



CHANGE – Trade Union Cooperation in the aerospace industry

European Workshop from 21 to 23 September in Madrid (Spain)

What are companies doing to meet the increasing demand for qualified personnel and how active are they in securing and promoting new talent? What are the weaknesses – as well as the opportunities – in human-resources and work organisation within the company? And what differences can be seen when locations and countries across Europe are compared?

These and other questions were discussed intensively by works and union representatives from eight countries at a European Workshop.

One main outcome of this workshop was the preparation of “action plans” according to a specific time-table, with tangible “projects” being defined for certain country-specific or company-related activities. This involves specifically initiatives to be undertaken gradually for securing and holding a qualified workforce.



Participants at the CHANGE-Workshop from 21 to 23 September 2016 in Madrid (Spain) (ES)

Agustin Martin Martinez, General Secretary of *Confederación Sindical de Comisiones Obreras* (CCOO), outlines the economic and social effects of the continuing crisis in Spain, together with the consequences in terms of employment particularly for older and younger people. With 5 million unemployed and a youth unemployment rate of 55%, Spain lacks the necessary jobs above all in the key automotive and aerospace industries. Instead of tackling the reforms necessary in social stability

and sustained job growth, however, political leaders seem to be pursuing a strategy of wage dumping and increasing the number of insecure jobs. The rights and scope of action of trade unions are being continually reduced through political and legal measures. One important consequence of this trend is the strengthening of the European trade union movement.



*Our colleagues from Spain and Romania
(2. from the left) **Agustin Martin Martinez**,
General Secretary of CCOO*



The colleagues from Germany and France

Gisbert Brenneke (Arbeit und Leben Bielefeld) explains the current state of the project. To publicise progress in the project, two project newsletters have so far been issued. The project website was expanded and regularly updated as the project continued. He drew attention to the need to organise publication and dissemination of this information in a national context for each country. One main activity in the work phase hitherto was conducting and evaluating the European survey with the name “Demographics, Human Resources Management and Securing Qualified Personnel”. Thematically complex questionnaires for 38 companies with a total of approx. 75,000 employees from the eight countries were collected and evaluated. The main results of this survey form the basis for an analysis of labour-policy standards. Results and conclusions drawn from the survey will be presented and discussed in the further course of the workshop.

In her brief contribution, **Corinne Schievone** (CFDT and EWC vice-chairwoman of SAFRAN) outlined the operational background and arguments for concluding the European Framework Agreements (1) on integrating younger people and (2) on promoting competence and careers. SAFRAN is an international supplier with approx. 48,000 employees in Europe. From the point of view of employees’ representatives, problems of workforce and qualified personnel will increase rapidly. In the coming five years, around 40 percent of workplaces will have to be filled due to retirements. In view of the demographic transition, the EWC agreements represent the framework for a future-oriented staff planning. Employees’ representatives – which is one conclusion – must ensure that this topic stays on the agenda and must be active in formulating the solution through company initiatives. The discussion on the impact of these agreements (experience, results, problems of implementation across Europe) will be continued in the follow-up workshop in February 2017.



***Corinne Schievone**, CFDT and EWC vice-
chairwoman of SAFRAN, France*

Udo Verzagt (project secretary in IG Metall) provided an informative view of the European action programme and flagship initiatives for promoting employment, job growth, age diversity and age-appropriateness. The challenges in Europe posed by demographic ageing of the employed population have been clear for years. The demand for qualified personnel is changing faster than population

growth. The correct and logical consequences can therefore only be: keeping people vocationally trained and healthy in employment at age-appropriate and age-related workplaces and strengthening sustainable investments in education at all levels (see also the presentation on www.air-change.eu)

Wolfgang Anlauff (*Gesellschaft für Personal- und Organisationsentwicklung GmbH*) provided a labour-policy overview of the challenges facing companies for a “demographically sustainable” staff and work organisation (see also the presentation on www.air-change.eu). He illustrated the demographic changes throughout Europe and the resulting problems regarding qualified personnel. He outlined the national differences in employment and unemployment trends. According to studies of the labour situation, concrete working conditions have not seen any significant improvement over the past few years and age-relevant burdens have if anything become heavier. Examples are the increasing pressure of deadlines and performance, the rise in physical strain, the increase in psychological disorders and the reduction in freedom of action in working operations. The conclusion from this analysis: the central operational problem is not demographic change and thus ageing in itself; much more important is poorly organised working conditions, which prevent elderly workers from remaining in employment for longer and without obstacles. This in turn leads to the political principle of “Ageing in health and competence”. The correct steps to be taken in this direction are: removing age obstacles in work, promoting an age-diverse employment trend and creating a work organisation suitable for ageing and the elderly.



Wolfgang Anlauff (ffw), **Gisbert Brenneke**, **Klaus Gutbrod** (both Arbeit und Leben), **Udo Verzagt** (IG Metall) (from left to right)

On this basis, **Wolfgang Anlauff** presented the results of the European survey, summarised according to the different regions. Without a claim to being representative for the entire sector in Europe, certain points of weakness in companies are identified that will have to be dealt with on a pan-European basis.

Here are some central common points:

- The bottlenecks in recruiting young staff that can already be seen today will become worse (especially in research and development);
- The need for vocational training is growing, the work climate must become more learning oriented and “learning on the job” will have to be strengthened;
- There is a gradual change in the workplace for older employees, as younger personnel are more frequently assigned to modern workplaces and machines;
- a systematic transfer of knowledge between young and old often does not take place;
- In many companies there are no specific measures in place for older employees;
- health-conscious workplace organisation (in particular relating to elderly employees) is the exception.



Wolfgang Anlauff
ffw GmbH Nürnberg (Germany)

Needs for actions in companies		West & North (D, S, UK)	South (F, E, I)	East (Pl, Ro)
1.1	Staff planning	2,60	2,90	2,80
1.2	Training personnel	2,40	3,00	3,00
1.3	Recruiting personnel	2,50	2,50	3,00
1.4	Integrating new employees	2,60	2,50	2,80
1.5	Promoting employee loyalty	2,60	2,50	2,00
1.6	Training and developing employees	2,60	2,80	3,00
1.7	Avoiding physical and psychological strain	2,20	2,90	2,50
1.8	Knowledge sharing (know-how transfer, knowledge management)	2,50	2,90	2,80
1.9	Part-time work for training: paid release from duties for training	2,20	2,30	2,20
2.1	Ergonomics at the workplace	2,60	2,00	2,80
2.2	Varied work assignments	2,50	1,80	2,80
2.3	Opportunities for learning and development in work	2,50	2,40	3,00
2.4	Appropriate organisation of work load	2,40	2,50	2,50
2.5	Good plant work organisation	2,50	2,60	2,00
2.6	Ergonomic work structuring	2,30	2,10	2,80
2.7	Staff-oriented management	2,30	2,30	2,80
2.8	Co-determination and cooperation of employees	2,50	2,40	2,80
2.9	Compatibility of family and career	2,40	2,30	2,80
2.10	Special exemptions for older staff	2,20	2,40	2,00
2.11	Company integration management	2,20	2,60	1,80

Green = low level, yellow = medium level; red = high level
N = 38 Companies (with round about. 75.000 Employees in 8 European countries)

The results of the European survey summarised according to region are documented on the project website www.air-change.eu.

Klaus Gutbrod (Arbeit und Leben Bielefeld) explained the targets and the anticipated results for continuing work to be undertaken in national workgroups. On the basis of the challenges facing labour policy and the empirical results of the survey, participants in the workshop discussed country-specific priorities with practical forms of action and developed a time structured action plan for an in-company implementation of smaller “projects”. In relation to the two thematic focal points of the workshop – “Ageing in health and competence” and “Promoting, acquiring and holding qualified personnel” – all partners chose “qualified personnel” as their priority.

The national “actions” were presented in the plenary sessions, discussed and agreed as “work programme” for further measures. In two implementation phases (until February 2017/until June 2017), the following measures are to be processed:

France: New qualifications for the future demand for qualified personnel to be identified; recruiting measures to be reviewed and if necessary adjusted

Italy: measures for supporting the generation change (new jobs for young people, personnel transition, knowledge-transfer models)

Sweden: local (company) agreement on improved career start opportunities and on company integration of young people

Poland: conclusion of a national, cross-company agreement on qualification and competence improvements in the sector

U.K.: Keeping young people in the company (example Rolls Royce)

Romania: Catalogue of measures for motivating and training young employees (20-40) for careers in the sector

Spain: Measures for promoting and holding qualified personnel; creating and negotiating an annual plan for qualifications



The colleagues from Poland and Sweden (from left)

Germany: Communication campaign; highlighting and enhancing awareness of knowledge transfer and experience in the company

Agreement on the partners’ practical initiatives, fixed in writing and chronologically structured represents the achievement of the central goal of this 1st workshop. All project partners will continue to work on these initiatives.

The experience and results gained from the gradual implementation will be extended to the 2nd workshop (evaluation and development) in February 2017.



Company visit at ITP (Industria de Turbo Propulsores SA) in Ajalvir

From the point of view of the participants, this first workshop has been highly informative and practice-related.

The task now is to get the agreed measures started.

All agreed on the need for further exchange on the company and sector level and for further intensification of the trade union cooperation in Europe.