



## EUROPEAN COMMISSION

Employment, Social Affairs and Equal Opportunities DG

Social Dialogue, Social Rights, Working Conditions, Adaptation to Change  
**Social Dialogue, Industrial Relations**

### **Social Dialogue Committee on Steel: Workshop on Recruitment, Retention and Workforce Development**

#### **Meeting Report**

**(Brussels, 28 January 2009)**

#### I. Participants

See Participant List below

#### II. The following subjects were discussed during the meeting:

The Chairperson (Bart SAMYN – EMF) introduced the setting up of the new workshop on training within the SSDC and stressed the fact that this topic was a must, especially in the framework of the current economic situation. He stressed that the workshop would provide a broad overview of the issues to provide a basis for a working programme on training, recruitment and workforce development.

##### A) The changing training needs of the steel workforce:

A panel of presentations took place:

##### 1) Diverse needs of the future steel workforce (Dean STROUD- University of Cardiff)

The University of Cardiff has a long history in research on the skills and training needs in the European steel industry. The main features of the steel workforce were presented on the basis of these research results. Mr Stroud made specific recommendations to EMF and EUROFER about potential activities concerning the training needs of the steel workforce and how the topic could be developed within a Sectoral Employability, Skills and Training (SEST) framework. These proposals were welcomed by the Committee and will be taken into account in the future. A debate then took place:

- Mr Samyn pointed out that recognition of skills, training on health and safety and also the changing skills required due to technological developments also had to be given considerable attention.

- Mr Raab (Czech Republic Federation) stressed the fact that the image of the steel sector should be enhanced to attract young people, including women, in the coming years.
- Enrico Gibellieri (EMF) noted the work undertaken in the ESTEP and a new Leonardo project focused on ‘Steel Cities’.
- Henri Bottela (CFC-CGC) stressed the need to prepare the sector properly to anticipate the forthcoming skills gaps as older workers retire.
- Ms Neuhauser (Salzgitter) noted that pupils and parents needed to become aware of opportunities in the steel sector.
- Philippe Verbeke (FTM-CGT) emphasised the importance of maintaining apprenticeships and routes into the sector for less skilled workers.

## 2) “New Skills for New Jobs”-new Communication and initiatives from the Commission (Sebastian STETTER – DG EMPL)

This new Communication aimed at providing a first analysis on the need to match skills supply and labour market demand as well as addressing various instruments to anticipate on the forthcoming challenges and future skills requirements.

In this perspective, a study had been launched by CEDEFOP, in the framework of “New skills for New Jobs”, to assess a forecast on long-term trends in job creation in different sectors. The social partners were disappointed as the forecast predicted a huge decline of the steel sector by 2020, in comparison to the service sector that would increase (¾ of jobs in the EU 25 will be in services according to the survey). Also, attention was drawn to the fact that the Commission had already neglected the steel sector in the past. The Head of Unit from DG Employment F2 should be invited to provide further information. Mr Gibellieri reminded the participants of the importance of EUROSTAT to provide basic steel sector data; this was not the case for the moment. The idea to set up sector councils on employment and skills at EU level had also been launched: ETUC and BusinessEurope had been invited to participate but however, not all stakeholders had been involved. There was a broad debate on the basis of the Commission’s presentation, and it was agreed that the debate on skills councils should be investigated further by EMF and Eurofer.

## 3) The French case

A collective agreement on vocational training had been signed in the French metallurgy sector in 2004, creating new individual rights to training and mechanisms to anticipate skills needs and gaps. Training is carried out during working hours (20hours/year which can be accumulated). This was considered a step forward in motivating employees towards life-long learning.

## 4) Company responses to needs related to changing skills

□ Salzgitter (Martina Neuhauser)

A report on the training policy within Salzgitter was presented. The real ambition was to put in place career paths for all employees (white and blue collar); consequently, vocational training and individual development were considered as important tools. Due to the remarkable demographic change, attention was particularly drawn to human resources development.

□ Voestalpine (Ernst Balla)

The main focus for Voestalpine in terms of responses to changing skills was the personal career development plan for all employees to fulfil a career based on personal development and life-time opportunities. Different good practices (educational leave, Steel foundation,...) were presented and one of them was to check, on a national level, the availability to receive some funding for training purpose.

□ US Steel Košice (Martin Pitorak):

Over the last decade there had been a real decline of interest in technical studies in Slovakia. Cooperation with secondary schools and vocational schools were undertaken by US Steel Košice to attract young students. Campaigns and promotion towards schools were essential and a large number of students had been participating in summer school programmes. For employees, some English training as well as Safety and hazards recognition training had been organized within the company and mandatory for employees to attend at least 1 day/year.

B) Attracting workers to the steel industry

ESTEP: Report on a study “Attractiveness and recruiting in the European steel industry (Marco D'Ettore)

- A survey had been launched by ESTEP to gather different measures to attract and hire young people in the European steel industry. Seven major steel companies had participated in this survey and more than 100 initiatives had been taken. Advertising campaigns and career fairs were the primary initiatives undertaken by the companies. However, to give a good image of the steel sector to the general public, innovative actions such as summer school and open doors had also been emerging in the sector.
- It was decided to get ESTEP involved in the Sectoral Social Dialogue Committee.

C) Worker mobility within and beyond the steel sector (Judith Kirton-Darling - EMF)

Judith Kirton Darling introduced two European reference frameworks which aimed at the recognition and validation of qualifications: the European Qualification Framework (EQF) and the European Credit System for Vocational Education and Training (ECVET). Both systems are voluntary frameworks. On the one hand, the main objective of EQF was to relate different countries' national and sectoral qualifications systems to a common European reference framework which would allow a better transparency of

skills throughout Europe. The Committee considered the potential interest, within the steel sector, to develop a sectoral framework that would allow transparency of skills. It was reminded that EQF was not an attempt to change national education/training systems. On the other hand, ECVET's main objective was to increase the employability by facilitating the recognition of knowledge, skills and competence gained by individuals in different learning environments or through periods of vocational education and training abroad. It was suggested to invite experts on these proposals for the next workshop. Also, it was proposed to have further information and follow up regarding the different Commission's initiative on these topics.

D) Towards a common position on emerging skills and worker development in the steel sector

The workshop concluded with agreement between the EMF and Eurofer to work together closely on the issue, in the following way:

- This meeting was a first step towards developing a common agenda on training and education issues; there should be a follow up. It was agreed to set up a small steering committee on these particular topics to consider the initiatives undertaken by the Commission and examine future objectives. The small working group should be comprised of both secretariats (EMF-EUROFER) but should also include some experts.
- The most relevant issues the WG should focus on would be the anticipation of skills needed; this would specifically include checking with steel companies on current strategies already put in place. One direction to take might be to check the feasibility of a "Leonardo Project". It was agreed that the development of sectoral skills councils should be further investigated.
- In addition, the image of the sector should be improved and adequate solutions found. Shipbuilding might be an interesting model as well as checking with ESTEP its initiatives to improve the image of steel.

All of these priorities would be formulated and included in the next Objectives and Work Programme of the SSDC 2009-2010.

#### EU Steel Industry Participants in Workshop on training

Mr Martin PITORAK	US Steel Kosice
Mr Marco D'ETTORE	Riva
Mr Salvatore SALERNO	Federacciai
Mr Ernst BALLA	Voestalpine

Ms Martina NEUHAUSER	Salzgitter
Mr Jaroslav RAAB	Hutniztvi Zeleza
Mr Adam Sweszick	Polish Steel Association
Ms Nathalie DARGE	Eurofer

EMF participants in the workshop

BE	Marc PAUL (CNE/CSC)
DE	Robert KAMINSKI (Saltzgitter/IG Metall) Andreas VERES (ThyssenKrupp/IG Metall)
ES	Jose Ramon LASO (FM CC.OO)
FI	Veli-Matti KAUPPINEN (Finnish Metalworkers' Union)
FR	Henri BOTELLA (CFE-CGC) Philippe VERBEKE (FTM CGT)
IT	Enrico GIBELLIERI (FIOM-CGIL/EMF Steel Expert) Andrea TROPEOLI (ICSIM)
PL	Tadeusz SOJSKI (NSZZ "Solidarność")
UK	Dean STROUD (Cardiff University)
EMF	Bart SAMYN Judith KIRTON-DARLING Andrea HUSEN-BRADLEY