciences
5	TNO	Netherlands	ICT and Work 1998, 2000, 2002, NEA 2007	Working Conditions Survey		Ergonomics, Psychology, Sociology
6	CNR	Italy		Frascati, Canberra Manuals Revision of Oslo Manual	NESTI	Economics
7	OSA	Netherlands	Labour supply and demand panels LS since 1985 LD since 1989 every second year	STILE, EGOPSI	EGOPSI	Labour studies
8	UM MERIT	Netherlands		Revision of Oslo manual,	Trend chart NESTI DIME	Economics, Management sciences
9	UKENT	UK	WERS 1998, 2004	Skill indicators		Economics, industrial relations
10	FRAUN HOFER	Germany	Innovation in production 1993, 1997, 2003	Revision of Oslo manual, EMIS	EMIS DIME	Economics and Management sciences
1	ISB	Hungary		STILE	WORKS	Sociology
12	UGOT	Sweden	MOA 1994-1997		WORKS	Ergonomics, Psychology, Sociology
13	NIESR	UK	WERS 1990, 1998, 2004			Economics, Industrial relations
14	IAB	Germany	Establishment panel and employee sample of labour statistics annual	STILE, EGOPSI	EGOPSI WORKS	Economics, Econometrics and Sociology

To achieve MEADOW's goals, an implementation plan was devised involving 8 different workpackages (WP): a management WP (WP1); and 7 interrelated WPs involving Coordination activities. Diagram 1 below shows the interconnections between the 7 workpackages carrying out Coordination activities.

The **first phase** of MEADOW (WP2) was focused on integrating existing knowledge on the dynamics of organisations and work and mapping and assessing existing quantitative data sources of the European Statistical System (ESS) at the employer and employee levels. This work, which helped situate the objectives of the Guidelines relative to existing OECD/Eurostat Manuals, fed directly into the setting of priorities for measurement and the establishment of basic definitions of the dimensions and impacts of organisational change and work restructuring that will be measured in accordance with these priorities (WP3).

Figure 1



In the **second phase** of the Project, the definitions were further elaborated into specific employer-level measures in WP4 and employee-level measures in WP5. This work was carried out interactively with work on statistical methods being carried out in WP6.

The **third phase** of the Project was dedicated to testing. Testing in WP7 was carried out over a 6 month period in 8 member nations and the results were used for revising the definitions and measures developed in the second phase of the Project. The project concluded with a major Stakeholder meeting (WP8) involving members of the policy, business, trade union and scientific communities.

Crucial to the success of the project were the input from the project's Advisory Board and its Institutional Observers. The Advisory Board was formed by prominent members of the scientific and policy communities. It participated in four annual Project meetings at milestone moments in the project's lifetime and contributed to on-going project assessment. The Advisory Board provided strategic advice in relation to project dissemination and assisted the project management bringing in representatives from the scientific, policy,

business and trade union communities for the two Stakeholders meetings planned in 2009 and 2010.

Table 3: Members of the Advisory Board

Name of Institution	Team person in Charge
University of Warwick	Peter Elias
DG Employment, Social Affairs and Equal Opportunities, European Commission	Joao Medeiros*
Eurostat	Veijo Ritola
Organisation for Economic Co-operation and Development (OECD)	Alessandra Colecchia*
European Foundation for the Improvement of Living and Working Conditions (EFILWC)	Greet Vermeylen*
Adviser European Affairs	Johan Van Rens
University of Chicago	Julia Lane

* Some of the AB members are also members of the MEADOW project's Institutional Observers.

Table 4: MEADOW project Institutional Observers

Country	Name of Institution	Team Person in charge
Luxembourg	Eurostat	Veijo Ritola
Belgium	DG Employment, Social Affairs and Equal Opportunities, European Commission	Joao Medeiros
France	Organisation for Economics Cooperation and Development (OECD)	Alessandra Colecchia*
Ireland	European Foundation for the Improvement of Living and Working Conditions (EFILWC)	Greet Vermeylen*
France	French Ministry of Employment - DARES	Elisabeth Alagava
Italy	Italian National Statistical Office (ISTAT)	Giulio Perani
Hungary	Hungarian Central Statistical Office (HCSO)	Judith Lakatos
Sweden	Statistics Sweden	Hans-Olof Hagén
Sweden	Unionen	Annette Nylund
India	The Planning Commission Unit in Development Economics	Sunil Mani
China	S&T Statistics Department, National Research Center for Science and Technology for Development	Gao Changlin
Korea	The Korea Labor Institute	Jung Woo Kim
Poland	Institute of Labour and Social Studies	Lukasz Sienkiewicz
Slovak Republic	Faculty of Management, Comenius University	Lubica Bajzikova

Institutional Observers played a key role in terms of dissemination and global outreach. Some of the observers have upper-level administrative responsibility in organisations with national or international data collection expertise. Others brought an expertise that widened the geographical reach of the project or specific expertise directly relevant to the objectives of MEADOW.

1.2 Detailed presentation of project objectives and major achievements

The MEADOW Project was designed to set out Guidelines for collecting and interpreting harmonised data at the European level on organisational change and its economic and social impacts. These Guidelines provide a framework within which existing European surveys on organisational change and work structuring could evolve towards comparability, as well as providing norms for the construction of new survey instruments in the field. They will provide an instrument for improving the empirical basis of research and policy on the relation between organisational change and key economic and social indicators in the knowledge-based economy, including productivity growth and innovative performance, and sustainable social equality in terms of access to jobs, work environments, and influence at the workplace.

In order to accomplish this overall goal, 6 main objectives were set involving a series of interrelated tasks starting with integrating the existing knowledge on organisational change and work restructuring and moving progressively towards the identification of a core set of indicators developed into survey questions that were tested. User and stakeholder involvement and monitoring assured the widest possible dissemination and exploitation of the Project results.

Objective 1. Integrating state of the art knowledge on the dynamics of organisations and work.

This involved:

- a. An overview of the *state of the art* in current organisational research and a synthesis of theoretical and empirical research findings.
- b. An analysis of the consequences of the main theories of organisational change on measurement strategies.

Objective 2. Mapping and assessing the state of the art in existing quantitative data sources of the National and European Statistical System at the employer level and at the employee level.

This was achieved by:

- a. Bringing together information on the *state of the art* in survey instruments on organisational change in Europe and about major experiences in non EU countries.
- b. Meeting and discussing with the designers of these survey instruments about the survey strategy, the methodology, and different possible uses of the survey, core results and difficulties encountered.
- c. Synthesising the lessons learned from these experiences

Objective 3. Explaining the complementarities between the measures proposed in the Guidelines and the state of the art in measures proposed in existing OECD/Eurostat survey manuals.

This involved identifying and clarifying:

- a. Complementarities between the notion of organisational innovation being developed in the current revisions of the Oslo Manual and the notion of organisational change developed in the Guidelines.
- b. Complementarities between the Eurostat methodological manual on ICT and measures of ICT use proposed in the Guidelines
- c. Complementarities between the organisational measures developed in the OECD Knowledge Management Handbook and the measures of new managerial tools proposed in the Guidelines

- d. Complementarities between the Canberra manual on human resources for science and technology and HRM measures proposed in the Guidelines

Objective 4. Finding an agreement on ‘best practices’ for European survey instruments on organisational change and its economic and social impacts

This was achieved by:

- a. Identifying and discussing priorities in measurement of organisational changes and its impacts with users and key stakeholders
- b. Identifying and discussing a general survey structure consistent with priorities and relevant sets of indicators at the employer and/or the employee level
- c. Identifying and discussing best practices in survey methods
- d. Defining a core set of indicators to be operationalised into questions
- e. Discussing the applicability of the core set of indicators in the European countries represented in the consortium
- f. Identifying different strategies to build up comparative analysis based on the implementation of the Guidelines

Objective 5. Testing the Guidelines

This involved:

- g. Identifying and discussing the advantages and limits of various survey methods
- h. Designing an employer and an employee questionnaire operationalising the core set of indicators into survey questions
- i. Translating it into the languages of a subset of the European countries present in the consortium
- j. Testing it on a moderate scale
- k. Revising the questions, as needed, to reflect the outcome of the field tests.

Objective 6. The exploitation and dissemination of the Guidelines

Interaction at key milestones with users, stakeholders and national and European data collection institutions has been used to further this goal. The project notably:

- a. Mapped competences in Europe for building up a research infrastructure for the implementation of the Guidelines and actively involved European institutions that monitor data collection.
- b. Involved users and stakeholders in the implementation of the project through extensive dissemination of methods and findings to the European scientific community, to policymakers, to other interest groups and to those engaged with non-European experts on the understanding the dynamics of organisations and work in the knowledge based economy.

The relation between the objectives and the different workpackages is given in Table 1.1

Table 1.1: Outline implementation plan

WP N°	WP content	Corresponding objective
WP2	State of the art in surveys on organisational change and concepts of organisational change	1, 2, 3
WP3	Setting priorities in measurement and basic definitions	2, 3, 4, 6
WP4	Measuring aspects of organisational change in employer level surveys	2, 3, 4
WP5	Measuring aspects of organisational change in employee level surveys	2, 4
WP6	Statistical methods	2, 4
WP7	Testing and revising a harmonised questionnaire developing core indicators	5
WP8	Exploitation and dissemination	6

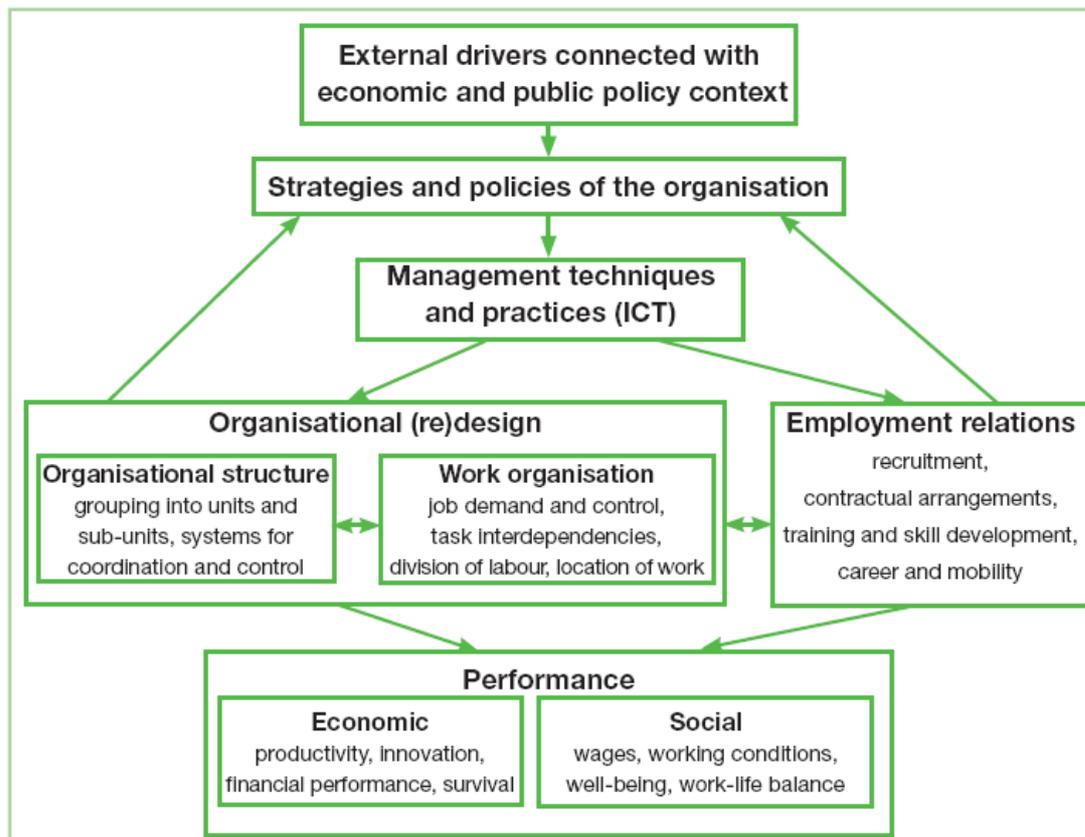
1.3 Major achievements

1.3.1 Phase 1 achievements

A central task in preparing the MEADOW Guidelines was the development of an appropriate measurement framework. A challenge was developing a framework adequately focussed to provide useful guidance in terms of providing useful information about the causal relations shaping organisational change, while at the same time being sufficiently general to be of relevance to a wide range of theoretical perspectives. The difficulties in finding such a framework are compounded by the MEADOW objective of measuring change and its impacts at both the employer and employee levels.

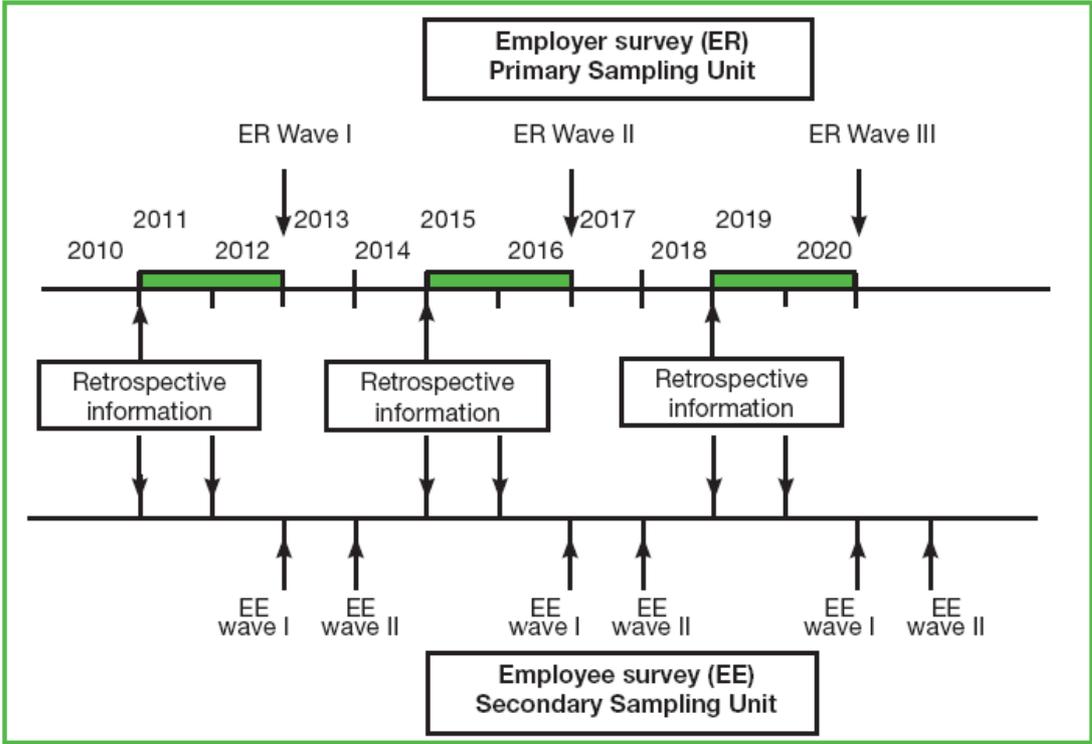
Figure 1 below presents the basic measurement framework used in the MEADOW Guidelines. The framework is based on an overview of major theories of structure and change in public and private organisations as well as a background report on the state of art in surveys of organisational change.¹ The framework draws attentions to the driving forces behind organisational change, the way management policies, practices and techniques impact on the organisational design which in turn affects performance and employee outcomes. The figure can be interpreted from two perspectives: (1) From the perspective of the individual organisation, the target of an employer survey, and (2) from the perspective of the individual employee as a member of the organisation and living with the social consequences of it, the target of an employee survey.

Figure 1: Basic Measurement Framework



¹ See: "The Grid Report", MEADOW background document N°2, http://www.MEADOW-project.eu/images/docMEADOW/back_gridreport.pdf

Another key phase one achievement was the development of a survey design adapted to MEADOW's goals of linking the interview of an employer with the interviews of the employees while at the same time collecting longitudinal information about the present state as well as the past state in order to measure processes of change. The figure below presents the model survey framework which combines retrospective questions at each wave with representative panel surveys.



1.3.2 Phase 2 achievements

The MEADOW Guidelines consider a survey that links the interview of an employer with the interviews of his or her employees as the richest survey setting for measuring organisational change and its social and economic impacts. There are a number of reasons for this recommendation. A linked survey can enrich information derived from one level with information from the other. For example, employer-level information provides useful contextualisation to the description of work provided by employees, whilst employee-level information can be used to compute indicators at the employer-level on topics that cannot be easily observed by an employer, such as the degree of work-related stress or the nature of intrinsic rewards. A closely related motive for using linked surveys is that people in different positions may view the organisation and how it has changed very differently.

Key achievements during phase 2 of the MEADOW project were in designing methodologies for surveying employers and employees as well as defining indicators of organisational change and in translating them into survey questions that take full advantage of the linked survey design. Drawing on survey methods literature and on the experience of the consortium, methodological options and best practices in sampling, contact, response, data collection, data preparation, data analysis and data dissemination have been carefully identified and brought together in a path breaking set of methodological guidelines for linked employer-employee surveys. Taking into account concepts for measurement identified in the first phase of the project and laying down principles for item design and selection of questions an employer-level and an employee-level set of indicator have been identified that structure the core master English employer and employee questionnaires. Box 1 and box 2 below show the structure of these two questionnaires.

Box 1: Structure of the employer survey questionnaire

<i>Employer survey questionnaire sections</i>	
Section A	Demographics and workforce characteristics
Section B	Organisational structure and change
Sub-section 1)	Work organisation
Sub-section 2)	Management practices
Sub-section 3)	Use of ICTs
Sub-section 4)	Outsourcing and collaboration
Section C	Human resources
Section D	Economic context and strategic objectives
Section E	Establishment

Box 2: Structure of the employee survey questionnaire

<i>Employee survey questionnaire sections</i>	
Section A	Occupation
Section B	Work organisation
Section C	Participation and control
Section D	Skills utilisation
Section E	Working time and work-life balance
Section F	Employment security
Section G	Employee well being
Section H	Background demographics
Section I	Wage
Section J	Permission to return and administrative records

1.3.3 Phase 3 achievements

Between May and September 2009 the MEADOW project went through an intensive phase of testing employer and employee level questionnaires based on questions stemming from the core sets of indicators of organisational change and its impacts developed over the second year of the project. The questions were translated from English into the national languages of the countries participating in the testing phase: Danish, Dutch, French, German, Hungarian, Italian and Swedish. Several hundred interviews were conducted in 8 European nations and in the United States with employers and employees from selected private and public sector organisations across a variety of sectors and establishment sizes in order to capture a range of organisational structures. The interviews used cognitive testing techniques to identify problems with the proposed questions.

The design of harmonised questions on organisational change and its impacts faces important challenges due to cultural and linguistic differences between European countries and partly due to differences in the function of businesses across sectors and firm size. Consequently, in order to develop measures that can provide comparability across countries and firms, questions needed to be carefully designed to avoid emotive differences in translation from one language to another and to be applicable to a wide range of circumstances.

Careful testing played a crucial role in order to assure the ability of the definitions and survey questions to meet key goals including: 1) face validity (the questionnaire addresses the right issues from the perspective of the respondent), 2) content validity (the responses measure what the researchers want to measure), 3) the ability to measure changes over time (memory telescope effects) and 4) social desirability and other forms of bias that could particularly influence questions on employee responsibilities.

During the first round of testing in May and June 2009, face validity was high and few problems of measurement over time were encountered, with most respondents being able to recall events over a two-year time span. The most common problem identified concerned content validity – the respondents did not understand the question as intended or were unable to provide an accurate response. As a result of the first round of testing approximately one-third of the questions were revised and underwent a second round of cognitive testing in August and September. The testing also identified several translation difficulties where a definition or concept was interpreted differently in a few European countries. These problems were corrected by national experts. Overall, the exercise pointed to the importance of thorough cognitive testing in all countries and its benefits in identifying translation problems.

2. Disseminating the knowledge

2.1 MEADOW tools for dissemination

MEADOW used a structure to assure the timely dissemination of the Project's on-going activities and results to a wide range of actors:

- Policy makers, including those responsible for data collection activities, at the national and EU levels;
- Other relevant stakeholders including trade unions, employers associations, educational institutions, and the scientific community within the ERA;
- The global policy and scientific communities, including those in such fast-growing developing nations as China and India.

The key tools and methods for assuring dissemination were:

1) The **MEADOW Website**. The MEADOW website (<http://www.MEADOW-project.eu>) has been effectively used over the course of the project both for internal discussion and dissemination of documents across the MEADOW consortium, and for the wider European and international dissemination of the MEADOW Project. Steps were successfully taken to assure high Google visibility of the Project's website and the website address has been disseminated to key institutional supporters of the Project including the OECD, Eurostat, EFILWC and DG Employment.

The public access part of the website includes:

- 1) a downloadable version of the final published version of the **MEADOW Guidelines**.
- 2) downloadable versions of the core **master English employer and employee questionnaires** and their **translation** into Danish, Dutch, French, German, Hungarian, Italian and Swedish;
- 3) downloadable versions of **three background documents** coming out of the activities of WP2 and WP3: "The multi-level theoretical framework" and "The grid report" on the state of the art in organisational surveys with its survey grids in appendix, and the "Access rights to surveys"
- 4) **MEADOW Newsletters and policy brief**

2) **MEADOW Newsletters and policy brief**. The first MEADOW Newsletter was prepared during year 2 of the project and the second MEADOW Newsletter during year 3. Whereas the first newsletter was mainly devoted to presenting the overall structure and aims of the project, the second focussed mainly on year 2 accomplishments, including the Aalborg stakeholders' meeting, and on describing events planned for year 3 including the final MEADOW stakeholders meeting to be held in Brussels and plans by Statistics Sweden to undertake a full-scale test of the MEADOW employer-level questionnaire. The second newsletter also provided a general discussion of the policy relevance of developing harmonised surveys of organisational change and its impacts and provided an overview of

selected national framework programmes for promoting organisational change and innovation. Further, the newsletter contains links to the downloadable documents referred to above. Copies of the Newsletters have been sent to all institutions and persons that have contributed to the Project's General Assembly and Stakeholder meetings. Drawing on the national contacts of each of the MEADOW partners, an international mailing list was created and the newsletter was widely disseminated electronically in this manner. Each MEADOW partner was provided with 50 printed versions of the newsletter to be used to further disseminate the project's activities at meetings and conferences. A short description of the MEADOW project (the "elevator pitch" as labelled by AB members) addressed to the policy community (**Policy brief**) has also been published and largely disseminated while preparing the Brussels conference. The newsletters and the policy brief have been made available on the website.

3) The project's **Advisory Board**. The AB provides strategic advice on dissemination activities and has been called upon to assist in making contact with key stakeholders at the national and European levels. The Advisory Board met four times over the life of the Project, in April 2007, March 2008 and February 2008 and December 2009.

4) The project's **Institutional Observers**. A number of institutional observers were invited to contribute to the project. Institutional observers are of three categories: international organisations, national statistical services and other organisations from developing countries and EU new member states. The first two categories of institutional observers are especially well-placed to contribute to the project's dissemination strategy because of their central responsibilities for data collection and dissemination at the national, European and international levels. These institutions have been invited to contribute to the discussion in setting priorities and to interact informally in some of the workpackages where they had specific interests. Certain of these institutional observers have been invited to follow up the project as members of the Advisory Board and helped by advising on contacts with stakeholders and dissemination.

2.2 Major dissemination events: the stakeholder meetings

The first and second stakeholder meetings were undoubtedly two of the most important dissemination events during the three years life of the project. The first played a particularly crucial role in familiarising representatives of national statistical offices with the MEADOW survey design. The second organised during the penultimate month of the project focused on the EU policy community.

First stakeholders meeting: The Project's first major Stakeholders meeting was held in Aalborg on 4-6 February 2009. The main purpose of this meeting was to present the Project's mid-term results to representatives from the network comprising the European Statistical System (ESS) which includes Eurostat and the statistical offices, ministries, and agencies that collect official statistics for EU Member States. Representatives from these institutions were actively engaged in a dialogue around the draft employer and employee-level questionnaires with a view to ensuring that the consortium stayed focused on the needs of such national authorities who would ultimately carry-out a European-wide organisational survey.

More specifically, the Aalborg meeting was attended by representatives from DARES and INSEE in France, Statistics Netherlands, Statistics Sweden, the German Federal Statistical Office, Statistics Italy, Statistics Norway, and Statistics Denmark. It was also attended by Viejo Ritola (Eurostat). The NSI representatives were notably involved in the meeting by means of a round table discussion chaired by Monique Ramioul (KU LEUVEN). This provided an opportunity to get direct feedback on the feasibility and obstacles to carrying out linked employer-employee surveys in different member nations of the EU. The Project's Advisory

Board members were also actively involved in the discussions with Peter Elias (Warwick University) and Joao Medeiros (European Commission, DG Employment) serving as discussants for the presentations of draft employer and employee survey questionnaires respectively, and Viejo Ritola (Eurostat) serving as discussant of the presentation of chapter 5 on Statistical methods. A general discussion of the MEADOW project was finally launched by Alessandra Colecchia (OECD).

Second stakeholders meeting: One of the principal dissemination activities of Year 3 was the planning and running of the Final Stakeholders' meeting held in Brussels on the 29th of January 2010. All MEADOW partners contributed to the planning by provide lists of possible invitees for the final meeting including representatives from the policy, scientific, business and trade union communities. Requests for possible invitees were also made to the members of the Advisory Board. On this basis invitations were initially sent out late in June to 35 external persons. Invitations were also sent to the project's Advisory Board members and to the Institutional observers. The aim was to organise a meeting with approximately 70 participants including persons from within the MEADOW consortium.

During the Aalborg GA meeting in year 2 a decision had been made to closely associate DG Employment to the final meeting. To this end, Nathalie Greenan and Edward Lorenz, the two project scientific coordinators, organised during the month of November 2009 a meeting with the project's Advisory Board member, Joao Medeiros, the Director for Employment Policy, Lisbon Strategy and International Affairs at DG Employment, Xavier Prats Monne, and from DG research, Domenico Rossetti, the Scientific Officer of the MEADOW project and Marc Goffart.

The Brussels meeting was limited to morning and afternoon sessions on the 29th of January. Following registration and the Opening Remarks presented by the project's Scientific Officer, Domenico Rossetti, the morning session was divided between 3 presentations with Monique Ramioul (KU Leuven) acting as Chair. Natalie Greenan (CEE) presented an overview of the MEADOW project and focused in on the policy relevance of developing harmonised surveys of organisational change and its social and economic impacts. This was followed by a presentation from the meeting's Guest speaker Duncan Gallie (Nuffield College) on, 'Why is important to measure organisational change'. The morning session closed with a presentation by Edward Lorenz (UNSA) who discussed the scope of the employer-level survey. The afternoon session was chaired by John Forth (NIESR) and started with opening remarks by Pierre Valette head of Unit L3, Governance and Ethics, DG Research. This was followed by four presentations: a presentation by Francis Green (UKENT) on the scope of the employee-level survey; an overview presentation by Giorgio Sirilli (CNR) of the cognitive testing carried out by the MEADOW partners; a short summary presentation by Hans-Olof Hagen of the full-scale test of the MEADOW employer survey being undertaken by Statistics Sweden; and a short presentation by Peter Nielsen of plans to carry-out a full-scale test of the MEADOW surveys by Statistics Denmark.

The meeting concluded with a roundtable discussion chaired by Peter Elias of Warwick University focusing on MEADOW's contribution to EU-policy-making. Participants in the roundtable included Joao Medeiros of DG Employment, Keith Sequeira of DG Enterprise, Maria Theofilatou of DG Research, Thomas Alaisoni TEKES, Finland, and Kenneth Abrahamson of the Swedish Council for Working Life ad Social Research. The round table focused on the policy concerns of the different DGs. It contributed to more clearly bring out the value added of carrying out a linked employer-employee survey instrument in relation to EU policy objectives. The Consortium was advised to begin think at this stage on concrete implementation strategies for an EU survey and notably to examine options within FP7.

2.3 Making a harmonised European survey of organisational change a reality: full-scale tests in Sweden and Denmark

Although the MEADOW project formally came to an end on 28 February 2010, a number of the MEADOW partners have expressed an interest in working together to investigate the possibilities for achieving the longer-term goal of carrying out a harmonised European survey of organisational change and its impacts. Various avenues for realising this ambition are being explored, including national level funding for full-scale surveys and European-level funding through the European Commission's 8th Framework Program. Two key initiatives in progress are the full-scale pilot surveys underway in Sweden and Denmark.

In Sweden the MEADOW employer survey has undergone a full-scale test with financing from VINNOVA (The Swedish Governmental Agency for Innovation Systems). The final version of MEADOW's employer questionnaire was used in a telephone interview based survey carried out by Statistics Sweden. The firms that were contacted were those that answered both the Community Innovation Survey (CIS) and Eurostat's model survey on firms' ICT usage earlier in 2009. There amounts to just over 1000 firms with at least 20 employees and the linked administrative data will provide information on the work organisation of firms, work practices, strategies, innovation networks, ICT-use and economic impacts.

Work is also well-advanced in carrying out a full-scale test of the linked employer and employee survey in Denmark. The survey work is being subcontracted to Statistics Denmark. A telephone survey method is being adopted with interviews conducted with both employers and employees. The results will be used and disseminated by an interdisciplinary network of researchers.

These two initiatives, building on the accomplishments of the three-year MEADOW project will contribute both to demonstrating the feasibility of carrying out harmonised surveys of organisational change and to showing their relevance for research and policy.