



EU project **CHANGE** 2015-2017

Demographic change in employment

Trade Union initiatives for innovations in employment
for securing skilled workforce with coherent strategies
of HR development and age management
the European Aerospace Industry

BUDGET LINE 04 03 01 05
Information and training measures for workers' organisations
VS/2015/0236

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EUROPEAN SOCIAL DIALOGUE

Budget heading

Information and training measures for workers' organizations

Objectives of this call include measures and initiatives to **strengthen the capacity of workers' organizations to address, at EU/transnational level, changes in employment, work and social dialogue related challenges.**

These measures and initiatives may concern the following **issues:**



modernization of the labor market, **quality of work**, anticipation, preparation and **management of change** and restructuring, the greening of the economy, flexicurity, skills, mobility and migration, **youth employment, health and safety at work**, reconciliation of work and family life, gender equality, **action in the field of anti-discrimination, active aging, healthier and longer working lives**, active inclusion and decent work.



THEMATIC KEY WORDS





MAIN TOPICS OF PROJECT (Overview)

Duration: 24 months (01.11.2015 – 31.10.2017)

European Trade Union Cooperation
 Intensification of
information strategies participation networking and cooperation

Developments and challenges in the European aerospace industry
Demographic change, skilled workforce, HR-development & work structuring

Initiatives for securing skilled workforce and age management-strategies
Topics and fields of actions Elaboration/Transfer of innovations and strategies

Strengthening employees' representation
Transfer, adaption and using of tools and instruments for HR-development & age management

Practical assistance for Trade Unions and Works Councils
Handbook "Pro-active Age Management"
Information, tools, best practices

Trade union initiatives
 for coordinated European initiatives for securing skilled workforce and age management strategies
 within the European Aerospace Industry

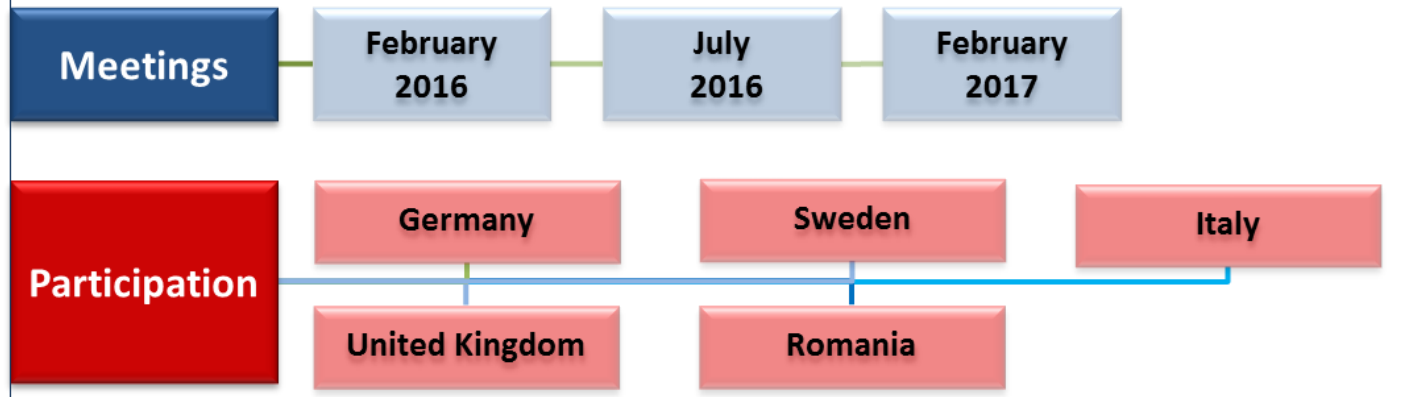
IG Metall (IGM)
Arbeit und Leben Bielefeld (DGB|VHS)
Trade Unions from European countries
IndustriAll Europe



PARTICIPATION & ACTORS

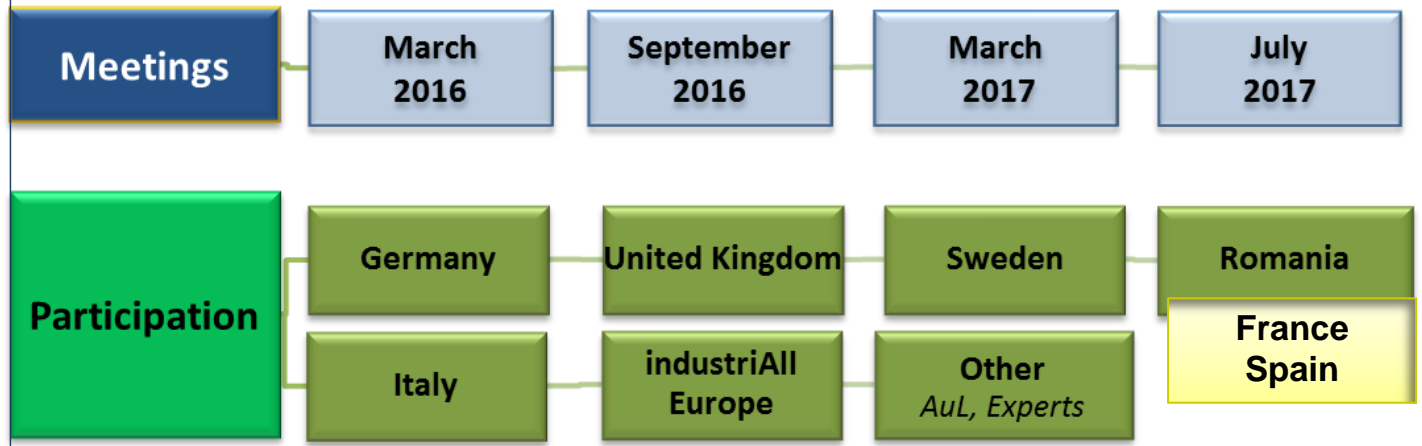
Transnational Steering Group *Meetings & Participation*

Applicant
 Arbeit und Leben
 Bielefeld e.V.
 (DGB|VHS)



European Project Group *Events & Partners*

Co – Applicant
 IG Metall Vorstand
 Frankfurt





MAIN TOPICS & AREAS OF ACTION

Demographic Change and Employment
 Trade Union initiatives to promote innovation in employment and skilled workforce with coherent strategies of HR-development, work structuring and age management in the European aerospace industry



Information & Analysis: Sectoral impacts, trends and perspectives of demographic change on the labor market and employment within companies
(Information, basis and analyses)



Development & Strategy: Requirements and starting points for designing activities in sustainable HR-development, work structuring and age management
(Definition of relevant issues and fields for innovation)



Instruments & Practice: Information, Tools & Materials for design and management of “active age management” in sector and companies
(Practical support / Handbook with information, tools and methods)



Innovation & Transfer: European transfer of strategies, innovations and instruments for improvements in employment and age management
(transfer and best practices)



CORE ACTIVITIES (1)

1

Improvement of information, exchange and collaboration

- o Continuous information on the project (leaflet / website)
- o Information and creation of **expertise** on **future-oriented subjects** (demographic change, employment, securing of skilled workforce, work structuring & age management)
- o Information and exchange on **opportunities for action** and **about innovations**
- o Organization of transnational **involvement and participation** (survey / newsletter)
- o **Collaboration of trade unions** at European level (workshops / steering committee)

2

Intensification of European knowledge and expertise

Demographic change, HR-development, skilled work and age management

- o **Information** about economic and employment trends, future developments and fields of action in European aerospace industry
- o **National summary reports** on demographic change / impact in the aerospace sector
- o Publication and discussion of key **EU flagship initiatives and actions** (*e.g. anti-discrimination directives, Europe 2020 strategy*)
- o Publication of appropriate **analytical tools** for HR-Management, work structuring and age management in companies (*e.g. demographic check, age structure analyses etc.*)
- o Publication and discussion of national and transnational **strategies, practice models** and **agreements on age management in companies**



CORE ACTIVITIES

(2)

3

Skilled employment, age management and representation of interests *Strategies, innovations and practice models for the aerospace industry*

- o Situation analyses, information, trends and perspectives concerning the generation and employment change within the aerospace industry
- o **European survey** (current situation, interests) amongst national workers' representatives
- o **Transnational Transfer of Innovation** (Personal Development and Work Design)
- o **Trade Unions' strategies and approaches** for acting in branches and companies
- o Strengthening of **employee involvement and representation of interests**
- o **Review, adaptation and transfer of tools, instruments and best practices**
- o Exchange of information, **strategies and practices** for workers' representatives

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Information and practical support for interest representatives

- o "European Map Aerospace Industry" (sector profile)
- o Handbook "Pro-active Age Management" for interest representatives in companies
(Information, tools, best practices)
- o Materials and reports on the transfer of innovations and strategies
- o Information about employees' rights, participation and Social Dialogue

5

Project meetings

Discussion, information, analyses, transfer of innovations and strategy development

- o **3 European events** (conferences)
- o **2 (thematic) workshops for analysis and strategy building**
- o **3 coordination meetings** of the transnational steering committee

Intensification of information, exchange and participation

- o **Project leaflet** and **website**
- o **3 newsletters** (on topics, stakeholders, activities and results)
- o Materials, checklists and **European survey** (demographic change, employment and age management in the aerospace industry (sector and companies))
- o **2 European meetings** (conferenc)
- o **2 European workshops** (analysis-workshop and strategy-workshop)
- o **3 transnational coordinator-meetings** (Project Steering Committee)

(1)

Improvement of competences, know-how and expertise on the main topic: Demographic change, promoting employment, work structuring and age management in the European aerospace sector

- o Facilitation of information, knowledge and exchange for trade unions and works councils
- o Participating actors from branches and companies
 - **have collaborated in trade union-related, political and strategic issues**
 - **know** about the important objectives and measures of the **EU flagship initiatives** (e.g. anti-discrimination, Europe 2020 strategy)
 - **have dealt with country-specific framework conditions and national analyses** (data, current situation, trends and perspectives) from EU countries
 - **have** more and better knowledge about innovation and practical approaches
 - **are familiar** with age-related gaps and problems in employment system and
 - **know how** to manage improvements with age management measures

Initiatives for securing skilled workforce, age management and representation of interests

- o **Situation analyses and areas of action for age management in the aerospace industry**
- o **European survey:** employment, employees' interests and labor standards
- o **Catalog of action** for sustainable promotion of skilled workforce (sector + companies)
- o **European transfer of innovations** for HR development and work structuring
- o **Transfer, adaption and using of practical tools and instruments** for HR-development & age management
- o **Company-based instruments and approaches for employee representatives**
- o Familiarization and application of **EU programmes** for economic growth, employment anti-discrimination, equal treatment and age equity

Practical support for employees' representatives : Manual "Age Management"

- o **Country-specific information on employment change**
- o **Tools and best practices** for in-company actors
- o **Transfer of company-examples and innovations** for HR development, age management and improvements in employment
- o **Issues and methods for cooperation** of social partners in **Social Dialogue**
- o Guidelines for designing **age management initiatives**

Improve the possibilities for action in Social Dialogue

- o **Trade Union initiatives, strategies and approaches for sustainable innovation, HR development and active age management concepts**
- o **Manual** for employees' representatives (Trade Unions and work councils)
- o **European map aerospace industry**



FLOWCHART

Nov. 2015 – Mar 2016	PHASE I. Preparation and launch	5 Months
	(1) Leaflet, website, project organization, task planning, kick-off meeting (2) "Demographic change - Trends & impacts for companies and employment"	
Apr 2016 – Oct 2016	PHASE II. Information, analyses and development	7 Months
	Change in employment, future trends and fields of action for age management Gathering information, national survey, short analyses from aerospace sector, topics of age management, approaches and models, European analysis-workshop	
Nov 2016 – Apr 2017	PHASE III. Innovations and strategies	6 Months
	Adaption and transfer of innovations, practical approaches and strategies HR development and work structuring, Improvements with HR-development- and age-management concepts, internal transfer of best-practice-strategies, tools and methods for implementation, manual "Pro-active Age Management", European strategy-workshop	
May 2017 – Jul 2017	PHASE IV. Completion, documentation and dissemination	3 Months
	Models of innovation, representation of interests and social dialogue Producing the final results (reports, Manual), spreading information and documents, transfer-activities (members & social partners) Transfer-conference	
Aug 2017 – Oct 2017	PHASE V. Final work - Reporting	3 Months
	Assessment and analysis of the action – Final evaluation, dissemination of results; Reporting (EU)	



PROJECT EVENTS

Event	Group	No. of PART.	Location <i>(planned)</i>	Tasks
Feb 2016	Steering Group	8	Germany	Project Management Planning, Organisation, Preparation of project
March 2016	All European Partner	22	Germany	Kick-off Meeting
May 2016	Steering Group	8	Romania	Project Management Evaluation - Planning – Coordination, Monitoring
Sep 2016	All European Partner	22	Sweden	European Workshop A (analysis, building strategies)
Jan 2017	Steering Group	8	Italy	Project Management Evaluation - Planning – Coordination, Monitoring
March 2017	All European Partner	22	France	European Workshop B (Elaboration of innovation-models & strategies)
June 2017	All European Partner	30	United Kingdom	Final Meeting (Transfer-Conference)