



**European Social Dialogue –**

**Working Together for results, 29-30 November 2007 in Lisbon**

Together with the Portuguese EU Presidency, the European Commission organised a major conference in Lisbon to discuss the **concrete outcomes of European social dialogue** and the **benefits** they have brought to European workers and companies.

Some examples of recent social dialogue instruments were presented, with a focus on the implementation in Member States and the interaction between different levels. The conference took place in the context of the celebrations of the 50th anniversary of the European Union, offering the opportunity to reflect on the **role of social dialogue in European governance**.

The CEC Secretary General, Ludger Ramme, represented CEC in this event and intervened during the Workshop 3: Social partners as multipliers - the European Year of Equal Opportunities for All.

This workshop showed how social partners have integrated the topic of equality and anti-discrimination in their work and how they have participated in the European Year of Equal Opportunities for All 2007 by developing actions to promote equal rights and diversity at the workplace.

This was the occasion for the CEC to officially present the **CEC Toolkit for manager on diversity and equal opportunities at the workplace**.

More info: [http://ec.europa.eu/employment\\_social/social\\_dialogue/conf\\_lisbon\\_en.htm](http://ec.europa.eu/employment_social/social_dialogue/conf_lisbon_en.htm)



**CEC Diversity Toolkit for Managers**



This toolkit is the concrete outcome of the CEC conference on Diversity and Equal Opportunities held in Stockholm on June 7 and 8, 2007 and co-financed by the European Commission.

Through this booklet CEC gives you practical tools for managing diversity as well as useful informations and links.

Are you ready to become an equal opportunities manager?

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## SOCIAL AGENDA

## CEC POSITION ON "FLEXICURITY"



In June 2007, the Commission presented a Communication which provides the establishment of common principles of 'flexicurity' with the aim of modernising European labour markets and of addressing the opportunities and challenges of globalisation.

**CEC-European Managers** agrees on the need for structural reforms to modernise European labour markets, in order to remain competitive in a global economy and to face the demographic changes.

However the CEC stresses that the **stability** of the workers within the company and, specially of the managerial staff and technicians and engineers, is a guarantee of **productivity and competitiveness**. Uncontrolled flexibility can affect the **employees' loyalty** and hinder the **transmission of knowledge and know-how**, whereas those elements are crucial to build a performing and innovating European economy.

Moreover, to our knowledge there is no economical consensus on the affirmation that a high rate of unemployment can be explained by a too rigid employment legislation. On the contrary, a ILO study presented empirical evidence from a cross-section of 20 OECD countries (over the period

1984-1997) that relatively rigid (i.e. regulated and coordinated) labour markets promote long-term labour productivity growth\*.

At the same time, there is no proof of an automatic link between the reduction of the employment protection and the increase of jobs in terms of quantity and quality, in the sense of the Lisbon strategy.

The **concept of flexicurity should be flexible itself** and it is up to the Member States to build their own balanced approach, looking at the experiences in other countries and privileging the social dialogue.

Flexicurity must not be considered only between two employers but also **within the company**, specially if it is a large group. It is then *linked with the issue of mobility, of forward planning of job, of the working environment and of the strategic economic anticipation of the company*.

CEC strongly supports the *joint analysis of the European social partners on the key challenges facing the European labour markets*\*\* adopted in October 2007 and in particular the recommendations on flexicurity.

Employees must be involved in the process through their representatives. The **specific role**

**of managers**, with regard to their skills and team leading positions, and their responsibility to conciliate flexibility, productivity and security, **has to be recognized**.

CEC welcomes and supports the European Parliament's call for a **more balanced set of flexicurity** principles, based on quality employment in its report adopted on November 29, 2007.

CEC asks the European Commission and the Council to take those elements into consideration when deciding on the common European principles on flexicurity.

More info:

[http://ec.europa.eu/employment\\_social/employment\\_strategy/flex\\_meaning\\_en.htm](http://ec.europa.eu/employment_social/employment_strategy/flex_meaning_en.htm)

\* *Why labour market regulation may pay off: Worker motivation, co-ordination and productivity growth*. International Labour Organization 2007 <http://www.ilo.org/public/english/employment/download/elm/elm07-4.pdf>

\*\* *Key challenges facing the European labour markets: a joint analysis of European social partners* [http://ec.europa.eu/employment\\_social/social\\_dialogue/docs/cross\\_key\\_challenges.pdf](http://ec.europa.eu/employment_social/social_dialogue/docs/cross_key_challenges.pdf)

THE STABILITY OF THE WORKERS WITHIN THE COMPANY AND, ESPECIALLY OF THE MANAGERIAL STAFF, TECHNICIANS AND ENGINEERS, IS A GUARANTEE OF PRODUCTIVITY AND COMPETITIVENESS

THE PROFESSIONAL FEDERATIONS OF CEC WISH TO BE MORE PRESENT IN THE EUROPEAN SECTORAL SOCIAL DIALOGUE

**MEMBERS' ACTIVITIES**

In this European year of diversity, the European Federations of the CEC met in Paris for a working session on the place of professional sectors in the European Social dialogue.

The federations of the CEC stressed the importance of the group of "managers", intermediary between the group of the employers and that of the employees.

Endowed with a degree of autonomy, a responsibility, a level of knowledge and a different hierarchical position within the group of employees, the managers do not have however the prerogatives linked with the statute of

employer. They constitute one of the diversities of the European Social dialogue.

The European Federations of the CEC represent the positions of 1.5 million managers in Europe.

They decided to express more actively their point of view on topics specific to their sector as well as to bring their expertise, by answering the consultations of the European commission, taking part in the elaboration or the revision of the directives and by following their transposition and the implementation of the agreements on national level.

With the specificity of their

message focused on managers and with the diversity they bring in their contribution to social Europe, the federations wish to initiate, at sectoral level, a cooperation with the other European social partners, on the same model than the one already existing between the CEC and Eurocadres.

*Paris, December 6 2007*

*CEC professional federations: AECA, eTIC\_cec, FECC, FECCIA, FECEC, FE-CER, FEDEM, FEPEDICA, FICT.*

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GENERAL ASSEMBLY OF THE FEDERATION OF MANAGERS IN THE BANKING SECTOR (FECEC)

The European Federation of Managers in the Banking Sector (FECEC), which associates approximately 60.000 managers, held its General Assembly in Naples, on November 30.

This meeting was the occasion to analyze the economic situation of the main European countries with an special attention given to the so-called "subprimes" crisis which has created alarm and concern on the financial markets with serious consequences on employment in the banking sector.

The FECEC, moreover, examined the effects derived from the operations of fusion and concentration both on national and transnational level which will worsen the already difficult employment situation, by involving important losses of competences.

The FECEC denounces an extreme commercial tension aiming mainly at the realization of economic objectives in the short term, which produces negative effects on the market with respect to the customers and which also

put in crisis the mutual trust between managers, banking companies and customers.

The assembly of the FECEC strongly recommends to the banking companies a more transparent conduct towards the market and that the objective of growth of economic profitability be compatible with a sustainable development associated with a strong reevaluation of the managers professionalism.



## MANAGERS IN CHARITY MISSION - BALL ORGANIZED BY THE SERBIAN ASSOCIATION OF MANAGERS ON NOVEMBER 27TH, 2007

In Crystall hall of "Hyatt" hotel, Serbian Association of Managers (SAM) organized the first charity Ball of managers. With the focus on active contribution to social community, the SAM organized the charity meeting with the wish that it becomes a tradition.

The funds collected on that occasion will be donated to the Association of students with handicap in Kragujevac and Belgrade. SAM's wish is to enable these young persons to take part in everyday life and business environment as easily as possible.

With this Ball, many members of the Association and a large number of guests from the public life celebrated the first

anniversary of the SAM and its admission into the European Confederation of Managers.

'I am raising this glass in the honour of the successful year of the Serbian Association of Managers and of all its active members who dedicated themselves to the development of this association. May all the people who are present here create a strong Serbia in the fields of education, economy, culture and sport. I will drink in the honour of all those who contribute to that with their success' - said the host of the meeting and president of Serbian Association of Manager Slobodan Vučićević.

Among the guests were the Deputy Prime Minister

of Serbia, Božidar Đelić, Minister without portfolio for National Investment Plan, Dragan Đilas, Milan Parivodić, Tanja Tadić, as well as numerous successful people from the world of business, finance and culture, such as Ivan Tasovac, Dragana Ognjenović, Jadranka Jovanovic, and sport - Dragan Džajić, Žarko Zečević, and many other successful representatives of public life of Serbia.

The first Ball of managers was dedicated to "SUCCESS", and all guests enjoyed the rich program. During the Ball, classic wines auction, charity lottery and the band of J. Maljoković made the pleasant atmosphere even better.



## SERBIAN ASSOCIATION OF MANAGERS FIRST ANNUAL ASSEMBLY - A YEAR FILLED WITH SUCCESS

The Serbian Association of Managers held the first Annual Assembly on the 27<sup>th</sup> of November 2007.

The Assembly was greeted by the Deputy Minister for economy and regional development Nebojša Ćirić. Dragiša Marinković, one of the founders of SAM, was elected Assembly

Chairman. Svetlana Vujčić Stanković, Branimir Bošković, and Bogdan Kuzmanović were elected as the acting presidency.

The main reporting topics were the SAM Annual report, the Statute changes and membership in the Management Board.

The report of the Supervisory Committee was also presented and ratified. All the reports and decisions were passed and the Assembly was successfully completed.

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**CEC WISHES YOU A SUCCESSFUL AND HAPPY NEW YEAR 2008 !**



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### 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.