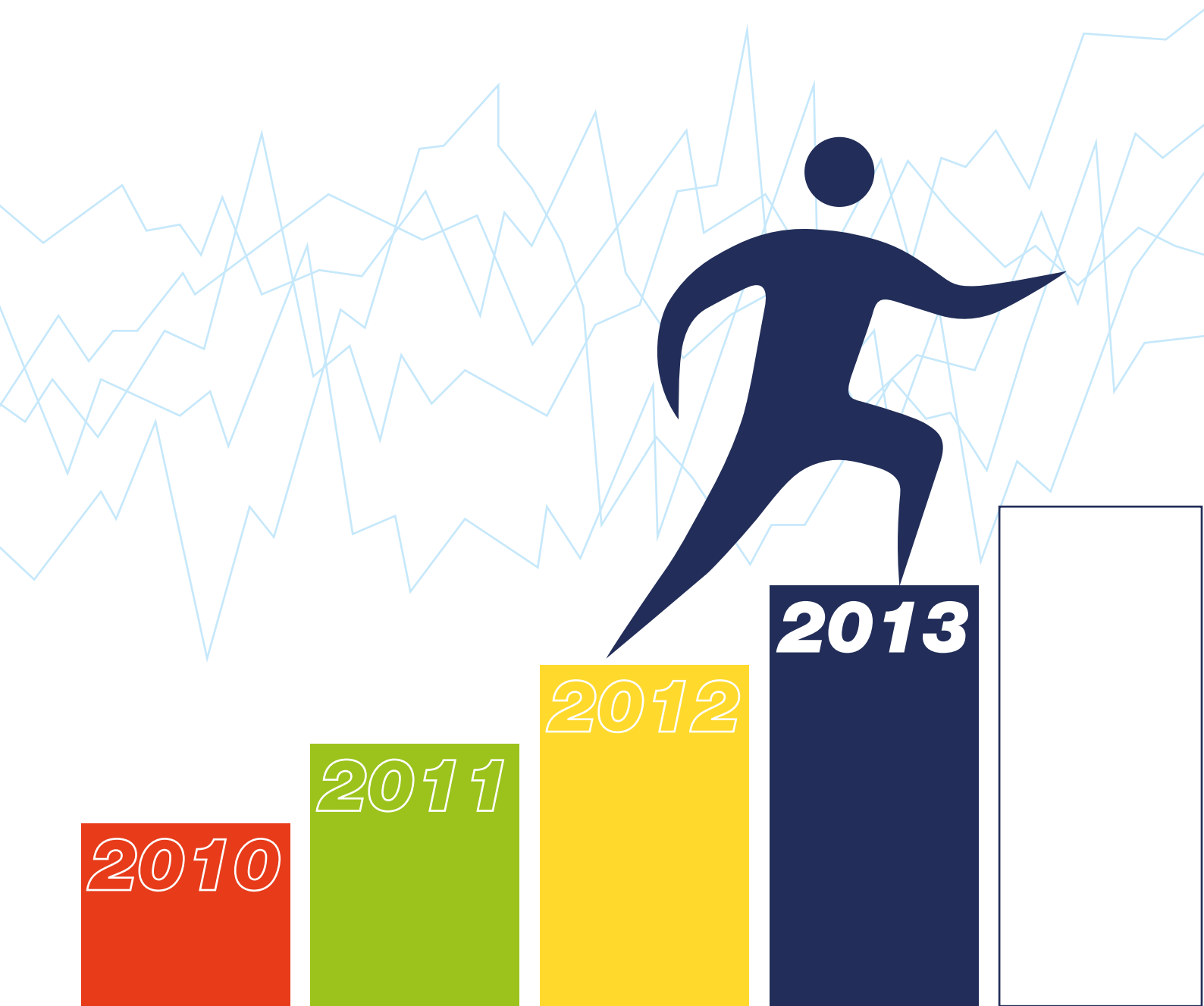


CONGRESS BRUSSELS 28 - 29 NOVEMBER 2013

GENERAL REPORT



Professional and Managerial Staff taking responsibility
for strengthening European integration



GENERAL REPORT

Congress, Brussels 28-29 November 2013

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This General Report for the 2013 Congress, written in October 2013, provides us with an overview of our activities, priorities and contributions between 2010 and 2013. Detailed information on the projects, networks, positions, opinions and agreements of the years 2010, 2011 and 2012 can be found in the Annual Report of Activity of the respective year.

1 | EUROCADRES' POSITIONS, OPINIONS, AGREEMENTS

Detailed information on the positions, opinions and agreements of the years 2010, 2011 and 2012 can be found in the Annual Report of Activity of the respective year.

2010

- *EUROCADRES'* opinion on 2020
- Commission proposal and European Council conclusions – *EUROCADRES'* comments on Europe 2020
- *EUROCADRES'* comments to the Commission's new initiative concerning the Working Time Directive
- *EUROCADRES'* view on the European Social Agenda in the field of labour market, social affairs and equality
- *EUROCADRES'* opinion on Mario Monti Single Market Report
- *EUROCADRES'* view of the EU's Global Policy – More and Better Globalisation
- *EUROCADRES'* key message concerning EU's trade policy
- *EUROCADRES'* reply to the Commission consultation on future trade policy
- *EUROCADRES'* opinion of the Proposal for a directive on conditions of entry and residence of third-country nationals in the framework of an intra-corporate transfer
- On-going Bologna – Experiences, challenges, outlook
- Agreement between CEPLSI and *EUROCADRES* on the representation of the professions and professionals in the European Social Dialogue

2011

- *EUROCADRES'* letter to commissioner Landowski on doubling of research, education and innovation fund in the EU budget
- *EUROCADRES'* answer to the questions on the Working Time Directive
- *EUROCADRES'* s intervention on EESC hearing on Intra Corporate Transfer
- ETUC and *EUROCADRES* common response to the public consultation on the Recognition of Professional Qualifications Directive
- Agreement between ANSE and *EUROCADRES* on representation in the European Social Dialogue

2012

- Position on White Paper on pensions COM (2012)55final
- Professional Qualification Directive 2005/36/EC: joint letter to the European Parliament (ETUC, EPSU, ETUCE *EUROCADRES*, CEC)
- Promoting Health and Safety of Professional and Managerial Staff in the forthcoming European Strategy on Safety and Health at Work 2013-2020
- *EUROCADRES'* position on the European Commission's proposal concerning research and innovation programme Horizon 2020
- Joint position CEPLIS and *EUROCADRES* on the Commission' proposal for the modernization of Directive 2005/36/EC on the Recognition of Professional Qualifications and Regulation on administrative cooperation through the Internal Market Information System
- *EUROCADRES'* statement on "EU Budget Proposal Excellent for Young Professionals"

2013

EUROCADRES COMMENTS ON THE EUROPEAN COMMISSION COMMUNICATION ON A 'EUROPEAN QUALITY FRAMEWORK FOR TRAINEESHIPS' (31/01/2013)

EUROCADRES is pleased to see that the idea of a European Quality Framework for Traineeships (EQFT) is beginning to take concrete shape. Against the backdrop of outrageous levels of youth unemployment in the EU, *EUROCADRES* welcomes the European Commission's determination to tackle the issue of traineeships.

In most European countries, the youth unemployment rate stands at twice the number of the overall unemployment rate. This is particularly distressing as those suffering from unemployment at an early career stage have also been found to be at risk of protracted unemployment during later career stages.

In its Communication on 'Moving Youth into Employment' of 5 December 2012, the Commission acknowledges the difficulties young Europeans encounter in mastering the transition from education to employment. Due to a lack of professional experience and job-specific skills, the so-called skills mismatch, many school and university leavers loose out in distressed European labour markets. The skills mismatch, and the lack of employability that stems from it, leaves young Europeans at risk of poverty and social exclusion, and is thus rightly identified as a serious threat to European competitiveness and prosperity by the Commission in its recent 'Employment and Social Developments in Europe' report.

If the EU is to avert the prospect of 'a lost generation', the current situation urgently calls for active labour market policies which aim at increasing the employability and employment rates of under-25-year-olds. A recent Eurofound report comparing different policy measures to increase the employability of first time labour market entrants draws up the conclusion that "traineeships are reported to perform better than other labour market programmes in terms of efficiency and effectiveness"¹. The Commission's own analysis in the 'Employment and Social Developments in Europe' report points toward the great potential of traineeships in facilitating the school-to-work transition, too.

The above-cited analyses lead to the conclusion that young Europeans should be encouraged to take up traineeships, preferably even before entering the labour market. In *EUROCADRES'* opinion, traineeships should ideally be integrated into study programmes at universities, VET schools, or even in the course of secondary education. For school or university leavers having troubles finding a job upon entry to the labour market, traineeships, in this case so-called 'open-market traineeships', may be considered a way to increase employability and to avoid unemployment at the same time.

However, traineeships will only realise their full potential if they meet high quality standards. *EUROCADRES* shares the Commission's assessment that "problems related to traineeships are mostly linked to the lack of learning content, the lack of or insufficient compensation/remuneration, and unsatisfactory working conditions". Additionally, unsatisfying levels of intra-EU trainee mobility bear witness of a deficient European market for traineeships, as the Commission also recognises.

In order to exploit the full potential of traineeships in the face of the current labour market situation, there is hence an urgent need for a robust European Quality Framework for Traineeships. In *EUROCADRES'* opinion, such a framework must be as binding as possible in order to become effective as countermeasure against the problems that trainees in the EU encounter. For this reason, *EUROCADRES* is in favour of opening social dialogue negotiations over such a quality framework.

1. Do you consider that the option set out in section 5.1 could provide an acceptable framework for addressing the concerns expressed in your replies to the first stage consultation?

¹ Eurofound report "Effectiveness of policy measures to increase the employment participation of young people", published 21 December 2012

In *EUROCADRES*' opinion, the options presented in section 5.1 of the consultation address most of the areas in which action is urgently needed in order to provide a quality learning experience for trainees in Europe. Yet the proposals' effectiveness hinges on their concrete content. In *EUROCADRES*' opinion, it is crucial that future policy processes aiming at defining a binding European Quality Framework for Traineeships (EQFT) should lead towards the conclusion of the following concrete provisions:

Traineeship agreement

In addition to what the Commission proposes, *EUROCADRES* insists that written agreements must be made a legal requirement for traineeships in the EU. Furthermore these agreements must necessarily acquire contractual quality in order to enable trainees to take legal action in cases where host organisations breach their obligations as defined by the agreement and applicable law. With respect to the contents of such an agreement, *EUROCADRES* agrees with the European Commission that learning objectives, working time and conditions as well as social security issues and duration must be covered.

Transparency of Information

Information on trainees' and host organisations' rights and obligations must be available to all parties concerned in a concise and accessible manner. The European Commission and Member States should cooperate closely in order to provide such information across Europe with a view to enhancing cross-border trainee mobility. In *EUROCADRES*' opinion, the information services (websites, information offices) of national employment services and the EURES network should extend their cooperation in order to reach this objective.

Objectives and Content

As pointed out above, the trainee's learning experience, the increase of his/her employability and the opportunity to take the first steps of professional development must be considered the central purpose of quality traineeships. For this reason, *EUROCADRES* insists that learning objectives must be spelled out in detail in the traineeship agreement (see above) so as to give trainees' the opportunity to enforce their right to learn, if necessary by means of court action.

With a view to traineeship recognition (see also next paragraph), the definition of learning objectives should be based on the European Qualifications Framework (EQF) in order to assure that successful traineeships will be considered an educational achievement by potential employers across the European Union.

EUROCADRES urges the European Commission to consider steps to assure that host organisations honour their obligation to give priority to trainee's professional development. Especially trainees intending to pursue a career in professional and managerial occupations crucially rely on gaining insights into their future professions during their traineeships, and must be effectively protected against being exploited as cheap and unqualified labour.

Guidance and Recognition

EUROCADRES agrees with the Commission's proposals under this heading but wants to add, however, that further attention should be given to the role of the supervisor/mentor. The EQFT must ensure that mentors be senior professionals who have experience in team-leadership and tutoring fellow employees in their professional development. Additionally, *EUROCADRES* insists that the written traineeship evaluation makes reference to acquired skills as defined by the EQF in order to foster cross-border transferability of professional qualifications thus obtained.

Duration

EUROCADRES agrees with the European Commission that the definition of the duration of traineeships within the context of professional training courses should be left to the involved educational and professional bodies. In the case of open-market traineeships, a duration of six months should not be exceeded.

Successive Traineeships

EUROCADRES agrees that successive traineeships within one organisation should be avoided in order to prevent the crowding-out of regular forms of employment. Though, in order to allow for a certain degree of flexibility which would be beneficial for trainees whose availability is also determined by the calendars of the educational courses they follow, *EUROCADRES* prefers a provision which rules out traineeships for more than six months over a time period of eighteen months, beginning on the starting day of the trainee's first spell at the host organisation.

Social Security Provisions

The EQFT must guarantee that no trainee is left without access to social protection. Accordingly, *EUROCADRES* welcomes the Commission's proposal to make provisions relating to social security access under national labour law applicable to trainees. If trainees are students who are eligible to social protection via their status as students, this represents a viable alternative which should be exploited.

Remuneration/Cost Compensation

EUROCADRES understands that the issue of remuneration is the most contentious problem addressed by the current consultation. It is our conviction that trainees, whilst preparing their future careers by increasing their employability, must not be at risk of poverty. For this reason, *EUROCADRES* insists that all trainees must have access to funding which is above the EU poverty line of 60% of the national median income or, if applicable, at the level of the national minimum wage at the very least. Additionally, trainees should be entitled to full reimbursement of costs which are directly related to their traineeships, such as travel costs.

For those who are performing traineeships as part of their study programmes, numerous ways of obtaining sufficient funding via national student funding schemes or the ERASMUS for All Programme for transnational traineeships may be available.

Fully qualified individuals performing open-market traineeships, however, must be eligible to receiving such funding from their host organisations. It is up to the EU institutions to decide if support to host organisations should be made available to this end. Several of the action points defined under the Youth Opportunities Initiative envisage the reallocation of ESF funds in order to support school-to-work transitions, for instance in the form of traineeships. Offering host organisations a (partial) contribution to their trainee payroll may constitute a viable incentive for firms to offer quality traineeships whilst ensuring that the said objective of poverty prevention is fulfilled.

Partnership Approach

EUROCADRES welcomes the Commission's proposal to enhance cooperation between traineeship providers and public employment services at the national and European levels. In order to facilitate the envisaged flow of information and exchange of best practices, *EUROCADRES* is convinced that a compulsory registration of traineeships is a precondition, and should thus be made a legal requirement. Not only will this facilitate the monitoring of adherence to the EQFT's provisions, but as a corollary, this will enable the mapping of the European 'traineeship landscape' and will facilitate the gathering of data on traineeships on which future policy initiatives can draw.

2 Do you consider that the option set out in section 5.1 should be limited to open-market traineeships, or should it cover all types of traineeships?

Open-market trainees are certainly the most vulnerable group falling under the current proposal, and thus need protection most urgently. In principle, however, no young person should be forced to work in unregulated working arrangements without protection.

For this reason, *EUROCADRES* suggests that the adherence to the EQFT is made mandatory for all open-market trainees. If students are required to perform traineeships as part of their study programmes, they shall be exempted from the EQFT which is prepared by the European Commission in case their home institutions (universities, VET schools, etc.) have defined independent quality standards.

2. What are your views on the other options set out in sections 5.2 and 5.3?

In *EUROCADRES*' opinion, the options set out in 5.2 and 5.3 (information website and quality label for host organisations) are complementary to the EQFT as laid out under 5.1 rather than a real alternative. As the Commission's impact assessment of the proposed measures concludes, both an information website and a voluntary quality label only promise to have a modest impact on the current situation. Therefore, these options, if left unaccompanied by the EQFT, would fall way short of what is needed to tackle the severe problems which the Commission seeks to address. Accordingly, *EUROCADRES* support for these measures is conditional on the simultaneous implementation of the more robust measures set out in 5.1.

Generally, however, *EUROCADRES* is convinced that a user-friendly website as described in 5.2 may supplement and add value to the EQFT. Preferably, this website should also offer the opportunity for registered users to share their concrete experience in the form of traineeship reports or similar. It could furthermore be designed as a marketplace where both prospective trainees and host organisations create profiles describing learning interests and offers, similar to the Dutch website www.stagemarkt.nl.

A Quality Label for Traineeship providers could indeed prove obsolete if the EQFT is adopted. However, should firms wish to have such a label, *EUROCADRES* insists that this should only be awarded if organisations commit to respecting the obligations as set out in the EQFT in the form of a signed declaration to honour related obligations. Such a declaration should also stipulate effective, proportionate and dissuasive sanctions in cases of non-compliance with the quality standards in order to prevent that the quality label may be used for 'window-dressing' by subscribing organisations.

3. Are the EU social partners, at cross-industry or sectoral level, willing to enter into negotiations on the basis of the elements set out in section 5.1 of this communication with a view to concluding an agreement on a quality framework for traineeships under Article 155 TFEU?

EUROCADRES would be happy to open negotiations in the cross-industry social dialogue committee with a view to agreeing a European Quality Framework for Traineeships which heeds to the quality criteria laid out above.

Furthermore, social dialogue negotiations would constitute an excellent opportunity for *EUROCADRES* to move considerations concerning skills validation and transferability closer to the centre of the EQFT discourse. Given the rather superficial discussion of qualifications frameworks in the Commission Communication, *EUROCADRES* is rather disappointed with the lack of attention being paid to the issue in the present communication.

EUROCADRES is also committed to supporting its partners and member organisations in sectoral social dialogue committees in order to prepare robust quality frameworks at industry level where this is needed. As the Commission has acknowledged in prior communications and analyses, significant differences between traineeship experiences exist across the different economic sectors. Especially in social, political and non-profit organisations, serious problems persist concerning trainee exploitation. *EUROCADRES* wants to remind the Commission that public authorities have the responsibility to effectively counter these problems, and should consider supporting solutions in these cases by committing ample attention and resources. This is especially the case where the Commission wants to encourage employment growth in such industries, such as in the healthcare sector where trainees often face quality problems

JOINT STATEMENT OF ETUC, ETUCE, EPSU, EUROCADRES AND CEPLIS ON THE DIRECTIVE AMENDING THE DIRECTIVE ON PROFESSIONAL QUALIFICATIONS (2005/36/EC) (16/05/2013)

The European Trade Union Confederation (ETUC), the European Trade Union Committee for Education (ETUCE), the European Public Service Union (EPSU), the Council of European Professional and Managerial Staff (*EUROCADRES*) and the European Council of Liberal Professions (CEPLIS) note with satisfaction that the adoption process of the Directive amending Directive 2005/36/EC on the Recognition of Professional Qualifications and the Regulation on Administrative Cooperation through the Internal Market Information System (IMI), is reaching completion. At this point, we would like to acknowledge the good work of the Parliamentary Committees in charge of amending the text, and notably the good work of the IMCO Committee and of Mrs Bernadette Vergnaud, MEP, responsible for the final Report of the European Parliament. Our organisations welcome the fact that the views of the stakeholders and the social partners have been significantly taken into account by the representatives of the European Citizens, especially regarding Common Training Frameworks, Continuing Professional Development, Partial Access and Alert mechanism.

ETUC, ETUCE, EPSU, *EUROCADRES* and CEPLIS consider that the opportunity given to the social partners and to the professional organisations to participate in the development of Common Training Frameworks is an important step forward: a step towards an ever growing involvement of the stakeholders in the drafting of legislation governing their training. The inclusion of Continuing Professional Development in the text by the European Parliament is another reason for our satisfaction and as such an important improvement of the current Directive. As we are saluting the work done, we must also note that not all opportunities of modernisation of the current Directive have been explored, for instance, the ambitious project of Professional Cards.

ETUC, ETUCE, EPSU, *EUROCADRES* and CEPLIS wish to reaffirm their commitment to work in collaboration with the institutions of the European Union and national governments as soon as the new Directive is adopted towards an effective and realistic implementation of the text in question. Our common goal is the completion of an Internal Market where all workers, managers and liberal professionals can fully benefit from the freedom of movement and professional practice.

Brussels, 16 May, 2013

For ETUC	For EPSU	For ETUCE	For <i>EUROCADRES</i>	For CEPLIS
Luca Visentini	Carola Fischbach-Pyttel	Martin Rømer	Carlo Parietti	Jacques Reignault
Confederal Secretary	General Secretary	European Director	President	President

***EUROCADRES* ON THE 2014 ELECTIONS OF THE EUROPEAN PARLIAMENT**

Since *EUROCADRES* is representing almost 6 million of unionized professional and managerial staff, we want to raise our voice on the important matter of the European Parliamentary elections (followed by the change of the Commission), *EUROCADRES* is politically independent, but we list up the most important benchmarks on which we measure the proposals and opinions of the parties and their candidates.

On May 2014, EU citizens will vote in what is already considered as the most important European Parliament elections to date. Profound changes in the framework of the institutions are to be expected..

Europe's leaders will be judged on how they addressed the crisis in the Euro zone.

And maybe even more important, the citizens will have to make a choice between a mandate for, and a break against the political and economic integration of Europe. And for the first time ever there will be rival candidates for the Commission Presidency (to be proposed by the Council , taking into account the result of the elections, and finally elected by the parliament (article 17 of the Treaty) For that reason these candidates will have to present, during their campaign, a clear manifesto for the future of the EU.

Euro sceptic positions could influence the direction of the EU agenda and hamper the construction of a stronger Europe.

EUROCADRES wants therefore to repeat its 2009 hope that the new Parliament and the new Commission will face up to the crisis by modernising and strengthening the European economic and social structures.

EUROCADRES wants to put forward a number of priorities to be taken into consideration by the new parliament and Commission in 2014 and beyond.

- In the further development of the 2020 strategy the involvement of the social partners (among them *EUROCADRES*) will be very important to make this strategy more efficient. Europe has to become the most competitive area in the world, based on knowledge and on social cohesion.
- Working conditions have to be respected in every member state, the revision of the working time directive has to guarantee full social protection for every employee (including of course P&MS) and the EU must be an active promoter of working life quality.
- Europe has to rethink its policy to find a better solution to fight the crisis and the on-going unemployment (in particular among young professional and managerial staff) The extreme austerity measures have been proven inefficient, but modernisation of the economy and of the welfare state is inevitable.
- *EUROCADRES* proposes an action plan to attract high –tech industries, to implement digital agenda, to develop a world class system for lifelong learning, to promote entrepreneurship and start –ups, especially for SME's. This plan should, with the cooperation of the social partners, make the public service as well as the industry more efficient and innovative.
- In the context of the mid-term review of the EU budget, the share of education , research and social funds must be raised considerably to support the necessary innovation in every field
- Closing down tax heavens and putting an end to the fierce tax competition will contribute to a sound and more balanced budget.

- The gender balance still needs to be strengthened and promoted in many areas of professional life, for instance in the boards of companies.
- The economic, social and financial crisis has an important impact on health and safety matters of our citizens, special attention has to be given to the wellbeing of people in their private as well as professional life. The EU has therefore to develop a stronger occupational health and safety strategy, supported by the experiences of the social partners in this matter and promoting in particular mental health.
- Free movement of all workers and students must be further promoted, because this is one of the greatest achievements of the EU. The directives on work related immigration from third countries however have not resulted in an constructive added value. EU policy in this field should be thoroughly evaluated.
- European transparency tools, such as credit systems and qualification levels, have to be more coherent and they need to be revised.
- P&MS should play a specific, influential role in EWC's and in the implementation of CSR. Their specific competences can contribute to better social rules and practises in European legislation to the benefit of all employees.
The Directive proposal on disclosure of non-financial and diversity information by companies must be adopted.
- *EUROCADRES* once again underlines the importance of social dialogue and collective bargaining to build up a stronger Europe, through more European democracy. The social partners also have to be consulted regarding economic policy, Internal Market issues and work related immigration policy.
- We call upon our National member organisations to urge the EP candidates (and later on the new Commission) to show their commitment to a more social oriented Europe in 2014 and beyond.

LETTER SENT TO EUROPEAN COMMISSION ON EURES CHARTER ON MOBILITY (24/09/2013)

Dear Mister Savy,

Please find hereafter *EUROCADRES* impressions on the EURES Charter providing guidance and technical standards for the EURES Network, as you requested in your mail.

In A knowledge based society , professionals and managers have to be innovative, mobile and flexible within their jobs, on the labour market and throughout their professional life , therefore *EUROCADRES* wants to enhance mobility across countries and even beyond Europe;

EUROCADRES explicitly welcomes the main aim of the new EURES charter to reinforce the effectiveness of the European Mobility network and services , in particular to enhance matching of offered an requested jobs, placement and recruitment, Europe-wide mobility is highly essential for all workers , but in particular for the members of *EUROCADRES*, the professional and managerial staff for which mobility is a career need.

EUROCADRES hopes that the new service procedures and quality standards of the network in general and the amended cooperation between EURES and the regional and local services in the member states in particular , and the high skills and competences of professionals, will more easily turn into appropriate employment. *EUROCADRES* welcomes the proposal of the foreseen structure of reports and evaluation that gives us the opportunity to develop and enlarge the cooperation between the *EUROCADRES* mobility advice network MOBILNET and EURES;

EUROCADRES is looking forward to this enlarged promising cooperation, we will contribute and learn in order to develop the own advice services that are integrated elements of our activities for more and better mobility within Europe.

Carlo Parietti

President

2 | PROJECTS AND NETWORKS

Detailed information on the projects and networks of the years 2010, 2011 and 2012 can be found in the Annual Report of Activity of the respective year.

2010

- StartPro project “Young professional and managerial staff facing changes in the work place”
- Mobil-net seminar “Work migration as brain gain chance for Europe”
- Annual conference “Innovative Europe to overcome the crisis”

2011

- Kick-off of the project “IREER – Industrial Relations for EU Excellence in Research Sectors”
- Annual conference “Young Professionals and Managers in the brave New World of Change”

2012

- Kick-off of the project “Facilitating more Professional and Managerial Staff competencies in EWCs”
- Kick-off of the project “Improving the representation of self-employed women with professional and managerial tasks”
- Kick off of the project partnership “ECVision - European competence for Supervision”
- Annual conference “European contracts for excellence in the EU research Area”

2013

PROFESSIONAL AND MANAGERIAL STAFF (P&MS) IN EWCs

On the 28th and 29th January 2013, the final European conference on our project – **“Facilitating more Professional and Managerial Staff competencies in European Works Councils” – took place in Berlin.** Around 40 participants from ten European countries representing EWC members from various companies and sectors confirmed that P&MS representatives can contribute to a transnational social dialogue with their specific competencies. It is crucial for EWC’s to have a balanced representation of P&MS, enabling them to represent their company’s entire workforce. Highly qualified workers can make an essential contribution to the overall effectiveness of the information and consultation process by compensating for asymmetries in access to information that may sometimes affect worker representatives, through their level of qualification and skills.

The final **brochure** entitled **“Professional and Managerial Staff Competencies Improving EWC Effectiveness”** reflects the outcomes of prior research interviews with EWC members and trade union EWC coordinators and the discussions in the European workshop. Follow-up on these outcomes recommendations were developed on how to better integrate P&MS into EWCs (to be downloaded in English, French and German from the *EURO-CADRES* web site:

www.europacadres.org/spip.php?article486).

Highly positive feedback from the workshop and political discussions within *EUROCADRES* political bodies has prompted a high level of interest and support among *EUROCADRES* member organisations. For this reason, *EUROCADRES* will present the topic of EWCs at its 2013 Congress as a policy strategy to be continued during the congress period of 2014-2017. In addition, it is planned to establish a **network of P&MS involved in EWCs**, which will contribute to the policy strategy and which will be the facilitator for a European exchange by providing expert knowledge to *EUROCADRES* member organisations and political bodies.

More information on the *EUROCADRES* web site: www.eurocadres.org/spip.php?rubrique563

FEMANET: SELF-EMPLOYED WOMEN

On the 21st and 22nd January 2013, the final European workshop took place in Cracow on our project **“Improving the Representation of Self-employed Women with Professional and Managerial Tasks”**. Around 40 participants representing around 16 *EUROCADRES* member organisations and coming from 13 European countries discussed the situation of self-employed people, focusing specifically on the situation of self-employed women.

The outcomes of prior research interviews with trade union officers from different trade unions in various European countries and the debate and exchange which had taken place during the workshop are summarized in a final brochure, available in English, Italian and Polish (to be downloaded from the *EUROCADRES* web site: <http://www.eurocadres.org/spip.php?article484>).

Two main conclusions can be drawn from the project, which are that highly qualified women still experience difficulties in the full development of their career, despite some notable exceptions. Trade unions have to be able to overcome this limitation, aiming at a more equal society in terms of opportunities and working conditions. The possibility for women with professional and managerial tasks to enter the labour market in an employed or self-employed capacity, and to move from one position to another and vice versa, can indeed be useful in the process of building a consistent career. It might give women the chance to compensate for an already irregular work path with experiences and a fairer work-life balance.

Secondly, self-employment is a means of going beyond dependent work relations and highlighting bonds and constraints in labour force management. Employers are becoming more and more used to imposing self-employment status on their dependents; in order to free themselves of any constraints in managing relations with employees, without any costs to bear. This phenomenon is widely known as “economically dependent self-employment”. Leaving workers in the vulnerable position of depending on only one employer, without any social security safety net regarding or poor working conditions is a recipe for a precarious existence.

For all these reasons, it is necessary for trade unions to enhance their representation capacity for self-employed workers. This objective could be pursued by including the needs of the self-employed in traditional collective bargaining models and/or through agreements with professional associations.

In order to be able to represent all P&MS in Europe and enhance the solidarity between workers with differing employment status, whose borders are gradually fading, trade unions should do everything in their power to discourage any form of contrast between employment and self-employment, by providing the same kit of bargaining instruments to recognize and represent the needs of individuals and include them in the collective bargaining capacity, without this leading to an increase in self-employment itself.

More information on the *EUROCADRES* web site: <http://www.eurocadres.org/spip.php?rubrique558>

ECVision - EUROPEAN COMPETENCE FOR SUPERVISION

EUROCADRES is a partner in the project “**ECVision “European Competence for Supervision” promoted by the Wiener Volkshochschulen** (Vienna Adult Education Centre) and initiated by **ANSE** (Association of National Organisations for Supervision in Europe), whom *EUROCADRES* represents within the European Social Dialogue, based on a partnership agreement.

Supervision and coaching are widespread, as well as diverse forms of counselling, with little common basis on a European level. Not even the terminology is comparable. Nor are the VET-systems: VET for supervisors is provided by universities as well as by private companies and job-oriented adult education centres. And though there are distinct national frameworks for supervision, integration into the NQF is weak. NQFs are partly implemented in 14 European countries at very different levels (CEDEFOP 2010). Supervision and coaching are freelance professions, quality standards are regulated by national professional associations. Consequently, neither professional associations and VET providers nor customers and organisers (HR departments e.g.) can rely on valid references and understanding on a European level.

The overall objective of the project is to define elements of a European qualification framework for the professions of “Supervisors” and «Coaches».

In the first phase of the project that started in late 2012, the project team - a small group of experts in supervision and coaching from several countries (North, Central and Eastern European regions) - gathered, discussed and drew up a list of core tasks and responsibilities for supervision and coaching: core qualities, formats, settings, methods and expected outcomes, summed up in a glossary. The draft glossary is now ready and has been sent into a feedback loop to a wider so-called expert group for comments, amendments and proposals.

The next step in the project will be the **conference** held in **Brussels on 13th and 14th February 2014** under the responsibility of *EUROCADRES*, with the title “**Getting involved! - A Common Terminology for Supervision and Coaching in Europe**”. Project and expert teams will come together, as well as representatives from qualification institutions (universities and private institutes), providers and other relevant stakeholders in that field. *EUROCADRES* will mainly represent the customers’ side and give its comments and contributions from the perspective of responsible leadership and human resource management in which supervision and coaching should be a must and a well-integrated element. The various linguistic and cultural backgrounds will be discussed with the aim of a common understanding and commitment of terminology.

Based on the glossary and the results of the conference in Brussels, the next step of the project will aim at a detailed competence matrix, a pre-condition and basis for creating a common ground for the professional discourse at European level, covering comparability in vocational training by describing supervisory competences and qualifications in learning outcomes, instruments for planning and evaluating supervision and coaching for customers, esp. as a measure in personnel development, and last but not least providing a first step towards a **European Professional Card for Supervision and Coaching**, giving visibility and transparency and enhancing mobility.

The results of the project will be developed in the same way as the glossary, by the project team with critical feedback by the expert team, and they will be presented in several languages at the final conference planned for June 2015 in Vienna.

More information on the project web site: www.anse.eu/ecvision.html

PROFESSIONAL AND MANAGERIAL STAFF (P&MS) IN THE TRANSPORT SECTOR

EUROCADRES is a partner in the project **TRAN-MAPS “Transport Trade Unions Organising Managerial & Professional Staff”** being run by the **European Transport Workers’ Federation (ETF)**, which started in late 2012. In 2013, thematic seminars and workshops took place, in which *EUROCADRES* participated and to which it contributed with expertise on graduates, young P&MS, gender issues and the European Model of Managerial Social Responsibility.

The main project objective is to define and concretise strategies that transport trade unions can use when attracting P&MS to join the union. Thus, ETF and the other partners of this project wanted to identify the interests related to this growing group of white collar workers, in order to preserve the latter’s future. More specifically, the approach is tailored to their specific sector-related needs and roles, paying particular attention to the issues of responsible European management, working time, workload, criminalisation of the target group, young graduates and gender equality.

The final European conference is scheduled for 16th and 17th December 2013 in Paris, at which the outcomes of all project activities will be presented.

RID-net - NETWORK OF AND FOR PROFESSIONALS AND MANAGERS IN RESEARCH, INNOVATION AND DEVELOPMENT

The *EUROCADRES* project **“Industrial Relations for EU Excellence in Research Sectors”** (IREER) was successfully completed in early 2013. Within the scope of the project, *EUROCADRES* developed recommendations for excellent contracts or agreements that we hope will make a real difference in working conditions and the attractiveness of research sectors. At the final project conference held in Brussels in November 2012, *EUROCADRES* presented the most important elements of an excellent contract or agreement which are summarized in the final project brochure **“Benchmarks for best contracts: towards excellence in the European Research Area”** (available in English, French, German, Dutch, Italian, Swedish, Finnish, Spanish, Bulgarian, Polish, Croatian, Romanian, Hungarian and Czech; and to be downloaded from the *EUROCADRES* web site: www.europacadres.org/spip.php?rubrique614).

As result of highly positive feedback and the demand among member organisations, the *EUROCADRES* Executive Committee decided, in February 2013, to establish a new **“Network of and for Professionals and Managers in Research, Innovation and Development” (RID-net)** which should start a process aiming at a European negotiating framework within the European Social Dialogue, in order to coordinate working and mobility conditions for employees in the research, innovation and development sectors.

By establishing a network, *EUROCADRES* aims to

- connect various initiatives from different levels and focus them on a European approach,
- enlarge the debate on contracts, agreements and their content focusing on harmonized standards along the European Qualification Framework, the Charter for Researchers and other European standards,
- help trade unions and workforce representatives to raise the standards of their local and regional agreements and contracts by sharing good practices and giving mutual advice,
- reinforce lobbying for social dialogue on better working conditions at all levels, by providing extensive information, offering possibilities for sharing experience, participating in various discussions and forums,
- initiate and lead an official European social dialogue on research working conditions with all relevant social partners and stakeholders,
- use the network as an expert team to prepare political statements and recommendations for *EUROCADRES* in all fields concerning research, innovation and development.

3 | FINANCIAL SITUATION

On behalf of the *EUROCADRES* Executive committee, the management of *EUROCADRES*' finance was supervised by Patricia Blancard, who was elected in November 2009.

The accounting between years 2009 to 2012 was provided by Jurgen Van Den Wijngaert.

Budget has been regularly adopted by the Executive committee, each year for period 2009 – 2012. The external audit was carried out by RSM InterAudit Society. The audit RSM has been done every year, with no particular problem.

Extract

In accordance with those standards, we considered the association's administrative and accounting organisation, as well as its internal control procedures. Association officials have responded clearly to our requests for explanations and information. An audit includes examining, on a test basis, evidence supporting the amounts in the financial statements. We believe that our audit provides a reasonable basis for our opinion.

Our review does not include the audit of the eligibility of the costs related to the projects financed by the Commission.

The cost of acquisition of fixed assets is not capitalised. Fixed assets purchased during the year are directly treated as expenses.

In our opinion, except for the effect on the financial statements of our remark described in the preceding paragraph, the financial statements of the association *EUROCADRES* give a true and fair view of the association's assets, liabilities, financial position as of 31 December 2012 and the results of its operations for the year then ended.

Internal audits were regularly conducted every year by Brigitte de Chateau-Thierry and Harry Van Herpen, appointed by *EUROCADRES* Congress in 2009.

Extract

They had access to all documents, financial reports, adopted budget, external reports and answer from the President, the treasurer and the accountant. They declared that accounts have been kept properly and are up to date.

They recommend member organizations to pay their contributions as early in possible to allow *EUROCADRES* to have certainly in the budget management.

FINANCIAL REPORT ON YEARS 2009 - 2012

Results during these 4 years show various results. These results are also due to good results coming from the support program and to a very strict limitation of the current expenses.

Our results are also link to historical extra contribution of the Belgian Confederation CSC for financing the Executive Officer cost, which ends in 2013. Renewing our thanks to CSC for this help, which was essential for *EUROCADRES*.

But positive result is depending on salary costs. Good results are not a guarantee for the coming years. With the needed salary costs (including an Executive Officer and one more officer that we will have to be hired after the Congress) our current expenses would have not been covered. In these circumstances we have to strengthen our efforts:

- To continue to control our expenses;
- To adapt a fees system;
- To bring in additional resources, particularly in order to cover future salary costs.

Those facts make even more needful the approval, by the Congress and by the Executive Committee of the new fee system. Crucial will be the engagement of all the member organisations for the implementation of the fee system fully respecting amounts and timing of the payments.

1. Balance sheet 2009-2012

The balance sheet (for part A) show liabilities amounts of **453 026.24 €** on 31/12/2012. It was **422 867.76 €** in December 2008. The importance of the balance comes also from the income statement and ongoing projects – (we still have 96 601.98€ of debts/obligations mainly on projects).

The difference is mainly coming from two elements: the result of the current exercise that will be affected in reserves and amount for projects debts/obligations in course. This year we can use the provisions done for our statutory congress.

Liabilities (in EUR)

	31/12/2008	31/12/2009	31/12/2010	31/12/2011	31/12/2012
Restricted funds	100 000.00	100 000.00	100 000.00	100 000.00	100 000.00
Available funds	109 165.23	124 315.93	63 426.11	125 676.86	211 999.36
Congress provision			9 000	18 000	27 000
Debts/obligations	198 464.78	191 502.40	66 591.35	212 283.36	96 601.98
Carried forward result	15 150.70	-60 889.82	62 250.75	86 322.5	6 379.87
Total LIABILITIES	422 867.76	355 400.74	301 292.98	542 467.59	453 026.24

2. Evolution of results 2009-2012 (in EUR)

	2009	2010	2011	2012
Results	- 60 889.82	62 250.75	86 322.5	6 379.23

3. Evolution of Support Programme 2010-2012

Support Program should an interesting progress; even it is not enough to guaranty *EUROCADRES* resources.

21 countries, with one or more organizations have contributed, which is important (the average of the 3rd support programme was between **11 and 14 countries**).

The average was more than 128 000€ (**results on 2013 the 23th October**) (in EUR)

Support Program	2010	2011	2012	2013
TOTAL Year	117 553,90	119 942,62	124 389,34	121 999,67
with others year payments	125 005,38	120 790,87	139 510,18	130 372,84
TOTAL support program	125 005,38	245 796,25	385 306,43	515 679,27

Auditor's report

for the financial year 2012

On 8 November 2013 the undersigned auditors examined the accounts of *EUROCADRES* at its registered office, located at Boulevard du Roi Albert II, 5, Brussels.

During their examination, the auditors had access to the income and expenditure accounts for the financial year 2012, the balance sheets for the years ending 31 December 2011 and 31 December 2012 as well as the corresponding accounting documents.

They had access to the financial report submitted to the Executive Committee for financial year 2012 and the budget adopted by the Executive Committee for the financial year 2012.

They also had access to the report on the external audit carried out by RSM International, a company based in Antwerp (Belgium), dated 19 August 2013.

The relevant explanations were provided by, Patricia Blancard (Treasurer) and Slavica Uzelac (Executive Officer).

The accounting documents and accounts were spot-checked. The auditors declared that the accounts have been kept properly and are up to date.

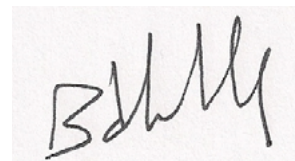
Again, the auditors recommend member organisations to pay their contributions as early as possible in order to allow *EUROCADRES* to have certainty in the budget management. The auditors support the idea of a new fee system to be proposed to the Congress.

Brussels, 8 November 2013

Auditors



Harry van Herpen



Brigitte de Château-Thierry

4 | UPDATED LIST OF EXECUTIVE COMMITTEE MEMBERS, PRESIDIUM MEMBERS AND MEMBERS OF THE SECRETARIAT

Executive Committee – List of Members and Substitutes

Elected by the 2009 Congress, with the changes that were required by member organisations after the Congress.

Country	Member	Substitute
Austria	Gerald Musger (ÖGB / GPA-djp)	Andrea Kampelmühler (ÖGB / GPA-djp)
Belgium	Jan De Paepe (LBC-NVK)	Myriam Delmée (BBTK-SETCa)
Czech Republic	Eva Janáčková (ČMKOS / OS ECHO)	Pavel Konečný (ČMKOS / OS PVV)
Croatia	Mladen Joja (SZH)	
Denmark	Marianne Heide (FTF)	Käthe Munk Ryom (AC)
Estonia	Kaido Kaasik (TALO)	
Finland	Markus Penttinen (AKAVA) Kati Hallikainen (AKAVA / UIL)	Pirkko Nikula (STTK) Marianne Muona (STTK)
France	William Lis (UGICT-CGT) Patricia Blancard (CFDT Cadres)	Virginie Dedenys (FO Cadres)
Germany	Changing (DGB)	Rolf Schmidt (DGB / Ver.di)
Greece	Aristotelis Lakkas (GSEE / OTOE)	
Hungary	Gábor Szabó (ÉSZT)	Erzsébet Búzás Putz (ÉSZT)
Italy	Carlo Parietti (CGIL / Agenquadri) Mario Capocci (CISL)	
Ireland	Peter Nolan (ICTU / Impact)	
Luxembourg	Jöel Jung (OGBL)	Angelo Zanon (OGBL)
Malta	Cory Greenland (GWU)	
Netherlands	Henk J. Bosscher (MHP)	Cateljne Muller (MHP)
Norway	Forde Sandberg (YS) Åshild Olaussen (UNIO)	Nina Henriksen (FLT)
Poland	Marian Krzaklewski (NSZZ Solidarnosc)	Agnieszka Lenartowicz (NSZZ Solidarnosc)
Portugal	Jose João Nóbrega Ascenso (UGT)	Mario David Soares (CGTP-IN)
Romania	Radu Minea (CSDR / FSLCPR)	
Spain	Paula Ruiz Torres (UTC-UGT)	Francisco José Garcia Utrilla (PTC-CCOO)
Sweden	Britt-Marie Häggström (SACO) Kia Regnér (TCO)	Leif Dergel (TCO)
United Kingdom	Mike Clancy (Prospect)	Ian Albert (PCS)

EUROPEAN INDUSTRY FEDERATIONS		
EFFAT	Dario Campeotto	
EFBWW	Juska Kivioja	
IndustriAll	Ari Åberg	Valeria Fedeli
EPSU	Paulo Ferreira	Carloa Fischbach-Pyttel
ETF	Michel Patard	Ekatarina Yordanova
UNI Europa	Martin Jefflén Per Klok	Pav Akhter Birte Dedden

AUDITORS		
Netherlands	Harry Van Herpen	MHP / De Unie
France	Brigitte de Chateau-Thierry	UGICA-CFTC

PRESIDIUM		
President	Carlo Parietti	Italy
Vice-Presidents	Martin Jefflén	UNI Europa
	Marianne Heide	Denmark
	Marian Krzaklewski	Poland
	Gerald Musger	Austria
	Michel Patard	ETF
	Markus Penttinen	Finland
	Paulo Ferreira	EPSU
Treasurer	Patricia Blancard	France
Executive Officer	Slavica Uzelac	

WORKING GROUPS	
	Responsible
Working group on gender equality	Marianne Heide, Vice-President
Working group on membership fee system	Gerald Musger, Vice-President

BRUSSELS SECRETARIAT	
Carlo Parietti	President
Slavica Uzelac	Executive Officer
Fabienne Gandweg	Administrative Assistant
Ludo Vekemans	Policy Officer
Paola Cammilli	Communication Officer

5 | CALENDAR OF ACTIVITIES

A full overview of the calendar of activities of the years 2010, 2011 and 2012 can be found in the Annual Report of Activity of the respective year.

EUROCADRES' projects' events

When	What	Who	Where
22-23 January 2013	femanet workshop "Improving the representation of self-employed women with professional and managerial tasks"	femanet	Cracow
29-30 January 2013	EWC workshop "Professional and Managerial Staff competencies improving EWC's effectiveness"	EUROCADRES member organisations	Berlin
15-16 April 2013	EWC working group meeting	Core group members of the project	Brussels

Events of partners' projects and other external conferences and meetings

When	What	Who	Where
26 November 2012	Conference on "Social innovation and social policy experimentation" organised by the European Commission	Agnieszka Haider	Brussels
27 November 2012	DGB EU Parliamentary Evening	Torben Schenk	Brussels
27-28 November 2012	European Dialogue 2012 organised by Hans-Böckler-Foundation	Torben Schenk	Brussels
28 November 2012	Conference "Il ruolo delle risorse umane nella crisi" (The role of human resources in time of crisis) organised by AIDP (Italian member organisation of EAPM)	Carlo Parietti	Milan
29 November 2012	European Commission Advisory Committee on Gender Equality	Torben Schenk	Brussels
30 November 2012	Conference on "Innovative Work Practices" organised by Eurofound	Torben Schenk	Brussels
30 November 2012	Working time negotiation of the European Social Partners	Carlo Parietti	Brussels
4 December 2012	Next Left Economic Circle organised by the Foundation for European Progressive Studies	Torben Schenk	Brussels

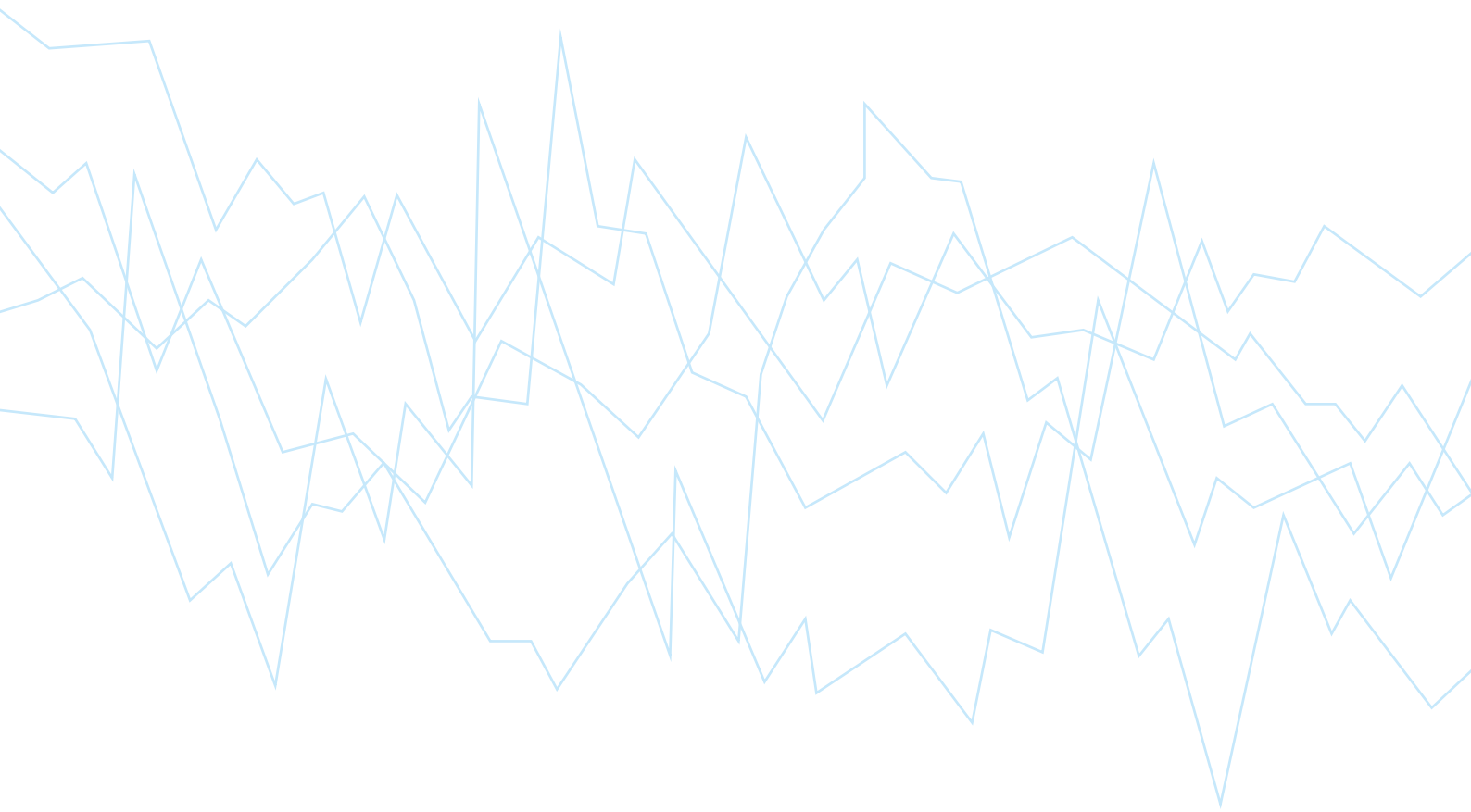
When	What	Who	Where
5 December 2012	Conference on "Second Career Labour Markets" organised by the European Policy Centre and the Bertelsmann Foundation	Torben Schenk	Brussels
5 December 2012	"Disadvantaged groups engaged in vocational training: participants, experiences, and the role of enterprises" organised by Fondazione Giacomo Brodolini	Paola Cammilli Agnieszka Haider	Brussels
7 December 2012	European Economic and Employment Committee	Carlo Parietti	Brussels
19 December 2012	Tax policy meeting organised by European Commission	Ludo Vekemans	Brussels
9 January 2013	Meeting with the Austrian Organisation of Psychotherapy. Explaining the European social dialogue and how <i>EUROCADRES</i> represents ANSE	Gerald Musger	Vienna
14 January 2013	ETUC National officers meeting	Ludo Vekemans	Brussels
25 January 2013	Steering group meeting of the project "ECVision – European Competence for Supervision"	Gerald Musger	Vienna
31 January 2013	ÖGB International Working Group. Presenting the IREER project and its results and impacts.	Gerald Musger	Vienna
31 January 2013	Meeting of the ETUC Economic and Employment Committee on the annual growth survey	Carlo Parietti	Brussels
1 February 2013	Meeting of the EU Employment Committee on wage developments	Carlo Parietti	Brussels
5 February 2013	ETUC Economic and Employment Committee	Carlo Parietti, Slavica Uzelac	Brussels
13 February 2013	European Social Dialogue Committee	Carlo Parietti	Brussels
21-22 February 2013	Steering group meeting of the project "International industrial relations: Increasing and disseminating expertise. Focus on the Mediterranean countries" organised by "G. D'Annunzio" University of Chieti-Pescara	Carlo Parietti	Madrid
27 February 2013	Workshop on Equal Pay organised by European Commission	Ludo Vekemans	Brussels
12 March 2013	ETUC Committee on Coordination of Collective Bargaining	Carlo Parietti	Brussels
13 March 2013	ÖGB Publishing Centre. Presentation of the book on tools for responsible management (including the <i>EUROCADRES</i> charter)	Gerald Musger	Vienna
14 March 2013	Tripartite Social Summit		
14-15 March 2013	Steering group meeting of the project "International industrial relations: Increasing and disseminating expertise. Focus on the Mediterranean countries" organised by "G. D'Annunzio" University of Chieti-Pescara	Slavica Uzelac	Avignon

When	What	Who	Where
22 March 2013	Public hearing on EU 2020 gender strategy organised by the European Commission	Slavica Uzelac, Torben Schenk	Brussels
8 April 2013	Conference with representatives in the research sector in Germany organised by Verd. di. Presenting the results of the IREER project and further developments.	Gerald Musger	Cologne
9-10 April 2013	Project seminar "TRAN-MAPS - Transport trade unions organising Managerial and Professional Staff" organised by ETF	Michel Patard	Brussels
11 April 2013	Steering committee meeting of the project "TRAN-MAPS - Transport trade unions organising Managerial and Professional Staff" organised by ETF	Michel Patard	Brussels
11-12 April 2013	Final conference of the project "S-DEED - Social Dialogue to enhance economic democracy in the frame of the 2020 Strategy and new skills for new jobs agenda" organised by Confesal	Slavica Uzelac	San Sebastian/Spain
23 April 2013	"Debate on European social dialogue" organised by Realités du dialogue social	Carlo Parietti	Paris
24 April 2013	Meeting with DGB President Michael Sommer on the Marshal Plan for Europe	Ludo Vekemans	Brussels
25-26 April 2013	Steering group meeting of the project "International industrial relations: Increasing and disseminating expertise. Focus on the Mediterranean countries" organised by "G. D'Annunzio" University of Chieti-Pescara	Carlo Parietti	Istanbul
2 May 2013	Steering Group of the project "ECVision – European European Competence for Supervision"	Gerald Musger	Vienna
14 May 2013	Conference on CSR - Trade union position on a new CSR strategy organised by ETUC	Ludo Vekemans	Brussels
22-23 May 2013	Steering group meeting of the project "International industrial relations: Increasing and disseminating expertise. Focus on the Mediterranean countries" organised by "G. D'Annunzio" University of Chieti-Pescara	Carlo Parietti, Slavica Uzelac	Brussels
5-6 June 2013	ETUC Mid-term Conference	Carlo Parietti	Dublin
5-7 June 2013	Congress CFTD Cadres	Carlo Parietti, Martin Jefflén, Slavica Uzelac	Arras/France
18-19 June 2013	Project workshop "TRAN-MAPS - Transport trade unions organising Managerial and Professional Staff" organised by ETF	Kia Regner, Ludo Vekemans, Michel Patard	Copenhagen
25 June 2013	Austrian social partners' conference on entrepreneur competences. Presenting the results of the <i>EUROCADRES</i> project on "intrapreneurship"	Gerald Musger	Vienna
27 June 2013	European Social Dialogue Committee	Carlo Parietti	Brussels
6 September 2013	Meeting of the Belgian delegation on the preparation of the <i>EUROCADRES</i> Congress	Ludo Vekemans, Slavica Uzelac	Brussels
9-10 September 2013	Project workshop "TRAN-MAPS - Transport trade unions organising Managerial and Professional Staff" organised by ETF	Carlo Parietti, Ludo Vekemans, Michel Patard	Lisbon

When	What	Who	Where
10-11 September 2013	'Internal' European social dialogue seminar - Preparation of the negotiations of the European social partners' joint analysis: key challenges facing European labour markets organised by ETUC	Ludo Vekemans	Brussels
18-19 September 2013	EWC AXA seminar	Ludo Vekemans	Paris
30 Sept. - 2 Oct. 2013	Project study seminar on "Industrial relations and collective bargaining in Europe and the Mediterranean countries. Experiences of agreements on flexibility and productivity" organised by "G. D'Annunzio" University of Chieti-Pescara	Paola Cammilli, Miguel Ángel Zamarrón (UTC-UGT), Sylviane Lejeune (UGICT-CGT)	Rome
15 October 2013	European Social Dialogue Committee	Carlo Parietti	Brussels
28 October 2013	Steering committee meeting of the project "TRAN-MAPS - Transport trade unions organising Managerial and Professional Staff" organised by ETF	Michel Patard	Brussels
5-6 November 2013	Steering group meeting of the project ECVision – European Competence for Supervision"	Gerald Musger	Vienna
6-8 November 2013	Project study seminar on "International industrial relations: increasing and disseminating expertise. Focus on the Mediterranean countries" organised by "G. D'Annunzio" University of Chieti-Pescara	Paola Cammilli	Rome
11-12 November 2013	Kick-off meeting of the project "SME-Qual - SMEs Qualification Handbook"	Ludo Vekemans, Michael Tøttrup (FTF / Prosa)	Granada
19 November 2013	First national ECVET-Conference organised by the Austrian Agency for Lifelong Learning.	Gerald Musger	Vienna



Congress 2013
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YEARS

1993-2013