

Factors for Success:
A Compendium of Social Partner Initiatives
relating to the Employment Guidelines of the
European Employment Strategy

Compiled on behalf of CEEP, ETUC and UNICE/UEAPME
by Dominique Danau, Anastasia Koutsivitou,
Antonios Tortopidis and Jonathan Winterton

with the financial support of the European Commission

November 2000

Contents

Chapter 1	Introduction	1
1.1	Methodology	2
1.2	Analysis and description of the examples of good practice	3
Chapter 2	Improving employability	9
2.1	Measures with a view to effective integration of young and adult unemployed into the labour market	10
2.2	Improvement of training and life-long learning	13
2.3	Revision of tax and benefit systems	16
2.4	Increasing the possibilities for training, work experience and apprenticeships	17
2.5	Facilitating the transition from school to work	22
2.6	Special attention to old people and disadvantaged groups	24
2.7	Conclusion	26
Chapter 3	Developing entrepreneurship	27
3.1	Support to small and medium sized entrepreneurs, especially young entrepreneurs	28
3.2	Promotion of specific schemes for new enterprise development	29
3.3	Participation in or support for community initiatives for local development	31
3.4	Promotion of entrepreneurial attitudes across society	33
3.5	Contributing to making the regulatory and tax systems more conducive to enterprise and employment development	34
3.6	Conclusion	35
Chapter 4	Encouraging adaptability	36
4.1	Work organisation initiatives	37
4.2	Working time initiatives	45
4.3	Adaptable contracts	51
4.4	Reducing obstacles to investment in human resources	52
4.5	Conclusion	52
Chapter 5	Equal opportunities	55
5.1	Mainstreaming	56
5.2	The facilitation of re-integration of women and men into the labour market	58
5.3	Labour market segregation and the glass ceiling	60
5.4	Reconciling family and professional life	62
5.5	Conclusion	64
Chapter 6	Cross-pillar analysis	66
6.1	Levels and partnerships	66
6.2	Diversity of initiatives	67
6.3	Transferring good practice	68
Annex	List of cases considered	70

Chapter 1 Introduction

The *Factors for Success* project had its origins in the Joint Declaration of the European Social Partners to the Vienna European Council (10 December 1998) in relation to the 1999 Employment Guidelines of the *European Employment Strategy*.

Following their involvement in commenting on the 1998 Guidelines, the European Social Partners welcomed the progress that had been made over the year and reaffirmed their wish to contribute to the process both at EU and national level. In this context, ETUC, UNICE/UEAPME and CEEP decided to examine together labour market initiatives taken by the social partners in the Member States, especially those relating to the balance between flexibility and security. Drawing on these practical experiences, the intention was to identify factors for success in relation to such labour market initiatives involving the social partners.

In order to achieve this objective, it was agreed that the European Social Partners would engage a group of experts to produce a *Compendium of Good Practice in the field of Employment*. The intention was to produce in the *Compendium* a series of case studies illustrating good practice, in terms of perceived or demonstrated effectiveness, or the innovative nature of the initiative. In addition, the cases selected should demonstrate robust added value from social partner involvement. In reflecting the richness of social partner action in this area, projects were to be drawn from all member states, to involve different levels (national, sectoral, regional or enterprise) and to include both independent actions taken by employers/unions and joint actions involving the social partners.

It was agreed that initiatives relating to each of the four pillars of the *Employment Strategy* would need to be addressed. The cases should include a range of different forms of labour market intervention, including such actions as advice and guidance, work experience, job rotation, training and development, changes in work organisation or working time, and special provision for excluded groups. Given the different labour market conditions in individual Member States, reflected in the different priorities and emphases of the National Action Plans, it was anticipated that the cases would also reflect the national conditions. Nevertheless, the aim would be to develop a European-wide thematic analysis of good practice in order to promote transfer and to allow the social partners to analyse the experiences in the light of the development of the social dialogue at the different levels. The added value of this *Compendium* is to inspire the social partners in their contractual relationship.

Structure of the report

The structure of the Compendium comprises the four pillars, under each of which is an analysis of the initiatives concerned (chapters 2 to 5) and a cross-pillar analysis (chapter 6). A complete overview of the projects considered for the Compendium can be found in the Annex.

1.1 Methodology

In almost all European countries, trade unions, employers/employer organisations and governmental bodies have undertaken a considerable number of employment initiatives and initiatives to improve the functioning of the labour market. There is plenty of material that needs to be elaborated in order to exemplify the variety and richness of practices. Through the members of UNICE/UEAPME, ETUC and CEEP, about 300 projects were initially identified.

First screening

On the basis of a first process of screening, 285 projects were recognised as initiatives to be included into the *Compendium*. Three criteria were used in selecting projects for this *Compendium*:

- ?? projects that are funded under EC programmes (such as Leonardo da Vinci) were excluded from this *Compendium*, since the inclusion of all these projects would be beyond its scope;
- ?? projects that are only based on governmental involvement or initiatives were also excluded, since the *Compendium* is designed to illustrate social partner action;
- ?? only projects relevant for the implementation of the European *Employment Guidelines* were included, since the concern was with social partner action in the field of the *Employment Strategy*.

All 285 projects were included in the analysis in the following five chapters.

On the basis of these variables it is possible that some very innovative and interesting projects that were put forward by the social partner organisations, were not taken into account in this *Compendium*. Examples of this are projects about *time management in cities*. These kind of projects deal with co-ordinating the personal and working time of inhabitants with the opening hours of schools, child-care provision, administrations, shops, public transport time regulations, etc. While these initiatives are very creative in their kind and while they might include specific aspects relating to employment (e.g. work restructuring as a result of extension of the working time), they were not selected, since the focus of these projects is not 'employment' as such. They can be related to reconciling family and professional life. However, in most of the cases they were approached from a city time management policy angle (and accordingly designed

instruments) and not from an angle relevant for the implementation of employment guidelines. Some of them concerned mobility issues (like in the area of Milan) while others were about establishing time observatories as part of local planning.

Another example of projects that were not taken up in the *Compendium* were projects that focus on *instruments* to be used in the framework of *local and/or regional development*. Here again, these projects are of great value in the domain of local development, but in the absence of a link with the *Employment Guidelines*, these projects were not included in the *Compendium*.

Second screening

In the four chapters that correspond to the four pillars of the *European Employment Strategy*, examples of projects considered to be good practice were identified. In order to come to this selection of about 40 projects, a second screening exercise was done. The main criteria of this second selection process were:

- ?? the *innovative character of the initiative*: the innovative character of the action was judged taking into account the context in which it is developed and/or implemented
- ?? the *added value* that the project is offering to its environment;
- ?? the *(potential) impact* of the initiative. This impact could be related to job creation, cost-effectiveness, the coverage of the initiative, the extent to which the initiative was embedded in the socio-economic canvas in which it is developed and/or implemented.

These 40 projects are used as illustrations under each of the chapters related to the four pillars.

1.2 Analysis and description of the examples of good practice

The analysis under each of the four chapters relating to the pillars was done on the basis of all 285 projects. Variables included in this analysis were:

- ?? the *level of development and/or implementation*. This can be enterprise level, sectoral level, local/regional level or country level. In a few cases, the initiative put forward has a European dimension;
- ?? the *contextualised innovation* embedded in the project;
- ?? the *actors involved*;
- ?? the *(potential) impact of the initiative*. This was described in qualitative and/or quantitative terms. An essential element of this impact is the coherence between the initiative and its environment (in order to allow for a further up-take) and the coverage of the initiative.
- ?? the issues related to the guidelines as put forward under the four pillars (see table 1).

The cases described in the chapters follow a similar framework, detailing background, description of the initiative and objectives or outcomes. The presentation of the 285 projects in the Annex is also done on the basis of the same variables: actors involved, level, pillar, objective and main issue.

A total of 285 cases were gathered through ETUC, UNICE/UEAPME and CEEP. It should be noted that some of the actions selected for analysis were initiated before the *Employment Strategy* existed and hence before National Action Plans had been formulated. The initiatives were classified under one or more pillars since they relate to these areas of action but should not be construed as deriving from the *Employment Strategy*. Nevertheless, the actions are illustrative of social partner initiatives relevant to the concerns of the *Employment Strategy*.

The 285 cases can be distinguished according to:

- ?? the pillars of action on the basis of which the National Action Plans on Employment are structured;
- ?? the actors involved in the initiatives;
- ?? the level at which the initiative is implemented.

Pillars of action

Table 1: Pillars of action

Pillar 1: Improving the capacity for professional integration (employability)	Guideline 1	Combating youth unemployment
	Guideline 2	Combating long-term unemployment
	Guideline 3	Going from passive measures to active measures
	Guideline 4	Reinforcing professional integration capacity and maintaining the capacity to work
	Guideline 5	Promoting an approach based on the partnership and improving professional integration capacity
	Guideline 6	Promoting a lifelong learning approach based on a partnership approach
	Guidelines 7-8	Facilitating the transition from school to the workplace

	Guideline 9	Promoting a labour market open to everyone
Pillar 2 Developing the spirit of enterprise (entrepreneurship)	Guideline 10	Significant reduction of corporate administrative charges
	Guideline 11	Facilitating the start-up and management of companies
	Guideline 12	Local employment, social economy and new activities
	Guideline 13	Taking advantage of the employment potential of the services and business services sector
	Guideline 14	Reduction of tax burdens on labour and indirect wage costs
	Guideline 15	Reduction of the VAT rate on labour intensive services
Pillar 3 Promoting the ability of companies and their employees to adapt (adaptability)	Guidelines 16-17	Modernisation of labour organisation
	Guideline 18	Investment in human resources by re-examining and removing the obstacles (e.g. tax-related barriers)
Pillar 4: Reinforcing equal opportunity policies for women and men (equal opportunities)	Guideline 19	Gender mainstreaming
	Guideline 20	Combating gender discrimination
	Guideline 21	Reconciling family life and career
	Guideline 22	Facilitating integration into active life

Table 2: Division of cases proposed in relation to the pillars of employment

Pillars	Number of cases
Employability	192
Entrepreneurship	47
Adaptability	77
Equal opportunities	14

Note: Each case can be related to more than one pillar.

It is clear that most efforts are categorised in the ‘employability’ pillar, while the equal opportunities strand is responsible for only about 4% of the initiatives proposed. The uneven spread of initiatives across the pillars is explained by three factors:

- ?? the large number of initiatives in the employability pillar is related to the fact that employment initiatives in which social partners are involved or which are initiated by them are most likely to be related to employability given the items included in that pillar (see Chapter 2);
- ?? the coverage of each of the pillars is different. While for example the employability pillar covers a vast number of issues, the equal opportunities pillar has a very specific content;
- ?? the issue of equal opportunities is a separate pillar, but can be at the same time integrated in other pillars (mainstreaming).

Actors involved

The actors involved in the projects have been categorised under trade unions, employers and/or employer-organisations; governmental bodies and ‘others’, such as NGO’s or training organisations. Most of the cases selected involve a partnership of actors.

Table 3: Division of cases proposed on the basis of actors involved

Actors involved	Number of cases
Trade Unions	10
Employers/employer organisations	16
Trade Unions + Employers/employer organisations	93

Employer/employer organisations + other	1
Governmental bodies + Employers/employer organisations	20
Governmental bodies + trade unions	3
Governmental bodies + other	7
Governmental bodies + Employers/employer organisations + other	23
Trade Unions + Governmental bodies + Employers/employer organisations	81
Trade Unions + Governmental bodies + Employers/employer organisations + other	10

Level of implementation

The levels of implementation that we have distinguished are the following: national, sectoral, regional/local and enterprise. The level of implementation should be interpreted as the 'action radius' of the case proposed.

Table 4: Division of the cases proposed on the basis of the level of implementation

Level of implementation	Number of cases
European	1
National	119
Sectoral	47
Regional/local	88
Enterprise	80

There is in general a growing awareness of the possibilities that exist at local level for developing employment and employment initiatives. The *European Employment Strategy* has so far relied essentially on efforts at national and to a lesser extent, regional level. However, the emphasis on local issues has been strengthened in the Guidelines for 2000, more specifically Guideline 12. Under this Guideline, measures will be promoted:

to exploit fully the possibilities offered by job creation at local level and in the social economy, especially in new activities linked to needs not yet satisfied by the market, and examine, with the aim of reducing, any obstacles in the way of such measures. In this respect, the special role and responsibility of local and regional authorities, other partners at the regional and local levels, as well as the social partners, need to be more fully recognised and supported. In addition, the role of the Public Employment Services in identifying local employment opportunities and improving the functioning of local labour markets should be fully exploited.¹

Local action for employment is certainly not the only way to tackle the unemployment problem, but it is more and more recognised that it is a necessary condition for an effective strategy.

The enterprise is certainly an important milieu where good practice in relation to employment can be detected. The cases that are selected for this Compendium are located in large enterprises as well as in SMEs. In some cases enterprises have a very prominent role in the initiative (as being the main context of implementation of an employment action), while in other cases enterprises or representative organisations are partners in a broader partnership together with trade unions, governmental bodies and sometimes other organisations.

¹ Commission of the European Communities, (2000), *Communication from the Commission to the Council, the European Parliament, the Economic and Social Committee and the Committee of the Regions, Acting locally for employment. A local dimension for the European Employment Strategy*, Brussels

Chapter 2 Improving employability

Improving employability is important to meet the changes brought about by globalisation and technological change. This problem can be best tackled by job creation and by improving the employability of the workforce; i.e. by easing the transition between education, training and work, and by increasing the opportunities for reentering the labour market without exposing people to loss of income and consequent loss of identity. Unemployment can become a long-term trap resulting in marginalisation and poverty.

The 1999 *Employment Guidelines* on improving employability (pillar I) set to the member states the following objectives:

1. To offer every unemployed young person a new start before reaching six months of unemployment (guideline 1) and every unemployed adult also a new start before reaching twelve months of unemployment (guideline 2).
2. To strengthen active labour market policies through training (guideline 3) and reviewing and redesigning tax and benefit systems in order to provide incentives for unemployed or inactive people to take up work or training opportunities (guideline 4).
3. To encourage social partners' cooperation with a view to concluding agreements concerning training, traineeships (guideline 5) and lifelong learning possibilities for all the workforce and for older workers in particular (guideline 6).
4. To facilitate the transition from school to work either by improving the quality of the school system (guideline 7) or by equipping school leavers with skills relevant to the labour market (guideline 8).
5. To promote a labour market open to all, by giving special attention the needs of the disabled, ethnic minorities and other disadvantaged groups (guideline 9).

The actions taken by the social partners in this field reflect a philosophy very close to that of the *Guidelines* and vary according to coverage (across the board vs partial), time horizon (temporary vs long term) and social partners' involvement (employers, employees, cooperation with government, with NGOs etc). The majority of the initiatives that fall within guidelines 1 and 2 come from partnerships of the social partners and the government, since they comprise structural measures of the labour market of a member state. The initiatives of the social partners can be categorized under the following headings:

- ?? Measures with a view to effective integration of young and adult unemployed into the labour market
- ?? Improvement of training and life-long learning
- ?? Revision of tax and benefit systems
- ?? Increasing the possibilities for training, work experience and apprenticeships
- ?? Facilitating the transition from school to work

?? Special attention to old people and disadvantaged groups

Each set of initiatives is considered below.

2.1 Measures with a view to effective integration of young and adult unemployed into the labour market.

Many of the initiatives of the social partners are based on the cooperation of a wide spectrum of contributors including the government, employers, trade unions, education and training partners, public employment services, regional authorities etc.

The measures contribute to the following objectives:

- ?? Intensive period of counseling
- ?? Advice and guidance
- ?? Programmes of education and training
- ?? Several decentralized and needs oriented measures
- ?? Tailor-made practices according to the needs of the unemployed
- ?? Subsidized contracts to enterprises

Special Youth Package in Denmark

Background:

The purpose of the initiative is to enhance the employability of the young and prevent youth unemployment.

The initiative:

The measure stems from the constructive and fruitful cooperation of the Social Partners and the Danish Government within the framework of creating the Danish labour market model.

The Danish youth package was introduced in the spring of 1996. The objective was to motivate young unemployed persons for going into ordinary education or training or to seek ordinary (non-subsidised) employment. The aim was also to ensure a better position for young unemployed persons at risk of marginalisation in the future due to lack of qualifications/work experience.

These measures are targeted on young unemployed persons under the age of 25 who receive unemployment benefits and who have been unemployed for 6 months within a period of 9 months and who have no formal education or training background.

The special youth package is composed of three elements:

- ?? a right and duty to full-time activation
- ?? use of education/training as the principal activation instrument in relation to young persons without formal competencies.
- ?? concrete activation offers to young unemployed persons at an earlier stage of the unemployment period.

The actual implementation of the youth package is the responsibility of the regional labour market councils and the regional public employment services. The youth package implies a right and duty to education/training of at least 18 months' duration. However, young persons who have been in employment for at least 2 years within the last 3 years, have the alternative of going into public job training instead of an education or training programme. In connection with specially organised education or training programmes the young persons receive a training allowance corresponding to 50% of the maximum rate of unemployment benefit. If a young person refuses to accept a reasonable offer of education or training, he or she will lose the right to unemployment benefits.

Objectives and outcomes:

The result of two interview studies in mid 1997 show that about 70% of the young persons have on their own initiative, either gone into education or training 30%, or into ordinary employment 40%, of which 75% in the private sector. Only 25% of the young persons were still unemployed at the time of the interview. The last 5% comprised persons who had taken leave, receive unemployment benefits, etc.

Integration contract, Germany**Background:**

The Bertelsmann AG is a company that employs 57,000 people world-wide (24,000 in Germany and 33000 abroad). It provides information, education and entertainment in 50 countries, develops programmes and supplies production and other media services.

Following its principle, 'responsibility to society', the company decided through partnership to provide new job opportunities for long term unemployed and disadvantaged job seekers.

The Initiative:

The company, through the 'Bertelsmann Foundation', created by the Bertelsmann Corporation in 1977, has helped in the dissemination of the 'integration contract'. Through this 'contract', short-term employment opportunities of up to six months are provided for people who have been unemployed for at least six months and are disadvantaged because of their age, lack of skills or health problems, and to people who have been unemployed for at least a year. During this period, the new 'employee' can, if necessary, be assigned to work in various department of the firm. Both sides have an opportunity to get to know each other before a more lasting employment is established. If the two partners do not "hit it off" the contract can be terminated at any time without any obligations to justify the decision.

The Bertelsmann Foundation, the Association of Catholic Entrepreneurs and several other German employers' and industry associations initiated a model project in 1997, to support the 'integration contract' in six German cities. The model project attempts to make the opportunities offered by the 'integration contract' known to companies, employment offices and unemployed people. It also supports employment offices and companies in introducing it.

The initiative involves:

- ?? providing information packs and information material to companies, employment offices and unemployed people;
- ?? providing special training to the staff of employment offices; and,
- ?? organising tele-marketing aimed at discovering new unoccupied jobs within companies (700 contacts with companies resulted in 86 new job opportunities).

The Bertelsmann Company also participates directly by providing 'integration contracts' to job-seekers.

Objectives and outcomes:

By the end of August 1998, 2,442 integration contracts had been made in 181 employment services throughout Germany. 44% of the participants are employed within the same company and 17% of the participants find a job in another company within a few months of completing the integration contract. Only 39% of the participants are jobless a few months after the completion of the integration contract.

New Deal Partnership Network, United Kingdom

Background:

The network has its background in the perceived need to provide job or training opportunities for young and long-term unemployed.

The initiative:

The New Deal programme was created to provide intensive and substantive support for those at risk, including the young and long-term unemployed, lone parents, people with disabilities and ex-offenders.

The New Deal is working in partnership with all sections of the community including the government, employers, trade unions, Training and Enterprise Councils, voluntary organisations, environmental groups, education and training partners, local authorities and careers services.

The *New Deal for Young People* (aged 18-24), starts when a young person reaches six months unemployment. It begins with an intensive period of counselling, advice and guidance lasting up to four months called the *New Deal Gateway*. Those who do not find a job in that time and those who are not ready for a job, will have a choice of four options:

- ?? a job for six months for which the employer will receive a subsidy of £60 per week;
- ?? work for six months with a voluntary sector employer;
- ?? work on the Environment Task Force;
- ?? full-time education or training for up to 12 months for those who need it.

Each of the three work options will offer training equivalent to a day a week, for which the provider will get £750. Those who refuse any of these four options will lose benefit.

The *New Deal for Long -Term Unemployed* people is designed to help people aged 25 and over who have been unemployed for two years or more. It offers:

- ?? a job with an employer for 6 months with an employer subsidy of £75 per week;
- ?? the opportunity for up to 10,000 people lacking basic skills to study full-time for up to a year while remaining on benefit.

In March 1998, the Government announced funding for the introduction from November 1998 of new pilots to provide 70,000 opportunities for long-term unemployed adults, who have been unemployed for 18 months. The pilots:

- ?? offer a Gateway of help, similar to that offered in the New Deal for Young People;
- ?? provide an intensive programme of training and work experience, lasting 3 months for those who do not find work through the Gateway;
- ?? provide the six months subsidy of £ 60 a week to employers of those finding work;
- ?? include specific measures tailored to the needs of long-term unemployed people aged over 50.

Although the main focus is on those unemployed for over 18 months, the pilots will also look at helping adults who have been unemployed for between 12 and 18 months.

Objectives and outcomes:

The New Deal for 18-24 year old began in 12 'pathfinder areas' on 5 January 1998, covering 19,000 young people. It covers the whole of the UK from April 1998. The scheme aims to help 250,000 people, aged between 18 and 24, back into employment by 2002. By the beginning of January 2000, 185,000 young people have found work through the New Deal. A further 117,000 have improved their employability on one of the other New Deal options: education and training or work experience.

2.2 Improvement of training and life long learning

There is a vast empirical literature showing that productivity levels, wages and thus living standards are linked to the level of educational attainment of the workforce and the population. There are also macroeconomic effects stemming from a higher educational attainment of the workforce, insofar as it makes it easier for the economy to adapt and adjust to the challenges of rapid technological progress and increased international integration.

The social partners, acting in co-operation with training organisations, universities and governments, in many member states have implemented reforms in their education and training systems, recognising that they had become inadequate for preparing young people for transition to employment and for further learning throughout working life.

The reforms have been particularly aimed at:

- ?? improving the quality and relevance of vocational and technical education and training;
- ?? providing broader qualifications and learning skills;
- ?? connecting general and vocational education and training pathways;
- ?? and opening vocational pathways for life long learning.

Furthermore, in some cases the social partners reached agreements providing additional funds for life long learning and training of the labour force. Some examples of these initiatives are outlined below.

National and intersectoral agreement 1999-2000, Belgium

Background:

In a context of high unemployment rates, the promotion of sustainable employment and improvement of training structures.

The initiative:

In this context social partners concluded an inter-professional agreement for the period 1999-2000 which provides initiatives aiming at:

- ?? Intensifying the training effort
- ?? Improving end-of career issues
- ?? Ensuring employment stability

Ongoing training. The Social Partners aim to improve ongoing training by increasing investments in vocational training in order to reach the level of neighbouring countries. This means that companies will increase their training contributions from 1.2% to 1.4% by the end of the period 1999-2000. In addition sectors are invited to conclude agreements on training and employment further to their training efforts already made to date. Sectors are urged to design their training schemes as much as possible for all categories of worker, including job seekers, with particular attention to women.

Training for vulnerable groups. In this context, social partners call on all sectors to prolong the 0,10 effort in favour of training and employment for vulnerable groups during the period 1999-2000 through new or prolonged collective agreements. They request sectors to reserve a significant share of jobs for vulnerable workers, job seekers, holders of 'smet jobs', apprentices, disabled people and immigrants.

The social partners intend to combine their efforts to ensure that Belgium's employment performance and training to be at least as good as that of the surrounding countries (benchmarking), taking into account their agreements on employment and training and reductions in contributions.

Social pact for development and employment, Italy

Background:

Italy has embarked on a strategy to address imbalances in the labour market and to improve the education and training system. In this context, the social partners and the government, on 22 December 1998, signed a social pact for development and employment.

The initiative:

The pact aims to help the country's research, education and vocational training system make up lost ground and restructure training institutions in co-operation with social partners in order to ensure that the supply of training is consistent with the new requirements of the labour market.

More specifically the Government is committed to establish an inter-professional fund where the social partners will be involved in its management. This fund will implement the ongoing training measures provided for under the training programmes at company and local level, in collaboration with the social partners.

Besides social partners in co-operation with the government and regions have agreed to ensure an integrated training supply across universities, schools and vocational training bodies, in response to the training requirements identified further to the specialist surveys organised by the social partners' bilateral organisations:

- ?? In 1997, 3 area contracts were signed with an estimated effect on employment of 941 new jobs, and 12 territorial pacts have been approved by CIPE (Inter Departmental Committee for the Economic Policy) which they should provide employment for 10.622 people, of which 6.984 represent new jobs.
- ?? Besides, they have promoted 29 partnership initiatives with relevant impact on the level of employment especially in Southern Italy. A partial survey of the Ministry of Labour signalled 90 contracts for realignment mainly concentrated in the retail trade, agriculture and textile sectors and particularly in Southern Italy.
- ?? Promotion of the supply of training relating to cultural property by making it an objective of local development pacts.

Agreement for an employers' financial contribution for the training needs of the labour force, Greece

Background:

The background to the project is in the perceived need to improve training structures and to foster a life-long learning culture.

The initiative:

In the National Collective Agreement of 1994, the Greek employers agreed to pay to a special fund a 0.45% contribution, calculated on current wages and salaries to provide vocational education and

training to employees, independent of the training provided by the state or public organisations. This fund is independent from the existing state organisations and is administered and managed by the Social Partners.

Objectives and outcomes:

Employees from a wide spectrum of enterprises, small, medium and large, participate every year in educational programmes financed by this fund. As a result, perceptions concerning the necessity of training and life-long learning have changed.

Springboard project, UK

Background:

The Springboard project was developed within the context of the Union Learning Fund for England, established in February 1998 by the Department for Education and Employment to promote effective and sustained activity by unions and their partners. It promotes learning in the widest sense through projects involving partnerships with individual employers, employer organisations, training organisations, Training and Enterprise Councils and colleges, leading to joint agreements at enterprise level.

The initiative:

The Springboard project involves training Learner Representatives and developing individual action plans to encourage people about learning and to develop their self esteem and confidence.

The seeds of the idea had stemmed from a difficult period for Birds Eye Walls, when a large number of job losses had resulted in programmes of individual action planning being offered to workers about to be made redundant. The management and unions soon realised that, in such a difficult period, the morale of workers remaining at Birds Eye Walls' plants in Humberside had also been affected. It was this situation that led to an informal exchange of ideas between the unions, Birds Eye Walls and Hull College Trade Union Studies Centre. A proposal to the DfEE Union Learning Fund was developed and approved, providing a grant of approximately £50,000 from 1 April 1999 to 31 March 2000.

Objectives and outcomes:

The objective of increasing the accessibility of union members to high quality education and training, information and support is already being attained. Specifically, 29 employees of Birds Eye Walls received the TUC NOCN Front Line Advice and Guidance Qualification, demonstrating increased knowledge, skills and understanding of the importance of education and training by Learner Representatives.

Access to advice and support has improved for union members as a result of the project. There is evidence that over 400 members have sought advice and guidance on educational and training issues. This has led to a take up of lifelong learning opportunities by over 200 members.

Relationships between employers and employees, as well as with local agencies and providers of education and training, have improved. Perhaps the most important and powerful aspect of this project has been the value added to the lives of individual members and the increase in the moral of the workforce, particularly in those parts of Birds Eye Walls where Springboard has had most impact.

The project has received DfEE Union Learning Fund support for a further two years and with a budget of almost 100,000 pounds Sterling will embrace other major unions at Birds Eye Walls sites in Lowestoft and Gloucester.

2.3 Revision of tax and benefit systems

The social partners have concluded agreements to redesign tax and benefit systems in order to increase the number of people that can benefit from this reform. Such measures can activate the unemployed to seek work or training opportunities. Moreover, the reduction of non-labour costs can improve the employability of the workforce especially the young unemployed or increase the income of low-paid employees. In some cases, unemployment benefits have been replaced by training opportunities and/ or work experience.

Those measures are consistent with the transition from passive to active measures and contribute to developing the idea of transforming Social Protection Systems towards productive activity.

New National two year agreement (1998-1999), Finland

Background:

In order to combat unemployment and protect employment of specific groups, unions and employers in their new national collective agreement concluded different measures:

The initiative:

Firstly, the social partners have agreed a mixed approach of wage increases (a flat-rate floor and extra amounts for distribution at local level) in order to help the workers on low incomes and especially female employees.

In addition, they have agreed reduction in:

- ?? tax rates (0.50) for all bands except the top band
- ?? sickness insurance contributions for all groups of people
- ?? employee sickness insurance contribution from 1.9% to 1.5%
- ?? Pensioners' sickness insurance contributions will fall from 2.35% to 1.95%, from 4.9% to 4.2% and from 5.35% to 4.65% according to the level of income

The above measures seem to prevent people from unemployment and balance the inequalities of the labour market. The tax reductions are most beneficial to those on low incomes.

Secondly, a scheme of job alternation leave, introduced in 1995, allows full-time employees to take leave of 90 to 359 days while employers recruit an unemployed person in the place of the employee on leave. In order to motivate employees to take leave, the social partners agreed to increase the daily unemployment allowance from 60% to 70% and give those studying an area related to their profession, an extra tax-free amount each month. The scheme has been steadily increasing in popularity over the past two years.

In order to prevent unemployment of older workers, the social partners agreed to reduce the retirement age from 58 to 56 years for those who retire on a part-time basis receiving a part time pension. This temporary measure will last from July 1998 to the end of 2000. In addition, unemployed people aged at least 56 and who have worked full time for at least 12 months out of the preceding 18 months, may from the beginning of April 1998, for the first time opt for a part time job and a part time pension.

Job-training contracts, Spain

Background:

The social partners in Spain, with the backing and active support of the Government, concluded in 1998 various agreements to promote the modernisation of labour relations, the quality of life in the workplace and employability.

Of special significance, for the impetus it will give to youth employment and to the active role played by employers, is the new version of the job training contracts (contrato de formacion).

The initiative:

The main features of the initiative are the following:

- ?? Encouragement for employers to make more use of this type of contract, through tax incentives and reduction in their social security contributions.
- ?? Encouragement for employers to convert these temporary contracts into permanent contracts, through tax relief and reductions in social security contributions.
- ?? For the first time, the new provisions address the question of social protection cover for these young persons, extending the range of contingencies and situations against which they are protected and including provision for the payment of benefit in the event of temporary incapacity for work resulting from common risks.

Objectives and outcomes:

The emphasis on skills-learning is boosted, with employers required to provide theoretical and practical training and to ensure that at least 15% of the apprentice's working day is devoted to theoretical training.

2.4 Increasing the possibilities for training, work experience and apprenticeships

Vocational training, work experience and apprenticeships are areas where the social partners have laid emphasis in reaching bipartite agreements. In this context they have demonstrated two main concerns. The first is related to getting young people into work and teaching them skills that companies require. The second is related to the adaptability in the changing working environment of the labour force. In this case, training strives to improve the labour force's ability to cope with future changes in their work.

This set of initiatives includes:

- ?? Education and training according to market needs
- ?? Creation of work experience places
- ?? Promotion of the apprenticeship method as a means for updating the skills of the young and the unemployed

CAP SUR L'AVENIR: Companies committed to young people, France

Background:

The initiative was taken by the CNPF (Conseil National de Patronat Français) and was concerned with mobilising the world of work to decreasing youth unemployment.

The initiative:

Specifically on 23 June 1995, CNPF and four trade union bodies launched a new campaign for the professional integration of young people, named CAP SUR L'AVENIR.

This campaign was about the mobilisation of all actors concerned all over France in favour of the professional integration of young and is addressed to three distinct groups:

?? young people en route to qualifications

?? young people with a diploma

?? young people with difficulties

Cap sur l'avenir '96 run specific actions in relation to each of these groups using existing arrangements on new initiatives. For young people en route to qualifications it is fundamental to give fresh impetus to arrangements such as apprenticeship contracts and qualification contracts.

For young people leaving the education system without recognised vocational qualifications, CNPF and its regional departmental and local inter-professional organisations undertook:

?? to diffuse information to companies about apprenticeships and alternance-based contracts

?? to catalogue the job offers proposed by the companies under such contracts and

?? to submit this list to ANPE

For young people with a diploma at level IV who have left the first year of higher education and are registered as unemployed, CNPF undertook to put in place, in collaboration with ANPE (Agence Nationale pour L'Emploi), pilot operations with a view to providing young people with information and orientation courses on the major functions within a company.

In addition, in order to fill the gap between the worlds of education and work, CNPF proposed to equip new school leavers with accurate and complete information on the main functions within companies, the associated professional requirements and ways to achieve them. Thus, school leavers with a diploma were offered 15-day information/orientation courses in each region, on a voluntary basis.

For young people with difficulties, the aim is to mobilise all players of the labour market rather than to create new measures with the objective of stimulating integration routes. In this context, CNPF encouraged its regional representatives to give priority to all initiatives designed to build a route for integration, with a view to leading these young people to a vocational qualification in the perspective of a job.

It was foreseen that all above actions required the complete reorganisation of the vocational training mechanism. It sought best synergy between professional sectors (e.g., training institutes), inter-professional employer organisations, regional education and training committees, regional associations.

Finally, the social partners in the framework of CPNFP (National Bipartite Committee for Vocational Training), decided to provide the necessary additional finance for this massive mobilisation.

Objectives and outcomes:

CNPF, in order to support this aim set itself quantitative objectives in this area:

?? Increase by 15% the number of apprenticeship contracts over a 12 months period from 175,000 contracts in 1995 to above 200,000 in 1997

?? Increase by 20% the number of qualification contracts over a 12 months period from 100,000 contracts in 1995 to 120,000 in 1997

Unemployed assisting unemployed in Sweden

Background:

Sweden has a long tradition of social partner co-operation and a tripartite system that has developed the Swedish active labour market policy very effectively over the years. In the beginning of the 1990s, there was a very high rate of unemployment, 13-14 per cent compared with a previous average of 3-4% unemployment, representing a tremendous challenge to the system.

The three Central Trade Union Confederations in Sweden, LO (The Swedish Confederation of Trade Unions), TCO (The Swedish Confederation of Professional employees) and SACO (The Swedish Confederation of Professional Associations) therefore took the initiative to start a discussion on how they could develop and improve the labour market programmes. The answer to that was to develop co-operation between the labour market administration and the trade unions.

The initiative:

A co-operation agreement was made in 1995 between The National Labour Market Board and the three confederations in Sweden. Since then, in co-operation between trade unions and local government offices, local activities with unemployed have taken place all over the country called aha projects, from the Swedish abbreviation for Unemployed Assists Unemployed. The projects are all based upon a method of job seekers helping job seekers. The first joint undertaking started in Stockholm 1996 by the Swedish Confederation of Trade Unions (LO) and the local employment offices. Another similar joint undertaking is a joint project in Linköping by TCO and the local government office there.

Guidance Counsellors chosen from the unemployed.

Five unemployed persons are selected from each of the employment offices taking part in the project. These five form a team to be trained as guidance counsellors for the unemployed registered at their employment office. These guidance counsellors represent a wide diversity of competence and great depth of experiences. Desirable qualities looked for in the selection process include: interest in people, communicative ability, ability to plan, organise, motivate and inspire, psychological insight and flexibility in the search for new solutions.

The guidance counsellors undergo a training programme tailored to the aha! Project. This programme is usually arranged by a folk high school. During three to six weeks the participants learn about the ongoing activities within the project, the labour market and various training and educational opportunities. Much time is also devoted to interview methodology, psychology and pedagogies. All this is designed to prepare the guidance counsellors for working with people in a difficult situation.

An Employment Officer in Charge

Each employment office appoints a member of its staff to take charge of activities during the project. This work corresponds to about 25 or 50 per cent of a full-time job. The tasks include recruiting prospective guidance counsellors, making the practical arrangements, selecting the unemployed who will take part in the project, planning and directing day-to-day activities.

Selecting the Unemployed

The employment office selects 160 unemployed persons. The basic principle for this selection is that it must be representative of the unemployed. Participation in the project is mandatory for those selected, by reason of the obligations incurred by the unemployed receiving unemployment benefits. The participants are called to an introductory meeting where they are informed about the project and on the opportunities and benefits offered. Here they are introduced to their guidance counsellors and an appointment is made for the first personal meeting.

Weekly Talks

Each aha! Project lasts for 12 weeks. During this time the guidance counsellors meet every participant at least once a week, with the exception of weeks devoted to training or studies. Each of these weekly meetings lasts for approximately one hour. Initially, time is devoted to analysing the situation, updating lists of qualifications and looking at the opportunities which may be considered.

Orientation courses towards employment or studies are offered if considered appropriate. The activities are mostly conducted on different premises, ranging from offering current job vacancy information and the use of a computer for the applicants to write their own job applications, CVs etc.

Orientation Courses

The 'Orientation Course towards Employment' means that the participants themselves track down answers to the questions their unemployment situation involves. By actively endeavouring to raise their jobseeking skills, building up their self-confidence and perceiving opportunities for their future, the participants improve their own employment prospects. The purpose of the 'Orientation Course towards Studies' is to find out whether further studies is the right choice taking into consideration the skills and experiences the participants already have. The folk high school offers the participants a general introduction to the study of various subjects. These courses are not designed to provide new subject knowledge. Instead they are entirely aimed at identifying the participants' needs and interests where the different subjects are concerned.

Stimulatory Activities

As a further stimulus for the participants, activities of various kinds are arranged, aimed at making them think in a new way. These activities include, for example:

- ?? Business information
- ?? Lectures by interesting persons
- ?? Seminars, e.g. 'Starting up on your own', 'working or studying abroad' etc.
- ?? Trade union information.

The Union Co-ordinator

The initiative for every local aha! Project comes from a Trade Union, acting in co-ordination with the employment offices. A project management group is set up, consisting for example of representatives of the County District of LO, the County Labour Board and the folk high school. Co-ordinators, appointed from the County District of LO, are responsible to the management group and have to co-ordinate the direction and planning of the aha! Project.

The Personal Action Plan

Concrete results of the project include an individual action plan made up by each participant together with his or her guidance counsellor. This action plan is intended to form the base of future progress in job seeking, further training, occupational choice etc, and its contents must include the following:

- ?? Description of the current situation
- ?? Target and sub-targets
- ?? Background and qualifications
- ?? Agreements (commitments to fulfill the agreements)

Objectives and outcomes:

By the end of the project period at least 80% of the participants shall:

- ?? have obtained work, or
- ?? have started or be planning to start a government training programme, or
- ?? have started, or be planning for, a labour market policy programme which can lead to employment later on

In addition, by the end of the project period, all participants shall:

- ?? have made an individual action plan with a definition of objectives
- ?? have a stronger belief in their own capacity and determination to take steps towards future employment

Trevira Neckelman job rotation model, Denmark

Background:

Trevira Neckelman produces synthetic yarn for use in the manufacture of upholstery fabrics for the automobile industry. All European car manufacturers use the yarns. It is based in Silkeborg, a town of 50,000 inhabitants, employs 750 people and has a turnover of euro 85 million. The focus of the social and community involvement activities of the company is training and the promotion of integration into the labour market for the unemployed, the low skilled, late developers and the disabled.

The initiative:

The Job Rotation model attempts to answer the challenges of unemployment and the growing need for continuing education and training. Job rotation is a combination model that efficiently supports economic growth, competitiveness, employment and continuing education. The basic aims of the model are to promote the continuing education and training of (low-skilled) employees, and to facilitate the re-integration of the unemployed into the labour market through temporary job swapping. While employees attend further education and training courses (off the job), unemployed people who are appropriately skilled or who have received preparatory job training, temporarily replace them for the duration of the course.

In 1994-5, Trevira Neckelmann carried out a job rotation project, combining training of employees with job training for the unemployed, through a process of rotation. After a four-week introductory course, small groups of 12-15 unemployed people get training and work experience in the company for seven months. During that period they replace the employees who are attending further education and training courses. The unemployed trainees work in different job functions and departments in order to gain general experience within the company.

At Trevira Neckelmann, the wage subsidy of approximately 60% of the minimum wage, which the company receives from the public authorities for every unemployed person who is trained and employed in the company, is put into a special fund. The money in this fund is used to help to pay for the training activities of workers, who they continue to receive the same average wage, during training, as if they had been working.

The job rotation project was established in the company as a pilot project, which as served as an example of good practice for the further expansion of the job rotation concept and method throughout Europe by the 'EU-Job rotation initiative'.

Objectives and outcomes:

During the project period 1994-5, 75 unemployed people participated in job rotation positions within the company. After completion of the job rotation period 80% were employed in unsubsidised jobs. In 1994-5 Neckelmann employed a total of 200 new workers.

Since 1995 there have been more than 450 job rotation projects through the EU-Jobrotation initiative based in Silkeborg has helped 842 workers and 284 employees to obtain training, while 196 unemployed people temporarily filled their jobs. Three quarters of the participating unemployed people found full-time jobs after the completion of their job rotation period -a very high employment rate.

Although the project has been criticised on cost effectiveness grounds, since 1995, there have been more than 450 job rotation projects throughout the EU within the framework of the EU-job rotation initiative, in which 4,900 employed people and 1,600 unemployed people have participated.

2.5 Facilitating the transition from school to work

In many Member States, social partners in co-operation with the respective Departments of Education and Training address the problems of school failures at all levels of their education and training system. In addition, they seek to ensure the provision of a minimum level of educational qualifications to all young people.

The majority of the measures in which the social partners were actively involved, have been focused on the development of comprehensive strategies and programmes to ensure school leavers are better prepared to adapt to the working environment. Much work has to be done in this field. Recently, a young school leaver who participated in an IBEC's project stated: 'The business and school cultures are very different and much work remains to be done for each to understand the other.'

Improvement of school quality, Austria

Background:

The Austrian tradition of co-operation between the two sides of industry is particularly reflected in the training system. The social partners have embraced the concept of market-oriented initial training and life-long learning and see the need for continuous adaptation and improvement. They also believe that a better level of training will contribute to improved economic competitiveness and simultaneously can reduce the risk of unemployment.

The initiative:

In this context the social partners have developed, in view of the NAP of 1998, measures to improve school standards by:

- ?? introducing quality management in schools
- ?? encouraging businesses to provide more work experience places
- ?? improving the quality of university education (so increasing practical relevance and
- ?? measures specifically for women such as strengthening of careers guidance for girls/women take into account in course content and staff training

Occupational training in vocational schools:

- ?? for young without education or apprenticeship contact. After one year of training to a normal training relationship
- ?? creation of a legal basis at national and province level in order to assure the application of this measure
- ?? special promotion for disadvantaged young people seeking for an apprenticeship training place by offering dual training schemes providing the skills and competencies of the first year of training over two years (Vorlehre)
- ?? removal of ban on repeat years for the first classes and years in vocational secondary and higher schools in order to avoid additional pressure on the training place market

Measures are recommended by the Social Partners to increase the further education rate for employed people:

- ?? reduction of financial barriers to further education
- ?? Creation of a tax incentive for companies for the provision of further education and training to their employees by offering the opportunity to reduce the taxation basis by 9 percent of their expenditure for further training activities
- ?? opening of further education to unemployed people
- ?? creation of new jobs in education institutions with a view to implementing the educational measures

Links in Action, Ireland

Background:

The Irish Business and Employers Confederation (IBEC) designed the Business and Education Links Programme in order to familiarise school leavers with the business environment.

The initiative:

IBEC launched its nation wide Business and Education Links Programme in October 1995. The aims of the programme are to improve the image of business and to increase the focus on business in the education system. The links programme helps students make the transition from second-level school to the world of work and/or further education.

The programme has two key elements:

- ?? two school programmes
- ?? link activities

The aim of the first programme named, 'the Altramas Programme', is to develop in students the personal, interpersonal and enterprise skills that will be useful to them as they move from the school environment to the world of work or further education.

The aim of the second programme named "the business appreciation programme", is to provide students with an overview of the world of business. The school and company select one or more link activity having considered the aim of the link and the resources available to meet it. Link activities include the following:

- ?? Classroom talk
- ?? Focused company visit
- ?? Induction course
- ?? Mentoring a mini-enterprise project
- ?? Teacher placement

The links in action programme is a non-profit making employer initiative, which is funded by IBEC companies and by the main sponsor AIB Bank. The initiative is fully supported by the Department of Education.

IBEC provides support for companies and schools at all stages of their involvement in a link:

- ?? IBEC facilitates the establishment of the link by bringing schools and companies together for their initial meeting
- ?? It provides the school programmes, handbooks, evaluation forms, certificates and other resource materials
- ?? It processes the returned evaluation forms and provides reports relevant to each specific link as well as general reports
- ?? It is involved in research into the programme on an ongoing basis and the design and development of new support materials based on that research
- ?? It publishes a quarterly newsletter giving details of the most recent developments in the links programme
- ?? It provides workshops and seminars on a regional basis to facilitate the networking of people involved in the links programme

Objectives and outcomes:

In two years time over 100 companies and 170 schools will have been involved in the links programme. There are plans to offer a link to all 762 second-level schools by the year 2002.

2.6 Special attention to old people and disadvantaged groups

The social partners have been involved in a variety of initiatives designed to address employability in relation to groups that are especially disadvantaged in the labour market. An illustration is provided by the initiatives selected below.

Working Together Initiative, Netherlands

Background:

This initiative is concerned with the creation of 60,000 new jobs over a five year period, for immigrants, long-term unemployed and ethnic minorities. The average unemployment rate for ethnic minorities in the period 1990-1997 was around 16-20%.

The initiative:

In 1992, four Dutch companies: ABN AMRO (banking), Fokker (aircraft manufacture), Koninklijke Bijenkorf Beheer (retail) and IBM Netherlands (computing) launched an employment initiative known as 'Working Together'. The principal objective of the Working Together initiative is to promote and to realise the integration of long-term unemployed immigrants into the labour market, through subsidised work experience placements using temporary jobs. Working Together is a Third Sector organisation set up by the above companies in order to execute the employment initiative and operates, throughout the Netherlands in nine regions.

The approach is demand-led. Companies create work experience places and the Regional Project Offices then look for the most suitable candidates. The basic principle is 'one candidate for one job' and the approach is very 'employer-friendly' (simple procedures, low costs and maximum benefits). This is an important success-factor of the initiative.

The target group is largely unemployed immigrants who receive a social benefit, and meet the following criteria:

- ?? Unemployed for at least one year
- ?? Positive attitude (motivation) towards work
- ?? Good learning capacity, and
- ?? Sufficient knowledge of the Dutch language.

Initially, the selected immigrants take part in a three-day training course that covers work ethics and labour market issues, as a preparation for their participation as an employee in a company. This includes an analysis of their personal strengths and weaknesses.

The work experience period (in principle 32 hours per week) lasts nine to twelve months. During this period the progress of the participants is monitored. Mentors from the company guide the trainees. Professionals from the Regional Project Office also guide the trainees.

Objectives and outcomes:

The programme is quite exceptional in Europe because it is an employer initiative and because it is a partnership between companies, temporary work agencies, labour offices and social service departments at local level. More than 400 medium and large companies from a wide range of sectors now participate in the initiative through a series of Third Sector Foundations. Since its foundation in 1992 approximately 4,000 work experience places have been filled and the number of places created is still rising each year: 600 in 1995, 950 in 1996 and 1,250 in 1997.

Rehabilitation in Private Enterprises, County Ribe, Denmark

Background:

The waiting time involved in the rehabilitation process can be quite lengthy, leading many people to joblessness and even long-term unemployment (up to 10 years). For this reason, the time investment in the process of rehabilitation needs to be greater.

The Initiative:

The project targets those employees that are at risk of being dismissed due to a high level of sickness absence and aims to build a stronger relationship between the various actors involved in the rehabilitation process, namely, employers, doctors, hospitals, rehabilitation centres and social authorities. The project, which started in 1998, is managed by social workers with the region's municipalities, in collaboration with employer and union organisations.

Objectives and outcomes:

It is hoped that an effort towards more co-ordinated work and an increased collaboration between actors will lead to the provision of better assistance to the enterprises and an earlier, more targeted, rehabilitation process for those people in need. Focussing on the particular issue of absence due to sickness may encourage a re-organisation of the work place, as well as, the way of work for the rest of the staff. This focus may also act as a preventive measure to keep staff from being worn out at an early stage in their working life.

Package of measures for older workers, Austria

Background:

The labour market problems of older people have become much more visible in recent years. In 1997 there were 94000 unemployed over-50s. Advancing age has a disadvantageous effect not only for keeping a job but also for reintegration in the labour market. The problem is particularly serious for female older workers.

The initiative:

The following initiatives decided in 1998 were implemented from 1 January 2000. The social partners' proposals target two goals: a) To increase the employment stability of older people and b) to improve re-integration chances for older people seeking work on the labour market. The range of initiatives has included:

- ?? further development of the existing Bonus/Malus system
- ?? stabilisation of employment of older people via tax incentives and the structure of non-wage costs. In addition favourable tax treatment for qualification of older people through lower charges or exemptions for both companies and for workers
- ?? restructuring of payments on termination of employment
- ?? development of practice-oriented working time models, with the goal of ensuring employment for older workers
- ?? optimise instruments of training leave and solidarity premium model (p.2)
- ?? offering subsidised part time work for older people
- ?? using overtime to extend employment time prior to retirement
- ?? making sliding pensions more attractive
- ?? promotion of qualification of older workers
- ?? concentrate qualification instruments on employees older than 40 years
- ?? creation of incentives for employment of older people. (e.g. removal of upper age limits from job advertisements, intensification of "labour market policy geared to regional development", improvement of the procedures of dismissals and mass dismissals in favour of the older people
- ?? improving of re-integration chances. Financial incentives for re-integration of older people, optimise support for older unemployed people, adjustment of recruitment in favour of older workers, extend bridging grants for return to the regular labour markets

Objectives and outcomes

The programme of 'part-time work for older employees' (Altersteilzeit) was introduced to improve the re-integration chances for older people seeking work on the labour market and simultaneously enable younger people to enter the labour market. The scheme guarantees a minimum of 75% of final gross salary for employees of 50/55 years and over who opt for part-time (50%) work. The employer pays (50%) for this work and the Public Employment Service (AMS) will pay a further 25% if the company recruits an unemployed worker or an apprentice. Further measures were intended to establish training leave, solidarity premium models and sliding pensions for "older workers" more attractive.

2.7 Conclusion

In this chapter fifteen cases were selected as the most representative regarding the nine guidelines referring to this pillar. Also, we have tried to retain a balance concerning the representation of countries.

The cases were selected either from the contributions of the social partners to the National Action Plans on Employment, or from other projects presenting initiatives taken in the domain of unemployment, employment creation and education and training.

Eight of the cases represented agreements between employers and employee organisations at the National level, most of which were concerned with structural changes either in the labour market or in the educational system. For the implementation of such measures, government involvement is indispensable.

The remaining seven cases involved partnerships between trade unions, employers, state organisations and different actors of the community and were implemented either at national or local and enterprise level.

We consider that many of the ideas described in this section are interesting and original and depict the aims of the social partners to participate actively in addressing the problem of unemployment. In addition, some of the initiatives can be viewed as exemplary models to be adopted more widely.

Chapter 3 Developing entrepreneurship

Pillar II of the employment guidelines stresses the importance of new jobs that are created by developing new enterprises. Particular emphasis is given to the growth of small and medium enterprises (SMEs), which is considered essential for new job opportunity creation and for offering young people training opportunities.

Member states were called on to take concrete actions in order to attain the following objectives:

1. To make it easier to start up and run businesses by reducing administrative formalities and overhead costs (guideline 10) and encouraging self-employment and SMEs start-ups (guideline 11). To promote this process by encouraging entrepreneurial awareness across society and in educational curricula and by improving access to capital markets for SMEs are considered essential tools.
2. To exploit new opportunities for job creation by promoting the emergence of new activities at local level, in the social economy and linked to needs not yet satisfied by the market (guideline 12) and providing framework conditions that allow for the full exploitation of the employment potential of the services sector (guideline 13).
3. To make the taxation system more employment friendly by reducing taxation and the fiscal pressure on labour (guideline 14) and reducing VAT on labour intensive services (guideline 15).

The social partners have acknowledged the importance of such objectives and taken action for their promotion. The initiatives undertaken date back to well before the employment guidelines of the European Union were actually drafted. The driving force behind such action by the social partners is the contribution it has on the employment conditions of the labour force and the associated costs and value for the enterprise sector. A smoother function of the labour market and the avoidance of tensions and abnormalities go in parallel with and encourage the exploitation of market opportunities by new and existing businesses.

The actions taken by the social partners in the field of developing entrepreneurship have acquired several forms, varying according to local conditions, market characteristics and source availability. They may be categorised in the following typology:

- ?? Support to small and medium sized entrepreneurs, especially young entrepreneurs
- ?? Promotion of specific schemes for new enterprise development
- ?? Participation in or support for community initiatives for local development
- ?? Promotion of entrepreneurial attitudes across society
- ?? Contribution to make the regulatory and tax systems more conducive to enterprise development and employment growth.

Each is considered below.

3.1 Support to small and medium sized entrepreneurs, especially young entrepreneurs

A large number of initiatives have been developed. The social partners were responsible for many of them. Others were promoted by Third Sector organisations, which have almost always attempted and succeeded to involve the enterprise sector whose co-operation or direct involvement was sought in order to increase the effectiveness of such initiatives.

Enterprises provided one or more of the following ingredients for the success of initiatives of this category:

- ?? Managerial expertise and time for the creation and development of the relevant activities
- ?? Funding for new start-ups in the form of venture capital specifically oriented towards new SME formation. Quite often, the funds were recycled over a number of years supporting large numbers of new start-ups.
- ?? Consulting to new entrepreneurs.

SJS "Starting and Managing Your Own Business" programme, Sweden

Background:

The Swedish Jobs and Society Foundation (SJS) is a non-profit organisation set up and run by the business community to advise and support SME start-ups. The programme started in 1993 to facilitate the local economic development of small cities throughout Sweden.

The initiative:

SJS is involved in the programme by participating in trade fairs in smaller cities as well as by running a programme of local seminars. At these fairs and seminars, SJS brings together people interested in starting a new business and members of the local business community. For the prospective entrepreneurs it is an opportunity to discuss their ideas with experts. The SJS exhibition at the trade fairs also serves to highlight the importance of entrepreneurship to society.

Objectives and outcomes:

Since the programme began more than 2,500 companies have exhibited at the trade fairs, more than 80,000 people have visited the SJS exhibitions and seminars, and hundreds of local seminars have been held.

Overall, since 1985, the Swedish Jobs and Society programme has helped more than 31,000 entrepreneurs establish new companies. Each of these creates an average of 3.3 jobs. On this basis, the programme has contributed directly to the creation of more than 100,000 new jobs.

The programme has also established a model for improving the survival rate of business start-ups. More than 75% of the businesses helped by SJS are still in existence after 5 years. For the European Union as a whole, less than 60% of start-ups survive for more than five years.

An additional benefit of the SJS approach is that it provides a way of overcoming some of the difficulties that start-ups face when seeking funds from banks. As a result of the historic success of the programme and the high quality of advice, business plans assessed by SJS are more likely to be funded by banks even when they lack asset backing.

Finally, the SJS approach has been transferred to other countries. Similar foundations have been established in Finland, Denmark, Estonia, and Latvia.

3.2 Promotion of specific schemes for new enterprise development

The identification of opportunities for new enterprises and development of new activities has driven the social partners to initiatives for their creation and operation. In many cases this has been realised in the field of new services that cover unmet demand for social, cultural and environmental needs. Co-operating with non-profit organisations and involving the unemployed, the low skilled or other segments of the population with employment difficulties has often been a characteristic of such initiatives.

The Sodalitas paper recycling programme, Italy

Background:

SODALITAS (Association for the development of entrepreneurship in the social economy) was founded in 1995 by Assolombarda (Italy's largest regional employers' association). It is a non-profit intermediary organisation that links the corporate and Third Sector and receives financial support from 14 large, mostly global companies.

Its aims are to:

Enhance the effectiveness, efficiency and quality of services provided by the Third Sector by applying skills developed in the corporate sector.

Act as an effective intermediary between corporate community investment programmes and the Third Sector.

Mobilise and channel the knowledge and experience of retired executives and professionals as voluntary consultants.

Encourage new forms of corporate involvement in the community, including employee volunteering and the secondment of personnel.

The initiative

Sodalitas has helped to establish a new business to collect and process office waste paper for use as a raw material in paper manufacturing. The business employs people in Milan and Turin to collect waste paper and to sort it for processing. Based on the US paper-recycling programme devised by Whirlpool, the business is a partnership between Masotina, a private-sector company and CGM, a Third Sector organisation.

The business began with a pilot project in Milan where it had a contract to collect waste paper from six banks. From there it has expanded throughout Northern Italy and will achieve national coverage within the next two years.

Sodalitas has played a critical role in the success of the partnership. Specifically it:

Identified the opportunity and used its connections with Whirlpool to gain detailed information about the US programme.

Identified the potential partners and "brokered" the relationship.

Provided consultancy support to the new organisation to enable it to establish key business processes and to develop managerial skills.

Helped develop demand for the services of the partnership by persuading member companies to participate in the programme.

Provided credibility and marketing support for the launch of the new service.

Set up and monitored the "pilot" programme in Milan.

Objectives and outcomes:

The waste paper partnership has created more than 100 new full-time jobs for socially excluded people. It is estimated that within the next two years the partnership could create a further 200 to 300 new full-time jobs.

The partnership has also provided Masotina with a new source of raw materials. There have also been environmental benefits. By using waste paper as input for paper manufacture, there is less energy consumed, lower waste disposal costs, and less damage to the natural environment.

The decision to outsource specific goods and services can be combined with schemes that provide support or incentives to former employees to develop their own enterprise. Such support may take the form of financial contribution, expert advice, and sales contracts.

TITAN re-engineering and sub-contacting, Greece

When the company decided to proceed to a reduction in the number of the personnel in one of its cement factories in Greece, and after discussions and consultations with the company unions, incentives were given for early retirement and increased compensation to those leaving the company on a voluntary basis. Financial incentives were provided to workers who wished to leave in order to become self-employed sub contractors. The company extended loans to its former employees to buy their own machinery and awarded contracts for servicing the company's needs. Loans could therefore be repaid through the proceeds of the contract awarded.

- ?? Drivers became truck owners providing transport services to an extended clientele
- ?? Loading machinery-handling personnel acquired their own machinery
- ?? Mechanics and engineers created new specialised maintenance SMEs

A similar approach was adopted by CIMPOR that operates in the cement sector in Portugal. Support was given to employees who want to become self-employed, e.g. truck drivers could buy their truck whereby payment conditions were agreed. In other situations job creation support was provided by certification that met the interest of the employee and the company, including compensation for the take up of commercial or agricultural activities already exercised by the workers.

The same practice was sometimes associated with re-engineering, re-organising, re-locating or down-sizing large corporations. In such cases, large corporations have tried to alleviate any grievances by contributing to alternative forms of employment and especially self-employment of local populations.

The BP - Darcy Development Ltd South Wales Initiative

Background:

British Petroleum (BP) is one of the largest oil companies in the world. With annual sales of Euro 55 billion, it employs more than 56,000 people world - wide.

BP's investment in the community is a strategic programme. BP decided to actively contribute to the regeneration of local economies and the reduction of the unemployment effects of downsizing.

The initiative

To overcome the impact of 750 job losses in Llaundarcy, BP established Darcy Development Ltd (DDL), a wholly owned, non-profit subsidiary. DDL's objective was to replace the employment lost at

Llandarcy by facilitating a process of economic growth based on entrepreneurship and small companies.

To help DDL achieve its aims, BP provided it with resources such as:

?? Management Time. BP senior managers are members of the board of directors of DDL. Other board members include community representatives and leaders of local economic development agencies

?? Loan Fund. BP provided a 750,000 euro loan fund for small businesses. Working with local development agencies, DDL provides small loans (less than 7,500 euro) to new businesses. The loans were unsecured, low interest, and repayable over five years. This form of capital is usually unavailable from traditional lenders and plays a critical role in funding the development of new businesses in their early years

?? Surplus Assets and Cash. DDL was given surplus land and buildings by BP plus a cash grant of 1.3 million euro to develop new office units for small businesses and a business park that would be of a higher standard than was available locally

BP's initiative has 'pulled-in' additional funds of 2 million euro from government agencies.

Objectives and outcomes:

Since 1987, DDL has helped nearly 2,100 jobs. A total of 1,800,000 euro has been lent. The original capital has been recycled more than two and a half times.

F.A.P.E. (Fondation Agir Pour l' Emploi)

Background:

The French Electricity Company (EDF) and the French gas company (Gaz de France) continuously have to improve their performance in service provision while remaining competitive in the market. Given the recent tendency of decreased activities and the drop in number of employees, ways were sought to reconcile the companies' economic and social objectives.

The initiative:

FAPE was created in 1995 in collaboration with three trade unions and the France Foundation. It is fuelled by equal shares by agents from EDF and Gaz de France. Co-managed on a joint basis, the Foundation provides support to enterprise creation, the development of district services that support economic activities, and assistance to financial actors that promote social cohesion via, e.g., small, local business ventures.

In 1998 it spent its budget on assisting micro-enterprises, neighbourhood services (created to assist economic development), structures for economic insertion and other funds went to supporting national programmes that promote employment and social inclusion.

Objectives and outcomes:

The overall aim is to better establish FAPE at a regional level. In the short term, FAPE intends to re-create, at the regional level, the network of support it has at the national level. All projects have an on-going need for financial assistance and follow-up.

3.3 Participation in or support for community initiatives for local development

The social partners have participated actively in plans to regenerate or to activate new development potential for regions suffering from decline or dependent upon a single activity and lacking diversity that permits stronger growth and safer prospects.

Both SMEs and large corporations can play a role in this. In several cases, large corporations have taken leading role in the regeneration process attempting to:

- ?? Attract their suppliers in a specific region
- ?? Encourage a diversification of employment possibilities
- ?? Endow a region with a new distinctive comparative advantage for the attraction of new businesses.

Awakening the Territory, Italy

Background:

The project seeks to provide support to the southern zone of Catania–Revter in Italy by means of a bottom-up approach based on social dialogue and co-management.

The initiative:

The development of the project involves synergy with the territorial plan, working in co-operation with social actors in order to guarantee success. The local actors include local firms, workers, local government, and environmental groups.

The four main areas of attention are:

- ?? quality of services in service infrastructures (electricity, water, transport, etc.)
- ?? creating a new form of innovative contractual model for organisational flexibility,
- ?? the search for new forms and organisational structures to achieve greater reconciliation between working time and private life
- ?? the development of local crafts and trades that encourage local growth and productivity.

Objectives and outcomes:

The reduction of isolation in the region's peripheral areas and the improvement of quality of life in terms of environment and economic matters are paramount. The creation of tools and infrastructure that encourage participation in this project is anticipated, as is, the development of the region's identity via local traditions and handicrafts.

Volkswagen Group "Autovision" programme, Germany

Background:

Based in Wolfsburg in Germany, the Volkswagen Group is the fourth largest car manufacturer in the world and the largest in Europe. With annual sales of Euro 56 billion it employs more than 279,000 employees.

In order to contribute to the national goal for the reduction of unemployment, the company decided to assist in the regeneration and diversifying of the Wolfsburg's economy as well as in the reduction of the local unemployment.

The initiative:

Volkswagen with the assistance of Mckinsey management consultancy created a programme named "Autovision" whose aim was to create a new industrial "cluster" based on Wolfsburg's major strengths. It was evaluated that the cluster could form a solid foundation for future developments in other branches of industry.

This programme consists of four elements:

- ?? Creation of an innovation Campus that aims to create 120 new businesses prominently focused on advanced automotive technologies. Volkswagen will support the Innovation Campus by providing:
 - Capital investment for construction of the initial infrastructure;

Loan and equity capital for new business; and,
Specialist financial and technical advice.

?? Relocation of suppliers to the region. In this context a new, highly flexible production system is to be established at Volkswagen's Wolfsburg plants. As part of this process, Volkswagen will encourage 16 of its leading suppliers to establish new manufacturing facilities in Wolfsburg. In addition, Volkswagen will strengthen its relationships with existing medium-sized suppliers in Wolfsburg.

?? Construction of a new thematic park which will provide Wolfsburg with a unique opportunity of developing the leisure market for its citizens and for visitors. Sophisticated educational and entertainment attractions, which will be integrated into the town to make it as a whole more attractive and give a boost to the town's economy. Volkswagen will provide some of the capital investment needed to finance the construction of the new theme park.

?? Creation of a new "Personnel Service Agency" with co-operation of the Federal Labour Office. This will connect job seekers with the new vacancies that the other initiatives will create. Volkswagen will support the Personnel Service Agency by providing:

Part of the capital investment;
Technical expertise; and,
Training courses.

Objectives and outcomes:

The 'Auto Vision' programme will create between 8,000 and 11,000 new jobs within the next five years. This will include new jobs for between 3,500 and 4,000 unemployed local people. Moreover, the programme will also change the nature of Wolfsburg's economy. It will reduce its dependence on Volkswagen, expand the number of new businesses, and create employment in both high technology manufacturing and tourism.

3.4 Promotion of entrepreneurial attitudes across society

Promoting the attitude of taking more risks and competing in the entrepreneurial field forms part of the effort undertaken by the social partners.

Specific practices undertaken to this end generally attempt to "educate" broader publics to the entrepreneurial spirit and to facilitate the rapprochement of interested people to the idea of starting their own business. In some cases, they have tried to do so by involving educational institutions and participating in seminars and exhibitions aiming to provide information and know-how to prospective small entrepreneurs.

The SJS, 'Starting and Managing Your Own Business', programme in Sweden (described in 3.2 above) includes a component of participating in seminars and fairs that aim at 'educating' prospective small entrepreneurs

The Scottish Enterprise Initiative, United Kingdom This case needs to include more information, otherwise it is not relevant

Eighty per cent of Scottish schools participate in initiatives, developed by Scottish Enterprise, to stimulate interest in innovation and entrepreneurship. Since the programmes started in the mid '90s, the number of young people interested in starting their own business has increased by 35%

3.5 Contributing to making the regulatory and tax systems more conducive to enterprise and employment development

Burdensome arrangements in the regulatory framework and the markets have been identified as obstacles to enterprise development leading sometimes to failures and closures, especially of SMEs.

The social partners have concluded agreements or have commonly tried and often succeeded in alleviating such obstacles. Some initiatives aimed at facilitating SMEs to meet standards for working conditions with minimum or no cost. Other agreements have tried to save threatened or encourage new SMEs by introducing initiatives to overcome rigidities, while improving the working conditions, such as safety and health at work.

In several cases, the social partners, acting in co-ordination or, in other instances, separately, have managed to persuade governments to reduce the tax or social security burden on wages and salaries, especially for those at the lower end of the pay scale, without jeopardising the sustainability of social protection. By doing so, they have effectively contributed to allowing more room for competitiveness of the SMEs.

Free services and advice to SMEs, Austria

To overcome the burden of rigidities in the regulatory framework, actions by the enterprise sector were undertaken in order to assist SMEs in Austria:

- ?? Financial and administrative incentives have been put in place for companies with up to 50 employees to help improve the safety and health protection of workers. This is done primarily through the creation of prevention centres by the relevant accident insurers who offer this service free of charge. A flexible need related model is planned instead of the rigid minimum presence requirements of company doctors and specialists.
- ?? In order to facilitate the creation of new businesses, the lowest social security contribution for the self-employed has been reduced, while those starting a new SME as self employed retain accumulated rights to unemployment benefit for an indefinite period.
- ?? For SMEs, the Austrian Economic Chamber WKO offers free advice to the enterprises on the existing possibilities to achieve flexibility.

Flexibility in pay schemes to support business viability and employment, Germany (this case should be included in the adaptability pillar point 4.3 Adaptable contracts)

Several sector agreements in Germany provide for flexibility in the rates paid for newly employed personnel or existing employees. All agreements aim at creating new employment or at preserving existing businesses that are at risk, giving them time to adapt.

In the chemical industry of the West, to maintain employment and/or improve competitiveness, especially in the case of economic difficulties, the employer and works council with the agreement of the central negotiating parties can agree pay which is lower than the regionally agreed rates by up to 10%. The 'flexibility clause' is useful to maintain employment and improve competitiveness, to avoid redundancies and transfer of production, other activities or investments abroad, and to avoid contracting-out. Improvement of competitiveness also encompasses its restoration or maintenance as well as measures to ensure the survival of the undertaking or business.

In the retail trade, in order to maintain jobs, employers with up to twenty employees (excluding trainees and family members) can, with the agreement of the pay negotiating parties, reduce pay by up to 12% of the minimum in the pay agreement for a period of up to twelve months. The condition for falling below the minimum norms of the pay agreement is that the firm should be in an economic emergency situation and that all relevant pay components over and above the basic pay agreement should have already been dismantled in order to reduce costs. For the period for which this provision is applicable there will be no business-related redundancies.

In the refreshment drinks industry, if a company finds itself in an economic emergency situation that threatens its existence, payment of the general agreed bonus may be suspended for a certain period of time with the consent of the negotiating parties, provided that jobs can thus be preserved.

In the construction industry, pay can be agreed through voluntary company agreements to be lower from the officially agreed rates by up to 10%, in order to maintain employment, improve competitiveness or strengthen the regional construction industry. The purpose of this arrangement is to prevent short-time work and business-related redundancies, to encourage acceptance of people in training and to prevent contracting-out for cost-related reasons.

In mining, geology, environmental geology, in cases of an operating loss in the business, the partners within the company can agree to reduce or to avoid paying holiday and Christmas bonuses.

3.6 Conclusion

The actions of the social partners have covered the objectives set by the *Guidelines* for the development of entrepreneurship.

Quite often, initiatives were undertaken jointly by employers' organisations and the trade unions at national or regional level. These referred mainly to new activity development or to measures aiming at reducing the negative impact of regulatory rigidities. Employers have also taken initiatives to promote new enterprises, to provide support for specific regions or develop the entrepreneurial spirit in society.

The cases presented in this chapter give a clear indication of the content of actions by the social partners in the field of promoting new jobs by supporting entrepreneurship. Nevertheless, some of these cases could as well be categorised under other pillars of the employment guidelines.

Chapter 4 Encouraging adaptability

The 1999 Guidelines of the *Employment Strategy* under pillar III are concerned with modernising work organisation and supporting adaptability within enterprises. The focus is on promoting flexible working arrangements, especially in relation to patterns of working time, and achieving the balance between flexibility and security.

III. ENCOURAGING ADAPTABILITY OF BUSINESSES AND THEIR EMPLOYEES

Modernising work organisation

In order to promote the modernisation of work organisation and forms of work, a strong partnership should be developed at all appropriate levels (European, national, sectoral, local and enterprise levels):

16. The social partners are invited to negotiate at all appropriate levels agreements to modernise the organisation of work, including flexible working arrangements, with the aim of making undertakings productive and competitive and achieving the required balance between flexibility and security. Such agreements may, for example, cover the expression of working time as an annual figure, the reduction of working hours, the reduction of overtime, the development of part-time working, lifelong training and career breaks.

17. For its part, each Member State will examine the possibility of incorporating in its law more adaptable types of contract, taking into account the fact that forms of employment are increasingly diverse. Those working under contracts of this kind should at the same time enjoy adequate security and higher occupational status, compatible with the needs of business.

Support adaptability in enterprises

In order to renew skill levels within enterprises Member States will:

18. re-examine the obstacles, in particular tax obstacles, to investment in human resources and possibly provide for tax or other incentives for the development of in-house training. They will also examine new regulations and review the existing regulatory framework to make sure they will contribute to reducing barriers to employment and helping the labour market adapt to structural change in the economy.

1999 Guidelines of the *European Employment Strategy*

Of the 296 initiatives examined in this exercise, 72 were concerned with some aspect of adaptability as defined in the *Employment Guidelines*. Of these, 39 appeared to be exclusively concerned with encouraging adaptability, while the remainder also addressed other pillars, especially employability. The following analysis relates to all 72 initiatives involving an adaptability dimension.

The initiatives addressing the adaptability pillar can be broken down into three groups corresponding to the three guidelines under the pillar, and it is useful further to subdivide guideline 16 into work organisation and working time initiatives.

4.1 Work organisation initiatives

Almost half (32 cases) of the examples examined concern innovations in work organisation of some sort or another, designed to modernise the organisation of work or to introduce flexible working arrangements (other than in relation to working time). The initiatives considered under this heading are concerned especially with the sorts of changes envisaged in the Commission Green Paper *Partnership for a New Organisation of Work*. In the Green Paper, it was argued that work organisation based on skill, trust and quality, with a high involvement of workers, would contribute to the competitiveness of European firms, while at the same time improving the quality of working life and the employability of the workforce.

The actions relating to modernising work organisation may be broadly grouped into the following five areas, although in practice there is considerable overlap and several initiatives are often complementary:

- ?? Restructuring work organisation
- ?? Quality initiatives
- ?? Team working
- ?? Raising skills
- ?? Autonomy, participation and involvement

Restructuring work organisation

The social partners have collaborated to facilitate restructuring work organisation in a wide variety of ways at the national level. In the Spanish Pact, for example, the revision of the labour code includes actions designed to improve the organisation of employer resources. Similarly in Austria, the social partners have signed an agreement on modernising work organisation.

Most concrete evidence of significant action was found at enterprise level. For example, organisational transformation in Nokia, Finland, where flatter structures and new working practices improved decision making and response times. In France Télécom, the social partners have co-operated in a re-deployment initiative to place wage earners where they are needed, at the service of the customer, while maintaining employment. The voluntary mobility agreement helps to deliver company strategy by re-deploying employees and developing their skills in line with the company's commercial, technical and economic objectives through internal vocational training to support such conversion.

New forms of work organisation at Microsoft, Ireland

Background:

Seattle-based Microsoft, the world's leading software supplier, has more than 25,000 employees world-wide. Microsoft Ireland was established in 1985 to manufacture and distribute software for

Europe and South America, and employs around 1,000 people in Dublin, putting it among the country's ten largest companies.

The operational complexity of manufacturing and distributing over 100 products in 25 languages to demanding quality standard, with a commitment to flexible, reliable service and maximising return on capital employed presented Microsoft with a range of problems.

- ?? Final assembly in the manufacturing process is labour intensive and large batch production designed to maximise economies of scale resulted in a lead-time of 151 days, a 3-week order cycle and quality problems.
- ?? Rapid market growth and shortening product cycles raised costs and increased the risk of writing off stock.
- ?? Changes in distribution, with manufacturers increasingly selling PCs direct to end users complete with software, led to demands for better service, faster response and smaller order sizes.

The initiative:

The initiative involved a continuous improvement programme and the adoption of just-in-time techniques and changes in supplier arrangements. These developments in turn required a number of changes in work practices:

- ?? Manufacturing cells were established to replace the linear production process. Each cell comprised a fully autonomous work team that organised its resources to reduce set-up time, reduce batch sizes and improve quality.
- ?? Extensive training in new manufacturing methods, problem-solving techniques and total quality management tools was provided for all employees.
- ?? Work teams focus on quality issues and manufacturing workers regularly meet to engineer ways of continually improving the process.
- ?? Skills-based remuneration was introduced as an additional incentive to acquire new skills through in-company training.

To establish a customer-focused culture, it was necessary to develop attitudes among the workforce that would be conducive to continuous change. This process had three important characteristics:

- ?? The changes were made in phases, from manufacturing through to logistics, enabling managers to focus on one major problem at a time and building commitment to further change among the workforce.
- ?? The concerns of staff and managers affected by change were identified and people were kept fully informed when facilities were closed down, avoiding disruption to customers.
- ?? The workforce was involved in the process of change through consultation, communication, education and training programmes.

Objectives and outcomes:

The adoption of new forms of work organisation has been the key to Microsoft Ireland improving service to customers whilst reducing costs. The specific benefits were:

A reduction of 25% in costs and 70% in plant inventory, making a major contribution to increased competitiveness.

A faster, more flexible service, whereby process lead-time was cut from 151 days to 24 hours.

An improved working environment and the creation of a large number of high quality jobs where workers enjoy task variety and have control over planning their work, trouble-shooting and improving the process.

Quality initiatives

Several enterprise initiatives have been designed to focus on customer service or quality. For example, in France a quality management initiative of EDF-GDF in

partnership with regional authorities is designed to improve service provision of new communes, moving the enterprise from straightforward commercial concerns to a more strategic and complex vision of the region and its long term needs. By developing quality management concepts in these new commercial and public service relations, the partnership should enable a better identification of community needs and build a development partnership to increase the competitiveness of the region.

The introduction of new quality initiatives is often associated with restructuring work organisation, reducing supervision and empowering work teams to make operational decisions, as in the case of Fasson France, outlined below.

Organisational innovation at Fasson France

Background

Fasson France, a subsidiary of US trans-national Avery Dennison, produces and distributes pressure sensitive adhesive material and coated paper for a wide range of industrial, commercial and consumer uses, especially labelling products. The company employs 250 people and has annual sales of around Euro 100 million, 50% of which is exported.

In a strongly competitive market, the company needed to cut costs and develop new labelling ideas to keep abreast of changes associated with digital technologies and laser printing. The company led technological developments and process changes in the 1970s and adopted a quality focus in the late 1980s. During the 1990s, however, management recognised that the new environment required better service and lower prices as well as maintaining technological leadership, manufacturing excellence and quality.

Recognising that the necessary improvements could not be achieved through capital investment or product innovation, Fasson's management believed there was a need to transform the culture and work organisation from a focus on production and quality to a focus on customers and service.

The initiative:

The change in corporate culture was achieved through a radical restructuring of work organisation, training to implement multi-skilling and new roles and responsibilities for managers. The resulting decentralised flexible business became cost-efficient, focused on service and more responsive to customers. The main changes included:

- ?? Organisational structure designed around workflow, with fewer functions and decision-making largely decentralised to flexible teams. Specialist functional groups were replaced by individual co-ordinators.
- ?? New, flexible teams of multi-skilled operators, that are self-managed and contain all the requisite skills to undertake defined business processes. Teams are responsible for achieving a range of operational targets and are empowered to take the necessary decisions.
- ?? A flatter organisational structure was created by removing a tier of supervisors and foremen and devolving their responsibilities to work teams. Managers became guides, coaches and facilitators, rather than controllers or regulators, and their appraisal and remuneration was geared to the new role.
- ?? New performance goals, centred on customer satisfaction and continuous improvement, were drawn up at plant level in collaboration with the workforce and team goals are derived from these.
- ?? Multi-skilling was introduced, with process operators deepening their technical skills and broadening their non-technical skills, which enabled the company to create self-managed teams and to restructure work organisation on the basis of workflow.

?? A major investment in training was necessary to underpin the restructuring of work organisation, skills, roles and responsibilities. A 4-year programme to re-train process operators involved 150 employees in a minimum of 60 hours training per year tailored to their specific learning needs.

Objectives and outcomes:

The initiative succeeded in bringing about the cultural change required to establish new values and behaviours while retaining commitment to quality and manufacturing excellence. The change is manifest in the clear statements of vision, values and policies that are communicated to all employees and used as a framework for developing local policies and plans. The holistic approach taken to areas of change and obstacles to them facilitated a structured plan which was supported by extensive communication between managers and the workforce. Throughout the process, employees were consulted and involved in goal-setting, policy development and revision to the programme.

The new way of working and new culture established in Fasson France has raised competitive performance, protected jobs, increased employability and improved the working environment. In particular, the following benefits were reported:

- ?? Improved competitiveness through organisational innovation that improved operating efficiency and productivity, reduced waste and inventory and thereby reduced unit costs.
- ?? Increased customer satisfaction through faster, more reliable and more flexible service. Specialised service programmes combining new, flexible equipment and new ways of working, have reduced label costs for customers by up to 15%.
- ?? Individuals working for Fasson France have become more employable as a direct result of major investment in technical and non-vocational training, while market success has made the 250 jobs more secure.
- ?? Employees enjoy a more stimulating and challenging work environment, with greater task variety and complexity demanding the exercise of broader and deeper skills. A high level of consultation, communication and participation in decision making means that employees also have considerably more control and responsibility.

Team working

An element of team working is apparent in several of the adaptability initiatives, forming an important means of increasing responsibility for work groups to focus on quality. For example, in the organisational transformation of Nokia in Finland teams were given more complete responsibility for integrated business processes. Similarly, in three other cases reported here in relation to work organisation (Microsoft, Ireland), participation (Nationale Nederlanden) and quality initiatives (Fasson France) an element of team working was also involved.

New working practices at Fiat Auto, Italy

Background:

The Italian trans-national Fiat is one of the EU's largest companies, employing almost one quarter of a million people in 65 countries. The group includes businesses in construction, aviation, railway systems, automotive components and vehicle assembly. Fiat Auto, a wholly-owned subsidiary producing passenger vehicles, is one of the EU's five largest car companies.

Static demand, changing customer expectations and severe over-capacity, exacerbated by import penetration from Japanese manufacturers marked the highly competitive European market for cars in the 1990s. The 'lean production' methods pioneered by Toyota established new global standards of

cost, quality and flexibility. With a shorter product cycle, consumers were offered higher quality, greater choice and lower prices.

The conjuncture of these sectoral developments with a recession in Italy created a financial crisis for Fiat, which was forced to make major structural adjustments to remain competitive. In addition to developing new products and investing in new plants, Fiat established new relationships with suppliers. In order to improve quality and productivity in assembly plants, the company made significant organisational changes to improve the organisation's responsiveness to rapid change.

The initiative:

In the new plant constructed at Melfi in Southern Italy, Fiat combined advanced automation with new forms of work organisation. Earlier automated plants had not been an unqualified success because quality improvements had not been matched by improvements in productivity and profitability.

At Melfi, the automation programme was supported by the following innovations in work organisation, centred on lean manufacturing techniques:

- ?? Management was de-layered, removing two tiers, including supervisors, and the organisation was restructured around work teams.
- ?? Teamworking was based on work processes, with each team having the authority to make decisions to achieve the targets associated with the process for which they are responsible. All functions associated with the process are undertaken within the teams, which are also responsible for continuous improvement.
- ?? Performance indicators covering product and process quality, costs, productivity, workers' skills and maintenance were customised for each team.
- ?? A system of horizontal communication was designed on the basis of work processes rather than functions, with teams interfacing with one other through a supplier-customer interface, to ensure team leaders focused on managing horizontal relationships, not vertical ones.
- ?? New working practices were devised to maximise capital productivity. By working 3 shifts per day over 6 days per week (as opposed 2 shifts over 5 days), Melfi is operated for 280 days per year, while the workforce work fewer annual hours.
- ?? Major investment in training was necessary to build the new skills required to support the new forms of work organisation. In addition to technical skills, the training has involved teamworking, problem-solving and communication skills.
- ?? Component and sub-assembly production was out-sourced to a 'supplier park' of more than 20 companies to reduce inventory and costs. Suppliers deliver components direct to work teams, removing the need for buffer stocks.

The above changes were achieved through close co-operation between the company and the trade unions, which was essential to overcome the legacy of distrust derived from bad relations at other Fiat plants. Co-operation was manifest in the following ways:

- ?? An innovative formal accord signed in 1993 introduced the new shift system and cycle of working with guidelines for work organisation, an element of financial flexibility and a new foundation for labour-management relations.
- ?? Extensive and regular consultation between unions and management was designed to avoid disputes by improving communication, establishing conciliation arrangements and monitoring a range of employment issues.

Objectives and outcomes:

Investment in advanced automation, coupled with innovation in work organisation has created one of the most competitive car plants in Europe. Moreover, by locating at Melfi, Fiat has created a large number of jobs in one of Europe's poorest regions. The reported benefits include the following:

- ?? Melfi has one of the highest productivity levels of all automotive assembly plants in the European Union, with significantly high efficiency than other Fiat plants.
- ?? Return on investment and profitability is higher as a result of automation and new forms of work organisation.
- ?? Over 4,000 jobs were created with the establishment of the Melfi plant and this was projected to increase to 7,000 once working at full capacity.

- ?? Investment in training to equip employees with technical skills as well as skills in teamworking, communication and problem solving has increased the employability of those individuals.

Raising skills

Work organisation initiatives also include actions designed to develop employee skills, especially to facilitate new ways of working or restructuring of work organisation. Many of the changes identified necessitate the acquisition of new skills, enabling decision-making to be devolved and autonomy increased. Increased task variety and task discretion improves job satisfaction for workers, while facilitating greater flexibility and adaptability for employers.

The French company Aerospatiale identified a problem of loss of skilled and experienced production workers to indirect activities in which career prospects were better than on the shop-floor. In order to maintain the skills in direct production, a career ladder has been provided to encourage internal job mobility (from production to logistics) by broadening the classification scale for blue-collar workers. In so doing, the current job specification model, based on diplomas and qualifications, has been modified with an approach that is based on the actual skills and competences required.

The chemicals sector has been innovating in this area because for some years it has been recognised that operatives need more holistic understanding of work processes, beyond routine operational knowledge, partly for safety reasons. The case of Zeneca described below is a good example.

Working practices deal at Zeneca, United Kingdom

Background

Zeneca is a bio-science company providing specialist products and services designed to improve health, nutrition and quality of life. The initiative relates to the company's largest site, in Huddersfield, which employs 1,500 staff, 750 in production, manufacturing a wide range of chemical products 24 hours per day, 7 days per week.

To manufacture chemicals safely and efficiently, Zeneca staff must be able to operate and maintain complex chemical plant. A skilled and adaptable workforce was seen as the key both to improving plant utilisation by removing demarcation and to dealing with ongoing change by building workforce capability. The company designed an in-house youth training and development scheme to broaden skills and in return guaranteed jobs to those completing the training programme.

The initiative:

In 1992 a working practices agreement, the Local Working Agreement, was reached between the company's management and the trade unions. The agreement introduced:

- ?? flexible working practices by multi-skilled operatives
- ?? agreements on annual hours
- ?? career development for the whole workforce
- ?? an increase in training and development, and
- ?? a policy to use contractors where appropriate

Zeneca reviewed its 'young persons' training programme because of the changes in job roles and skill profiles arising from the Local Working Agreement. Demographic changes and social trends, including the increased participation rate in post-compulsory education, had reduced the number of

school leavers available for recruitment. Against this background, Zeneca management wanted to raise the calibre of recruits so that they would be better able to cope with the demands of working in the 21st Century. With the necessary skills not available in the local labour market, the company chose to 'grow their own' young workforce.

The Young Persons Sponsorship and Development Programme was designed to recruit 10-20 new staff each year so that by 2010 almost 50% of the existing workforce would be replaced by staff trained under the new scheme.

Having identified a suitable vocational qualification (GNVQ Manufacturing Advanced Level), Zeneca worked in partnership with a local Further Education college to pilot and design the content of the training programme, in three phases:

phase 1: 2 years full-time education with Zeneca sponsorship

phase 2: 16 months work-based training programme at Zeneca

phase 3: on-the-job acquisition of NVQ level 3.

Zeneca trainees are taught engineering and chemistry as well as numeracy, literacy, use of IT, safety awareness, communications and teamworking. All who complete the training are guaranteed a job.

Objectives and outcomes:

The programme has now run successfully since 1993, with over 80 young people recruited in the first five years. A partnership has been forged with local Further Education providers, building a bridge between education and industry.

The trainees emerge from this programme with a wide range of required skills, the ability to work flexibly and adapt to change. In 1997 the programme was recognised with a National Training Award. It was also accredited as a Modern Apprenticeship by Huddersfield Training and Enterprise Council and used as a benchmark by other firms.

John Dodge, Personnel manager at Zeneca's Huddersfield works, commented that 'Zeneca has eliminated job demarcation and created a workforce which is flexible, motivated, quality conscious and efficient.' The multi-skilled workforce has been trained to equip individuals with 'well-developed problem-solving, numeracy, verbal and written communication skills.'

Also at the enterprise level, the Indra project in Spain is concerned with providing continuous training to facilitate mobility of employees within the group, thereby capitalising on existing skills as well as developing employees' potential.

In some cases, re-skilling is part of a wider strategy to enhance the employability of a particular group at risk of social exclusion. Examples of such actions include the social partner initiative in the County of Ribe, Denmark designed to rehabilitate members of disadvantaged groups in the labour market. Similarly, the Gijon Trabaja Programme in Spain, in creating a structure for further developing the region, is also contributing to solving social problems through providing training for unemployed to access the newly-created jobs.

In other cases, actions designed to raise employee skills are combined with working time initiatives, as in an Italian agreement between the social partners, where a proportion of the reduction of working time is allocated to continuing vocational training.

Autonomy, participation and involvement

Employee participation and involvement has been emphasised in a number of the initiatives taken by the social partners to promote adaptability within enterprises. In many cases, employee involvement has been seen as an essential requirement to gain commitment to change. For example, the introduction of quality and teamworking initiatives at Brabantia in the Netherlands entailed widespread participation and involvement in the change process, including surveys of staff attitudes, widespread communication, consultation exercises and the creation of semi-autonomous work teams.

Employee participation at Nationale Nederlanden, Netherlands

Background:

Nationale Nederlanden, a subsidiary of the International Netherlands Group, is the market leader in the insurance sector in the Netherlands. Approximately half of the 4,000 employees of Nationale Nederlanden are involved in its General Insurance Division, to which this case relates.

Increasing competition in the insurance market has forced companies to reduce costs and improve services both to intermediaries and end customers. In a context of social trends such as increased burglary and car theft, new entrants to the market were increasingly selling direct to end customers, posing a challenge to companies selling through traditional intermediaries.

Nationale Nederlanden responded to these challenges by seeking to increase economies of scale through geographic market expansion and merger with another insurance company. At the same time, the company fundamentally re-designed its organisational structure and work processes in order to respond to these changes and increased market pressures.

The initiative:

The initiative involved transforming Nationale Nederlanden into a more flexible, market-oriented organisation, capable of better understanding customer needs and improving service quality.

The principal changes introduced were:

- ?? The adoption of a market-based structure of regional units, integrating field and support staff, in place of a product-based structure
- ?? The introduction of self-managed teams, ensuring that employees are better able to manage the critical interface between the company and the insurance intermediary.
- ?? New staff responsibilities and authority to deal with problems and seize opportunities, dealing more quickly with a wider range of customer needs.
- ?? Re-design of the IT systems to make them knowledge-based and user-friendly, ensuring that the management information system supports the new organisation.
- ?? Training for employees at all levels, in line with business strategy, so employees have multiple skills and knowledge of most of the products.

A key feature of the change process was its participatory nature, with employees, managers, the Nationale Nederlanden Board and Works Council actively involved throughout. The participatory approach, adopted in order to ensure that employees at all levels supported the changes, necessitated phasing the development as follows:

- ?? Strategic orientation workshops where managers identified company strengths and weaknesses, as well as the functional requirements for a new organisation.
- ?? Managers from different levels in the organisation undertook the global design for the company.
- ?? The initial analysis was communicated to all stakeholders and discussed extensively, incorporating a wide range of knowledge and gaining support.
- ?? Operational staff were heavily involved in the detailed design of work teams before the new structure was formally implemented.

Objectives and outcomes:

The organisational changes helped Nationale Nederlanden to become more competitive, to protect market share, to improve service to intermediaries and end customers, to protect jobs and to improve job satisfaction. The specific benefits reported include the following:

- ?? Nationale Nederlanden increased turnover and maintained market share.
- ?? Processing periods, error rates and the workload for intermediaries were all reduced, thereby improving relations with customers and intermediaries.
- ?? Jobs were protected and employment levels increased through expansion as the company became more competitive.
- ?? Job satisfaction improved as a result of wider job responsibilities.

4.2 Working time initiatives

Working time initiatives represent about one third (27 cases) of the examples addressing the adaptability guidelines, and typically either reduce working time or introduce temporal flexibility, or involve a degree of both. The examples chosen are representative of the diversity of initiatives.

Reduction of working time

Several national and sector level agreements between the social partners have been concerned with reducing working time. They aimed at reducing unit labour costs and improving efficiency, while at the same time increasing levels of employment. For example, the Belgian inter-professional agreement includes provision for exploring the consequences of reducing the working week from 40 to 39 hours.

Reduction of working time, Banking Sector, Greece

Background

Over the last two years, several attempts have been made to implement reductions in working time at national, sectoral and enterprise level. At national level, under the provisions of the 2-year National General Labour Collective Agreement of 1996-1997, an expert committee was established in December 1996 in order to analyse the impact of an eventual reduction of working time to 35 hours weekly. Experts were appointed by the GSEE and the employers' associations (SEV, ESEE and GSEVEE).

The initiative:

Although at interprofessional level there has not been many concrete developments regarding working time in follow-up to the work of the Committee, some progress has been made at sectoral level, for example in the banking sector.

In the banking sector, the collective agreement for 1999- 2000 regulating terms and conditions for employees of banks and similar establishments throughout Greece, provides for pilot implementation of the 35-hours working week without loss of income. According to Article 5 of the collective agreement, after piloting in a limited number of banks for a period of 8 months, the contracting parties are committed to meet and evaluate the experience. There is a clear intention to proceed with a

reduction in working time without loss of income and to introduce new patterns of more flexible working hours to an agreed schedule.

Outcome

The project showed that it can be important to “test” new working patterns before introducing them on a general basis and that there can be difficulties in implementing a national agreement at local level. In effect, both parties came to the conclusion that there was not enough demand on either side to expand the pilot project further. Part of the reason for this was linked to the resistance – part cultural, part structural – shown to the new working patterns by managers, workers, and consumers.

Flexible working time

Social partner actions, especially at sector and enterprise level, have been designed to promote temporal flexibility or to facilitate a degree of change in the patterns of working hours, as in one social partner regional and sector agreement in Denmark. The GEW Köln case described below is a good example of how such agreements seek to reconcile individual and company needs for flexibility.

The GEW Köln model for flexible working hours, Germany

Background:

GEW Köln (Gas, Electricity and Waterworks Cologne PLC) has an annual turnover of around DM 1.8 billion, and achieves a profit of more than DM 200 million. Annual investment of about the same amount and staff costs of around DM 280 million serve to emphasise the economic importance of the company for the region. The GEW management recognised that the company would only meet the challenges of the European Single Market and consequent increased competition if it manages to cater more for the basic needs of its customers. This is an unavoidable prerequisite for maintaining market potential, and possibly expanding it.

Disregarding the company's alternating shift areas, where flexible working time was introduced on 1 January 1995, there have essentially been two working time systems in operation at GEW, to an extent since the mid-Seventies. One system was the so-called ‘normal working time’ for around 1,300 workers, who worked 07:00-15:30 on Mondays and Tuesdays, 07:00- 6:00 on Wednesdays and Thursdays, and 07:00-13:00 on Fridays. The other system, for around 1,000 office staff, involved core working hours 08:40-15:15 and flexitime windows 07:45-08:40 and 15:15-18:00. On Fridays the core working time ended at 13:00. This meant that, at least as far as office staff were concerned, GEW was unavailable for its customers from 13:00 on a Friday

The initiative:

In connection with the working time model this means that, unlike in the past, the company must be available for the customer when the customer wants. Under these circumstances it quickly becomes clear that the company, with a 38.5-hour working week, has had to significantly extend its opening hours for customers.

The introduction of the new flexitime system means that there is a uniform basis time for all GEW employees. This basis time is 07:00-18:30, Monday to Friday. It applies to all GEW employees, with the exception of those working on alternating shifts. The basis time constitutes the GEW opening hours. This does not mean, however, that every employee must be at work throughout this basis time. It does mean that all GEW working time arrangements must be contained within this basis time. The basis time is the first and only cornerstone that has been determined for the entire company. In a second step managers have determined an ‘area-dependent service time’ with their subordinates,

within the company basis time. The determination of area-dependent service time was a first, important cornerstone, whereby customer orientation was the defining factor.

Following determination of the various area-related service times, managers had to make a further decision regarding the minimum presence within their team during their service time. The minimum presence condition is an absolute minimum figure for each area, enabling the system to react flexibly. Naturally the minimum presence conditions vary significantly during the course of a day, reflecting customer demand. As the company did not wish to employ more staff as a result of the new flexitime system, a longer service time meant a correspondingly smaller minimum presence condition in terms of staff numbers.

Areas, teams and departments determined their own demand-oriented service times and minimum presence conditions within the service times. Within these parameters a working team is given complete freedom. When someone is working within the framework of the service time it does not really matter whether they interrupt their work or not, as long as the applicable minimum presence condition within the service time is fulfilled. It is also clear that the area-related service time and minimum presence condition have to be based upon the requirements of internal and external customers. This system still leaves, perhaps because of its simplicity, much freedom to team managers and individual employees.

Every employee has a so-called time account. This time account is maintained by means of the conventional clocking-in and clocking-out mornings and evenings. An employee is free to accumulate a balance of up to 30 hours (plus or minus) on his/her time account. This means that each employee has a free movement range of 60 hours, more than 1.5 weeks freedom of movement. The only restriction is, as always, that the applicable minimum presence condition is fulfilled at all times.

The employee's time account is based on an annual working time and can thus be carried forward on a rolling basis and the company has agreed generous conditions on the dispensation of surplus hours. An employee can take up to one full working day off at will; he/she only needs to inform his/her supervisor. If an employee wishes to take more than one day off the agreement of the supervisor is necessary.

In a joint initiative the company and works council agreed to minimise overtime and to eliminate it altogether, if possible. The flexitime system is intended to ensure that overtime does not occur at all during the company basis time (07:00-18:30). Overtime must be cancelled within the current calendar year, which is why the employee's time account is an annual account. The exception to this ruling is overtime accumulated due to on-call duty or in extreme emergency situations such as serious malfunctioning or similar.

The working time requirement occurs Monday to Friday and is the average 7.7 hours per day, which is one fifth of the 38.5-hour working week. The weekly working time of any individual employee can, if desired, be spread over less than 5 working days, provided the other requirements, e.g. the minimum presence condition, are fulfilled.

Additionally the working time requirement was deliberately defined to be flexible, so that within any team account can be taken of company-related or seasonal variations. Thus it is possible, for example, to have a daily working requirement of 9.5 hours at certain times in order to cope with excessive workloads. However, in such cases it must be ensured that the working requirement is correspondingly reduced at other times of the year.

In the new GEW Working Hours Model 7.5% of time actually present is automatically evaluated as unpaid break time, as soon as the recorded daily presence time exceeds 5 hours. Obviously the timing of breaks must be agreed within a working team. Furthermore the new GEW system means that employees are at liberty to conduct their private errands during the working day, provided the minimum presence requirement is fulfilled. Thus it is entirely possible for an employee to work for 3 hours in the morning, complete private errands for 3 hours and then to return to work for a further 4 hours in the afternoon. The employee is entirely free to behave in this way, provided of course such work interruptions are recorded and agreed within the working team so that the minimum presence requirement is fulfilled.

Objectives and outcomes:

The company believes that with this system it has achieved a highly flexible working time model. The working teams can define their own area-related and demand-oriented service times and minimum presence requirements. The recording of actual time worked by individual employees is conducted through annual time accounts with generous possibilities for taking surplus hours as free time. Overtime effectively does not arise and work teams have the opportunity to cater for seasonal or other variations in workload by means of corresponding changes in the working time requirement.

With the introduction of this flexitime system at GEW a further step in the transformation from a utility company to a modern service business has been achieved. In all considerations of working time arrangements priority is given to customers and their requirements. Only in this way can the economic interests of the company be adequately protected. 'Clear customer and profit orientation' alongside a continuing 'high level of technical competence' is together seen as the future guarantors of success for GEW Köln AG. At the same time the new flexitime system takes account of the individual wishes of the employees.

Re-arrangement of working time

Several actions and agreements by the social partners in relation to working time combine initiatives to reduce working hours with methods for re-arranging or re-distributing working time over a given period. For example, the Belgian inter-professional agreement includes both a consideration of reducing hours and determining holiday entitlements for workers whose contractual hours fluctuate over the year.

Organisation and reduction of working time, Belgium**Background:**

During negotiations for the period 1999-2000, several enterprises linked to the petrochemical industry in the Port of Antwerp region signed agreements for the organisation and reduction of working time.

A special feature of these collective labour agreements was that they applied to both blue- and white-collar workers. In Belgium, it should be noted, workers and salaried employees have different status.

The initiative:

After the introduction of the 33.6-hour week at Monsanto and Hercules following restructuring, nine other Antwerp chemical enterprises followed suit with the introduction of the 33.6-hour week accompanied by additional jobs. At the time of the Monsanto restructuring, trade unions opted for jobs rather than redundancy payments. The 33.6-hour week was to be introduced over 4 years, with a saving of 130 jobs. When restructuring took place at Hercules and Fina Oleochemicals Oelegem, it was also agreed to allocate the margin in collective agreements to establish employment plans. The example had been set.

During preparation for negotiations on 1999-2000 collective labour agreements, all trade unions representing workers and salaried employees (both technical and administrative) carried out a survey of the Antwerp chemical industry regarding reduced working time. It appeared from this that workers were interested in the idea of allocating a significant part of the margin to this, but it also became apparent that no company felt called upon to play a pioneering role and isolate itself. After this, trade unions organised a joint meeting attended by 120 workers and salaried employees representing different petrochemical businesses. A joint list of demands was drawn up for Bayer, Degussa, Kerr McGee, Ineos, Solvay, Fina Antwerp Oleofins, 3M, Borealis and Borealis Kallo. The major areas covered were the 33.6-hour week accompanied by compensatory net recruitment, with no loss of

salary; continuing of the SIRA training project for disadvantaged people; and the implementation of measures for early retirement contained in the chemical industry sectoral agreement. This list of demands was sent to the employers with a request that negotiations should be carried out across all nine companies.

After the failure of global negotiations, the negotiations were decentralised, but the trade unions have now developed a cohesive strategy, opening pilot negotiations at Bayer. After talks which lasted four days and nights, a draft collective agreement was drawn up.

Objectives and outcomes:

Under the Bayer collective agreement, the 33.6-hour week was to be achieved over 4 years. This meant a commitment for the next collective agreement covering the period 2001-2002. The margin available was clearly divided between increasing purchasing power and the reduction in working time. The 1999-2000 agreement granted 5 days of RWT. These additional 5 days of RWT were acquired for workers on shifts. Workers who worked only during the day could choose between pay or the reduced working time. A survey among these workers left no room for doubt: 90% opted for the days of RWT and more free time. As a result the days of reduced working time were also acquired by day workers.

During collective bargaining at the other companies, employers pursued the same aim: to offer a free choice between the money and the days of RWT. Degussa concluded the same agreement as Bayer. The preference for days of RWT was even more pronounced: more than 95% opted for the addition days of RWT. At 3M negotiations were not based on the 36-hour week as workers there were still working 36.5 hours a week. In this company it was decided to convert almost all the margin for negotiation into additional days of RWT over 4 years. No fewer than 2 hours of reduction in working time (12 days of RWT) were obtained, along with a wage increase as well. At Ineos, the whole negotiating margin was allocated to reducing working time and the creation of additional jobs. During the period 1999-2000 9 days of addition RWT were granted and 19 extra staff were recruited. Negotiations at Solvay involved the workload and problems of stress. Demands for additional recruitment led to a strike. At present, a working group is considering the most appropriate formula to resolve the problems of jobs and the workload.

Organisation and reduction of working time, France

Background:

The agreement was concluded, for a period of 5 years, renewable, by the electronics company Rockwell-Collins, employing 375 workers in Blagnac, with CFDT and CGT, on 10 December 1998 after the laws on working time reduction were passed (June 1996 and July 1998). It applies to all the personnel.

The initiative:

It reduces working time by 10%, to an average of 33.45 hours per week, by granting 22 additional days of holidays per year.

These additional days are taken over short periods. No more than six days may be taken in any one quarter. They can be taken separately, grouped or added on to annual leave. Planning is at departmental level. Five days can be kept at the discretion of employees and be taken with the agreement of the hierarchy. The opening and closing times of sites must be respected. Hours worked are monitored.

Part-timers also benefit from a reduction in working hours in proportion to their working hours. If they wish to maintain their present working hours they may do so, with the corresponding pay adjustment.

"Bridge" days between weekends and public holidays form part of the reduction in working time.

Pay will be maintained in exchange for moderate pay increases over the next five years. The budget foreseen for increases based on merit corresponds to an average 1.5% a year. There is a review clause if inflation exceeds 1.5% a year.

Executive staff will also benefit from the reduction in working time (except for one executive who works on an hourly basis and only has five days of leave). Their pay incorporates a supplement of 84 hours a year. The workload or action taken will be adapted to optimise time management. Executives must also respect opening and closing times.

There will be a monitoring committee comprising management, trade union organisations, a member of the works council, a member of health and safety committee and a staff delegate. It will have access to the company's performance indicators in addition to elements relating to the agreement and its implementation.

Objectives and outcomes:

24 full-time jobs with indefinite contracts (60%) or fixed term contracts, in the different categories.

In the UK such initiatives have involved enterprise level agreements like the case of Lloyds TSB below, where flexible working also contributes to mainstreaming equal opportunity.

Flexible Working at Lloyds TSB, United Kingdom

Background:

Lloyds TSB, formed by merger in 1996, is Britain's largest retail bank with 77,000 employees, 66% of whom are women. Their flexible working scheme – 'Work Options' – was launched in 1999 following a review of the bank's human resource policies. Although the majority of employees were women, they represented only 10% of senior management. A survey of senior staff revealed that women saw lack of flexibility as a hindrance to progression and men saw it as preventing them from being able to reconcile work and family life. Both women and men put 'achieving a better work-life balance' as one of the key influences affecting whether they would leave Lloyds TSB.

A subsequent review of existing flexible working arrangements found that most flexible working schemes were ad hoc, based on arrangements between managers and their employees, although there were some formal schemes, such as a teleworking programme for employees in the information systems department. Following in-depth research by an external consultancy, the company concluded that there was a lack of consistency in such arrangements, which were too dependent on individual managers. The business benefits of flexible working were found to include reduced sickness absenteeism, higher return rates from maternity and higher job satisfaction leading to increased efficiency.

The initiative:

Late in 1997, a flexible working project team was established, reporting directly to the deputy chief executive, and by April 1998, the team had identified five guiding principles for a flexible working scheme:

- ?? Meeting business goals will remain our priority: Any flexible working arrangement must have a neutral or positive impact on the business. Any request would first be assessed in terms of its impact on the business.
- ?? Flexibility is not an entitlement: Flexibility is a way of working, not an entitlement, or an indication of preferential treatment.
- ?? Equity means equal access to a fair process: Staff should sell their preferred way of working to the company and agreement to work flexibly should not be seen as a concession or a benefit.
- ?? Working in partnership: To combat staff perceiving flexible working as only benefiting the company and managers viewing it as a concession to employees.

?? Job performance is relevant: Staff demonstrating an ability to work without supervision would be more likely to adjust to working off-site. This option would perhaps be inappropriate to those with weak time-management skills.

The guiding principles were tested out on a focus group in summer 1998 and feed-back was largely positive. Employee relations staff held meetings with unions who were invited to comment on the details as they were developed. The outline scheme was given Board approval in November 1998.

The project team decided on five main work options in the scheme, although it was emphasised that this list was not exhaustive:

- ?? Reduced hours, including term-time working
- ?? Job-sharing
- ?? Variable hours
- ?? Compressed working week
- ?? Teleworking.

Objectives and outcomes:

'Work Options' was launched in April 1999 through a major communications exercise. Information was placed in the staff magazine and all employees received a letter explaining the scheme. By December 1999 the company had received over 750 applications for 'Work Options' with an acceptance rate of 98%. Twenty-one percent of 'Work Options' are from Managers (in December 1998 only 2% of people working reduced hours were managers) and 17% of Work Options are from men - an increase from 3%.

According to Anne Jenkins, Manager, Equal Opportunities, 'The launch of Work Options has been a great success - it's created a huge amount of interest both internally and externally. What has been particularly pleasing is the number of applications we have received from men - until the launch of Work Options, flexible working was perceived as a career stopper for many men and women in managerial positions. Obviously, meeting business goals is still a priority but this has helped to demonstrate that it's still possible to meet work demands while working in a different, more flexible way. It's helping to change the culture within Lloyds TSB and to retain valuable skills that would otherwise be costly for the Bank to replace.'

4.3 Adaptable contracts

The *Employment Strategy* (Guideline 17) calls upon member states to revise laws to recognise the increasing diversity of forms of employment, while ensuring adequate security for employees. While this Guideline is directed especially to governments, the social partners have played a role in its interpretation and implementation. A good example is in the following extract from an account of the Interconfederal Agreement for Employment Stability in Spain.

Interconfederal Agreement for Employment Stability, Spain

Background:

Spain has the lowest overall employment rate and the highest long-term unemployment rate of all EU member states, as well as the highest proportion of fixed-term contracts (35%) and a very low employment rate among women (35%). In this context, the social partners agreed to propose a range of regulatory modifications, in order to achieve, among other things, the following:

- ?? Increasing non-fixed term contracting
- ?? Integrating young persons into the labour market through training provision

- ?? Defining instances for the use of temporary contracting and provisional contracts for production purposes
- ?? Improving the current social protection framework for part-time work
- ?? Promoting non-fixed term contracts as a transitional measure for groups particularly affected by unemployment and labour instability
- ?? Establishing job protection conditions for such persons under non-fixed term contracts

The initiative:

The social partners proposed regulatory modifications to promote non-fixed term contracts by defining the following forms of contracts:

- ?? Training contracts, lasting from 6 months to 2 years, and up to 3 years subject to collective agreement, for young persons aged between 16 and 21 years. The objective is to provide an opportunity of acquiring the necessary theoretical and practical training for adequate performance of a trade or job requiring a certain level of qualification
- ?? The conditions under which 'causal temporary contracting' is to be permitted are defined in relation to the performance of work which is in principle of uncertain duration
- ?? Part-time workers, defined as those working less than 12 hours per week or 48 per month, are to be equated with full-time employees in terms of general employment provisions
- ?? Non-fixed term contracting, currently seen by employers as discouraged by excessively rigid rules and regulations, is to be promoted through establishing a less expensive system of compensation for dismissal deemed to be improper and by permitting termination of an employment contract for defined economic, technical, organisational or production reasons

Objectives and outcomes:

The objective is to reform the Spanish labour market and provide greater stability of employment, guaranteeing adequate labour flexibility for employers and safeguards for employees.

Since the labour market reforms were implemented, there is evidence of a substantial increase in non-fixed term contracting, largely through the conversion of previously existing temporary contracts, and a reduction in the incidence of temporary contracting, with the exclusion of training contracts.

The labour market situation has been made more flexible and employment stability has improved at the same time. Spain is adopting more active labour market policies as a result of these initiatives by the social partners and their common accord with the government, demonstrating the effectiveness of a social partnership approach.

4.4 Reducing obstacles to investment in human resources

The *Employment Strategy* (Guideline 18) calls upon member states to re-examine the obstacles, such as tax obstacles, to investment in human resources and to consider tax or other incentives for the development of in-house training. The Guideline is also concerned with reviewing the regulatory framework to reduce barriers to employment and to assist labour market adaptation to structural change in the economy. Clearly this Guideline is directed mainly at governments of member states and insufficient detail has been found to date of social partner involvement in actions concerned with the interpretation and implementation of these provisions.

4.5 Conclusion

The above account has demonstrated something of the extent, and more particularly the diversity, of social partner actions and initiatives in relation to the adaptability pillar

of the *European Employment Strategy*. Taking stock of all the actions examined, it is possible to draw some overall conclusions concerning the level, nature and impact of social partner activities concerning the implementation of this pillar.

Level of action

Of the 72 cases, 25 involved actions exclusively at the national level, 6 were confined to the regional level, 5 were at the sector level only and 24 were entirely enterprise level initiatives. In 12 cases, initiatives involved action at more than one level, typically enterprise-level actions within a sector framework agreement. The predominant level of action appeared to be a function of the type of initiative; two-thirds of initiatives addressing work organisation issues involved enterprise-level actions, while at the other extreme, those addressing contract and taxation issues were exclusively national-level actions. Working time initiatives typically involved framework agreements at national or sector level, with half of the cases demonstrating enterprise-level action.

Actors involved

The majority of adaptability initiatives (61 cases) involved partnerships between employers and trade unions, and in half of these (31 cases) there was also some state involvement. A further 5 initiatives involved employers and state agencies, and 8 cases entailed action implemented independently by employers (in 2 cases the employer was a municipality). Inevitably, all these initiatives involved employers, since the employer has most influence over working arrangements.

While it is not claimed that the cases identified are necessarily representative of all that is taking place in relation to social partner initiatives to promote adaptability, it is nevertheless significant that in over 80 per cent of cases, the unions are also involved. Several of the cases chosen to illustrate this pillar demonstrate the value of a partnership approach to changes in work organisation. As Guideline 6 (Pillar I, Employability, see chapter 2) of the *Employment Strategy* notes, a partnership approach is essential 'to reinforce development of a skilled and adaptable workforce.'

Impact and effectiveness

Evidence of the impact of social partners' actions concerning the adaptability pillar is incomplete and anecdotal, so there is a need for more systematic collection of data concerning the effectiveness of this approach. Since some of the initiatives examined are of relatively recent origin, it may be some months or years even before hard impact measures can be produced, and there may be substantial difficulty in ascertaining dead-weight, displacement or additionality.

It is important, however, to acknowledge the value of the subjective assessments of the actors most closely involved and to give credence to what they believe to be the value of these initiatives. On this basis, what evidence on impact and effectiveness exists suggests significant added value from the social partners' role. In this pillar, and especially in the areas covered by Guideline 16, it is clear that the active participation of employer and employee representative organisations is crucial if the intentions of the *Employment Strategy* are to be given concrete meaning.

Chapter 5 Equal opportunities

The 1999 Guidelines of the *Employment Strategy* under pillar IV are concerned with strengthening equal opportunities policies for women and men. The focus is on mainstreaming gender issues in all four pillars as well as introducing special provisions to address gender gaps, reconciling family and working life and facilitating re-integration into the labour market.

IV. STRENGTHENING EQUAL OPPORTUNITIES POLICIES FOR WOMEN AND MEN

Women still have particular problems in gaining access to the employment market, in career advancement, in earnings and in reconciling professional and family life. It is therefore determined that the Member States will:

Gender mainstreaming approach

19. adopt a gender-mainstreaming approach in implementing the Guidelines of all four pillars.

Tackling gender gaps

20. attempt to reduce the gap in unemployment rates between women and men by actively supporting the increased employment of women and will take action to bring about a balanced representation of women and men in all sectors and occupations. They will initiate positive steps to promote equal pay for equal work or work of equal value and to diminish differentials in incomes between women and men. In order to reduce gender gaps, Member States will also consider an increased use of measures for the advancement of women.

Reconciling work and family life

21. design, implement and promote family-friendly policies, including affordable, accessible and high quality care services for children and other dependants, as well as parental and other leave schemes.

Facilitating reintegration into the labour market

22. give specific attention to women, and men, considering a return to the paid workforce after an absence and, to that end, they will examine the means of gradually eliminating the obstacles in the way of such return.

1999 Guidelines of the *European Employment Strategy*

When we take a look at the labour market participation rates of men and women, we still see a gender gap². Of the 285 projects put forward by UNICE/UEAPME, ETUC and CEEP, 12 are explicitly on equality between men and women, representing about 4%. As already stated in the introductory chapter, the explanation for this low figure is multi-dimensional:

² Figures of 1998 show that the participation rate of women was around 51%, which is some 20% below the rate of men (Joint Employment Report – European Commission).

- ?? the pillar cannot exactly be compared with the other pillars, since the content of this fourth pillar is rather transversal: issues of equal opportunities can also be integrated in other pillars.
- ?? the mainstreaming approach that has been introduced has the advantage that regardless of the pillar to which a specific initiative is related, issues of equal opportunities can be raised and can be relevant. The downside of this, is that the tendency might exist to integrate this approach only in discourse but that in practice situations are left as they are;
- ?? furthermore, we did not take into account activities initiated by governments (at all levels) in this domain. So, this means that even when for example Territorial Pacts pay specific attention to equal opportunities, this is not integrated into the *Compendium* given our selection criteria (see Chapter 1 – Introduction).

In Chapter 1, the general remark has been made that ‘innovation’ needs to be contextualised in the sense that it is the context or the setting in which the innovation is developed and/or implemented that gives meaning to the innovation. This is in particular true for innovations in the domain of equal opportunities. Historical factors, traditions and societal agreements about the different roles and positions women and men hold in the world of work and in the community in general, influence equal opportunity policies, initiatives and actions. Furthermore, these conditions will set the context for these innovations. Therefore, what is innovative in one context in this domain, might be common practice in another context.

Of the 12 cases that have been selected for this *Compendium*, most are situated at the level of the enterprise. All of them are partnerships in which the social partners play a prominent role.

The themes that are tackled in the cases can be divided according to the issues raised in the Guidelines:

- ?? mainstreaming;
- ?? entering and re-entering the labour market;
- ?? segregation and the glass ceiling phenomenon;
- ?? combination of family and professional life.

Each is considered in the following sections below.

5.1 Mainstreaming

The mainstreaming approach related to equal opportunities means that equality between men and women is a transversal issue that can be integrated in actions that are categorised under other employment pillars. Some of the cases selected show good practice in relation to this mainstreaming approach.

Mainstreaming approach, Ireland

The Irish Government, employers, trade unions, farmers and the community and voluntary sector organisations concluded a new national Agreement on employment for the year 2000. Related to the field of Equal Opportunities, we can mention the *mainstreaming approach* that is adopted in this national agreement. This means that in the light of the recommendations in the Gender Proofing Guidelines set out in the Partnership 2000 Report, and commitments in the National Development Plan, the Government will mainstream gender equality issues across all Operational Programmes of the National Development Plan. This will include gender impact assessment and the development of indicators to promote equal opportunities between women and men in respect of all operational programmes and measures, including the mandatory inclusion of equal opportunities among the project selection criteria for all measures. Furthermore, the Equality Authority will work with State agencies with a view to promoting gender equality.

Chesterfield Borough Council – Equal start, United Kingdom

Background:

Equal Start is a programme of positive actions measures designed to counter-act the discrimination and stereotyping which may have affected women's, black people's and ethnic minorities' and disabled people's equal opportunities to employment and career development. The Council has a range of initiatives that assist people who experience discrimination in applying and being selected for jobs.

Chesterfield Borough Council is committed to maintaining and improving the quality of life of all residents and visitors through its services and facilities. The employees will continue to be trained in quality awareness to ensure the delivery of high quality accessible services.

The initiative:

The aim is to develop a constant theme of improving services to the citizen. In order to achieve this, the Council will:

As a service provider:

- ?? continue to provide directly, in accordance with the principles of Best Value, high quality services which give value for money ;
- ?? be a caring authority and ensure that these services take account of the needs of all sectors of the community and give equal access to all.

As an organisation:

- ?? be flexible in its structures and systems so that it focuses on particular issues and/or particular localities as well as take an overview of the well-being of the whole community ;
- ?? identify the needs of the area and work with and use its influence on other organisations so that resources are maximised and the needs of the area are met as effectively as possible ;
- ?? act as a pressure group and watchdog on other organisations which provide services and facilities in Chesterfield to try to make sure they act responsibly and effectively ;
- ?? empower local people, including involving them in decision making and being responsive to public opinion ;
- ?? use its legal and financial powers as creatively as possible to meet the need of the Borough.

As an employer:

- ?? work towards ensuring equality of opportunity in all its employment practices ;
- ?? train, develop and motivate employees to ensure a high standard of performance and commitment and pride in the services delivered.

Objectives and outcomes:

The Council will continually review what it does and how it does it to seek continuous improvement and ensure it remains effective and efficient. It will also review the services provided by other organisations to ensure the needs of the community are met.

The SJS 'Starting and Managing Your Own Business' initiative in Sweden (described in 3.2 above under the entrepreneurship pillar) is interesting, since the involvement of a large number of new female entrepreneurs demonstrates how cases categorised under other pillars can actually also be related to the equal opportunities-pillar. Over 40,000 face to face and telephone counselling sessions were organised by SJS during 1997; many of the people helped had previously been unemployed and 44% were women.

5.2 The facilitation of re-integration of women and men into the labour market (guideline 22)

Those returning to the labour market after a period of absence may have outdated skills and may experience problems in gaining access to training opportunities. Therefore, special measures are necessary to support men and women who want to return to the paid workforce after an absence. The examples presented under this heading are representations of human resources instruments and policies that are concerned with issues such as training, recruitment and selection, and job classification.

Training as an instrument for re-integration, Austria

One of the examples in the domain of *training as an instrument* to re-integrate women and men into the labour market is an Austrian project organised and implemented at an enterprise level in the insurance sector. Newcomers are given intensive training in insurance consultancy for 2 years and acquire in-house work experience from the moment of their arrival. The training results in an examination that is recognised as a quality label at national level.

Youth and women unemployed, Greece**Background:**

The Greek trade unions are promoting their own integrated interventions for the unemployed which cover social support, including counselling, guidance and access to services involved in matching supply and demand of work, as well as the promotion of employment itself. The most complete effort to date has been made by the Support Network for Young and Women Unemployed established by INE/GSEE in co-operation with local Labour Centres.

The initiative:

The network comprises 8 Support Offices for unemployed young people and women that are co-ordinated by INE/GSEE but operate autonomously at local level. The aim of the initiative is to deal with social and economic needs in ways that could not be achieved through personal and isolated actions.

These objectives are pursued through the following means:

- ?? Developing new forms of collective action and intervention where young people and women themselves are actively participating in the process of resolving their problems.
- ?? Strengthening the bargaining ability of organisations, officials and the unemployed themselves.
- ?? Sensitising local communities.
- ?? Reinforcing the effectiveness of mechanisms for the prevention and resolution of problems faced by young people through complementary and co-ordinated information, counselling, training, vocational guidance and employment promotion actions.
- ?? Developing and promoting efficient and viable partnerships between bodies which could contribute to dealing with the problems of young people and women at local, regional and national level.

Based on the identification of the needs of young people and women, at the individual and collective level, as well as of local communities, each Support Office is developing services such as:

- ?? Social support: creating meeting points, organising social and cultural activities, participating in youth exchange programmes between European countries, publishing informal booklets by the unemployed themselves, establishing workshops, and so on.
- ?? Information, counselling and guidance: on employment possibilities, training, work and social security rights, education about techniques of seeking work, support for drawing up curricula vitae, and so on.
- ?? Employment: developing special programmes of employment promotion in collaboration with other bodies such as local authorities and chambers of commerce.

Objectives and outcomes:

Today, 20 trained officials are employed in the 8 Support Offices for young people and women. A further 50 advisors, including officials of local bodies, trade unionists and trainers, also participate in the network on a voluntary basis, periodically providing support to the unemployed on specific issues. Almost 1,250 unemployed young persons and women are actively participating in the Offices and have the opportunity to utilise the electronic communication system established by the Network.

The services developed by officials in the Offices for unemployed young people and women have contributed in the following ways:

- ?? Reliable and timely information on issues of personal development, education, training, employment, social activation and so on.
- ?? Counselling and guidance for strengthening self-esteem, self-confidence, self-activity, social efficiency and activation, new jobs/qualifications, ways of accessing and utilising information, processes and means of approaching employers, strengthening of knowledge, and individual potential and interest.
- ?? Integration in education or training based on the identification of educational needs, especially for persons with insufficient skills.
- ?? Employment either in dependent work or in establishing enterprises of 1-7 persons.
- ?? Active participation in collective social activities, such as exhibitions, discussions, festivals and demonstrations, that facilitate awareness raising within their own communities of their problems, promotion of their skills and their association with future employers or collaborators.

An evaluation of the functioning of the Support Offices to date highlighted the necessity of establishing structures that offer a differentiated, integrated approach to the question of combating unemployment and supplementing existing provision with the unemployed themselves. The particular benefits have been attributed to the following:

- ?? Decentralised, autonomous and flexible mechanisms of action and intervention in which the unemployed are actively participating in every phase of planning, realisation and evaluation.
- ?? Communication channels between local bodies and unemployed, women and young people.
- ?? A link between trade unions and the unemployed.
- ?? An attraction for a large number of unemployed to meet their social needs and recruit new members to the network.

?? Meeting points of unemployed, working women and young people where the development of a broad range of collective activities allows for the multi-faceted completion of needs and expectations.

?? Mechanisms of awareness and strengthening of the disposition of local bodies for co-operation and joint undertaking of initiatives.

This does not mean that the establishment of the Offices has been unproblematic and the following difficulties have been identified:

?? Lack of experience with respect to the creation, functioning and development of integrated structures supporting unemployed, resulting in subjective weaknesses of organisations and officials, difficulties in prioritising targets and problems of co-operation and co-ordination.

?? Objective difficulties with regard to established attitudes and behaviours, such as passivity, suspiciousness, reticence and competition between organisations, officials and the unemployed.

?? Operational weaknesses that are mainly linked to the uncertain viability of the of the structures, leading to difficulties in long-term planning, job insecurity and inadequate continuing training for officials, as well as ambiguity and confusion in the role of trade union officials.

Notwithstanding these limitations, the Support Offices now constitute irreplaceable core reference points for unemployed young people and women in those regions where they are functioning and fulfil an important function in sensitising local communities to unemployment issues.

Job+ project, Belgium

In the framework of the NAPs, the Women Committees of the Trade Unions put forward a proposal to assess how labour market measures can be adapted to respond to the objective of equality between men and women. In this context, the Federal Ministry of Employment has developed the Job+ project. This project is about respecting the equality between men and women in the selection and recruitment phase. Employers recruiting employees who are under-represented in terms of gender in a specific sector of job, receive financial support.

5.3 Labour market segregation and the glass ceiling

Labour market segregation is expressed in terms of occupations, sectors and positions. In relation to the latter aspect, the concept of a *glass ceiling* is useful, referring to invisible, artificial barriers that prevent qualified individuals from advancing within their organisation and reaching full potential. Some projects put forward deal with this issue of segregation in the sense that they aim to reduce the gap in unemployment rates between women and men. This is done by actively supporting the increased employment of women and taking action to bring about a balanced representation of women and men in all sectors and occupations (guideline 20). In order to tackle segregation, different measures are proposed in these projects, ranging from training initiatives (how to encourage women to apply for senior jobs), to information session (how to remove obstacles that reduce women's opportunities for obtaining highly-skilled jobs), flexible working time opportunities and changing the work structure. In all projects social partners are involved to a lesser or greater extent.

One of these projects is located in Italy and is about flexible working time possibilities (again here this project might be categorised under the employability pillar as well).

Different forms of part-time work at Banca Commerciale Italiana, Italy

Background:

In June 1995 the employer's association concluded an agreement on part-time work that would increase the number of part-time contracts in general and allow for more part-time work within the professional groups.

This was an action in equal opportunities that aimed to support the careers of women by removing some of the barriers associated with maternity leave and long-term leave.

The initiative:

The enterprise introduced different forms of part-time work ranging from a minimum of 15 hours per week (with 40% pay) to 32.5 hours per week (with 86% pay). Since its implementation, 1,100 people have made use of this form of working, 83% of whom are women.

Flexible working time is also available whereby overtime hours can be compensated by leave. A modular form of working hours is also foreseen so that the employee can work additional hours to those of his/her regular hours and have these compensated by (additional) leave. An employee may also request extended leave without pay for family or study reasons in four periods without a limited time.

Objectives and outcomes:

This initiative aimed to break the vicious circle between flexibility and marginalisation. Enabling/permitting women in higher functions to work part-time and by providing those returning from maternity leave with special support especially exemplify it. The enterprise has also created an internal working group that monitors and refines the instruments created for promoting equal opportunities. It is recognised that part-time work is linked to the different life cycles of employees and that part-time work is really a matter of flexible working time.

In Sweden, one of the initiatives is a student placement programme to encourage women to take up engineering, computer or management training programmes so that they have bigger chances to enter into jobs and branches in which they are under-represented.

Placement programme, Sweden

Background:

CAU, the Center for Working Life Research and Development, is a research unit at Halmstad University in South West Sweden. The 25 staff at the unit are mainly involved in research, development, education and training with an overall concern for participation and democracy in working life. The principle behind the work is that theory and practice are closely linked.

WITEC (Women in Science, Engineering and Technology) was set up by CAU in 1989 to help women break into these areas where they are traditionally under-represented. Its student placement programme helps women obtain training in other Western European countries.

The initiative:

In 1997 the Swedish Government added to the law which covers higher education and research in Sweden, some of the activities of CAU. This is described by government as "collaborating with and developing links between universities and local companies, businesses and the public sector".

One important area of CAU's networking across boundaries has been WITEC. WITEC was launched in 1989 and is dedicated to helping more women break into work traditionally carried out by men.

Its main aims are :

- ?? To increase the number of women studying in science, engineering and technology
- ?? To help women who are studying and working in technological fields and to support their career development
- ?? To generate action programmes and fresh training initiatives, and
- ?? To foster the exchange of information

The Swedish network began in the early 1990's with financial support from government. Its student placement programme involves the provision of engineering and management educational programmes within industry, trade unions, local authorities and other organisations interested in supporting women in technology.

Objectives and outcomes:

The student placement programme is an example of the encouragement given by WITEC to women in both technology and local enterprise development. Since 1990 around 800 women students in engineering, computing and management have, through WITEC, obtained a trainee placement course in another West European country.

The scheme has been a success both for the students and the host companies. It gives the students a chance to develop confidence under somewhat sheltered conditions and prove that they can work as well as their male counterparts. At the same time employers can see at first hand the achievements of women in the technological environment.

5.4 Reconciling family and professional life (guideline 21)

Policies on career breaks, parental leave and part-time work, as well as flexible working arrangements which serve the interests of both employers and employees are of particular importance to women and men. This goes together with an adequate provision of good quality care for children and other dependants in order to support women's and men's entry and continued participation in the labour market.

Irish Pact for Employment, Ireland

In the *Irish Pact for Employment* (see section 5.1) where in the field of equality between men and women, childcare and family friendly policies have been put forward. Government's and Social Partners' objectives for the matter are summarised as follows:

- ?? To meet the diverse needs of parents and children, including key target groups, by supporting the development of childcare services which are accessible and of high quality.
- ?? To enhance the opportunities and remove disincentives to participation by parents in economic and social activity through appropriate childcare.
- ?? To increase the number of childcare places available in both the private and the community sectors.
- ?? To develop an equitable framework to support financially parents in meeting their childcare needs.
- ?? To ensure that the development and well-being of children are addressed in the childcare sector, including the early educational needs of children.
- ?? To ensure the quality of childcare provision across the country, through appropriate inspection, regulation, and personnel training systems.

?? To support family life, to offer choices for families and to offer equal opportunities for both men and women to play an active caring role in families.

?? To seek to encourage the growth of family-friendly policies in employment, including parental leave, care arrangements, work sharing and more flexible working arrangements.

To this end Government will co-operate with the social partners of the private and public sector organisations and various non governmental organisations and will proceed to legislative regulations concerning maternity protection and parental leave.

Another example is located in the UK and is related to the Equal Start programme presented above (section 5.1).

Family-friendly measures, Chesterfield Borough Council, United Kingdom

Background:

Family-friendly measures are part of Chesterfield Borough Council's positive action anti-discrimination employment initiatives designed to counteract discrimination and stereotyping which may have affected women's, black people's and ethnic minorities' and disabled people's equal opportunities to employment and career development.

The initiative:

These particular measures benefit people with a family or in a caring role but are available to all employees of the Council. Family-friendly measures include the possibility for two people to share a single full-time post (job sharing). Three can also share it, if one of the sharers is disabled. Many times women returning from maternity leave opt to job share. Employees returning from an extended absence can also opt to begin to work on a part-time basis and later revert back to full time (phased work arrangement). A Flexitime scheme is available for most employees on administrative, professional, clerical and technical posts. There are core working hours but flexitime can be accrued over a four-week period and eventually used up as leave during that period. Some employees cannot profit from this previous scheme due to the nature of their work but can leave in an emergency or other caring reason (flexible working). Those employees with a low total household income can benefit from childcare vouchers, which are exchanged for registered childminding, nursery care or a close relative. Other opportunities include paternity/carers and adoption leave, compassionate leave, additional leave and a career break scheme.

Objectives and outcomes:

As an employer, the Council wants to ensure equal opportunities in all employment practices, as well as training, developing and motivating employees so that they perform at a high standard and are committed to the services they provide. It seeks a flexible structure and system that focuses on particular issues as well as take an overview of the well-being of the whole community. This is described by maximising resources by identifying needs; acting as a pressure group and watchdog on other organisations to ensure they too act responsibly and effectively; empowering local people, especially in decision-making and being responsive to public opinion; using its power (financial, legal) to meet the borough's needs.

Another way in which NAPs approach this dimension (e.g. in Austria) is by taking into account more 'female' career development paths. The fact that women have different professional needs and wants at different stages in their lives should be more integrated into modern human resources instruments and policies.

Since the reconciliation question is related to time management issues, this question should not only be dealt with at an organisational level, but also at a local/regional level, in order to enable a better co-ordination between the various provisions (services, goods, etc.). We did not include city time management policies in this *Compendium*, since this would be beyond its scope. However, it should be noted that a close link between both exists and that good practice in this field should be fed into the reconciliation discussion.

5.5 Conclusion

Of the 14 cases, 5 are initiated at a national level, while 7 of them are based in sectors and/or enterprises. 2 of them are located in a specific region.

Half of these 14 cases involve a partnership between governments, trade unions and employers. Five of the projects involve other kinds of partnerships (trade unions and employers or governments and employers), while 1 actor (trade unions or employer) initiated the remaining two.

Promoting good practice in the domain of equal opportunities means that certain conditions have to be fulfilled. One of these conditions is the *integrated or embedded approach*. Many actions proposed in the field of equality between men and women are situated at national level and involve partnerships (trade unions, employers, governments). These are often legal umbrella actions comprising different measures and thus different *Guidelines* and are addressing different levels (policy bodies, companies and other organisations). While these legal stipulations might lead to good practice, we did not take up these initiatives in this *Compendium* since the focus is on social partner actions.

On the basis of the projects that were selected for this *Compendium*, the fact that tackling equal opportunities demands an integrated approach with respect to policy levels involved (vertical) and with respect to actors involved (horizontal) became apparent. Mainstreaming as put forward in pillar IV relates to this embedded approach in the sense that specific measures taken in the domain of equal opportunities must be regarded as closely connected with other development policy instruments. This entails for example policy measures taken not only in the field of equal opportunities but also in related policy domains, such as training, education - should be screened in the light of equal opportunities (What does a policy measure mean for equality between men and women? What effect does a policy measure have on equality between men and women?).

This embedded approach should also be linked with *other policy domains* in which equal opportunities issues might be relevant, such as time management policies in cities (related to reconciliation matters).

Another condition has to do with the *partnership* approach. Equality of opportunity is not the exclusive concern of a specific group of policy makers and decision-makers, but as a concern of the whole society. Therefore, creating partnerships bringing together all concerned forces helps defining successful strategies in the field of equal opportunities.

Furthermore, the issue of gender in relation to the labour market is often considered to be 'problematic' while in fact it should be looked at from the positive angle of *opportunities*. The resources as they are available of both men and women should be given equal opportunity to be brought into the labour market in the most optimal way.

Chapter 6 Cross-pillar analysis

The previous four chapters presented some of the initiatives taken by the social partners in relation to the four areas addressed by the four pillars of the *Employment Guidelines*. In each of these chapters, the actions identified have been analysed in terms of the levels of action, the actors involved and, especially, the nature of the initiatives. It remains to consider similarities and differences in social partner labour market intervention under the four pillars.

It is important again to recognise and reiterate that the analysis is based upon those initiatives that came to the attention of the experts through dialogue with the affiliated organisations of the CEEP, ETUC and UNICE/UEAPME. No claim is made that the list is at all comprehensive and we are all aware of good practice initiatives that have not been proposed for inclusion by the social partners. Equally, no attempt was made to ensure that the cases we chose as examples were representative, which would in any case have detracted from our attempt to present an illustration of the diversity of actions and to highlight innovative practice.

With these caveats borne in mind, it is possible to offer some general observations on the levels at which the actions were taken and the partnerships involved, along with the diversity of initiatives taken by the social partners in the areas covered by the four pillars of the *Employment Guidelines*. Finally, some comments are made in relation to transferring and capitalising on good practice.

6.1 Levels and partnerships

For Pillar I, fifteen cases were selected as the most representative regarding the nine guidelines. Eight of the cases represent agreements between employers and employee organisations at the National level, most of which were concerned with structural changes either in the labour market or in the educational system. For the implementation of such measures, government involvement is indispensable. The remaining seven cases involved partnerships between trade unions, employers, state organisations and different actors of the community and were implemented either at national or local and enterprise level.

For Pillar II, the actions of the social partners were quite often undertaken jointly by employers' organisations and the trade unions at national or regional level. These referred mainly to new activity development or to measures aiming at reducing the negative impact of regulatory rigidities. Due to the nature of the actions related to this pillar, employers independently of the trade unions also took initiatives. These actions usually promoted new enterprises, support for specific regions and the development of the entrepreneurial spirit in society.

In relation to Pillar III, of the 72 cases identified, 25 involved actions exclusively at the national level, 6 were confined to the regional level, 5 were at the sector level only and 24 were entirely enterprise level initiatives. The majority of adaptability initiatives involved partnerships between employers and trade unions, and in half of these there was also some state involvement.

In the case of Pillar IV, of the 14 cases examined, five were initiated at a national level, while seven were based in sectors and/or enterprises and two were located in a specific region. Half of these 14 cases involve a partnership between governments, trade unions and employers. Five of the projects involve other kinds of partnerships (trade unions and employers or governments and employers), while one actor (trade unions or employer) initiated the remaining two.

6.2 Diversity of initiatives

The diversity of initiatives identified under each pillar is immediately apparent even from the small number of cases detailed in each chapter. This diversity reflects the range of issues addressed and the specific circumstances of each initiative. It is worth re-capping briefly on the range of actions examined under the four pillars.

In relation to employability, the cases illustrated are concerned with providing counselling, advice and guidance, with promoting opportunities for training and with securing access to employment. The social partners are involved in preparing young people for the world of work and easing the transition from school. Other initiatives are concerned to promote lifelong learning and continuing vocational education and training for older workers and members of disadvantaged groups. Initiatives have provided real work experience both for new entrants to the labour market and for those seeking to re-enter the labour market, through apprenticeships, training contracts, work placements and job rotation. Underpinning all the initiatives is the recognition that the key to successful labour market activation policies is in developing human potential in line with the needs of modern enterprises. Employability must therefore be given concrete meaning both in relation to the specific needs of individuals and within particular occupational, sectoral and local contexts.

In the case of entrepreneurship, the initiatives described range from developing entrepreneurial skills and values in young persons, providing advice and support for new entrepreneurs and creating conditions more conducive to the creation and development of SMEs. Some of the initiatives are examples of large enterprises assisting SMEs, as part of a move to sub-contracting, to ensure quality in the supply chain or in order to assist individuals facing redundancy as a result of restructuring or down-sizing. In some cases, actions to support entrepreneurship were part of wider regional development initiatives designed to stimulate the local economy.

Initiatives falling under the adaptability pillar involved restructuring work organisation, typically through introducing flatter structures, removing a tier of middle management and devolving more authority to work teams. Team working has been a vehicle for promoting responsible autonomy and developing new, more flexible, ways of working. The objective in many cases has been to focus work more closely on customer service and quality by developing a new culture and building workforce commitment, aspiring to the so-called 'high-performance workplace'. In several of the cases examined, the changes both necessitated and facilitated a process of enskilling, with work teams acquiring not only a broader range of functional competence but also deeper, more holistic knowledge and new 'soft skills' to support increased autonomy and involvement in decision making. Other initiatives in this area have involved reduction of working time or the re-arrangement of working hours, introducing further temporal flexibility into the labour market. Finally, the social partners have contributed to implementing arrangements to promote more flexible contracts and to reduce obstacles to investment in human resources.

Fewer initiatives were found in relation to the fourth pillar on promoting equal opportunities, largely, we believe, as a result of mainstreaming equal opportunities into other provisions. Nevertheless, several actions nominally categorised under the other three pillars demonstrated good practice with respect to gender mainstreaming. Such examples involved positive action to combat discrimination, including, but not confined to, sex discrimination and actions to promote entrepreneurship among women. Other initiatives were concerned with re-integrating women into the labour market, or with attempting to reduce genderised labour market segregation and to break through the glass ceiling. Finally, initiatives addressed the need to reconcile family and work life through introducing parental leave and flexible working arrangements.

6.3 Transferring good practice

It would seem safe to assume that there is much scope for the good practices identified here, and for other initiatives not illustrated in this *Compendium*, to be generalised beyond the contexts in which they have been introduced. The evidence for this assumption can be found in the richness and diversity of the actions and the variety of arrangements and processes by which they have been introduced.

At the very least, it is clear that initiatives taken in one member state could be transferred to another, with appropriate modifications according to the different country context. Job rotation as a mechanism to promote employability, for example, was developed most extensively in Denmark, where unemployed workers were given the opportunity of work experience while those they replaced undertook training in higher skills. The approach has since been successfully adopted in other states in order both to raise skills in the existing workforce and to bring long-term unemployed back into the labour market, although it is widely recognised that such initiatives are costly.

Some initiatives that have been introduced at national or sector level through framework agreements are becoming generalised more extensively by specific actions at enterprise level. Equally, good practice at enterprise level could be transferred to other enterprises as a result of widespread dissemination or generalised by adoption at sector or national levels.

Good practice is often transferred within a sector to other member states because enterprises face similar issues in the global markets of today despite differences in country contexts and institutions. For example, there is extensive skill building in order to develop more holistic knowledge and understanding in the chemicals sector in several member states, which is already being transferred to other countries through the actions of trans-national companies.

More imaginatively, some good practice could be generalised between sectors, since the problems faced in sector can have parallels in another. Thus a similar approach to the chemicals sector example could support greater adaptability in other sectors, just as team-working initiatives developed in the motor vehicle industry spread beyond manufacturing into the service sector.

It may be possible, with appropriate modification, for some good practice initiatives to be transferred from an enterprise level action in one country to a sectoral initiative in another state. While there will be some actions that are entirely inappropriate in some contexts, if an initiative appears transferable on the basis of *a priori* reasoning, the only useful test is to attempt its wider adoption elsewhere. Since the social partners are closest to the world of work, they are best placed to make the initial judgement as to the potential for spreading an initiative beyond its place of origin.

Provided initiatives are adapted to the special circumstances of a given organisational, sectoral or country context, actions in support of the *Employment Guidelines* do not have to be re-invented for each situation. The value of generalising from good practice beyond the original context is precisely to learn the lessons of what was developed elsewhere. In technical research and development, inventions in one field often lead to quantum leap innovation in another. Similarly, the most destabilising influences to businesses can develop in an entirely separate area of activity because it is more difficult to anticipate them.

The value of transferring and capitalising on good practice was a major motive for compiling this *Compendium*. While more detailed analysis of the impact and cost-effectiveness of social partner initiatives might increase the likelihood of transfer of practice, ultimately the value of adopting initiatives can only be assessed by those who draw inspiration from the experience of others since impact and cost will vary with specific circumstances. What is clear, however, is that the social partners have much to contribute to the implementation of the *Employment Guidelines* and bring a wealth of experience and expertise to the realisation of the *European Employment Strategy*.

Annex List of cases considered

	Brief description of intervention title)	state	pillar 1	pillar 2	pillar 3	pillar 4	actors	actors	actors	actors	level	level	level	level
			employ	entrepr	adapt.	equal	G	U	E	O	R	S	E	C
B01	Accord interprofessionnel 1999-2000	B	x		x	x		x	x					x
B02	VET for white collar employees	B	x					x	x					x
B03	Reduction in working time in petro-chemicals sector	B	X					x	x			x		
B04	Equal opportunities project	B				x		x	x					x
B05	Prolong the 0,10 % effort in favour of training and employment for valnerable groups during the period 1999-2000.	B	x					x	x					x
B06	Maintaining at sectoral and company level, the possibility of collective agreements relating to full time bridging pensions.	B	x					x	x					x
B07	Devote a survey in relation to the application of the bridging pension system to workers taking early retirement after having been employed part-time or under a career reduction scheme.	B	x					x	x					x
B08	Increase of the net income of workers earning the minimum guaranteed wage through taxation means.	B	x					x	x					x
B09	Simplification of administrative procedures in order to make it easier to combat undeclared work -	B			x			x	x					x

	evaluation.												
B10	Double allowance for the third day of the fourth week.	B	x					x	x				x
B11	Sustainable solution to the structural deficit in the financing of the annual holidays of manual workers.	B	x					x	x				x
B12	Devote a survey in relation to the application of the regulations on annual holidays for workers whose working time has varied during the period taken into account.	B	x		x			x	x				x
B13	Simplification of the administrative means of exempting part-time workers from the working schedule.	B	x		x			x	x				x
B14	Reduction in contributions.	B	x					x	x				x
B15	Examination of the consequences of the reduction in the weekly working time from 40 to 39 hours.	B			x			x	x				x
B16	Undertake a survey of unemployment factors which prevent jobseekers from gaining access to the labour market. The results should lead to recommendation to political decision-makers.	B	x					x	x				x
B17	Adding the recruitment of disabled people to the current requirement on periods of training.	B	x					x	x				x
B18	Taking the recruitment of disabled people into account for the purposes of the reduction in ONSS contributions provided for under the recruitment	B	x					x	x				x

	incentive plan.												
B19	Making explicit reference to disabled people as a target group in the measures on vulnerable groups that are due to be prolonged.	B	x					x	x				x
B20	Carry out a study into the possibility of activating income substitution allowances granted to disabled people along the lines of the technique used for "Smet Jobs".	B	x					x	x				x
B21	Carry out a study into the possibility, at the various political levels of harmonising and ensuring the consistency of existing regulations and administrative procedures relating to disabled people.	B	x					x	x				x
B22	SME's and social dialogue.	B		x				x	x				x
B24	J & J community healthcare fund for the Benelux - Partnership (projects concerning community's healthcare needs).	B	x						x		x		
D01	D1 Accumulatorenwerke Hoppecke: to increase its capacity to respond to demand has introduced a four-stage changeover	D			x		x	x	x				x
D02	D2 VEAG: reduction of working time and introduction of part-time work to safeguard employment in a sector in difficulty	D			x		x	x	x				x
D03	D3 Aeroquip GmbH: making working time flexible	D			x		x	x	x				x

D04	D4 GEW Köln AG: flexibilisation of working hours	D			x		x	x	x				x	
D05	D5 LVB: Early retirement regulation	D			x		x	x	x				x	
D06	D6 LVB: Collective working time abridgement	D			x		x	x	x				x	
D07	D7 LVB: Alliance for work	D	x				x	x	x				x	
D08	D8 LVB: Extended-elementary-school-leavers as trainees	D	x				x	x	x				x	
D09	D9 LVB: Allocation of work at the labour market	D	x		x		x	x	x				x	
D10	D10 USTRA: Job promotion-placing adolescents with learning difficulties in vocational training	D	x				x		x		x		x	
D11	D11 Bremer Strassenbahn AG - BSAG: Promotion of retirement with part-time work in the BSAG	D	x		x		x	x	x		x		x	
D12	D12 Deutsche Post AG: people trained beyond the companies requirements	D	x				x		x				x	
D17	D17 WOLFSBURG: The global player and the territory - Volkswagen and Wolfsburg	D			x		x		x		x		x	
D18	Employment pact in Lower Saxony metal industry	D	x					x	x		x	x		
D19	The "Foyer Federation for Youth" (improvement of the employability of young homeless people)	UK	x						x					x
D20	Flexible framework agreements on working hours in Metal and Chemical industry.	D			x			x	x			x		

D21	Pay corridors in Construction and Chemical industry.	D	x					x	x		x	x		
D22	Differentiated pay adjustments to reflect company size in Retail trade.	D	x					x	x			x		
D23	Starter rates for some employment groups in Chemical, Paper Industry and Joinery.	D	x					x	x			x		
D24	Reduction of trainee pay in Travel agencies.	D	x					x	x			x		
D25	Prolongation of trainee pay in Chemical industry.	D	x					x	x			x		
D26	Differentiation in length of working hours in Private banks, Textile Metal, Steel and Chemical Industry in Printing, in Retail trade, in Wholesale and foreign trade and in Insurance.	D	x		x			x	x			x		
D27	Flexible clauses on wages in Construction Industry - East-	D	x					x	x				x	
D28	Flexible clauses on pay holiday and Christmas bonuses in Mining, geology, environmental geology - East-	D	x					x	x				x	
D29	Pay flexibility clause in Chemical Industry -West-	D	x					x	x				x	
D30	Small business clauses on lower pay in Retail trade - Brandenburg, Thuringen, Sachsen-Anhalt, Sachsen-	D	x	x				x	x		x		x	
D31	Bertelsmann Foundation - "Integration contracts"- Partnership	D	x						x		x		x	

D32	Wolfsburg - the Volkswagen Group - "Autovision programme"	D	x	x					x		x			
DK01	DK1 County of Ribe: rehabilitation in private enterprises of the county	DK	x				x	x	x		x			
DK02	DK2 County of Storstrom: swapping and training	DK	x				x		x		x	x		
DK03	DK3 County of Frederiksborg: how to keep people with aphasia on the labour market?	DK	x				x			x	x			
DK04	DK4 County of Vejle: it concerns us all: the enterprises social commitment in the county and 14 local municipalities	DK	x				x		x	x	x			
DK06	DK6 County of Vejle: guidance for unemployed in the finance sector	DK	x				x	x	x		x	x		
DK09	DK9 County of Arhus: Teaching young immigrants	DK	x				x			x	x			
DK10	Measures to prevent bottlenecks.	DK	x				x	x	x					x
DK11	Regionalisation of the active labour market policy.	DK	x				x	x	x					x
DK12	Measures in relation to exposed groups-exemplified by the special youth package.	DK	x				x	x	x					x
DK13	Alternating training programmes and autonomy within the vocational training system.	DK	x				x	x	x					x
DK14	The Danish Centre for International Training Programmes (ACIU) and the cooperation about EU programmes.	DK	x				x	x	x					x

DK15	Flexible working time arrangements.	DK	x		x			x	x		x	x		
DK16	Wage formation.	DK	x					x	x		x	x		
DK17	Social chapters.	DK	x					x	x			x	x	
DK18	Agreements on education and training in the collective agreements.	DK	x					x	x			x	x	
DK19	The Employers' Refund Scheme for Trainees.	DK	x					x	x					x
DK20	Trevira Neckelman "Job rotation" model , Partnership - (integration of unemployed, low skilled, late developers and disabled into the labour market).	DK	x						x		x			
E01	E1 ENUSA: creation of associated companies based on the personnel's qualifications and experience	E		X			x		x		x	x	x	
E02	E2 IBERIA - LAE: giving basic category workers, with university degrees, the opportunity of performing practical work for a two-year maximum period as senior technicians.	E	x				x		x				x	
E03	E3 HORPLASA Hortalizas y Plantas des Asturias: use in crop growing of mineral residues and the heat from water from a power station's refrigeration plant. Diversification leading to job creation.	E	x	x			x		x		x	x		
E04	E4 Alisonados Asturias SA: use of forestry potential to manufacture material for carpentry and furniture making.	E	x	x			x		x		x	x		
E05	E5 Viarsa-viveros de arboles de asturias: use of forestry potential to manufacture material for carpentry and furniture	E	x	x			x		x		x	x		

	making. Job creation in a mining region in the process of conversion.													
E06	E6 Taramundi: using tourism as the motor for economic revival in a 'damaged' rural region	E	X	X			X		X	X	X	X		
E07	E7 Somiedo Nature Park	E	X	X			X		X	X	X	X		
E08	E8 the Gijon Trabaja programme: treating the employment problem	E	X	X	X		X		X	X	X			
E09	E9 INDRA: Job and geographic mobility	E	X		X		X	X	X				X	
E10	E10 Rural Parks in Asturias - Manual Carrera de Roa	E	X	X			X		X		X	X		
E11	Increasing non-fixed term contracting.	E	X		X			X	X					X
E12	Integration into the workforce and training in theory and practice for young people.	E	X					X	X					X
E13	Use of temporary contracting for reasons of production circumstances.	E	X		X			X	X					X
E14	E14 Mentor (integration of early retired)	E	X				X		X	X	X	X		
E15	E15 Dialogue between business and territory	E			X		X		X	X	X		X	
E16	E16 Industrial reconversion in Spain	E		X			X	X	X	X	X	X		
E17	Improvement the current social protection framework for part-time work.	E	X		X		X	X	X					X

E18	Promotion of non-fixed term contracting especially for specific groups particularly affected by unemployment and labour instability.	E	x					x	x					x
E19	Establishment of certain specific conditions for non-fixed term contracting.	E			x			x	x					x
E20	Proposing a new wording for Article 52 c) of the Statute of Employees for reasons of better organization of employer resources.	E			x			x	x					x
E21	Interconfederal agreement on employment stability	E	x					x	x					x
E22	New working for Article 85 of the Statute of Employees in respect of collective agreements.	E			x			x	x					x
E23	Establishment of a tripartite working party which analyses and proposees measures for the better functioning of Temporary Work Companies.	E	x		x		x	x	x					x
E24	Establishment of a special fund for training and development of employees.	GR	x					x	x					x
E25	Establishment of a special fund for unemployment.	GR	x					x	x					x
E26	Extention of educational leave.	GR	x					x	x					x
E27	Study on the consequences of the reduction of working time.	GR			x			x	x					x
E28\	Provisions for social security care of young unemployed.	GR	x					x	x					x

EU1	European Employment Policy in Construction EFBW Action Prog	EU	x					x					
F01	F1 SNCF aid for economic development in Beziers	F		x	x		x		x	x	x		x
F02	F2 RATP: Travel companions	F	x	x			x		x	x	x		x
F03	F3 AEROSPATIALE: Timesaving account	F			x		x	x	x				x
F04	F4 AEROSPATIALE: broadening the classification scale for 'bue-collar' workers	F			x		x	x	x				x
F05	F5 RATP: organising a gradual termination of employment making way for recruiting young people	F	x		x		x	x	x			x	x
F06	F6 RATP: creation of an employment company 'Partner Services Dialogue'	F	x	x			x		x	x		x	x
F07	F7 Groupe Caisse des depots: contribution to vocational integration	F	x				G		E	O			E
F08	F8 Charbonnages de France: industrial restructuring	F	x				x	x	x	x		x	x
F09	F9 EDF-GDF & FAPE	F	x	x			x	x	x				x
F10	F10 France Télécom: integrating the young	F	x				x		x				x
F11	F11 France Télécom: deployment	F	x				x	x	x				x
F12	F12 FNSEM: SEM and employment, in particular young people	F	x				x		x	x	x		x

F13	F13 EUROTUNNEL: jobs arising from the construction of the tunnel under the channel	F		x			x		x		x			
F14	F14 Town of Poitiers: creation of a Employers' Grouping - development of interim work	F			X		x		x	x	x		x	
F18	F18 European calls for tender on e-mail in Grenoble	F		x			x		x	x	x			
F19	F19 Clearing telephone boots in Mureaux	F	x				x		x	x	x			
F20	F20 Rural space employment - training in Nice	F	x				x		x		x	x		
F23	F23 Multimedia in Roche sur Yon	F	x	x			x		x	x	x			
F24	F24 Partnership with the IUT in Annecy	F	x				x		x		x		x	
F26	F26 Opening a multimedia site in Choisy le Roi	F	x	x			x		x	x	x			
F28	F28 Review of the youth employment policy 1994-1997 - Suez Lyonnaise des Eaux	F	x				x		x					x
F29	F29 EDF-Gaz de France - Apprenticeship training centres	F	x				x		x				x	
F30	F30 LONGWY - Part-time training in a cross-border region	F	x				x		x	x	x			
F32	F32 LORRAINE Using quality management to improve training in two apprenticeship-training centres	F	x				x		x		x			
F34	F34 Quality management in the service provision of new communes	F			X		x		x	x	x			

F35	F35 Local economic development through the pipeline development	F				X		X		X	X	X			
F36	Fonds communs de placement	F	X					X				X			
F37	Titre emploi service et du cheque domicile	F	X					X				X			
F38	Les emplois jeunes	F	X					X				X			
F39	Development of informations to companies about apprenticeship and alternance-based contracts to catalogue the job offers proposed by companies under such contracts.For young people leaving the education system without recognized vocational qualifications.	F	X				X	X	X	X	X	X			X
F40	For young people with a diploma at level IV who have left the first year of higher education and are registered as unemployed,CNPF places pilot operations to proposing information and orientation courses on the major functions within a company.	F	X				X	X	X	X	X	X			X
F41	Dissemination of the job offers relating to young jobseekers, to seek out potential candidates and,as rapidly as possible,to select them taking very close amount of the needs expressed by companies.	F	X				X	X	X	X	X	X			X
F42	Support the experiments whose object is to organise information and orientation courses to give young people with a diploma complete and accurate	F	X				X	X	X	X	X	X			X

	information on the main functions within a company.													
F43	Participation in informing councillors put in place by interprofessional employer organisations so that they can play their counselling role vis-a-vis companies under the best conditions	F												
F44	Recruitment of young jobseekers corresponding to the desired profile and provision of them with information as set out in the previous article.	F	x				x	x	x	x	x			x
F45	Set up a committee. Catalogue and analyse experiments under way and to facilitate implementation of this agreement in regions and departments. Encourage the signature of regional agreements which reinforce implementation of the objective.	F	x				x	x	x	x	x			x
F46	Mobilisation of regional representatives and other players to give priority to all initiatives designed to build a route for integration of young people with difficulties in the labour market.	F	x				x	x	x	x	x			
F47	Implementation of innovative actions which allow these groups to move closer to the labour market, in particular thanks to establishment of routes linking measures and performance and with appropriate flanking.	F												
F48	L'Oreal's community investment programme (Apprenticeship scheme, Vocational guidance	F	x	x					x		x		x	

	contracts, New proximity service businesses, Support for handicapped people).												
G01	Vocational training for long-term unemployed	G	x					x					x
G02	Youth and women unemployed	G				x		x					x
G03	Reduction of working time	G	x		x			x	x			x	
I01	I1 La SPI: promotion and development for enterprises	I		x			x		x	x	x		x
I02	I2 COOP Estense: identifying the factors which reduce women's opportunities for obtaining highly-skilled jobs	I			x	x	x	x	x			x	x
I03	I3 Ferrovie Dello Stato: changing the current work structure, especially in sectors where there are only a few women	I			x	x	x	x	x			x	x
I05	I5 Bonfiglioli SPA: placing the number of hours worked on an annual basis: enlarging the teamwork system with significant reduction of working hours and increased flexibility in accordance with the companies production requirement	I			x		x	x	x			x	x
I06	I6 Banca Commerciale Italiana: different forms of part-time work	I			x	x	x	x	x			x	x
I07	I7 Catania Revter: awakening the territory	I		x	x	x	x		x	x	x		
I08	Re-alignment pacts - surfacing illegal employment	I					x	x			x		

109	Territorial pacts	I					X	X			X			
110	Collective agreement in chemicals for maternity returnees	I				X		X	X			X		
111	Working time agreement in textile group	I			X			X	X				X	
112	Restruction of training institutions to make training compulsory up to the age of 18	I	X				X	X	X					X
113	Establishment of a new intergrated further and higher education system with a view to investing and innovating in the field of university degrees, school education and vocational training.	I	X				X	X	X					X
114	Establishment of an interprofessional fund .The social partners will involve in its managment.	I	X				X	X	X					X
115	Ensurance of integrated training supply across universities schools and vocational training bodies.	I	X				X	X	X					X
116	Vocational training; Allocation part of the reduction of working time to the ongoing trianing of workers.	I			X		X	X	X					X
117	Place under the tumb of social partners a plan of training in the public sector.	I	X				X	X	X					X
118	Promotion of the supply of training relating to cultural property by making it an objective of local development pacts.	I	X				X	X	X					X
119	Inappropriate labour costs have already been cut by 0,82 %.	I	X	X			X	X	X					X

120	Reduction in taxation and social security costs.	I	X	X			X	X	X					X
121	Tax breaks for companies will be increased.	I		X			X	X	X					X
122	Establishment of appropriate framework to simplify, reorganize and reduce the number of legislative acts and curb bureaucratic constraints.	I		X			X	X	X					X
123	One-stop offices will be available for economic activities by February-March'99. Staff training will also be provided.	I					X	X	X					X
124	Give consideration to the country's competitiveness at international level.	I			X		X	X	X					X
125	Give consideration to the volume of investment, growth in terms employment and preservation of salary levels in real terms.	I	X				X	X	X					X
126	Improvement of coordination between the central authorities and the decentralised authorities responsible for income policy.	I	X				X	X	X		X			
127	Establishment of rules to encourage project financing (partnerships between the public and private sectors for financing and implementing infrastructure projects).	I	X	X			X	X	X		X			
128	An effort is planned to revive investment in infrastructure through the conclusion of programming agreements with the regions.	I	X	X			X	X	X		X			

I29	Sodalitas paper recycling programme - Partnership - (employment creation).	I	x	x					x	x	x			
IRL01	IRE1 Shannon Development	IRE		x			x		x		x		x	
IRL02	IRE2 National Technological Park	IRE		x			x		x	x	x		x	
IRL03	IRE3 The innovation Centre	IRE		X			x		x	x	x		x	
IRL04	IRE 4 Electricity supply Board (ESB): the voluntary severance scheme	IRE	x				x	x	x			x	x	
IRL05	IRE5 Limerick Industrial Networking and Technological Organisation INTO 1 Agencies	IRE		x			x		x	x	x		x	
IRL06	IRE6 Industrial Networking and Technological Organisation INTO 2 Evaluation of the business Development Programme	IRE	x	x			x		x	x	x		x	
IRL08	IRE8 Industrial Networking and Technological Organisation INTO 4 Improving competitiveness through networks - FOODNET	IRE			x		x		x	x	x	x	x	
IRL09	Action to promote enterprise and competitiveness.	IRL	x		x		x	x	x					x
IRL10	Partnership at Enterprise level.	IRL			x		x	x	x					x
IRL11	Framework Agreement on change and company restructuring.	IRL			x		x	x	x					x
IRL12	Enterprise Trust.	IRL			x				x		x			

IRL14	Small business administrative simplification.	IRL		x			x	x	x					x
IRL16	Sectoral Initiatives and Infrastructure.	IRL			x		x	x	x					x
IRL17	Local Employment Service.	IRL	x				x	x	x					x
IRL18	Equal Opportunities	IRL	x			x	x	x	x					x
IRL21	Integration of Young People into Employment.	IRL	x				x	x	x					x
IRL22	Life long learning.	IRL	x				x	x	x					x
IRL23	Targeting Sectors of the Unemployed / Social exclusion.	IRL	x				x	x	x					x
IRL24	Partnership success and long term unemployment.	IRL	x				x	x	x					x
L01	Proactif asbl	L	x					x						x
L02	Forum pour l'emploi asbl	L	x				x	x	x		x			
N01	Social contract - solidarity alternative	N	x				x	x	x					x
N02	Labour market arrangements for immigrants	N	x				x	x	x					x
N03	Upper secondary education innovation in VET	N	x				x	x	x					x

N04	Labour market arrangements in a declining industry	N	x					x	x		x		
NL01	Bridging and induction	NE	x					x	x			x	
NL02	Working Together initiative, (creation of new jobs for immigrants, long-term unemployed and ethnic minorities).	NL	x						x				x
NL04	Brabantia new organisational structure	NL			x				x				x
Ö01	Ö1 Aeroport de Vienne: economic development of the airport due to the expansion of air traffic up to 2015	Ö		x			x		x		x		x
Ö02	Ö2 Société anonyme Wiener Stadtische Allgemeine Versicherung AG - Produktiva: Creation of an affiliate to offer more jobs to young graduates, women and people who want to change jobs.	Ö	x	x		x	x		x				x
Ö03	Ö3 Wiener Territorialen Beschäftigungspakt WTB: Territorial part of Vienna	Ö	x	x	x	x	x	x	x		x		
Ö04	New apprenticeships for young people.	Ö	x					x	x				x
Ö05	Incentives for companies.	Ö		x				x	x				x
Ö06	Establishment of professional diploma.	Ö	x				x	x	x				x
Ö07	Preliminary training as a special form of training.	Ö	x					x	x				x

Ö08	Repeat of secondary school diploma.	Ö	x					x	x					x
Ö09	Labour market measures in independent training institutes.	Ö	x					x	x					x
Ö10	Removal of ban on repeat years.	Ö	x					x	x					x
Ö11	Further education institutes run by the social partners.	Ö	x					x	x					x
Ö12	Educational guidance and arbitration point.	Ö	x					x	x					x
Ö13	Financial incentives to maintain employment of older workers.	Ö	x					x	x					x
Ö14	Working time models for older workers.	Ö	x					x	x					x
Ö15	Promote qualification of older workers.	Ö	x					x	x					x
Ö16	Creation of incentives for employment of older people.	Ö	x					x	x					x
Ö17	Improve preventive health care.	Ö	x					x	x					x
Ö18	Financial incentives for re-integration of older workers.	Ö	x					x	x					x
Ö19	Optimise support for older unemployed people.	Ö	x					x	x					x
Ö20	Publicity work and extension of bridging grants for return to the regular labour market.	Ö	x					x	x					x

Ö22	Social partner agreement on modernisation of the organisation of work.	Ö			x			x	x					x
Ö23	Collective agreements made provisions for greater flexibility.	Ö			x			x	x					x
Ö24	Free advice for SME's.	Ö		x				x	x					x
Ö25	Tailor-made arrangements for working hours.	Ö			x		x	x	x		x			
Ö26	Training leave and solidarity premium model.	Ö	x					x	x				x	
Ö27	Arrangements for tele-work.	Ö	x		x			x	x				x	
Ö28	Greater use of the continuing training institutes of the social partners.	Ö	x					x	x					x
Ö29	Promotion of the transfer of practitioners to the teaching professions.	Ö	x					x	x					x
Ö30	Need-based further development of specialised educational institutes.	Ö	x					x	x					x
P01	P1 CTT (La Poste): pre-retirement actions	P			x		x	x	x			x	x	
P02	P2 City of Lisbon: job creation for disadvantaged population segments	P	x				x			x	x			
P03	P3 Companhia Portuguesa Radio Marconi SA: vocational training and university training courses	P	x						x			x	x	
P04	P4 CIMPOR Industria de Cimentos: improving workers skills	P	x		x		x	x	x			x	x	

P05	P5 PORTUGEL: empresa de celulose e papel de portugal: help people overcome shortcomings, obtain an improvement in capacity and skill, support development of greater opportunities for workers and assist the integration of the disabled and young people in active life	P	x				x	x	x				x	
P06	P6 Caixa Geral de Depositos: safeguarding the company. Concern for the continuous updating of employees behavioral and technical skills.	P	x				x	x	x			x	x	
P07	P7 Companhia Carris de Ferro de Lisboa: company reorganisation to achieve better productivity and improve service quality	P			x		x	x	x			x	x	
P08	P8 EPAL: empresa portuguesa das aguas livres: reduction in the number of employees and abandonment of accessory services.	P			x		x	x	x				x	
P09	P9 PETROGAL: petroleos de portugal: restructuring the company to increase its competitiveness has caused personnel surplus. The guide the surplus into new jobs, Petroforma, a training company, has been created.	P	x		x		x		x				x	
P10	P10 Radiotelevisao Portuguesa: organisation of training courses for the young to obtain their first job	P	x		x		x	x	x	x			x	
P11	J & J community healthcare fund for Portugal	P	x				x		x					x
S01	S1 Psychiatry Under Development: the restructuring of Psychiatric Care in Pitea	S	x		x		x		x		x	x		
S02	S2 Master Apprentice: a development project at the public works dept. of the Municipality of Vastervik	S	x		x		x			x	x		x	

S03	S3 Health Care without Borders: a socio-cyclical approach at NU-sjukvarden	S	x		x		x			x	x	x		
S04	S4 Municipality of Svedala: development of the work organisation and Competence of Caretakers	S	x		x		x			x	x	x		
S05	S5 Restructuring of the Varnhem Nursing Home, City of Malmo, Centrum City District Council	S	x		x		x			x	x	x		
S06	Aha! Job seekers helping other unemployed workers	S	x				x	x						x
S07	The SJS Network of Enterprise Agencies (local economic development through the growth of entrepreneurial activity).	S		x		x			x					x
S08	The SJS "Starting and managing your own business" programme	S		x					x		x			
SF01	National workplace development programme (re NAP)	SF	x					x						x
SF02	Reduction in working time in chemicals sector	SF	x					x	x			x		
SF03	Pay provisions, special treatment of female employees and low income groups	SF	x					x	x					x
SF04	Minimum age for part-time retirement.	SF	x					x	x					x
SF05	Job alternation leave allowance.	SF	x					x	x					x
SF06	Examination of working time, subcontracted labour, transfer of undertakings.	SF			x			x	x					x

SF07	Reduction of sickness contributions and pensioners' sickness insurance contributions,tax cuts on low incomes.	SF	x		x		x	x	x					x
UK03	UK3 Chesterfield Borough Council: Family Friendly Measures	UK			x	x	x	x	x					
UK04	UK4 Chesterfield Borough Council: training and development	UK	x				x	x	x				x	
UK05	UK5 Chesterfield Borough Council: Positive Action for Women	UK				x	x	x	x				x	
UK06	UK 6 Chesterfield Borough Council: Positive Action for Black People and Ethnic Minorities	UK	x				x	x	x				x	
UK07	UK7 Chesterfield Borough Council: Positive Action for Disabled People	UK	x				x	x	x				x	
UK08	UK8 Redditch Borough Council: being certain of change: a corporate approach to flexibility	UK			x		x	x	x				x	
UK09	Scottish Power partnership	UK						x	x				x	
UK10	Zeneca training for the future	UK			X			x	x				x	
UK11	Hyder - building a partnership of equals	UK						x	x				x	
UK12	United Distillers partnership - employee development	UK			x			x	x				x	
UK13	National Advisory Council for Education and Training Targets.	UK	x				x	x	x					x

UK14	Low Pay commission (monitor and evaluation of the effect of the minimum wage, work organisation etc).	UK			x		x	x	x					x
UK15	Skills taskforce to provide advice on skill needs and shortages.	UK	x				x	x	x					x
UK16	Consultation Group on the Employment Action Zones.	UK	x		x		x							x
UK17	Union Learning Fund.	UK	x					x						x
UK18	Commission for Racial Equality	UK	x											
UK20	Tecs bargaining for skills.	UK	x					x			x			
UK21	New Deal National Partnership Network.	UK	x	x				x	x		x			
UK22	The UK Work Organisation Network.	UK		x	x			x	x				x	
UK23	Severn Trent Plc (an extensive training programme).	UK	x					x					x	
UK24	Case studies in companies.	UK			x			x	x				x	
UK25	BP - Darcy Development Ltd South Wales initiative - employment growth based on entrepreneurship and small companies (regeneration of local economies and reduction of unemployment).	UK		x					x		x			
UK26	BP Baglan Bay Initiative (extensive support for individuals, expands small loan fund) - Partnership	UK		x					x		x			

	(regeneration of local economies and reduction of unemployment due to downsizing).													
UK27	The Reachout education institution project - Liverpool partnership (reduction of high unemployment and social problems).	UK	x						x		x			
UK28	Tomorrow's People Trust for unemployed (reduction of long - term unemployment)	UK	x						x		x			