



# Newsletter

September 2013

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## Welcome

Filippo Abramo, EAPM President



Everybody knows that five years of crisis have hit very deeply in most European countries. The average unemployment rate for Europe is +12%: If we look at young people the rate climbs up to +18% with dramatic levels in some southern European countries (+40%). The problem of young people unemployment is so important that the EU meeting of last June was devoted also to this topic and the decision was to take common actions to face it in the near future. We will see.....

On our side, I think that our Associations, under the guide of EAPM, should devote much attention to this issue. In our last Delegates' Assembly held in Florence last May, I have proposed the launch of an EAPM project called 'Youth at Work'. Its goal is to help our countries to overcome the disconnect between the needs of employers and the skills held by young people entering the workforce. HR people, with their professional expertise can help business, governments and civil societies to work together to promote apprenticeship and similar practical training opportunities in order to have a bridge between study and work.

This project should be carried on by a sufficient number our Associations (6-7 by and large), representing all various areas of Europe having different problems and experiences. The project leader should be a country which has had interesting and fruitful experiences in this field as the first step should be an exchange of methodologies and experiences in order to create a 'common learning process'.

The next steps should produce some practical proposals that each Association can carry on in her own country. The timing should plan a kick off phase before the end of this year and the working period should cover all 2014 and the results should be presented in a big meeting, possibly in Brussels with some EU Representatives. In my view, this project should be the most important of EAPM activities for next year. We want to implement it with 1/2 big external players and some contacts are in progress.

The Secretary General will get in touch soon with all Associations asking who is interested to participate (most of the work can be done electronically).

By the way, this project will be my legacy to new EAPM President, Izy Behar, taking service next November 5 in Manchester at the end of our Conference and I am sure he will bring it to very good results.

It has been an honour and a pleasure for me being EAPM President for the period 2011/2013: it has been, and actually it is, a fantastic experience that I will recall all my life long. In any case, I will continue to give all my support to Izy and to EAPM as Past President and as Representative at World Federation.

I want to say thank you to all the friends that have helped me in these two splendid years and I hope to have given a good contribution to the development of EAPM and of European H.R. culture.

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# EAPM Congress

5 November 2013  
Manchester UK



**CIPD is proud to host the 2013 EAPM Congress.** On 5 November the EAPM Congress will focus on the new talent management challenges facing organisations and explore how the right talent management strategy can ensure that your organisation has the skills in place to deliver business growth. Expert speakers and practitioners from leading global organisations will share best practice and discuss their approach to managing the new global talent realities.

All this information is also available on <http://www.cipd.co.uk/cande/EAPMCongress/Bookyourplace.htm>



We are delighted to let you know that the booking for the EAPM Congress is now open.

The EAPM Working Group and all Country Representatives will have free passes to the EAPM Congress and the CIPD Annual Conference (6–7 November).

Information on the programme, details of the Congress schedule, ticket prices, accommodation booking and travel arrangements and the booking form are available on this web link: <http://www.cipd.co.uk/cande/EAPMCongress/Bookyourplace.htm>

You should have received an html email that you can send to your members and contacts, if there are any other marketing materials that would be helpful please email [eapmsecretary@cipd.co.uk](mailto:eapmsecretary@cipd.co.uk) and we will do our very best to provide these.





# Country Perspectives



## Switzerland

### **Hot HR issues on the table for the voters**

Swiss voters are used to be called to the polls frequently – 4 times a year with some 10 or so questions asked to the voters who can, if they wish so, overrule practically all decisions of the Swiss parliament. Issues to be decided at the polls cover practically all major fields in the world of politics, education and welfare, social security, economics - up to the decision whether or not the country should follow daylight saving time.....

For once, the voters will have, in the next six months, to decide on issues which are subject to heavy discussions amongst HR professionals. The first referendum will be in November 2013 when the so-called '1:12 initiative', stipulating that in a single company, no one's salary can be higher than 12 times the lowest salary paid in the same company. No doubt that the Swiss Economy with its many international corporations and headquarters, would be facing severe problems in Executive Pay, should this proposal find acceptance of the voters.

In early 2014, voters will again be called on the polls for an HR issue – this time it will be the proposal to introduce a minimum wage for all employees of 4000 Swiss Francs per month (i.e. some 3 300 Euro), regardless of age or professional qualification. Compared to all neighbouring countries - and even more compared to practically all countries in Central and Southern Europe – this amount is far above standards. Presently, there is no legal framework in Switzerland with respect to salaries – the respective rules and guidelines are either governed

by agreements between the management and the employees' representatives or are negotiated between Employers' Associations and Trade Unions. The 4000 Franc initiative would threaten the existence of many small and medium enterprises as increased cost of labour could not be packed on market prices for products and services – especially not for export oriented industries.

HR professionals and the business community at large are worried that the 2 initiatives would cut the traditional autonomy of companies with respect to wage issues with as little bureaucracy as possible – an approach which has, up to now, been the platform of prosperous growth of the Swiss Economy with a record low 3 % of unemployment in the country.

**Max Becker**  
**Board HR Swiss**  
**Treasurer EAPM**

# Country Perspectives



## Slovenia

### **Slovenians HR Association is moving forward with accelerated speed**

The present global economic situation is challenging. People in the business and in their private lives face difficult questions, from basic survival to creating new ideas, which will put the business in a new direction or getting new knowledge and skills for better employment opportunities. In both cases human factor has a crucial role; nothing will fall from the sky. In this situation the HR function has an ideal opportunity to show its capabilities and right energy which will help businesses to overcome immediate problems. In SHRA we are very well aware of these topics, we are also aware that our members must understand these needs and with our training activities and motivation workshops we can help them to be better prepared for new challenges.

For the year 2013 we would like to expose some of our activities, which have raised the recognition of SHRA in the society, motivated several institutions to be their project partners and nevertheless increased the interest of young HR professionals to join our association.

#### **1 HR STANDARDS FOR HR PROFESSIONALS**

A project team from SHRA was working several months on preparation of HR standards for Slovenian HR professionals. First step was a short overview of HR standards in Europe and worldwide. The first proposal of standards was deeply discussed in the SHRA expert's council, which works with several HR academics and the best HR managers from Slovenia. Finally the proposal was approved by SHRA management board and presented at the Slovenian HR congress 2013. We had also a broad discussion with our members via internet.

Our HR standards define the competences and behaviors for 2 levels of HR profession: HR manager and HR professional. Our next step is to publish them by the end of the year and to run the road show in our HR clubs with the intention to understand them better and accept them as a standard what kind of person an HR professional must be. After these steps the certification and training activities could start.

#### **2 HR JUNIORS SECTION IN SHRA**

Each organisation has to think long term and focus on its succession planning. SHRA has a long tradition since 1981, but we have to take care what would be after 30 years. The demographics in the world is changing, generation mix is changing and HR must manage all these facts around. The result of this thinking, SHRA made a decision to create the working body of young HR professionals /students, HR beginners, young researchers etc/. The title of this body is MEKS – Young HR experts. The first event was at the end of April 2013, more than 120 young professionals attended.

HR juniors have quite challenging plan: mentorship programme, good HR practice exchange, workshops with actual topics for young people, generation management, cooperation with universities, projects etc.

Right now is running the project MENTORSHIP PROGRAMME. We have invited all SHRA members to participate, to appoint senior HR professionals as mentors, as the interest among HR juniors is quite high. Our plan is to start in the last quarter of 2013.

#### **3 PROJECT SIMBIOZA – GENERATION MANAGEMENT**

Due to known demographic indicators business sphere is expecting some challenges, for which



# Country Perspectives

cooperation from different parties will be needed. That is why we wanted to address these challenges now and have started the consortium of multiple parties, University, Institute companies and SHRA. Our values are cooperation, best practice sharing, professionalism, innovation and respect for all. Within this consortium we want to create the values for all generations. The aim of this organisation is to help companies to understand all generation relationships, to create the innovative approach and propose the tools to foster cross generation cooperation, positive influence on current legislation and different politics in this area and also promote international cooperation in this field through best practice sharing.

We believe that cross generation cooperation will become a competitive advantage for all participating companies and the consortium as a role model for cross generation cooperation which will be followed

by many other companies across the globe. We plan many activities, from one time to regular ones, some examples are:

- analysis of current cross generations cooperation in the companies and suggestions for improvement
- new mentoring programmes in the company,
- establishing new communication to foster cross generation cooperation ,
- new communication channels for ideas sharing, newsletters
- active involvement in legislation and policies changes,
- annual meetings with international best practice sharing
- multi generation project teams

**Vanda Pečjak**  
**Past president of SHRA**

# European Law



## **EU: Transferees not bound by collective agreements**

Changes to a collective agreement do not bind a transferee if the collective agreement is negotiated and adopted after the transfer and the transferee had no say in the negotiation process. This has just been decided by the Court of Justice of the European Union (CJEU).

In 2002 the London Borough of Lewisham in Great Britain transferred the operation of its leisure services department to a private undertaking, CCL Limited. In May 2004, CCL transferred the operation to another private undertaking, Parkwood.

In Great Britain employment contracts may stipulate that the salaries of the employees are to be determined through the National Joint Council for Local Government Services - NJC. This is comparable to a situation where Danish public contracts would require the salaries to be determined in accordance with a collective agreement with the Union of Commercial and Clerical Employees in Denmark. The employer is not a member of the NJC and consequently not represented.

The employees of Lewisham were employed under contracts whose terms had been negotiated with the NJC.

In June 2004, the NJC concluded pay negotiations resulting in salary increases to the employees. The salary increases were to have retroactive effect, but the negotiations ended after the employees transferred to Parkwood. Consequently, Parkwood believed that they were not bound by the collective agreement, and they refused to pay the salary increases to the employees.

The employees brought proceedings against Parkwood before the Labour Court, and the case was appealed all the way to the Supreme Court.

### **Guidance from the CJEU**

The Supreme Court referred a question to the CJEU to clarify the legal position. The question was whether it is contrary to EU law if future changes to

a collective agreement bind a transferee who is not a party to the existing collective agreement.

It was the opinion of the CJEU that future changes to a collective agreement are not binding if:

- the collective agreement is negotiated and adopted after the transfer of the undertaking, and
- the transferee has not been involved in the negotiation process.

The reason given by the Court for its decision was that the Directive is to ensure a fair balance between the undertaking and its employees. The transferee should be able to make the adaptations and changes which are necessary for the undertaking. In addition, the Directive must respect fundamental rights such as the freedom to contract.

Private transferees cannot participate in the collective bargaining body. Therefore, they cannot safeguard their interests during the contract negotiations or negotiate the terms which can adapt the working conditions to the transferee's business activities. According to the CJEU, the transferee's freedom to contract will be so seriously reduced that it constitutes a restriction of the core of the freedom to set up and operate one's own business.

### **No impact on company agreements**

The decision of the CJEU has consequences for the legal position in Denmark. A distinction is made between company agreements, adoption agreements and national agreements covering the undertaking because of its membership of an employer's association.

In connection with the transfers of undertakings where a company agreement has been made, the transferee becomes a party directly unless the transferee opts out of the collective agreement in accordance with the rules in the Danish Transfer of Undertakings Act. The transferee will consequently be able to affect the terms going forward.

Therefore, the decision of the CJEU will generally only be relevant for transferred undertakings which



# European Law

have entered into adoption agreements or are subject to national agreements because of the membership of an employers' association.

## IUNO's opinion

If a transferee in Denmark does not wish to be covered by a collective agreement, it is important to structure the transfer as an asset deal and to pay attention to the time limits applicable under the Danish Transfer of Undertakings Act. A transferee must within five weeks notify the union of the employees if the transferee does not wish to adopt the collective agreement. In case of failure to observe this time limit, the transferee automatically adopts the agreement.

If the transferee agrees to become a party to the agreements in force, it is important for the transferee to clarify how a collective agreement has been made. This means whether it is a company agreement, an adoption agreement or a national agreement which is applicable to the undertaking because of its membership of an employers' association as it will have an impact on how the terms can be changed in the long view.

[Case C-426/11 ECJ concerning article 3 of Directive 2001/23, Consolidated Act of 2002-08-20 no. 710 concerning the legal rights of employees in connection with transfers of undertakings]

IUNO

## Insights from CIPD research into HR in SMEs

A recent CIPD conference explored how to design and deliver an excellent people management approach in SMEs to support organisation growth. Peter Cheese, the CIPD's chief executive, opened proceedings, discussing the importance of SMEs to the UK economy, jobs and innovation and, furthermore, the CIPD's commitment to supporting excellent people management in smaller organisations.

The conference programme was designed to examine the key insights from our latest research on HR in SMEs, which has identified four distinct stages of SME transition, each associated with different people management approaches and practices:

More information about these stages can be found in a free practical tool that builds on the findings of our research. We have developed the tool for those responsible for people management in SMEs, whether they have 'HR' in their job title or not.

Drawing on the four-stage model, conference speakers discussed how they have changed their approaches and practices over time as they have transitioned between stages, whether that is because of workforce growth or because the future direction of their organisation has changed or evolved. They also discussed how they dealt with 'inflection points' between each of the four stages of SME transition, when practices that have worked to date are no longer suitable for the organisation's future direction.

Entrepreneurial edge

Emerging enterprise

Consolidating organisation

Established organisation

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# Insights from CIPD research into HR in SMEs

They shared their insights about how SMEs can most effectively anticipate and respond in a timely way to the challenges and opportunities presented at these inflection points to transition to the next stage and support their future growth.

Whether organisations transition between the four stages through following a growth strategy or through organisation maturity, it was clear from delegate discussions that the challenges and opportunities that SMEs face are similar. However, particular stages are more relevant to some organisations if they choose to remain within that stage.

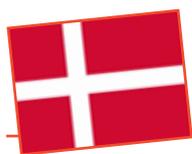
Five key insights emerged from delegate discussions and the lively panel session at the conference:

- **Context is paramount.** The people management approach adopted needs to be tailored to an SME's desired culture and support its longer-term vision. An 'off-the-shelf' solution can undermine what the organisation is all about.
- **Influencing and persuading skills are needed.** When the owner/founder believes in the importance of excellent people management for organisation success, it is easy to put in place the required practices and approaches. However, if the owner/founder remains unconvinced, that is when the HR professional needs to skilfully align their people management insight with the leader's aspirations.

- **Being a credible business person, as well as a people management expert, is of paramount importance.** For HR professionals in an SME it's essential to be able to couple a deep understanding of the owner/leader's vision and the desired organisation culture with a detailed diagnosis of the people management challenges and opportunities at each stage of organisation growth.
- **You need to strike a balance between preservation and evolution.** As the organisation grows and/or matures, there are things you will need to evolve and things you will need to stop doing. Letting go of something that 'has always been' is difficult, but essential to move forward.
- **Your culture is your organisation.** Many delegates talked about the challenge of retaining the organisation's culture, in particular its family feel, as the workforce grows. Introducing formality that reinforces the existing culture in a subtle way, rather than undermining it by making it too process-heavy, is the key to success. Many of the conference speakers talked about the importance of the organisation visions and values being the golden thread through the people management practices.

As well as guiding practice, these insights will help to inform our next SME-focused research project at the CIPD.

# Events



## Denmark

### **The newest HR trends and HR products**

Træfpunkt Human Resources is an annual event in Denmark for HR professionals, where visitors have the opportunity to get a good overview of the many HR products and services available on the market – all in one place.



For two days the beautiful exhibition hall Øksnehallen in Copenhagen, Denmark will be transformed into a

busy marketplace of HR providers and on the three scenes, Keynotes Corner, Power Corner and Speakers Corner, the latest HR trends will be presented by a mix of professional scholars and HR practitioners.

Træfpunkt Human Resources ® 2013 is held on Wednesday 2nd October and Thursday 3rd October 2013 in Øksnehallen in Copenhagen, Denmark. Both days the exhibition is open for visitors between 9:00 to 16:00. Attendance is free for visitors.

In 2012, the exhibition was visited by approximately 2200 HR managers with the purpose of strengthening their professional knowledge, meet and network with HR colleagues and shop for HR products and services. More than 140 exhibitors presented their HR products and services at the exhibition.

Watch the video from Træfpunkt Human Resources 2012 (Link: <http://youtu.be/A0xHztpxflo>)



## Slovenia

### **SLOVENIAN HR CONGRESS – April 2013, more than 200 participants**

The event was HR transformation, touching the theme in 4 modules:

- The expectations of top management from HR function
- HR function transformation
- Challenges for HR with new labor and pension legislation
- HR makes added value to the business and is becoming a business partner

The survey among the participants has indicated that they loved the module of HR transformation the most. This module was organised in 4 working tables. Each group presented its resume and proposals, what,

how and where to change the actions and behavior of HR professionals. Here are some proposals for HR professionals:

- have a right approach and courage
- be focused and show the energy
- be proactive, step forward with your own proposals
- listen to what the business needs
- be leader of changes in the company
- do what you have promised, be credible partner
- communicate, be a good listener to managers and to all employees
- learn all the time, understand the business language
- develop emotional and social competences by yourselves and by others
- develop and nourish the social network.

Next Slovenian HR congress will be in April 2014.



# Forthcoming Conferences

## **Finland**

Have announced their ANNUAL NATIONAL CONFERENCE DATES: Renew & Regenerate – HR Conference and Exhibition , Sept 25–26, 2013.

## **Slovakia**

We are very close to the opening of the 2013 Annual HR Conference of the Slovak Association for Human Resources Management and Development. This will take place in the city of Bratislava from September 24th to 25th, 2013. The SHRA website has more at [www.zrrlz.sk](http://www.zrrlz.sk)

## **Spain**

This year's annual conference will be held in Seville from 3rd – 5th of October, 2013. It will be AEDIPE's 47th International Congress and further details are available from the congress website <http://www.aedipesevilla2013.com> or from the association itself at <http://www.aedipe.es>

## **Austria**

OPWZ in Austria has announced the dates of their annual forum for Human Resource Management. It will take place in Salzburg on 10 and 11 October, 2013.

More information can be obtained by emailing [armand.kaali-nagy@opwz.com](mailto:armand.kaali-nagy@opwz.com)

## **Romania**

9th HR Club National Conference (HR Change Champion) – 23rd October 2013, Crowne Plaza Hotel, Bucharest, <http://www.hr-club.ro/ro/pagini-conferinta-hr-change-champion-2013>

## **United Kingdom**

### **Leading HR into the Future**

The **CIPD Annual Conference and Exhibition, taking place 6–7 November at Manchester Central**, is the best place to get practical HR insights, new tools and techniques and inspiration that will help you lead your organisation into a bright future. Hear from expert HR professionals, from leading organisations, on how to be agile and innovative and pick up practical ideas you can implement, and see work, in your own business.

<http://www.cipd.co.uk/events/annual>

## **Turkey**

PERYÖN's 21st People Management Congress, the greatest congress of Europe in its field of expertise, will be held in Lütü Kirdar Congress and Exhibition Center on 5-6 November, 2013. The congress will gather more than 2,500 professionals and around 150 expert speakers in almost 50 sessions, where developments and trends related with People Management will be addressed. Based on the number of participants, speakers and sessions, it is qualified as Europe's most comprehensive congress.

## **Portugal**

Portuguese Annual Conference date of November, 14, 2013 in Lisbon.



# *New Presidents*

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## ***Portugal***

Luis Bento is the new President for APG in Portugal and will serve a two year term of office. As well as President he will also represent APG as its international manager.

## ***Slovenia***

With effect from July 1, 2013, the Slovenian HR Association has a new management board and a new president. He is Rok Zupančič They also have a new business secretary, Andreja Kavčnik.

## ***Spain***

AEDIPE in Spain recently elected Roberto Luna as its new President. Roberto is also the AEDIPE representative to the EAPM.



# *About Manchester*

The EAPM Congress and CIPD Annual Conference and Exhibition will take place at Manchester Central, an award-winning Convention Centre in the heart of one of Europe's most dynamic and exciting centres.

To find out more about what Manchester has to offer visit <http://bit.ly/CIPDManchester>



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