

Chapter 1 : Industrial Relations - Centre for Labour Studies - University of Malta

Changing Industrial Relations in Europe is the second edition of the influential and widely used textbook, Industrial Relations in the New Europe. As with the earlier edition, the book will be a definitive text and reference for all students in industrial relations and human resource management looking at international issues.

Within the framework of the broader energy sector, a series of EU Directives has accompanied the liberalisation of national markets and the establishment of an internal electricity market under a common regulatory framework. The business landscape has changed from one in which national markets were dominated by monopolist operators to an integrated EU market with large companies on a continental, and increasingly global, scale. In the past decade, EU policies promoting renewable energy sources RES in electricity generation, as well as in heating and transport, have contributed to further transform the market structure, with the emergence of new firms, often SMEs, and the progressive dispersion of generating plants. Employment has fallen considerably since the mid-90s and restructuring and reorganisation have marked the electricity sector ever since. While the business structure has undergone considerable change, industrial relations have remained relatively stable, with continuing high union density rates and collective bargaining coverage. The study was compiled on the basis of individual national reports submitted by the EIRO correspondents. The text of each of these national reports is available below. The reports have not been edited or approved by the European Foundation for the Improvement of Living and Working Conditions. The national reports were drawn up in response to a questionnaire and should be read in conjunction with it.

Introduction Since the second half of the 1990s the electricity sector in the European Union has undergone several significant transformations. The first important change was the inclusion of the electricity sector in the energy sector liberalisation initiatives of the European Union. Indeed, the Directive on the liberalisation of the electricity industry was the first energy directive to be enacted in 1996, requiring transposition into national legislation by 1998. Further measures were introduced in 2003 to be transposed into national law by 2004, with the provisions on the complete liberalisation of the market coming into force in 2007, including for domestic end users. Since the first liberalisation directive, the EU electricity sector has undergone important restructuring. The former monopolist operators were often transformed into multinational energy companies with operations in many European countries and around the world. Competition between them and with private operators increased. Mergers and acquisitions contributed to redefine the structure of the market. Company reorganisation and downsizing were widespread. Now, with the Energy Strategy for Europe 2010, new challenges and transformations will probably affect the EU electricity sector. This report aims to provide information on recent developments in the EU electricity sector and highlight the emerging tendencies in 27 EU Member States and Norway as far as employment and industrial relations are concerned, with a special emphasis on the role and impact of RES. Since there is no comparable information on the state of representation and collective bargaining for all of these countries, this report seeks to fill this gap by: Providing a comparative overview of the business structure and recent developments in the electricity sector. Mapping the industrial relations actors in the electricity production sector with a view to assessing whether new actors come into being, or whether the newly emerging parts of the industry are covered by the established actors. Assessing the scope and coverage of collective agreements, particularly for the renewable energy industry. Determining whether and to what extent a potentially changing business landscape is accompanied by a change in industrial relations. These issues will be addressed after a brief overview of European policies in the electricity sector, focusing in particular on the strengthening of the internal electricity market and on RES. For detailed information on individual countries, readers should refer to the national reports, which accompany this overview.

European energy policies Overview The opening up of the market introduced by the EU liberalisation directive ended the legal monopoly situation which had long marked the electricity sector in almost all EU countries. It also heralded important changes in the organisation of the industry and in prevalent corporate governance models, with the shift of operators from the public to the private sector. Besides the more evident and widespread adoption of private sector managerial practices, this also involved the application of the private sector legal framework to

employment relations. This necessitated adjustments and the introduction of transition measures in all countries where the electricity sector was formerly covered by special employment statutes. The Communications pointed to a set of issues which had to be addressed, including appropriate implementation of the legal framework, continuing obstacles to competition, and the enhancement of the role of sectoral regulators. More recently, another important set of policies has been having a significant impact on the electricity sector: The move to renewable energy sources is supporting the entrance of new operators which are often characterised by territorial dispersion, small size in terms of generation capacity, capital-intensive operations, and limited direct impacts on sectoral employment. These features of new RES operators have important technical consequences for the infrastructure and the organisation of the sector, because they require more interconnections and increased supply management capacity, but they are likely to have only limited effects on sectoral employment. The implementation of the liberalisation of national markets and the promotion of the EU single market for electricity and subsequent initiatives to supplement the initial reforms, which have so far led to the third package for the EU internal market for gas and electricity. The at least formal separation between generation, transmission, distribution and sale of electricity. The emergence of new operators as well as the extension of the operations of the national incumbents to other EU countries, with an overall increase in competition in the EU market. The transformation of traditional monopolist operators, which often included their privatisation, the unbundling of the transmission networks, and significant reorganisation. Sectoral reorganisation has been particularly significant, with a shift from vertically integrated and often monopoly operators at national level to a plurality of smaller companies operating in the various sector segments – generation, transmission, distribution and marketing. The former operators had homogeneous employment relations systems whereas the new smaller companies operate under different regulatory frameworks and distinct employment relations systems. This tendency to a disarticulation of the sector along the main phases of generation, distribution and sale of electricity was accompanied by a widespread use of outsourcing of a number of services, from maintenance and metering to customer care. This contributed to the fragmentation of employment and working conditions as well as of representational and collective bargaining models. Lately, the development of RES has gained centre stage in the discussion over the electricity sector. The role of social dialogue in developing and implementing RES policies and in anticipating skill changes may be important. The package entered into force in September and Member States had 18 months to transpose it into national legislation, so that new rules have been fully operating since March.

The objectives of achieving Europe-wide high service standards in terms of a competitive, secure and environmentally sustainable electricity market are pursued mainly by: It aims to strengthen competition, through stronger consumer protection among other measures, and to enhance the integration of the national markets into an effective EU-wide system. It also integrates some newer policy objectives that have appeared on the EU agenda since the mids, relating particularly to supply security and environmental sustainability. The unbundling of vertically integrated operators and the entry of new competitors into the different market segments have a huge effect on employment and industrial relations. This is not only in terms of internal labour policies but also of and outsourcing decisions aimed to increase company competitiveness. In general, these developments, as shown by earlier EIRO research EIRO report on Industrial relations in the public utilities, TNS, tend to increase the fragmentation of employment and industrial relations systems, overcoming the homogeneity of traditional arrangements under the system where there was a single or a few monopoly operators. National industrial relations systems provide a framework for managing such tendencies; this framework may be weakened if the collective bargaining structure is strongly organised along sectoral lines or reinforced in cases where decentralised company-level bargaining is prevalent. However, the experience of the UK shows that the emergence of a small number of large operators as a result of post-liberalisation mergers and acquisitions may encourage within-group harmonisation of human resources management HRM and industrial relations practices. This reduces the complexity and fragmentation of the early liberalisation phases. The rationale and details of this new approach were illustrated in the Commission Communication Renewable Energy Road Map. Renewable energies in the 21st century: According to the Commission Communication Renewable Energy: Renewable energy enables us to diversify our energy

supply. This increases our security of supply and improves European competitiveness creating new industries, jobs, economic growth and export opportunities, whilst also reducing our greenhouse gas emissions. Strong renewables growth to could generate over 3 million jobs, including in small and medium sized enterprises. RES are indeed a key component of the EU energy policy. Although the EU was in line with achieving its RES goals at the beginning of , the uncertainty linked to the current economic crisis could hinder private investment and therefore lead to a decrease in the growth of RES. Similarly, the lack of precise post policies for RES has been identified as a possible reason for lower investment. The sustained growth of RES after should be achieved by regulatory frameworks that effectively support the integration of RES into the internal market; improved and cost-effective support schemes; increased trade of energy from RES, better energy infrastructure which ensures easy and effective interconnection of RES producers; and RES technological innovation. According to the above-mentioned analyses and projections, RES will play an increasingly important role in future EU energy supply and consumption. As shown in Table 1, considerable progress needs to be made to achieve the target. RES are particularly important in those countries where they traditionally have a large share of electricity generation Table 2 , mainly due to the orographic characteristics of the country and the importance of hydro-power as in Austria and Norway, for instance. Moreover, it should be underlined that the RES targets are not only achieved through increases in generation capacity and output, but also through gains in energy efficiency, which reduces consumption levels as well as imports. Indeed, the contribution of energy efficiency and imports is highlighted in many EU documents, including the recent Commission Communication Renewable Energy:

Chapter 2 : Changing Industrial Relations in Europe - Google Books

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Bring fact-checked results to the top of your browser search. The changing work force In the past, when one wanted to describe the demographic and social characteristics of the work force and the career patterns of its members, it was common to divide individuals into two categories: However, increasing diversity in both the characteristics of the labour force and the organization of work have made these categories less helpful. Consider, for example, the degree to which women have become a significant presence in the American work force. In women accounted for roughly one-third of all paid workers, and by they represented nearly halfâ€”a proportion that remained more or less stable through the early 21st century. Just as this demographic change contributed to productivity, it also introduced new legal issuesâ€”and in many cases, new regulationsâ€”to the workplace. As demands for labour continue to grow, most of the new jobs in the United States will be created not in the large manufacturing firms but in the service sector, especially health services, business services, social services management, and engineering. The majority of these new jobs will be created by small rather than large firms. Taken together, these trends worry many industrial relations personnel experts and managers, who fear a mismatch developing between the characteristics of future entrants to the labour force and the types of skills that will be in high demand. If this is true, considerable efforts will be required to coordinate the two. This in turn implies that individuals will need to engage in lifelong learning, training, and retraining and that firms will need to increase their training investment. The changing nature of the labour force further implies an increase in opportunities for women, minorities, and immigrants. Interests, values, and expectations The interests, values, and expectations that workers bring to the workplace provide a useful point of departure for understanding how employees respond to managerial policies. While these psychological features vary among individuals, over time as workers move through different stages of their family and career cycle, and across nationalities, they do reveal certain similarities. Psychologists have traditionally used survey questionnaires and interviews to measure worker attitudes, values, and beliefs. Economists favour direct observation and measurement of these observable behaviours. Survey responses and labour market behaviour indicate that workers expect their jobs to provide both adequate and fair compensation. Furthermore, there is no evidence that the expectation of high and equitable wages weakens as individuals move up the occupational ladder and receive higher pay. Even among professionals, pay dissatisfaction continues to be a strong predictor of job turnover. Most workers expect much more from their jobs than good pay. In fact, perhaps the most important long-run trend in worker values is the gradual expansion and broadening of worker expectations. Survey data have shown that the vast majority of workers throughout the industrialized world place a high value on such qualities as autonomy , opportunity for advancement, and the ability to have a say in how they do their work. Moreover, the higher the level of education , the higher the value workers tend to place on these aspects of their jobs. Given that educational attainment levels are gradually rising, these dimensions of employment are becoming more central to behaviour at the workplace. It is not surprising, therefore, that leading employers throughout the world have been seeking ways to enhance these qualities within their organizations. The means chosen for expressing such demands will vary according to laws, cultural preferences, the availability of collective forms of representation, the degree of employer resistance, and employee preferences for either individual or collective action. For example, the right to organize and bargain collectively is provided by law in all industrialized democracies around the world, but this is not always the case in developing nations or in totalitarian states. Individual and collective action There are wide variations in the means workers prefer to use to assert their interests at the workplace. Generally, workers with good educations and high occupational status are more likely to assert their interests individually rather than through collective bargaining. When organized, higher-level professionals such as doctors, lawyers, engineers, scientists, and middle managers tend to act through occupational associations rather than in broad-based unions with blue-collar workers. This

occupational or professional approach helps to create and reinforce the professional ties and status of these groups as well as to bring their special needs to the attention of employers. Moreover, these groups tend to rely on the power they derive from their labour market and geographic mobility along with professional norms, licensing or certification procedures, and government-passed standards as much as, if not more than, they rely on collective bargaining. Teachers and other white-collar government employees represent a significant exception to this tendency. In the United States and many European countries, some of the fastest growing and most powerful unions represent government employees such as the American Federation of State, County and Municipal Employees. Moreover, in some European countries an increasing number of white-collar and professional employees in the private sector have organized into unions and now negotiate collectively with their employers. It should be noted that blue-collar workers who have highly marketable skills derive individual bargaining power from their potential mobility. In general, however, blue-collar workers around the world are more likely to form unions and bargain collectively to promote and protect their interests.

Participative decision making How strongly do workers wish to take part in decisions that affect them? Do they want to be coequals with management on issues, or are their interests more limited? Such questions have been at the centre of historic debates among industrial relations scholars, practicing managers, union leaders, and public policymakers. The evidence is surprisingly robust over time and across national boundaries: Survey data collected from workers across 12 European and North American countries show that the majority of employees want a say in workplace decisions such as how they are to perform their jobs, how jobs are organized, and how problems related to their immediate environment are solved. An equally strong majority want a say on bread-and-butter economic issues such as wages, benefits, and safety and health conditions. The one strategic issue that workers demonstrate real interest in influencing, however, is the role of new technologies at the workplace. When they can see a link between strategic managerial decisions and their own long-term economic and career interests, workers want to have a voice in those decisions. Given these broadly shared values and expectations, some of the particular work and career concerns of various occupational and demographic groups are examined below.

The work careers of managers and workers In all industrialized countries managers are typically recruited from among university or postsecondary technical-school graduates. Although there are exceptions to this pattern, it is becoming rare for blue-collar workers without a college or technical-school degree to rise beyond the level of first-line supervision into the ranks of higher management. Yet because few graduates fresh out of a university or technical school have the experience or background necessary to assume broad-based or high-level managerial responsibilities, most organizations invest heavily in systematic management training and development efforts. Moreover, there has been a great expansion in post-graduate management education in the United States. This trend is also taking hold in Europe.

Training and promotion An initial part of typical on-the-job training often involves socialization into the practices, values, and culture of the organization. Another source of training and development lies in the career paths and job rotation policies of the firm. One large multinational firm, for example, devised a year management development plan for all its junior managers, assuming that within those 10 years the manager would change jobs at least five times. Each job change was expected to expose the junior manager to a different functional area, such as marketing, finance, technology or product development, and manufacturing. Each job change also was expected to increase either the level of responsibility or the number of people the manager supervised. This firm, like an increasing number of others, attempted to include international experience in the career path, especially for those young managers targeted early in their careers as having the potential to rise to the level of senior management. In smaller professional organizations, such as law offices or consulting firms, a similar decision is made within the first five to seven years on whether to promote an individual to the status of partner in the firm. Researchers have shown that managerial career patterns can be predicted quite accurately by the results of these early promotional outcomes. Thus, a failure to get a promotion one expects or that others expect a manager to get often is a signal for the manager to look for opportunities in another organization.

Competitive pressures The competitive career environment described above can lead to considerable tension and stress among middle managers. This stress is intensified by the desire of many firms to reduce not only the number of levels in the

management hierarchy but also the number of middle managers. Rapid changes in business practices, skills, and knowledge also create a strong demand for continuing education programs for middle and senior managers. Most leading business schools and many consulting firms offer various short refresher courses or short conferences to practicing managers. Many firms spend a significant amount of their training and management development resources on such programs. In large companies that have plants or offices in many different locations, moving up the managerial hierarchy usually requires a number of geographic moves. While employers normally give a manager the option to accept or reject a geographic transfer and promotion, individuals who want to rise in their organizations tend to be reluctant to reject such offers. This tension between work and the responsibilities and priorities of family life is a growing concern in many leading companies, especially as the number of women managers and dual-career couples increases.

Blue-collar workers Career structure The long-run income prospects of a blue-collar worker are heavily dependent on the amount and quality of basic education. Those who obtain post-high-school technical training through vocational schools, community colleges, or apprenticeship programs that involve both formal schooling and on-the-job experience can expect increased long-run earnings. By choosing a job that provides additional training opportunities, either on the job or through part-time outside course work, a worker further increases his or her earnings potential. The career of blue-collar workers can be divided into four parts: Thus, the initial career stage is one in which an individual is investing in education or, as social scientists put it, building human capital. Failure to complete high school or to acquire basic mathematical, verbal, and analytical skills not only limits long-run earnings but also increases the risk of being unemployed for longer periods than for those who invested more time and energy in this period of education and training. In searching for a job, blue-collar workers tend to rely heavily on informal contacts and information provided by friends, family members, or school advisers. Following the completion of schooling and entry-level training, most workers experience a trial period in which they change jobs a number of times in search of a good match between their abilities and aspirations and the opportunities available to them. The relative stability in Japanese and European employment patterns may, however, be disappearing. Some of this job movement may be involuntary, because many firms follow a seniority rule in laying off workers that is, the most junior workers are laid off first. Blue-collar workers generally experience their most stable period of employment between the ages of 30 and 40. As family responsibilities expand and seniority on the job increases, the likelihood of staying with a given firm also becomes greater. The potential costs of a job change or a job loss also tend to mount over time, as it becomes harder to find a job with another company that can match the level of wages and benefits often achieved after years of service and internal promotion. Workers face new choices as they approach the retirement stage of their careers. A recent trend can be illustrated with an example from the United States: Instead, an increasing number of workers retire and then take part-time jobs. This trend may be caused by the early retirement incentives many firms offer to employees. The practice has also contributed to the growing number of older workers who are employed on a part-time basis. When workers remain with the same company, their outlook on the job and the company tends to follow a curvilinear pattern: Individuals tend to begin work with such unrealistically high expectations as to the nature of the jobs and the opportunities before them that disillusionment later sets in; but after some years they adjust themselves, lower their expectations, and express more satisfaction with the work situation. Interest in joining a union or in becoming a leader in the union tends to follow a reverse curvilinear path. Interest is low at the beginning of tenure with a company because of the uncertainty over how long the worker will stay with the firm and because satisfaction with a new job is generally high. Over time job satisfaction may decline, accompanied by an increased interest in changing work-related conditions. A number of studies have shown that few blue-collar workers want to leave their community when a production plant or office shuts down. Ties with friends and family make workers reluctant to leave. They may also find that housing costs are much higher in communities where job opportunities are plentiful. Blue-collar workers and their families are therefore likely to conclude that it is best to stay where they are in the hope that the local job market will pick up. The work careers of service workers and technical professionals

Service-sector workers Most research on the careers and expectations of workers comes from blue- and white-collar workers employed in manufacturing industries. Yet the manufacturing

sector is shrinking in comparison with the service sector. In most advanced industrialized economies, more than half of private-sector workers are employed in services, compared with approximately 20 percent in manufacturing. It is difficult to make generalizations about the nature of service-sector employment and careers, as the jobs vary widely.

Chapter 3 : calendrierdelascience.com: Customer reviews: Changing Industrial Relations in Europe

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As with the earlier edition, the book will be a definitive text and reference for all students in industrial relations and human resource management looking at international issues. For the new book an outstanding team of international experts has produced a completely updated and reworked analysis of industrial relations in the fifteen European Union states and the two other major European countries. The latest thinking on current industrial relations trends and controversies within the broader context of internationalization, European integration, and the moves toward monetary union. A basic description of the institutions and actors in each country. A strong focus in each contribution on analysing in a clear, readable and accessible manner the underlying dynamic of the industrial relations system in question, and the emerging trends for the s. A wide-ranging introduction from the editors that contributes to current debates in comparative industrial relations analysis. The views of leading local experts on each of the countries covered. The sheer diversity of approaches to the employment relationship in the countries of Europe is both confirmed and made accessible to analysis in this unique text which will be an indispensable resource and reference to all students and scholars in the field. Towards European Industrial Relations?. From Partial Collectivism to Neo-liberalism to Where?: Ferdinand von Prondzynski University of Hull. Anders Kjellberg University of Lund. The Revival of Centralised Concertation: A Less Regulated Model: Steen Scheuer Copenhagen Business School. Still the Country of Corporatism: Franz Traxler University of Vienna. Still as Smooth as Clockwork?: The Return of Responsive Corporatism: A Small Success Story: The Limits of Reform: Janine Goetschy Universite de Paris--Nanterre. Industrial Relations under Democracy: Regulating Employment and Social Fragmentation: Miguel Martinez Lucio University of Leeds. The Dual Character of Industrial Relations: The Maturing of the System: He has researched and published widely in the field of international and comparative industrial relations and employment. His areas of interest have included public enterprises, privatized utilities, and the management of employment relations in multinational companies.

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INDUSTRIAL RELATIONS, Vol. 16, No. 2, May WIL ALBEDA Changing Industrial Relations in The Netherlands THE NATIONS OF Northwestern Europe have been character- ized by ÆfÆ integratingÆfÆ industrial relations systems.*

Bring fact-checked results to the top of your browser search. Revolution and the growth of industrial society, â€” Developments in 19th-century Europe are bounded by two great events. The French Revolution broke out in , and its effects reverberated throughout much of Europe for many decades. World War I began in Its inception resulted from many trends in European society, culture , and diplomacy during the late 19th century. In between these boundariesâ€”the one opening a new set of trends, the other bringing long-standing tensions to a headâ€”much of modern Europe was defined. Europe during this year span was both united and deeply divided. A number of basic cultural trends, including new literary styles and the spread of science, ran through the entire continent. European states were increasingly locked in diplomatic interaction, culminating in continentwide alliance systems after At the same time, this was a century of growing nationalism , in which individual states jealously protected their identities and indeed established more rigorous border controls than ever before. Finally, the European continent was to an extent divided between two zones of differential development. Changes such as the Industrial Revolution and political liberalization spread first and fastest in western Europeâ€”Britain, France, the Low Countries , Scandinavia, and, to an extent, Germany and Italy. Eastern and southern Europe, more rural at the outset of the period, changed more slowly and in somewhat different ways. Europe witnessed important common patterns and increasing interconnections, but these developments must be assessed in terms of nation-state divisions and, even more, of larger regional differences. Some trends, including the ongoing impact of the French Revolution, ran through virtually the entire 19th century. Other characteristics, however, had a shorter life span. Some historians prefer to divide 19th-century history into relatively small chunks. Thus, â€” is defined by the French Revolution and Napoleon; â€”48 forms a period of reaction and adjustment; â€”71 is dominated by a new round of revolution and the unifications of the German and Italian nations; and â€”, an age of imperialism, is shaped by new kinds of political debate and the pressures that culminated in war. Overriding these important markers, however, a simpler division can also be useful. Between and Europe dealt with the forces of political revolution and the first impact of the Industrial Revolution. Between and a fuller industrial society emerged, including new forms of states and of diplomatic and military alignments. The midth century, in either formulation, looms as a particularly important point of transition within the extended 19th century.

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industrial relations in the public sector is the status of employ - ees with employment tenure and life-long careers, and the status of the state as a single employer.

Chapter 8 : Changing Industrial Relations in Europe : Anthony Ferner :

Industrial relations. Report on Industrial Relations in Europe - provides an overview of major trends and developments in the collective relationships between workers, employers and their respective representatives, including the tripartite dimension where public authorities at different levels are involved.

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