

strengths and weakness in countries' abilities to develop and use their workforce's skills.

Cedefop will continue working with the European Commission, Eurostat and the OECD to improve **VET data and statistics**. Cedefop published updated VET policy indicators in 2017, and will publish findings of the latest continuing vocational training survey in 2018. Also in 2018, Cedefop and Eurofound will finalise the next **European company survey**, which will examine the link between company skills and business strategies, including digitalisation. The survey will be launched in all EU languages in 2019. Cedefop will also build on the results of its **European skills and jobs survey** to investigate challenges for retraining and upgrading skills in new jobs made possible by digitalisation.

Communication and organisation

Effective **communication** is essential for Cedefop to be acknowledged and valued by stakeholders. Cedefop performance indicators show stakeholders value its work, and demand for its expertise is rising (Box 2). Cedefop's communication strategy is aligned with the European Commission and includes joint activities, such as the European vocational skills week. Cedefop's website provides high-quality data and audiovisual online content; presenting comparative data by country remains a priority in 2018.

Cedefop's magazine *Skillset and match*, published three times a year, showcases Cedefop's work and European VET developments. In 2017, its articles and interviews covered themes such as VET in the 21st century, and skills and jobs for refugees. Brussels-based seminars with EU Presidency countries raise the profile of Cedefop's work among EU institutions and Member States' EU Permanent Representations. To respond to changing stakeholder needs, in 2018, Cedefop will produce a VET yearbook; written by Cedefop researchers, it will pool research evidence to provide more holistic analyses of VET issues.

As a knowledge-based **organisation**, Cedefop's value lies in its human capital. Cedefop's staff survey in 2017 reported a 72% total satisfaction score (the highest of the 20 EU agencies participating in the survey). An independent survey among Governing Board Members reported 77% total satisfaction on the quality of Cedefop's consultation with its stakeholders. In 2018, Cedefop will implement the recommendations of the surveys and will continue promoting wellbeing and dignity at work.

Box 2: USING CEDEFOP'S EXPERTISE IN 2017

Cedefop's work is widely cited in policy documents of the EU, including the European Commission, the European Parliament, and other international organisations.

Cedefop recorded more than 377 000 publication downloads, including 63 000 Cedefop briefing notes, which are published in eight languages; this shows interest is high in Cedefop's knowledge and insights.

97% of 326 participants rating Cedefop events found them good or very good.

There were 732 media articles on Cedefop's work, including 650 web articles, 61 in newspapers and 19 in magazines; articles appeared in leading European media.

11 070 followed Cedefop on Facebook and 6 300 on Twitter. Facebook followers increased by 18% and those on Twitter by 22%.

In implementing efficiency gains resulting from its administrative review, Cedefop will take every care to continue its exemplary record of compliance with regulations and recommendations by the European Court of Auditors and the European Commission's Internal Audit Service. Cedefop will also continue implementing environmental management systems.

It remains to be seen what new tasks or developments will come from Cedefop's new Founding Regulation and the external evaluation. But, in 2018, Cedefop will continue remaining 'fit for purpose' and committed to strengthening European cooperation between the European Commission, Member States and social partners to improve VET policies.



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P.O. Box 22427, 55102 Thessaloniki, Greece

Europe 123, 57001 Thessaloniki, Greece

Tel. +30 2310490111, Fax +30 2310490020

Email: info@cedefop.europa.eu

[visit our portal www.cedefop.europa.eu](http://www.cedefop.europa.eu)