



# air project



Demographic change and employment in European aerospace industry

## Newsletter 3

### Getting ahead in Europe! – works council members and trade unionists focus on “demographic change and skilled labour”

Next to the automotive sector, the aerospace industry is the economic flagship of Europe. Airbus, Rolls Royce or Safran are truly global companies with their roots and head offices in Europe. Taking into account the various suppliers, this industry accounts for roughly 450,000 employees. However, even this showcase sector is not immune to the demographic change in society and the creeping lack of skilled labour. When your competitors are based in the US and Asia, this is not a good starting point.

The “Air Project Change” with its two-year time frame aims to promote joint action of trade union representatives in the European aerospace industry by organising regional activities. In order to get ahead in this respect at a European level, works council members and trade unionists from eight EU countries have exchanged their views on changes in the industry. “When we look at Europe, we see a regional gap in employment development. While the lack of skilled workers is increasing significantly in the northern parts of Europe, many jobs have been cut in southern Europe. There is less work there requiring qualifications, something which particularly affects the young,” said Gisbert Brenneke (of the project-executing Arbeit und Leben Bielefeld, DGB|VHS) at the CHANGE workshop in Madrid.

Augustin Martin Martinez, General Secretary of the Spanish Confederación Sindical de Comisiones Obreras, confirmed this view: “With five million unemployed and a youth unemployment rate of 55%, Spain lacks the necessary jobs, above all in the key industries. Political leaders seem to be pursuing a strategy of wage dumping. The rights and scope of action of trade unions are being continually reduced through political and legal measures. This is why we need a European trade union movement.”

His colleague Corinne Schievenne from France, deputy chair of the European works council at SAFRAN, backs these words up. “In the coming five years around 40% of workplaces will have to be filled due to retirements. Employees’ representatives must ensure that this topic is on the agenda and actively help to promote company initiatives.”

IG Metall board member Frank Bergmann adds: “What we need are tailored approaches in order to react to the different challenges in the various countries.” (continue on page 5)



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



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



The colleagues from Germany and France

# Demographics, Human Resources Management and Securing Qualified Personnel in Europe



## Main findings of European survey

In a survey covering various countries in Europe a systematic analysis was conducted and discussed at the CHANGE workshop in Madrid, covering the topics of demographics, human resources management and securing qualified personnel. Wolfgang Anlauf (Gesellschaft für Personal- und Organisationsentwicklung GmbH) illustrated the demographic changes throughout Europe and the resulting problems regarding trained staff. He outlined the national differences in employment and unemployment trends.

The survey among 38 companies in eight countries confirms that there are mainly two core challenges for businesses:

- How do we ensure the recruiting, retention and development of suitable skilled labour?
- How do we ensure that work is structured in a way that allows for ageing with employees remaining healthy and competent while still enjoying employment?

More than 70 % of companies surveyed state that working conditions for the majority of production jobs are critical for ageing and older workers. The main factors are the three-shift rotation, physically strenuous work, limited scopes of action and increasing pressure in terms of deadlines and performance. Usually, the work structure does not foresee relief for older employees.

The survey results for training and work practices show a general lack of measures - with few exceptions - targeted particularly at employees in higher age brackets. For the other factors, the results vary greatly between the companies. In development, there is a higher share of work practices designed to promote learning than in production. About 30 or 40 percent of companies (in production and development, respectively) consistently plan work practices that promote learning. The other businesses do not make full use of their possibilities with regard to the tapping and development of existing potential. It seems, therefore, that the problems relating to the securing of qualified personnel often originate in the companies themselves.

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	2,60
1.2	Training personnel	2,40	3,00	2,80
1.3	Recruiting personnel	2,50	2,50	2,80
1.4	Integrating new employees	2,60	2,60	2,60
1.5	Promoting employee loyalty	2,60	2,60	2,00
1.6	Training and developing employees	2,60	2,80	2,60
1.7	Avoiding physical and psychological strain	2,20	2,90	2,40
1.8	Knowledge sharing (know-how transfer, knowledge management)	2,50	2,90	2,40
1.9	Part-time work for training: paid release from duties for training	2,20	2,20	2,00

This graphic illustrates the need for action in companies separated by region (red = high, yellow = medium, green = low)

## Facts and fields for action in companies

*The survey covered works and union representatives from 38 companies in eight EU countries with a total of roughly 75,000 employees.*

- *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 people are more frequently assigned to modern workplaces and machine.*
- *There is no systematic transfer of knowledge between young and old.*
- *In many companies there are no specific measures in place for older employees.*
- *Health-oriented workplace organisation (in particular with regard to older employees) is the exception.*
- *Age-relevant strain has tended to increase; we are seeing an increase in pressure due to deadlines and performance, less freedom of action in work processes, more physical strain and a resultant increase in psychological disorders.*



# Demographics, Human Resources Management and Securing Qualified Personnel in Europe

## First conclusions

The example of successful companies shows that they are better able to retain their skilled labour if working conditions are designed according to the “good work” principle. This helps maintain and develop the potential of employees, creating a sense of loyalty.

To this end, it is necessary to follow an integrated approach which covers various fields of action (planning, recruiting, development, loyalty, retaining, transfer of expertise) and simultaneously combines work(place) organisation and training programmes.

The aim is to allow employees to grow older in their job, keeping up their health and skills/competence by enabling them to adjust their employment career accordingly, all the while strengthening the company’s ability to perform and innovate.

*„The central operational problem is not demographic change and thus ageing in itself; much more important are poorly organised working conditions which prevent older workers from remaining in employment for longer and without obstacles. This in turn leads to a policy of “healthy, competent ageing.”*

*In order to achieve this, companies are called upon to: remove age-barriers at work, promote a diverse, age-adjusted employment development and create a work organisation that corresponds to the needs of age and ageing.“*

*(Wolfgang Anlauff, ffw Nürnberg)*

Fig. 2 Integrated fields of action



*This graphic shows the main fields of action of an integrated approach to retaining skilled labour. It is necessary to have activities for the recruitment of skilled employees and to develop the potential of current employees at the same time.*

*The best result will be achieved if work(-place) organisation and training activities are combined.*

## Priorities for action at company level (recommendations)

Skilled labour cannot be retained without suitable action to organise work in a way that promotes learning and health while upskilling employees at the same time. Still, company surveys show that even these are not a sure-fire success. In order to initiate and organise these programmes in the best interest of employees there must be an active commitment of company-level and trade union representation.

Employee representatives at trade union and company level see a close connection between the idea of organising work in an age-appropriate way and following the principle of “good work”, striving to allow the workforce to grow older while keeping up their health and skills. The idea is to reduce physical and emotional stress and enhance employees’ chances of living a healthy life with regard to physical, mental and psychological well-being.



# „Good practice” in Europe – Proactive measures at company and sector level

## Acting with a European perspective! – Skilled labour initiatives at supplier company SAFRAN (France)

SAFRAN is an international supplier with approx. 48,000 employees in Europe. From the point of view of employee representatives, problems related to employment and skilled labour needed to be faced immediately. Indeed, since 2012 it was known that around 40% of jobs would have to be filled on a 5 years-period due to retirements. This situation will go on in the next years though decreasing slightly.

Reacting to this change in employment organisation, the Unions represented at the European Works Council (EWC) concluded two anticipatory agreements under the umbrella of the European Federation of the unions of industries, IndustriALL Europe:

- 28th March 2013: Signature of the European Framework Agreement in favour of occupational integration of young People for a period of 3 years (*this agreement is currently being renegotiated*).
- 25th March 2015: Signature of the European Framework Agreement about skills and career path development for a period of 3 years.



Corinne Schievenne  
(CFDT and Secretary of SAFRAN's EWC)

spoke at the CHANGE workshop in Madrid, explaining to the participants the company-level motivations and arguments for negotiating European framework agreements at the supplier company SAFRAN..

**„In view of the demographic transition, these European agreements represent the framework for a sustainable employment development plan, helping older employees in training and transmitting their experience and integrating young colleagues”.**

**One of the conclusions is: employee representatives must ensure that this topic is on their agenda and energetically help to fill it with life through company-wide initiatives.**

## European framework agreement for developing skills and career paths

### COMMITMENTS

Anticipate changes to professions and ensure the professional development of staff through a shared approach

Develop and secure the career paths of the Group's staff, so they can grow in their current positions and have opportunities to further their careers throughout their working lives

Encourage professional mobility as an opportunity for staff to develop new skills and an effective response to the Group's growing needs for skills

## European framework agreement for professional integration of young people

### ENGAGEMENTS

**Contribute to the vocational training of young people:**

- improve the supply of vocational training: rotating, trainees, research students.
- develop relationships and partnerships with schools and universities in Europe.

**Ensure development and renewal capacity of the skills of the group:**

- recruit consistently qualified youth and pay special attention to young people trained within the Group (E-talent)
- accompany recruited young people by the development of attractive training (V.I.E.\*) and the development of skills

\* Volunteer for International Experience

**Promote diversity and equality of opportunity:**

- Feminization of recruitment
- Promoting the insertion of low-skilled and remote employment young people
- Fight against exclusion: disability

## European workshop in Madrid *(continued from page 1)*

The works council members and trade union representatives from the aerospace industry participating in the workshop in Madrid are now eager to make progress with specific proposals. To this end, they developed specific “projects”. These will be further elaborated and gradually implemented until the next meeting at the beginning of 2017.

In Italy, for example, ways to transfer expertise between older and young employees will be developed; in Sweden a local agreement is envisaged that would improve the start of young people’s careers; in Poland there are even calls for a nation-wide, supra-company level agreement to improve qualifications and skills/competence across the sector. What is planned at Airbus in Bremen (Germany)? The working group is supported by the IG Metall board in developing a communication campaign to raise awareness for the vast amount of expertise within the company. That way, both senior and young employees will benefit.

Many small steps often lead to great improvements. The exchange of experience between the different countries is also a major factor. After all, employees in Spain, France, Romania, Poland, the UK, Italy or Sweden do have common interests. The project partners are convinced: if the employees do not actively take action, we will not be able to change the employment policy in Europe for the better.

### National initiatives of the project partners



**FR** Identification, among the companies of the aeronautical and space fields, of the new jobs with specific skills that will require recruitments at short-medium term.

Analysis of the implemented measures and if needed proposal of corrective measures. *(sector approach)*

**PL** Conclusion of National Intra-companies Collective Agreement including provision regarding skill and competence upgrade. *(sector approach)*

**IT** Ensuring the generational change (turn over)  
Quantification of the resources needed, implementation of the agreement (Finmeccanica), Evaluation of the results. *(company approach, Finmeccanica)*

**ES** Enabling workers’ representation to channel the training needs of our staff and to adapt the training plan of the company so that these needs can

be considered. *(company approach, ITP)*

**DE** Transfer of knowledge and the-matisation of accumulated experiences in the company-information campaign. *(company approach, Airbus)*

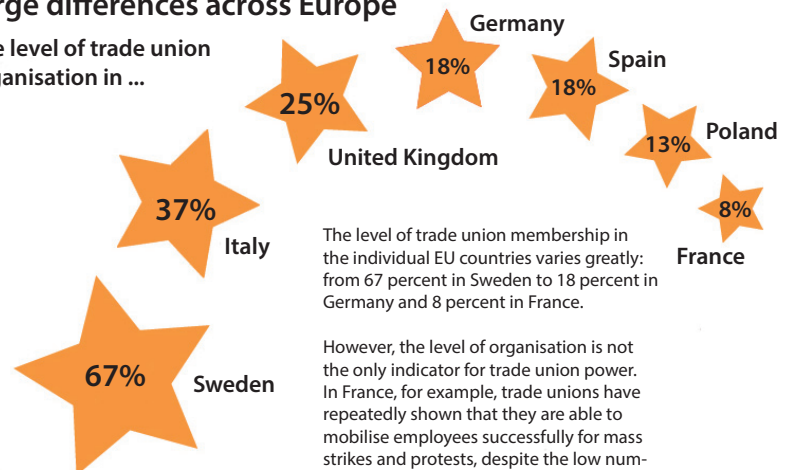
**UK** Dealing with retention of young workers. RR recruits the cream of the crop, but this generates high aspirations and they move on quickly, causing gaps. *(company approach, RollsRoyce)*

**RO** Motivation and maintain qualified „young“ personnel in the industry (20-40 years old) – Development and negotiation of a company agreement. *(sector approach)*

**SE** A collective agreement for using a new form of employment with training and with the possibility of partial government funding. Mainly for unemployed young adults without previous experience or limited knowledge in skilled labour. *(sector approach)*

#### Large differences across Europe

The level of trade union organisation in ...



The level of trade union membership in the individual EU countries varies greatly: from 67 percent in Sweden to 18 percent in Germany and 8 percent in France.

However, the level of organisation is not the only indicator for trade union power. In France, for example, trade unions have repeatedly shown that they are able to mobilise employees successfully for mass strikes and protests, despite the low number of members.



Infografik / Quelle: WSI 2015



## Demographic change in employment

Trade Union initiatives for innovations in employment for securing skilled workforce with coherent strategies of HR-development and age management in the European Aerospace Industry (CHANGE) (VS/2015/0236)

The CHANGE project is a trade union initiative for shaping demographic structural, employment and training changes in the European aerospace industry with an eye towards the future.

Trade unions and works councils can demonstrate their initiative by contributing their sector-specific know-how and operational experience and helping to create solutions that are viable for the future.

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