

ACTIVITY REPORT 2006

GENERAL ASSEMBLY | BRUSSELS, 28/11/2006



» FOREWORD

This activity report, written in October 2006, provides us an overview of our activities, priorities, projects, contributions, in preparation for the discussions on our General Assembly on 27 November 2006. It covers the period from December 2005 till end 2006.

The following document contains a brief reminder of important events from 2005-2006:

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» 1 OUR AREAS OF ACTIONS

••••• a. Employment remains a major area of concern for EUROCADRES.

The Lisbon Strategy, launched in 2000, designed to make Europe the world's most competitive and knowledge-based society, is a very ambitious task. The first 6 years of the strategy cannot be called a success story. At the Tripartite Social Summit on 23 March 2006, key topics, including knowledge and jobs, were discussed, and these are of great importance for P&MS. The 'sustainability' aspect of the Lisbon Strategy, in line with the three-dimensional approach, needs more attention. There are clear links between high employment, a cohesive society and a sound environment. EUROCADRES – the Council of Professional and Managerial Staff – stresses the **synergies between highly-skilled employment and social and environmental policies**. There is a win-win character. A well-trained, environmentally aware workforce is better able to develop innovative new techniques and integrated approaches which improve resource efficiency. This requires comprehensive lifelong learning and training systems which integrate sustainable development concerns.

EUROCADRES advocates **a Europe with an open labour market**: this means one that is open to diversity and united in its own diversity. We support the struggles against racism, xenophobia and discrimination. We also advocate a Europe open to people mobility, as this is one of the basic freedoms. EUROCADRES actively campaigns in order to make sure that mobility is not constrained and can be freely chosen. Finally, we seek a Europe that is open to the world: we are against both protectionist and neo-liberal approaches. Europe has to play an active role to promote fairer trading conditions.

The implementation of the Lisbon agenda is crucial: the National Reform Programmes – to be presented by the national governments – are an essential part of it, and need better and direct involvement of the social partners. P&MS organisations in particular will contribute to the implementation of the Lisbon Strategy. The National Reform Programmes are the right forum in which to do this.

In November 2005 we launched the **StartPro**, a EUROCADRES platform to support our member organisations in:

- › improving the links between higher education, the labour market and the wider society;
- › creating more awareness among trade unions regarding the situation of students and graduates on the labour market and in their first jobs;
- › reducing the period between graduation and first employment;
- › improving graduates' awareness concerning their rights on the labour market and in employment;
- › improving employers' awareness about graduates' qualifications;
- › creating more and better jobs for graduates.

At its **Conference in November 2006**, EUROCADRES will start a debate – at European level – on how to integrate young graduates into the labour market, how to use the potential of graduates and how to approach innovation with the involvement of graduates and the obstacles they meet, looking at the different countries. We will tackle the issue from a broad perspective, linking it to a variety of important subjects such as the Lisbon Strategy, demographic changes, Open Europe, responsible management, etc.

••••• Education and training, qualifications, research and innovation

Education plays an important role in science and culture, as well as in personal development, and provides access to qualifications and skills which facilitate a professional career, and at the beginning, access to the first job. If a diploma is not the guarantee to access to a job, the lack of qualifications is an even stronger obstacle on the path to gaining access to the first job.

A connection between skills, qualifications and employment is necessary. In particular in a climate where people increasingly no longer have one single 'life employment' contract but several jobs, employability and the individual's ability to adapt to different working situations and environ-

ments are becoming increasingly important. These changed employment conditions, together with growing globalisation, make it more essential that education institutions and social partners find the appropriate ways **to secure the employability of current and future professionals**.

Higher education institutions have an important role to play, not only in giving young people higher education, but also in developing skills and knowledge – through research and innovation – for P&MS who may wish to pursue further training.

The performance of companies is to a large degree linked to the experience of young graduates, their capacity to take initiatives and to innovate, and their autonomy and adaptability. Permanent education and updating of knowledge is essential. The high standards of education and training in Europe are a prerequisite here.

The European qualifications framework is progressing along these lines. We hope that its implementation will cover the various areas of education and training and will involve the social partners effectively and foster better cooperation between the different directorates general of the European Commission.

EUROCADRES has welcomed the Commission's proposal for a recommendation on **quality assurance in higher education**, and shares the objective to “give a strong impulse to the establishment of a coherent European system of quality assurance which would facilitate recognition of qualifications and promote mobility”. The quality of higher education must meet internal objectives and make use of internal mechanisms, also considering the links between higher education institutions and society. Part of this process involves ensuring that the evaluation and monitoring process should be open for all stakeholders.

Concerning the **accreditation processes**, EUROCADRES considers ‘accreditation’ not only as a supplementary option to quality assurance, but as a necessary instrument in order to secure real transparency and mutual recognition of qualifications and diplomas across Europe.

EUROCADRES will fully take part in the **Bologna process**. We welcome the fact that, in the ‘Berlin communiqué’, the education ministers have expressed their willingness to involve the social partners.

c. Mobility

Mobility, giving all European citizens **a free choice to move and work in another European country**, is still an important objective for EUROCADRES. We continue to pay particular attention to the recognition of qualifications and diplomas, to the transferability of supplementary pension rights and to access to information on jobs and employment conditions available in other countries.

EUROCADRES is convinced that there is a strong **link between mobility, employability and career development for P&MS**. European and worldwide mobility of professionals is progressively increasing, even though a number of obstacles remain, related to practical conditions, administrative procedures and difficulties when returning. The lack of recognition of qualifications is still an important obstacle to overcome. Mutual recognition of qualifications and diplomas is also an important aspect of European citizenship. A Europe of knowledge will only be possible once a real European area of recognition of qualifications and diplomas has been established.

We think that progress in the field of mutual recognition cannot be made in a fragmented way. There is a need for complementary approaches in order to create a clear and coherent European framework with effective instruments for transparency and recognition. This is the reason why we support the process relating to the European Qualifications Framework.

Transferability of supplementary pension rights is another important concern for EUROCADRES. We know that a number of national or company schemes include provisions which create impediments to this transferability.

We fully welcome the **European Commission draft Directive on improving the portability of pension rights**, because it ensures that mobile workers will not lose their right to supplementary pensions (which they have earned in a previous job), when changing jobs either between two Member States or within one Member State. Nevertheless, we expressed some concerns and asked for guarantees for the social partners, allowing them to negotiate the appropriate method for safeguarding supplementary pension rights for mobile workers in collectively agreed schemes: the protection of dormant rights or the right to transfer capital. EUROCADRES still gives high priority to our four key principles:

- › Recognition of pension rights irrespective of the time spent in a country or in a company;
- › Guarantee of the permanence of rights whatever the situation of the company;
- › Guarantee of the permanence of the rights of those working successively in several countries, with no undue loss; and
- › Recognition of the freedom and the role of collective bargaining in defining supplementary pension schemes and their management.

These principles concern the acquisition, maintenance and portability of pension rights and cross-border membership.

Access to jobs in other EU countries should improve. EURES (the European network for Employment Services) should provide better services for the benefit of P&MS and employers. This involves three types of service provision: information, advice and recruitment/placement (job-matching). The network also helps improve employability, particularly among young people, through the acquisition of professional experience abroad. Apart from information on various jobs, EURES provides the European CV and info on living and working conditions in each of the 25 countries. The EURES section on learning provides information on lifelong learning as a basis for lifelong employability, as well as information on education and training opportunities throughout Europe. www.europa.eu.int/EURES

••••• d. Work/life balance and working conditions

Work/life balance is an important issue for male and female P&MS alike: it has direct links with working time, pressure of work, stress and gender equality. Work/ life balance has become a slogan: it is one of the concepts that everyone seems to support. Who would not be in favour of balancing one's private life and work?

The 'long hours' culture among professionals and managers is the biggest problem in terms of work/life balance, and generally speaking, the best way for both women and men would be to work shorter hours. In many countries and enterprises, this is problematic, and unfortunately the revision of the **European Working Time Directive** does not take this into account. Article 17.1.a. allows for a derogation from the majority of the directive's provisions: Articles 3 (daily rest), 4 (breaks), 5 (weekly rest period), 6 (maximum weekly working time), 8 (length of night work) and 16 (reference periods) for a very broad and too vaguely defined group including "managing executives or other persons with autonomous decision-taking powers".

We need to be very aware of the fact that **policies and measures** which are meant to facilitate the reconciliation of work and family life could – indirectly – lead to discrimination against women. If certain measures and choices are (almost) exclusively taken up by women, this could lead to a segregation within the company and then to discrimination against those using the measures. It is necessary for both the employers and the trade unions to encourage men to take up work/life balance options on the one hand, and to monitor the development of these options on the other, in order to ensure a fair and non-discriminatory use of these policies. Work/life balance, at whatever level, has to be an issue for both women and men. A non-discriminatory European society can be based only on shared responsibilities, opportunities and resources for both sexes.

It should be noted that the **organisation of working time** has changed considerably over recent years. Firstly, teleworking, mobile working, travelling, etc has increased and continues to do so. Secondly, the nature of work has changed and autonomous professional work has increased. Very often, it is not done under precisely predetermined time schedules. In addition, managing cultures have changed accordingly, granting more autonomy and responsibility to individuals. These changes should not lead to a weakening of working time protection. The results of our past **working time survey** are really valuable and still need internal debate on how to deal with this sensitive issue in the future, respecting the autonomy and self-management of P&MS and health and security.

The **new jobs** are mostly service-oriented. Information technologies could help ensure that the new jobs are beneficial in all terms. New ways of working, e.g. teleworking, would benefit the environment via more efficient use of buildings, and promotion of an enhanced work/life balance and flexible working hours could help reduce congestion, and thereby vehicle emissions, in urban areas

as well as cutting down on wasted time.

Flexicurity is the real buzzword in European debates on the labour market. It was on the agenda of the Social Summit at the end of October 2006. But it is an open concept and there are different types of flexibility and security. What are the reasons for the popularity of the flexicurity concept? There is still a huge unemployment problem in Europe, and flexicurity is a promising concept: a win-win solution and a consensus-creating concept. It is applied in countries which are 'successful' in labour market policies: the Netherlands and Denmark.

But the success of Denmark is not only linked with 'flexicurity' and its labour market policy, it is a complex blend of elements: macro-economic policies, high tax policy, education and training opportunities, etc. In fact any country applying flexicurity has its own specific social and economic policy, and it makes no sense to copy only a part of the flexicurity model. Another important question is what kind of jobs do we want and to what extent do we find the increase of flexicurity acceptable?

We need to be fully aware of **the flexicurity strategy at European level**. Flexicurity requires a strong commitment from all key stakeholders (public authorities and social partners). In a rapidly changing world, the trend is increasingly away from a lifetime of security in one job, and towards employment security backed up usually by income security. The Danish model is the result of a long-term process, based on strong social partners and high tax revenues: it is an expensive model. Labour market reforms are a complex mix of measures, not of simple slogans, and there is no point in just copying the Danish model.

So we must discuss it and voice our opinion at national and European level. We cannot allow the debates on flexicurity to be limited to 'flexibility' and 'labour market' policies: we need to include macro-economic policy, job security, job creation, training and education, career development, working time, etc. We cannot accept more flexicurity without job creation: this is essential. Negotiation has always been a key issue (=core business) for trade unions. So let's use collective bargaining as a real instrument to turn flexicurity into a win-win situation. EUROCADRES will closely monitor and contribute to the future discussions on the **EC Green Paper** on labour law and security-flexicurity, advocating the need for a fair balance and job conditions.

e. Gender equality

EUROCADRES has been very active in promoting women in economic decision-making. One of the major initiatives is still FEMANET, EUROCADRES's network for female managers. In 2006 the network has approximately 120 members from the EU Member and acceding States. The members are primarily female managers and trade union officers working with related issues in their unions.

EUROCADRES took part in the negotiations on the framework of actions on gender equality in 2005 and successfully represented the needs and demands of professional and managerial women.

In 2006 a very successful project dealing with the implementation of the Framework of Actions on gender equality took place (see 'Networks and projects'). The main concern and responsibility of EUROCADRES and FEMANET is access for women to decision-making, and therefore recommendations for work/life balance and for new legislation and negotiations are an essential part of FEMANET activities.

f. Services of General Interest

With the new Directive on SGI being discussed in all European bodies, EUROCADRES invited the organisations to consider the draft proposal. The Nordic countries made a particular contribution to the debate:

- › It is important that Services of General Interest are respected and are of high quality. The idea of finding a balanced approach between the market and competition aspects and the other aspects is necessary. Also, a directive on this matter might be possible, depending naturally on its content.
- › The main goal of our proposal should be to find a proper balance between the market aspects and the other considerations. The answer should be not ideological, but pragmatic. The approach

of the trade unions cannot be neo-liberal, but neither is protectionism acceptable. The trade unions' strategy should be to list some more important common positions reflecting a balanced approach between market competition and public interest. Member States and regional and local authorities must be able to run and finance non-profit, welfare public services without the risk of deterioration. It is also vital to respect the social dialogue and the role of the social partners for financing and managing systems of importance for the welfare of workers. However, it is also important to acknowledge that competition could, when it works at its best, stimulate new ideas and raise productivity. Sector directives may be equally relevant to discuss in some areas.

- › The legal basis is an essential question taking into account the fact that the current Treaty (Nice) does not provide any self-evident legal base, unlike the draft European Constitution.

» 2 OUR PARTICIPATION IN SOCIAL DIALOGUE AND CONSULTATIONS

EUROCADRES has continued to participate in the Social Dialogue Committee and associated bodies. The **Social Dialogue Programme 2006-2008** foresees that “the social partners undertake to make a joint analysis on the key challenges facing Europe’s labour markets, looking at issues such as:

- › macro-economic and labour market policies,
- › demographic change, active ageing, youth integration, mobility and migration,
- › lifelong learning, competitiveness, innovation and the integration of disadvantaged groups on the labour market,
- › balance between flexibility and security,
- › undeclared work”.

We participated in an ETUC seminar on the **implementation of the framework agreement on stress**. It was also a discussion on the contents of the national/local agreements, because it is not enough just to have agreements, they must also be of a high quality. Experience from the telework agreement tells us that efficiency is important when it comes to support for national/local activities. The seminar succeeded in bringing the European social dialogue closer to the national social dialogues. It is clear that there are major differences in Europe: in some countries an agreement is not necessary since legislation and national collective agreements already exist; in other cases the situation is quite the opposite.

EUROCADRES has also participated in **negotiations on violence at work**.


During the first rounds of negotiation it was clear that the gap between employees and employers was wide. Dealing with the consequences of violence was especially difficult. But progress has been made, and the parties state that “harassment and violence are unacceptable and condemned in all forms; it is a mutual concern to deal with these issues, which can have serious social and economic consequences. Different types of violence are recognised: physical, psychological, sexual, one-off/systematic, among colleagues, between superiors and subordinates, third parties, from minor cases to more serious acts”.

The P&MS angle is clear: we need managers to get the support and tools they need to handle violence at work, therefore the EUROCADRES-CEC Liaison Committee focuses on the section dealing with preventing, eliminating and managing harassment.

Since the European Commission first presented the idea of a **European Institute of Technology**, it has undertaken a number of consultations with stakeholders – EUROCADRES included – and has published two Communications. During the subsequent consultation process, EUROCADRES produced a response containing expectation, criticism and ideas. Funding was the greatest worry, along with the need for an autonomous network of excellence. EUROCADRES stressed that a multidisciplinary approach was preferred, as well as increased commercial possibilities. The public sector must be invited and the participation of the social partners is important.

The **EUROCADRES-CEC Liaison Committee** has continued its work on European social dialogue. In our view, this committee has functioned very well since it was set up.


» 3 OUR NETWORKS AND THE DEVELOPMENT OF PROJECTS

 **a. MOBILNET** is the EUROCADRES network of trade union advisers based in every EU country. The main objective is to exchange current information on legal, employment and social issues linked to mobility.


We organised a **meeting of the MOBILNET advisers in 2006** on “The legal and tax situation of professionals and managers and its impact on mobility”. In a first phase we researched the current situation of professionals and managers concerning their tax and legal situation. Based on this research and the experiences of the participants, we could present the details of the tax and legal situation in Europe. The expert’s presentation and the contributions of the MOBILNET advisers have been published on our website.

Currently we have a project on “**Mobility of P&MS at different ages**”. Professionals and managers tend to be more mobile and generally it is somewhat easier for them to work in another European country than for other groups. Nevertheless, they do face obstacles and problems. Age plays an important part, and the obstacles can be different at different ages. We plan a 2-day conference and are putting together a report based on the experiences of the MOBILNET advisers (and other colleagues) in the different European countries. We will look at different case studies and experiences.

A **pending project** will focus on “**Mobility and career development**”. A study on the impact of mobility on the career development of professionals and managers has been planned, together with a seminar on this topic, where the results of the research, case studies and participants’ experiences will be discussed. The results of all these activities will be disseminated and published online.

 **b. FEMANET** is our Female Managers NETWORK, to promote contacts and facilitate exchanges of experiences and best practices to support women in decision-making functions. In 2005-2006 FEMANET organised a project on “**Women in(to) decision-making – Implementing recommendations and the framework of actions**”. It started with a meeting of the steering group, followed by a research/writing/publication phase and 5 national events (Italy, France, Sweden, Finland and Austria) with a European perspective. The project finished with a trans-national seminar in Vienna, presenting the results of the national implementation discussions and the actions at the European level. Finally a folder describing the European contribution to gender legislation and the survival kit for female managers – in a user-friendly format – have been published.


A follow-up project on “**Women in decision-making: From Europe to the Company**” has been scheduled.


 **c. StartPro** is the EUROCADRES exchange platform, dealing with access to the labour market for young graduates. Young graduates find it increasingly difficult to enter the labour market, facing increasing unemployment, working in low-skilled jobs or being more and more forced into low-paid or even unpaid internships without having a chance to get a regular contract, although Europe’s labour market could benefit greatly from this resource. Recently, we started a project with the aim of having a debate at European level on how to integrate young graduates into the labour market, how to use the potential of graduates and how to approach innovation with the involvement of graduates. After our Conference in November 2006 the StartPro experts will meet again during a **seminar** in 2007 and deal with practical issues of access to the labour market, especially the situation of internships, precarious work (which will include a comparison of the situation in the various Member States) and future actions and disseminations.


 **d. In 2006**, we set up a **EUROCADRES researchers’ network on P&MS**. This project aims to improve cooperation with researchers who work on research connected to P&MS and to make their results available for P&MS trade unions in other European countries for purposes of comparison and strategic analysis. Also, more information is needed about the specific situation of women managers and professionals and the situation in the new Member States.

This could lead to a clearer understanding of the changes brought on by the knowledge-based

society and the role P&MS (and their trade unions) can and should play in it. A final meeting will provide an overview of the research currently being conducted on P&MS issues, the topics of the various countries and the current links between P&MS trade unions and research and policy-making.

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e. Our EUROCADRES engineers' network has been especially involved – together with FEANI – in the forthcoming **ENGCARD project proposal**. The goal of the ENGCARD project is to design, implement and deploy in the EU Community a reliable and trusted European Professional Card system for engineers in order to promote and facilitate their geographical and/or occupational and/or virtual mobility. This personal card will provide a rapid, transparent, global, readable and unambiguous system of recognition of the professional qualifications of the engineer. The use of this card will play an important catalyst role for the free permanent or temporary or virtual movement of engineering services and professional engineers as a priority within the EU Community.
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f. Our network on Responsible European Management finished a project in 2006 on “Tools, Instruments and a Curriculum for REM”. We worked on two major issues: on the one hand, we started – via an interactive website – a discussion platform for presenting and evaluating tools and instruments that have been developed by our members on REM, while on the other hand, we supported the development of a curriculum for CSR with our partner, the School of Management, Royal Holloway, University of London, which integrates trade union positions and our vision of Responsible European Management.
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g. With our colleagues from the new European and applicant countries, we organised – with the support of ETUI-REHS – a training course in October 2006 in order to build social dialogue capacity for the P&MS organisations, especially for anticipating and managing changes in the functions, requested skills and responsibilities for P&MS. The final objective is to reach collective agreements on P&MS issues in order to give visibility to P&MS in trade unionism. Other topics discussed during the training course included:

 - › How to recruit young people: at school and university level, involving active young trade union members for promotion. Trade unions need the necessary skills inside their organisation to attract young professionals.
 - › The need to raise public awareness: showing the benefits of trade unions and finding popular ways to attract young people.
 - › National action plans to initiate P&MS commitment inside the trade unions, establishing P&MS bodies, organising trade union meetings on this specific challenge and dealing with the issues of interest for P&MS.
 - › European funding in the context of the Social Dialogue Budget Lines.

» 4 OUR ORGANISATION

In November 2005 we organised our 2nd EUROCADRES Congress, which debated and approved political and organisational resolutions as well as modifications to our Constitution. The documents are all available on our website.

The Congress has elected an Executive Committee and six vice-presidents and a new president. The new president is Carlo PARIETTI, from the leadership of Italian Agenquadri-CGIL, and the elected 6 vice-presidents are:

- › Jean-Paul BOUCHET, France
- › Christer FORSLUND, UNI-EUROPA
- › Inta GAVARINA, EPSU/FESP
- › Marian KRZAKLEWSKI, Poland
- › Käthe MUNK RYOM, Denmark
- › Gerald MUSGER, Austria.

The first meeting of the newly-elected Executive Committee completed the team, electing Dirk AMEEL as executive officer on the proposal of the Presidium.

Some new rules – such as the gender balance inside the Presidium and the Executive Committee – became effective after Congress, and we deal with the challenges we discussed during our Congress.

Recently, some member organisations have organised a EUROCADRES ‘Liaison Committee’ at national level. In the new European countries, the links between EUROCADRES and the P&MS organisations are strengthened and they have a higher representation in our Executive Committee.

With some European Industry Federations we have built up closer relationships. Specific points on the agenda gave us the opportunity to present important EUROCADRES issues. Some European federations linked to branches and sectors where many P&MS are working (UNI, EMF, EMCEF, ETF, EFFAT) became more active in P&MS trade union work. We participate in many ETUC working groups, conferences and seminars, and contribute to the activities of the ETUC Executive Committee.

» 5 CONSIDERATIONS AND ISSUES: A VIEW FORWARD FOR EUROCADRES.

1. THE WELL-ESTABLISHED EUROCADRES MODEL NEEDS TO BE MORE EFFECTIVE:

■ Model:

- › Council with trade unionist membership, not a traditional trade union
 - Professionals and managers have a crucial role for the future of Europe
 - Professionals are a growing population, the only one with an increasing membership of trade unions
- › Beside ETUC as associate, not member / Tight connection ETUC – EUROCADRES, making each other more able to represent P&MS in any situation and to effectively represent all workers, in their whole range of professional levels
- › We are not a federation, but transverse to European Industrial Federations / EIFs participate to lead EUROCADRES / We ask any EIF to build within them a P&MS group
- › Compromise between different national trade union models
- › Recognised European social partner
 - In the European social dialogue the EUROCADRES – CEC Liaison Committee is working well, providing general representation on the employee side

■ More effectiveness:

- › Financial situation and support programme 2006 – 2009: the precondition in order to be able to act for the present and the future, but a matter of democracy too
- › Visibility and representativeness need a recognizable identity, beyond the single activity and position; need common culture and aims, symbols

2. TO SUM UP THE EUROPEAN MODEL OF MANAGEMENT:

- To talk about a ‘model’ does not mean that there is one in existence
- Not the sum of existing national models
- Build a model in the coming years, comparing national realities, disseminating different experiences, calling on P&MS to participate and experiment
- › To strengthen a common definition of P&MS in the different national situations / to base that definition not only on the basic qualifications, but on autonomy and responsibility in the concrete work organisations, in the continuously changing process

- ▶ A winning European competitiveness is necessary in order to defend, to make innovations and to strengthen the European social model
 - Weaknesses in our present European social model and situation
 - Equal opportunities for anyone
 - Gender balance
- ▶ Specificity in globalisation / Comparison with the models in competition with Europe
- ▶ Difference: Central importance of:
 - Social dialogue
 - The European social dialogue framework must be made more concrete
 - EUROCADRES will try to establish some bilateral relationships with the employers' social partners
 - To give more concrete support from Europe to the national social dialogues
 - Negotiation
 - We are challenged by the US model, where the individual (competitive) is opposed to the unionised (collective)
 - We have to make it a central tenet in our culture, and to demonstrate, that trade unionism and social dialogue can be the way to make Europe the most competitive system
 - Propose P&MS' role in the Lisbon Strategy
 - To deepen the relationship between collective bargaining and individual needs; individual means specificity, not egoism; singleness does not mean loneliness
 - With all their differences, the European nations make a unique mix of individual and social rights
 - Face the (several) globalisation processes, globalising individual and social rights
- To unify does not mean to render uniform

3. EUROPE NEEDS TO BE 'CONSTITUTED'

- Only a political Union can build the social Europe
- The constitutional treaty must be put back on the table and result in a Constitution
- Stay open and inclusive vis-à-vis border applicant countries

4. P&MS REPRESENTATION AND GENERAL TRADE UNION MOVEMENT

- Front-line specificity of P&MS in the change from the hierarchical systems to the knowledge based work and society
- Less 'old blue collar' culture; the general trade union movement has to represent all professional levels
- Strengthen (or create) a European space for negotiation
- Cross-border collective agreements
- European Work Councils / To ensure a presence of P&MS / To build relationships between EUROCADRES – EWC
- Members should push at national level to ensure that the opposite parts cede power to the European employers' organisation, to make them able to negotiate and sign bargains
- To recruit new people, and most of all young future professionals

5. OUR SPECIFICITIES

- Working time / Overcoming the 'blackmail' of the opt-out / P&MS specificity in the working time directive; real autonomy must be assured with the possibility to negotiate timetables and workloads
- Social responsibility / Corporate management
 - The first responsibility is towards workers and their representatives: prevent bypassing
 - Measure actual representativeness of stakeholders
 - Central role of negotiation
 - Ethical codes cannot be promulgated outside of dialogue with P&MS and trade unions' representatives

- A European flexicurity policy needs a long preparatory time
 - Flexicurity is a success for Denmark (coming from a very long history): maybe it is not immediately applicable for other countries
 - Conditions for a common European platform are common spaces on education, welfare support provisions; that means common space and policies in terms of taxation
- A unified market on the path to being the biggest and strongest market in the world
 - Mobility (physical but also virtual): free movement of people as a free option, transition periods
 - Public services
 - We need a European market, but a clear distinction between what can be on the market and what needs, for social cohesion, to be off the market, in Europe and in the individual countries
 - Initiatives for rules on the modernisation of public management
 - Education systems
 - To act as a social partner in the European framework, and help the national members in their work to establish the national agencies
 - Specificity of professionals in the LLL programme: offset individual shortages and needs
 - Qualifications
 - Recognition, not only transparency
 - EngCard, a political and general project, a starting point for other professions
 - Unify the European recognition systems
 - Recognised professions
 - Overcome the present blockages between the different national systems
 - National members move together along the lines of the countries' reforms harmonising with the European directives
 - Research & Development – Researchers network / Transfer of knowledge / Create a favourable environment for innovations / Technological innovations are always organisational too, involving all workers, and P&MS first
 - The initiative of a European Institute of Technology can make a serious contribution towards encouraging innovations and filling R&D gaps. EUROCADRES supports the move from a great institution to a network of Knowledge Centres (also raised a number of questions on financing, structure, IPR, staffing and legal basis)

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EUROCADRES'S CONTRIBUTION ON THE REVISED LISBON STRATEGY AND P&MS

February 2006

The Lisbon Strategy – making Europe the world's most competitive and knowledge-based society – is a very ambitious task. The first 5 years of the strategy can not be called a success story – although a lot has indeed happened within the strategy. The Review of the Strategy which took place at the Spring European Summit in 2005 dealt with a number of very challenging issues. At the Tripartite Social Summit on 23 March this year, 4 main topics, including knowledge & jobs, will be decided and are of high importance for P&MS.

Obviously the Lisbon Strategy has to shape joint and concrete Reform Programmes on national levels in Europe with economic, social and environmental objectives working together: active involvement of the social partners is important. The 'sustainability' aspect of the Lisbon Strategy, in line with the three dimensional approach, needs more attention in view of the various recent reports and statements.

We – as Council of professional and managerial staff - want to focus on the synergies between skilled employment and social and environmental policies. The Lisbon Strategy has to link sustainable (environmental friendly) industrial policies with quality of jobs: this is a win-win situation. A well-trained, environmentally aware workforce is better able to develop innovative new techniques and integrated approaches that improve resource efficiency. This requires comprehensive lifelong learning and training systems, which integrate sustainable development concerns. There are clear links between high employment, a cohesive society and a sound environment.

The European trade union movement and P&MS organisations in particular will contribute to the implementation of the Lisbon Strategy. The National Reform Programmes are the right place, but in the past the participation of the social partners was rather weak or non-existent. So this is the real challenge for 2006-2007.

As organizations for professionals and managerial staff we deal with many policy areas: investing in the knowledge society, combining active labour market policies with training and acquiring skills, investing in sustainability.

Looking from the three essential perspectives we propose different concrete policies:

- Economic perspective: promotion of macro-economic policies that stimulate demand, promotion of innovation policies, promotion of entrepreneurship, investments in Research & Development, enhance higher education and a real European Research area, action to promote exchange of researchers and support researcher careers in Europe.

- Social perspective: promotion of lifelong education and training in a wider perspective, improving work environment (more job quality), promoting structures for consultation and participation in planning and decision-making, promoting equality between men and women (closing the gender gap in managerial functions), promoting mutual recognition of qualifications and diplomas, contributing to better conditions in case of mobility.

- Environmental perspective: Promoting introduction of new and environment-friendly technologies, promoting development of sustainable production policies (e.g. in housing and transport) and concrete synergies between skilled labour and social and environmental policies, contributing to the "third bottom line" in annual reports (the environment issues included).

Of course, a number of further strategy actions can be enumerated, particularly with regard to the globalisation dimension: the need for - at the same time - being globally competitive and preserving our European Social & Management Model, will be even more pressing in the years ahead.

So, the implementation of the Lisbon agenda is crucial: the National Reform Programmes – to be presented by the national governments - are an essential part of it and need better and direct involvement of the social partners. Our P&MS member organisations will play a more explicit role and increase the pressure on national governments to pursue the right agenda.

»	ANNEX 2
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EUROCADRES'S POSITION ON THE TRANSITION PERIODS

May 5th 2006

Professional and managerial staff are one of the most mobile groups in Europe, and while they are to a certain extent and in certain countries not included in transitional measures, they are affected in several aspects. They are in charge of HR issues in companies, they are multipliers in cultural, social and political areas and therefore are influential on different levels.

From the very beginning of the debate EUROCADRES announced its position to open the labour market for the new member states as soon as possible (declaration at the EUROCADRES seminar in Budapest 2003). This position was underlined at the EUROCADRES congress in November 2005 by the congress slogan "for an active and open Europe"

'We want an open Europe and a Europe which is not protectionist: a democratic Europe open to its citizens, open to diversity, united in its own diversity, inclusive towards new member countries, playing an active role in the globalisation for a fairer world.' (Resolution A, EUROCADRES Congress November 2006)

By 1 May the first two-year-phase of the transitional period ended. During these two years almost every 'old' member state used the right to impose restrictions on citizens of the 'new' member states concerning their access to the labour market, with the exception of Sweden, Ireland and the UK.

After the evaluation of the different experiences according to the recommendations by the European Commission and the ETUC based on the fact that the 'old' member states benefited from the EU enlargement the risks of opening the labour market were limited the fears of floods of immigrants from the Central and Eastern European countries did not come true most of the member states have now decided to reduce the restrictions or to remove them all together. Only three countries - Austria, Denmark and Germany - insist on their right to extend all their restrictions till 2009.

EUROCADRES welcomes the decision of nine member states to at least partially open their labour markets and thereby to realise one of the fundamental rights of the European Union. EUROCADRES underlines its aim to contribute to the removal of the remaining restrictions as early as possible, especially by lobbying its more than five million members throughout Europe, who are working as experts or managers in national or transnational companies and who are fully aware that there are more benefits than risks in having an open labour market in Europe. We

will all benefit from good diversity human resources management, including the option to include the candidate and associated countries gradually:

The new member states with their growing economy are among the most important drivers for Europe's development. Trade has expanded by 50%, and a lot of managers from the old countries are working in the new ones. Movement must not be a one-way-road.

On the one hand, there are big problems with unemployment in both the old and the new member states, but on the other hand there is a need for workforce in some branches, regions or seasons. Free movement may contribute to solving some of these problems, especially considering the fact that we now have problems with illegal movement, undeclared work, false self-employment or false honorary work (e.g. in the social and health sector) which undermine the restrictions and cause additional problems. EUROCADRES explicitly welcomes Finland's procedure to open the labour market but to control the working conditions (laws and collective agreements) **on the basis of an** agreement reached by government, trade unions and employers' organisations.

As we have different situations in different professional and regional labour markets, a complete opening may contribute to solving some problems of bottlenecks and thereby to driving Europe's economy forwards. It may also contribute to reducing brain drain from Europe to other parts of the world because of better chances, especially for young graduates. As qualification levels are different in the various regions and professions, there might be more competition for jobs in limited labour markets causing additional pressure on the workforce in the old countries, especially for the less qualified. But even for these problems restrictions are not adequate methods to handle the problem. From a European point of view the challenge is a European diversity human resources management, which combines the highest levels of qualifications and competences from all over Europe and learning from one another. This will also help identify problem areas, which will need further investment in qualification and development. Especially for cross-border regions it might be an additional impetus for the economy and the welfare of the working people if they can work in an old member state and to keep their residence in the new member state (lower costs, fewer family problems).

Based on the experience of well functioning cross-border work between old member states, EUROCADRES welcomes new experiences as further steps into European

integration and overcoming of old barriers. Last but not least EUROCADRES underlines that countries who extend their restrictions too long run the risk of losing competitiveness. They decide against resources of workers, experts and professionals who will turn to countries with free access to the labour market, where they will support the economy and social welfare. The states with restric-

tions then risk aggravating the problems which they had wanted to solve with the restrictions in the first place. Based on these reasons, EUROCADRES invites all member states to abolish labour market restrictions as soon as possible and not to wait until 2009. This will be in the interest of professional and managerial staff as well as the economic and social development of Europe.

» ANNEX 3

EUROCADRES'S OPINION ON the Green paper "A European Strategy for Sustainable, Competitive and Secure Energy"

August 2006

EUROCADRES welcomes the European Commission's initiative in this very important area for the future of Europe's energy supplies, usage and access. It is important to open a broad, democratic debate, involving European citizens and organised civil society in Europe to discuss objectives, scope and means for EU intervention in the field of energy.

As representatives of professional and managerial staff in Europe, we would like to underline the following points, which can contribute to policies:

1. Sound, Sustainable Environment:

There are clear links between high employment, a cohesive society and a sound environment.

Available evidence tends to indicate that environmental policies have a slightly positive – or at least not negative – impact on overall employment. Shifting resources from polluting to environmentally friendly sectors change the labour market structure. Over the short and medium term the structural adaptation may cause difficulties in certain cases.

The link between sustainable (environmental oriented) industrial policies and quality of jobs is clear: there is a win-win character.

The links between environmental pollution and human health are well established. Overall it is estimated that around 25-33% of the burden of disease in industrialised countries is related in some way to environmental factors.

2. Professionals in charge for innovating and maintaining technology for the extraction of energy and its sustainable development and managers in charge of allocating a certain region for the exploitation of particular resources and of supplying certain regions and

industry play an important role in this sector should manage the development of innovations and technology and the strive and request for sustainable development in the energy sector responsibly. In this field we like to strengthen the role of the public sector in order to reach a better balance between the private and public sector' contributions

3. Social dimension:

The discussion on sustainable development has highlighted the need to better understand the links between high employment, a cohesive society and a sound environment. Certain Member States show by example that it is possible simultaneously to pursue successfully ambitious objectives both with respect to creating more and better jobs, and to social inclusion and environmental protection, without jeopardising competitiveness.

Disadvantaged groups are more likely to live and work in a poor environment. The creation of better living conditions in deprived areas could facilitate the integration of vulnerable groups into society and the labour market. The links between low quality environment and poor social conditions provide a basis for the development of new ways of combating social exclusion.

Therefore well trained, environmentally aware professionals and responsible management are better able to develop innovative new techniques and integrated approaches that improve resource efficiency. This requires comprehensive lifelong learning and training systems, which integrate sustainable development concerns. Skills upgrading is necessary to respond to the needs of a more mature eco-industry.

4. Energy Dialogue:

EUROCADRES believes that is important for the

European Union to stand united in its relations with outside energy suppliers and must promote, via dialogues, a social dimension featuring respect for human and trade union rights, in addition to democratic principles.

Dialogue can also be promoted with the stakeholders, thus involving industry, environmental organizations and communities, and encourage debate and discussions on energy-related issues.

This is where management and professionals in this sector come into play, when strategic stocks need to be managed soundly to the supply, demand and EU and national regulations.

5. The role of the EU

- ...❖ EUROCADRES believes that the European Union can and should take on various important responsibilities in this context:
- Eliminate social inequality caused by unequal access to energy services;

- Work toward supply self-sufficiency
- Guarantee responsible management of resources that are being threatened with depletion or scarcity in the medium-term;
- Combat global warming caused by the intensive use of fossil fuels and tackle the civil and military risks involved in the use of nuclear energy;
- prevent energy inflation from having an impact on wages.
- Promote the external dimension of the energy policy and build up common European energy policy.
- Realize a real common European energy market.

...❖ Therefore the European Union can ensure and promote:

- Strengthen public and democratic energy management
- Reduce energy consumption
- Ensure secure supplies
- Diversify energy sources

» ANNEX 4

EUROCADRES'S POSITION PAPER ON EUROPEAN QUALIFICATIONS FRAMEWORK (EQF)

Higher education & professional qualifications and competences

October 2006

A TOOL FOR SOCIAL DIALOGUE ON LIFE LONG LEARNING

On 5 September 2006, The Commission adopted a proposal for a Recommendation of the European Parliament and of the Council on the establishment of the European Qualifications Framework for lifelong learning (EQF). The EQF has been created to provide a common language to describe qualifications which will help Member States, employers and individuals compare qualifications across the EU's diverse education and training systems. The adoption of the proposal follows almost 2 years of consultation across Europe. The text of this proposal is attached to this paper (see Annex 1).

When the proposal was adopted by the Commission, Ján Figel, European Commissioner for Education, Training, Culture and Multilingualism, said:

"People in Europe too often face obstacles when they try to move from one country to another to learn or work, or when they want to build upon previous education or training. The EQF will help to solve that problem: it will make different national qualifications more understand-

able across Europe, and so promote access to education and training. Once adopted, it will increase mobility for learning or working. We believe the EQF is a key initiative in creating more jobs and growth, helping people in Europe to face the challenges of a globalising, knowledge-based world economy."

In a EUROCADRES paper in January 2005 about questions of recognition of qualifications, we said "How considerable number of obstacles persist, such as the lack of one single coherent and transparent system of mutual recognition of professional qualifications and diplomas..."

The proposal is one of the concrete outcomes of the "Education and Training 2010" work programme established after the Lisbon European Council in 2000, and was specifically called for by the 2005 and 2006 Spring European Councils. It was developed following an extensive consultation with Member States, the social partners and other stakeholders.

What is EQF?

The core element of the European Qualifications Framework (EQF) is a set of eight reference levels

describing what a learner knows, understands and is able to do — their ‘learning outcomes’ — regardless of the system where a particular qualification was acquired. The EQF reference levels (see the end of Annex 1) therefore shift the focus away from the traditional approach, which emphasises learning inputs (length of a learning experience, type of institution). Shifting the focus to learning outcomes — supports a better match between the needs of the labour market (for knowledge, skills and competences) and education and training provisions, facilitates the validation of non-formal and informal learning, facilitates the transfer and use of qualifications across different countries and education and training systems.

As an instrument for the promotion of lifelong learning, the EQF encompasses general and adult education, vocational education and training, as well as higher education. The eight levels cover the entire span of qualifications from those achieved at the end of compulsory education to those awarded at the highest level of academic and professional or vocational education and training. The draft recommendation foresees that Member States relate their national qualifications systems to the EQF (by 2009). It will therefore enable individuals and employers to use the EQF as a reference tool to compare the qualifications levels of different countries and different education and training systems, for example vocational training and higher education. The EQF will function as a type of translation device to make relationships between qualifications and different systems clearer. The EQF will therefore help European education and training systems become more transparent and accessible to the general public. The EQF proposal will now be examined by the Council and the European Parliament.

EUROCADRES’ s position on EQF

From the beginning, EUROCADRES has suggested the setting up of a European area of mutual recognition of qualifications and diplomas with effective and coherent tool, including accreditation processes, and involving the various interested partners.

The European Qualification Framework is an important element of this setting up; for the first time, we have at one’s disposal a European Framework with 8 reference levels. Levels 5-8 contain a clear reference to the levels defined in the framework for the European Higher Education Area in the context of the Bologna process. EQF level 5 corresponds to the descriptor developed for the higher education short cycle, EQF level 6 for the first cycle (Bachelor level), EQF level 7 for the second cycle (Masters level) and EQF level 8 for the third cycle (PhD level).

It was important for EUROCADRES to build a framework on the achievements of the Bologna process in higher education, with a good coherence with the framework adopted in Bergen in May 2005, and with the higher education Bologna process descriptors (called Dublin descriptors). It is important to guarantee a good conti-

nunity of European processes of regulation and legislation about life long learning and higher education, and a strong coherence between the different tools.

The difference is that EQF also encompasses vocational education and training (VET) and work contents, including at the highest levels, as it was agreed by the different stakeholders in Budapest conference on EQF in February 2006. But, for formal education, all the descriptors have been reused.

EUROCADRES think that 8 reference levels and not more is probably a good balance to cover the entire span of qualifications, from those achieved at the end of the compulsory education and training and those awarded at the highest level of academic and professional and vocational education and training. A too important number of levels and of descriptors could have been an obstacle to a good comprehension.

The approach by “learning outcomes” reflects an important shift in the way education, training and learning is conceptualised and described. We think that an approach by the results and the content and not only by the methods and process of delivery. The learning outcomes of EQF are defined by a combination of knowledge, skills and competence. The use of learning outcomes to describe qualifications levels should facilitate the validation of learning taking place outside formal education and training institutions. For EUROCADRES, it is a key element of life long learning, and of accreditation processes.

The Commission says that EQF is also a framework for cooperation and an instrument for strengthening mutual trust between national stakeholders and international sectoral organisations involved in education and training.

EUROCADRES think that the success of this process will be strongly linked to the quality of dialogue between all the stakeholders at national level. With our affiliated organisations, we will be very vigilant on this point. The decisions regarding the referencing of a national or sectoral qualification to the EQF must be made public. Any “peer review” evaluation process has to be open to all the stakeholders.

The decision at national and sectoral level to use the EQF must be based on a commitment to quality assurance. It is very important for EUROCADRES that the implementation of EQF must take into account the conclusions on quality assurance in vocational education and training adopted by the Council on 28 May 2004 and Recommendation 2006/143/EC of the European Parliament and the Council of 15 February 2006 on further European cooperation in quality assurance in higher education.

EUROCADRES has always thought that there is a very strong link between quality and accreditation. It is not enough to implement quality assurance with the only purpose of improving quality of education. The processes must be concluded by an accountable decision concerning their results, which is the role of accreditation

processes. In EQF, the approach by the results and the learning outcomes is according with our position. EUROCADRES reaffirm that accreditation is not only a supplementary option to quality assurance processes, but a necessary instrument for real transparency and for mutual recognition of qualifications. EQF describes levels of qualifications in terms of learning outcomes, and do not award qualifications. The awarding of qualifications will remain a matter for national qualification bodies. The Commission has made recently a call for proposal for projects of experiments of installation of the NQF (National Qualification Framework) and SQF (Sectoral Qualification Framework) with the support of existing national agencies.

It is important to sensitize our members in the different countries on the constitution under these national qualifications agencies and sectorial agencies. We have a real added value, as representative European organization of professionals and managers, to participate in these works and to sit in the different processes to the national level.

For such a voluntary framework work in practice, stakeholders will need to commit the common framework and develop mutual trust over time.

EQF can be a tool for a better dialogue on life long learning. It will be a good test.

» ANNEX 5

EUROCADRES'S CONTRIBUTION TO THE REVISED EUROPEAN COMMISSION COMMUNICATION: "EIT, FURTHER STEPS TOWARDS ITS CREATION"

October 2006

EUROCADRES appreciates the Commissions endeavour to take action in the areas of research, teaching and knowledge-transfer. The strive to increase European competitiveness is also commendable. In order to close the gap between research, innovation and business it is necessary to have serious initiatives, endurance and substantial funding.

Since the last proposal from the Commission there has been another consultation with stakeholders. Some issues has been cleared up, others still remain in the dark, especially the funding.

Structure:

The head of EIT is the governing board. The selection to the board must be very careful and full of incentive and must include expertise from all of the areas in the knowledge triangle. We support the development within the proposal from a fixed institution to a decentralised institute consisting of only one or two Knowledge Centres (KC), with the goal to reach at least 6 in seven years. However, it should be explored whether this goal could be more ambitions, for instance, between 10-15 Knowledge Centres. The KC also awards degrees on master and doctoral levels which we suppose is necessary in order to create greatness. We support a continued debate on which universities/research centres will be accepted and what the effect on national programmes will be.

Staffing:

We see the human resources as one of the main challenges for the EIT. All the ways of retaining and rewarding

that exists today should be available also to EIT, but within an appropriate general framework. We appreciate the statement that EIT will not "poach" excellence from where it is currently. A common employment framework will be created from which the KC has the freedom to organize their staff as they please.

Intellectual property rights (IPR):

At this moment the issue is not solved, it is of utmost importance that a framework for IPR arrangements will be accrued. The sharing of intellectual property rights (IPR) between host universities of knowledge communities, individuals working for the EIT and the EIT as an organization is among key open issues in establishing the EIT. Top-units are not isolated entities at a university, but are result of and flourish, because of the whole learning environment and organizational culture of a university. It is important to secure the IPR rights of the host universities. And moreover, it is necessary to make sure that lack of IPR rights from the individual point of view is not a hindrance of recruiting the best staff to the EIT.

Legal basis:

The EU treaty offers a spectrum of possibilities but a decision has yet not been made, this is of course a absolute to have a clear legal basis, otherwise is can the initiative be questioned as well as cloud the IPR issue even further. If necessary, the article 308 in the Treaty could be used.

Finance:

EUROCADRES support that a substantial funding is

necessary and that it should be divided between public and private sectors. It is not acceptable if the EIT is financed with LLL funds or that money will be taken directly from the universities. At this moment Brussels has set aside 2,4 billion euros until 2013, but the key question is what the interests from the business will be. Normally the business sector also will demand a payback in forms of money, and nothing is said about the influence on research this will induce. Under no circumstances can we accept that the scares budgets at national level will be reduced by joining the EIT and that at the same time the money from the EU Research Fond will limit new projects. It is also very obvious that the industry is more interested in taking part in the concrete projects than just to give EIT general financial support.

Geographical issue:

Even if it will not be a grand institution it is necessary to take political care when the seat of the institute is decided. We propose a seat that is close to an university or research centre which are participating in the EIT.

General comments:

If the model of EIT is successful, it would be advisable to establish similar institutions also in the other fields. Medicine is an example. We agree with the proposal of the Commission to stress the interdisciplinary approach in the education and research of the EIT. A remarkable share of innovations in future is anticipated to be multi-disciplinary by nature and this is also a new approach compared to the traditional strict disciplinary borders in

the scientific community.

There can be problems in relationship of EIT and universities as EIT should also have a role in post-graduate education and research training at master and doctoral levels. EIT should have a right to grant Master's and PhD degrees. This right should promote the degrees granted by the national higher education institutions and foster their quality of education.

It is obvious that the political expectations that have been raised are impossible to reach. EIT can only have a limited role in development of innovations as its resources will be limited to 6 knowledge communities during first years. It seems that more important will be symbolic value of this initiative: Europe is taking serious steps to leap over innovations and R&D gap.

Today it is clear that the initiative is only complementary, along with other EU efforts to enhance competitiveness of Europe. The roles of the SME's and the public sector is still not clear. For our member groups within the P&MS it seems that EIT will be an additional possibility to boost their worth on the market, improve mobility and increase long live learning.

It is also necessary to decide on the criteria of evaluation of the performance of EIT and of all its processes. EIT must meet the qualitative incentive as "innovation engine". It is important to have an idea of this, for the evaluation with all stakeholders, including of course social partners.

EUROCADRES as social partner continuously participates in the consultations to finalize the details of the project.

» ANNEX 6

AUDITOR'S REPORT | FOR THE FINANCIAL YEAR 2005

On 22 May 2006 the undersigned auditors examined the accounts of EUROCADRES at its registered office, located at Boulevard du Roi Albert II,5, Bruxelles.

During their examination, the auditors had access to the income and expenditure accounts for the financial year 2005, the balance sheets for the years ending 31/12/2004 and 31/12/2005 as well as the corresponding accounting documents.

They had access to the financial report which will be submitted to the Executive Committee next June 2006 for the financial year 2005 and the budget adopted by the Executive Committee in March 2006 for the financial year 2006.

They also had access to the report on the external audit carried out by HLB, a company based in Antwerp (Belgium), dated 16 May 2006.

The relevant explanations were provided by Joël Jung (Treasurer), Carlo Parietti (President), Dirk Ameel (Executive Officer) and Jacques Lemaître (Accountant).

The accounting documents and accounts were spot-checked. The auditors declared that the accounts have been kept properly and are up to date.

Brussels, 22 May 2006

AUDITORS:
Harry van Herpen
Dominique Trouillet

» ANNEX 7

DEFINITION OF PROFESSIONAL AND MANAGERIAL STAFF

EUROCADRES refers to the definition of P&MS used by the International Standard Classification of Occupations ISCO established in 1988 by the International Labour Office (ILO). The Statistics office of the European Union (EUROSTAT) uses a European variant, called ISCO 88 (COM).

Among the 10 major groups of ISCO 88, Professional and Managerial Staff (P&MS) are included in*:

- ...✚ **major group 1: legislators, senior officials and managers;**
- ...✚ **major group 2: professionals.**

According to the ISCED (International standard Classification of Education) of the UNESCO, we should also consider that their skill level corresponds to ISCED categories 6 and 7 comprising education which begins at the age of 17 or 18, lasts about three, four or more years, and lead to a university or postgraduate university degree or the equivalent. A corresponding skill level can also be acquired through work experience

These statistical approaches of P&MS correspond to the definition of the "Compendium of Principles and Good Practices relating to the Employment of Professional Workers" adopted by the ILO Governing Body (following a tripartite conference held in 1977):

“a person :

- a) who has completed a higher level of education and vocational training or possesses recognised equivalent experience in a scientific, technical or administrative field; and*
- b) who performs, as a salaried employee, functions of a predominantly intellectual character involving the exercise of a high degree of judgement and initiative and implying a relatively high level of responsibility. The term should also cover any person who, in addition to possessing characteristics a) and b) above, has had delegated to him, by and under the general direc-*

tion of his employer, responsibility for planning, managing, controlling and co-ordinating the activities of part of an undertaking or of an organisation, with the corresponding authority over other persons. The term does not cover top-level managers who have a large delegation of authority from their employers.”

The list of ISCO 88 groups is copied on the following page.

ISCO 88 MAJOR GROUPS

Major group 1: Legislators, senior officials and managers

Major group 2: Professionals

Major group 3: Technicians and associate professionals

Major group 4: Clerks

Major group 5: Service workers and shop and market sales workers

Major group 6: Skilled agricultural and fishery workers

Major group 7: Craft and related trades workers

Major group 8: Plant and machine operators and assemblers

Major group 9: Elementary occupations

Major group 0: Armed forces

...✚ **Major group 1: Legislators, senior officials and managers**

11 Legislators and senior officials

12 Corporate managers

13 General managers

...✚ **Major group 2: Professionals**

21 Physical, mathematical and engineering science professionals

22 Life science and health professionals

23 Teaching professionals

24 Other professionals

* P&MS are not included in the ISCO 88 major group 3 “technicians and associate professionals” with a skill level corresponding to the ISCED category 5: comprising education which begins at the age of 17 or 18, last about four year, and leads to an award not equivalent to a first university degree.

»	ANNEX 8
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LIST OF EUROPEAN SOCIAL-PARTNER ORGANISATIONS CONSULTED UNDER ARTICLE 138 OF THE EC TREATY

1. General cross-industry organisations

- European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest (CEEP)
- European Trade Union Confederation (ETUC)
- Union of Industrial and Employers' Confederations of Europe (UNICE)

2. Cross-industry organisations representing certain categories of workers or undertakings

- Eurocadres
- European Association of Craft and Small and Medium-Sized Enterprises (UEAPME)
- European Confederation of Executives and Managerial Staff (CEC)

3. Specific organisations

- Eurochambres

4. Sectoral organisations representing employers

- Airports Council International – Europe (ACI EUROPE)
- Association of Commercial Television in Europe (ACT)
- Association of European Airlines (AEA)
- Association of European Cooperative and Mutual Insurers (ACME)
- Association of European Public Postal Operators (PostEurop)
- Association of European Radios (AER)
- Association of National Organisations of Fishing Enterprises in the EU (EUROPECHE)
- Civil Air Navigation Services Association (CANSO)
- Committee of Agricultural Organisations in the European Union (COPA)
- Community of European Railway and Infrastructure Companies (CER)
- Community of European Shipyards' Associations (CESA)
- Confederation of National Associations of Tanners and Dressers of the European Community (COTANCE)
- Council of European Municipalities and Regions (CEMR)
- Employers' Group of the Committee of Agricultural Organisations in the European Union (GEOPA)

- Euracoal
- Euromines
- European Apparel and Textile Organisation (EURATEX)
- European Association of Cooperative Banks (EACB)
- European Association of Potash Producers (APEP)
- European Banking Federation (FBE)
- European Barge Union (EBU)
- European Broadcasting Union (EBU)
- European Committee of Sugar Manufacturers (CEFS)
- European Community Shipowners Association (ECSA)
- European Confederation of the Footwear Industry (CEC)
- European Confederation of Hairdressing employers' organisations (EU Coiffure)
- European Confederation of Woodworking Industries (CEI-Bois)
- European Construction Industry Federation (FIEC)
- European Coordination of Independent Producers (CEPI)
- European Federation of Cleaning Industries (EFCl)
- European Federation of National Insurance Associations (CEA)
- European Federation of Security Services (CoESS)
- European Furniture Manufacturers' Federation (UEA)
- European Industrial Minerals Association (IMA)
- European Regions Airline Association (ERA)
- European Savings Banks Group (ESBG)
- European Skippers' Organisation (ESO)
- European Telecommunications Network Operators' Association (ETNO)
- General Committee for Agricultural Cooperation in the European Union (COGECA)
- Hotels, Restaurants and Cafés in Europe (HOTREC)
- International Air Carrier Association (IACA)
- International Confederation of Temporary Work Businesses (Euro CIETT)
- International Federation of Film Producers' Associations (FIAPF)
- International Federation of Insurance Intermediaries (BIPAR)
- International Road Transport Union (IRU)
- Performing Arts Employers' Associations League Europe (PEARLE)
- Retail, Wholesale and International Trade Representation to the EU (EuroCommerce)
- Union of the Electricity Industry (EURELECTRIC)

5. European trade union organisations

- European Arts and Entertainment Alliance (EAEA)
- European Cockpit Association (ECA)
- European Federation of Building and Woodworkers (EFBWW)
- European Federation of Journalists (EFJ)
- European Federation of Public Service Unions (EPSU)
- European Federation of Trade Unions in the Food, Agriculture and Tourism Sectors and Allied Branches (EFFAT)
- European Metalworkers' Federation (EMF)
- European Mine, Chemical and Energy Workers' Federation (EMCEF)
- European Trade Union Federation: Textiles, Clothing and Leather (ETUF:TCL)
- European Transport Workers' Federation (ETF)

- International Federation of Actors (FIA)
- International Federation of Musicians (IFM)
- Union Network International – Europe (UNI-Europa)
- Union Network International – Media and Entertainment International – Europe (EUROMEI)
- European Trade Union Committee for Education (ETUCE)*

The list will be adapted as new sectoral social dialogue committees are set up and/or in the light of the study on representativeness.

* Organisations affiliated to ETUC receiving copies of information

» ANNEX 9

MEMBERS AND DEPUTIES OF THE EUROCADRES EXECUTIVE COMMITTEE 2005-2009 (elected by the Congress)

COUNTRIES/ORGANISATION	MEMBER	DEPUTY
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DENMARK	Käthe Munk Ryom, Vice-President AC Nørre Voldgade, 29 - Postbox 2192 DK - 1017 Copenhagen K Tel. : +4533694020 – Fax : +4533938540 kmr@ac.dk	Søren Kargaard FTF Niels Hemmingsengade 12, Box 1169 DK - 1010 København K Tel : +45 3336 8800 – Fax : +45 3336 8880 soren.kargaard@fff.dk
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COUNTRIES/ORGANISATION	MEMBER	DEPUTY
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COUNTRIES/ORGANISATION	MEMBER	DEPUTY
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