



IN BRIEF

**The European Commission publishes its Annual Policy Strategy for 2009**

"2009 will be an important year for the European Union. It will bring a new European Parliament and a new European Commission. Depending on the completion of national ratification processes, 2009 should also see the entry into force of the Treaty of Lisbon. With a stable institutional framework in place, the Union will be able to concentrate on addressing the concrete challenges ahead – such as promoting sustainable growth and jobs in the age of globalisation and galvanising Europe's transition to a low-emissions and resource-efficient economy".

This is how the European Commission opens its Communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of Regions, containing the **Annual Policy Strategy** of the European Union executive body for **2009**.

This Annual Policy Strategy presents the **priorities for the last year of the current Commission's mandate**. The strategic objectives defined by the Commission at the start of its mandate – promoting prosperity, solidarity, freedom and security, and a stronger Europe in the world – remain the core direction for the Commission's work. Since coming into office, the Commission has delivered major initiatives to meet these objectives, to move the European agenda forward and to confirm the EU's role in our globalised world.

**The priority actions for 2009 will be:**

- Growth and Jobs
- Climate Change and Sustainable Europe
- Making a Reality of the Common Immigration Policy
- Putting the Citizen First
- Europe as a World Partner

- Better Regulation - Delivery on Promises and Change of Regulatory Culture

- Communicating Europe

« Putting the citizen first » is also adopted as a slogan resuming the whole approach of the EC to all other policy areas. The concern of increasing the involvement of citizens within the EU is starting to influence more deeply the Commission's initiatives and to assign a major role to communication.

To this extent, the Commission will propose the following communication priorities:

**Lisbon Treaty: delivering results**

- Better governance and policies, mainly as regards the EU's role in the world and in the area of Justice, Freedom and Security;

- Awareness campaign for citizens on the social dimension of the Charter of Fundamental Rights

**Reforming the budget, changing Europe**

- A review of the EU budget covering all aspects of EU spending and resources

**Growth and jobs**

- To be presented in the perspective of citizens' concerns, including the European year for creativity and innovation.

**Energy and climate change**

- To be communicated on the basis of the first results attained in 2007 and 2008.

**Full document available on:**

[http://ec.europa.eu/atwork/synthesis/doc/aps\\_2009\\_en.pdf](http://ec.europa.eu/atwork/synthesis/doc/aps_2009_en.pdf)

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## SOCIAL AGENDA

## CONSULTATION ON THE REVIEW OF DIRECTIVE 94/45/EC ON EUROPEAN WORKS COUNCILS: CEC POSITION

## SAFEGUARDING THE PROPER REPRESENTATION OF MANAGERS AND EXECUTIVES



FOR CEC, A CONSOLIDATION OF THE EUROPEAN WORKS COUNCIL ROLE CAN ONLY TAKE PLACE IF EXECUTIVES AND MANAGERS ARE ADEQUATELY REPRESENTED WITHIN IT

**For CEC, a consolidation of the European Works Council role can only take place if executives and managers are adequately represented within it.**

The Directive of September 22<sup>nd</sup>, 1994 was aware of the need and interest to represent all categories of employees: indeed, the 16<sup>th</sup> whereas of its preamble expressed the wish for the different categories of employees to be represented in a balanced way. Hence it recognized the legitimate right of executives to enjoying wider and stronger representation in those bodies in charge of social dialogue.

Moreover, the Gil Roblès resolution from June 18<sup>th</sup>, 1993 demonstrated that in many European countries the notion of "executives" is organised around issues like liability, autonomy and power.

More recently, the European Economic and Social Committee (EESC) in its own-initiative opinion (SOC/220) on *European Works Councils: a new role in promoting European integration* recommends the "participation in EWCs by all categories of employees, including executives and professional and managerial staff" (Paragraph 7.2 letter I).

For CEC, a **specific representation of executives and managers** is necessary for the following reasons:

- First of all, in all EU countries, we see a reduction in the number of unskilled jobs being replaced by skilled jobs occupied by executives and managers.

- Then, executives are a population that is more concerned by professional mobility within the EU,

which makes them more sensitive to the European dimension of things.

- In a developed, knowledge-based economy, which requires increasing skills for its employees, it is essential to recognise that the principle of pluralism must also apply to employees and workers representation.

- Finally, management, organisation and administration functions executives are in charge of allow them to have a better understanding of the issues, challenges and evolutions of the company and to be quality partners for management as they are more able to make proposals than others and to defend the interests of all employees because they have a general vision of the issues.

**Position available on:**

<http://www.cec-managers.org>

## CEC SURVEY ADDRESSED TO MEMBER ORGANISATIONS

In the frame of the CEC annual conference on "Managers' role in European Works Councils (EWCs) and other information, consultation and participatory bodies" to be held on 5 and 6 June 2008 in AIRBUS headquarters in Toulouse, **CEC is launching a survey to the attention of its Member Organisations.**

This CEC conference (programme : <http://www.cec-managers.org/download/prog-toulouse-en.pdf> ) is in fact also

meant to draw a picture of the representation of managers to this extent, as no studies exist at present on this aspect.

This survey aims at providing a map of **managers' presence in companies** provided with EWCs across Europe. The information collected will help guiding the debates during the conference and will be used for the creation of an online database centralising information, good practices and agreements signed

by managers' organisations affiliated to CEC.

We believe that this initiative might also help Member organisations with actions that they could be interested to take up in the future at local and national level.

**CEC is still waiting for the contributions of some Member organisations:** to be represented in such a study it is a great opportunity, don't miss it!

## THE EUROPEAN SOCIAL MODEL FACE TO FACE WITH GLOBALISATION

## SOCIAL AGENDA

A CONFERENCE AND A STUDY PRESENTED BY CEPS  
(CENTRE FOR EUROPEAN POLICY STUDIES) IN BRUSSELS

CEC European Managers has been among the participants invited to the **conference "A social Europe fit for Globalisation"**, hosted by the European Commission on 16 April in Brussels. The conference has been organized in cooperation with CEPS (Centre for European Policy Studies), which presented in this occasion a research led by Iain Begg (London School of Economics) titled "Is social Europe fit for Globalisation?"

The event has been attended by policy makers, lobbyists, as well as European Social Partners such as CEC European Managers. Many key-note speakers have animated the debate all day long: amongst them, Commission President José Manuel Barroso, Employment and Social Affairs Commissioner Vladimir Spidla and European Parliament President Hans-Gert Pöttering.

The European Union is "uniquely placed to make the most of globalisation," says Commission President José Manuel Barroso, despite concerns raised by his colleague Employment and Social Affairs Commissioner

Vladimir Spidla relating to the "far-reaching and often brutal consequences of globalisation", which include "the outsourcing of jobs and the closure of factories".

**Barroso noted that at present, Europe is "doing much better" in competitiveness terms than the US.** He went on to argue that this advantage, coupled with the EU's considerable experience, gave Europe a strong position to "respond to and shape globalisation".

The same argument was taken up by European Parliament President Hans-Gert Pöttering. "If we didn't have the euro and single market, the US sub-prime crisis would have caused economic chaos in member states," he claimed at the conference.

Pöttering also slammed analysts who make unfavourable comparisons between European and Chinese growth rates. "China has 9% growth rates, but this is not the only way to measure economic growth," he said, arguing that increases in GDP must occur in conjunction with social and environmental improvements.

**"We need a new definition of economic growth to reflect European social values", Pöttering concluded.**

All speakers made the point that Europe has a strong foundation to drive globalisation as a force for both economic and social progress. "We need to be sure that from a social point of view, we are ready to face the great challenge of our time," said President Barroso.

**CEC European Managers** has been active in positioning itself in favour of a more sustainable development and of an **attentive approach to the social impact of economic modernisation**. To this extent, CEC has recently published its position on "Social Reality –stocktaking", a consultation launched by the European Commission, and plans as well to contribute to the mid-term review of the Commission Social Agenda 2005-2010, scheduled for July 2008.

The documents provided at the conference, including CEPS study and a "Brief for Policy Makers" are available on:

[http://ec.europa.eu/employment\\_social/spsi/simglobe\\_en.htm](http://ec.europa.eu/employment_social/spsi/simglobe_en.htm)



With the support of the European Commission

THE EVENT HAS BEEN ATTENDED BY POLICY MAKERS, LOBBYISTS, AS WELL AS EUROPEAN SOCIAL PARTNERS SUCH AS CEC EUROPEAN MANAGERS

## MEMBERS' ACTIVITIES

## TWO MAJOR EVENTS FOR ACEO: GENERAL ASSEMBLY HELD IN MARCH AND UPCOMING ANNUAL LEADERSHIP CONGRESS SCHEDULED FOR 15 MAY



[www.ease.gr](http://www.ease.gr)

THE 19<sup>TH</sup> ANNUAL LEADERSHIP CONGRESS OF THE ACEO, TITLED "EXPECT THE UNEXPECTED – HOW LEADERS MANAGE THE UNFORESEEN" WILL BE HELD ON THURSDAY, 15 MAY 2008 AT THE ATHENS' MEGARON MOUSIKIS.

The annual ACEO General Assembly has been held on 3 March 2008.

According to the scheduled agenda, the President of the Supervisory Board Michel Pagidas and the General Director Jean Anastassopoulos have presented the results of the year 2007.

After the lecture of the Control Committee Report, the General Assembly has approved unanimously the outcomes of 2007, the budget of the Supervisory Board and the Control Committee Report and has exempted the Supervisory Board and the Control Committee from any responsibilities.

The General Assembly has also approved unanimously the budget and the action plan presented by the President for 2008.

The 19<sup>th</sup> Annual Leadership Congress of the ACEO, titled "**Expect the Unexpected – How Leaders manage the Unforeseen**" will be held on **Thursday, 15 May 2008** at the Athens' Megaron Mousikis.

One of the great challenges any business or organization can face is how to deal with the unexpected. Assuring high performance in an in-

creasingly complex world requires good management of unexpected threats that can escalate out of control. Today's leaders need to develop a better understanding of how their business can cope with and master disruptive events, uncertainty, and change. Excellence in responding to crisis in organizational settings can lead to competitive advantage and improvements in quality, reliability, and productivity in any organization, even in those that operate in less dangerous settings.

The Congress Keynote speakers are distinguished personalities, all of them authorities on the matter.

**Peter Schwartz** is an internationally known futurist and business strategist.

At the Conference he will discuss how scenario thinking can be used as a tool for strategic alignment across an organization. He will describe the ways in which business leaders can be alert to a potential crisis and form an acceptable response in order to ensure a company's future and maintain its reputation.

**Karlene Roberts** is considered an HRO (High Reliability Organizations) pioneer and a top expert on organizational

reliability and readiness in complicated environments.

Given her extensive background and expertise on Organizational Behavior, Industrial Relations and Risk Management, Karlene Roberts will discuss at the Conference how business leaders can assure high organizational readiness under trying conditions.

At the Congress there will be a special section of case studies presentations by successful Greek businessmen and managers who have displayed examples of managing the unexpected and achieving high performance in settings where the potential error and disaster is overwhelming.

The ACEO Annual Conference began in 1990 and has been established as the most important event in the field of top management where top business executives and experienced managers from Greece and abroad meet and exchange views on matters of effective leadership and administration. The Conference is open to executives and senior managers.

**For more information:**

[business@ease.gr](mailto:business@ease.gr)

## FIRAS-SPP ANNUAL MEETING IN ROME, 28 MARCH 2008

*"SAFETY AT WORK" FOR SaW MANAGERS AND PROFESSIONALS: ACKNOWLEDGMENT, CONTRACTUAL RIGHTS, LEGAL PROTECTION*



[www.firas-spp.it](http://www.firas-spp.it)

The governmental instability in Italy is prolonging the existing confusion and uncertainty among Safety at Work (SaW) managers and professionals; while people are still dying in the workplace, **many managers in SaW are being held responsible** for those deaths, even though they have not yet full decisional powers to prevent accidents at work.

In such a confused situation, many questions are becoming more and more relevant:

After the end of the experimental period of formation of SaW managers and assistants the 14<sup>th</sup> of February, what will the future of this profession be?

Is it possible for Safety to become a reality in the workplace and not just a legal requirement, without a rightful contractual agreement and official recognition of the SaW professions?

Is it really possible to prevent occupational accidents and

occupational diseases?

Several speakers dealing with SaW have participated to the debate. Such interventions have been published on the website <http://www.professionesicurezza.it> and they will be available soon on "Channel 626", the first web-TV dedicated to health and safety at work.

**For more information:**

[ufficiointernazionale@firas-spp.it](mailto:ufficiointernazionale@firas-spp.it)

## ULA'S CONTRIBUTION : EUROPEAN SOCIAL DIALOGUE - A SURVEY

## MEMBERS' ACTIVITIES

The European Union initiated in July 2007 a **survey on the European social dialogue**. Social partners and visitors of the website were invited to participate and about 130 replied. Unfortunately, only a few number of respondents (29 out of 131) belonged to an employees' organisation, whereas the employers' organisations were well represented (74 respondents). The results can therefore not be seen as representative. Nevertheless, it is interesting to notice that the vast majority (more than 80 percent) are aware of the

Commission's obligations with regard to the European social partners' organisations. About 30 percent of the respondents believe that sectoral social dialogue only leads to legally non-binding agreements. The **employees' priorities** are the working conditions, social protection and education, whereas employers put first the emphasis on education and training, flexibility and only then on working conditions. The employees'- and employers' organisations agree with fact that the main **obstacle to European social dialogue** is the **lack of re-**

**sources** available to the social partners as well as to the Commission. Furthermore the employees have noticed a greater impact of the European social dialogue on their organisations than on the employers' organisations. However, **the European social dialogue and its achievements are overall evaluated quite positively.**

**For more information:**

[http://ec.europa.eu/employment\\_social/social\\_dialogue/](http://ec.europa.eu/employment_social/social_dialogue/)



[www.ula.de](http://www.ula.de)

## CEC MEETS THE MEMBER OF THE EUROPEAN PARLIAMENT MS STAUNER

## WHAT'S NEW WITHIN CEC

On last 9<sup>th</sup> April the members of the **CEC European Task Force** have come together in Brussels for their spring meeting. On this occasion, they had the honour to **meet the German MEP Gabriele Stauner** (European Popular Party), Member of the Employment and Social Affairs Committee in the European Parliament, and to have lunch with her at the European Economic and Social Committee restaurant, two steps far from CEC permanent office.

CEC Secretary General Ludger Ramme, who directly took care of the organisation of such meeting, and CEC President Georges Liarokapis have presented to Ms Stau-

ner CEC organisation and activities. The MEP has already been invited to CEC conference in Toulouse, where another German MEP, Alexander Graf Lambsdorff (Alliance of Liberals and Democrats for Europe), will open the works with his speech on 5<sup>th</sup> June.

During the lunch, Ms Stauner has discussed German and European topics with the present members of the European Task Force (Andreas Zimmermann, Michel Baudoux and the newly elected CEC Treasurer Sonja Šmuc); the meeting has been judged very fruitful by all the participants.

The **development of fur-**

**ther contacts** with other MEPs is a strategic core-point in CEC action plan for the months to come.

CEC wants to affirm itself for its **specificity respect to other organisations representing employees at European level.**

It is therefore crucial to highlight this fact also vis-à-vis European Institutions and the meeting with MEP Gabriele Stauner represented a first, promising step to this extent.



*From left to right: CEC Secretary General Ludger Ramme, CEC Treasurer Sonja Šmuc, CEC President Georges Liarokapis, MEP Gabriele Stauner, CNC/NCK President Michel Baudoux and ULA Social Affairs Director Andreas Zimmermann.*

## CEC WELCOMES TWO NEW ORGANISATIONS AMONG ITS OBSERVERS

On 8 April 2008 CEC Secretary General Ludger Ramme has welcomed in CEC office in Brussels the delegation from the **Montenegrin Confederation of Managers (MCM)**, a newly-founded association of managers from Montenegro.

The **President Mr. Radulovic** and the **General Manager Mr. Raickovic** have exposed to Mr. Ramme relevant facts about Montenegro and have expressed the wish of starting a partnership with CEC and other managers'

organisations across Europe. This fruitful meeting has been concluded by the signature of a cooperation agreement which assigns to MCM the status of CEC observer.

A partnership agreement was also signed some months ago with the Swiss organisation **Schweizer Kader Organisation (SKO)**, represented by its **President Rolf Büttiker** and its **Director Urs Meier**. SKO ([www.sko.ch](http://www.sko.ch)) defends managers' interests in Switzerland and provides several

services to its members.

**Mr. Ramme** welcomes with enthusiasm these two new observers and highlights CEC openness to organisations coming from outside the European Union borders. **"We have to overpass the idea of old Europe"**, he declares. "The added value of a managers' umbrella organisation like CEC cannot be limited to institutional and official borders".

## CEC CONFERENCE

**"MANAGERS' ROLE IN EUROPEAN WORKS COUNCILS AND OTHER INFORMATION, CONSULTATION AND PARTICIPATORY BODIES"**

5 &amp; 6 JUNE 2008 - TOULOUSE, FRANCE

SITE **AIRBUS FRANCE SAINT-MARTIN, TOULOUSE**

For CEC European Managers, it makes sense to pay closer attention to the European Works Councils (EWC) during this European Year of Intercultural Dialogue.

This conference will highlight the presence and the role of managers in the EWC and other consultation bodies such as the EWC in the European Company SE.

The link will be made between the economic performance of a company and the quality of its European social dialogue.

The debate on the revision of the European Works Councils directive is now open. This conference is the occasion to express the specificity of our category, the managers, a growing population in Europe.

Programme: <http://www.cec-managers.org/download/prog-toulouse-en.pdf>

To register please contact: [info@cec-managers.org](mailto:info@cec-managers.org)



With the support of the European Commission

## THE RENEWED VERSION OF CEC MANAGERS' NETWORK IS NOW ONLINE

CEC European Managers has relaunched the Managers' Network and invites the already-members to see what's new, and the not-yet members to join as soon as possible!

Surf on <http://www.cec-managers.info/> and discover the brand new features of the Network:

Now you can add more information about you in your profile. Adding your picture and your CV will also makes it more attractive.

Try our new features:

**Forums:** you can exchange views on topics of interest in the new forums section and suggest improvements

**CEC Newsletter:** you can subscribe to the CEC Newsletter to be informed on EU and CEC activities

**Forum-Newsletter:** you can subscribe to the Forum-Newsletter to be informed about new threads in the forum

**Managers Survey Panel:** you can enlist in the survey panel to participate to short surveys launched by CEC on managers topics. This will be a unique tool to give facts and views about managers issues to the European institutions. Help us to defend your rights by joining this panel!



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European Community 2007

## 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.