



European Metalworkers Federation EMF
in co-operation with the Works Council Network 'Agricultural Engineering'

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European Employee Network Agricultural Machinery Phase II:

Continuing, deepening and enlargement of networking building and improving information, consultation and employee participation at the enterprise and sector level in the European agricultural machinery sector

Project description & work plan

Brussels, April 2009

Contents

1	PREAMBLE	3
2	BACKGROUND AND ACHIEVEMENTS OF THE FIRST PROJECT PHASE	3
	2.1 OVERVIEW AND ACHIEVEMENTS OF THE FIRST PROJECT PHASE	3
	2.2 BACKGROUND.....	4
3	OBJECTIVES OF THE PHASE 2 PROJECT	6
	3.1 GENERAL OBJECTIVES	10
4	RELEVANCE OF PROJECT OBJECTIVES FOR THE BUDGET HEADING	11
5	TARGET GROUPS, EUROPEAN ADDED VALUE AND EXPECTED RESULTS.....	12
	5.1 TARGET GROUPS	12
	5.2 QUALITATIVE RESULTS	12
	5.3 PRODUCTS	12
6	PROJECT PARTNERS AND PROJECT ORGANISATION.....	13
7	WORK PLAN AND PROJECT ACTIVITIES	14
	7.1 OVERVIEW	15
	7.2 PREPARATORY PHASE.....	16
	7.3 IMPLEMENTATION PHASE	17
	7.4 EVALUATION AND DISSEMINATION PHASE	21
8	OVERVIEW ON WORK PLAN AND ACTIVITIES.....	24

1 Preamble

The Mechanical Engineering sector, composed of very diverse sub-sectors, represents more than 4 million jobs in Europe¹ (excluding the value chain), Generally speaking, the majority of companies are small and medium-sized. Very rarely do they have a European Works Council. In addition, the organisational structure of the sector is far from being homogeneous in the different regions of Europe.

The economic and social contexts that the sub-sectors are facing are very different, depending on the sector their customers operate in. Thus, during the current crisis, we see a very broad picture in which some sub-sectors are almost not affected at all, while others face a virtual rupture in order intake.

A common approach to social dialogue, workers' information, consultation, qualification and participation is therefore impossible to implement given the scope of the whole sector. For that reason, the European Metalworkers' Federation has chosen to implement a specific approach for the main sub-sectors. This will provide for a deeper insight into the national differences and the specific needs of the individual sectors.

An initial project for the Agricultural Machinery sector was implemented during the past exercise, and will be continued. Building onto the successful completion of that first project phase (see below), the EMF will take a new initiative for the Wind Energy sector, and later this year for the Construction Machinery sector, which is very badly affected by the crisis.

2 Background and achievements of the first project phase

2.1 Overview and achievements of the first project phase

In 2007 and 2008, "The European Employee Agri-Tech Networking Project" was carried out by the IG Metal as the main project partner in close cooperation with the EMF. The project did not only include metalworker union representatives of eight EU member states², but also employee representatives from individual companies from several leading companies of the European agricultural machinery sector – an outcome of the project was the "European map of agricultural machinery" including background information on national sector developments and industrial relations in the agricultural machinery sector on the countries involved and more than 30 "data sheets" on local production sites throughout Europe.

In response to the increasing internationalisation of the agricultural machinery sector, trade unions and employee representatives showed active engagement in trans-border networking and exchange of information. Given this, there is an urgent need for an better representation on the European level, complementary to local and national forms of employee interest representation and trade union work.

¹ NACE Rev.1 29.1-5 + 29.71 + 31, figures for 2006.

² Originally only partners from Germany, Austria, Spain, the Czech Republic, Poland and Hungary took part in the project. In the context of project implementation this partnership was extended by partners from France and Finland.

Therefore, project partners did not only agree on the “Joint statement of Frankfurt” at the final conference in Frankfurt a. M. in September 2008, but also decided to continue their cooperation and collaboration on the European level after the project funding. There is a need of continuing, deepening and enlarging the network by including additional countries, partners and also new topics of interest.

Especially the current economic and financial crisis, which will certainly lead to an accelerated structural change and restructuring with a wide reaching impact on the employees of the agricultural machinery sector, demonstrates that a follow-up activity of the European network project and exchange of information is more important than ever.

2.2 Background

The agricultural machinery industry in Europe currently employing 150.000 workers in the EU represents an important component of the European metal work industry. Placed into an international context, the industry is highly competitive. Some of the most important global players of the agricultural machinery industry are located in Europe. Today, the entire industry is characterised by high-tech procedures in which the innovative ability of enterprises plays a distinctive role. In this sense, it also symbolises the high-tech leadership of Europe with its high road production strategies, based on well-trained employees and production sites in Europe. The image and role of the agricultural machinery industry has changed. Whereas it was before only important for traditional agriculture, it now-a-days plays an important role in regard to global challenges in climate change, the shortage of energy-resources and demographic change.

Throughout the last years, the impact of globalisation and increasing networks have also changed the agricultural machinery industry. Concentration of trade and production, difficult perspectives of customers and internationalisation of enterprises and markets shapes the overall picture of this industry. Particularly, companies in the new EU member states in Eastern Europe were affected by this development. Not only do production sites in Europe need to handle increasing competition pressure due to new players on the market, they also have to be prepared for the currently still unknown and unexpected challenges of the global financial and economic crisis.

Because of both general trends for further internationalisation and structural change, employee interest representations and metalworkers’ unions have started to enhance international networking and to increase the exchange information throughout the last years. Also on the European level of interest representation, the agricultural machinery industry has established first steps of better coordination and internationalisation of experiences and actors. Accordingly, the EMF has established a “Select Working Party Mechanical Engineering” responsible for the agricultural machinery sector. And there are European works councils in several multinational companies of this industry.

Considering the increasing internationalisation of the agricultural machinery industry – also due to the connection of markets in Western and Eastern Europe after the EU-enlargement in 2004 and restructuring and re-location of production sites – actors of the agricultural machinery network see the urgent need for better internationalisation and the establishment of contacts beyond borders.

Based on a well-established cooperation between employee interest representatives and trade unions in Germany and Austria, the European network was initiated and implemented in 2007 and 2008. The project was carried out from June 2007 to September 2008. The project was coordinated by the IG Metal in North-Rhine Westphalia, in close cooperation with representatives of the works council network agricultural machinery and the metalworkers unions partners. But most importantly – and this aspect is determining for the particular character of the project – employee representatives from many European companies, as illustrated in the following table, were participating. The project was also supported by the European Metalworkers Federation (EMF) which was been actively involved in project activities.

The main achievements and results of EU Project are presented on a CD-ROM or online under the project's website³. Activities in the following areas were carried out:

- **Exchange of information and network building:** especially through organising an international workshop and country visits, a common basis of trust was established, which facilitated the network building among trade union representatives and employee representatives on different levels (company, sector) and between participating countries.
- Presentation of information on framework conditions in the agricultural machinery industry and employee interest representation: The project has created the basis of a common platform for structured exchange of information on the website in English and German, exchange of sector reports, country reports on economic developments and framework conditions for employee interest representation bodies, the gathering of company-related information and profiles of company-based interest representation bodies .
- **Identification of common topics and challenges:** a substantial result of the exchange within the project was that many topics of interest among employee representatives were the same. In this sense, West and East, North and South are not far away from each other, for example in regard to outsourcing, temporary employment, working pressure and etc. Additional topics of common interest are globalisation and relocation and the growing importance of future-oriented topics such as food, climate and natural resources.

Through the outlined activities, the EU project has contributed significantly to a sustainable and trans-border networking process among employees within the agricultural machinery sector. While considering the majority of medium-sized companies in this sector, it is important to support international network building and cooperation among employee interest representations.

But even multinational companies have benefited from the added-value of the project: in this context, it is certainly relevant to refer to the support given to already existent European Works Councils (for example Fiat/CNH, Claas, John Deere). Also in companies without an EWC, although falling under the European Works Council directive (for example AGCO-Fendt), trans-border contacts were established.

The networking project was completed in September 2009 with an international conference. All participating project partners agreed on a joint paper, the “**Frankfurt Statement**” including important starting points for a follow-up activity of the project.⁴

³ <http://netkey40.igmetall.de/homepages/netzwerk-landtechnik-en/startseite.html>

⁴ http://netkey40.igmetall.de/homepages/netzwerk-landtechnik-en/hochgeladenedateien/Projekt/Dateien/Frankfurt_Statement.pdf

3 Objectives of the phase 2 project

Activities of exchange at sector and enterprise level, developed during the project are due to the global economic crisis and the increasing number of restructuring processes, now-a-days more important than ever. That is the reason why continuing, deepening and enlargement of networking building is preferable.

A follow-up of the network building in a second project phase is important also because of other reasons. Already during the first project phase, it became clear that the originally planned project budget was too tight.

- Apart from the participating project partners in Germany, Spain, the Czech Republic, Hungary and Poland, who were part of the network from the beginning onwards, additional EMF member organisations and company representatives have expressed great interest in active participation in a further network project (at least from Finland, Italy, Belgium and France).
- Because of the project duration from only 2007 to 2008 and of budgetary constraints (here, particularly travel expenses and translation costs), these interests and inquiries were only partially met.
- The topics addressed and demands defined in the joint paper ("Statement of Frankfurt") should be continuously worked on in a follow-up phase of the project.
- For the EMF the project serves as a pilot project (*example of good practice*) for network building in further sectors within mechanical engineering.
- Therefore it was agreed on the role of the EMF as the main coordinating organisation and main applicant of the follow-up project.

Considering the achievements and added value of the project from 2007 to 2008, the main focus of the follow-up project shall be the transition from merely networking and exchange of information to sustainable cooperation.

Deepening and enlargement of cooperation are two important aspects. With support of EU-funding, the cooperation between participating actors shall be improved and enlarged to other countries. The even closer affiliation to the EMF shall additionally support the sustainability of the project's objectives.

Major aspects of enlargement and deepening of this network building are:

- Continuing, improvement and extension of cooperation of trade unions and at company level in France and Finland. The table on the following pages is presenting information on company representatives already involved in the networking project and the plans for phase 2.
- Intensified process of „getting to know each other” and exchange of information through country visits and company-specific transnational cooperation with the objective to develop concrete statements and concepts (particularly in France, the Czech republic and Finland)
- Involvement of other trade unions, countries (for example Italy, Belgium, the UK), who have previously expressed their interest of participation.

Main European companies in the agricultural machinery sector and involvement in the EU employee network phase 1 and phase 2

Company	Headquarter	Number of employees	Major production sites	Covered by EWC directive	EWC installed	Project involvement Phase 1	Project involvement Phase 2
AGCO Group	USA	7800	DE, FI, DK, UK, FR	Yes	No	Employee representation in Germany (Agco Fendt) took part	Production site in Finland (SisuDiesel) going to participate UK and France to be involved
Amazonen-Werke	Germany	600	DE	No	---	Employee representation in Germany took part	yes
Berthoud Agricole	France	230	FR	?	No	Not directly	To be involved
Claas	Germany	8100	DE, FR, UK, ES, HU	Yes	Yes	Employee representation/EWC in Germany took part French colleagues participated in final conference	Production sites of Claas in France going to participate UK, Hungary and Spain to be involved
CNH	Italy	17500	DE, AT, BE, UK, FR, IT, PL	Yes	Yes (Fiat)	Employee representation/EWC members from Germany, Austria and Poland took part	Production sites in Belgium, France, Italy and the UK to be involved
ETS Pellenc	France	280	FR	?	No	Not directly	To be involved
FELLA-Werke	Italy / Germany	3000 (Argo-Group)	IT, DE, GB, FR	Yes	No	Not directly	At least data sheet and company profile to be elaborated
Gima (Joint venture Claas-Agco)	France	910	FR	Yes	EWC (Claas)	Not directly	To be involved
Grimme Landmaschinenfabrik	Germany	600	DE	No	---	Employee representatives from Germany involved	yes
Horsch	Germany		DE	No	---	Involved in phase 1 by company profile and data sheet	yes
John Deere	USA	4300	DE, IT, NL, UK, ES, FR	Yes	Yes	Employee representatives from Germany and Spain involved	Country representatives from UK, NL, FR and Italy to be involved
Kemper Maschinenfabrik	Germany	220	De	No	---	Not directly	At least data sheet and company profile to be elaborated
Komatsu	Spain	120	BE, UK, ES, DE	Yes	yes	Not directly	To be involved
Kverneland Group	Norway	2300	NO, NL, DE	Yes	Yes	Involved via the German national network	Involvement of representatives from NL and NO planned

Company	Headquarter	Number of employees	Major production sites	Covered by EWC directive	EWC installed	Project involvement Phase 1	Project involvement Phase 2
Kuhn SA	France	1160	FR, US, BZ, NL	?	No	Not directly	To be involved
Lemken	Germany	650	DE	No	---	Actively involved	yes
Linamar	Hungary		HU	No	---	Actively involved in phase 1	Yes
Maschinenfabrik Bernard Krone	Germany	1200	DE	No	---	Actively involved	yes
Ponssee	Finland	900	FI	No	---	No direct involvement but data sheet preparation	Direct involvement planned
Potencia	Spain	120	ES	?	No	Not directly	To be involved
Raesa	Spain	160	ES	?	No	Not directly	To be involved
Rabe	Germany		DE	No	---	Not directly	At least data sheet and company profile to be elaborated
Roda Iberica	Spain	170	ES	?	No	Not directly	To be involved
SAME - Deutz-Fahr	Italy	3000	IT, DE, PL, CR	Yes	No	Not involved	To be addressed in phase 2
Sampo-Rosenlew	Finland	500	FI	No	---	No direct involvement but data sheet preparation	Direct involvement planned
Sisu-Diesel (Agco)	Finland	700	FI	No	---	No direct involvement but data sheet preparation	Direct involvement planned
Steyr – Case IH	Austria	450	AT	Yes	Yes (Fiat)	Actively involved	yes
Stoll Maschinenfabrik	Germany	400	DE	No	---	Actively involved	yes
Strautmann	Germany		DE	No	---	Not directly	At least data sheet and company profile to be elaborated
Ursus	Poland	1500	PL	No	---	Actively involved in phase 1	Involvement planned

Company	Headquarter	Number of employees	Major production sites	Covered by EWC directive	EWC installed	Project involvement Phase 1	Project involvement Phase 2
Valtra	Finland	930	FI	No	---	No direct involvement but data sheet preparation	Direct involvement planned
Walterscheid	Germany	950	DE	No	---	Involved in phase 1 by company profile and data sheet	yes
Welger Maschinenfabrik	Germany	400	DE	No	---	Involved in phase 1 by company profile and data sheet	yes
Zetor	Czech Republic	1460	CZ, DE, PL, IR, UK, FR	No	?	Actively involved in phase 1 by Czech Republic	Further countries to be involved – EWC status to be checked

3.1 General objectives

Given this, the general objectives of the project correspond to the objectives of the EU budget line. Here, in particular, *to strengthen practical mechanisms of information, consultation and participation of employees. Moreover, the project shall – complementary to previous achievements and result of the first project phase – contribute to a better state of knowledge on European agricultural machinery. After all, the project will contribute through exchange of experiences on specific topics regarding employee interest representation and trade union politics to the dissemination of good practise examples and experiences.*

This idea is not only restricted to the agricultural machinery sector, but will also be applicable to other sectors within mechanical engineering. Taking the successful outcomes of the first project phase into consideration, it may be very possible to establish comparable networking structures in further sectors of mechanical engineering through the EMF.

In this follow-up project in the agricultural machinery sector, participating project partners have defined the following four project objectives:

Enlargement of network building and deepening of cooperation

Continuing and enlargement of network building and the exchange of information within the agricultural machinery sector under active participation of company employee representatives, company-based trade union bodies and European Works Councils for issues and good practise cases on consultation and information mechanisms and also the participation of employees on the company-level. In this context, the project shall also support initiatives on the development of EWC structures in multinational companies.

Support of employee representatives and trade union partners in new EU member states

Improvement of the state of knowledge on the situation and conditions of employee interest representations, structures and framework conditions of company-based information and consultation mechanisms and employee involvement, particularly in companies located in the new EU member states (Poland, Hungary, Czech Republic). In addition, an intensified cooperation between the “old” and “new” member states of the EU.

Definition of common positions and concrete approaches with particular view on the effects of restructuring on employees and their working conditions in context of the current economic crisis

Based on the exchange of experiences, examples of good practise and the know-how on practical approaches, the project focuses on the development of common positions and evaluations of project partners from different countries on major topics and challenges in regard to information and consultation.

During the previous project and in the context of preparing this follow-up measure, project partners have defined the following topics as particularly important:

- Strategies and methods on company and sector level for the accomplishment and successful handling of the current economic crisis
- Temporary work, working time, working conditions
- Globalisation, re-location and trans-border added value chain
- Issues of current interest such as food safety, climate, demographic change, natural resources etc.
- Particular problems and needs of SMEs in the agricultural machinery sector (for example financial resources and internationalisation, etc.)

Public relations and information pooling

Comparable to the first project phase, pooling of information and its public representation and dissemination shall be a major component of the follow-up project. First of all, this concept shows that the gathering of sector-specific and company-specific information in form of the “European Map of agricultural machinery“ has to be continued and enlarged. Overall objective is to present a comprehensive and detailed documentation of sector- and company-specific data at the end of the projects, which will be disseminated among the participating employee representatives in an easily accessible way. The dissemination of all project activities within the European trade union movement and also publicly will be facilitated by the active support and participation of the EMF as the main applicant. Also the project’s close affiliation of the EMF “Select Working Party Mechanical Engineering” mechanical engineering shall have a positive impact on the external communication and information pooling.

4 Relevance of project objectives for the budget heading

As a **transnational cooperation project**, the project is directly addressing priority objectives of the 2009 call, contributing to the following priority objectives of the call:

- The project will promote the exchange of information and good practice in the companies involved in the project and beyond that in the agricultural machinery sector. The project also will support the setting up of information, consultation and participation structures and frameworks within undertakings as foreseen in Directive 2002 / 14 / EC (**priority objective b**).
- By actively integrating trade unions and company representatives from Poland, the Czech Republic and Hungary, the project will also promote transnational actions involving the new member states (**priority objective d**).
- The project also is promoting the development of pro-active and innovative actions relating to the management of information, consultation and participation with view of supporting the anticipation of change and the prevention of disputes in the context of corporate restructuring, mergers, take-overs and relocation in Community-scale companies (**priority objective g**).
- Finally, the project will support developments which might result in the setting up of European Works Councils and improve transnational information and consultation structures in those companies involved in the project which are eligible for the setting up of an EWC but haven’t yet established one (**priority objective c**).

5 Target groups, European added value and expected results

5.1 Target groups

The project will address key actors in the field of employee interest representation and consultation both at sectoral and corporate level in the countries which are either directly involved as project partners or indirectly via the EMF working structures (in particular the “Select Working Party Mechanical Engineering”).

The target group also includes representatives of EWCs already existing in the agricultural engineering sector (John Deere, CNH, Claas, Kverneland) which are actively involved in the project as well.

The main target group of the project will consist of a mixture of partners and actors who already have been involved in the context of the previous project phase and new partners and actors at company level. By this, it will be possible both to enlarge the addressed target groups quantitatively as well as develop the European network process qualitatively, i.e. with regard to new thematic issues and topics addressed (for further details see chapter 7.3).

5.2 Qualitative results

- Identification of main problems of agricultural machinery locations and companies in Europe / shared understanding of challenges and problems, in particular with regard to the current economic crisis and broad economic development trends
- Joint understanding of risks and opportunities of the European agricultural machinery sector
- Development of ideas regarding a „high-road“ strategy (as an alternative to relocation, pressure on wages and working conditions, low cost spirals etc.)
- Development of joint positions regarding social minimum standards (e.g. on working time, working conditions, health and safety etc.)

5.3 Products

- Flyer of the European Network
- Completion and extension of the bi-lingual web-site – the project partners will be able at the end of the project period to maintain and take care of the project-site themselves
- Completion of company and location profiles (data sheets on locations, company profiles)
- Extension of country and sector reports to be included in the European map of agricultural machinery (at least Belgium, Italy, UK, Finland)
- Summarizing and documenting the information and results in a multi-lingual (at least EN, FR, DE) brochure including a CD-ROM with further information and material (in English)

6 Project partners and project organisation

While in the previous project phase both for organisational and financial reasons (translation, travel costs) the project partnership was concentrated initially on six countries (Germany, Austria, Spain, Poland, Czech Republic and Hungary) the second phase of the European Employee Network Agricultural Machinery will address a broader range of ten EU countries and companies of the sector (see also the table in chapter 3). This will mainly be organised through the close connection between the project and the EMF “Select Working Party Mechanical Engineering” and the role of the EMF as the main project partner.

While already in the first project phase additional partners (from Finland and France) took part in some project activities, the enlargement of the network in the second phase will go further (with partner organisations in Belgium, Italy). The aim of the second project phase is to address all major locations of agricultural machinery in Europe either by involving employee representatives from major companies or the respective trade union organisations.

The following table illustrates the project structure.

Partner	Organisation
Main partner/coordinator and project applicant	European Metalworkers Federation EMF
Trade Union partners	IG Metall Federal Board g.mtn , Austria GPA-djp , Austria Finnish metalworkers union Metallityöväen Liitto ry - Metalli Hungarian trade union federation VASAS Polish metalworkers trade union federation NSZZ Solidarność Belgium metalworkers trade union federation CCMB Belgium metalworkers trade union federation ABVV-Metaal Spanish metalworkers union Federacion Metal, construction y afines de UGT Spanish metalworkers union FM de CC.OO French metalworkers union CGT-Force Ouvrière Fédération Métaux Italian metalworkers union federation FIOM-CGIL
Project partners from individual companies / works councils/EWCs	CNH Germany, Austria, Italy, including EWC representatives Claas Germany and France, including EWC representatives Zetor Czech Republic Lemken, Germany Krone, Germany Stoll, Germany
Members of the steering Group	The steering group is composed equally of trade union representatives (6 persons) and delegates from single companies (6 persons)

Overview project partners and responsible contact persons

Partner Organisation / company	Country	Contact person(s)	Function
European Metalworkers Federation EMF	EU	Wolf Jäcklein Linda Rackham	Project coordination and management
IG Metall Federal Board	DE	Joachim Stoeber	Project coordination Germany
g.mtn Gewerkschaft Metall Textil Nahrung	AT	N.N.	Project coordination Austria (gmtn)
GPA-djp	AT	Wolfgang Katzlan	Project coordination Austria (GPA-djp)
Hungarian trade union federation VASAS	HU	Zoltan Hodi	Project coordination Hungary
Polish trade union federation NSZZ Solidarność	PL	Adam Ditmer	Project coordination Poland
Belgium trade union federation CCMB	BE	Walter Cnop	Project coordination Belgium (CCM)
Belgium trade union federation ABVV-Metaal	BE	Frans Biebaut	Project coordination Belgium (ABVV)
Spanish metalworkers union federation FM de UGT	ES	Carlos Romero	Project coordination Spain (UGT)
Spanish metalworkers union federation FI de CCOO	ES	Yolanda Morin	Project coordination Spain (CCOO)
Syndicat CGT Claas Tractor Vélizy	FR	Pierre Labourdette	Project coordination France (FTM CGT)
French metalworkers union federation CGT-FO Métaux	FR	Marie-Josée Millan	Project coordination France (FO Métaux)
Finnish metal workers union Metallityöväen Liitto ry	FI	Aalto Riku	Project coordination Finland
FIOM-CGIL	IT	Fausto Gurante	Project coordination Italy
CNH	EU	Alois Schlager, Ferdinand Bogenreiter (AT), Johannes Müllerschön (DE) Marco Malferrari (IT)	Project coordination CNH EWC and national CNH companies
Claas GmbH, Harsewinkel	EU	Heiner Strothjohann	Project coordination Claas EWC and national Claas companies
ZO OS Kovo Zetor a.s. traktory Brno	CZ	Alois Kazelle	Project coordination Czech Republic and contact to OS Kovo
Lemken	DE	Norbert Schulze	Contacts to German companies and other German works councils
B. Krone GmbH	DE	Ludger Budde	

7 Work plan and project activities

7.1 Overview

As a follow-up project, major activities of the first project which have proved to be successful shall be intensified, improved and enlarged to new participants. In this context, a strong focus will be on networking, exchange of information and development of joint positions and policy approaches with regard to important issues of information, consultation and managing change at company and sector level. In order to implement these activities, a number of different tools will be applied, some of which already used in phase one of the project:

- Regular meetings of steering group – coordinated by the EMF and with the participation of national trade union partners and company employee representatives
- Further elaboration of the website as an important resource centre of the European employee network
- Improving the presentation of the network and its European added-value in the public: Flyer and brochure
- Transnational workshops: Presentation of country and sector reports, exchange of information and positions on issues and themes of common concerns
- Presenting results in the context of an international European Conference focussing on the future of the agricultural machinery sector from the employee point of view

Activities in the context of these fields will be carried out in the following project phases and with major activities as illustrated in the following overview:

Overview project phases and activities

Phase	Activities
Preparatory phase	<ul style="list-style-type: none"> ▪ Detailed work planning and scheduling of activities ▪ Start up meeting of the steering group ▪ Coordination of work plan and responsibilities ▪ Start of updating and adjustment of the website ▪ Preparation project flyer
Implementation phase	<ul style="list-style-type: none"> ▪ Updating sector and country reports ▪ Preparation of company profiles and data sheets ▪ Preparation of thematic issues to be addressed in the transnational workshops ▪ National coordination and networking at transnational level ▪ Implementation of two thematic transnational workshops ▪ 2nd steering group meeting
Evaluation and dissemination phase	<ul style="list-style-type: none"> ▪ Elaboration and completion of EU report/brochure ▪ Final Conference ▪ Dissemination of achievements and final report

The following chapters will give a detailed overview on planned project activities within the three main activity fields. It is important to note that the outlined activities will not restrictedly take place in only one phase, but in the preparatory, implementation and to a certain extent in the dissemination and evaluation phase.

7.2 Preparatory phase

The preparatory phase of the project will last three months and focus in particular on the building up of a solid foundation for the implementation phase, i.e. detailed work planning, coordination and scheduling of activities and responsibilities etc. During this phase also a flyer of the network will be developed and the international website will be relaunched as the major resource centre of the network and the respective adjustment of the website will be started.

7.2.1 Steering Group Meeting and work planning

The start-up meeting of the steering group will be coordinated by the EMF and will be organised as a joint meeting together with the EMF "Select Working Party Mechanical Engineering". The main function of the steering group is to coordinate, guide and organise all activities according to the project's objectives. At the start-up meeting, participants will define areas of responsibility and precisely plan following activities: the bi-lingual website as the platform for information and communication, upcoming country visits among companies as an important component of network building, activities at the company level to initiate possible EWC structures and the first transnational workshop will be planned at this stage.

Participants.⁵

- EMF (2)
- Trade Union partners via the EMF "Select Working Party Mechanical Engineering" (4-6)
- Representatives of single companies (4-6)
- External expert/moderator (1)

7.2.2 Web-Site and online resource centre

In the context of the previous project phase a website based project page has already been established in German and English languages⁶. In the context of the second project phase this web-site at least will be extended by additional contents and will be further elaborated towards a joint resource centre for trade unions, employee representatives but also other stakeholders of agricultural machinery in Europe.

The project's web site will be used to present and share information on branch level developments, single companies, results of the project work and other useful information (e.g. systems of employee representation, mechanisms and systems of

⁵ It is planned that the steering group meetings of the project will take place in the context of meetings of the EMF mechanical engineering committee in order to reduce travel costs, i.e. only travel costs for 6 participants are foreseen in the budget calculation.

⁶ See (<http://www2.igmetall.de/homepages/netzwerk/landtechnik/startseite.html>)

information, consultation and participation of employees, bargaining structures etc.). Also project results and main activities will be documented on the resource centre.

Overview: Web-site and resource centre of the network

Contents	
Public access	<ul style="list-style-type: none"> ▪ Information on the network (i.e. partners' profiles, contacts, links to partner organisations / company representatives) and the project (documentation and description of main activities) ▪ European Map of agriculture: Basic information on national sectoral frameworks (sector information, information and consultation, trade unions, trends of restructuring etc.) ▪ EWC profiles ▪ Download area (sector reports, joint statements) ▪ Further resources and links (EMB, national trade unions, sector-level information, reports etc.)
Password protected access	<ul style="list-style-type: none"> ▪ Data sheets on individual company locations providing basic economic information and plant level contacts ▪ Download area (national documents, sector reports by partner organisations etc.)

7.3 Implementation Phase

This is the main phase of the project in terms of empirical work and research carried out by project partners and other experts. During this phase (month 3 – 7) the focus will be on gathering and evaluation of information and experience as well as transnational and national networking and exchange.

In the context of the implementation phase two transnational workshops will be organised and a comparative European level report/brochure will be elaborated. The implementation phase will end with a 2nd meeting of the project's steering group in order to evaluate results and prepare the dissemination phase.

7.3.1 *Gathering information and preparation of a comparative report/brochure on agricultural machinery in Europe*

Partners in the countries involved in project phase 2 will either update the reports already prepared in the first phase of the project⁷ or prepare further ones.⁸ Besides updating information and data (employment and corporate structures, framework conditions of information, consultation and participation of agricultural machinery in the respective countries) three additional and new focuses with regard to exchanging information and good practice have been defined:

- company based and sector-related tools and instruments to react to the current economic crisis
- elements of good work with view on working conditions, employment relations, information and consultation
- future prospects of agricultural machinery in the context of global challenges and trends (demographic, environment, climate etc)

⁷ Germany, Austria, Spain, Poland, Czech Republic, Hungary

⁸ At least Finland, France, Belgium and Italy.

National reporting will be carried out by experts of national project partners and supported / co-ordinated by an external expert who will also be responsible for the evaluation of national reports and the elaboration of a brochure to be prepared during the implementation phase of the project.

Overview: National report and EU report/brochure

Contents	
Focus of national reporting	<ul style="list-style-type: none"> ▪ Update/preparation of national sector reports on agricultural machinery ▪ Preparation of data sheet on individual company locations in the respective country ▪ Delivering information on the three thematic focus areas of the project (effects of current economic crisis, “good work”, future of agricultural machinery)
Contents of EU comparative report / brochure	<ul style="list-style-type: none"> ▪ EU map of agricultural machinery (countries, locations) ▪ Major trends of restructuring ▪ Elements of good work and the role of social dialogue and partnership – experience of good practice ▪ European agriculture in the context of global challenges ▪ Resources and documents

7.3.2 National network building, coordination and company specific exchange

One major result of the previous project phase was that there is a need not only for transnational exchange and cooperation in the context of internationalisation of company structures and restructuring trends but also a need for this type of exchange and cooperation in the national context.

Therefore, the national exchange of employee representatives at the company level – both within the same company (where company/group level exchange is not foreseen by national labour laws) and between companies in the agricultural machinery sector – will be a new focus of the phase 2 project.

Although the steering group, in coordination with the national project partners, have not yet decided on the specific selection of topics to be addressed in the context of national and company specific exchange, a number of aspects and leading questions have emerged from the phase 1 project:

- Company-based Flexicurity-approaches – how do companies handle restructuring and an external crisis? Which approaches have proved efficiency according to employees?
- Relocation of companies due to European Regional Policy or EU funding for an even development of a common advantage?
- Minimum standards of working conditions and labour relations defining “good work”

An important result of the phase 1 project was that the EU employee network also plays an important role in improving communication and cooperation processes in multinational companies which already have an EWC (such as CNH, John Deere,

Claas, Kverneland) or which don't have one (e.g. Agco – see also the overview table in chapter 3). In particular the following issues have been identified as important:

- Barriers and needs of trans-border information and consultation mechanisms in multinational companies, with or without an EWC
- Development of practical approaches of trans-border exchange and trans-border network building in the SME sector and in companies without an EWC

Therefore, supporting EWC structures as well as intensified transnational cooperation and exchange in multinational companies without and EWCs will be a further focus of the phase 2 project.

In this context both the EMF and national trade union partners will play an important coordinating role. Also the two transnational workshops will serve as an important tool to foster exchange and communication between national employee representatives in various countries.

7.3.3 Transnational workshops

During the implementation phase, two workshops with a distinctive focus on new topics are planned. These workshops serve as discussion platforms on determining and significant topics of interest for the future of the sector. Participants from various countries are given the opportunity to exchange information and knowledge on current developments and problems in their specific companies and sectors. As a reaction to the joint understanding at the end of first project phase, participants of the network have agreed on the indispensable need of discussing topics with a strong relevance for the future development of the industry in Europe.

The **first transnational workshop** will focus on the challenges and impact of the current economic crisis on the working condition of employees in agricultural machinery. With its title "*Crisis, restructuring and possible solutions – what employee representatives suggest*", participants will brain storm and actively address in a round table discussion possible solutions and strategies on how to effectively handle negative effects of the crisis. As a result, "Toolbox - how to handle the crisis effectively" will summarise good practise examples and other approaches presented by the participants, such as alternatives to re-location, reduction of workforce etc. Results of the workshop and national reporting will be documented both at the website of the network as well as in the context of the European report/brochure

The **second transnational workshop** "*Good work – Exchanging information and experiences on different forms of workers` participation*" will refer to topics and issues, which have been previously identified as joint problems for employees, irrespective of their country. At the workshop, current project activities and interim results will be presented. The round table discussion on paths to good work in the European agricultural machinery sector will sum up major problems such as temporary work, precarious work, the impact of globalisation, restructuring and re-location. In addition, future-determining topics for the entire industry (climate, natural resources, food safety) will serve as significant discussion points. Aim of the discussion is to capture various examples of good practise, strategies and approaches to good work from old and new EU member states.

Also here, results will be documented on the website and in the context of the European comparative report/brochure.

Mainly for cost effectiveness reasons (translation costs), the two transnational workshops will address two different country groups:

- *1st workshop*: Special focus on Southern European countries
- *2nd workshop*: Special focus on Northern European countries

However, depending on language skills (English as the main working language of the project), the involvement of representatives of multinational companies will be decided flexible in the context of the steering group discussions on workshop preparation.

The following table presents an overview on the focus, main contents and participants of the two transnational workshops.

Overview: Transnational Workshops

Workshop	“Effects of the global economic crisis on employment and labour relations in the agricultural machinery sector –plant level responses and innovative solutions”	“Good work – Exchanging information and experiences on different forms of workers` participation”
Place	Madrid or Paris	Helsinki or Prague
Organisational frame	One day workshop with arrival of participants the day before and joint dinner on the evening	
Contents and tasks	<ul style="list-style-type: none"> • Discussion of current developments, problems and scenarios on company, branch and national level • Presentation and update of enterprise profiles, new sector- and new country reports • Focus on new participants (from new EU member states) in the network • Presentation of examples of good practise, strategies and approaches to handle the economic crisis • Platform for exchange in order to develop EWC structures at participating companies. 	<ul style="list-style-type: none"> • Presentation of project results regarding national and company based frameworks of information and consultation and employee involvement and participation • Role of EWCs and transnational networks at company level for “good work” • Discussion on topics of interest for the future of the sector in the context of climate, demography, natural resources, food safety • Gathering of examples of good practise, strategies and approaches for good work in the sector
Results	“Toolbox to handle the crisis effectively” – toolbox will be part of the brochure	Initial ideas of guidelines on “Good work in the agricultural machinery sector 2020” to be prepared for the final conference
Participants	Approx. 20-25 participants (trade union representatives, employee representatives from individual companies)	
Countries	ES (6), FR (6), IT (4), BE (2), DE (4), EU (2)	FI and other Nordic Countries (8), DE (4), EU (2), UK/IE (2), CZ, PL, HU (6)
Languages	ES, FR, DE, IT	FI, DE, EN plus one Eastern European language

7.3.4 2nd steering group meeting

The second steering group meeting is again planned to take place in coordination with the meeting of the EMF “Select Working Party Mechanical Engineering”. As its main task, the steering group will evaluate the interim results and the outcome of the two transnational workshops and other forms of exchange, which will have taken place in the implementation phase beforehand. Also, the steering group will start preparing the final conference and discuss the distinctive elements of the brochure on the EU Employee Network agricultural machinery.

7.4 Evaluation and Dissemination phase

During the final project phase (month 8 – 12) the final conference of the project will be organised and other activities of disseminating achievements and results will be carried out.

7.4.1 Publication of the EU comparative report / brochure

As described in section 7.3.1 a EU comparative report / brochure will be a major result of the project. Gathering both information on agricultural machinery in Europe as well as good practice experience with regard to sectoral and plant level information, consultation and employee participation the brochure will be published at the beginning of the dissemination phase of the project also in order to support the final conference and inform a wider public about project achievements and results.

The brochure be prepared in three languages (EN, FR, DE) and have a length of around 30 pages. It will also contain a CD-ROM with additional national and company related data and information on the participating companies of the network (only in English language and not containing sensitive data).

As outlined in section 7.3.1 the brochure will include the following main parts:

- EU map of agricultural machinery (countries, locations, further information on CD-ROM)
- Thematic part on major trends of restructuring including toolbox of good management of restructuring
- Thematic part on elements of good work and the role of social dialogue and partnership – experience of good practice
- Thematic part on European agriculture in the context of global challenges
- Further resources and documents (available on CD-ROM)

7.4.2 Final conference

The final conference at the end of the project will be the “*Employee Forum European Agricultural Machinery 2020*” distinctively stressing the future vision of the network. Throughout the project, participants have addressed and discussed future-determining issues and have expressed their interest in creating a sustainable network. Complementary to continuing, intensifying and enlarging the network and

improving consultation and employee participation, the project has focused on new topics which play a distinctive role for the future of the industry. At the final conference, the perspective and innovation ability of agricultural engineering will be discussed in detail (according to key question: “what else can agricultural machinery stand for?”).

60 International participants from the EMF, EU Commission, national metalworking trade unions, EWC and employee representatives from companies, journalists and researchers are expected to attend the final conference taking place either in Frankfurt or in Brussels in spring 2010.

A press conference will open the “Employee Forum European Agricultural Machinery 2020” to address broad public attention.

The following table gives an overview on the provisional programme of the final conference.

Overview: Final Conference

Title	<i>“Employee Forum European Agricultural Machinery 2020”</i>
Place	Brussels or Frankfurt
Organisational frame	One day conference with a reception of foreign participants on the evening before
Contents	<p>Presentation of main results of the project</p> <ul style="list-style-type: none"> • Presentation of main project results (brochure, web-site resource centre, EU mapping of agricultural machinery) • Plant level responses to the current economic crisis – role of information, consultation and employee participation for innovative solutions • The role of social dialogue at national and EU level <p>“European Agricultural Machinery 2020”</p> <ul style="list-style-type: none"> • Major trends and prospects for the industry in the EU - the role and perspectives of the industry for the future • Development of joint positions of social minimum standards in the agricultural machinery sector • Discussion and statements by other stakeholders (employers organisations, EU Commission)
Participants	<p>Approx. 65 participants:</p> <ul style="list-style-type: none"> • EMF and representatives of national trade union member organisations (20) • Employee representatives from EWCs in agricultural machinery sector (15) • Employee representatives from companies not covered by EWC directive in the sector (20) • Representatives of EU Commission and employers federations (6) • Expert moderators, other participants (4)
Languages	EN, DE, FR, HU, IT, ES plus one additional language from CEEC

7.4.3 Further dissemination of achievements and final report

The following publications and other products are projected as the main results of the project:

- Web-Site and resource centre of the EU network (German, English)
- EU comparative report/brochure (approx. 30 pages) in English, French and German language including a CD-ROM with further information and materials (English)

Apart from the final conference, these publications will also be disseminated by national metalworker federations and the European Metalworkers Federation in the final project phase and afterwards.

A complete documentation of project activities, results and achievements will also be prepared in the context of the final project report to be delivered to the EU Commission at the end of the project.

8 Overview on work plan and activities

In case of an approval of the application, the outlined activities of the project will probably start in June / beginning of July 2009 with a duration of 12 months. The following table summarising main project activities, is based on this estimation:

Overview: Project plan and schedule

Project phase	Activities and main measures	Location	Time
Preparatory phase	<ul style="list-style-type: none"> ▪ Detailed schedule for activities (work plan) ▪ Start-up meeting of steering group ▪ Coordination of work plan and responsibilities ▪ Updating and adjustment EU-Website ▪ Project flyer 	Brussels	July – October 2009
	<ul style="list-style-type: none"> ▪ Gathering of information and update of sector reports ▪ Gathering of information and update of enterprise profiles and data sheets for each production sites ▪ National coordination, network building ▪ Update of EU-Website 		
Implementation phase	<ul style="list-style-type: none"> ▪ 1. Transnational Workshop <i>„Crisis, restructuring and possible solutions-what employee representatives suggest“</i> ▪ Documentation of results 	Madrid or Paris	October 2009
	<ul style="list-style-type: none"> ▪ 2. Transnational Workshop <i>„Good work – Exchanging information and experiences on different forms of workers` participation“</i> ▪ Documentation of results 		
	<ul style="list-style-type: none"> ▪ Steering group meeting: interim evaluation and preparation of final conference 	Brussels	February 2010
Evaluation and dissemination phase	<ul style="list-style-type: none"> ▪ Elaboration of Brochure / European Map of Agricultural machinery ▪ Final Conference <i>„Employee Forum European Agricultural Machinery 2020“</i> ▪ Dissemination of concrete achievements and final report 	Frankfurt or Brussels	February – June 2010