



## CHANGE – Trade unions' cooperation in the aerospace industry

European Workshop from the 15<sup>th</sup> to 17<sup>th</sup> of February 2017 in Toulouse (France)

### Active actions in company and sector – progress with national initiatives

From the 15<sup>th</sup> to the 17<sup>th</sup> of February 2017 in Toulouse, France a meeting took place between 21 colleagues from the European aerospace industry. There they reported and discussed their national activities, based on their self-developed action plans in the Trade Union field. During the meeting the specific approaches were evaluated as well as the achievement of the set milestones. Afterwards concrete steps were defined as well as achievable goals for the further work in 2017.




*Participants at the second CHANGE-Workshop from the 15<sup>th</sup> to 17<sup>th</sup> of February 2017 in Toulouse (France)*

**Bernard Tagneres** (General Secretary of CFDT for the Airbus Group) informs on the economical and historical development in Toulouse from construction of railway wagons in the 19<sup>th</sup> century over the first assemblies in 1927 for Aeropostale until its current stage as the biggest production centre of Airbus worldwide. In whole France there are in total 53 factories with 2.200 production sites that work as suppliers or service providers for the aerospace branch. There are no reliable sources of information on size and the amount of permanent staff at Airbus. About the situation in Toulouse: in the factories with more than 500 workers, 26% are engineers. 90% of the workers are younger than 55 years and 60% are under 45 years old. The proportion of women is low. The youth unemployment is 10% higher as the average levels in France.



**Gisbert Brenneke** (Arbeit und Leben Bielefeld) informs on the current progress of the project. The project website [www.air-change.eu](http://www.air-change.eu) is extended with further themes and constantly updated, according to the project progress. The project partners adopted exemplary actions and company-based agreements on the topic “Demography, personal development and specialised workers”. These themes and practical approaches are to be broadened with further initiatives ad hoc in 2017. The number of the visits shows that the website is the main and the most important tool for visibility and dissemination of the project.

As overpass to the substantive part of the workshop follows small introduction in the themes and the main points of this second workshop. The focus of the event lies on the nationally arranged “projects” from the 1st workshop in September 2016 (see overview). All partners have evaluated their activities with an interim balance (see information and presentation on the website). The goal of the joint discussion is to organise the exchange of information, to give impulses for the further work and in doing so to support the respective “project closure” with achievable results.

<p><b>PL</b> Collective Agreement Aerospace (Negotiation in Social Dialogue)</p>		<p><b>UK</b> Measures to retain qualified young workers (RollsRoyce)</p>	
<p><b>FR</b> Future plan „Skilled workforce development“ Needs for new skills and qualification in aerospace companies</p>		<p><b>RO</b> Company Agreement on the binding and promotion of young workers</p>	
<p><b>IT</b> Implementation and evaluation of the Finmeccanica agreement</p>		<p><b>SE</b> Collective Agreement to combine employment with training for young unemployed</p>	
<p><b>DE</b> Information campaign Know-how transfer between elderly and younger employees</p>		<p><b>ES</b> Acquisition of know-how for influencing the skills and training needs for employees at ITP</p>	

Referring on the results of the questionnaire from the summer of 2016, **Wolfgang Anlauff** (ffw) puts the focus on the main subject “Lack of specialists”. With introductory thesis’ he questions the political meaning of “Lack of specialists” and “Assurance of workers”.

“What does assurance of workers mean? Do we need more than 100 participants to be able to talk about secure arrangement of workplace and secure workers?” When we observe the unemployment it is not enough to consider the national average rates, because even within the countries there are big regional differences, e.g. in Germany the rates vary from 1,5 to 14%.

As an example, he quotes the situation with the mechatronic engineers. He explains that in the East of Germany, there is on the one hand high unemployment and on the other hand, there are many qualified mechatronic engineers! This example makes it clear: we should observe the demographical change very carefully on a regional level and take concrete measures about it also on company level. The lack of workforce becomes even more real as we repeat the thesis 10 times. The lack of workforce should be analysed in its very detail – with facts, at regional and enterprise level. We should discuss which technical, organisational and work content changes are needed and we should ask ourselves what kind of future is there for which qualifications?



**Colleagues from Italy, France and Germany (from left to right):**  
**Massimo Recchia (FIOM), Emanuele Tortorici (FIOM), Franck Uhlig (CFDT), Gisbert Brenneke (AuLBielefeld), Corinne Schievene (CFDT), Wolfgang Anlauff (ffw), Bernard Tagneres (CFDT)**

With the detailed analyse becomes clear that because of sharp regional differences and as a result of the digitalisation / Industry 4.0 and the obsolete professional qualification also in highly qualified fields, are needed accompanying measures for the structural change. From a trade union perspective, this means to get involved at an early stage, to come up with positive alternatives so that we could act on time also with legal regulations.

According to this, he names 4 categories for the work political work arrangement:

1. Safety – which group would be pushed over the existence edge by which developments and processes?
2. Qualification – which qualification would be connected to which activity – more important than organisational charts would be the professional development paths?
3. Work arrangement – how to arrange workplaces, so that they would be interesting, motivating, age-appropriate and would promote learning for all employee groups?
4. Social support – qualification should secure a person’s future, but what happens when social groups do not belong anymore to that future?

His final words: Occupational models need social models! The development of enterprises needs social support. In France and in the Netherlands there are qualification funds, in Germany these exist only in the building industry, in other sectors only over collective agreement without financing budget.



## Trade unions active – national best practice initiatives as an answer to the demographic changes in the European aerospace industry

**Franck Uhlig (CFDT)** outlines in his presentation the work and qualification political challenges, associated with Industry 4.0 (Industry of the future). Industry 4.0, Digitalisation, Internet of things – the future of economy has a lot of new terminology. Even on a national basis are used different terms: Industry 4.0 (DE), Smart Industry (NL), Catapults (UK) and Industrie du Futur (FR). What all the initiatives have in common is the technological basis: highly efficient, future-oriented network infrastructure, which has to process the huge amount of data fast and effective.

The industrial production methods change fundamentally. In the serial production, the digitally controlled machines and robots are the standard for long now, although until now they were not connected with one another. That will change in Industry 4.0. In the connected production of the future, the machines will “communicate with one another”. They exchange data by themselves, manage their work automatically and because of that are more flexibly usable. Based on the data from the machines and on the data from sensors and the actors, the companies improve their processes or adapt them fast.

Trough digitalisation and interconnection the production processes become always better integrated. In the company, the data flow connects the separate processes vertical: up-to-date information for materials, processes and procedures from all departments, no matter if development, production, management, service or sales, are available all the time. In the horizontal value-creation chain, the companies connect their data to this of their suppliers, partners and clients. Through the whole value-creation chain, the activities can be coordinated globally.

In the digital economy the working profiles and the qualification need will also change: the old borders between production, management, services and research will disappear. The departments of services and research will grow. Therefore, it could be said that the employment structures, the work systems and the work itself will enormously change in the next years



*Franck Uhlig (CFDT, FR)*

## **Plan for future education of specialists**

### **Need of new skills and jobs in the airline companies**

*„How does the work in the digital economy change? At the implementation of Industry 4.0-Models, the questions about the arrangement of work organisation, further trainings, as also infrastructure,, technology and software should not be observed isolated from one another. Instead, they should be developed and implemented together – as sociotechnical system. Work 4.0 requires a social arrangement of the technical processes.*

*The digital work world contains chances and risks. There are not technologically predetermined. The digital work could be arranged and negotiated. It includes chance for all employees to work in the future more autonomously and healthy, in an active work and learning promoting environment. For that, the technic itself should be taken in consideration. It is critical to enlighten the opportunities, presented by digital systems and processes and how they can be implemented in the work and social organisation in companies' and outside of companies'.*

*Automatisation and digitalisation will change the work even more in the future. The trends and development already taking place will also go on in the future. Work will become faster, work will become easier to control and manage, work means to react to uncertainties and malfunctions, work will become more flexible.*

*Only when employees and companies realise and get to understand better the relationship between digitalisation and network, and work and their organisation, they will be able to implement new arrangement possibilities and they will manage to prevent and react to the risks of the digital working world.*

#### **Some leading questions for the trade unions' analysis and discussion of Industry 4.0 are:**

- 1. How can innovation, automatisation and rationalisation be arranged in social and employees' fair matter?*
- 2. Which working places will be in danger because of the usage of digital technologies and infrastructures and which new working places can be created?*
- 3. How can the loss of working places be compensated with new products, intelligent systems, services and business models and where can be created new jobs?*
- 4. How will be arranged the working processes, e.g. the relation between man and technic – are there only low qualified profiles left for the man or can he use more action field and more responsibilities with a better qualification?*
- 5. How can the employees keep their qualification constantly up-to-date regarding the new requirements?*
- 6. If working time and workspace can become more and more flexible – does this give more individual decision-making freedom and chances for work-life-balance or does it threat the borders between work, always growing performance pressure and more physical and psychological load?*
- 7. Will the workforce become a mix from permanently employed and external workforce – to the externalisation of small tasks to „digital day labourers“ (Crowd working)?*
- 8. How should joint decision-making in the companies and engagement of employees be further developed, in order to co-create the working world in a positive way?“*

**Corinne Schievene** (EBR SAFRAN / CFDT) introduced the development in the fields of market, technology, organisation, environment and society to identify the short and medium-term needs of qualified employment. In doing so, she underlined the fact that 40% of the colleagues goes in pension in the next 5 years that focuses once again on the demographic change. Here one can see the chances for enlightening of the employment as also the risks of work concentration.

### **Future of the work in the digital economy**

*„In the market can be found stronger competition, new offers, new clients such as the flying societies with lower profit, client marketing and product marketing. The market tendencies develop faster than ever.*

***From a technological point of view**, the Big Data, Cloud Computing and the Internet of things can already be found, but are not in progress. The developments take place in new sectors as the robots problematic instead of sectors, where the investments will grow from 1,6 Mio. up to 2.6 Mio from 2015 to 2019. The goal is to put the robots in partnership with people.*

***From organisational point of view**, the companies become more and more connected, an industrial ecosystem coordinated with a lot of actors. Production processes go horizontal and vertical. A lot of positions change, there are open innovations with Crowd Sourcing and external actors.*

*What follows, is the reorganisation of the employees according to the client-type and no more regarding the company's departments. The lean management defines the employees. The connected company observes the training needs with special attention – and so does also the question about the temporary workers.*

***The environmental aspect** wins over the waste economy with a conceptual change of the meaning, it is better to offer a service than a product. The noise pollution at airports, the fuel gas emissions and the problems with recycling are part of the priorities of the day.*

***In social perspective**, we are talking about Corporate Social Responsibility – the shared social responsibility. How do we react to new technologies and their consequences? The answers must be given by all employers and stakeholders.*

*The robot skills should be combined with the skills of people. The positive in this is that working conditions can be improved in this matter (noise, heat, treats). This can lead to the development of more value creating tasks and to less load for the employees. However, exists also the risk of concentration of the work. New competencies are easily identified, e.g. design, multisensory, simulation, architecture of materials, installation and maintenance. Strong influence on the work content have the cross-sector competencies for integrated fields – also psychological aspects should be taken in consideration – that are part of multi functioning teams. The risks of Cyber-Security should however not be overseen.”*



**Mahf Khan** und **Mark Porter** from Rolls Royce / Unite inform on the UK Aerospace Training Programme. There is developed a training package for every single machine and every work step. The result is 5-step programme with training log-book, in which the know-how is presented in written form. The training programme in big success, because the knowledge transfer from old to young is systematically organised.

#### **Measures for training of qualified young workers**

*„When the experienced knowledge of our older colleagues is transferred to the younger, that is a “ticking time bomb”. If a company choses only the best out of 150 applications, it becomes difficult to keep them. The training develops over the everyday specialised tasks and as career paths that build on each other. It is not just the payment.*

*Both colleagues focus on the training of new workers as the most important point. With the time, the bomb is ticking for the experienced knowledge of the engineers. Older colleagues do not invest time anymore in the younger, because they had the feeling that the younger will not remain in the company. With the time, a person gets better professional. There are some risks in the training of workers. One proposition is to “freeze” on one position for 2-3 years. We need these skills on this position. The company fears that if they say this on the Interviews, the young people will not send their applications. There are about 100-150 applications for one training position. There are 20.000 workers in the UK and 14.000 in Germany.*

*In the new system, we want to have an agreement. We need to set up a joint work group (trade unions and employers).”*

The Swedish colleagues **Conny Holm** (IF Metall / Saab) and **Andreas Parkas** (IF Metall / GKN Aerospace) report on the low possibilities for further development, above all with increasing age. Regarding to this, it would be easily to develop specialised trainings, because all parts of the puzzle are available for the problem solving.

### **Collective agreements for combination of work with further trainings for young unemployed**

*„In Sweden the trade unions have begun discussions on the employment promotion of young people. Saab and GKN have facilities in the whole Sweden in more than 15 different locations. Every trade union in every location can make its own decisions. We need one concept for all. There is a state programme for those, who lose their work. There are programmes for everything, but sometimes the quality is not good enough, above all when the focus is on the quantity.*

*There are graduates, who come direct from the school. Blue Color Workers do not have the right qualifications. We want to start a project, which takes care of young workers. According to their capacities, they should be integrated, so that they could be trained in practice in the company. As a lot of employees are to be retired, the elderly should be replaced by the young. Because of the long production circles, one should stay longer in the company to gain experience.”*

**Massimo Recchia** (FIOM /Telespazio Spa) presents the work agreement on the working time regulation from the 1st of January 2017, which regards also overtime hours, paid leaves, holidays, early retirement or reduction of working time („New agreement instruments for turnover facilitation”).

### **Implementation and Evaluation of the agreements on Finmeccanica**

*„For a lot of people in Italy, there are difficulties in becoming part of the working life (12% unemployment).*

*Telespazio Spa in Italy and Telespazio Vega in UK, Germany, France and Spain, as also GAF in Munich create a Joint Venture with 2.500 workers, half of which in Italy. They cover the whole value creation chain in the aerospace sector in Europe. After merging with Leonardo, the group of companies has now around 30.000 workers. On the 1st of January 2017 was finalised the new Agreement. For Telespazio in Italy on the 1st of February as national collective agreement. The regulations cover also the management of time accounts. Here can be accumulated hours, which can be used afterwards (overtime hours, paid leaves, holyday, early retirement or reduction of working time). There is a defined amount of overtime working hours.*

*The tendency is that with the Agreement people would work less because of the taxes. There is no employment of young people as consequence and the development of the employees is neutral (risks analysis).”*

*The creation of an EBR is discussed together with German colleagues.*





Colleagues from Spain and France



Colleagues from UK, Romania, Sweden and Italy  
(from left to right)

**Francisco Cuesta** (CCOO / ITP) reports on the current and upcoming insecurities regarding the future of the locations ITP after their transfer to Rolls Royce. From the employees' perspective, the best transition strategy for the continuation of the productivity and the preservation of the work places would be the initiation of qualification programme. **Julio Garcia Naharro** (CCOO / ITP) presents the ITP-Course-System and reports about initial success. These courses should be systematically analysed, so that they can be evaluated and improved..

#### Acquisition of know-how for the measures for the qualification and training needs of the employees at ITP

*„It is important to make the requirements of the employees for further education, their right. It is also acceptable to invest some time in this, but we have to pursue the main goal. We are not talking only about the needs and the requirements of the companies, but also about the training needs of the employees.*

*6% Training budget would be saved and managed by companies, groups of companies and trade unions. When the trade unions use something, it is mostly for general measures. The financial tools can be used also inside the companies. The resources should be used in such a matter that the employees could benefit from it.*

*We have asked about the wishes of the workers. What was not there earlier? 50% of the qualification wishes came from the employees. The service wanted new machines and courses on the usage and maintenance of these new machines. Other employees wanted to get familiar with the SAP-Module "Lager". In total, there were 300 reports from workers. They were different, depending on the age of the workers. The younger wanted to get familiar with more work positions in the company.*

*Why are we doing this? Because it is the right thing to invest time in further education and training. When older people are about to get retirement, the younger can take this knowledge.*

*The qualification takes place already one year. We are developing a system for evaluation of the courses, so that we could keep record of what has been done."*

**Marian Kokoszka** (NSZZ „Solidarnosc“) reports that in the so called „Aviation Valley“ in South Poland the employers are intensively investing in trainings of young workers and are educating and prising them with a certificate. The main goal of the trade unions' work is to draft and develop a cross-company agreement on the protection of common and firm standards (e.g. working hours and remuneration) between employers and governments.

### Sectoral Collective Agreement in Aerospace

*„In the city council, where I work, we have developed and started a training centre. There we provide the qualifications and the competences that the industry needs. For our local needs, this centre is a tactical solution. There we prepare new workers for their activities and tasks. Young workers do not need anymore to go far away and they have the opportunity to stay in our city, which is being very well received by the young people.*

*At the end of the training is issued a certificate, the employers are the one who train and the numbers depend of them. The workers present themselves in front of the companies – they do not need to be trained once again for so long and can start working faster. The benefit for the local government is that they are not unemployed... (...)*

*In Poland, we have a joint representative agency with the employers and the government. In the discussions we have, our main and common goal is to 1st: set standards, 2nd: develop a healthy competition between companies and 3rd: to prevent from an emigration wave of young talents.*

*In our sector, there are different rules in the different companies. We want to eliminate this. To do so, we need a cross-company, national agreement with equal standards for all companies. When the employers do not want to associate in it, we will wait until the end of March. Then, the government should make it obligatory for them to become part as a group. We need collective agreement or legal framework to prevent from dumping-competition.”*



**Colleagues from Germany, Poland, Spain and France**  
(from left to right)



**At SAFRAN Nacelles Toulouse**

**Thomas Kalkbrenner** (IGM Management Board Frankfurt) and **Gerhard Hodel** (Rolls Royce /IGM) (Rolls Royce /IGM) present the Workers' initiative for aerospace by IG Metall. As in Germany there is an enforceable right of codetermination, the works committees can intervene with initiatives. The advantage: they know the company's processes and they have the necessary competences and praxis. 12 companies have become part of the initiative. A complete project cycle has taken place – from the needs analysis over the training and knowledge transfer to the final evaluation.

### **Skilled workers' initiative IG Metall**

*„The assurance of skilled personal has a lot to do with knowledge transfer. The specialists are getting out of the company over one night and the knowledge transfer has not taken place. The pool of qualifications and experienced knowledge, which is in the hands of the workers, should be secured.*

*The main goal of the workers' initiative was: to make Workers' Councils more sensible and to give them the tools to proactively interfere in personal- and training processes, and to reinforce their counselling and operational role.*

#### **What we have done?**

##### **1. Step: Win recognition and overview**

- *The participating councils were familiarised with the fact that qualified workers are developing and producing technologically advanced products every day.*
- *This know-how should be secured in every company and location. Therefore, the winning, the development and the safeguarding of workforce are important themes.*
- *To become an overview: Questions about qualification and training and how these topics can be systematically forwarded*

##### **2. Step: Survey and Analysis**

*Collection of themes and documentation of requirements*

##### **3. Step: Becoming able to work – the main priorities**

*e.g. qualification concepts and trainings for workers, competence management, strategic personal planning, demographic and knowledge management, councils for further education*

##### **4. Step: Work and learn together**

- *Work on themes and qualification in Workshops*
- *Work on themes with company councils on field in three mini-projects*
- *Providing and review of specialised literature („Help for Self-help“)*

##### **5. Step: Summary of the participants**

- *Workers' Council is now seen as competent advising partner on training issues*
- *Training is not made by chance anymore – Workers' Council keeps an eye on it (codetermination)*
- *Employees understand better the point of having collective agreements and the work of the Workers' Councils*
- *The pressure on the employers grows – Workers' Councils are now more active*
- *Project work is validated as positive work form also for the Workers' Councils' activities*
- *More confident Workers' Councils and trainings on professional expertise*
- *Successful pairing: Workers' Councils participants with each other (exempted, not exempted employees)*
- *Participants in the project groups remain discussion partners for Workers' Council in work fields*

*We have summarised and disseminated the experiences and approaches in a “Training road map”.*

**Provided with a lot of different ideas and impulses from the joint discussion of the national practices and approaches, the partners will continue their trade union and company activities in 2017. The obtained results will be presented, evaluated and disseminated at the CHANGE-Final-Conference, which will take place in Rzeszow (Poland) from the 11th to the 13th July 2017.**