



# ***MONITORING GOOD PRACTICES IN THE AREAS OF EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION***

Report on examples of projects funded by DG EMPL in  
2011-2012

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**Directorate-General for Employment, Social Affairs and Inclusion**

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## Abstract

The European Commission finances projects enabling national, regional and local administrations, social and economic partners and other organisations to exchange good practices in the fields of employment, working conditions, social inclusion and social protection. To facilitate the dissemination of the achieved results this report reviews good practice examples of projects supported by the Community Programme for Employment and Social Solidarity — Progress in the years 2011 – 2012.

For example, a project in the field of employment focused on the transition of young people from education to labour market, specifically, on a “Simulated Enterprise” method to facilitate it. Similarly, a project in the field of social protection and social inclusion explored innovative policies for elderly women, specifically, the establishment of a multi-service community centre for women over 70. Likewise, in the field of working conditions two projects successfully launched European Sector Skills Councils and completed their first year of operation, with two further projects resulting in the agreement of social partners to establish such Councils; a number of other projects explored restructuring issues to increase understanding of social partners, especially trade unions, of the sector-specific needs and challenges.

All projects collected a solid and comparative knowledge base, good practice examples from different EU countries and policy recommendations, which may be interesting to policy-makers designing or implementing policy interventions in the respective policy areas. The projects covered by this report are good practice examples of the involvement of different stakeholders, mutual learning and developing a positive and proactive approach to change.

## Résumé

La Commission européenne finance des projets qui permettent aux administrations nationales, régionales et locales, aux partenaires économiques et sociaux et à d'autres organisations d'échanger leurs bonnes pratiques dans les domaines de l'emploi, des conditions de travail, de l'inclusion sociale et de la protection sociale. Afin de faciliter la diffusion des résultats obtenus, le présent rapport analyse les exemples de bonnes pratiques des projets financés par le programme communautaire pour l'emploi et la solidarité sociale — Progress durant les années 2011 – 2012.

À titre d'exemple, un projet dans le domaine de l'emploi a travaillé sur la transition des jeunes entre le monde de l'éducation et celui du marché du travail, et plus précisément sur une méthode « de simulation d'entreprise » pour faciliter cette intégration. De même, un projet dans le domaine de la protection sociale et de l'inclusion sociale a exploré les politiques innovantes visant les femmes âgées, et plus précisément la création d'un centre communautaire multiservice pour les femmes âgées de plus de 70 ans. Dans le domaine des conditions de travail, deux projets ont permis le lancement des conseils sectoriels européens sur les compétences et ont fait en sorte que ceux-ci fonctionnent une première année ; deux projets supplémentaires ont par ailleurs abouti à l'accord des partenaires sociaux sur la création de ces conseils. Plusieurs autres projets se sont penchés sur des questions de restructuration afin d'améliorer la compréhension qu'avaient les partenaires sociaux, et notamment les syndicats, des besoins et difficultés spécifiques à un secteur.

Les projets ont tous collecté des bases de connaissances solides et comparatives, des exemples de bonnes pratiques provenant de différents pays européens et de différentes recommandations politiques ; ces éléments peuvent intéresser les décideurs politiques lors de la conception ou de

la mise en œuvre d'interventions politiques dans leurs domaines politiques respectifs. Les projets couverts dans le présent rapport sont des exemples de bonnes pratiques en termes d'implication des différentes parties prenantes, d'apprentissage mutuel et de développement d'une approche positive et proactive du changement.

## Zusammenfassung

Die Europäische Kommission finanziert Projekte, mit deren Hilfe Behörden, die Sozialpartner, Unternehmen und andere Organisationen auf nationaler, regionaler und lokaler Ebene bewährte Verfahren in den Politikfeldern Beschäftigung, Arbeitsbedingungen, soziale Eingliederung und Sozialschutz austauschen können. Um die Verbreitung der erzielten Ergebnisse zu erleichtern, stellt dieser Bericht erfolgreiche Projekte vor, die in den Jahren 2011 – 2012 durch das Gemeinschaftsprogramm für Beschäftigung und soziale Solidarität — Progress gefördert wurden.

So wurde beispielsweise im Rahmen eines Projekts im Bereich Beschäftigung ein Verfahren mit „simulierten Unternehmen“ entwickelt, das den Übergang junger Menschen aus dem Bildungssystem in den Arbeitsmarkt unterstützt. Ein anderes Projekt im Bereich Sozialschutz und soziale Eingliederung untersuchte innovative Strategien zur Unterstützung von Seniorinnen, in dessen Rahmen verschiedene Dienste in einem Gemeinschaftszentrum für Frauen über 70 gebündelt wurden. Im Politikbereich Arbeitsbedingungen waren zwei Projekte erfolgreich an der Einführung von Europäischen Branchenräte für Kompetenzen beteiligt und begleiteten das erste Jahr ihrer Tätigkeit. In anderen Branchen konnte sich die Sozialpartner dank der Unterstützung weiterer Projekte auf die Einrichtung entsprechender Kompetenzräte einigen. Andere Projekte verbesserte durch die Analyse von Umstrukturierungsprozessen das Verständnis der Sozialpartner und insbesondere der Gewerkschaften von branchenspezifischen Problemen und Bedürfnissen.

Alle Projekte erhoben zuverlässige und vergleichbare Daten, sammelten bewährte Verfahren aus unterschiedlichen EU-Mitgliedstaaten und fassten diese in Politikempfehlungen zusammen, die den Entscheidungsträgern in den jeweiligen Politikfeldern bei der Entwicklung innovativer Strategien wichtige Hilfestellungen bieten können. Die in diesem Bericht vorgestellten Projekte sind Fallbeispiele dafür, wie durch Erfahrungsaustausch, gegenseitiges Lernen und die Beteiligung unterschiedlicher Akteure und Interessengruppen Wandel erfolgreich und proaktiv begleitet und gestaltet werden kann.

## Introduction

Monitoring good practices is part of the monitoring of the performance of the European Union's Programme for Employment and Social Innovation (EaSI) 2014-2020. It foresees biannual reports on projects considered to be examples of good practice, in view of facilitating their dissemination.

The aim of the identification and sharing of good practices is to capture evidence on the effectiveness of a practice, to improve its visibility and dissemination so that it becomes easily accessible, reusable by all informed stakeholders: decision makers, socio-economic partners, NGOs, academia, media, and civil society at large and facilitates learning from others. It is expected that this sharing of good practices will inspire further change and "better practice".

The projects that will be reviewed in the context of this exercise will be those funded under previous programmes now integrated under EaSI. In the policy area of employment there were five calls for proposals launched under the European Union Programme for Employment and Social Solidarity – PROGRESS (2007-2013) and four calls for proposals launched under the European Employment Services – EURES. They supported cooperation among Public and Private Employment Services, the exchange of good practices in employment and labour mobility (see box 1).

### Box 1. Calls for proposals launched in the policy area of employment

PROGRESS	
Reference number	Title
VP/2011/005	Public Employment Services & Private Employment Services working together; PARES (Partnerships between Employment Services)
VP/2011/010	Projects contributing to exchange of good practices (covered by this report)
VP/2012/013	PARES: Partnerships between Employment Services
VP/2013/010	Delivering on skills for growth and jobs
VP/2013/016	PARES: Benchmarking between Employment Services
EURES	
Reference number	Title
VP/2011/006	Preparatory action "Your first EURES job"
VP/2012/006	Preparatory action "Your first EURES job"
VP/2013/004	EURES (European Employment Services)
VP/2013/014	Preparatory action "Your first EURES job"

In the policy area of social protection and social inclusion there were totally nine calls for proposals launched by the PROGRESS programme. They supported policies for active ageing and the development of social, health and long-term care services, social experimentation and equality (see box 2).

### Box 2. Calls for proposals launched in the policy area of social protection and social inclusion

PROGRESS	
Reference number	Title
VP/2011/007	Call for proposals on innovative policies to support healthy, active and dignified ageing and raise the effectiveness and efficiency of spending on social, health and long-term care services and benefits (covered by this report)
VP/2011/009	Call for proposals for social experimentations
JUST/2011/PROG/AG/D4	Support to national activities combating discrimination and promoting equality

VP/2012/007	Call for proposals for social policy experimentations
VP/2012/010	Call for proposals for actions related to the development of pension modelling and for support for mutual learning in national pension reform processes
VP/2012/011	Support for the development of a tracking service for private pension entitlements
JUST/2012/PROG/AG/AD	Support to national activities aiming at combating discrimination and promoting equality
VP/2013/012	Call for proposals for social policy experimentations supporting social investments
VP/2013/013	Support to the design of reform strategies for more cost-effective social protection systems

In the policy area of working conditions there were totally three calls for proposals launched by the PROGRESS programme. They supported projects dealing with restructuring, well-being at work and financial participation as well as with posting of workers (see box 3).

### Box 3. Calls for proposals launched in the policy area of working conditions

PROGRESS	
Reference number	Title
VP/2011/008	“Restructuring, well-being at work and financial participation” (covered by this report)
VP/2012/009	“Mutual learning in the field of skills and employment; EU Sector Skills Councils; Restructuring”
VP/2013/008	“Posting of workers: enhancing administrative cooperation to access information”

This first biannual report includes projects that were completed and had submitted their final reports to the Commission before 1 January 2014. Such projects were identified within three calls for proposals:

1. VP/2011/010 “Projects contributing to exchange of good practices” (Budget line: 04.04 01 01) in the policy area of employment;
2. VP/2011/007 “Innovative policies to support healthy, active and dignified ageing and raise the effectiveness and efficiency of spending on social, health and long-term care services and benefits” (Budget line: 04.04.01.02) in the policy area of social protection and social inclusion, and
3. VP/2011/008 “Restructuring, well-being at work and financial participation” (Budget line: 04.04.01.03) in the policy area of working conditions.

Out of 19 projects, 12 were assessed as being examples of good practice and are included in this report. The major number of the good practice examples are within the policy area of working conditions (ten projects), while policy areas of employment and social protection and inclusion are represented by one project each. Such distribution among the policy areas is determined not by the quality of the projects presented, but rather by the end date of an action grant. In this case, a higher number of projects was finalised under the call VP/2011/008 on Restructuring, well-being at work and financial participation and therefore covered in this report. The other projects funded through these and other calls will be covered by subsequent biannual reports on good practices.

To select the projects to be included in the reports, a broad definition of the term “practice” is adopted. It encompasses a process or a methodology that represents an effective way of achieving a

specific objective, the one that has been proven to work well and produce expected results, and is therefore recommended as a model or as a useful example. The selection is carried out following a three-step approach:

- First, a review of the final technical reports of the relevant action grants is carried out and a number of projects are selected according to the core criteria of effectiveness, transferability, sustainability, innovativeness and impact/European added value, and the horizontal criteria of gender equality, non-discrimination, inclusion of vulnerable groups, and contribution to employment and social protection and inclusion.
- Then, the projects which meet quantitative criteria and have a positive qualitative assessment are subject to a more in-depth analysis of additional information and consultations with the curators of the calls. Thus, the initial assessment is verified and the strongest aspects of the selected good practices are identified.
- Finally, the projects are classified according to broad policy areas. Context-related keywords on policy sub-areas, types of activities and target groups are assigned to each of them to facilitate the search for and dissemination of necessary information.

Projects included in this report should not be compared with each other, as they are different in terms of scope, policy area, activities, budget and duration. They should rather be seen as distinct examples of good practice.

The report is structured according to policy areas, and the projects are grouped according to their respective call for proposals. The description of each project includes general information on its policy area and sub-area, type of activity, target groups, participating countries and organisations, EU contribution and project duration. Then, specific information on the project's results, activities, context and sustainability is provided. Finally, links to additional information can be found at the end of each description.

## EMPLOYMENT

The call for proposals on the exchange of good practices in employment funded through PROGRESS (2007-2013) covered two flagship initiatives of the Europe 2020 strategy: “An Agenda for New Skills and Jobs” and “Youth on the Move”. Its main objectives were to encourage mutual learning at local, regional and national levels and enhance transferability of the most effective policies, which would facilitate the first transition for youth from education to the labour market. Projects funded through this call were expected to result in the collection of examples of concrete policy measures leading to the provision of quality career guidance services and vocational orientation.

Applicants were encouraged to submit proposals that involved different partners coming from different EU Member States, candidate and pre-candidate as well as EFTA/EEA countries. The collection of policy examples had to be structured so that all involved partners could learn from each other which policies work best, and in what contexts, as well as which measures had proven unsuccessful, and for what reasons.

Activities to be funded included workshops, seminars, round-tables, study visits, staff exchange and communication activities; information campaigns and awareness raising efforts; networking; small-scale studies and literature reviews.

The total available budget for this call was EUR 2.000.000. Duration of each project could be 12 months maximum.

Totally there were 14 projects funded through this call for proposals. Before the cut-off date for this report, one of them was completed and assessed as being a good practice example.

## 1) Innovative Methods Leading Youth to a Solid Career

<b>Project title</b>	First Step to First Job – Innovative Methods Leading Youth to a Solid Career
<b>Identification of the call</b>	VP/2011/010
<b>Project identification number</b>	VS/2012/0017
<b>Policy area</b>	Employment
<b>Policy sub-area</b>	Youth employment
<b>Type of activity</b>	Exchange of good practices
<b>Direct target groups</b>	Universities and research institutes, National authorities, Regional/local authorities, Social and economic partners
<b>Ultimate target groups</b>	Youth
<b>Participating countries</b>	Romania, Portugal, Austria, Italy, Spain
<b>EU contribution (Euro)</b>	166 123
<b>Project duration</b>	January-July 2013 (7 months)
<b>Coordinator</b>	The National Scientific Research Institute for Labour and Social Protection, Romania
<b>Partners</b>	The Research Centre of Peoples and Culture, Portugal The Ministry of Labour, Family, Social Protection and Elderly, Romania The Petroleum and Gas University from Ploiesti, Romania The Valahia University from Targoviste, Romania ÖSB Consulting GmbH, Austria Labour Market Strategies Consulting SRL, Romania Expert for Europe, Italy Ronsel Foundation, Spain

**Results:** The project generated a knowledge base on the impact of innovative measures aiming at increasing youth employability in five EU countries: Austria, Italy, Portugal, Romania and Spain. This knowledge is helpful in answering the question to what extent the innovative measures were really making a difference on the European labour market. The project collected practical experiences of participating countries and identified best practices within the field of youth employment.

A comprehensive study issued during the project succeeded in capturing some of the most up to date and varied methods for facilitating youth insertion and mobility on the labour market, that were in force at the time in the 5 research participating countries. One of these methods is that of the “Simulated Enterprise”, which is increasingly being used by tertiary education institutions in Europe (e.g. Austria, Romania, Spain) for its truly outstanding benefits on strengthening students’ practical skills and competencies as well as grasp of real-life economic and business processes and thus enhancing their prospects for being hired at a relevant workplace.

The “Simulated Enterprise” method has a great transferability potential at EU level, and the study provides a full chapter on recommendations for design and implementation of measures to support education and the transition from school to work, as well as to avoid skills mismatches and to promote an effective and efficient development and deployment of human resources on the labour market. The project facilitated the transfer of innovative know-how on the first transition of youth from education to labour market in different Member States, and it is a good practice example of information sharing and learning between European multi-stakeholder partners in this field.

**Project description:** Objectives of the project were to stimulate the debate between different stakeholders on innovative methods for youth transition to the labour market, to disseminate the concept of the “Simulated Enterprise” and to draft recommendations for decision-makers on a smooth

transition from school to work. Activities of the project involved a comparative study, study visits, workshops and information campaign. The project targeted decision-makers and policy implementers as well as the civil society and the university, academic and labour environments.

**Context:** The project was initiated at the time when EU Member States were confronting a huge and fast increase of youth unemployment rate accompanied by a difficult transition of young people from school to work. The most successful actions to overcome the crisis and the youth unemployment seemed to be those taken by Austria, a country whose economy apparently faced no significant changes in structure and intensity, and thus managed to secure a more balanced labour market, including young labour force. In an opposite situation were such countries as Spain, Portugal and Italy, which had very high rates of youth unemployment and with a very difficult insertion of youth on the labour market, in spite of a multitude of measures targeted towards them in the last years.

**Conclusion and follow-up:** Two main conclusions have emerged from the study on the impact of innovative measures: 1) students are highly motivated if they can use theoretical knowledge in “real” situations and transfer the competences into practice, and 2) it is of high importance that young people benefit from personal support throughout the process of labour market integration. The sustainability of the project activities was ensured through the e-platform on the project’s webpage and the network of national experts who were already generating plans for future joint activities.

**Project website**

<http://www.firststepfirstjob.eu/>

## **SOCIAL PROTECTION AND SOCIAL INCLUSION**

The call for proposals on innovative policies for social protection and social inclusion funded through PROGRESS (2007-2013) aimed at helping EU Member States, candidate, pre-candidate and EFTA/EEA countries promote the sustainability and quality of health and long-term care provision for the elderly. Projects funded through this call were expected to contribute to better policies for healthy, active and dignified ageing. They could focus on different stages of policy development: design, implementation or evaluation. Particular attention had to be paid to vulnerable groups and to parts of Europe where poor health was most prevalent and where many people were at risk of not receiving appropriate care for a life in dignity.

Proposals had to be presented by a competent ministry or another public authority and might involve project partners (universities, research institutes, international or non-governmental organisations) which could bring in expertise in the required field. The projects had to involve, or make use of expertise of, at least one other European country or international organization.

Any type of relevant activities could be funded under this call for proposals were defined. Duration of each project could be 24 months maximum.

The total amount of EUR 2.000.000 was allocated to this call. Grants could amount to between EUR 100.000 and EUR 500.000.

Totally there were 6 projects funded through this call for proposals. Before the cut-off date for this report, one of them was completed and assessed as being a good practice example.

## 2) Policies and Instrument for a Healthy and Dignified Active Ageing for Elderly Women

<b>Project title</b>	Policies and Instrument for a Healthy and Dignified Active Ageing for Elderly Women
<b>Identification of the call</b>	VP/2011/007
<b>Project identification number</b>	VS/2011/0488
<b>Policy area</b>	Social Protection and Social Inclusion
<b>Policy sub-area</b>	Ageing
<b>Type of activity</b>	Innovative policy development
<b>Direct target groups</b>	Public authorities, Social services, Associations, non-governmental organisations and similar
<b>Ultimate target groups</b>	Elderly women
<b>Participating countries</b>	Italy, Germany
<b>EU contribution (Euro)</b>	376 120
<b>Project duration</b>	2011 November-2013 October (24 months)
<b>Coordinator</b>	Equal Opportunities Department - Presidency of the Council of Ministers, Italy
<b>Partners</b>	Institute for Social Research, Italy The University of Hamburg, Germany
<p><b>Results:</b> The project developed a knowledge base on active ageing factors and policies in a gender perspective and collected policy and practice examples from DK, DE, ES, FR, UK, AT, EE, CZ, BE, EL, RO, FI, IE, NL with a more detailed comparison between Italy and Germany. The transferable element of the project is a developed model of a multi-service centre for women over 70, which could be used and adapted by other countries willing to establish similar centres. Also, the methodology and tools of the national survey of elderly women can be used as a prototype for national periodic surveys. This project is a good practice example of participatory policy development with a multi-actor group of stakeholders, based on evidence and international learning.</p> <p><b>Project description:</b> The project was implemented by the Italian Department for Equal Opportunities. It originated from the finding that in Italy gender differences were a central feature of poverty and social exclusion, especially in older age. The project aimed to design innovative policies and interventions for elderly women in the broad context of the active and healthy ageing framework. To this end, a National Working Table was set up in Italy and attended by the central government institutions as well as national and local stakeholders. The participants of the Table shared and discussed results of the project research activities, including a feasibility study on the establishment of a community services centre for women, and drafted innovative proposals for the promotion of an active and healthy aging of elderly women.</p> <p><b>Context:</b> Elderly women are more vulnerable to poverty, in comparison to men, and their health and life expectancy are often affected by stress and social isolation. Inadequate or obsolete work skills are the main obstacles for them to remain in or re-enter the labour market, in addition to unpaid care workloads and responsibilities. Therefore, the role of elderly women as both main providers and main users of care services becomes a crucial gender issue in the older age and needs specific policy measures.</p> <p><b>Follow-up:</b> As a follow-up of the project, a pilot implementation of the community centre for women by one of Italian municipalities has been planned. A multiplier effect and a financial sustainability of the project was ensured by active involvement of the National Association of Italian Municipalities.</p>	
<b>Project website</b>	<a href="http://www.pariopportunita.gov.it/index.php/archivio-focus/2269-progetto-gmens-sana-in-corpore-sanog">http://www.pariopportunita.gov.it/index.php/archivio-focus/2269-progetto-gmens-sana-in-corpore-sanog</a>

## WORKING CONDITIONS

The call for proposals on restructuring, well-being at work and financial participation funded through PROGRESS (2007-2013) aimed to promote information sharing and learning among stakeholders with regard to a positive and proactive approach to change, especially its social and economic consequences. It supported three types of projects. The first type of projects were expected to result in the creation or development of partnerships such as European Sector Councils on Employment and Skills jointly promoted by employers' and workers' representatives. The second type of projects were expected to help enterprises better understand, prevent and treat health and psycho-social problems of workers faced with restructuring. The third type of projects were expected to help the European social partners exchange information and good practices on financial participation of workers, including corporate governance and corporate social responsibility.

All projects funded through this call had to be promoted by a European (or international) organisation or involve partners from different EU Member States, candidate, pre-candidate and EFTA/EEA countries. Activities co-funded by action grants included meetings, seminars, conferences, round-tables, studies and training activities. The maximum duration of an action was 12 months.

This call for proposals had a budget of EUR 2.330.000 for 2011.

Totally there were 18 projects funded through this call. Before the cut-off date for this report 17 projects were completed and 10 were assessed as good practice examples.

### 3) European Skills Council in the Textile and Leather Industry

<b>Project title</b>	European Sector Council on Employment and Skills in the Manufacturing Industry: First Year of Operation, Activities and Initiatives
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0527
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	Manufacturing industry
<b>Type of activity</b>	Research, exchange of good practices, partnership building
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Pan-European, especially Italy, France, Belgium, United Kingdom
<b>EU contribution (Euro)</b>	283 254
<b>Project duration</b>	December 2011 – 2012 December (12 months)
<b>Coordinator</b>	IndustriAll – European Trade Union, replacing from May 16, 2012 the European Federation of Textile, Garment and Leather (FSE: THC)
<b>Partners</b>	The Confederation of National Associations of Tanners and Dressers of the European Community, COTANCE European Apparel and Textile Confederation, EURATEX

**Results:** The European social partners in the textile, clothing and leather industry were the first to establish the European Sectoral Skills Council in 2011 as a basis for an active employment policy. This project was funded to support the first year of the Council's operation. It generated a knowledge base necessary to guide activities of the Council, specifically, information on the evolution of the supply, employment and skills, including needs foresight and prospective analysis for the sector. Good practices on reducing the mismatch of competences at the sectoral level were identified and innovative tools, national and/or regional strategies, local initiatives and methods which could be used for peer learning were identified. In addition, recommendations for policy makers and partners based on sectoral discussions were drawn. This project is a good practice example of a consistent and well-coordinated activity of European level social partners. Their experience can be transferred to other sectors having established their European Sectoral Skills Council. It is the most advanced example so far on implementing European Strategy for New Skills and Jobs.

**Project description:** This project was a follow-up to four preceding projects, which paved the way for the European Sectoral Skills Council, and it aimed to launch the activities of the Council. The Council brings in more than 260 stakeholders across Europe, which were the direct target group of the project, specifically: business organisations, training and education centres, industry associations, observatories, private employment agencies, public authorities, technological platforms, consultants and unions. The project activities involved the Board meetings, research and reporting, involvement and awareness raising, and the final conference. During the course of the project, the Board realised that the term "observatories" used to define organisations involved in the Skills Council was inappropriate and adopted a new term "industry skills partnerships" (ISP) which applies to sector-specific bipartite or tripartite organizations active in the fields of education, training and employment in a defined geographical area.

**Context:** This project was implemented at a time when European economy was facing a huge recession and a high level of unemployment. The situation and perspectives for the labour market in the textile sector illustrated a recession scenario. In this context, the European Sectoral Skills Council in the textile, clothing and leather industries adopted a mission to improve the level of education, skills and

employment in this sector by effective networking and by facilitating decision-making on education and training issues in the sector at European, national, regional and company levels.

**Conclusion and follow-up:** The first year of operation of the Council provided useful information to the sectoral social partners and ISPs, but also guidance to the Commission and other sectors willing to follow the same path. To sustain the operation of the Council and its results achieved during the project, the social partners have already submitted a project in the call for proposals VP/2012/009 2012 on mutual learning in the field of skills and employment, EU Sector Skills Councils and restructuring.

**Project website**

<http://europeanskillscouncil.t-c-l.eu/eng/default.aspx>

#### 4) European Skills Council in the Commerce Sector

<b>Project title</b>	Establishing a European Sector Council for Commerce on Employment and Skills
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0533
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	Commerce
<b>Type of activity</b>	Research, Partnership building
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Pan-European
<b>EU contribution (Euro)</b>	161 309
<b>Project duration</b>	December 2011 - February 2013 (14 months)
<b>Coordinator</b>	UNI EUROPA
<b>Partners</b>	EUROCOMMERCE

**Results:** This project led to the set up of the EU Commerce Skills Council as well as the creation of an ICT infrastructure and relative tools, which will be used to link existing and emerging observatories on employment and training, improve the functioning of the Council, facilitate the exchange of best practices and competencies, and identify and monitor training needs within the sector. The EU Commerce Skills Council is the second Skills Council established at the EU level and closely following in the steps and enhancing the experience of the first one in the Textile and Leather Industry. This project is a good practice example of the formation of a European network of observatories and other labour market and skills information gathering bodies within the commerce sector with the aim of improving the level and quality of education, skills and employment in the Commerce-related industries by anticipating the future skills needs and labour shortages.

**Project description:** The Social Partners in the Commerce sector – UNI Europa Commerce and Eurocommerce – have been promoting a network of relevant stakeholders with interest in Vocational Education and Training in the commerce and retail sectors already since 2010. This project was a follow-up to a feasibility phase, during which the need to constitute a Sector Skills Council emerged and the agreement between European social partners to establish the Council was reached. The aim of this project was to create and formally launch the Council and develop its infrastructure and tools. It resulted in the creation of a network of 7 observatories from 6 countries (Belgium, Denmark, France, Netherlands, Portugal and Spain) and the agreement between them on a Statute, where rules on the concrete functioning of the Council were established: its objectives, membership, duration, financing and decision procedures. The potential users of the ICT platform were also identified: sector and industrial associations, employers, universities, training providers, employees and job seekers.

**Context:** At the time when the project was initiated, the world of commerce and retail was changing rapidly and facing new challenges rising from new technologies, globalisation, green business, health and safety issues, trade liberalisation, labour legislation and emerging markets. In this context, skills and competencies of the workforce constituted a significant factor to ensure competitiveness and long-term sustainability of the sector, which employed almost 30 million people at that time.

**Follow-up:** To sustain the project's results, a new project proposal for financing the first year of the Council's activities has also been submitted. Moreover, UNI Europa and EUROCOMMERCE have put the issue of the Skills Council at the heart of their joint work programme for the Sectoral Social Dialogue Committee for Commerce for the period of 2012 and 2013 and were going to reiterate their

commitment to these topics in the upcoming working programme for 2014 and 2015.

**Project website**

<http://www.europeancommerce.eu/eng/>

## 5) European Skills Councils in the Audiovisual and Live Performance Sectors

<b>Project title</b>	Analysis of Feasibility of Creating European Sector Councils on Employment and Skills in the Audiovisual and Live Performance Sectors
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0535
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	Live performance and Audiovisual sector
<b>Type of activity</b>	Feasibility study
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Pan-European
<b>EU contribution (Euro)</b>	108 922
<b>Project duration</b>	December 2011 - December 2012 (12 months)
<b>Coordinator</b>	UNI Europa (EURO-MEI) – The European Regional Organisation of Union Network International – Media, Entertainment and Arts
<b>Partners</b>	European Broadcasting Union European Coordination of Independent Producers International Federation of Journalists International Federation of Musicians Performing Arts Employers' Associations League Europe The International Federation of Actors
<p><b>Results:</b> This project is an example of EU social partners successfully completing a feasibility phase and taking an informed decision on the establishment of a European Sector Skills Council in the audiovisual and live performance sectors. Moreover, the project provided EU social partners, the Commission and all relevant stakeholders in skills development with a good overview of skills bodies and an assessment of their capacities and activities in the Member States. A database with over 400 entries across the EU was produced as well as recommendations on the possible structure, composition, mandate and scope of action for the Council.</p> <p><b>Project description:</b> The project was initiated by the European social partners and targeted stakeholders involved in education and training activities in the audiovisual and live performance sectors at the national level. The aim of the project was to analyse the feasibility of creating a European Sector Councils on Employment and Skills in these sectors. To this end, the project partners carried out a mapping exercise across 27 EU countries and identified 17 national sector skills councils or equivalent bodies and other stakeholders in 10 EU countries. The majority of stakeholders clearly expressed an interest in exchanging information at the EU level. Additional information on the national employment and training landscapes was collected during study visits to 13 EU countries, and consultations on the interest and feasibility of creating a European structure were carried out.</p> <p>On the basis of the mapping exercise and the study visits, a report with recommendations for further action was drafted and put forward to the two Sector Social Dialogue Committees. The report stressed that sufficient interest and expertise were identified in the two sectors across Member States. As a result, the Committees adopted recommendations to establish a European Sector Skills Council in the audiovisual and live performance sectors.</p>	
<b>Project website</b>	No info

## 6) European Skills Council in the Shipbuilding and Repair Sector

<b>Project title</b>	Identifying the Actors in the Shipbuilding and Repair Sector in View of Setting up a European Council on Employment and Skills
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0537
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	Shipbuilding and repair sector
<b>Type of activity</b>	Feasibility study
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Pan-European
<b>EU contribution (Euro)</b>	97 030
<b>Project duration</b>	December 2011 - October 2012 (11 months)
<b>Coordinator</b>	Community of European Shipyards' Associations (CESA) <b>Note:</b> in June 2012 CESA together with the European Marine Equipment Council formed SEA Europe (the European Ships and Maritime Equipment Association)
<b>Partners</b>	European Metalworkers' Federation (EMF) <b>Note:</b> in May 2012 EMF was integrated into IndustriALL
<p><b>Results:</b> This project is an example of a successful feasibility phase, which resulted in the decision of European social partners to establish a European Sectoral Skills Council (ESSC) in the Shipbuilding and Repair Sector.</p> <p><b>Project description:</b> The project was developed in the framework of the Shipbuilding European Social Dialogue fostered by the European Social Partners, CESA and EMF. Its main purpose was to identify the main national/regional actors and structures involved in skills and employment development in the European shipbuilding, ship repair and marine equipment sector, with the aim of building a network of relevant actors at European level.</p> <p>During the project an external study identified almost 200 organisations who could be potential members of the network: employers' associations, trade unions, public authorities, vocational education and training providers, universities and research centres, transversal/multipartite organisations and private companies. Then, the first-hand information on their structures, types of activities and results was obtained and their views regarding possible cooperation structures at European level were explored. Some national and regional public authorities expressed their interest and 37 organisations confirmed their commitment to participate in the ESSC. On the basis of evidence generated during the project, the European social partners evaluated the added value of the Council and concluded that there was a sufficient base to start working on the creation of the Council.</p> <p><b>Context:</b> The European maritime technology industry employs more than 500.000 people (directly and indirectly), working at around 300 shipyards and 22.000 supplying companies. The industry is specialised in building and equipping the most innovative and high technology vessels and has 45% of the world market shares. The industry's success and competitiveness relies on the most highly skilled workforce, able to develop and innovate the most advanced technologies. The increased complexity of products, new business areas and non-stop innovations create an additional demand for highly skilled staff. Therefore, the sector's social partners, CESA and EMF, initiated a feasibility study to evaluate whether a European Sectoral Skills Council (ESSC) could facilitate the cooperation and exchange of information and experiences between respective national entities, in particular on the evolution of skills requirements in</p>	

the context of anticipation of change at the European level.

**Conclusion and follow-up:** Stakeholders from different European countries concluded that the ESSC would enhance their on-going activities and benefit the sector by collecting and spreading information from and to them, ensuring the sharing of good practices between similar organizations from different countries, providing guidance to education providers and coordinating the training systems and certificates to facilitate the mobility of workers and students within Europe. The participants and partners agreed to continue collaborating during 2013 in order to develop a coherent and efficient structure for the ESSC and to engage the highest number of relevant partners for the second phase of the project.

**Project website**

<http://www.cesa.eu/>

<http://www.seaeurope.eu/template.asp?f=index.htm#box-seven>

<http://www.industrial-europe.eu/>

## 7) Ergonomics and Work Organization in the European Automotive Sector

<b>Project title</b>	Ergonomics and Work Organization: Effects on the Health of Workers in the European Automotive Sector
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0346
<b>Policy area</b>	Health, safety and hygiene at work
<b>Policy sub-area</b>	Automotive industry
<b>Type of activity</b>	Research
<b>Direct target groups</b>	Social and economic partners (Trade unions in automotive sector)
<b>Ultimate target groups</b>	Employees
<b>Participating countries</b>	Italy, France, Germany, Spain
<b>EU contribution (Euro)</b>	255 391
<b>Project duration</b>	2011 November – 2013 October (24 months)
<b>Coordinator</b>	European Metalworkers' Federation (industriAll since 2012)
<b>Partners</b>	Employees Federation of Metal Workers, Italy Italian Federation of Metalworkers, Italy Federation of Metalworkers, France General Federation of Mining and Metallurgy, France Metalworkers Union, Germany Federation of Industry, Spain Federation of Metal, Construction and Allied Industries, Spain

**Results:** This project established a diagnosis of the contribution of physical factors and work organisation to the risk of musculoskeletal disorders (MSDs) of the upper limbs in the automotive sector, at a time of major restructuring within this industry. Marked differences were identified between east and west in terms of working conditions, mechanisation and the ability of health and safety trade union officers to analyse and understand the link between the set-up of the workplaces and the health risks, and also the differences between north and south in terms of information available to these officers and their ability to act effectively upon the set-up of the workplaces. This project is a good practice example of trade union cooperation in carrying out transnational sectoral-level comparative investigation on health and safety management. The project adopted a completely new, trade union-led approach to research that surpassed company-level investigation and engaged in a dialogue with the workers. This example of trade union cooperation in research can be transferable to other industrial sectors.

**Project description:** The project was initiated and coordinated by a European Metalworkers' Federation, and its target group were trade unions, for which restructuring meant the need to develop a more systemic and holistic approach to health and safety issues. The principal aim was to acquire a better knowledge of work organisation and working conditions in the automotive industry: What are the real working conditions on the production line? What is the knowledge of the trade union officers active in the production sites? How do the workers themselves perceive their own conditions? These questions were answered through an on-site research in seven European countries (ten different production plants, belonging to four different companies). Designed as an action-research, this project offered an opportunity to continuous feedback on the preliminary results to the local trade union officers in order to improve their action on-site.

**Context:** Musculoskeletal disorders (MSDs) are the dominant pathology in the metalworking industry. There have been many high-level debates on their economic impact, the associated costs incurred by the companies and their impact on work productivity. The research has established that occupational health risks are determined not only by physical factors, but also by work organisation, which can be improved

to minimise the risk of MSDs of the upper limbs in the automotive sector.

**Follow-up:** Data collected during this project paved the way for further industriAll Europe-led activities. A training programme for trade union officers in the field of occupational health hazards and work organisation (shop stewards) has been planned on the basis of the knowledge generated to fill the gaps of their knowledge and skills found during the research. Moreover, the project resulted in creating a European network of experts for ergonomics in the automotive industry (mainly Original Equipment Manufacturers).

**Project website**

[www.industrial-europe.eu/proj/ergonomics/ergonomics.asp](http://www.industrial-europe.eu/proj/ergonomics/ergonomics.asp)

## 8) Job-Resilience of Cooperatives in Times of Crisis

<b>Project title</b>	Why Cooperatives are More Job-Resilient Even in Times of Crisis
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0361
<b>Policy area</b>	Working Conditions, Adaptation to Change and Restructuring
<b>Policy sub-area</b>	-
<b>Type of activity</b>	Research
<b>Direct target groups</b>	Social and economic partners, Business enterprises, Public authorities
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Italy, Malta, Portugal, Spain, France, Belgium, United Kingdom, Germany, Denmark, Sweden, Finland, Estonia, Poland, Czech Republic, Slovakia, Bulgaria, Romania, Slovenia
<b>EU contribution (Euro)</b>	124 203
<b>Project duration</b>	June 2013 - May 2014 (11 months)
<b>Coordinator</b>	CECOP - CICOPA EUROPE – The European Confederation of Workers Cooperatives, Social Cooperatives and Social and Participative Enterprises
<b>Partners</b>	National Association of Cooperatives of Production and Labour, Italy Business Confederation of Labour Limited Companies, Spain Spanish Confederation of Worker Cooperatives, Spain Confederation of Workers' Cooperatives, France COMPANION Cooperative Development Sweden, Sweden Co-Operatives UK, United Kingdom COOP Finland, Finland COOP PRODUCT Slovakia, Slovakia ESTCOOP, Estonia European Trade Union Confederation FEDERLAVORO E SERVIZI, Italy FEDERSOLIDARIETA, Italy FENACERCI, Portugal The Co-operative Federation, Denmark KOOPERATTIVI Malta, Malta LEGACOOOP SERVIZI, Italy LEGACOOOP SOCIALI, Italy The Organisation for German Partnerships, Joint Ventures and Co-operatives (Vdp.E.V.), Germany National Auditing Union of Worker's Co-Operatives, Poland National Federation of Worker's production Cooperative Societies in Construction and Public Work, France National Union of Worker's Productive Co-Operatives, Bulgaria Research Institute for Social Economy, Slovenia SOFICATRA S.A, Belgium Union centrale des cooperatives d'artisanat de Roumanie, Romania Union of Czech and Moravian Producer's Cooperatives, Czech Republic

**Results:** This project revealed, through extensive research and exclusive interviews, why enterprises co-owned by workers show a major resilience to the crisis and its consequences. The study "The resilience of the cooperative model", produced during the project, identifies the mechanisms which reinforce the resilience of European cooperatives in industry and services to the crisis. The study was complemented

by a documentary film, which illustrates four emblematic cases of resilience to the crisis in France, Poland, Italy and Spain. This project is a good practice example of the consolidation and dissemination of knowledge and understanding of the cooperative practices in the times of crisis.

The project generated knowledge base on the resilience strategies of cooperatives, including the temporary reduction of salaries, technological investment and adaptation to market changes, the use of financial reserves, etc., and their main success factors such as the democratic control played by the worker-members and the economic stability facilitated by the accumulation of capital and support structures provided by the cooperative movement. These strategies are innovative in organisational terms compared to mainstream restructuring practices. The findings of the study and concrete experiences of cooperatives in France, Poland, Italy and Spain can be a source of inspiration not only for other cooperatives, but also for other types of enterprises and public policies.

**Project description:** The project was initiated and coordinated by CECOP - CICOPA EUROPE, which unites 25 national federations in 16 EU countries and affiliates about 50 000 enterprises which in turn employ 1.4 million workers. The project aimed at promoting the development and dissemination of expertise on the cooperative approach to restructuring and anticipation of change. It targeted public authorities at all levels, cooperative organisations, trade unions, SME organisations, financial institutions and other stakeholders.

**Context:** The project was implemented at the time when the global economic crisis of 2008 had caused very painful consequences for the generation of wealth and employment, particularly in Europe. Despite that, worker cooperatives, social cooperatives and other employee-owned enterprises in various sectors and typologies had reportedly shown stronger resilience to the crisis in different parts of the world, although with significant national differences. It appears clearly that cooperatives' resilience is stronger in the countries that have the best legal framework protecting and promoting cooperative enterprises, such as the indivisible reserves, mutualized financial instruments, groups and consortia, particularly in Italy, Spain and France. Although cooperative enterprises have not been spared by the crisis, they have been able to limit enterprise closures and job losses better than conventional enterprises.

**Conclusion and follow-up:** The project proposed a series of policy recommendations and partnerships based on the concrete practices in order to promote not only cooperatives, but also employment and entrepreneurship across Europe. The follow-up activities of the project were aimed at dissemination of the two main products of the project (the study and the film) and their key findings proving the strength of the cooperative model. They included film screenings, conferences, discussions and the exhibition at the European Parliament as well as a dedicated website. Feedback received during the follow-up activities showed an interest among stakeholders in the cooperative experience and the recognition of the relevance of the cooperative model to restructuring and anticipation of change in a socially and economically sustainable way.

<b>Project website</b>	<a href="http://www.cecop.coop/">http://www.cecop.coop/</a>
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## 9) Restructuring and Re-Orientation of Printing Companies

<b>Project title</b>	Restructuring and Re-Orientation of Printing Companies
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0362
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	Printing industry
<b>Type of activity</b>	Information sharing and learning
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Portugal, United Kingdom, Germany, France, Hungary, Netherlands, Malta, Belgium
<b>EU contribution (Euro)</b>	226 159
<b>Project duration</b>	October 2011-October 2012 (12 months)
<b>Coordinator</b>	INTERGRAF International Confederation for Printing and Allied Industries
<b>Partners</b>	APIGRAF, Portugal British Printing Industries Federation, United Kingdom German Printing and Media, Germany Workers Federation of Industries of the Book, Paper and Communication, France Federation of Hungarian Printers and Paper Makers, Hungary FNV/KIEM, Netherlands General Workers Union Malta, Malta Royal KVGGO, Netherlands Malta Printing Association, Malta Hungarian Graphical Workers Union, Hungary UNI Europa Graphical, Belgium National Union of Printing and Communication, France Unite the Union (GPM Sector), United Kingdom
<p><b>Results:</b> The major lesson from the project is that the printing industry understands the need for change and restructuring, but does not always have the means to implement it. The workshops organised during the project allowed delegates to "step outside" their businesses and come to reasoned conclusions about the future of their businesses. The project resulted in a better understanding of the strengths and weaknesses of individual companies and specific national circumstances as well as a common understanding of the needs of the industry in general. A further lesson was that a collective approach, involving all social partners and other stakeholders, is likely to be the most successful in achieving change. During the project the social partners developed a better understanding of and a greater tolerance for each other's context-driven actions. This project is a good practice example of meeting individual needs of the printing industry in each participating country with regard to restructuring whilst remaining within a pan European framework.</p> <p><b>Project description:</b> The project was a follow-up to a study into the economic and social issues that were impacting the printing industry (2010). From that, a toolkit was developed to help the industry implement the recommendations in relation to the necessary restructuring. This project aimed to help delegates of the printing industry within 7 participating countries manage human consequences of structural changes through the exchange of experiences in implementing practical recommendations of the toolkit and the study. Its activities were adapted and contextualised to fit the needs of a particular country's social and economic situation. The project involved both large and small companies and union</p>	

representatives, who worked in small groups to analyse restructuring and reorganisation possibilities with the help of a specially trained expert.

**Context:** At the time of the project the printing industry in Europe was facing a period of unprecedented change, resulting from a new technology development, price cutting and the impact of global economic crisis resulting in massive company closures. These changes were having a profound impact on the lives of employees in the printing industry, who were typically long service staff, with specialised skill sets and a lack of experience in moving to other jobs with more transferrable skills. These factors were obstacles for those made redundant to find employment elsewhere, while those working in the companies that had survived faced the need to transform their skills along with the organisations themselves. Therefore, the need to develop an industry-wide approach to restructuring in a socially responsible way was pressing.

**Conclusion and follow-up:** Cooperation of the partners during this project produced a common understanding of the needs of the industry and led to an agreement to engage in European Social Dialogue. The application was to be formally submitted by the European Social Partners in January 2013. The ultimate benefit of the project has been the legacy left with National Federations and their social partners who have laid the basis for a lasting relationship. The printing industry and its social partners will continue to work on improving the competitiveness of the sector by joint actions and projects including the set-up of a Social Dialogue Committee at the European level.

**Project website**

<http://www.intergraf.eu/>

## 10) Proactive Management of Change and Restructuring

<b>Project title</b>	Network Proactive Management of Change and Restructuring (Network ProMCR)
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0369
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	-
<b>Type of activity</b>	Research, Exchange of good practices, Partnership building
<b>Direct target groups</b>	Social and economic partners, Employment services, Public authorities
<b>Ultimate target groups</b>	Employers, Employees, Unemployed
<b>Participating countries</b>	Slovenia, Hungary, Czech Republic
<b>EU contribution (Euro)</b>	212 521
<b>Project duration</b>	November 1, 2011 – October 31, 2012 (12 months)
<b>Coordinator</b>	Association of Employers of Slovenia, Slovenia
<b>Partners</b>	Association of Free Trade Unions of Slovenia, Slovenia BUSINESSEUROPE (pan-European) Confederation of Hungarian Employers and Industrialists, Hungary Confederation of Industry of the Czech Republic, Czech Republic Czech-Moravian Confederation of Trade Unions, Czech Republic Employment Service of Slovenia, Slovenia International Labour Organisation, Country Office for Central and Eastern Europe, Hungary Ministry of Labour and Social Affairs of the Czech Republic National Confederation of Hungarian Trade Unions, Hungary Public Employment Service of Hungary, Hungary

**Results:** The project generated a knowledge base and identified best practice examples on the anticipation of future restructuring and change management among companies of the main industry sectors in Slovenia, Czech Republic and Hungary. The main message that emerged during the project was that trust, communication, transparency and inclusion of workers' representatives are essential for a successful management of change. This project is a good practice example of a tripartite partnership between employer organisations, trade unions and public employment services for the proactive management of restructuring and change. Recommendations produced during the project could be used by companies and public authorities in creating the environment that is favourable to quality management of change.

**Project description:** The project targeted employer organisations, trade unions, public employment services, public authorities and European partner organisations. By analysing current and planned company restructuring strategies in Central European countries, it aimed to promote effective company decision-making on restructuring in order to optimise the competitiveness of companies in the global economy and workers' adaptability to change. Knowledge, experience and good practices exchanged through national and transnational partnerships focused on effective management of restructuring, which would support positive and proactive approach to change. In addition, evidence on education and training policies in the companies and the role of worker's representatives during the restructuring and change management processes was collected. It showed that many companies do not give sufficient attention to these factors, while the governments give very poor financial support to the training and education needs of companies. A number of national workshops and panel discussions were organised, so that the project participants could discuss the findings of the case studies and the survey, exchange

their practices and plan future actions.

**Context:** The global economic crisis in 2008 increased the incidence and the number of relevant changes made in companies. The crisis turned out to be an additional driver of changes in the companies, and also an opportunity to embrace these changes as an integral part of a company's "natural development".

**Conclusion and follow-up:** The project raised awareness among employers, employees and public servants on the necessity of long-term strategic planning and adaptability as well as forward looking planning of employment and skill needs. Awareness of stress factors and resistance to change during restructuring was raised among the stakeholders and recommendations on how to avoid or reduce harmful consequences of restructuring were produced. The network members have committed to provide support to each other after the end of the project.

**Project website**

<http://www.zds.si/en/projects/network-promcr/default.html>

## 11) Social Dialogue on the Perspectives of the European Land Armament Sector

<b>Project title</b>	Social Dialogue on the Perspectives of the European Land Armament Sector
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0529
<b>Policy area</b>	Social dialogue
<b>Policy sub-area</b>	Land armament sector
<b>Type of activity</b>	Research, Partnership building
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	France, Spain, Germany, Italy, Sweden, Finland, Portugal, Poland, Romania
<b>EU contribution (Euro)</b>	177 919
<b>Project duration</b>	March 2012 - February 2013 (10 months)
<b>Coordinator</b>	European Metalworkers Federation
<b>Partners</b>	ACV-CSC METEA, France Federation of Industry: CCOO, Spain Federation of Trade Unions of Defence Industries, Armament and Assimilated Sectors, France General Dynamics. European Land Systems – Santa Bárbara Sistemas, Spain

**Results:** This project contributed to developing a common knowledge and understanding among stakeholders about the perspectives of the land armament sector in Europe, and provided a basis for discussions on the upcoming challenges. It is a good practice example of a dialogue between European social partners on the perspectives of the European land armament sector.

**Project description:** The project aimed at improving expertise, monitoring change, developing capacities, building structures of communication between stakeholders, and improving participation to minimize social consequences of restructuring in the sector. It directly involved trade union officers and worker representatives from France, Germany, Italy, Spain, Sweden, Finland, Portugal, Poland and Romania.

A comprehensive study on the issues of upcoming challenges for the European land armament sector and their potential impact on employment in the medium and long term was produced. The European-level comparisons as well as country specific information, including 7 country case studies, was generated. Many meeting possibilities, including the final conference, were offered for the worker representatives and other stakeholders of the sector.

**Context:** The project was initiated by the industriAll Europe defence work group at the time when the European defence, especially land armament, sector was at risk of a large-scale restructuring and faced far-reaching challenges as a result of decreasing defence expenditure, the limited availability of European cooperation programmes and the lack of a European defence strategy.

**Conclusion and follow-up:** The project resulted in a political declaration in which the trade unions affiliated to industriAll Europe demanded greater cooperation of EU Member States on Security and Defence Policy, linked to a strong European industrial policy for the defence sector. As a direct follow-up to the project, industriAll Europe was invited by the European Defence Agency to consider cooperating in a future initiative on strengthening a knowledge, skills and competence base in Europe for defence and security.

**The Study on the Perspectives of  
the European Land Armament  
Sector is available at**

[http://www.industrial-europe.eu/sectors/defence/2012/INFF\\_E3779\\_Final%20Report\\_v03-EN.pdf](http://www.industrial-europe.eu/sectors/defence/2012/INFF_E3779_Final%20Report_v03-EN.pdf)

## 12) Restructuring in the Telecommunications Sector

<b>Project title</b>	Restructuring in the Telecommunications Sector: Development of Good Practices and Guidelines for Action
<b>Identification of the call</b>	VP/2011/008
<b>Project identification number</b>	VS/2011/0540
<b>Policy area</b>	Working conditions, adaptation to change and restructuring
<b>Policy sub-area</b>	Telecommunications sector
<b>Type of activity</b>	Exchange of good practices, Partnership building
<b>Direct target groups</b>	Social and economic partners
<b>Ultimate target groups</b>	Employers, Employees
<b>Participating countries</b>	Portugal, Ireland, Norway, Estonia, Romania, Spain, Greece, Latvia, Lithuania, Italy, Slovakia, Bulgaria, Czech Republic
<b>EU contribution (Euro)</b>	112 965
<b>Project duration</b>	December 2011 - December 2012 (12 months)
<b>Coordinator</b>	National Union of Workers in Telecommunications and Audiovisual Sectors, Portugal
<b>Partners</b>	Communications Workers' Union, Ireland EL & IT Forbundet - for energy, electrical engineering, telecommunications and IT workers, Norway Estonian Communications and Service Workers, Estonia Federation of Trade Unions ROMTELECOM, Romania FSC CCOO Communications, Spain Greek Telecom Employees' Federation, Greece Latvian Post and Telecommunications Workers' Trade Union, Latvia Lithuanian Post and Telecommunications Workers' Trade Union, Lithuania Communication Workers Union (SLC-CGIL), Italy Trade Union Communications of Slovakia, Slovakia Trade Union Federation Communications, Bulgaria UGT – State Communications Sector, Spain Trade Union of Workers in Postal, Telecommunications and Newspaper Services, Czech Republic UNI-EUROPA GLOBAL UNION

**Results:** This project resulted in a common approach of social partners to dealing with restructuring, which was summarised in the Telecommunications Sector “Guidelines for Action in Times of Restructuring”. These Guidelines for action do not pretend to be a “one size fits all” solution, but rather a tool which adds to existing frameworks, such as national legislation or collective agreements. They take into account the global changing nature of the telecommunications industry and its permanent technological and innovative development and are intended to be used by trade unions and trade union representatives when engaging, as social partners, in bargaining or dialogue processes with companies in times of restructuring and change.

**Project description:** The project was initiated in order to help trade unions and workers representatives of the telecommunications sector prepare to respond to challenges and, consequently, be in a position to put in place the necessary mechanisms and tools to better represent not only the workers’ interests but also to contribute to a long-term and sustainable company success and progress. To that end, the project aimed at the exchange of good practices, the development of guidelines for action to be taken in

the event of restructuring, and partnership building. The target group of the project were trade union and representatives of already existing European Works Councils within the Telecommunications and Media sectors.

**Context:** The Telecommunications industry has been characterised by a rapid change in terms of business structure, new technologies, trade liberalisation, globalisation, deregulation, convergence and privatisation. Rapid innovation, new services and products, the appearance of social media and services have posed new challenges and call for a strategy change of companies with impacts on employment, new jobs and skills and the way that people work and will live in the future. Therefore, trade unions and workers within the industry have been confronted with the need to adapt to new working methods, changes in skills, education and training measures.

**Conclusion and follow-up:** This project was of the utmost importance for telecommunications workers as, for the first time, they were given an opportunity to have information on how they can fully be involved in matters which concern them within multinational undertakings. The project has improved the participants' knowledge of the European Telecommunications Social Dialogue and its main features, so that representatives of trade unions could be better prepared to engage as social partners in a decision-making with regard to the challenges in the telecommunications sector at the national or European level.

**Project website**

[http://www.seminar.sinttav.org/2012/dos/Seminar\\_1\\_2012/presentation/Brochura%20Seminar%20RTC\\_EN.pdf](http://www.seminar.sinttav.org/2012/dos/Seminar_1_2012/presentation/Brochura%20Seminar%20RTC_EN.pdf)

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