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Employment social affairs B5txt en 15/02/02 Page 1.*

Bring fact-checked results to the top of your browser search. The changing work force In the past, when one wanted to describe the demographic and social characteristics of the work force and the career patterns of its members, it was common to divide individuals into two categories: However, increasing diversity in both the characteristics of the labour force and the organization of work have made these categories less helpful. Consider, for example, the degree to which women have become a significant presence in the American work force. In women accounted for roughly one-third of all paid workers, and by they represented nearly half—a proportion that remained more or less stable through the early 21st century. Just as this demographic change contributed to productivity, it also introduced new legal issues—and in many cases, new regulations—to the workplace. As demands for labour continue to grow, most of the new jobs in the United States will be created not in the large manufacturing firms but in the service sector, especially health services, business services, social services management, and engineering. The majority of these new jobs will be created by small rather than large firms. Taken together, these trends worry many industrial relations personnel experts and managers, who fear a mismatch developing between the characteristics of future entrants to the labour force and the types of skills that will be in high demand. If this is true, considerable efforts will be required to coordinate the two. This in turn implies that individuals will need to engage in lifelong learning, training, and retraining and that firms will need to increase their training investment. The changing nature of the labour force further implies an increase in opportunities for women, minorities, and immigrants. Interests, values, and expectations The interests, values, and expectations that workers bring to the workplace provide a useful point of departure for understanding how employees respond to managerial policies. While these psychological features vary among individuals, over time as workers move through different stages of their family and career cycle, and across nationalities, they do reveal certain similarities. Psychologists have traditionally used survey questionnaires and interviews to measure worker attitudes, values, and beliefs. Economists favour direct observation and measurement of these observable behaviours. Survey responses and labour market behaviour indicate that workers expect their jobs to provide both adequate and fair compensation. Furthermore, there is no evidence that the expectation of high and equitable wages weakens as individuals move up the occupational ladder and receive higher pay. Even among professionals, pay dissatisfaction continues to be a strong predictor of job turnover. Most workers expect much more from their jobs than good pay. In fact, perhaps the most important long-run trend in worker values is the gradual expansion and broadening of worker expectations. Survey data have shown that the vast majority of workers throughout the industrialized world place a high value on such qualities as autonomy, opportunity for advancement, and the ability to have a say in how they do their work. Moreover, the higher the level of education, the higher the value workers tend to place on these aspects of their jobs. Given that educational attainment levels are gradually rising, these dimensions of employment are becoming more central to behaviour at the workplace. It is not surprising, therefore, that leading employers throughout the world have been seeking ways to enhance these qualities within their organizations. The means chosen for expressing such demands will vary according to laws, cultural preferences, the availability of collective forms of representation, the degree of employer resistance, and employee preferences for either individual or collective action. For example, the right to organize and bargain collectively is provided by law in all industrialized democracies around the world, but this is not always the case in developing nations or in totalitarian states. Individual and collective action There are wide variations in the means workers prefer to use to assert their interests at the workplace. Generally, workers with good educations and high occupational status are more likely to assert their interests individually rather than through collective bargaining. When organized, higher-level professionals such as doctors, lawyers, engineers, scientists, and middle managers tend to act

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through occupational associations rather than in broad-based unions with blue-collar workers. This occupational or professional approach helps to create and reinforce the professional ties and status of these groups as well as to bring their special needs to the attention of employers. Moreover, these groups tend to rely on the power they derive from their labour market and geographic mobility along with professional norms, licensing or certification procedures, and government-passed standards as much as, if not more than, they rely on collective bargaining. Teachers and other white-collar government employees represent a significant exception to this tendency. In the United States and many European countries, some of the fastest growing and most powerful unions represent government employees such as the American Federation of State, County and Municipal Employees. Moreover, in some European countries an increasing number of white-collar and professional employees in the private sector have organized into unions and now negotiate collectively with their employers. It should be noted that blue-collar workers who have highly marketable skills derive individual bargaining power from their potential mobility. In general, however, blue-collar workers around the world are more likely to form unions and bargain collectively to promote and protect their interests.

Participative decision making How strongly do workers wish to take part in decisions that affect them? Do they want to be coequals with management on issues, or are their interests more limited? Such questions have been at the centre of historic debates among industrial relations scholars, practicing managers, union leaders, and public policymakers. The evidence is surprisingly robust over time and across national boundaries: Survey data collected from workers across 12 European and North American countries show that the majority of employees want a say in workplace decisions such as how they are to perform their jobs, how jobs are organized, and how problems related to their immediate environment are solved. An equally strong majority want a say on bread-and-butter economic issues such as wages, benefits, and safety and health conditions. The one strategic issue that workers demonstrate real interest in influencing, however, is the role of new technologies at the workplace. When they can see a link between strategic managerial decisions and their own long-term economic and career interests, workers want to have a voice in those decisions. Given these broadly shared values and expectations, some of the particular work and career concerns of various occupational and demographic groups are examined below. The work careers of managers and workers

Managers In all industrialized countries managers are typically recruited from among university or postsecondary technical-school graduates. Although there are exceptions to this pattern, it is becoming rare for blue-collar workers without a college or technical-school degree to rise beyond the level of first-line supervision into the ranks of higher management. Yet because few graduates fresh out of a university or technical school have the experience or background necessary to assume broad-based or high-level managerial responsibilities, most organizations invest heavily in systematic management training and development efforts. Moreover, there has been a great expansion in post-graduate management education in the United States. This trend is also taking hold in Europe. Training and promotion An initial part of typical on-the-job training often involves socialization into the practices, values, and culture of the organization. Another source of training and development lies in the career paths and job rotation policies of the firm. One large multinational firm, for example, devised a year management development plan for all its junior managers, assuming that within those 10 years the manager would change jobs at least five times. Each job change was expected to expose the junior manager to a different functional area, such as marketing, finance, technology or product development, and manufacturing. Each job change also was expected to increase either the level of responsibility or the number of people the manager supervised. This firm, like an increasing number of others, attempted to include international experience in the career path, especially for those young managers targeted early in their careers as having the potential to rise to the level of senior management. In smaller professional organizations, such as law offices or consulting firms, a similar decision is made within the first five to seven years on whether to promote an individual to the status of partner in the firm. Researchers have shown that managerial career patterns can be predicted quite accurately by the results of these early promotional outcomes. Thus, a failure to get a promotion one expects or that others expect a manager to get often is a

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signal for the manager to look for opportunities in another organization. Competitive pressures The competitive career environment described above can lead to considerable tension and stress among middle managers. This stress is intensified by the desire of many firms to reduce not only the number of levels in the management hierarchy but also the number of middle managers. Rapid changes in business practices, skills, and knowledge also create a strong demand for continuing education programs for middle and senior managers. Most leading business schools and many consulting firms offer various short refresher courses or short conferences to practicing managers. Many firms spend a significant amount of their training and management development resources on such programs. In large companies that have plants or offices in many different locations, moving up the managerial hierarchy usually requires a number of geographic moves. While employers normally give a manager the option to accept or reject a geographic transfer and promotion, individuals who want to rise in their organizations tend to be reluctant to reject such offers. This tension between work and the responsibilities and priorities of family life is a growing concern in many leading companies, especially as the number of women managers and dual-career couples increases.

Blue-collar workers Career structure The long-run income prospects of a blue-collar worker are heavily dependent on the amount and quality of basic education. Those who obtain post-high-school technical training through vocational schools, community colleges, or apprenticeship programs that involve both formal schooling and on-the-job experience can expect increased long-run earnings. By choosing a job that provides additional training opportunities, either on the job or through part-time outside course work, a worker further increases his or her earnings potential. The career of blue-collar workers can be divided into four parts: Thus, the initial career stage is one in which an individual is investing in education or, as social scientists put it, building human capital. Failure to complete high school or to acquire basic mathematical, verbal, and analytical skills not only limits long-run earnings but also increases the risk of being unemployed for longer periods than for those who invested more time and energy in this period of education and training. In searching for a job, blue-collar workers tend to rely heavily on informal contacts and information provided by friends, family members, or school advisers. Following the completion of schooling and entry-level training, most workers experience a trial period in which they change jobs a number of times in search of a good match between their abilities and aspirations and the opportunities available to them. The relative stability in Japanese and European employment patterns may, however, be disappearing. Some of this job movement may be involuntary, because many firms follow a seniority rule in laying off workers that is, the most junior workers are laid off first. Blue-collar workers generally experience their most stable period of employment between the ages of 30 and As family responsibilities expand and seniority on the job increases, the likelihood of staying with a given firm also becomes greater. The potential costs of a job change or a job loss also tend to mount over time, as it becomes harder to find a job with another company that can match the level of wages and benefits often achieved after years of service and internal promotion. Workers face new choices as they approach the retirement stage of their careers. A recent trend can be illustrated with an example from the United States: Instead, an increasing number of workers retire and then take part-time jobs. This trend may be caused by the early retirement incentives many firms offer to employees. The practice has also contributed to the growing number of older workers who are employed on a part-time basis. When workers remain with the same company, their outlook on the job and the company tends to follow a curvilinear pattern: Individuals tend to begin work with such unrealistically high expectations as to the nature of the jobs and the opportunities before them that disillusionment later sets in; but after some years they adjust themselves, lower their expectations, and express more satisfaction with the work situation. Interest in joining a union or in becoming a leader in the union tends to follow a reverse curvilinear path. Interest is low at the beginning of tenure with a company because of the uncertainty over how long the worker will stay with the firm and because satisfaction with a new job is generally high. Over time job satisfaction may decline, accompanied by an increased interest in changing work-related conditions. A number of studies have shown that few blue-collar workers want to leave their community when a production plant or office shuts down. Ties with friends and family make

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workers reluctant to leave. They may also find that housing costs are much higher in communities where job opportunities are plentiful. Blue-collar workers and their families are therefore likely to conclude that it is best to stay where they are in the hope that the local job market will pick up. The work careers of service workers and technical professionals Service-sector workers Most research on the careers and expectations of workers comes from blue- and white-collar workers employed in manufacturing industries. Yet the manufacturing sector is shrinking in comparison with the service sector. In most advanced industrialized economies, more than half of private-sector workers are employed in services, compared with approximately 20 percent in manufacturing. It is difficult to make generalizations about the nature of service-sector employment and careers, as the jobs vary widely.

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Additional Physical Format: Online version: European Commission. High Level Group on Industrial Relations and Change in the European Union. Report of the High Level Group on Industrial Relations and Change in the European Union.

Process The Panel will hold two in-person meetings in September and January , and will meet virtually as required. The Panel will also seek to gather the views and proposals of Member States, relevant industries, civil society and academia worldwide through a careful consultation process. It will draw expertise from expert communities across the globe through engagement at existing events, conferences and forums as well as call for contributions from the general public through virtual hubs and online participation platforms. Two regional consultations will be organized in Asia and in Africa. The Panel will complete its deliberations and submit its final report, including actionable recommendations, within a nine-month period. The report will map trends in digital technologies, identify gaps and opportunities, and outline proposals for strengthening international cooperation in the digital space. FAQs Why was the Panel established? Current means and levels of international cooperation are not commensurate with the scale and rapidity of changes brought about by digital technologies. Cooperation across sectors and across borders is critical to realizing the full social and economic potential of digital technologies as well as mitigating the risks they could pose. Why is it called High-level Panel on Digital Cooperation? The term Digital Cooperation aims to frame discussions on digital issues in a cooperative framework; it also aims to break silos by encouraging thinking and action across domains, and build trust among various stakeholders. What are the expected outcomes? The Panel will submit a report that will provide a high-level independent contribution to the broader public debate on digital cooperation frameworks and support Member States in their consultations on these issues. The report is expected to: It is expected that the consultation process leading to the report will contribute to stimulating discussion among and between various stakeholder groups on how they can work together to maximize the potential of the digital transformation. How is this different from other panels, commissions and international forums on similar topics? The Secretary-General welcomes the increased focus on the implications of digital technologies for our society and our economy through commissions, conferences and other forums. This signifies that the timing is ripe for the digital policy ecosystem to evolve to the next level of maturity. The work of all these initiatives can and should be mutually reinforcing. Wherever possible, this Panel will work with other initiatives and seek to identify synergies and complementarities. How is the Panel supported? The Panel is supported by a small Secretariat funded by donor resources, and based in New York and Geneva. How were the Panel members selected? The Secretary-General invited 20 independent experts with a range of professional and academic backgrounds in fields related to technology and policy. All members serve in their personal capacity, not as representatives of their affiliated institutions. Given that young people will be disproportionately affected by the future impact of a digital society, the Panel includes several individuals under the age of 30. Contact and More Information Visit the dedicated website for further information, engagement opportunities and news: To provide suggestions or comments, contact the High Level Panel Secretariat at: Core to her work is empowering women and girls to help them realize their full potential. In 2010, Melinda created Pivotal Ventures, an investment and incubation company that enables her to bring together other new and emerging strands of her advocacy and philanthropic work focused in the US. After joining Microsoft Corp. In 2014, Melinda left Microsoft to focus on her philanthropic work and family. Jack is also the founder of the Zhejiang-based Jack Ma Foundation. Jack founded Alibaba based on the belief that the Internet could democratize the playing field for all types of businesses, particularly small businesses. This tenet continues to underpin his vision for Alibaba, both in China and around the world. He also served as chair of the B20 Small and Medium-Sized Enterprises Development Taskforce, where he called for the establishment of an Electronic World Trade Platform eWTP , an internet-based trading platform to help bring small

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businesses into the global economy and make it easier for them to expand trading capabilities worldwide. From to , Dr. Anzai was President of Keio University. He also served as Chairperson of the Central Council for Education. After receiving his PhD from Keio in , Dr. Anzai was a postdoctoral research fellow to and visiting assistant professor to at Carnegie Mellon University, performing a research on human and machine learning. He was elected Member of Parliament in and leader of the Conservative Party in Oslo in and has previously been leader of the Oslo Norwegian Young Conservatives. Cerf is vice president and Chief Internet Evangelist for Google. He contributes to global policy development and continued spread of the Internet. President Obama appointed him to the National Science Board in . As President and CEO of ICANN, he led the globalization of the organization, strengthened its operations, and expanded the global trust and legitimacy of its transnational role. Fadi has founded and led several companies in the digital space including: He received an M. She is also co-founder and former CEO of Solidware, a financial-technology startup that uses big data and machine learning to predict risk. In , she was listed in Forbes 30 Under 30 in Asia. After graduating, she worked at Oliver Wyman Financial Services as a consultant, and then moved to AXA, where she got the idea of using big data and machine learning to help financial companies give better credit scores. Based on this idea, she founded Solidware, who provides Machine Learning-based predictive analysis solutions to large financial institutions around the world. After her successful exit, she turned her frustration with complicated and inefficient digital marketing into a vision for what became Adriel. She has spent the last four years building IMAGOGG, a nonprofit organization that works with grassroots, social entrepreneurs and governments around the world. The goal is to scale up innovative solutions to challenging development problems. Isabel is an economist who worked at the World Bank for most of her professional life, including as VP for South Asia where she managed a 39 billion dollar portfolio between and . She is also a frequent guest at CNN Dinero. Kaljurand was a member of Estonian Governmental delegation in negotiations with Russia Federation on withdrawal of Russian troops from Estonia and Border Agreements between Estonia and Russia. Honourable Kenewendo is the youngest member of both the current Cabinet and Parliament and is the youngest female Member of both institutions in the history of Botswana. Ms Kenewendo is a trained trade and economic diplomacy professional with experience in sub Saharan Africa. She was a partner at Econsult Botswana, leading some consultancy work in Botswana and other Southern African countries, she later joined the Ministry of Trade in Ghana as a Trade Economist. Kolesnik has held various leadership positions in technology companies, including Hopper where she is currently and DataArt. She previously held the position of President of the Swiss Confederation and . Previously, she practiced law in Switzerland since . She is a graduate of the University of Zurich. She has been active in researching blockchain since applying interdisciplinary skills in economics and computer science. She has advised several governments regarding their blockchain and 5G strategies. Akaliza Keza Ntwari Akaliza is a tech entrepreneur that has founded two companies offering multimedia design and technology services. Akaliza has also volunteered her time with several organisations including kLab and Global Shapers. In , she was inducted into the Microsoft 4Afrika Advisory Board. She is particularly passionate about open source technology and its potential to positively impact ICT development in Africa. He received his B. Over the past years, he has been working in different international initiatives related to Standardisation, Humanitarian Activities, Artificial Intelligence, Robotics and Ethics. In these groups, Edson has been served in various roles as chair, vice-chair and member. Kira Radinsky As the chief scientist and the director of data science of eBay, Dr. Kira Radinsky is building the next generation predictive data mining, deep learning and natural language processing solutions that will transform eCommerce. She co-founded SalesPredict, acquired by eBay in , that was the leader in the field of predictive marketing building solutions leveraging large-scale data mining to predict sales conversions. One of the up-and-coming voices in the data science community, she is pioneering the field of medical data mining. Radinsky gained international recognition for her work at Microsoft Research, where she developed predictive algorithms that recognized the early warning signs of globally impactful events, including political riots and disease epidemics. Radinsky serves as a board member in: Nanjira Sambuli Nanjira Sambuli is a researcher,

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policy analyst and advocacy strategist interested in and working on understanding the unfolding impacts of ICT adoption and how those impact governance, innovation, entrepreneurship and societal culture, with a keen focus on gender implications. She previously worked at the iHub in Nairobi, where she provided strategic guidance for growth of technology innovation research in the East Africa region. He writes extensively on topics such as migration, economic development and civil society, and is a regular media commentator on a range of topics, including contributing regularly to Al Jazeera, The Guardian, HuffPo and Weekend on the BBC World Service. Born in Sri Lanka and a national of Australia, Dr Sriskandarajah has lived and worked in five continents. He has published over two hundred articles in international reviews, as well as twelve scientific books. His latest book, entitled Economics for the Common Good, is accessible to a wide audience. He was president of the Econometric Society in and of the European Economic Association in He holds Honorary Doctorate degrees from eleven universities, and is an honorary member of a number of learned societies, including the United States National Academy of Sciences and the American Academy of Arts and Sciences. He joined the Indian Foreign Service in His professional interests focus on science, security and international policy learning. His personal interests include creative writing, education, Yoga and sustainable agriculture. A former diplomat, Dr Kurbalija has a professional and academic background in international law, diplomacy, and information technology. He has been a pioneer in the field of cyber diplomacy since when he established the Unit for Information Technology and Diplomacy at the Mediterranean Academy of Diplomatic Studies in Malta. His book, An Introduction to Internet Governance, has been translated into 9 languages and is used as a textbook for academic courses worldwide. Dr Kurbalija lectures on e-diplomacy, digital policy, and Internet governance in academic and training institutions in many countries, including Austria Diplomatic Academy of Vienna , Belgium College of Europe , Switzerland University of St.

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3: Secretary-General's High-level Panel on Digital Cooperation | United Nations

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However, this relatively upbeat picture masks numerous concerns. This has been the weakest post-recession recovery on record. Productivity growth remains puzzlingly weak. Investment growth has been subdued, and in developing economies it has slowed sharply since. The reassuring headline indicators mean that economic and financial risks are becoming a blind spot: The risks can be divided into two categories: Long-standing vulnerabilities Unsustainable asset prices? The world is eight years into a bull run, with global stock markets hitting all-time high after all-time high. According to one commonly used measure of cyclically adjusted prices see Figure 2. This anomaly reflects the impact of the huge asset-purchase programmes launched by central banks in the wake of the crisis, which seem to have divorced asset prices from assessments of their underlying riskiness. It is not just stocks and bonds that have seen their prices rise. Indebtedness High levels of indebtedness—particularly among households and in the financial sector—were a key driver of the financial crisis and one reason the recovery of the real economy has been so slow. Remarkably, there has been no aggregate deleveraging since. In fact, the total global debt-to-GDP ratio is significantly higher now than it was before the crisis. In its latest Global Financial Stability Report, the IMF highlighted the potential risks posed by the build-up of non-financial sector debt in the G20. i. Advanced economies built up huge debts before the crisis erupted, but their overall level of debt has remained relatively constant in the subsequent decade: Meanwhile, signs of strain are evident in parts of the corporate debt market. In emerging markets, by contrast, aggregate debt levels were relatively low and stable prior to the crisis but have increased sharply since. China can deploy vast resources to protect its economy, but most emerging economies are much more directly exposed to any worsening of global conditions. Already there are signs that debt-servicing costs for many of these countries are rising gradually from the record lows of a few years ago. Regulators have overseen an increase in the core capital ratios of 30 globally systemic banks, from There are reasons to be cautious, despite this progress. In fact, deregulation may now be more likely: Limited firepower How much room for manoeuvre policy-makers retain is open to question. Put simply, is there enough fiscal and monetary policy firepower left to deal with another crisis? Facing a recession—let alone a crisis—with very limited scope to cut interest rates would be unprecedented. The Fed has responded to past US recessions by cutting its benchmark policy rate by an average of 5. That benchmark rate currently stands at just 1. In other words, even if the Fed were to cut rates to zero in response to a new recession, there would still be at least a 2. Central banks were crucial to restoring economic confidence among households, businesses and markets after the crisis. Repeating that feat could be a struggle without interest rates at their disposal. And without a floor placed under confidence, the risk of the next downturn being much deeper and longer than might otherwise be the case would increase. Technological disruption A second emergent source of economic risk is the rapid technological change that has taken place even in the decade since the global crisis. The history of previous waves of innovation suggests that the nascent Fourth Industrial Revolution will ultimately deliver broad-based economic benefits. However, technological pessimists query whether current innovation has little of the transformative power analogous to that of previous discoveries and inventions, such as electricity, household appliances and the combustion engine. Although technological advances have provided many benefits in emerging economies, the associated risks are arguably most pronounced in these countries too. The World Bank, among others, has cautioned that current patterns of innovation threaten the viability of long-established paths to development. The two countries that experienced the most disruptive political results in—the United Kingdom and the United States—have both entered a period of uncertainty and volatility in their external economic relations. Mercantilist and protectionist pressures have been building in many countries for years: A new high was recorded, when of the trade interventions tracked by Global Trade Alert were characterized as discriminatory and just as liberalizing. The backdrop of pronounced geopolitical uncertainty and increasingly

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transactional approaches to interstate relations increases the risk that economic disputes will flare up. The results of the GRPS are pessimistic in this regard: New technologies add a layer of economic vulnerability to geopolitical disruptions, with emerging risks of asymmetric economic warfare including potential cyberattacks designed to disrupt critical financial infrastructure. It is striking how sanguine financial markets have remained while political and geopolitical risk has jumped in recent years. Given current market dynamics, it may not be rational for any single market participant to price in rising political and geopolitical tensions. The risk is that we will hit a tipping point at which point everyone prices in these tensions, with a rush to the exits that hits asset prices, strains the resilience of the global financial system and tests whether policy-makers retain the firepower to prevent deep and long-lasting impacts on the real economy.

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4: Industrial relations - The changing work force | www.enganchecubano.com

The first High Level Expert Group on KETs was set up to develop policy measures which promote the industrial take-up of KETs technologies by EU industry. The Group presented its final report (10 MB) in June

For other countries the sources are as follows: Department of Labour Relations; Denmark: Udviklingen i den faglige organisering: Three decades of working conditions: Calculated from The number of members in membership organizations at the end of year, Statistics Lithuania; Luxembourg: Calculated from the Report by the Registrar of Trade Unions: Organisasjonsgrader og tariffavtaledekning i norsk arbeidsliv , by Kristine Nergaard, and Torgeir Aarvaag Stokke, Fafo, , updated by Fafo ; Poland: Trade Union Membership Statistical Bulletin, Department for Business, Innovation and Skills, Union structures Union confederations, the peak structures of unions at national level, are organised in many different ways in the EU. There are only five states where there is a single union confederation for all, or almost all, union members. In Germany, as well as the dominant DGB, there is another confederation – the DBB – organising substantial numbers of public sector workers, and a much smaller Christian confederation. This pattern may be changing in Denmark and Finland see below. The commonest pattern is where there are several confederations, whose rivalry at least initially was political or religious. However, the basis for the division between rival confederations varies in different parts of Europe. In Western Europe and the Mediterranean island states, the fault line runs between confederations whose differences in some cases emerged during the Cold War and in others go back much further. This is the case, for example, in Belgium, France, Italy, and Portugal, as well as in Cyprus and Malta, although in most of these countries the political connections that led to the initial antagonism have weakened over time. There are also other complexities. In Slovenia and Hungary union confederations divide along both political and industrial lines. In Croatia, the differences seem to be organisationally rather than politically based. In the Netherlands as well as the FNV, which resulted from a merger of socialist and catholic confederations, and the CNV, which comes from the protestant tradition, there is a third confederation, the vcp, which was originally set up to represent more senior staff, although a split in its membership in , means it is now only half the size it was. In Spain there are important union confederations that are purely regionally based, reflecting a demand for greater autonomy and, sometimes, independence. Until recently, there had been little indication that in most countries, these organisational divisions would disappear in the near future. An attempt, in Romania to form a new alliance between union confederations failed in , and, in France, discussions on a merger between two smaller confederations, CFE-CGC and UNSA, in and early also did not reach agreement. In Denmark, the two confederations representing the bulk of manual and non-manual workers LO and FTF produced a joint document, which specifically raised the prospect of setting up a new single union organisation. However, Akademikerne, representing those in graduate level jobs, has remained outside. However, the Finnish timetable seems shorter than that in Denmark, with the new body planned to be in place by Within confederations there has been an ongoing tendency for individual unions to merge. Some of the largest unions in Europe are direct products of large-scale mergers over the last 15 years. More recently, PRO-GE, the second largest union in Austria, was the result of a merger in , while there were important mergers in Spain in However, the most dramatic recent union merger has not followed this pattern of large individual trade unions coming together to create a larger union, but leaving the formal relationship with the confederation untouched. In the Netherlands, a different approach has been attempted. From 1 January five unions in the FNV confederation, including the three largest, merged directly into the FNV, which now becomes a union itself, as well as remaining a confederation for the 12 unions, who remain affiliates but are outside the new merger. In some countries, union mergers are less likely, as the structure is not based on strong individual unions at national level. Instead the basic unit is the individual workplace union which then joins with other similar bodies to form industry federations or regional union groupings, which in turn affiliate to the confederations. Fulton Worker representation in Europe. Produced with the assistance of the SEEurope

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