

Tool-box for recovering and strengthening competitiveness and safeguarding sustainable employment in the European MET Industry

Experiences and examples of actions undertaken by members of the EMF and CEEMET

Version Dec 2011

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1. "Anti-crisis Measures" | 2010/2011

1 st part	BELGIUM	BELGIUM	BULGARIA	FRANCE	ITALY
SELECTED BY	Employer	Union	Union	Joint	Employer
Example description	Temporary unemployment scheme for white collar workers. Inter-professional level (national). Set by government	<p>Lowering indirect costs for companies:</p> <ol style="list-style-type: none"> 1. Reduction of the indirect wage taxes on researchers employed in the private sector 2. 1% overall reduction on indirect wage taxes (coming from 0,25%) 3. Reduction on indirect wage taxes on shift work from 10,7% to 15,6% and on overtime. <p>Short-term work:</p> <ol style="list-style-type: none"> 1. Temporary increase of the unemployment benefit from 65% to 75% 2. Enlarging the system to agency workers 3. Introduction of short-term work for white collars (it didn't exist for them in Belgium so far). The measure is only temporary 	<p>At national level, initiators and partners: Government, employers and trade unions, adopted anti-crises measures at the meeting of the National Council for tripartite cooperation: 1. the employer will pay for the first three days sick leave- 70 % of the wage;</p> <ol style="list-style-type: none"> 2. from 1st July 2010 abolition of the max level for the unemployment compensations- 60 % of the last wage 	<p>Derogatory system of short-time work ("Activité partielle de longue durée")</p> <ol style="list-style-type: none"> 1. 75% of remuneration for the employee vs. 60% under the normal system; 2. up to 1.000 hours over a period going from 3 to 12 months; 3. higher financial support from the State & the unemployment system for the company. <p>As a counterpart, companies and employees are encouraged to use the periods of short -time work to train the employees (included outside the working time).</p> <p>Finally, companies have to maintain their level of employment for a duration twice as long as the duration of the short time work device. This system is a State one but has been pushed by UIMM.</p>	<p>National law</p> <p>Cross-Industry "Social safety net" measures have been extended to sectors and contracts previously excluded.</p> <p>New measures to foster the tool of short-time work have been put laid down as from July 2009 to December 2010</p>
Impact	Attempt to avoid mass dismissal as much as possible		Reducing unemployment, supporting the business, saving workplaces	Avoid economic redundancies, decrease the cost of short-time work for companies and anticipate the	Avoid dismissals in time of decreasing production

1. "Anti-crisis Measures" | 2010/2011

1 st part	BELGIUM	BELGIUM	BULGARIA	FRANCE	ITALY
				recovery	
<i>Type</i> (short / long term)	Short term		Short-term- till the end of 2012	Short and medium term: 2009 to end of 2010.	2009-2010

2 nd part	SPAIN	SWEDEN	The NETHERLANDS	UK
<i>SELECTED BY</i>	Employer	Joint	Employer	Employer
<i>Example description</i>	Some economic measures but labour reform is still pending.	Sweden does not have a system for short-time work. However, the Crisis Agreement signed on 2 March 2009 between Teknikforetagen and IF Metall on the national level, created possibilities to sign local level agreements to temporarily lower wages with up to 20% by also shortening actual work time by up to 20% or by the employer providing education and training during a corresponding period of time	Part-time Unemployment (FME-CWM was initiator of this legislation)	Different types of short-time working, sometimes linked with training to upskill their workforce, as well as lengthy factory shutdowns and periods of unpaid leave. In addition, many manufacturers reduced their use of agency workers and contractors during the economic downturn although there are some signs that, as the economy starts to pick up, employers are now making greater use of agency workers. There is generally a positive employee relations environment in manufacturing. A survey of EEF members in March/April 2009 showed that over two-thirds of them felt that the current employee relations climate was either positive or very positive with more of them thinking that this would improve over the next 12 months than feeling it would get worse.
<i>Impact</i>		Around 400 plant level agreements were signed, mitigating the effects of the financial crisis for the companies and are estimated to have saved 10 000 -12 000 jobs in the industry sector.	Saving skilled workers for the sector	

1. "Anti-crisis Measures" | 2010/2011

2 nd part	SPAIN	SWEDEN	The NETHERLANDS	UK
<p><i>Type</i> (short / long term)</p>		<p>The national level agreement was temporary, running to the 31st of March 2010, but has been extended to the 31st of October 2010.</p>	<p>Long (up till 1/7/2011)</p>	

	FINLAND	FRANCE	ITALY	SWITZERLAND
SELECTED BY	Joint	Joint	Employer	Employer
Example description	<p>Good work - Longer career Project</p> <p><u>The philosophical background:</u> To improve work ability of individuals permanently, four basic preconditions should first prevail. These are individuals’</p> <p>1) Health and functional capacities, 2) Competence, 3) Values, attitudes and motivation, 4) Work environment and management.</p> <p>Background for the project: Planning of the occupational well-being project began in autumn 2008. Written into the collective agreement 2009-2012.</p>	<p>National agreement promoting the employment of “older” workers in the MET industries.</p> <p>On 4 December, an agreement was reached between UIMM and four trade unions, putting in place a sectoral policy promoting the employment of seniors. They commit to reach a 12% employment rate of workers aged 55 and above. Among these 12%, at least 5 % should be older than 58 years of age.</p> <p>To reach this objective, a series of tools corresponding to the measures provided in the GPEC law (law on the anticipatory management of competences and employment) can be implemented. The agreement also includes provisions on H&S and prevention policies.</p>	<p>National law Cross-Industry</p> <p>National Law 191/2009 50 year old workers, with 35 year seniority made redundant can claim for an integrative economic treatment if they accept an employment with a lower job classification level.</p> <p>Social contribution relief for employers hiring workers receiving unemployment benefits with at least 50 years of age.</p>	<p>Swissmem-working group which consists of approx. 15 HR Responsibles, dealing with the issue “demographic chance” and elaborating recommendations for the member companies. Commission with Social Partners which elaborated two surveys concerning early retirement. Short/long term</p>
Impact	<p><u>General goals:</u></p> <p>Improving staff well-being and maintaining work ability Prolonging working careers Controlling absenteeism Developing and spreading good practises and instruments More action – less words! The development should be implemented in work places in cooperation between management, superiors, human resources staff, staff representatives, different personnel groups, health & safety and occupational</p>	<p>With this sector agreement, companies which employ between 50 and 300 employees are not obliged any more to negotiate agreements or to adopt an action plan on the employment of older workers. No action taken by 1/1/2010 are submitted to a fine of 1% of their wage bill, with an exception for companies between 50 and 300 employees covered by a sector agreement on this issue.</p>		

	FINLAND	FRANCE	ITALY	SWITZERLAND
	<p>health care.</p> <p><u>Timetable:</u> Pilot stage 2010-2011 (19 companies) Extension stage 2011-2013 Expected results to competitiveness: Economic output from projects in work places exceeds input greatly. Savings arise from improved productivity, which is consequence of better work organizing. Subsequent consequence is also longer careers through for example decreasing sick leaves, decreasing too early retiring (disability pension) etc.</p> <p><u>Involved organisations:</u> Federation of Finnish Technology Industries Finnish Metalworker' Union Federation of Professional and Managerial Staff YTN Union of Salaried employees Pro Federation of Special Service and Clerical Employees ERTO</p>			
<p>Type (short / long term)</p>	<p><i>Improve productivity, and well-being. Prolonging working careers.</i></p> <p><i>Long term</i></p>			

3. Collective Agreement 2010/2011

Please refer also to Chapter 5 on Flexicurity measures

1 st part	BELGIUM	BULGARIA	FINLAND	FRANCE	GERMANY	SWEDEN
SELECTED BY	Employer	Union	Joint	Joint	Joint	Joint
<i>Example description</i>	<p>Attempt to control wage cost in sectoral CA:</p> <ul style="list-style-type: none"> - Closed sector CA - Saldo-mechanism in relation to automatic wage indexation system - 2010-2011: eco-cheque (no social security) <p>Sectoral level</p>	<p>At company level, initiator- employers, partners- employer and trade unions in the company; concluded anti-crisis agreements:</p> <ol style="list-style-type: none"> 1. one month unpaid leave during 2009; 2. if there are mass redundancies, 2 persons from one family will not be dismissed and the amount of the compensation is 4-7 brute salaries 	<p>The principle of continuous negotiations: In collective agreements, bargaining parties appointed working groups to negotiate and prepare conditions of employment under the agreement period. In our latest collective agreement we have for example following working groups:</p> <ul style="list-style-type: none"> • Maintenance of wage structure • Questions of working hours • Development working group • Working group on arbitration • Use of temporary agency workers • Job satisfaction and maintenance of work capacity <p>Improvement in the structure and appearance of the collective agreement</p>	<p>National agreement on urgent measures for employment in the metal industry</p> <p>On 7/5/2009, UIMM and four of the five trade unions of the sector (CFDT, CFE-CGC, CFTC and FO) signed an agreement aiming at preserving and promoting employment in the metal industry. The most significant measures agreed are:</p> <ul style="list-style-type: none"> - the financing of training measures for companies facing a reduction of activities and using short-time work (up to 50 millions € will be dedicated to these training actions). - a commitment to maintain the same level of “apprenticeship” and “professionalisation” contracts in the metal sector. - a strong incentive to use the device of “workforce loan” for companies facing difficulties (permanent device): this device allows 	<p>Crisis package 2012</p> <ul style="list-style-type: none"> - CA for the MET industry - branch level - regional social partners - wages and salaries, job security and vocational training (see NOTE 1) 	<p>Introduction Agreement</p> <p>Sweden currently experiences a very high rate of unemployment among young adults. At the same time, many companies face difficulties to recruit people with needed competences.</p> <p>A national agreement was concluded between IF Metall and Teknikföretagen to make it possible for young people with general secondary level education to have also a basic education in technology in order to make them employable in industry.</p> <p>The agreement takes the form of a national framework that can be applied by the local partners.</p> <p>Young people under 25</p>

3. Collective Agreement **2010/2011**

Please refer also to Chapter 5 on Flexicurity measures

1 st part	BELGIUM	BULGARIA	FINLAND	FRANCE	GERMANY	SWEDEN
				<p>the employer to “lend” temporarily an employee to another).</p> <p>- accompanying measures to facilitate geographical mobility.</p>		<p>years of age are employed for up to 12 months and are given both practical and theoretical training. Wages are set in accordance to the extent of education and should be minimum 75% of general minimum rate. Where the employer or the employee does not want the employment to go over into a regular open-ended contract after the twelve months, the party should give notice of this one month before the contract ends.</p> <p>The agreement is now being tested by both large companies (ABB) and small companies (Gnosjö). In the Region of Gnosjö, a partnership between companies, IF Metall, local municipals, The Employment agency and Teknikcollege, has been formed to organise the project.</p>

3. Collective Agreement **2010/2011**

Please refer also to Chapter 5 on Flexicurity measures

1 st part	BELGIUM	BULGARIA	FINLAND	FRANCE	GERMANY	SWEDEN
						A national reference group is also set up to evaluate the local experiences.
<i>Impact</i>		Saving workplaces, reducing mass redundancies	Makes collective bargaining easier due to the fact that qualitative industrial issues are prepared in advance in working groups. Emphasis in the Development Working Group is to improve productivity and skills. Working Group dealing with Working Hours promotes the use of flexible working time models in companies	All goals have been reached. Very high level of training during short-time work. Workforce loan avoids redundancies or short-time work while allowing the user company to benefit from competent employees who are immediately operational. At the same time the employer keeps its employees who come back when the situation improves.		
<i>Type (short / long term)</i>	Short term + long term	Short-term valid till the end of 2009	Long term	Short-time (one year) Agreement revised in July 2010: training during short-time work and commitment on professionalization and apprenticeship contracts have been prolonged.		

3. Collective Agreement | 2010/2011

Please refer also to Chapter 5 on Flexicurity measures

2 nd part	NETHERLANDS	ITALY	SPAIN	SWEDEN	SWITZERLAND
SELECTED BY	Employer	Employer	Employer	Joint	Employer
Example description	<p>CLA in the Metalworking and Engineering Industry</p> <p>1) Limited collective increase of wages 2) Special focus on Labour Market & Training (€ 30 million)</p>	<p>Company-level initiative A company's management initiative with the cooperation of the Unions representatives and the workers. More investment in production, training and recruitment in all the national plants from employer's side VS reduction of the salary (cost cut up to 20%) from employees' side</p>	<p>1. ANC – National Intersectoral Agreement guiding Collective Bargaining. 2. NATIONAL FRAMEWORK AGREEMENT FOR THE METAL SECTOR. (see NOTE 2)</p>	<p>Sweden does not have a system for short-time work. However, the Crisis Agreement signed on 2nd of March 2009 between Teknikarbetsgivarna and IF Metall on the national level, created possibilities to sign local level agreements to temporarily lower wages with up to 20 per cent by also shortening actual work time by up to 20 per cent or by the employer providing education and training during a corresponding period of time.</p>	<p>Swissmem-CA foresees different Commissions with social partners to prepare for future challenges: e.g. regarding Equality of opportunity and equal pay for women and men.</p>
Impact	<p>Improving competitiveness & saving skilled workers for the sector</p>	<p>The company did not delocalize the production abroad, strengthened its presence in different part of the country and maintained its competitiveness. 140 new recruitments (with priority for those made redundant in the area)</p>	<p>1. Limited impact. 2. Positive impact on dialogue and permanent cooperation</p>	<p>Ca. 400 plant level agreements were signed, mitigating the effects of the financial crisis for the companies and are estimated to have saved 10 000 - 12 000 jobs in the industry sector.</p>	

3. Collective Agreement | 2010/2011

Please refer also to Chapter 5 on Flexicurity measures

2 nd part	NETHERLANDS	ITALY	SPAIN	SWEDEN	SWITZERLAND
<i>Type</i> (short / long term)		Long term	1. Short term 2. Long term	The national level agreement was temporary, running to the 31st of March 2010, but has been extended to the 31st of October 2010.	Long term

NOTE 1 – GERMANY:
“Crisis package 2012”

Pilot agreement in North Rhine-Westphalia

In February 2010 a CA for the MET-industry was concluded in Düsseldorf for the region of North Rhine-Westphalia. It served as pilot agreement with the overall aim of enforcing job security for our employees and trainees.

The 2010 Pilot Agreement consists of the following modules:

1. Job security

Basic part of the “Crisis package 2012” is the collective agreement „Zukunft in Arbeit“ (Future in Work, **TV-ZiA**). In addition to the two existing “crisis instruments” short-time work and our CA on Job Security (TV Besch), the social partners agreed on two new options companies can use by works council agreement:

a) Reduction of the residual costs of short-time work

The new agreement provides the possibility for the social partners on company level to agree on a reduction of the residual costs of short-time work, resulting from special payments in our collective agreements. Since 01.03.2010 companies can divide the two main special payments (Christmas and holiday bonus) into 12 equal parts - i.e. this regulation allows a proportional allocation of these payments to the regular monthly wage. The effect is that the special payments will be considered for the statutory short-time benefits. Depending on the duration and extend of the short-time work used in the company, high cost savings are possible. Without this new option employer had to pay the total amount of all special payments. This new option is only applicable for companies having used short-time work for longer than 12 months. In addition, the works council agreement must have a minimum runtime of six months. During this runtime, dismissals for operational reasons concerning workers on short-time work are not possible.

b) Reduction of working time

Extension of our CA on Job-Security (TV Besch). On company level, social partners can agree on a further reduction of working time but with partial wage compensation. This second option can only be used as follow-up of the first option. The maximum duration for the working time reduction is 12 months, in general a reduction is possible down to 28 hours per working week. With agreement of the social partners on regional level further reduction down to 26 hours is possible under certain conditions. The partial compensation of the employees is related to the number of working hours reduced, i.e. if more working hours are reduced, the partial compensation is higher.

2. Wages:

The last collective agreement that phased-out in April 2010 was prolonged for 11 months until 31.03.2011 without additional wage increase. Instead, a lump-sum payment of **320 €** will be paid in two instalments of 160 € (to be paid in May and December 2010). Trainees will get 120 € under the same conditions. With effect from **01.04.2011**, there will be a wage-increase of **2.7 %** with a runtime of 12 months until **31.03.2012**.

Flexibility: By works council agreement (voluntary agreement on company level) the starting point of the wage increase can be postponed or advanced for two months in total, depending on the economic situation of the company.

3. Promote and assure Vocational Training

“Job Package” TV ZiA contains further employer obligations to check whether trainees could be employed after the training.

4. Runtime

The wage agreement has a total runtime of 23 months (01.05.2010 to 31.03.2012). The “Job Package” TV-ZiA gets into force on 01.03.2010 and will phase-out after 28 months on 30.06.2012.

NOTE 2 - SPAIN:

1. **ANC – National Intersectoral Agreement guiding Collective Bargaining.** At the beginning of 2010 a new agreement was signed, covering this time a three years’ period (2010-2012). Such last agreement provides a reference for a **gradual wage increase** during the period of **1% for 2010, between 1 and 2 % for 2011 and between 1.5 and 2.5 % for 2012**. Within these references, the criteria adopted to agree on wage increases must be objective, and take consideration of the specific real situation in each sector or company, including the possibility that Companies may waive the agreed wage increases if these would jeopardize the company's finances. The Agreement also seeks to foster a more productive employment, through the qualification of workers, innovation and technological development, the enhancement of internal flexibility mechanisms for companies (that should prevail over external adjustments), and the use of analysis and dialogue means with workers’ representatives.
2. **NATIONAL FRAMEWORK AGREEMENT FOR THE METAL SECTOR.** Signed in 2006 and in force until 2010, it governs for the whole metal sector a set of important aspects for industrial relations such as: the structure governing collective bargaining (items to be dealt at different bargaining levels), job classification, code of conduct, training and professional qualifications, health and safety, adherence to the national agreement for resolution out of courts of labor disputes, ruling of bipartite commission for metal sector,...

Impact

1. Limited impact. Although a reference is given at ANC to negotiators, such agreement has a non-binding nature and, therefore, not always agreed criteria, particularly as regards wage moderation messages, are finally reflected in collective agreements finally signed. Experience is nevertheless positive as regards understanding effort done to promote social peace and dialogue.
2. It groups fundamental agreements reached during years between sector social partners and governs fundamental aspects for the sector, while providing stability and permanent cooperation between metal employer’s organization and unions.

Type (Short/Long Term)

1. Short term agreement that as time passed by has changed into an interesting well established tool to grant basic agreed reference ground to collective bargaining.
2. Long term.

4. Education and Training (general overview only) | 2010/2011

COUNTRY	BELGIUM	FRANCE	ITALY	NORWAY	SPAIN	SWITZERLAND	SWEDEN
SELECTED BY	Employer	Joint	Employer	Union	Employer	Employer	Joint
Example description	<p>Training:</p> <ul style="list-style-type: none"> - set % of working time to be used for training purposes - drawing up of training scheme (per company) - education and training CV (per employee). <p>Sectoral level, social partners on national level.</p>	<p>UIMM and the 5 trade unions signed, on 1 July 2011, an agreement which defines the policy for vocational training in the metal industry for the coming three years. This agreement reaffirms the commitment of the sectoral social partners to promote employment and industrial training for employees, young people and the unemployed.</p> <p>It foresees concrete measures aiming at:</p> <p>Anticipating the evolution of jobs with a view to better adapting the training courses to the new challenges faced by industrial companies.</p> <p><i>A Prospective and analytical Observatory for jobs and qualifications in the</i></p>	<p>Regional Cross-industry initiative</p> <p>National and Regional Governments with the Social Partners Signature of an experimental project, based on a learning-outcome approach, aiming to improve skills of unemployed, redundant and short-time workers, according to the actual skills demand.</p>	<p>For many years there has been a government financed scheme in place where business can get grants to develop their employees to new or other skills.</p> <p>The internal training program can be of maximum thirteen weeks, and it is conditioned upon the employer paying parts of the cost connected with training.</p> <p>Employees that are laid off have not been entitled to such training. The type of training awarded is often a matter for discussion between the employer, employees (often represented by their trade unions) and the local labour market administration.</p> <p>In December 2009 trade unions and employer organizations in the MET industry took a joint initiative towards the government on the issue. Both parties wanted the</p>	<p>Fruitful cooperation between Metal Sector Social Partners under joint foundation FMF, the Spanish Metal Sector Foundation for Training, Qualification and Employment, formed by CONFEMETAL, and trade unions MCA-UGT and INDUSTRIA CC.OO.</p> <p>FMF is a key actor in our country and has contributed to develop professional qualification of workers and employers, promoting active employment policies and improving social dialogue in our sector.</p> <p>Particularly important has been the signature by the three partners of FMF in 2008 of an Agreement on training and promotion of safety at work for the Metal Sector. Chapter IX of the said agreement regulates training on risk</p>	<p>Education platform (Tecmania) to attract young people and to offer perspectives for their future.</p>	<p>Teknikcollege is a concept for industrial vocational training at upper secondary level and adults. The social partners within industry, among them Teknikföretagen and IF Metall, developed ten criteria to form public schools/free schools in line with working life/industry needs. A regional partnership is formed and applies voluntary to be certified. If they meet the criteria they are approved to be a Teknikcollege for three years and assigned to the national network of Teknikcollege.</p> <p>Trademark Teknikcollege is owned by the social partners</p>

4. Education and Training (general overview only) | 2010/2011

COUNTRY	BELGIUM	FRANCE	ITALY	NORWAY	SPAIN	SWITZERLAND	SWEDEN
		<p><i>metal sector</i> will analyse the evolution of professions and of industrial sub-sectors. It will also conduct forecast studies on jobs and competences in order to determine the nature and the volume of future jobs and, as a consequence, to define the appropriate training courses.</p> <p>Reinforcing the attractiveness of industrial professions via an increase of wages for apprentices and employees hired with a so called « professionalisation contract ». Young people with an apprenticeship contract and employees with a « professionalisation contract » will be better paid in the metal sector. Furthermore, the body in charge of</p>		<p>scheme to be more flexible, better funded, to have longer duration, and that also laid-off employees could take part in the scheme. In January 2009 the government came forward with their crises package for the industry. In this package they underlined the importance of knowledge and the development of competences also during a time of crises.</p> <p>Government increased the funds to the scheme (and other training programs) with 650 million kroner (80 million Euro), increased the duration of the training to 26 weeks. They also made it possible for employees that had been laid-off to take part in the training and promised they would be more flexible in how the rules would be interpreted.</p>	<p>prevention of metal workers working in construction works. Metal Sector Foundation FMF establishes, develops and certifies training programs and specific knowledge on health and safety measures that metal sector workers should have before entering into a construction work.</p>		

4. Education and Training (general overview only) | 2010/2011

COUNTRY	BELGIUM	FRANCE	ITALY	NORWAY	SPAIN	SWITZERLAND	SWEDEN
		<p>financing training measures in the metal sector will simplify its decisions on the financial support given to “professionalisation contracts” leading directly to industrial jobs.</p> <p>Promoting occupational qualifications for employees and making them more accessible for the unemployed.</p> <p>The familiarisation of occupational qualifications, the registration in the National Repertory for Occupation Certifications and the development of informal learning validation will support the promotion of the “Joint qualification certificates in the metal industry” and the “Cross-industry qualifications certificates” among</p>					

4. Education and Training (general overview only) | 2010/2011

COUNTRY	BELGIUM	FRANCE	ITALY	NORWAY	SPAIN	SWITZERLAND	SWEDEN
		<p>employees of the metal sector. Another innovative element lies in the access of these devices to the employees of other sectors or to the unemployed.</p> <p>Supporting the access of the nemployed and young people to industrial jobs.</p> <p>Industrial training courses will be opened to the unemployed via partnerships with Pole Emploi (the National agency for employment). The Operational Preparation to Employment (« préparation opérationnelle à l'emploi (POE) ») which allows the unemployed to benefit from the appropriate training in order to answer a specific job offer indeed constitutes a privileged tool for</p>					

4. Education and Training (general overview only) | 2010/2011

COUNTRY	BELGIUM	FRANCE	ITALY	NORWAY	SPAIN	SWITZERLAND	SWEDEN
		industrial companies facing recruitment difficulties for certain jobs.					
Impact	Increase employability and skills		More effective and targeted use of resources available for education and training activity	Reports say that the scheme has been a success for both employees and employers. Both parties strengthened their position for the future, but a thorough evaluation has not yet been conducted.	Cooperation with trade unions under FMF framework showed to be highly positive in terms of: Development of professional qualifications of metal sector workers and employers. Support of employment active policies. Improve social dialogue in metal sector. Promote training of workers and employers on health and safety at work in metal sector plants. Monitoring and improvement of the knowledge of industrial changes being experienced in different activities of metal sector.		Social partners have so far certified some 90 schools in 25 regions, reaching all parts of Sweden. Total number of students in Teknikcollege is approx. 8000

4. Education and Training (general overview only) | 2010/2011

COUNTRY	BELGIUM	FRANCE	ITALY	NORWAY	SPAIN	SWITZERLAND	SWEDEN
<i>Type</i> (short / long term)	Long term		2010		Long term	Short/long term	Targets industry's long-term supply of skilled workers

	BULGARIA	SPAIN	SWITZERLAND	UK
SELECTED BY	Union	Employer	Employer	Employer
Example description	<p>At national level, initiators and partners: Government, employers and trade unions, adopted anti-crises measures at the meeting of the National Council for tripartite cooperation:</p> <p>1. flexible organization of working hours- part-time work- for the period of 3 months and possibility for prolongation of this period with 3 more months, but only if the employer during these second 3 months gives money for qualification and re-qualification for the employees working part-time</p>	<p>After labor reform of 1994, and followings, it exists in Spain the possibility to reduce certain legal rigidities through collective bargaining, although this is still too conservative.</p> <p>1. Social partners had given during past years great importance to the establishment in most agreements of annual working time. It allows for irregular distribution of working time along the year, making it possible that companies could adapt better to market needs.</p> <p>As regards <u>possibilities for irregular distribution of working time</u>, the most frequent formulas in metal sector are:</p> <ul style="list-style-type: none"> Establishing an individual working time account with an agreed number of hours per worker and year (from the total regular working time), that can be freely used by the company (under certain minimum rules) when needed (emergencies, periods of particularly intensive production, etc.). This system as opposed to others has the advantage of permitting the possibility of appealing to certain workers, because of their particular skills, to face the immediately relevant needs of the company, without being necessary to involve all the workforce (what in many cases is not necessary at all, because the punctual problem can be solved by an extra work of a few 	<p>Participation of Swissmem in national Commissions and Umbrella Organisations (as Swiss Employer's Association) to promote flexicurity.</p>	<p>Manufacturers have often worked closely with employees and their representatives to find solutions that will enable them to retain skills within the workplace whilst at the same time maintaining their competitiveness by managing costs very tightly.</p> <p>In manufacturing, various aspects of this labour market flexibility have been evident. For example, the average level of pay settlements reported by EEF members fell to an historically low level of less than 0.5% during most of the second half of 2009 and, according to our latest figures, it is still only just over 1.0%. The main reason for this historically low level was the unprecedented high number of companies which froze pay during this period with around three-quarters of manufacturers freezing pay during the latter part of 2009.</p>

	BULGARIA	SPAIN	SWITZERLAND	UK
		<p>skilled workers). The system involves therefore a particular amount of hours collectively agreed for all the workers but individually used by the company as regards each worker (individual irregular distribution of working time).</p> <ul style="list-style-type: none"> • Agreeing between company and workers representatives or, in absence of them, with workers concerned, the irregular distribution of working time along the year. Even if the aim of this system is basically the same (flexibility), it is different as regards application: it is collectively and simultaneously applied to all the workers in the company. <p>2. Other relevant measure being dealt in collective bargaining by social partners is the reform of the job classification system, substituting traditional extensive number of job categories by a system based on functional divisions and professional groups.</p>		
Impact	Reducing unemployment, supporting the business, saving workplaces	<ol style="list-style-type: none"> 1. Limited in number of agreements that incorporate flexible distribution but very positive where agreement is reached 2. Still pending incorporation in many agreements 		
Type (short / long term)	Short-term- till the end of 2012	<ol style="list-style-type: none"> 1. Long term 2. Long term 	Long term	

	BELGIUM	ITALY 1 st example	ITALY 2 nd example	SWITZERLAND
SELECTED BY	Employer	Employer	Employer	Employer
Example description	Reframe and re-enforce principles of social peace, as well as respect of set conciliation procedures, conflict prevention and resolution procedures. On national sector level, social partners	National and cross-industry level. Confindustria and 2 out of 3 Trade Unions made a new framework agreement for the bargaining structure (15/04/2009)	National and cross-industry level. Government and Social Partners made a declaration of common understanding on participation right (09/12/2009)	Round table discussions with Social Partners to topics as short time working, redundancies, and possible interpretation of the CA.
Impact	Respect of social peace clause and less industrial action	Foster economic growth, employment and production	The Government will suspend his regulatory activity for one year time so that the Unionists will have an year to assess the matter	Helped to catch the atmosphere and to find solutions during the crisis.
Type (short / long term)	Long term	3 years	Fixed term, one year	Short term

	BELGIUM	FINLAND	GERMANY	ITALY	SPAIN	SWITZERLAND
SELECTED BY	Employer	Joint	Joint	Employer		Employer
Example description	<p>Plus-minus account, giving flexibility spread over years. In sectoral CA, adaptation of legislation, first PA (Audi: start 2011)</p>	<p>Common influence on legislation: In the end of 2009, 57 000 employees (fifth of all staff) were affected by temporary or part-time lay-offs. To promote using reduced working week instead of redundancy The Federation of Finnish Technology Industries, Metalworkers Union, Union of Salaried Employees and The Federation of Professional and Managerial Staff made initiative to government to change unemployment protection legislation. Finnish Parliament passed amendments to unemployment protection legislation.</p> <p>If working hours in a calendar week are reduced by a minimum of 20 per cent, full unemployment allowance will now be paid instead of adjusted unemployment allowance. In other words, full unemployment allowance can be claimed if an employee is temporarily laid off for even one day in a week.</p> <p>The changes will affect unemployment benefits paid to those employees temporarily laid off between 4 January 2010 and 2 January 2011. An employee whose salary has been temporarily reduced for economic or productivity reasons will be entitled to earnings-related unemployment allowance based on the salary prior to the pay cut. The change will apply to earnings-</p>	<p>STW - legislative action - initiated by the social partners - extending of the eased STW scheme (further details see NOTE 1)</p>	<p>National and cross-industry level Government</p> <p>A. Ongoing discussion on the introduction of the arbitration procedure in case of dismissals</p> <p>B. Extension of new contractual forms, such as interim supply contract (Somministrazione), job on call, staff leasing</p>	<p>Pending reform</p>	<p>Swissmem takes part in different working groups of the Swiss Employer's Association and the State Secretariat for Foreign Affairs where future challenges and developments in connection with Swiss labour law are discussed/elaborated</p>

	BELGIUM	FINLAND	GERMANY	ITALY	SPAIN	SWITZERLAND
		related unemployment allowance calculated on the basis of earnings in 2010-2011.				
Impact	More flexibility in working time arrangements	Helps companies to survive from the economic crisis by using lay-offs and reduced working weeks. Improves employee's financial situation in case of under-employment.				
Type <i>(short / long term)</i>	Long term	Short term		Long term		Pending reform

NOTE1 - GERMANY

Short-time work

On 21th of April 2010 the German Government approved a 15-month extension of the eased STW or "Kurzarbeit" scheme. The deadline for companies to apply for the scheme will be extended until March 31, 2012. Previously it was due to expire at the end of 2010. This decision was the result of a successful joint initiative of Gesamtmetall and IG Metall as complementary measure to our "crisis-package 2012". It reduces the costs of short-time work significantly and therefore assures, that companies can use this important instrument for a longer period of time as the crisis for the MET-industry is not over yet. On the other hand the STW-regulation is an important contribution to improve the employability of workers as companies receive considerable financial assistance during the short-time work phase if they offer education measures for employees.

Main content of the prolonged STW regulation

- The maximum period of eligibility for short-time allowance is extended to 18 months.
- Concerning the STW allowance social insurance contributions are reimbursed to employers by the local employment agencies at a rate of 50 percent in the first six months of short-time work.
- Beginning with the seventh month of short-time work the local employment agencies reimburse employers for social insurance contributions of the STW allowance at the rate of 100 percent.
- For employees participating in further education measures during the short-time work phase, the social insurance contributions may be paid in total by the respective local employment agency for the complete period of short-time work.
- Since the last prolongation of the STW regulation, applications for short-time work may also be submitted for temporary or contract workers without any restriction.

8. Other measures | 2010/2011

Please refer also to Chapter 5 on Flexicurity measures

	BELGIUM	BELGIUM	ITALY
SELECTED BY	Union	Employer	Employer
Example description	<p>Active labour market policies: For all workers victim of a collective redundancy an employment cell will be set up and the company is obliged to offer them outplacement services (before this existed only for the workers older than 45)</p> <p>Purchasing power: Companies can offer their employees max. 250 euro 'green' cheques (for 'green' purchases: low energy products, solar panels, but also gardening products ...)</p> <p>Reduction of working time:</p> <ol style="list-style-type: none"> 1. Interruption of career because of the crisis: <ol style="list-style-type: none"> a. Only in ailing companies: turnover minus 20% b. 6 months at maximum c. Agreement of the employer necessary d. Compensation as in the normal system for career interruption 2. Company agreement to reduce working time. Compensation of: <ol style="list-style-type: none"> a. 600 euro per quarter when reduction by 1/5th b. 750 euro per quarter when reduction by 1/4th c. 1150 euro when introduction of the 4-day week <p>The employer has to use ¾ of these amounts to compensate the worker for his loss of income.</p>	Wage cost reduction for limited number of individual companies	<p>National law</p> <p>Cross-Industry</p> <p>Experimental initiative: workers benefitting solidarity contact measures can be redeployed in training and LLL projects within their own company</p>
Impact		E.g. Audi/VW: - 20% Ford: -12%	Safeguard and increase the value of human resources within companies
Type (short / long term)		Long term	2009-2010