



EUROPEAN MANAGERS / CONFÉDÉRATION EUROPÉENNE DES CADRES

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## EDITORIAL

Disappointment is the keyword when assessing the results of the Copenhagen climate summit. Once again the nations of this planet have not overcome egoisms and individual interests.

When the Danish chairman of the Copenhagen conference had stated that the outcome of the Summit would be the most ambitious decision of the history of mankind, many of us had hoped that this was a sign of boldness of the final text. Unfortunately, the text of the Copenhagen Accord, as drafted during the final session of the Conference, is nowhere close to being bold. As a non-legally binding text, it is nothing more than a declaration of intent, which not only does not push the Kyoto Protocol forward, but it doesn't even amend it.

Far too high expectations on the importance of this Summit have been raised by both NGOs and national governments, resulting in an even harder failure in the public's opinion.

The question is whether managers as well have expected too much from such a summit. All the managers and executives I had the chance to talk to in the last months had estimated that the chances of a progress in Copenhagen were small. In consequence, it is rather true that this planet will not vanish because of mankind, but mankind might vanish from Earth because we are not able to use abundant resources in a responsible way.

But there is no use in lamentation about the failure of the summit. Instead Managers in Europe will draw practical conclusions: time for political activity seems to be somewhat slower than time

for individual engagement.

It is in such moments that it becomes clear how important the role of individuals, companies and other non-state actors can be. I am strongly convinced that evolving to a more sustainable economy, based on greener productive processes can effectively prove to be the only feasible way to support the economic recovery on a planetary scale and save our environment at the same time. In this context, direct commitment to the implementation of sustainable measures will be an answer.



Ludger Ramme

As the representative voice of managers, CEC has recently published its Position for sustainable development, which briefly summarizes what we believe to be necessary in shaping the future of our economic growth model. Managers can contribute significantly to the development of new forms of "green" business culture both internally and through their relations with share- and stakeholders. The technology for this development is the key to success.

As individuals, there is even more to do: re-defining our consumption habits, developing more awareness of the environmental "footprint" of our activities and eradicating the culture of "unconscious wasting" from our everyday lives. More and more managers will make investments into low consumption technologies. They can be the avant-garde of a new era where energy saving lifestyle will become the thing to be and to have. If we look at our youth it can already be witnessed that such a lifestyle can contribute to a brighter future ■

**Ludger Ramme - Secretary General**



 CEC PRINCIPLES FOR A SUSTAINABLE DEVELOPMENT

## CEC EUROPEAN MANAGERS IS COMMITTED TO SUSTAINABLE DEVELOPMENT

BY GIVING SIMPLE AND DIRECT PRINCIPLES TO GUIDE MANAGERS TOWARDS BETTER PRACTICES

### 1 ENVIRONMENTAL PROTECTION IS NOT OPPOSED TO ECONOMIC PERFORMANCE

In certain cases, it can strengthen it. Environmental protection should not be felt as a constraint, but as a development opportunity. The precautionary principle compels companies and industries to invest in environmental friendly solutions. In this respect, innovation is necessary and can lead to economic growth. CEC informs the various stakeholders on the matter.

### 2 SUSTAINABLE DEVELOPMENT REQUIRES QUALITY MANAGEMENT

Training future managers on environmental issues provides them with an additional expertise to be recruited. CEC provides information to the managers registered on the CEC Managers' Network.



### 3 SUSTAINABLE DEVELOPMENT IS MEANINGFUL IN A GLOBAL APPROACH

Sustainable development issues do not only affect the countries in which citizens are the most trained and sensitized. Throughout its network, CEC and its international counterpart encourages the action in favour of the environment of the global companies, because this has real repercussions in every country.

### 4 PROTECTING THE ENVIRONMENT IS A REQUIREMENT FOR A BETTER QUALITY OF LIFE

The indicators of economic and material success should be supplemented by indicators which highlight the improvement or the deterioration of health and the quality of life, as well as of the preservation of natural heritage. For example, indicators of free time, stress or cleanliness of the ambient air would be a useful source of information, as long as it does not create further administrative burden.

 THE COPENHAGEN SUMMIT

## AFTER COPENHAGEN: RESULTS AND FUTURE DEVELOPMENTS

The long awaited international event of 2009 has definitely been the United Nations Climate Change Conference, held in Copenhagen between 7 and 18 December. The international community followed with bated breath the two-week negotiations which aimed at producing a comprehensive international agreement on climate mitigation, based on a collective commitment to reducing carbon dioxide emissions.

Great expectations had been raised by environmental advocates, some national governments and the whole world public opinion not only on the importance of this Confer-

ence, but also on the boldness of the final decisions world leaders would have to agree on. Unfortunately, to even greater disappointment of the former, the outcomes of the Conference (embodied by the text of the agreement signed) have been very limited and somewhat inconclusive.

The consequences of this nearly-total failure are significant, and affect a wide range of issues. Yet some observers say that what happened in Copenhagen might prove to bring unexpected positive results in the future, and that the overall assessment of the outcome of the Copenhagen Conference is not as dismal as it may look.

Under a strictly diplomatic point of view, the Conference has indeed been a disaster. The Danish presidency demonstrated to be unable to manage such a complex task, and the many organizational problems which have haunted the meetings have been the best demonstration of it. Furthermore, delegations of developing countries denounced a somewhat discriminatory behaviour of both the Presidency and the rich countries.

As for the content, the Copenhagen Accord is nothing but a simple declaration of intent, which does stress everyone's commitment to sustainability and global warming reducing, but does not bind any country to respect such declaration. The central issue of the debate (and the main reason for its failure) was fixing a precise percentage of carbon emission reduction (compared to 1990 levels) to be attained within 2020; no clear agreement on such a quota could be achieved. The Accord itself is not a Treaty,

nor a "legal" agreement, and the only effect it can have is a "moral suasion" one.

The consequences of this "failed success" are easily predictable. The European Union announced it will stick to its original plan of a 20% cut of carbon dioxide by 2020, and Mr. Barroso openly expressed "disappointment regarding the ambition" of the Accord.

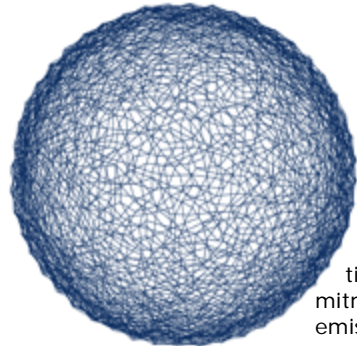
Most presumably, other States will follow Europe in their willingness to reduce their overall emissions, but without any sort of coordination or internationally agreed agenda. International coordination seems more and more to be the only way to effectively cope with international issues.

Effects are being felt at the real economy level, too. Many agree in considering the adoption of "green" technologies on a planetary scale as an extraordinary occasion for our industrial and productive systems to restart and for our economies to fully overcome the crisis. The prospect of a greater need of such technologies had revitalized the green industry. But at the moment, many International companies that had already started to invest massively in new projects are suspending them; and analysts are beginning to talk of a "green fatigue" for business.

But there are also positive news, at least in a long-term perspective. The Copenhagen Conference was probably the first occasion for developed and developing countries to agree at least on the necessity of a common goal, that is emission cutting for all countries, regardless of their wealth. Differently from the Kyoto Protocol, developing countries have accepted the idea that they also have some sort of responsibility in producing green-house gases, and that they are ready to intervene: by doing so, they have acquired even more reliability and political weight. At the same time, developed countries promised significant financial contribution to help developing countries reduce their emissions: the initial contribution will amount to 30 bn. \$ until 2012, and will progressively increase up to 100 bn. \$ in 2020.

A great result of the Copenhagen Conference, paradoxically, has been the proof of how high the interest of public opinion and civil society is in such issues. Once again, time for political activity proved to be somewhat slower than time for individual engagement. Like other representatives of social forces,

CEC participated in the global debate on environment and the necessary measures to tackle global warming and other forms of environmental degradation. The result of this commitment is a list of four simple yet significant principles for a sustainable development, which you can find on the previous page of this Newsletter and on our website ■



COP15  
COPENHAGEN  
UN CLIMATE CHANGE CONFERENCE 2009



 A WINDOW ON EUROPE

## EUROPE PREPARES ITSELF FOR THE YEARS TO COME

WITH THE ENTRY INTO FORCE OF THE LISBON TREATY, A NEW INSTITUTIONAL PHASE FOR THE EUROPEAN UNION BEGINS.



After the Czech signature on November, 13<sup>th</sup> the Lisbon Treaty finally completed its ratification process, entering into force on December, 1<sup>st</sup>. Its contents represent the most comprehensive reform of the European institutional framework since the Maastricht Treaty and the founding of the European Union.

CEC has already published a [leaflet](#) presenting

the most relevant changes introduced by the Lisbon Treaty to managers and their professional activity. Now that the amendments are effective and the Treaty fully valid, a more general and comprehensive point of view may help to fully appreciate its potential.

The greatest innovation is the introduction of two new top political positions, which will contribute to strengthen Europe's political autonomy: the President of the European Council, elected by European leaders for a two and a half year term, and the High Representative for the Foreign Policy, who will be chairing the future diplomatic corps of the European Union and sitting in the European Commission as first Vice-President.

Under a strictly juridical point of view, the European Union finally acquires its own legal personality, and the three-pillar structure will be abolished, all of them being merged in the body of a consolidated European Union. Consequently, all references made in the Treaties to the European Community will be replaced with new ones to the European Union.

The Treaty will provide a clearer distribution of legislative competences between Member States and the Union, and will reinforce the role of the European Parliament in influencing the activities of the other European institutions, by electing the President of the Commission or having a stronger say on the budget. At the same time, the European Parliament will participate to a greater deal of decisions.

A much greater attention is given to the reduction of the democratic deficit. European citizens will be given the right to the legislative initiative, and national Parliaments will supervise the legislative activity of both the Parliament and the Council, therefore ensuring that the subsidiarity principle is respected. Finally, the Council of Ministers will be applying the majority vote to virtually every area, and a new set of voting rules will redefine the political weight of the Member States.

Another important accomplishment of the Treaty is the enlargement of the sphere of civil liberties within the European countries. On the one side, the European Union will now have the possibility to accede the European Convention on Human Rights; on the

other side the Charter for Fundamental Rights, originally signed in Nice in 2000 with the status of a "solemn declaration" will now become a fully binding legal text, for both the Union and Member States.

Along with the entry into force of the Treaty, the year 2010 will see the appointment of the second Barroso Commission. New portfolios have been introduced, such as Climate Actions or Fundamental Rights and Citizenship, and many others have been re-configured. Of the 27 Commissioners from the previous Barroso cabinet only 13 will be reconfirmed ; 9 of them will be women.

Appointment auditions of the new Commissioners by the European Parliament will be held in the second half of January, and the European Parliament will vote on the approval of the whole cabinet on January, 26<sup>th</sup> ■



1. From the left to the right: Mr. Herman VAN ROMPUY, candidate President of the European Council; Ms. Catherine ASHTON, Baroness of Upholland, new High Representative for the Foreign Policy; Mr. Frederik REINFELDT, Swedish Prime Minister and President of the European Council and Mr. José Manuel BARROSO, President of the European Commission.
2. European leaders at the Summit for the signing of the Lisbon Treaty

## SHAPING THE POST-LISBON AGENDA ON EMPLOYMENT

## FUTURE OUTLOOK ON OF EUROPEAN EMPLOYMENT STRATEGIES

## CEC PARTICIPATES IN THE DISCUSSIONS ON THE NEW OBJECTIVES OF THE FUTURE EMPLOYMENT POLICY

When launching its Lisbon strategy in 2000, the European Council had announced that by 2010 the European Union would have become "the most competitive and the most dynamic knowledge-based economy in the world". The social consequences of the financial crisis show the excess of optimism of that political statement, and the need for a new strategy on employment, allowing Europe to gain in competitiveness and to reduce its imbalances.

The theme of the future perspectives for employment has been at the centre of a series of meetings and conferences which CEC recently attended. In the light of the current situation of labour markets in Europe, it is easy to realize that any future strategy should take into account three important questions: providing Europeans with new skills to allow Europe to create and attract new jobs; improving current integration measures to fight against discrimination on labour market and finally, conjugating the need of reshaping the current industrial system with social inclusion.

**Restructuring Forum**

The question of preparing Europeans to meet the new needs of the labour market by developing new skills was the subject of the last meeting of the Restructuring Forum, which took place on Dec. 7<sup>th</sup> and 8<sup>th</sup> 2009. The aim of the Restructuring Forum is to bring companies, social partners and public authorities together, to promote mutual learning on the basis of best practices applied in different areas and different regions.

During the conference, participants have introduced the different experiences of companies (operating in different sectors) implementing internal training and skills updating programmes for their employees. The common feature to all these situations is the importance of applying innovative measures to virtually every phase of the industrial process, from work organisation to the supply chain, and of resorting to the most advanced technological innovations.

CEC participated in the activities of the Restructuring forum in another conference, held on Nov. 12<sup>nd</sup> and 13<sup>th</sup> 2009, which dealt with the social consequences of restructuring processes. Restructuring proves to be an effective means to save jobs, but its consequences in terms of lay-offs must always be thoroughly taken into consideration.

The central role of employment and job preservation for the

functioning of the European social model has been reaffirmed by several participants: jobs, and high employment rates among the active population are the only feasible way to ensure Europe the sustainability of its welfare policies, which represent the real distinctive mark of the European experience.

**Autumn seminar on Mutual Learning Agreement**

Finally, the importance of integrating "weak" workers and fighting discrimination is high on the job market, where the risk that the crisis might improve the marginalization of women, disabled people and young workers is dramatically concrete. The theme was discussed during the Autumn Seminar of the Mutual Learning Programme, a forum of confrontation between social partners and Member States about best labour practices.

Among the other sources of information, a study based on data and figures concerning the European national labour markets showed significant unemployment rates for young people, women and disabled, and a remarkable tendency of under employment for the elderly people. An integrated strategy is the best solution to cope with this problem and fully allow everyone's contribution to the economic and productive process.

**Post-Lisbon Agenda**

CEC European Managers is committed to actively contributing to the several initiatives taken at the European level for developing new employment and social strategies. Coping with the crisis, and finding ways to mitigate its effects can be an extraordinary opportunity to establish new industrial and social models, tracing new development paths that

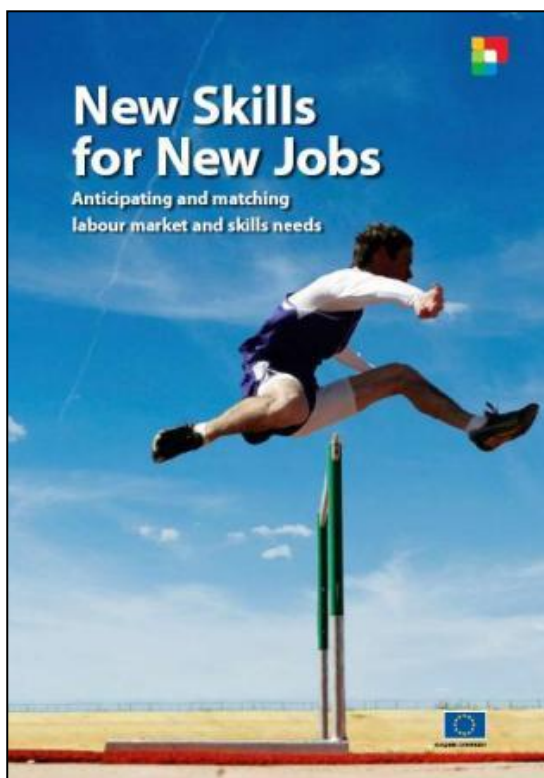
can conjugate economic growth, social and environmental attention and better opportunities for everyone.

To this purpose the European Commission has launched in November 2009 an initiative focused at defining the new priorities for Europe's development within 2020. The joint consultation campaign will offer new cues to shape the strategy Europe will have to follow to exit the crisis, focused on a greener economy, a more knowledge-based society and an even fairer social model ■

For more information on the "EU 2020" consultation campaign, visit: <http://ec.europa.eu/eu2020/>

For more information on the activities of the Restructuring Forum

<http://ec.europa.eu/social/main.jsp?catId=88&langId=en&eventsId=172>





## THE EESC CELEBRATES THE 20TH ANNIVERSARY OF THE "CHARTER OF FUNDAMENTAL RIGHTS"



From left to right: Mr. Mario SEPI and Mr. Jacques DELORS signing the Declaration on a Social Action Programme

On the eve of the entry into force of the Lisbon Treaty the EESC organized a conference on the current achievements and future prospects of Social Europe to celebrate the 20<sup>th</sup> anniversary of the approval of the "Community Charter of Fundamental Social Rights of Workers". CEC participates in the activities of the EESC thanks to its President, Mr. Georges Liarokapis and by its former President, Mr. Maurizio Angelo, both members of the Group II. Through their voices European managers can express their ideas about Europe, its challenges and its problems, and contribute as important representatives of civil society in shaping the future of our common society.

The opening of the conference was chaired jointly by Mr. Mario Sepi, current EESC President and by Mr. Jacques Delors, former President of the European Commission and true "founding father" of the evolution to the European Union and to its main features as we know them nowadays. Mr. Sepi reminded the audience of the importance of the Charter in helping the then European Communities at the time to fully realize the role of social "consciousness" on the Single Market. The same consciousness has since then rooted in the European civil society, proving to be fundamental in such critical times to ensure everybody in Europe the possibility to resort to public system of social security.

Mr. Delors then retraced the historical background of the Charter, all the problems connected to the necessity of developing the Community to a further step by accomplishing the Single Market and the Economic Union and the strong resistance (both political and social) to such dramatic changes.

Within this political context, the signature of the Charter provided a new stimulus to the gain the interest of social forces in the achievement of the European Union, but at the same time represented a powerful sign for European leaders to pay greater attention to the social aspect of the economic structure of Europe in the future European legislation.

*We call upon the European Commission to propose a Social Action Programme which guarantees that fundamental social rights are treated on an equal footing with the rules on competition and economic freedom.*

The several experts and guests who took part to the round table have analyzed the different aspects of Social Europe, which is definitely the distinctive mark of Europe within the global market. More than for the single currency, or for its common institutions, Europe is recognized for its common social model and for the level of social protection European citizens enjoy.

Unfortunately, as many stated, social welfare provisions still mainly depend on national legislation, and it is therefore time to come to a more coordinated role of European institutions, with the same foresight spirit that inspired the signature of the Charter. In such a moment of crisis, and with the harshest consequences of the economic downturn still ahead us, it is even more necessary to develop new mechanisms of intervention and new means to involve people in decision making. Many guests have also called for a greater role of the EESC as the true representative of civil society, as well as a powerful institutional tool to influence the other European institutions.

The last part of the Conference was dedicated to the future of Social Europe, and of the enforcement of fundamental rights, in the light of the Lisbon Treaty. According to the new European Treaties, the Charter of Fundamental Rights, solemnly proclaimed in 2000 will now become a fully effective and legally binding part of the European legislation (although three

countries have decided to opt-out and will not therefore be subject to the Charter nor to the competence of the European Court of Justice). European citizens will see the breadth of their rights greatly extended, covering new areas such as the so called "Third-generation" rights concerning among other topics, bio-ethics

and environmental protection.

As a conclusion of the session, EESC President Mr. Sepi and Mr. Delors have invited the participants to sign a Declaration to "propose a Social Action Programme which guarantees that fundamental social rights are treated on an equal footing with the rules on competition and economic freedom" ■

### The EESC..

- The European Economic and Social Committee is a consultative body set up by the Rome Treaties. It consists of representatives of the various economic and social components of organised civil society. Its main task is to advise the three major institutions (European Parliament, Council of the European Union and European Commission).
- The Committee is made up of 344 members split into three groups: the "Employers" group, the "Employees" group and the "Various interests" group.
- The EESC also has two complementary tasks: involving civil society organisations more in the European venture, at both national and European level and boosting the role of civil society organisations in non-member countries.





## WDF CELEBRATES THE ANNIVERSARY OF THE GREAT AUSTRIAN THINKER PETER DRUCKER

### IMPRESSIVE FORUM IN HONOR OF PETER DRUCKER'S 100TH BIRTHDAY



The special issue of the "Leadership"-magazine on Drucker's 100<sup>th</sup> anniversary was presented to Widow Doris Drucker by the WdF

Together with the Austrian Managers' Organisation WdF, the newly founded Peter Drucker Society organized the first Drucker Global Forum in the "House of Industry" in Vienna on November 19<sup>th</sup> and 20<sup>th</sup> 2009.

More than 300 people coming from all over Europe, attended the two-day venue, including many WdF members. 54 speakers, such as Charles Handy, Yves Doz, Herrmann Simon, Philip Kotler and C. K. Prahalad, have dealt for two days with the ideas of the Vienna-born thinker.

In his pragmatic way "the father of management does not act ideologically," said Editor and former CEO Dr. Wilfried Stadler; and this is probably the reason of the recent wave of renewed interest in his studies in such a moment

of "casino capitalism".

Despite millions of books sold worldwide, Drucker's effectiveness in Europe and in the academic realm still seems to be rather limited.

In particular, the presence of the Peter Drucker's widow, Dr. Doris Drucker (despite her 97 years!) and many personal friends and disciples of the Vienna-born thinker added a special note to the Forum, organised by Karin Platzer and Dr. Richard Straub (IBM Paris).

"With the « Peter Drucker Dialogue », a special event format, the WdF will maintain the exchange between Drucker's ideas and the daily managerial toolkit on a national level", WdF-Secretary general Roland Graf promised for 2010 ■



Dr. Richard Straub (IBM Paris) and WdF-president Dr. Paul Jankowitsch with the CEO of car-supplier Magna, Siegfried Wolf (from left to right).

## lederne NORWEGIAN MANAGEMENT BAROMETER: BUSINESS RESTRUCTURING FAILS TOO OFTEN

Norwegian companies are reorganizing more and more often. The Norwegian Management Barometer from Lederne now reveals that more than half of all restructurings pursued by companies are not explained well enough to the employees, and that most middle managers are not being heard along the way.

President Jan Olav Brekke of Lederne in Norway is not surprised by the results. "This is a major problem. I believe many reorganizations are neither thoroughly thought through, nor properly communicated within the organization. As a result, many companies do not achieve the desired results", he says.

Norwegian Management Barometer from Lederne reveals that two out of three managers either disagree with the restructuring measures adopted for their workplace or are simply neutral. Brekke believes this is a signal that should be taken in serious consideration by top management of companies.

"Middle managers are the link between employees and senior management. They are usually skilled professionals, and if they are taken on board early in the process they can assist in placing the company's expertise in the right place. Otherwise the company risks missing a lot of important information and insight", Brekke says ■



## ACEO GATHERS FOR ITS ANNUAL CONFERENCE

The Association of Chief Executive Officers (ACEO) successfully organized its annual conference on CEOs' remuneration schemes on November 10th 2009. The conference was entitled "CEOs & The Current Labor Market: Trends - Opportunities" and aimed to the in-depth analysis of the impact that the global financial crisis had on executive pay.

Keynote speakers were three experts on CEOs' remuneration and labor issues: Kris Amiralis, Managing Director, South East Europe, HAY Group; Antonis Hadjiantonas, Partner, PRICEWATERHOUSECOOPERS and Andreas Gavrielides, Managing Director Central Eastern Europe, EGON ZEHNDER INTERNATIONAL.

They discussed the recent trends in executive remuneration, proposed alternative incentive plans and gave advice on how executives can manage their careers in good and bad times .

The conference, that was co-ordinated by Nikitas Konstantellos, Group Managing Director ICAP, was attended by more than 200 Greek CEOs and managers ■



**FECCIA**

**EUROPEAN CONFERENCE ON TRANSNATIONAL AGREEMENTS**



The FECCIA engaged in a European project in the sector of chemistry and related industries, in partnership with of CFE-CGC Chimie (France) and with the support of the European Commission, to realize a guide of good practices on transnational agreements. The project is entitled "Compare and Harmonize practices, Inform the representatives of the workers : a Major challenge for providing Incentives to better negotiation in European companies - C.H.I.M.I.E"

The presentation of the outcomes of this investigation among companies and staff representatives was carried out in Cannes, during a conference bringing together more than 70 European participants on September 29-30, 2009. Debates between trade-union representatives and the employers present as well as representatives of the French Ministry of Labour were animated by François Hommeril, Secretary-General assistant of FECCIA.

- The conference was organized around three main issues:
- a review of the existing agreements and the restitution of the results of a European survey carried out by FECCIA
  - presentation with examples,
  - collection of the good practices.

Certain companies do apply codes of conduct. They look for legitimacy of their action, thus involving of European works council or the European or World Federations. The legal framework in such matters is based on contracts and not on hard labor law. The actors envisage themselves the methods of implementation of the transnational agreements.

Mutual recognition of the social partners remains a major condition for a negotiation to succeed. CEC European Managers and its professional Federations still have all their chances to show that they are actors impossible to circumvent ■



1. FECCIA's new management.



2. Cannes Conference.

**FEDERMANAGER**  
FEDERAZIONE NAZIONALE DIRIGENTI AZIENDE INDUSTRIALI

**A NEW LABOUR CONTRACT FOR ITALIAN MANAGERS**

Federmanager and Confindustria signed a new labour contract on November 25<sup>th</sup> 2009, covering 82000 managers until 2013. This contract, which is aimed specifically at young and unemployed managers, is the result of more than eight weeks of negotiations. It is a powerful tool for companies to better deal with the crisis, emphasising the role of bilateral approach in modern industrial relations system.

One of the main results achieved has been the acknowledgment of an income support for unemployed managers, both dismissed and resigning ones. As for salaries, a minimum wage system has been introduced: managers with more than six years of service within 2013 will receive an increased wage of 80,000€ a year, whereas younger ones will be entitled to a lower annual remuneration of 63,000€.

At the same time, the contract renews managers' intention to spread the use of results-oriented wage systems, which will

be engineered in such a way to let SMEs apply them too.

Greater attention has been paid to the procedures for reallocating managers by financing a specific fund within the Health Fund for Industrial Managers and by ensuring outplacement services with partner agencies.

Training has a great importance for Federmanager, and was at the centre of the negotiations. A new system (called Balance of Skills) to periodically assess young managers' knowledge development and to review consequently their career has been introduced.

The importance of this new tool is linked not only to the effect it will have on young managers by encouraging them to continuously improve their skills and engage in learning projects, but also to the great advantage for SMEs to resort to such an innovative tool ■

ABOUT CEC

The CEC represents 1,5 million executives and managerial staff in Europe organised into national federations and European branch federations. Since the end of the 1980s, the CEC contributes, as a social partner, to the European social dialogue. The CEC has made the task of defending the managers' specific interests its own, while maintaining dialogue with other parties.

CEC is consulted by the European Commission on all initiatives in the field of employment and social affairs (articles 138 and 139 EC Treaty). It is also part of the employees delegation in the negotiation with the employers' organisations at European level.

The CEC promotes a European integration clearly in favour of the principle of performance and competition, but also the social market economy and a value-oriented way of conducting business, since the respect of social obligations is an added value for economy in the long run.

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