

Characteristics of an efficient and effective Employers' Organisation (EO)

1. Representativeness

| | Y/N ¹ |
|---|------------------|
| • Do you represent the majority of the companies, turnover and employment in the business community/sector? | |
| • Are you the only EO in the field/sector, i.e. are there no competing associations? | |
| • Are you participating in formal advisory committees or councils? | |
| • Are you consulted by the government on a regular basis? | |
| • Do you consult your members before entering negotiations? | |
| • Do you have a mandate from your members to represent their interests in formal negotiations and committees? | |
| TOTAL | /6 |

2. Strategy

| | Y/N |
|--|-----|
| • Do you have a strategy (i.e. mission statement), agreed upon by the members? | |
| • Has the strategy been worked out in a working plan with a time path? | |
| • Is the strategy based on an internal (organisation and members) and external (stakeholders and developments) analysis? | |
| • Do you have the financial means available for implementation of the strategic plan? | |
| • Is the strategic plan periodically reviewed? | |
| • Is the implementation of the strategic plan monitored? | |
| TOTAL | /6 |

¹ Y=1 pnt, N=0 pnt

3. Advocacy

a) lobbying

| | Y/N |
|--|-----|
| • Are the lobby targets identified? | |
| • Are they agreed upon by the members? | |
| • Do you have a lobby action plan, including priorities? | |
| • Have you identified (possible) allies and opponents? | |
| • Do you inform the members periodically about the success (or failure) of the lobby campaign? | |
| subtotal | /5 |

b) services

| | Y/N |
|--|-----|
| • Do you provide services to your members on an individual basis? | |
| • Are all members able to benefit from the services provided? | |
| • Are members involved in the definition process of the services to be provided? | |
| • Are services only offered to members? | |
| • Do you provide retribution-based services? | |
| subtotal | /5 |

c) communication and media presence

| | Y/N |
|---|-----|
| • Do you share information with your members on a regular base (e.g. through magazines, news bulletins, letters, emails, etc.)? | |
| • Do you have an interactive website with a special member section? | |
| • Do you have a policy for dealing with the press? | |
| • Do you share information with external stakeholders (trade unions, politicians, NGO's) on a regular base (e.g. through magazines, news bulletins, letters, e-mails, press releases, press conferences, etc.)? | |
| • Do you organize meetings for your members on a regular base? | |
| • Do you normally answer members' questions within 24 hours? | |
| subtotal | /6 |

d) social dialogue

| | Y/N |
|--|-----|
| • Do you have contacts with the national government on policy and legislative questions on a regular base? | |
| • Does the government seek your views on labour-related questions or other important policy proposals? | |
| • Do you have contacts with the trade unions on a regular base? | |
| • Do you represent or assist members in collective bargaining? | |
| • Do you cooperate in any way with other NGO's? | |
| subtotal | /5 |
| TOTAL | /21 |

4. Revenues of the organisation

a) subscription fees

| | Y/N |
|--|-----|
| • Is the subscription system laid down and does it lead to a well-balanced and fair distribution of the costs among the members? | |
| • Is the system clear and transparent and can members themselves calculate how much they have to pay? | |
| • Do (all) members pay their fees according to the rules? | |
| • Can you easily verify whether members are paying the correct subscription fee? | |
| • Is the subscription system sustainable in the long run, i.e. is it vulnerable to economic fluctuations? | |
| subtotal | /5 |

b) revenue mix

| | Y/N |
|---|-----|
| • Do you have, apart from subscription fees, other sources of income, making up at least 10% of the total revenues? | |
| • Are you financially independent from the government? | |
| • Are you financially independent from private institutions, funds, etc? | |
| • Do you have income from services delivered? | |
| subtotal | /4 |
| TOTAL | /9 |

5. Organisational structure

| | Y/N |
|---|-----------|
| <ul style="list-style-type: none"> • Does the general assembly have at least 4 of the following powers: <ul style="list-style-type: none"> - approval of the annual budget, - approval of the annual business plan, - approval of long term strategy, - approval of membership criteria and membership fee, - approval of members of the board - suspension of members? | |
| <ul style="list-style-type: none"> • Are both large and small members represented in the board in a balanced way? | |
| <ul style="list-style-type: none"> • Are there criteria for the nomination of board members and are they applied in an open and transparent way? | |
| <ul style="list-style-type: none"> • Does the board have at least 4 of the following powers: <ul style="list-style-type: none"> - nomination and suspension of the CEO, - drafting of the annual business plan and the budget, - plotting the strategic course or reorientation of the federation/association, - approval of membership applications, - approval of committee members? | |
| <ul style="list-style-type: none"> • Are the respective responsibilities of the board and its chairman and the secretariat/bureau clearly stated? | |
| <ul style="list-style-type: none"> • Is there a CEO, responsible for the day-to-day management of the bureau including the appointment and suspension of personnel? | |
| <ul style="list-style-type: none"> • Does the bureau have its own premises? | |
| <ul style="list-style-type: none"> • Does the bureau employ highly educated professionals? | |
| TOTAL | /8 |

Overall score: /50

source: VNO-NCW, ILO, Berenschot