



# EU project 2017-2019



## Digitisation and Work 4.0

Union-led and operational employee initiatives to shape Work 4.0 in the European ICT sector with practical models from the EWC at Deutsche Telekom

BUDGET LINE 04 03 01 06

Information, consultation, and involvement of the company representatives

**VS/2017/0419**

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## FOCUS (2) DIGITAL WORK IN THE DEUTSCHE TELEKOM GROUP

### Impact of digital business models on work and employment?

Employment

Working hours

Job organization

Training

Skills

Data privacy

Representation of interests

### Potential and risks of digitalization

- Automation of manual work (streamlining effects)
- Affected: All kinds of jobs, from simple to complex tasks | All companies within the Group
- Loss of jobs | Creation of new jobs (net loss of jobs?)
- Remaining and new jobs require new digital skills (which ones?)

### Countries, locations, business areas

- Rearrangement of the European value chain
- Centralization of services
- Affected: All business areas
- Loss of jobs in the national companies
- New jobs at new nearshore locations
- Regional asynchronicities

### European Works Council

- Anticipate changes – Estimate impacts
- Define action areas – specify priorities
- Review and use possibilities from the EWC agreement
- Organize European and national collaboration
- Develop EWC action catalog (agenda with Work 4.0 topics)
- Create implementation plan



## THE PROJECT – A EUROPEAN PARTNERSHIP

### European employee cooperation to help shape Work 4.0

#### Project sponsors (responsible at EU level)

<b>DE</b>	Arbeit und Leben Bielefeld e.V. (DGB VHS)	
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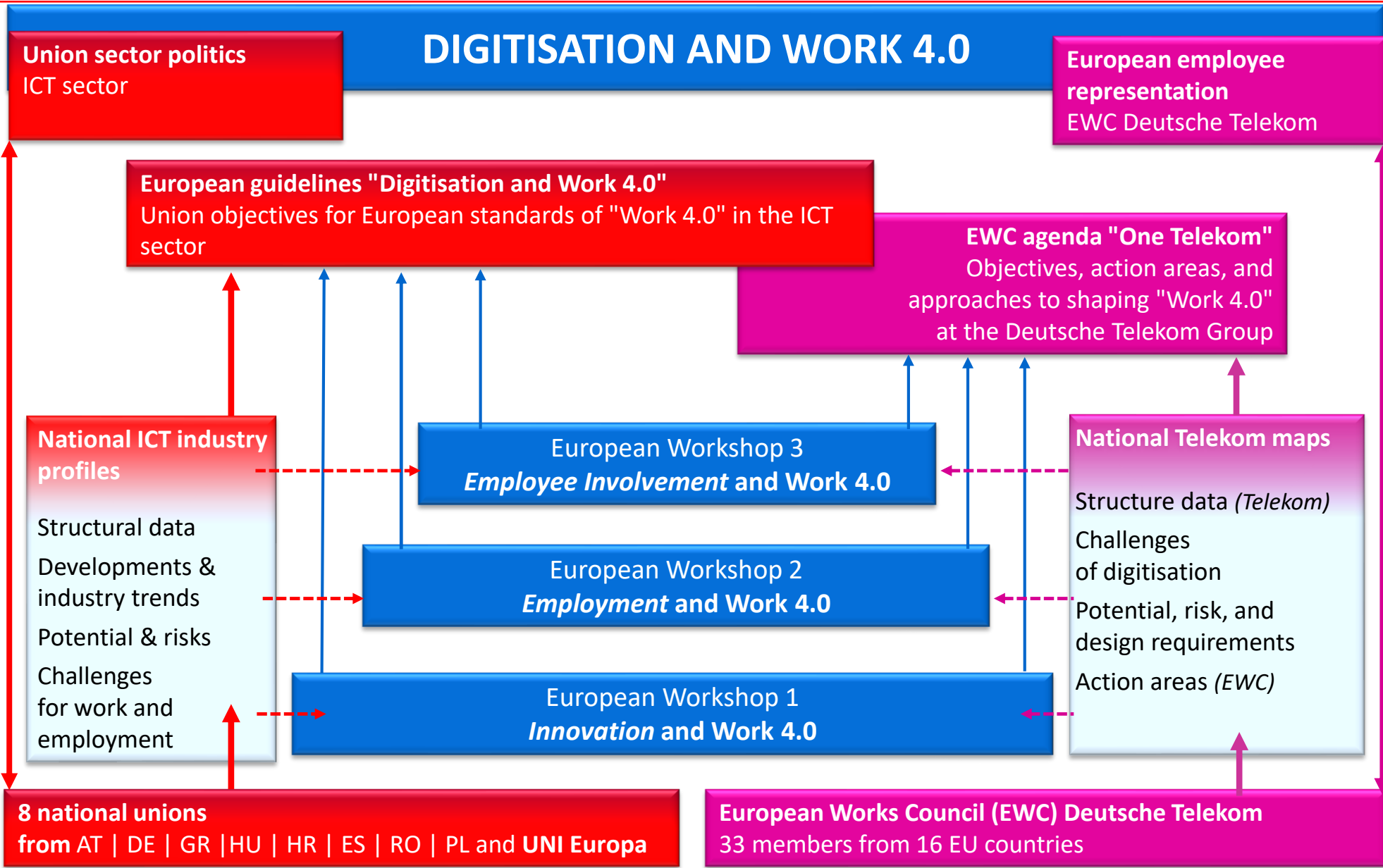
#### Co-applicants (strategic partners)

<b>DE</b>	European Works Council @ Deutsche Telekom	
<b>AT</b>	ÖGB / trade union for private sector employees, print journalism, paper GPA-djp	
<b>HR</b>	Hrvatski sindikat telekomunikacija	
<b>ES</b>	Comisiones Obreras, Federación de servicios	

#### Associated organizations (operative partners)

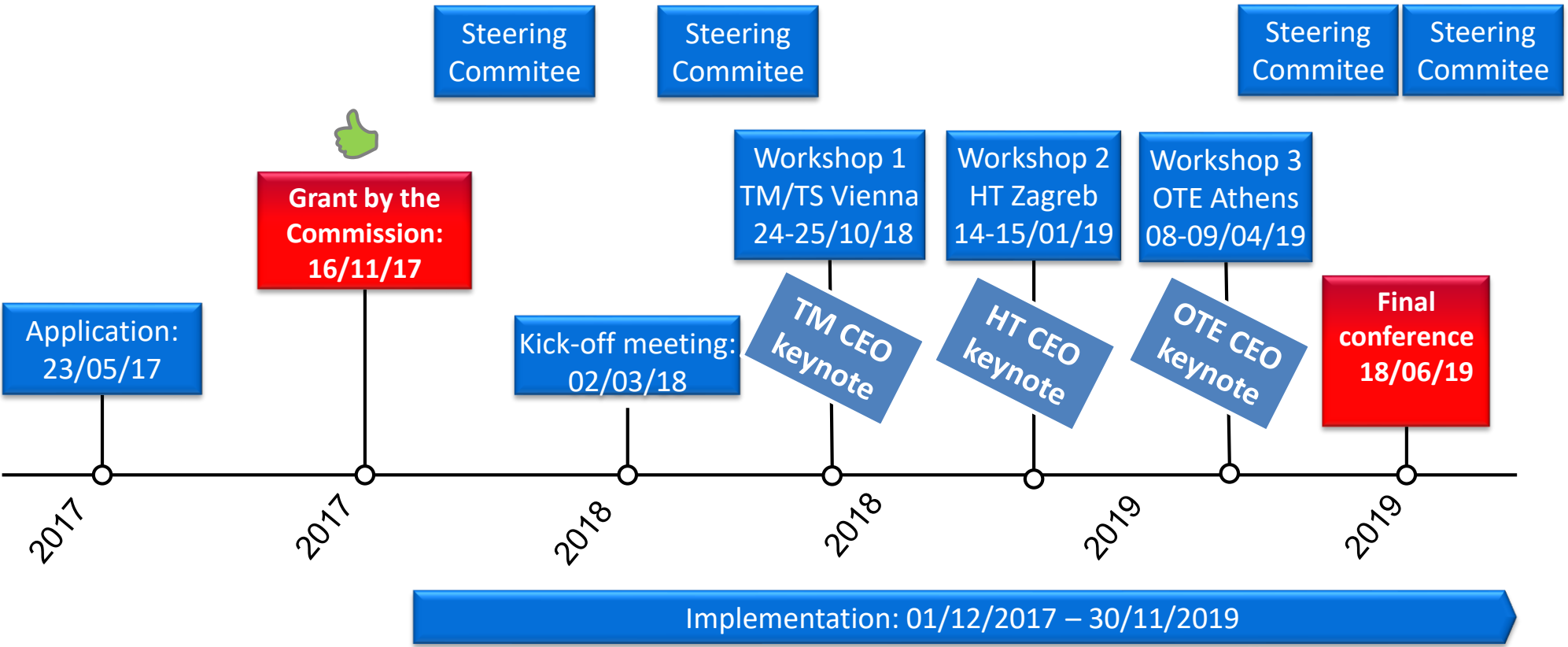
<b>EU</b>	UNI Europa	
<b>DE</b>	Vereinte Dienstleistungsgewerkschaft ver.di	
<b>PL</b>	NSZZ "Solidarnosc" T-Mobile Polska S.A.	
<b>HU</b>	Tavközleszi Szakszervezet	
<b>GR</b>	OME-OTE Greek Telecom Employees' Federation	
<b>RO</b>	SINDICATUL NATIONAL din TELECOMUNICATII	

Separate project website: [www.digit-project.eu](http://www.digit-project.eu)





# THE PROJECT TIMELINE





**Our main activity: Work 4.0 workshops**

		specific topic 1	specific topic 2	specific topic 3
<p><b>Workshop 1</b> Digitalization innovation and work</p> <ul style="list-style-type: none"> <li>• analysis and assessments of the impact of innovation on work</li> <li>• Key objectives:               <ul style="list-style-type: none"> <li>• analyzing digital changes in the industry/at Deutsche Telekom</li> <li>• identifying opportunities</li> <li>• developing approaches to work-oriented innovation</li> </ul> </li> </ul>		End-to-End Digitisation	Agile Work	5G / Edge Computing
<p><b>Workshop 2</b> Employment and work structure</p> <ul style="list-style-type: none"> <li>• analyzing how activities, staffing levels, personnel structures, jobs, qualifications and work content are changing</li> <li>• how to shape the structural transformation of "Work 4.0"</li> <li>• requires sector strategies and business-specific action models that are closely linked with the European infrastructures of the ICT sector as well as at Deutsche Telekom</li> </ul>				
<p><b>Workshop 3</b> Employee involvement and representation of interests</p> <ul style="list-style-type: none"> <li>• analysis of priority interests and action areas</li> <li>• how can existing rights and tools be used to achieve efficiency</li> <li>• will these rights have to be adapted in the digital economy?</li> <li>• to provide accurate answers here, intensified collaboration between the employee representatives in the industry and companies necessary</li> </ul>				



## The Work 4.0 workshops

**The key common question of all three Work 4.0 workshops:**

**how can trade unions, European works councils and employees help to shape the transition to digital work and the digital economy?**

- What are the priority topics for us?
- What do we want to achieve?
- What proposals and solutions do we have?
- How do we intend to implement them?



## MAIN ACTION AREAS – RESULTS OF THE WORKSHOPS

- **Securing employment**
  - keep jobs within Deutsche Telekom
  - strategic personnel planning and development
    - development of new, clear job profiles
    - strategic skills development
  - **re-investment of digitisation profits in employees**
- **Training**
  - requirement: Definition of new and clear job profiles
  - identification of skill gaps to the new job profiles
  - target group analysis (who is affected/who needs training?)
  - standards for the organization, implementation, and evaluation of qualification programs
  - involvement of stakeholders





## MAIN ACTION AREAS – RESULTS OF THE WORKSHOPS

- **joint innovation circle – a European culture of trust**
  - objective: anticipate and design new developments
  - composition: equal numbers of employers, employee representatives, employees
- **European framework for good work – protection against**
  - health-related, physical, and mental stress
  - intrusion into the private lives of employees
  - excessive workloads
- **EWC information**
  - the employer to provide regular reports
  - planned innovation projects
  - cross-border work organization
  - internal EWC information system and analysis of the employer information



## KEY POINTS FOR A SUGGESTED EUROPEAN DIGITAL PACT AT DEUTSCHE TELEKOM

- **A) Co-designing and shaping digitisation in the analysed specific topics:**
  - End-to-end digitisation
  - Agile Work
  - Edge Computing | 5G
- **B) Digitisation and Work 4.0 – main action areas**
  - Designing innovations to facilitate work
  - Advancing employment– securing jobs
  - Reinforcing competencies – fostering qualification
  - Reinforcing participation – facilitating co-design
- **CHANGE – TOGETHER WITH US**



**MAIN ACTION AREAS – DISCUSSED WITH MANAGEMENT OF DEUTSCHE TELEKOM**

<u>Main action area</u>	<u>EWC / unions suggested</u>	<u>DT management point of view</u>
Intensify innovations	Joint innovation circles (parity of employer, employees, EWC)	Discuss more intensively in existing structures, no additional groups
<b>Securing employment</b> <ul style="list-style-type: none"> <li>• Keep jobs within DT</li> <li>• strategic personnel planning</li> <li>• skill development</li> <li>• reskilling</li> </ul>	<u>European</u> framework agreement <ul style="list-style-type: none"> <li>• development of new, clear job profiles</li> <li>• strategic skills development</li> </ul>	<b>Skills!Up initiative</b> <ul style="list-style-type: none"> <li>• Strategic Workforce Planning</li> <li>• Global Job Architecture</li> <li>• Skill Management</li> <li>• starting in <u>Germany</u>, <u>offered</u> to international subsidiaries</li> </ul>
Good digital / agile work on European level	<u>European</u> framework agreement for standards (agile work, stress, private life, excessive workloads)	Existing national / local cultures, European rules a contradiction to agile work but discuss best practices
European digitisation-fit employee participation	Enhancing on <u>European</u> level (e.g. innovation monitoring & shaping, employee participation)	Inform about new trends more intensively in existing structures existing national / local cultures



## MAIN ACTION AREAS – EWC AGENDA

- **objective: intensifying the social dialog on digitalization and innovation on a European level**
- **development of a process strategy to accompany innovation:**
  - **anticipatory observation**
  - **continuous coordination (among each other, with local and national trade unions, UNI Europa)**
  - **monitoring and evaluation of on-going processes**
- **empower EWC working groups**



**THANK YOU**

GRACIAS  
ARIGATO  
SHUKURIA  
DANKSCHEEN  
TASHAKKUR ATU  
SUKSAMA  
BIYAN  
SHUKRIA  
JUSPAXAR  
GOZAHASHIYA  
EFCCHARISTO  
KOMAPSUMANDA  
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