

Implementing a European trade union strategy to support the development of workers' skills in manufacturing and beyond

Background to the project

The European Union is attempting to move beyond the financial and economic crisis, in order to create the conditions for a more competitive economy with higher employment, and its Europe 2020 strategy aims to deliver economic growth that is: 'smart' through more effective investments in education, research and innovation; 'sustainable' thanks to a decisive move towards a low-carbon economy; and 'inclusive' with a strong emphasis on job creation and poverty reduction.

Europe 2020 focuses on five goals in the areas of employment, innovation, education, poverty reduction and climate/energy, and the European Union has fixed a series of targets to attain these goals. The target for employment is, as follows: 75% of 20-64 year-olds should be in employment by 2020. Some countries are well on the way to hitting these targets. By 2013 Germany and the United Kingdom, for example, already had an employment rate of 77.1% and 74.9% respectively. Others however have a long way to go, and by 2013 Bulgaria, Italy, Romania and Spain had rates of 63.5%, 59.8%, 63.9% and 58.2% respectively.¹

To attain these targets the European Union has set up seven Flagship Initiatives, one of which, *An Agenda for New Skills and Jobs*, highlights the need to equip people with the right skills for the jobs of today and tomorrow.² In an ensuing Communication *Towards a job-rich recovery* the European Commission has underlined the importance of the right skills - *dynamic and inclusive labour markets, where people possess the right skills, are essential if the competitiveness of the European economy is to rise, rather than decline*. It has also highlighted the need to for older workers to maintain their employability, *which require comprehensive measures, such as.. access to lifelong learning through career guidance and training*. Developing lifelong learning is seen as a key to security in employment. *Access to lifelong learning, within either employment or unemployment situations, is essential if employability is to be maintained. In this respect, the commitment of employers to training their workforce, particularly in the case of low-skilled and older workers, is essential.*³

Another Flagship Initiative, *An Integrated Industrial Policy for the Globalisation Era*, sets out a strategy that aims to boost growth and jobs by maintaining and supporting a strong, diversified and competitive industrial base in Europe offering well-paid jobs.⁴ *A Stronger European Industry for Growth and Economic Recovery* takes this policy forward, and in its opening paragraph states:

At a time when financial problems persist, Europe needs its real economy more than ever to underpin the recovery of economic growth and jobs. Our industry is well placed to assume this role: Europe is a world-leader in many strategic sectors such as automotive, aeronautics, engineering, space, chemicals and pharmaceuticals. Industry still accounts for 4/5 of Europe's exports and 80% of private sector R&D investment comes from manufacturing.

¹ http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&language=en&pcode=t2020_10&plugin=1

² COM/2010/0682 final

³ COM(2012) 173 final

⁴ COM(2010) 614

The next sentence continues *“However, the continuing economic crisis has put Europe's industry under pressure: production is 10% lower than before the crisis and over 3 million industrial jobs have been lost.”*⁵

Manufacturing is crucial for employment and for hitting these employment targets. According to figures published by Eurostat for 2010, there are 2,130,000 enterprises engaged in manufacturing, employing a total of 30,000,000 people. In countries with higher levels of overall employment, such as Germany and the United Kingdom, there are 6,923,500 and 2,534,100 people employed respectively. In countries with relatively lower overall levels of employment, Bulgaria, Italy, Romania and Spain, there are nevertheless 536,800, 4,003,100, 1,128,000 and 2,404,500 people employed respectively.⁶

Two of the largest manufacturing sectors are metalworking/engineering and chemicals. In 2010 metalworking/engineering (basic metal products, fabricated metal products, machinery and equipment, motor vehicles and semi-trailers) consisted of 524,800 enterprises, employing 9,578,800 people. The chemicals industry (chemicals and chemical products, basic pharmaceutical products and pharmaceutical preparations, rubber and plastic products) consisted of 94,800 enterprises, employing 3,317,500 people.⁷

The response of the European Commission is to propose a proactive approach to industrial policy, including accompanying measures to increase investment in human capital and skills which are key to the success of industrial policy. Consultation carried out by the European Commission has highlighted the importance that industry attaches to skills for competitiveness. According to *A Stronger European Industry for Growth and Economic Recovery*, the European Commission Communication, *“skills are a key driver for growth, employment and competitiveness: they lay the foundation for productivity and innovation. However, Europe faces serious challenges related to the supply of skills. Already today, mismatches and in some Member States even skills shortages hamper growth and employment. Investment in training is also investment in innovation, since much technical change results from incremental innovations by skilled workers and engineers on the factory floor.”*

Europe does indeed face serious challenges related to the supply of specialist skills, and in some countries, basic skills as well, such as numeracy and literacy, are often lacking. In the Survey of Adult Skills (PIAAC) undertaken by the OECD, Italy and Spain, two of the countries represented in this project, find themselves in 23rd and 24th position (out of 24) in terms of proficiency in numeracy and literacy.⁸

How will Europe respond? How will European enterprises improve their training strategies to meet these challenges? How will European workers in these industries obtain and consistently update these skills so as to maintain their employability and keep their jobs? How can European trade unions play a full role in supporting workers in this process?

The European Social Partners have often stressed the importance of vocational training for addressing the issue of skills development and have proposed to cooperate with education and training systems in order to better match the needs of the individual and those of their labour market, by tackling the problems of basic skills (literacy and numeracy), promoting vocational

⁵ COM(2012) 582 final

⁶ http://epp.eurostat.ec.europa.eu/statistics_explained/images/4/45/Key_indicators%2C_manufacturing_%28NACE_Section_C%29%2C_2010_A.png

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http://epp.eurostat.ec.europa.eu/statistics_explained/images/8/87/Sectoral_analysis_of_key_indicators%2C_manufacturing_%28NACE_Section_C%29%2C_EU-27%2C_2010_A.png

⁸ <http://www.oecd.org/site/piaac/#d.en.221854>

education and training and measures to ease the transition between education and the labour market. In their Framework Agreement on Inclusive Labour Market (2010) the European Social Partners stress the need to deepen their reflection and engage themselves to find solutions and mobilise their members⁹

At the sectoral level the European Social Partners in the metalworking/engineering industry, IndustriAll and CEEMET, agreed a joint statement in July 2013 in response to the European Commission Communication 'Rethinking Education' This statement emphasised the importance of continuing vocational education and training, as follows:

*Attracting more people to good-quality vocational education and training is essential, but it is not enough to fill the competence demands of industry. This is why lifelong learning and continuing education and training (CET) today is vital for both companies and employees. While much of the discussion on CET centers on increasing uptake, we would like the debate - at all levels - to focus more on the impact of CET. It is absolutely essential that CET supports growth and jobs, and will only do so if better understood and targeted to the needs of the labour market and learners.*¹⁰

However there are considerable variations in the levels of participation in on-the-job training, as the latest Cedefop publication demonstrates. In Germany and the United Kingdom, for example, the percentage of employees participating in on-the-job training is estimated 28% and 30% (compared with the EU average of 21%), but in Bulgaria, Italy, Romania and Spain the percentage is considerably lower ó 20%, 15%, 10% and 20% respectively.¹¹

How can the level of on-the-job training be increased throughout Europe? How can Member States with low levels of participation in on-the-job training reaches the levels attained by better performers? What can trade unions do to improve the levels of on-the-job training?

For their part European trade unions have begun a campaign to mobilise their members on the issue of support for workplace learning/continuing vocational education and training.

The successful delivery of a recent project, 'Building trade union support for workplace learning throughout Europe' (VS/2012/0268), has been an important first step.

This project produced an EU-wide study of ways in which European trade unions support the development of workers' skills. The study indicated what European trade unions do. Trade unions play an important role in supporting workplace learning/continuing vocational and training. They act as intermediaries between workers and employers. They provide information to workers about learning opportunities. They carry out analyses of the learning needs of the workplace. They negotiate paid time off for workplace learning. They negotiate training strategies with employers. They negotiate funding for workplace learning with employers in around half of the countries surveyed. They help workers to access funding from public authorities. They organise training courses for workers, help workers to access funding for learning from employers and act as intermediaries between workers and training providers. In short they are central to the success of workplace learning throughout Europe.¹²

⁹ <http://www.etuc.org/framework-agreement-inclusive-labour-markets>

¹⁰ <http://www.industrial-europe.eu/news/list2.asp?stid=117>

¹¹ Cedefop, *On the way to 2020: data for vocational education and training policies, country statistical overviews, update 2013, 2014*

¹² <http://www.unionlearn.org.uk/publications/building-trade-union-support-workplace-learning-throughout-europe>

The study also demonstrated that many trade unions do not yet have the capacity to take on these tasks. This action seeks to provide a practical solution to remedy this situation and to implement the recommendations and future strategy priorities which were agreed on 25 June 2013 in the project's Final Conference in London. This *London Manifesto for Workplace Learning* formed the basis of a resolution that was agreed in October 2013 by the Executive Committee of the European Trade Union Confederation.¹³

The ETUC committed itself to the following at the European level:

- engage in Social Dialogue with employers' representatives so as to reinforce the contribution that trade unions can make to the general enhancement of workers' skills throughout Europe and to launch a European Alliance for Workplace Learning
- lobby the European institutions in order to produce a Recommendation which would establish certain minimum rights for trade union support for workplace learning
- ensure that trade unions are involved as full partners at all levels of the governance structures of the European Social Fund in all Member States, with the aim of funding workplace learning among the other ESF's objectives
- ensure that part of the resources of the European Social Fund are earmarked to support workplace learning and to produce capacity-building tools advising trade unions on how they can access ESF funds for workplace learning
- call on the European Centre for the Development of Vocational Training (CEDEFOP) to investigate examples of good workplace learning practice
- mobilise the ETUC Lifelong Learning working group to provide support for workplace learning and to raise awareness of the benefits that it can bring to all workers
- set up further projects to highlight the role that trade unionists play in supporting workplace learning, with an emphasis on the exchange of best practices and the establishment of online networks.

The ETUC also made the following recommendations for future trade union work at the national level:

- continue to investigate ways in which trade unions support workplace learning
- engage in projects to improve trade union support for workplace learning
- raise awareness about the importance of collective bargaining as a tool to develop and establish better regulations about workplace learning, continuous training and lifelong learning
- continue to raise awareness of the importance of workplace learning, with workers, employers and union leaders, and of the role that trade unions are playing to support it
- campaign to provide funding for workplace learning and also for trade unions so that they can continue to support workplace learning
- campaign to ensure that all workers, full-time and part-time, have access and financial support to participate in workplace learning
- train trade union representatives so that they have the knowledge and skills to support workplace learning.

It is the intention of this project to take the *London Manifesto for Workplace Learning* forward and put an emphasis on the implementation of the recommendations for future trade union work at the national level within manufacturing, with a specific emphasis on two large and dynamic industries - the metalworking/engineering and chemical industries - in six Member States, and to disseminate

¹³ <http://www.etuc.org/documents/etuc-resolution-supporting-workplace-learning-tackle-unemployment-europe#.Ux71sNepHgw>

this experience to other economic sectors and, via the networks within the European Trade Union Confederation, to all the Member States of the European Union.

Objectives of the project

The overall objective of the project is to increase the capacity of trade unions at the European, national and sectoral levels so that they are in a better position to

- implement a European trade union strategy to support the development of workers' skills in manufacturing (metalworking/engineering and chemical industries) and beyond
- contribute to the implementation of the Flagship Initiatives *An Agenda for New Skills and Jobs*, and *An Integrated Industrial Policy for the Globalisation Era*, which in turn will help to meet the employment target (75% of 20 to 64 year old men and women to be employed) of the Europe 2020 strategy and to contribute to providing the jobs for "smart, sustainable and inclusive growth"
- contribute to the dissemination of information and experience relating to the implementation of EU education and training instruments.

The specific objectives of the project are to:

- organise a series of six study visits for senior shop stewards, works councillors and trade union officers in the metalworking/engineering and chemical industries to trade unions and workplaces in Germany and the United Kingdom, so as to exchange information and experience about ways in which trade unions provide practical support for the development of workers' skills
- produce a series of six toolkits, tailored to the needs of each set of national trade unions, containing practical information and proposals to support workplace learning/continuing vocational education and training (CVET) ó each toolkit will be accompanied by a concise user's guide to ensure broader dissemination
- organise six national dissemination seminars (one per country) for senior shop stewards, works councillors and trade union officers in the metalworking/engineering and chemical industries to disseminate the toolkits nationally
- hold a Final Conference for trade unionists from all ETUC affiliated organisations, with the aim of:
 - transferring the experience and expertise from manufacturing (metalworking/engineering and chemical industries) to other economic sectors and from the trade unions coming from the six Member States involved in the project to all EU Member States
 - preparing a set of recommendations for a *European Alliance for Workplace Learning/continuing vocational education and training (CVET)* which would then be presented as a draft resolution to the Executive Committee of the European Trade Union Confederation.

Target Group for the Project

In the first instance the target group for this project will consist of senior shop stewards, works councillors and trade union officers who are directly engaged in supporting the development of workers' skills in the metalworking/engineering and chemical industries.

In the second instance, with the support of IndustriAll as a partner, it will be possible to reach other senior shop stewards, works councillors and trade union officers in the metalworking/engineering and chemical industries from all EU Member States and Candidate Countries.

In the third instance, with the support of the European Trade Union Confederation, it will be possible to reach senior shop stewards, works councillors and trade union officers in other sectors in all EU Member States and Candidate Countries.

Not only will they act as multipliers within their own organisations to encourage the future expansion and deepening of this area of work throughout Europe but they will also provide the nucleus for a network of trade union experts at the European level capable of developing systems within their own organisations and engaging with employers so as to support workers in making informed choices as regards skills development..

In addition the members of this target group will carry out an ancillary role. As a result of discussions about issues relating to workplace learning/continuing vocational education and training (CVET) senior shop stewards, works councillors and trade union officers will be better equipped to act as a trade union resource for the implementation of EU education and training initiatives: notably Sectoral Qualifications Frameworks, the European Credit System for Vocational Education and Training (ECVET), European Skills/Competences, qualifications and Occupations (ESCO), EU sector skills councils and EU skills panorama.

Partnership for the project

Trades Union Congress (TUC) and the Deutscher Gewerkschaftsbund (DGB)

Given the importance of this area of work for the future development of workers' skills, and by extension the future development of manufacturing (metalworking/engineering and chemical industries), the two largest national confederations affiliated to the European Trade Union Confederation, the TUC and the DGB have agreed to play a leading role as partners in the design and delivery of the project.

They both have approximately 6 million members and, along with their affiliated organisations, have a direct and practical responsibility for developing workers' skills. British trade unions do this primarily via Sector Skills Councils and Union Learning Representatives, and German trade unions do this primarily via their role on the Board of the Federal Institute for Vocational Education and Training (*Bundesinstitut für Berufsbildung ó BIBB*), Competent Bodies (*Zuständige Stellen*) and Works Councils (*Betriebsräte*).

Unionlearn, the education department of the TUC, has already been in discussions with its two biggest affiliated organisations in the metalworking/engineering and chemical industries, GMB and Unite, and they have agreed to contribute actively to the successful implementation of the project. They expect that the UK study visits will take place in the Yorkshire area.

The DGB has also been in discussions with its two biggest affiliated organisations in the metalworking/engineering and chemical industries, IG Metall and IG Bergbau, Chemie, Energie (IG BCE), and they too have agreed to contribute actively to the successful implementation of the project. They expect that the German study visits will take place in Nordrhein-Westfalen

Within the context of this project it has been decided that the TUC will be the Lead Applicant and

its education department, Unionlearn, will be the project coordinator, and the DGB will act as an Associate Organisation within this project.

IG Metall, IG BCE, Unite and GMB have also agreed to act as Associate Organisations within this project.

European Trade Union Confederation (ETUC)

The ETUC is the only general cross-industry trade union confederation which is consulted under Article 154 of the Treaty on the Functioning of the European Union (TFEU). It represents the interests of 85 national trade union confederations, together with 4 national observer organisations, coming from 36 different countries. It also represents the interests of 10 European sectoral trade union federations, some of which are directly engaged in activities linked to EU education and training initiatives, notably ESCO and EU sectoral skills councils.

In addition the ETUC coordinates an EU-wide Working Group on Lifelong Learning with delegates from all EU Member States (as well as Candidate Countries) and European sectoral trade union federations, thus providing an important channel for dissemination of project results

The ETUC will act as an Associate Organisation within this project.

IndustriAll

IndustriAll is the only sectoral trade union organisation for the metalworking/engineering and chemical industries which is consulted under Article 154 of the Treaty on the Functioning of the European Union (TFEU). It represents over 7 million workers in the manufacturing, energy and mining sectors throughout Europe.

IndustriAll and the Council of European Employers of the Metal, Engineering and Technology-Based Industries (CEEMET), the employers' organisation, constitute the European Social Partners in the metalworking/engineering industry, and they are engaged in Social Dialogue on the subject of education and training and thus able to provide a further important channel for the dissemination of project results.

IndustriAll and the European Chemical Employers Group (ECEG), the employers' organisation, constitute the European Social Partners in the chemical industry, and they are engaged in Social Dialogue on the subject of education and training and thus able to provide a further important channel for the dissemination of project results.

IndustriAll will act as an Associate Organisation within this project.

KNSB-Bulgaria, CISL-Italy, BNS-Romania and UGT-Spain

KNSB-Bulgaria, CISL-Italy, BNS-Romania and UGT-Spain are major national confederations, whose national affiliated unions are relatively well implanted in the manufacturing industry (metalworking/engineering and chemical industries) and are faced with an urgent need to develop workers' skills. They are also represented on national advisory boards for vocational education and training (VET). They have limited experience of deploying trade union representatives at the workplace level to advise workers on improving their education and training opportunities and enhancing their skills.

The KNSB-Bulgaria, CISL-Italy, BNS-Romania and UGT-Spain will act as Associate Organisations within this project.

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These national confederations have been chosen because they represent different geographical regions within the European Union - South, East and West. They also represent different types of trade unionism ó medium density and low density. They come from ñoldø Member States and ñnewø Member Statesø that are no longer subject to ñtransitional measuresø for the freedom of movement of workers. They come from Member States with higher levels of employment and from Member States with lower levels of employment. They come from Member States with higher levels of in-company training and lower levels of in-company training.

Finally they provide continuity and development in terms of European trade union strategy ó some were involved in the previous project ñBuilding trade union support for workplace learning throughout Europeø (VS/2012/0268). The inclusion of BNS and UGT-E will open up new avenues for geographical expansion, and the inclusion of IndustriAll, IG Metall, IG BCE, GMB and Unite will open up new avenues for sectoral development.

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All these trade union organisations will play an important and active role in the implementation of the action.

ETUC, IndustriAll, KNSB-Bulgaria, DGB-Germany, CISL-Italy, BNS-Romania, UGT-Spain and TUC-UK will be members of the projectø Steering Committee which will meet on four occasions and contribute in the following ways:

- guiding the development of project activities
- evaluating the progress made within the project
- contributing to the transfer of the projectø experiences from manufacturing (metalworking/engineering and chemical industries) to other economic sectors and to other countries via the Final Conference for 60 trade unionists from all ETUC affiliated organisations
- preparing a draft set of recommendations for a European Alliance for Workplace Learning/continuing vocational education and training (CVET) which will be discussed at the Lifelong Learning Working Group of the European Trade Union Confederation and then presented for approval to the Executive Committee of the European Trade Union Confederation.

KNSB-Bulgaria, DGB-Germany, IG Metall-Germany, IG BCEóGernany, CISL-Italy, BNS-Romania, UGT-Spain, TUC-UK, Unite-UK and GMB-UK will carry out the following tasks:

- participating actively in the design and delivery of study visits for groups of 12 senior shop stewards, works councillors and trade union officers in the metalworking/engineering and chemical industries
- contributing to the definition of the content of toolkit and a concise usersø guide
- contributing to the production of the text for a toolkit and a concise usersø guide in their own language, tailored to the needs of each set of national trade unions, containing information and proposals to support workplace learning/continuing vocational education and training (CVET)
- reviewing and revising the final version of all the materials for the toolkit and concise usersø guide in their own languages, preparing the layout of the toolkit and concise

usersø guide and supervising the production of the toolkit and usersø guide in a printed and electronic form

- organising one national dissemination seminar per country for groups of 20 senior shop stewards, works councillors and trade union officers in the metalworking/engineering and chemical industries to disseminate the toolkits.

Detailed work plan

In order to meet its objectives, the work of the project will be divided into seven distinct phases.

1/Launching the project (project months 1-3)

In the first phase the TUC will select an independent European training expert to coordinate the overall implementation of the study visits and the preparation of the toolkit and concise usersø guide.

S/he will be required to undertake the following:

A sub-contractor will be selected for providing European training expertise.

His/her tasks will be the following:

- Implementation of the study visits which will include the following:
 - planning the content of the study visits, in cooperation with the DGB, IG Metall and IG BCE for the study visits to Germany; TUC, GMB and Unite for the visits to the United Kingdom
 - liaising with the DGB, IG Metall and IG BCE; TUC, GMB and Unite as regards logistics for study visits etc
 - coordinating the six study visits, in cooperation with the DGB, IG Metall and IG BCE; TUC, GMB and Unite
 - carrying out a draft evaluation of the study visits.
- Preparation of the toolkit and the concise usersø guide which will require the following:
 - choosing the subjects to include in the toolkit and the concise usersø guide, in cooperation with the Steering Committee
 - advising on the format of the toolkit and the concise usersø guide
 - writing the generic elements
 - advising on the country-specific elements
 - advising on the layout and publication of the toolkit and the concise usersø guide
- Writing a draft version of the Recommendations for the *European Alliance for Workplace Learning/continuing vocational education and training (CVET)*
- Preparation for and participation in all Steering Committee meetings

- Preparation for and participation in the Final Conference to present the toolkit and concise users' guide.

In addition the TUC will select a German study visit expert.

S/he will be required to undertake the following:

- Support for the organisation of the German study visits which will include the following:
 - Advising on the content of the study visits, in cooperation with the DGB, IG Metall and IG BCE for the study visits to Germany
 - advising on the workplaces to be visited, in cooperation with the DGB, IG Metall and IG BCE
 - facilitating the three study visits, in cooperation with the DGB, IG Metall and IG BCE

The TUC will set up a coordination meeting with the DGB to organise the management of the project. The TUC, in cooperation with the DGB and the European training expert, will coordinate the 1st meeting of the Steering Committee, to plan the different elements of the project, and more specifically the overall organisation and coherence of the study visits.

These meetings will take place in the United Kingdom.

2/Planning and carrying out three study visits to Germany and three study visits to the United Kingdom (project months 4-8)

The TUC, in cooperation with the European training expert, will convene a meeting with representatives of Unite and the GMB (the national unions that represent workers in the metalworking/engineering and chemical industries in the United Kingdom) and also representatives of the DGB, KNSB and UGT-E that will participate in three separate study visits to the United Kingdom. They will decide on the content of the 2-day study visits; the type of workplaces to be visited; logistics, such as accommodation, travel arrangements, interpreters, interpreting equipment, room hire etc. It is expected that the visits will take place in the Yorkshire area.

The meeting will take place in the United Kingdom.

The DGB, in cooperation with the European training expert and the German training expert, will convene a meeting with representatives of IG Metall and IG Bergbau, Chemie, Energie (the national unions that represent workers in the metalworking/engineering and chemical industries in Germany) and representatives of the TUC, BNS and CISL that will participate in three separate study visits to Germany. They will decide on the content of the 2-day study visits; the type of workplaces to be visited; logistics, such as accommodation, travel arrangements, interpreters, interpreting equipment, room hire etc. It is expected that the visits will take place in Nordrhein-Westfalen.

The meeting will take place in Germany.

The visiting confederations (DGB, KNSB, UGT-E, TUC, BNS and CISL) will then begin the process of recruiting a group of 12 senior shop stewards, works councillors and national trade union officers in

the metalworking/engineering and chemical industries for the study visits, and organising the travel arrangements etc.

The visiting confederations will then carry out the study visits.

It has been decided that the study visits will last 2 days, thus ensuring the participation of senior shop stewards and national trade union officers.

The study visits will provide an opportunity to consider generic European issues, such as the manufacturing industry in Europe and EU education and training instruments, and in addition will provide an opportunity to see directly and at first-hand what initiatives are being taken by trade unions in the host countries to develop workers' skills. Each study visit will contain the following elements, *inter alia*:

Day 0 ó arrival

Day 1 ó the state of manufacturing in Europe and its prospects for the future ó trade union involvement in VET governance ó EU education and training instruments - planning the company visits ó trade unions and skills development in company 1 (chemical)

Day 2 ó trade unions and skills development in company 2 (metalworking/engineering) ó feedback from company visits ó suggestions for inclusion in the toolkits ó departure

The TUC, with the cooperation of the DGB and the European training expert, will coordinate the 2nd meeting of the Steering Committee, to evaluate the different study visits and to plan the next phase - the preparation of the toolkit and concise users' guide and the organisation of the Final Conference.

The meeting will take place in Germany.

3/ Preparing the toolkit and the concise users' guide (project months 9-11)

Following the recommendations of the 2nd Steering Committee meeting, the European training expert will write a draft version of the generic elements of the toolkit and proposals for the national elements, and the national confederations will finalise the national elements to suit their national circumstances.

It is expected that the generic elements would cover, *inter alia*:

- the state of manufacturing (metalworking/engineering and chemical industries) in Europe
- prospects for the future of jobs in manufacturing (metalworking/engineering and chemical industries) in Europe
- EU tools to support continuing vocational education and training (EQF, ECVET, skills councils etc)

It is expected that the national elements would cover, *inter alia*:

- what is the legal and/or contractual basis for trade unions to support the development of workers' skills via workplace learning/CVET in manufacturing

- (metalworking/engineering and chemical industries)?
- how can trade unions improve workplace training strategies, in negotiations with employers?
 - how can trade unions at the workplace level carry out needs analyses, notably for the low skilled?
 - what possibilities exist for negotiating funding for workplace learning/CVET with employers and/or public authorities?
 - how can trade unions at the workplace improve the provision of information and guidance to workers about learning opportunities?
 - what possibilities exist to improve access to paid time off for workplace learning/CVET?
 - how can trade unions organise training courses for workers?
 - how can trade unions build up capacity amongst their representatives to carry out these activities?

It is expected that the toolkit will also include examples of best practice drawn from the study visits.

The European training expert will also prepare a draft version of the concise usersø guide.

The s will then revise and translate the draft version of the generic elements into their own language and combine them with the national elements to make up the toolkit. The national confederations would also revise and translate the draft version of the concise usersø guide.

The European training expert will also prepare a draft version of the *Recommendations for European Alliance for Workplace Learning/continuing vocational education and training (CVET)*.

4/ Planning and carrying out six 1-day national dissemination seminars (project months 13-17)

The 6 national confederations will plan the national dissemination seminars, recruit 20 participants per seminar (in conjunction with national metalworking/engineering and chemical unions), organise the logistics and carry out the 1-day national seminars. The seminars will have the following objectives: to present the toolkit; to evaluate its content; to demonstrate how the concise usersø guide can aid its dissemination.

The national confederations will revise the toolkit and the concise usersø guide in the light of their experiences.

The TUC, with the cooperation of the European training expert, will coordinate the 3rd meeting of the Steering Committee to evaluate the 1-day national seminars, to exchange experience of the usability of the toolkit and concise usersø guide and to plan the Final Conference. At this stage the 6 national confederations will have had the opportunity to develop a final version that corresponds to the needs of their own organisations.

This meeting will take place in Italy.

5/ Finalising the text of the toolkit and the concise usersø guide (Months 18-19)

The national confederations will finalise the text of the toolkit and the concise usersø guide, decide on the layout and prepare a printed and electronic version.

6/ Planning and holding the Final Conference (Months 19-22)

The aims of the EU-wide Final Conference, will be:

- to highlight the importance of workplace learning/continuing vocational education and training for different stakeholders - trade unions and employers
- to present the experiences of the project
- to present the toolkit and concise usersøguide
- to present and debate a draft version of the Recommendations for the *European Alliance for Workplace Learning/continuing vocational education and training (CVET)*.

The TUC will organise the logistics of the Final Conference and send out the invitations to the Final Conference. It will be attended by 60 trade union officers and representatives who will act as multipliers for implementing a trade union strategy to support the development of workersøskills via workplace learning/continuing vocational education and training (CVET) throughout Europe.

The TUC, with the cooperation of the European training expert, will coordinate the 4th meeting of the Steering Committee, to fine-tune the last logistical details for the Final Conference.

This meeting will take place in London.

It is expected that the programme would take the following form:

- developing workersøskills via workplace learning/continuing vocational education and training (CVET): a British trade union perspective ó Mary Bousted, Chair, Unionlearn TUC
- developing workersøskills via workplace learning/continuing vocational education and training (CVET): a German trade union perspective ó Jochen Schroth, Ressortleiter Arbeit und Innovation, IG Metall
- project results ó European training expert
- study visit experiences ó Senior Shop Stewards from partner countries
- developing workersøskills via workplace learning/continuing vocational education and training (CVET) workplace learning: an European employersø perspective ó Policy Officer, BusinessEurope
- presentation of the toolkit and concise usersøguide ó European training expert
- Recommendations for the *European Alliance for Workplace Learning/continuing vocational education and training (CVET)* ó Luca Visentini, ETUC Confederal Secretary
- debate on the Recommendations
- concluding remarks ó Tom Wilson. Director, Unionlearn TUC.

7/ Follow up and further dissemination of results (Months 23-24)

The final output of the project will be an attractive toolkit and concise usersøguide, an overview of information on generic and national elements covering subjects such as the state of manufacturing in Europe, prospects for future jobs in manufacturing and EU continuing vocational education and training tools (EQF, ECVET, skills councils etc) and a series of practical proposals for supporting the development of workersø skills via workplace

learning/CVET in manufacturing (metalworking/engineering and chemical industries. It will be accompanied by a concise usersø guide. It will be written in a clear and accessible language. It will be produced in Bulgarian, English, German, Italian, Romanian and Spanish. It will be produced in paper form and to ensure the widest possible dissemination in electronic form also.

Following the Final Conference, the toolkit and the concise usersø guide will be disseminated throughout Europe to all ETUC and IndustriAll affiliated organisations, and key national and European stakeholders (national and European training organisations, the European Commission - notably DG Employment, Social Affairs and Inclusion and DG Education and Culture, the European Parliament - notably its Committees for Employment for Social Affairs and Culture and Education, CEDEFOP, Eurofound and European Training Foundation). In addition the six national confederations will disseminate the toolkit and the concise usersø guide to their affiliated organisations.

The Recommendations for the *European Alliance for Workplace Learning/continuing vocational education and training (CVET)* will form the basis of a draft resolution that will be discussed by the members of the Lifelong Learning Working Group of the European Trade Union Confederation and presented to the Executive Committee of the European Trade Union Confederation.