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How do trade unions conform to the European knowledge society?

Eurocadres balancing knowledge workers' interests in scientific identity,
European and global solidarity and individual sustainable development

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Dedications

In gratitude to Michel Rousselot, architect, engineer and worker of the Eurocadres construction, for his amicable support of my trade union activity and especially for my master thesis

En remerciement à Michel Rousselot, architecte, ingénieur et ouvrier de la construction d'Eurocadres, pour son soutien amical constant à mon travail syndical, et en particulier au mon travail de master

In grateful memory of Carlo Parietti, my unforgettable brother and steadfast fighter for Europe

In grata memoria di Carlo Parietti, mio indimenticabile fratello e instancabile combattante per l'Europa

Mottos

'Europe will be forged in crises, and will be the sum of the solutions adopted for those crises.'

'L'Europe se fera dans les crises et elle sera la somme des solutions apportées à ces crises.'

Jean Monnet

'For us, Europe is not an end, it is a step towards a world without borders and it is not a continent, it is an idea, a certain conception of Human person?'

'Pour nous l'Europe, ce n'est pas une fin, c'est une étape vers un monde sans frontières et ce n'est pas un continent, c'est une idée, une certaine conception de l'Homme?'

Jean-Michel Quillardet

Abstract

Our knowledge society is increasingly shaped by Europe, from the establishment of the European Research Area up to funding through European Union budget lines and the promotion of the mobility of its key workers, the knowledge workers who are active in the various fields of science, research and innovation. For trade unions, the representation of knowledge workers is a special challenge, particularly at the European level.

This master thesis examines the specific intrinsic quality of knowledge work, consequences for interests, labour markets and research policy as well as the inclusion of these heterogeneous groups of employees in social dialogue and trade union representation, especially at the European level.

After various factors have been prepared and explained in the theoretical section, the empirical section of the thesis examines the concept and the almost three decades of activity of Eurocadres, the Council of European Professional and Managerial Staff that represents knowledge workers of all sectors and countries as a recognised social partner in the European social dialogue. It deals with the key issues and focuses on essential instruments, communication and cooperation networks.

The master thesis elaborates adaptations to the requirements of the knowledge society as an integral part of a Europeanisation process in which trade unions and knowledge workers meet despite their often divergent approaches.

Keywords: Eurocadres, European social dialogue, European trade unions, Europeanisation, knowledge society, knowledge workers' interests.

Résumé

Notre société de la connaissance est de plus en plus marquée par l'Europe, de la mise en place de l'Espace européen de la recherche au financement par les lignes budgétaires de l'Union européenne, en passant par la promotion de la mobilité de son personnel clé, les travailleurs et les travailleuses du savoir travaillant dans les différents domaines de la science, de la recherche et de l'innovation. Pour les syndicats, la représentation des travailleurs et des travailleuses du savoir est un défi particulier, notamment au niveau européen.

Ce mémoire de master met en lumière la qualité intrinsèque spécifique du travail du savoir, les conséquences pour les intérêts, les marchés du travail et la politique de recherche ainsi que l'intégration de ces groupes de travailleurs et travailleuses hétérogènes dans le dialogue social et la représentation syndicale, en particulier au niveau européen.

Après avoir traité et expliqué des différents facteurs dans la partie théorique, la partie empirique du travail examine le concept et l'activité d'Eurocadres pendant près de trois décennies, qui, comme conseil des cadres européens, représente les travailleurs et les travailleuses du savoir de tous les secteurs et pays comme partenaire social reconnu dans le dialogue social européen, se concentrant sur les questions clés, les instruments essentiels et des réseaux de communication et de coopération.

Le travail de master met en évidence ces adaptations aux exigences de la société de la connaissance comme partie intégrante d'un processus d'européanisation dans lequel syndicats et travailleurs et travailleuses du savoir se rencontrent malgré leurs approches souvent différentes.

Mots-clés : Eurocadres, dialogue social européen, syndicats européens, européanisation, société de la connaissance, intérêts des travailleurs et travailleuses de la connaissance.

Zusammenfassung

Unsere Wissensgesellschaft ist in zunehmendem Maß europäisch geprägt, von der Aufstellung des Europäischen Forschungsraums über die Finanzierung durch Budgetlinien der Europäischen Union bis zur Förderung der Mobilität ihrer Schlüsselkräfte, der in den unterschiedlichen Bereichen der Wissenschaft, Forschung und Innovation tätigen Wissensarbeiter*innen. Für Gewerkschaften ist die Vertretung von Wissensarbeiter*innen gerade auch auf europäischer Ebene eine besondere Herausforderung.

Diese Masterarbeit beleuchtet die spezifische intrinsische Qualität von Wissensarbeit, Folgen für Interessenlagen, Arbeitsmärkte und Forschungspolitik sowie die Einbeziehung dieser heterogenen Beschäftigtengruppen in den Sozialdialog und die gewerkschaftliche Vertretung, insbesondere auf europäischer Ebene.

Nachdem zunächst die unterschiedlichen Faktoren im theoretischen Teil aufbereitet und erläutert werden, untersucht der empirische Teil der Arbeit das Konzept und die fast drei Jahrzehnte andauernde Tätigkeit von Eurocadres, das als Rat der europäischen Fach- und Führungskräfte Wissensarbeiter*innen aller Sektoren und Länder als anerkannte Sozialpartnerorganisation im europäischen Sozialdialog vertritt. Er befasst sich mit ihren Schlüsselthemen und konzentriert sich auf wesentliche Instrumente, Kommunikations- und Kooperationsnetzwerke.

Die Masterarbeit arbeitet diese Anpassungen an die Erfordernisse der Wissensgesellschaft als integrierten Teil eines Europäisierungsprozesses heraus, in dem sich Gewerkschaften und Wissensarbeiter*innen trotz ihrer oft unterschiedlichen Zugänge treffen.

Schlüsselwörter: Eurocadres, Europäischer Sozialdialog, europäische Gewerkschaften, Europäisierung, Wissensgesellschaft, Interessen der Wissensarbeiter*innen.

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Abbreviations and acronyms

AKAVA	Confederation of Unions for Professional and managerial Staff in Finland
ALLEA	All European Academies
ANSE	Association of National Organisations for Supervision
BUSINESSEUROPE	European employers' organisation [since 2007, former UNICE]
CEC	Confédération européenne des cadres (European Managers)
CEDEFOP	Centre européen pour le développement de la formation professionnelle (European Centre for the Development of Vocational Training)
CEEP	Centre européen des entreprises et à participation publique et des entreprises d'intérêt économique général [since 2000: SGI Europe - Services of General Interest Europe]
CEPLIS	Conseil Européen des Professions libérales (European Council of the Liberal Professions)
CSR	Corporate Social responsibility
CV	Curriculum vitae
EEA	European Economic Area
EHEA	European Higher Education Area
ELA	European Labour Authority
EIT	European Institute of Technology
ENAE	European Network for Accreditation of Engineering Education
ENG-CARD (ENGCARD)	Engineers (professional) Card [European project]

EPSU	European Public Service Union
EQF	European Qualification Framework
ERA	European Research Area
ERC	European Research Council
ETUC	European Trade Union Confederation
ETUCE	European Trade Union Committee for Education
EU	European Union
EUR-ACE®	European Accredited Engineer [ENAE quality certificate label]
EURES	European Employment Services
EUROCADRES	Council of European Professional and Managerial Staff
Eurostat	Statistical office of the European Union
Femanet	Eurocadres network for female professionals and managers
FEANI	Fédération Européenne d'Associations Nationales d'Ingénieurs European (Federation of National Engineering Associations)
FIET	Fédération internationale des employés, techniciens et cadres [>1999] (International Federation of Commercial, Clerical, Professional and Technical Employees)
HRST	Human resources in science and technology
ILO	International Labour Office
industriALL	Global union in mining, energy and manufacturing sectors
IREER	Industrial relations for excellence in European research [European project]
ISCO	International standard classification of occupations
Mobil-net	Eurocadres mobility network

NACE	Nomenclature statistique des activités économiques [sectors]
NAR	Nordiska Akademikerrådet (Nordic Council of Academics)
NUCPS	National Union of Civil and Public Servants (United Kingdom)
OECD	Organisation for Economic Co-operation and Development
ÖGB	Österreichischer Gewerkschaftsbund (Austrian Trade Union Confederation)
OGB-L	Onofhängege Gewerkschaftsbond Lëtzebuerg (Independent Trade Union Confederation of Luxembourg)
P(&)MS	Professional and managerial staff
REM	Responsible European Management
R&D	Research and Development
R&I	Research and Innovation
SACO	Sveriges Akademikers Centralorganisation (Swedish Confederation of Professional Associations)
SIF	Svenska Industritjänstemannaförbundet (Swedish Union of Clerical and Technical Employees in Industry)
SME	Small and middle-sized enterprises
TCO	Tjänstemännens Centralorganisation (Swedish Confederation of Professional Employees)
UAPME	Union Européenne de l'Artisanat et des Petites et des Moyennes Entreprises (European Association of Craft, Small and Medium-sized Enterprises)
UK	United Kingdom
UNI-EUROPA	Union Network International Europe [since 1999, former Euro-FIET]
UNICE	Union of Industrial and Employers' Confederations of Europe [> 2007]

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1 Introduction

How do trade unions conform to the European knowledge society? The simple question in the thesis title is ambiguous at first glance: It is not only the question of whether trade unions are adequate organisations to meet the challenges of the knowledge society. It implies the question of whether trade unions are already obsolete in the knowledge society. It includes the complementary question how trade unions have adapted in order to fit *to* the knowledge society. And at second glance and after first deeper reflections, the title becomes complex and raises more and more questions. Which types of trade unions: professional, branch, general? At which level: company, local, national, European? Conform to what: the needs and expectations of potential members? Or the requirements of collective bargaining? Or the size and power of the social partner on the other side? To social dialogue at the national or European level? And what about the knowledge society which is often called knowledge-based society? The term may be understood in the frame of historic development, from industry to service economy to knowledge society, in the frame of macro-economic analysis with the focus on the role of science and knowledge, or in a philosophic frame as a new step of Enlightenment, or with some more interpretations.

This master thesis focuses on only some aspects of the knowledge society, in particular on the human key players, the knowledge workers: researchers, scientists, engineers; on the working relationships and the main structural and institutional influence factors, including social dialogue, and in particular on the European level.

For the European Union the concept of the ‘knowledge society’ became particularly important with the Council’s so-called ‘Lisbon Strategy’ from March 2000, with the objective ‘to make Europe “the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion”’, based on ‘economic and social pillars’, with the additional ‘environmental dimension’ added by the 2001 summit in Gothenburg. (European Committee of the Regions, 2020)

Although the important economic aspects of the knowledge society cannot be analysed in depth in this master thesis, they are touched on in the theoretical section, in particular regarding economically oriented interventions by trade unions for the benefit of knowledge workers.

Science and knowledge society are definitely global phenomena, but there are some aspects that justify speaking about European knowledge society, amongst others in particular the efforts and successes of the European Union in regulating, harmonising and subsidising a so-called *European Research Area*. The relevant question hereby is whether a functioning and successful European research area needs as a prerequisite functioning trade unions in a specific social dialogue, in analogy to general developments of *Europeanisation* of economic and social fields.

Even with some already mentioned limitations, the issue of my thesis would be too wide to fit the format. All these outlined fields of research are worth examining and will be taken into account. But in order to narrow my issue, I refer to one concrete European trade union organisation that represents professional and managerial staff, including all sectors of science, research and development. The subtitle of my master thesis states Eurocadres' challenge to reconcile three main branches of knowledge workers' interests: *Eurocadres balancing knowledge workers' interests in scientific identity, European and global solidarity and individual sustainable development*.

Still a rather complex project, my way to realise it combines two paths: a review of the theoretical background and the scientific literature on the several aspects, and an empirical examination of Eurocadres activities.

The first section will comprise the discussion of relevant theoretical approaches to the sociology of knowledge workers, to specific aspects of the labour markets for knowledge workers in Europe, to the mechanisms of research policy of the European Union, in particular when establishing and developing the so-called European Research Area, to European social dialogue, to the complex systems of trade unionism for this group at different levels and with sophisticated interactions, and finally to the analysis of Eurocadres' concept of a European council, communication network, lobby organisation and recognised social partner. The fact

that Eurocadres has always accompanied its own plans and activities with profound and well documented theoretical reflections, facilitates the analysis.

The second section of the master thesis is an empirical mixed methods approach covering an examination of almost three decades of Eurocadres activities that can be studied from archive documents, to be performed as a quantitative study with some qualitative interpretation, a specific case study to examine in detail the various content-related and logistic aspects of a European trade union project on working conditions in research areas, a questionnaire survey to researchers of a small European project in order to check their expectations on European trade unions, and, last but not least, an additional reflection of the efficiency, visibility and attractiveness of European activities from the perspective of knowledge workers and their trade unions at a regional level, focusing in particular on the needs of affiliated national trade unions about their co-operation with the European level and their expectations in the area of research.

A red thread in navigating through the theoretical as well as through the empirical section of my work is my *hypothesis of the triangle of dilemmas and the triple barriers*.

The structures and in some aspects also the communication procedures and concrete topics of trade unions organising knowledge workers are confronted with a triangle of dilemmas.

The dilemma of *strength and accuracy* underlines that organisations like trade unions must be strong and powerful in bargaining and lobbying, and therefore they should focus on the scales and structures of their opponent employer organisations. Traditional branch structures, e. g. industrial workers, can reach efficient collective agreements at national or regional levels, even some success at European platforms. Knowledge workers of such a branch, e.g. engineers or scientists, thereby remain even in high-tech areas a minority, though a growing minority, within the whole workforce. Their specific interests cannot be sufficiently considered, their motivation to join the trade union is limited although or even because they benefit from the strength of the branch and good general standards achieved.

Following the opposite logic creates the dilemma of *identification and efficiency*. In order to reach a maximum of motivation and identification, organisations could focus on small-

sized structures along with professions and companies, in particular on specific professional organisations or exquisite professional trade unions. Scientists may feel good in such organisations, but the power to influence working and career conditions will remain very limited; and therefore also the motivation to join such organisations will soon decline. This dilemma may partly be balanced by concentrating many weak organisations in a confederation that can bundle power to gain strength.

In order to fit the challenges of a global and European labour market in research and development, efficient interest organisations should be organised at least Europe-wide and with a clear and coherent structure of democratic opinion-building, decision-making and communication bottom-up and top-down. This is essential for almost any trade union in open markets, but it seems to be a necessity in the fields of research and development. If scientific members are anyway unionised, they are fixed in heterogeneous, nation- or even local-based trade union structures with limited democratic influence and almost no access to a European level of activities. Knowledge workers may be attracted by European trade unions and frustrated by the real possibilities that are very limited concerning personal service and benefit. This means the third dilemma of *coherence and democracy*.

On their way to manage the three dilemmas and to establish efficient and sustainable communication and identification for European trade unions and to create a sustainable relation to the knowledge workers they want to represent, trade unions try to overcome three barriers.

The *mental* or psychological one is closely linked to the self-conception of knowledge workers, in particular of academic scientists which often shows wide gaps to trade unions as well as gaps to collective activities in general and miscalculation of the individual chances on the labour market. Huge differences amongst the heterogeneous group of knowledge workers must be taken into account; there are e.g. gaps between a university professor, a project engineer with temporary contract or a bogus self-employed researcher.

The *legislative* barrier limits the legal competences for generally bargaining and regulating working conditions at a European level, opening only complicated paths of mostly voluntary arrangements of the social partners, or official recommendations.

Finally, the *structural* and logistic barrier concerns the almost impassable jungle of relations, fractions and tensions between branches, sectors, countries, professional and trade union organisations and associations, languages etc. through which trade unions intend to find and keep open feasible ways.

Both in the theoretical and in the empirical sections of my master thesis, these dilemmas and barriers will be measured and examined along the main theoretical positions of the current state of research and by the facts found and interpreted in the mixed methods approach of the empirical section.

The conclusion of the master thesis has two parts: the consolidation of theoretical positions and empirical research findings, and a summary with an outlook to further research possibilities and needs.

The compilation of all the empirical approaches and comparison with the main points of the theoretical section will lead to a consolidation of theoretical positions and results of the empirical analyses and interpretations, the underpinning of my findings through an appropriate application of the theoretical model of Europeanisation, and will finally result in at least provisional answers to my two research questions that mirror and reflect the complexity of title and subtitle of my master thesis:

- *Which structures, instruments, levers, key issues (contents) do European trade union organisations (like Eurocadres) develop in order to enhance visibility, attractiveness and efficiency of European activities in order to bring forward researchers' interests?*
- *How do European trade unions as Eurocadres communicate with interested members at national or local levels, in cooperation with national trade unions?*

The summary of the master thesis will list the stronger and weaker elements in structures, relationships, positions and activities of a European trade union like Eurocadres, showing lines of development, requirements and limitations to realise aims and plans. As Eurocadres is a unique European organisation, specifically focused on professionals and managers, including a large amount of knowledge workers in all branches and sectors, recognised as

cross-sectoral European social partner, not all of the findings can be generalised for other organisations.

The final outlook will identify the open or unsatisfactorily answered research questions of the master thesis and present some proposals for deeper analysis and further research, combining this outlook with concrete recommendations of how Eurocadres could tackle some of the interesting research matters in close context with already planned European activities, in particular in the area of research and innovation where some progress has been reached and expectations of knowledge workers furthermore is high.

As I was an active part of this European undertaking over the course of more than 20 years, and as Eurocadres, an organisation of and for knowledge workers, has always been committed to knowledge-based theoretical self-reflection, the master thesis may also be understood as a sort of ‘action research’ *ex post*, including my own experience in Eurocadres, and *pro futuro* as my grateful contribution to this European trade union organisation.

Concerning formal aspects of citing and referencing, the master thesis follows the recent Harvard style guidelines (Imperial College London, 2021). British English and spelling is used, citations in American English remain original. Texts in English are normally quoted literally, texts in other languages are referred to without quotation marks and in my own English translation, to facilitate reading, in specific cases with the original text in a footnote.

2 Knowledge society and knowledge workers

Before starting into the theoretical background of the question 'How do trade unions conform to the European knowledge society?' it is necessary to discuss the terms of Knowledge Society and Knowledge Workers, in particular: Who are the knowledge workers? And how many are there? The attempt to answer these questions shows a serious dilemma, structural and methodological. This chapter presents three approaches to take up the challenge: the definition of the term, the statistical approaches and the practical solutions.

2.1 The definition approach

The starting point is the discussion about the term *Knowledge Society*, in the research field with some consensus but also contradictory interpretations.

Afgan and Carvalho (2010), linking the term with the understanding of knowledge, define

'[...] the knowledge society as a human structured organisation based on contemporary developed knowledge and representing new quality of life support systems. It implies the need for a full understanding of distribution of knowledge, access to information and the capability to transfer information into a knowledge. The understanding of knowledge is the central challenge when defining a knowledge society. [...] The essential source of knowledge is science.' (p.29)

The paper outlines several phases of development:

'Agglomeration of scientific knowledge has introduced the need for its organisation, which in turn has led to the formation of different disciplines and their interdisciplinary and multidisciplinary correlation. The second phase in knowledge development has been motivated by economic, technological and social need for industrial development.' (p.29)

Based on this development, the authors characterise the *information* society as a 'political and ideological construct' whereas the 'knowledge society represents a new paradigm for future development and it is strongly correlated to sustainable development.' (p.31)

Gerard Delanty (2003) locates the 'idea of knowledge society' as a concept 'associated with new ideologies, of which three are discussed in the article: postmodernism, neo-liberalism and third wayism', and outlines in the abstract of his article:

'It is argued that these new ideologies are impacting on higher education, which is consequently experiencing far-reaching cultural contradictions. The article examines six of these: the contradiction of teaching and research, the contradiction of efficiency and scholarship, the contradiction of massification and democratisation, the contradiction of management and leadership, the contradiction of opinion and knowledge, and the contradiction of science and technology.' (p.71)

Although some of the mentioned contradictions are linked to aspects of the master thesis, Delanty's description of the development of knowledge society that he starts with the 'Enlightenment, which echoed the Platonic tradition' (p. 72) cannot be discussed in detail. One of his ideas is nevertheless essential for my theoretical approach: 'For centuries people have dreamed of a society led by knowledge producers.' (Delanty, 2003: p.72) Delanty introduces the *producers* or, with a more recent term, the *knowledge workers*. They are themselves as academics *products* of the contradictions mentioned by Delanty and on the other side as professionals and managers in research, development and innovation processes *key players* of the knowledge society.

In the consequence, it seems appropriate to define the so-called *knowledge workers*. A recent research study 'analysed 223 articles from diverse fields that make reference to the concept of "knowledge worker"', looked for definitions and found out that 'the term "knowledge worker" has been used for occupations and professions with different levels of complexity [but], in a majority of instances, without any definition being offered.' Therefore the article complains that '[...] researchers have voiced their concern over the potential imprecision and undue use of the term "knowledge worker" in the relevant research literature.' (De Sordi et al., 2020: p.56)

After having falsified a first thesis about 'a link between the active work conducted by knowledge workers and the exploitation-exploration dyad in accordance with the concepts of the fields of innovation and learning', the researchers developed 'an innovative new definition for the term knowledge worker, associating it with actions of the exploration of

organizational knowledge, whereas the term information worker is associated with actions of the exploitation of organizational knowledge.’ (De Sordi et al., 2020: p.56) They discuss the distinction between knowledge workers (KW) and information workers (IW):

‘[...] In other words, it is not easy to identify KW as a distinct and unique category as occurs, for instance, in the case of researchers in an academic and scientific environment. A counterpoint to the researcher that is often identified is the professor, whose central function is to disseminate or transfer already existing knowledge. The latter is considered a typical example of an IW.’ (De Sordi et al., 2020: p.57)

The four main occupations or professions considered as knowledge workers in the analysed articles of the study are managers, engineers, researchers/scientists and consultants. (De Sordi et al. 2020: p.62) Others include students, technology users, any employees of high-tech companies or even volunteers into the category of knowledge workers. (p.56-57)

The study also followed definitions of knowledge workers along the verbal description of their practical work, with humble results:

‘Although the group of verbs considered semantically close to the concept of ›creating‹ are the ones that appear more frequently, this group is found in only 44.4% of the definitions identified. The other definitions include verbs associated with the other five categories (use, disseminate, acquire, analyze, and pack), which are more common actions and found in the list of functions performed by most employees, including more routine and operational tasks. In short, the semantic values found in the current definitions, within a systemic perspective (input, process, and output) do not constitute a good definition.’ (De Sordi et al., 2020: p.63)

The study, after reviewing and comparing the various definitions, finally proposes a new definition of the term, followed by some managerial and academic implications regarding ‘organizational learning’, ‘core competences’ and ‘process management’:

‘The term knowledge worker applies to professionals whose work is highlighted by the continuous, systematic and predominant expansion of organizational knowledge through the mechanism of exploration. This sets knowledge workers apart from other workers, who deal with already existing knowledge (information workers) and whose tasks predominantly involve the exploitation of organizational knowledge.’ (De Sordi et al., 2020: p.65)

Schön (2016) underlines the specific characteristics of knowledge workers who are, as the producers of knowledge, drivers of innovation and productivity, because their knowledge is

embedded in the value chain. Intellectual, social and creative competences are essential for developing network management which is essential in knowledge work.

For this master thesis such definitions will be sufficient, exceptionally the focus will be on the subset of researchers in a narrow sense.

2.2 The statistical approach

“Given the imprecise definitions in the world of knowledge work and knowledge workers, it's impossible to specify just how many there are”, so De Sordi’s study not very optimistically relying on Davenport. (Davenport, 2005: p.5, quoted by De Sordi et al., 2020: p.64)

But although it is impossible to present exact figures, there are several ways of statistical approximation, based on Eurostat data: there are possibilities to specify research, development, innovation and technology along occupations, professional positions or educational levels.

Starting points are in any case basic data on population and employment. To show recent developments, figures from 2011 and 2019 are compared, because 2020 data are not fully available and could be in some aspects atypical because of the impact of the recent pandemic.

The total *population* in EU-27 grew from 2011 with 439.942 million to 446.446 million in 2019 (+1.5%) (Eurostat, 2021d). The so-called *active population* (Eurostat, 2021e) counts the population within an age window. The figures for the age 15-64 years can be calculated as an annual average of quarter figures: 2011 203.997 million, 2019 209.122 million (+2.5%).

The data concerning *employed people* are presented by Eurostat (2021a) in two variations:

age 15-64: 2011 186.993 million, 2019 199.918 million (+6.9%)

age 20-64: 2011 180.420 million, 2019 191.445 million (+6.1%).

Within the same period the total number of *self-employed* people declined from 26.917 million in 2011 to 26.114 million in 2019 (-3%) (Eurostat, 2021f).

Data on *researchers in a narrow sense* are based on guidelines of the OECD, the data are compiled by Eurostat (cf. the link to the methodology, Eurostat, 2021b).

For the EU-27 there are data available concerning *research and development personnel employed*, as a percentage of active labour force and counted as full-time equivalents. This means that, given a significant share of part-time employees, the number of persons is higher:

2011: 1.1011%, that are 2.062 mil. full-time equivalents, calculated 2.990 mil. persons¹

2019: 1.3952%, that are 2.918 mil. full-time equivalents, calculated 4.392 mil. persons.

That means an enormous increase of research personnel of about 50% within the last decade!

Another compilation by Eurostat is indicated as *total researchers by sectors of performance*. The head-count figures are additionally specified according to four fields:

	in thousands	2011	2019	+/-
total researchers		2101	2798	+33.2%
in business enterprise sector		824	1321	+60.3%
government sector		247	283	+14.6%
higher education sector		1009	1173	+16.3%
private non-profit sector		21	22	+4.8%.

The number of researchers compiled is far less than in the preceding statistic, and so is the increase between 2011 and 2019. But very remarkable and useful for other calculations is the proportion between the various sectors and in particular the change in the proportions; business enterprise research seems to develop faster than the other sectors which seem to be limited by straight budgets or public subsidies.

A much broader sense of knowledge work is used by the statistics on *employment in high- and medium-high technology manufacturing sectors and knowledge-intensive service sectors*, covering not only knowledge workers, but whole staff in those sectors. The statistic is presented by Eurostat (2021b) as a percentage of total employment, the figures are calculated as follows:

¹ full/part time factor 1.45 (2011) and 1.50 (2019) according to Eurostat data (2021b)

2011: 5.9%, that means 11.029 million people

2019: 6.2%, that means 12.395 mil. people; an increase of +12.4% from 2011 to 2019.

Compared with the enormous increase of 60% in the business sector in the preceding statistics, the more moderate increase of the whole workforce can be interpreted as a shift to knowledge-based and knowledge-intensive activities and a decline of more routine jobs within the enterprises.

The statistics on *human resources in science and technology* (Eurostat, 2021b) sounds promising, in particular when reading the explanation:

‘Human resources in science and technology (HRST) as a share of the active population in the age group 25-64. The data shows the active population in the age group 25-64 that is classified as HRST (i.e. having successfully completed an education at the third level or being employed in science and technology) as a percentage of total active population aged 25-64.’

It is a good indicator about the average educational level of the workforce in high-tech sectors in comparison to the average educational level of the total workforce: Whereas the percentage of workforce with tertiary level education in the age of 25-64 years increased from 25.4% in 2011 to 31.6% in 2019 (+6.2%) (Eurostat, 2021g), the indices in HRST climbed from 40.9% in 2011 to 46.9% in 2019 (+6.0%). But the absolute figures calculated from that percentage would mean nearly 100 million people in 2019, giving a promising picture about the development of the European economy but totally unrealistic as an approximation to the quantity of European knowledge workers.

The Eurostat database on *Employment by sex, age, occupation and economic activity (from 2008 onwards, NACE Rev. 2)* presents most detailed and specified data, in particular on employment in the highest education and occupation levels (Eurostat, 2021h):

‘New concepts at the highest level of the classification have been introduced, and new detail has been created to reflect different forms of production and emerging new industries. At the same time, efforts have been made to maintain the structure of the classification in all areas that do not explicitly require change based on new concepts.’

The total employment within the occupation category of ISCO-1 (managers) and ISCO-2 (professionals) shows a remarkable development, but only in the second group:

ISCO-1 (managers) 2011: 9.896 mil., 2019: 9.951 mil., an increase of 0.6%
ISCO-2 (professionals) 2011: 30.813 mil., 2019: 37.330 mil., an increase of 21.2%!

The statistics of professional, scientific and technical activities (so-called code M) at the age of 20-64 years (Eurostat, 2021a) comes to a similar result as the sectoral statistic (Eurostat, 2021b), both including persons of lower than tertiary education level. According to Eurostat (2021a) the number of employees with professional, scientific and technical activities grew from 2011 with 8.717 million to 2019 10.513 million persons, an increase of 20.6%.

In case these activities are additionally specified to the occupational levels of ISCO-1 and ISCO-2, the picture becomes even more impressive:

ISCO-1/code M 2011: 0.594 mil., 2019: 0.628 mil., an increase of 5.7%

ISCO-2/code M 2011: 4.090 mil., 2019: 5.394 mil., an increase of 31.9%.

The increase of employment is significantly higher in this field of activities than in others occupied by managers or professionals.

The number of self-employed managers and professionals (Eurostat, 2021f) grew from 8.151 million in 2011 to 8.612 million in 2019 (+5.7%), but there is no specification for professional, scientific and technical activities. In analogy, the number can be estimated at 1.915 million self employed in this field for 2019, an increase of 6.8% from calculated 1.793 million in 2011.²

To sum up, the question about the number of knowledge workers in the European Union with occupations in science, research, technology and innovation can be estimated within a relatively broad spectrum, depending on the various statistical approaches and definitions of categories. The working assumption of this master thesis therefore comes to a spectrum between a minimum of 5 million persons (narrow definition) and a maximum of about 10 million persons (wide definition), employed or self-employed, putting aside a counting based only on the educational attainment level [tertiary education, (Eurostat, 2021c)] which would unrealistically sum up to 40% of the European workforce. The more precise counting

² factor 0.22 calculated from the total number of ISCO-1-2 and its share of professional, scientific and technical activities.

compiled from Eurostat statistics means that between less than 3% up to more than 5% of the total workforce in the European Union can be summarised under the more narrow term of a knowledge worker. In any case the increase of these figures during one decade is rather remarkable and a multiple of the growth of the total workforce. Chart 1 gives a synopsis of the main statistics found in Eurostat.

	in thousand (rounded)*		
	2011	2019	+/- %
Population EU-27 (Eurostat 2021d) -	439942	446446	+ 1.5 %
Active population EU-27 <15-64> (Eurostat 2021e)	203997	209122	+ 2.5 %
Employed EU-27 <15-64> total NACE (Eurostat 2021a)	186933	199918	+ 6.9 %
Employed EU-27 <20-64> total NACE (Eurostat 2021a)	180420	191445	+ 6.1 %
Self-employed EU-27 total (Eurostat 2021f)	26917	26114	- 3.0 %
Research and development personnel employed <full-time equiv.> (Eurostat 2021b)	2062	2918	+ 41.5 %
Research and development personnel employed <calculated persons> (Eurostat 2021b)	2918	4392	+ 50.2 %
Total researchers by sectors of performance head-count (Eurostat 2021b)	2101	2798	+ 33.2 %
In business enterprise sector	824	1321	+ 60.3 %
In government sector	247	283	+ 14.6 %
In higher education sector	1009	1173	+ 16.3 %
In private non-profit sector	21	22	+ 4.8%
Employment in high- and medium-high technology manufacturing sectors and knowledge-intensive service sectors (Eurostat 2021b)	11029	12395	+ 12.4 %
Employment by occupation and economic activity (NACE) (Eurostat 2021a)			
Total ISCO-1 (managers)	9896	9951	+ 0.6 %
Total ISCO-2 (professionals)	30813	37330	+ 21.2 %
Total professional, scientific and technical activities <20-64> (Code M)	8717	10.513	+ 20.6 %
ISCO-1 (managers) with professional, scientific and technical activities	594	628	+ 5.7 %
ISCO-2 (professionals) with professional, scientific and technical activities	4090	5394	+ 31.9 %
ISCO-1+2 with professional, scientific and technical activities	4684	6022	+ 28.6 %
Self-employed managers and professionals (ISCO-1+2)	8151	8612	+ 5.7 %
Self-employed ISCO-1+2 with professional, scientific and technical activities	1793	1915	+ 6.8 %
<i>* figures in italics are own calculation based on Eurostat data.</i>			

Chart 1: Synopsis of Eurostat statistics in science, research and technology

2.3 The pragmatic approach

Eurocadres, the European Council of Professional and Managerial Staff, chose a simple and pragmatic access. Representing about 5 to 6 million organised trade union members, employed as professionals and managers, Eurocadres follows the ISCO-1 and ISCO-2 definitions but is flexible for the various definitions of member state trade unions or confederations. Concerning the subcategories, I found only one, but a remarkably precise statement about 'knowledge workers' in the congress report on 'Trends, shifts and challenges in professional and managerial jobs':

'The "knowledge workers" :

- In *research and development* (R&D), the increase in competitive pressure and the acceleration of production cycles is bringing a shift in focus away from research and towards the market:
 - › R&D employees now have to be aiming first and foremost at the market and applications, they must have good product knowledge, communication and management skills, and they have to combine all this with their scientific competence.
 - › This brings about considerable shifts in the job content and organisational culture. This "broadening" in the role and skills will, in the majority of cases, offer attractive career paths and opportunities for R&D professionals, and therefore better prospects for the job.
 - For *software "professionals"*, such as engineers and IT experts, restructuring is an "everyday" reality, with outsourcing, mergers and changes in the content of their jobs.
 - › In the first instance, outsourcing will diversify professionals' spread of skills: they have to collaborate intensively with all the players on the market: clients, suppliers and partners, while their "purely" technical tasks are disappearing overseas.
 - › Mergers can offer more career prospects for the professionals (if they are involved in future oriented segments), but can also change the organisational culture and shift responsibilities.'
- (Eurocadres, 2009: p.5)

In most other context, Eurocadres uses various terms for professional subgroups, such as engineers, researchers, scientists, innovation workers etc. But Eurocadres would never specify precise definitions nor distinguish between various member definitions by the affiliated national trade unions, be they academic members or not.

In a pragmatic approach, Eurocadres refers to the ILO definition of a ‘manager’ or a ‘professional’ in the International Standard Classification of Occupations, as explained in the previous paragraph. The new definition of ‘major group 2 - professionals’ in the ISCO-08 standard includes a strong link to knowledge work:

‘Professionals increase the existing stock of knowledge; apply scientific or artistic concepts and theories; teach about the foregoing in a systematic manner; or engage in any combination of these activities. Competent performance in most occupations in this major group requires skills at the fourth ISCO skill level.

Tasks performed by professionals usually include: conducting analysis and research, and developing concepts, theories and operational methods; advising on or applying existing knowledge related to physical sciences, mathematics, engineering and technology, life sciences, medical and health services, social sciences and humanities; teaching the theory and practice of one or more disciplines at different educational levels; teaching and educating persons with learning difficulties or special needs; providing various business, legal and social services; creating and performing works of art; providing spiritual guidance; preparing scientific papers and reports. Supervision of other workers may be included.’ (International Labour Office, 2012: p.109)

Apart from the rather blurred definitions of knowledge work used in the theoretical and statistical paragraphs of this chapter, Eurocadres tends towards a wide interpretation of the term, up to an interpretation of counting all those in the target group of the ILO classification ISCO-1 and ISCO-2 as knowledge workers in the broadest sense.

For all these reasons, Eurocadres’ membership data cannot be used directly as an approach to knowledge worker statistics. But the estimations of the preceding subchapter on the statistical approach underlines the importance of knowledge workers as key players of the knowledge society and amongst the most important groups of professional and managerial staff: compared with the total number of professionals and managers, 22.2% carry out science, research, innovation or technical activities and may therefore be called knowledge workers in a stricter sense of the term.

For a pragmatic approach this means that Eurocadres represents between more than one and up to five million of knowledge workers organised in European trade unions of various formats.

As various research papers and scientific studies refer to different definitions and terms, the reference in the following chapters of my master thesis may sometimes seem imprecise or even blurring, but would not make problems in the qualitative analyses.³

³ The cited classification of ILO comprises detailed information on the development of occupational terms and definitions, including differences between national approaches, and long lists of concrete occupations covered by the various sub-groups. (International Labour Office, 2012)

3 Knowledge workers on the European labour market

After discussing and defining what can be understood as a knowledge society and as knowledge workers, this chapter deals with theoretical positions on some important aspects of the relation between knowledge workers and the labour market on which they look for an adequate workplace in science, research, innovation and development. It comprises a description of a specific labour market, the segmentation and gaps with which knowledge workers are confronted, the parameters along which knowledge workforce is measured and merchandised, and last but not least why it is justified to speak about a European labour market for knowledge workers.

3.1 Knowledge workers face specific labour markets

Labour market mechanisms, in particular their dynamics for both employers and workers, cannot be described without referring to some elements of Marx's theory, as '[...] scientific analysis of competition is not possible, before we have a conception of the inner nature of capital [...]' (Marx, 1887: p.222), and his theory of 'use-value', 'exchange-value' and 'surplus-value' (Marx, 1887: p.131):

'Our capitalist has two objects in view: in the first place, he wants to produce a use-value that has a value in exchange, that is to say, an article destined to be sold, a commodity; and secondly, he desires to produce a commodity whose value shall be greater than the sum of the values of the commodities used in its production, that is, of the means of production and the labour-power, that he purchased with his good money in the open market. His aim is to produce not only a use-value, but a commodity also; not only use-value, but value; not only value, but at the same time surplus-value.'

Concerning the specific aspects of labour markets for knowledge workers, there is a need to make differentiations between academics who work as engineers, developers or even researchers in the framework of a company that offers products or services to the market on one side and researchers or scientists who work at universities, public or private research

institutes, temporary projects or even self-employed or bogus self-employed, on the other side. In the first case, as integrated, mostly small and sometimes significant part of the whole workforce of their company, knowledge workers contribute with their expertise and concrete work to the success and profit of the company, and the value of their workforce is measured more or less in the same way as for all other workers and employees, with the usual variation and oscillation of offer and demand and with the usual risks for employers and for employees.

On the other hand, when production of knowledge is the core business, when almost the whole workforce consists of knowledge workers which observe, measure, calculate, construct, forecast, develop etc., the use-value of the workforce is in purely *increasing knowledge*.

As empiric-scientific systems according to Karl Popper must be falsifiable, knowledge processes do not run in a straight-line to realise patents and make profit, there are often gaps between useful and exploitable knowledge. This dilemma leads to a differentiation of undertakings that conduct research. Industry-oriented research, organised as industry departments or outsourced institutes, focus on fields which seem profitably marketable; successful products are developed or modified by innovative inputs. So eventual failure can be calculated. Autonomous research institutes, be they private or publicly funded or in mixed constructions, are confronted with much more risks, therefore they must be very flexible in bundling or sharing their knowledge workers in projects and cooperations. So they share risks and success with partner organisations, they work either as non-profit-institutes, partly subsidised with public money, or for mostly small profit. This intermediate group of research employers offer a wide, mobile and elastic labour market for academics who want to be engaged as knowledge workers. Fundamental research with low direct marketing options normally remains in universities and public-funded institutes. Scientific research and teaching of young knowledge workers are often closely linked.

As there is a direct impact of researchers' competences to scientific results and success, these positive outcomes do not or not clearly correlate with commercial impacts. The price of manpower on these labour markets is therefore measured through two other main parameters: The formal qualification, proven through certificates, is the most important entry

ticket for young knowledge workers. The other parameter is scientific experience and personal reputation, proven in participation in important research projects and publication of papers in prestigious journals, more seldom in patents, because from them normally employers benefit.

Another specific characteristic is the immediate impact of the quality of *use-value* created by a researcher to the raising of the *exchange-value* he or she can achieve on the labour market in the case of looking for a new engagement.

In particular for younger academics the permanent or at least periodic search for a new adequate job or the efforts for extension of a fixed term contract make daily stress and uncertainty: the younger the more, the closer to industry the less. As many research projects are totally or partly financed by so-called *third-party funds*, the concerned knowledge workers find themselves in a triangular situation: the employer is not the financier and therefore not really free in contracting with the job-seeking knowledge worker. Budget limitations then often lead to fixed-term and part-time contracts with in fact more than full-time work, or even worse, to precarious bogus self-employment relations. Such constructions are often accepted by young researchers in order to participate in an interesting but too low funded project. Best qualified people with academic degrees show enormous flexibility to adapt to the volatility of research labour markets, making these markets work with high elasticity. If their qualification is not too specified, they are, used to job searching, rather mobile in changing research fields, companies, sectors, even countries. A high percentage have already arrived on a European labour market.

Due to the wide heterogeneity of knowledge workers and possibly owing to statistical difficulties, there is little research on the macro-economic aspects of the labour market for this group. At least one fact concerning the big power imbalance between knowledge workers and their possible employers seems undoubtable:

‘The graduates themselves had a flexible approach to the labour market but it seems that employers may have more inflexible recruitment graduate practices. Further research is required but there is clearly a danger that wider access may not lead to correspondingly wider career opportunities.’ (Pitcher 1998: p.179)

Marx’s observation of this aspect corresponds with and underlines at least the position of profit-oriented employers in research and innovation fields, where knowledge can be

interpreted as a 'commodity'. 'The value of a commodity is, in itself, of no interest to the capitalist. What alone interests him, is the surplus-value that dwells in it, and is realisable by sale. Realisation of the surplus-value necessarily carries with it the refunding of the value that was advanced.' (Marx, 1887: p.224) If not, it will rapidly become of low interest.

On the other hand, university-related labour markets follow some other than market rules: public budgets, personal plans and internal decision procedures dominate over offer and demand.

3.2 The open European labour market for knowledge workers

The European quality of the labour market of the knowledge society and for knowledge workers is not only tied to the principles of *free movement of workers* within the European Union, based originally on article 39 of the European Treaty (now art. 46 of the Treaty on the Functioning of the European Union) and implemented by the Regulation No. 492/2011 which specifies the right of workers of any European Union Member State to move and access employment in another member state without unjustified discrimination (European Union, 2011). Knowledge workers share this right with all workers of any qualification. The free movement was supported by the creation of the European Employment Services (EURES) 1994 and the European Labour Authority (ELA) 2017.

In addition, there are some other elements making this labour market really European. An important EU Directive sets rules for temporary mobility, for a permanent professional establishment in another EU country for employed *and* self-employed persons, and finally and most importantly for systems of automatic or standardised *recognition* of qualifications and diplomas acquired in the country of qualification. (Directive 2005/36/EC; European Union, 2005) This strategic decision of the European Union has step by step created and is still developing a system of harmonisation of qualification ways and of recognised professions all over Europe, lowering the barriers and obstacles for knowledge workers who think about working abroad to gather professional experience and make careers. Using the *EU Regulated professions database* (European Union, 2022b) it is possible to find one's way through the jungle of recognition procedures. The database contains information on regulated

professions, statistics on migrating professionals, contact points and competent authorities, as provided by EU member States, EEA countries, the UK and Switzerland.

Universities as well as research institutes or companies announce their open positions and jobs for knowledge workers normally Europe-wide, asking for good English language skills as a prerequisite and any additional languages as added value. The reason is that projects are organised Europe-wide, with global communication and exchange, and international experience is a *must* for a researcher's career in almost any scientific field. This makes a strong motivator for mobility of knowledge workers in Europe, but need not necessarily concern *geographic* mobility. International projects are often organised as virtual networks where team members work from various places and meet personally only for coordination, common analysis procedures or putting results together. In such project formats there could be *one* employer or several employers engaging the researchers in their respective or even in 'third' countries. Research talks about *dislocated workplaces*. Virtual mobility on the labour market often has the consequence of individual isolation from colleagues and interest organisations, but on the other hand the advantage that family life and friendship relations are more compatible with professional demands.

Young graduates who want to work as knowledge workers within the European labour market probably already experienced mobility during their studies, e. g. with an Erasmus semester at a university in another country. The Bologna Process, a 'mechanism promoting intergovernmental cooperation between 48 European countries in the field of higher education' going far beyond the European Union, seeks to make 'higher education more inclusive and accessible', ensures 'mutual recognition of qualification and learning periods completed at other universities' and contributes to reach 'the goal of the EU to create a European Education Area by 2025, to promote mobility and the academic recognition of qualifications for all EU citizens.' (European Union, 2022c)

A further important element of the European labour market, not only but with particular significance for the knowledge society, is the so-called *European Qualification Framework*, established by the European Union in 2008 and meanwhile including also Iceland, Liechtenstein and Norway (European Economic Area countries), Albania, North Macedonia, Montenegro, Serbia and Türkiye (candidate countries), Bosnia-Herzegovina, Kosovo

(potential candidates) and Switzerland. The EQF is an 8-level framework based on learning-outcomes, qualifications and competences with the 'core objectives of creating transparency and mutual trust in the landscape of qualifications in Europe. Member States committed themselves to further develop the EQF and make it more effective in facilitating the understanding of national, international and third-country qualifications by employers, workers and learners.' (European Union, 2022a) It is embedded in international and European regulations and recommendations of recognition of diplomas and, agreed by the intergovernmental Bologna Process, compatible with the descriptors of the Qualification Framework for the Higher Education Area (cf. EHEA, 2018); its website provides jobseekers with information and templates for a European CV and information for appropriate applications on the European labour market.

The initiative of the European Commission, launched in 2000 with the title of *European Research Area* (ERA) and the 'ambition to create a single, borderless market for research, innovation and technology across the EU' (European Research Area website, European Commission, 2022a), is now renewed and extended by the 'plan for a new ERA based on excellence' and aims to

'strengthen mobility of researchers and the flow of knowledge
incentivise investing in research and innovation
promote gender equality and diversity in science
enhance cooperation among universities, business and other research and innovation actors.' (European Commission, 2022a)

This initiative goes far beyond the questions of the labour market in the knowledge society but shows impressively the importance of the financing potentials and procedures within Europe and the impacts, possibilities and limitations of how researchers succeed on the labour markets. Jarle Trondal analysing 'the emergence of supranational policies at the EU level and national convergence towards these policies' (Trondal, 2002: p.333), emphasises the ERA as a key concept that 'aims to strengthen and build new research networks in Europe, increase EU funding, increase the coherence of national implementation of research activities, and increase the mobility of students and researchers.' (Trondal, 2002: p.344)

A chapter of the analysis of *Horizontal Europeanisation* deals with 'Europeanisation and global academic capitalism' (Gengnagel et al., 2019) and sheds light on the problematic side of this initiative:

'[The] purposeful EU-construction of a European field of scientific research in which universities, research institutes and scientists struggle for material and symbolic gains, that is, funds and prestige. These actors implement the EU-policy on the micro level of horizontal Europeanisation. However, they do not enter this struggle on conditions of equal opportunity, but with largely unequal resources and competencies so that increasing inequality with every round of competition for funds and recognition is to be expected. In consequence, the construction of the ERA by the EU differentiates a European field of elite research from mass research in the periphery.' (Gengnagel et al., 2019: p.130)

The consequence he found in empirical surveys is that '[only] a small number of applicants are awarded ERC grants and, as such, are considered capable of establishing and representing European academic excellence.' (Gengnagel et al., 2019: p.135)

Although only recommendations from the European academic community, the so-called *European Code of Conduct for Research Integrity* has the support of the European Union, aiming at establishing good and fair research practices along the four principles of 'reliability, honesty, respect and accountability' which are relevant during research but also concern fairness and good practice on the labour market. (All European Academies ALLEA, 2017) Trondal underlines the positive impact: 'Whereas the declarations and agreements ratified under the "Bologna process" are legally non-binding, the Commission has followed up the ERA initiative by benchmarking mechanisms, concrete guidelines for implementation.' (Trondal 2002: p.345)

In spite of many at least partly successful initiatives and structures to make the European labour market for knowledge workers transparent and open for self-imposed mobility, the deep gaps between European countries concerning academic jobs, income, working conditions, career possibilities etc. result in decisions of qualified people in several countries that are far from their previous academic ambitions. Many of them, mainly from eastern European countries, leave their country of qualification looking for jobs in countries with higher income levels. No one would blame them to take jobs far under their qualification but higher income compared to the income level for academics at home. Such understandable

decisions lead to brain drain with dramatic loss for the countries of origin and enormous waste of competences achieved with negative impacts to the European economy and society, apart from individual frustration and additional impacts and tensions to the whole labour market.

Nedeva and Stampfer argue that European policy in research fields from the 21st century is ‘[...] transitioning from a period we term “science in Europe”, to a period we refer to as “European science”.’ (Nedeva & Stampfer, 2012: p.982) The former status was described as a limitation of the development of research:

‘This was shaped by the “principle of subsidiarity” which states that the European Union (EU) could act only when action by individual countries was insufficient and by a focus on industrial competitiveness stated by the European Treaty.’ [...]

‘Hence, European-level science and research policy focused on applied research and development or on broad social conditions for research, such as collaboration and networking, while leaving development of the science to the national level.’ (Nedeva & Stampfer, 2012: p.982)

In this paper two elements of change are identified:

‘First, the understanding of European added value changed to incorporate competition. [...]

Policy attention shifted from mainly coordinating national efforts to developing a pan-European science base. [...]

These two changes of policy assumptions and rationales made possible the establishment of the ERC [European Research Council] in 2007, the first dedicated research-funding agency at the European level to support investigator-driven research, with a focus on excellence. The ERC aims to support risky, adventurous research and to create leverage toward structural improvements in the research system of Europe and a “truly European research base”.’ (Nedeva & Stampfer, 2012: pp. 982-983)

Nedeva and Stampfer sum up that ‘European science policy and organisation are undergoing a transformation, and early evidence suggests wide-ranging effects on the science system’ (Nedeva & Stampfer, 2012: p.983) It seems quite clear that there will be not only effects on the science system but also important impacts on the labour markets in this sensitive field, on the labour markets for knowledge workers at member state level as well as on the structures, procedures and possibilities of the open European labour market for knowledge workers.

4 Knowledge workers' interests

Before addressing the difficult, sensitive and often contradictory relations between knowledge workers and trade unions, it is appropriate to discuss the question which are interests of knowledge workers that could or should be protected individually or collectively, in particular the workplace- and work-related interests. Linked to various types of interests, based on knowledge workers' identities, trade unions and/or professional associations may be favourite organisations. Both types of interest organisations can be structured in various ways, showing stronger and weaker sides and illustrating some dilemmas of how interests of knowledge workers can be pursued efficiently. Based on the theoretical overview about these questions, the chapter will deal with the problem of positioning European trade unions for knowledge workers between local and member state based and global challenges of the knowledge society.

4.1 Identities and interests of knowledge workers

Key terms can be found in a study that followed the research question about the specific elements of knowledge work, the interests linked to it and the possibilities to express these interests in order to improve the working conditions of knowledge workers (Pernicka et al., 2018: p.11). According to the theoretical concept of this study there is interdependency and interaction between the individual behaviours, dispositions and conditions on one side and the structural and processual field conditions on the other side that lead to intrinsic performance standards far beyond normal workload (Pernicka et al., 2018: p.18). In this context interests are understood as a *social construct* and impact of individual and collective needs and perception (Pernicka et al., 2018: p.21). Following Marx's concept knowledge work may be described as part of the 'living labour' coming into the working process (Pernicka et al., 2018: p.37).

Some research interprets this upgrade of knowledge work as a development that could finally change the balance of power between labour and capital. Willke quotes in this context

the futurologist Alvin Toffler who called knowledge workers in analogy to proletariat the ‘cognitariat’ that itself rules the means of production, knowledge, information, valuation (Toffler, 1995 quoted by Willke, 1998: p.162).

Pernicka’s study analyses this provocative statement and comes to the result that even growing intensity of knowledge in the process of production cannot result in the solution of the structural antagonism in capitalist society. The relation of capital and labour remains the central structural differentiating feature in the knowledge society (Pernicka et al., 2018: p.39). Even if the upgraded importance of knowledge creates new possibilities for knowledge workers, management control over the working process is only modified, not eliminated. (Pernicka et al., 2018: p.56)

The already mentioned intrinsic interest of knowledge workers in the object and in the process of their work might be the strongest element in the system of interdependencies, creating a criterion both driving and limiting activities to achieve goals concerning work and workplace which knowledge workers are interested in. Knowledge work needs, in the definition of Willke, that relevant knowledge will be steadily revised, permanently seen as improvable, generally considered not a truth but a resource, and inseparably connected with ignorance and therefore linked to specific risks. (Willke, 1998: p.161)

That’s why Marx’s remarks about the disinterest of owners and managers in the so-called use-value can be read the other way round: ‘Use-value is, by no means, the thing “qu’on aime pour lui-même” in the production of commodities.’ (Marx, 1887: p.131) Knowledge workers normally love the work they do and its use-value, with positive and also problematic impacts on how they try to realise their interests as employees.

Several surveys deal with the development of knowledge workers’ identity and the importance of the environmental conditions:

‘Through the [undergraduate] research process, students learn major-specific skills of inquiry that contribute to their professional socialization within their discipline. [...] Thus, the [undergraduate research] experience plays a significant role in shaping students’ professional, disciplinary identities.’ (Davis & Wagner 2019: pp.1-2)

The co-operation of industry and universities in research projects is a main factor in developing researchers' identities as well as the profile of knowledge society: Franco & Haase (2015) found out 'that [university-industry] cooperation is a highly relevant issue for the institution and its academic staff. Regarding researchers' motivations to engage with industry, on the one hand our results give ammunition to the frequently cited prompts such as reputation, publications, application of research in practice and obtaining financial resources.'

(p.50)

Kotthoff (2016) whose research is focused on engineers in German industry, emphasises a dominant type of knowledge worker, oriented at positive contribution, entrepreneurially thinking, high performer, loyal and trying his or her best for the economic success of the company.⁴ (pp.6-7) The study underlines the importance of this behaviour of *contributing orientation* and loyalty calling it a tough plant asserting itself through the ups and downs of careers, company restructuring processes and even in phases of precarious working relations (Kotthoff, 2016: p.11 and p.14). Concerning the last statement, others disagree. Pernicka et al. (2010) argue that longer-term precarious working conditions in knowledge based fields create enormous potential of resistance, but remark that this potential cannot be transformed into collective activities for lack of resources. (p.18)

Almost all research on knowledge workers is based on local, branch-specific or national surveys in only one or two countries. That makes Europe-wide comparison difficult and the research findings relative. The added value of a study on professionals and managers in France lays in its wide data basis of 100 interviews conducted in seven private and public companies. Even if the findings cannot exactly mirror identities and interests of knowledge workers, they present a useful typology which can be found also among knowledge workers, probably not only in France. According to Thoemmes et al. (2016)

'[this group] can be seen neither as a homogeneous entity, nor as a totally fragmented socio-professional category. Rather, reflecting on working life experiences, it describes three groups that correspond to a horizontal division of professional and managerial staff: the serene, the individualized and the resistant. "Serene" PMS [professional and managerial staff] perceive their

⁴ 'Sie stellt als dominanten Typus den "beitragsorientierten unternehmerisch mitdenkenden Leistungsträger" in einer Vertrauenskultur fest, der sich als engagierter Experte auf der Basis seiner Privilegierung mit dem Unternehmen identifiziert und sein Bestes zu dessen Fortkommen beisteuern will.'

professional lives as being free of major problems. Their career trajectories go up, leading to senior positions in the organization. Training opportunities are used and personal assessment by supervisors is seen as a favorable orientation. This world is stabilized by law or by collectively negotiated agreements and characterized by autonomy and concern for the common good, which are the basis of their beliefs. “Individualized” PMS consider themselves to be responsible for their own success and to be the architects of their careers. They put in countless hours of service, arriving early in the morning and going home late in the evening. They prioritize work over family and aim to be active in highly competitive markets. The individualized have everything they need to be “happy”, except that work leaves them very little time for their private lives. In addition, these employees fear threats to job security and to their careers. “Resistant” PMS’s working time is measured in hours and minutes. Unpaid overtime is refused. This strict regulation of working time is nevertheless accompanied by a considerable workload. Deadlines are difficult to respect. Manifestations of stress and responsibilities in personnel management lead the resisting employee to a negative view of work. The importance of sociability in and outside of work compensates for the loss of the traditional prestige of these PMS.’ (p.299)

This typology may underline the hypothesis of interdependency and interaction between individual behaviours, dispositions and conditions and the structural and processual field conditions presented at the beginning of this paragraph (Pernicka et al., 2018: p.18).

4.2 Dilemmas of how to safeguard knowledge workers’ interests

Based on a survey about German industry, Schmierl (2001) arrives at a similar picture of heterogeneity of various forms of interest representation and articulation at company and supra-company levels (Schmierl, 2001 quoted by Pernicka et al., 2018: p.42) as the survey about professionals in France did (Thoemmes et al., 2016).

A majority of research based on various empirical studies therefore assumes a growing tendency of professionals and knowledge workers to collectively organise their interests in order to compensate a lack of structural power through organisational (associative) power (Pernicka et al., 2010: p.6). They argue that structural power could only be achieved by establishing professional laws and procedures that institutionalise, professionalise and protect knowledge work and knowledge workers (Pernicka et al., 2018: p.48). This works in fact for

some so-called regulated professions, mostly for freelancers (doctors, architects). For the huge majority of knowledge workers it does not or merely exceptionally work.

Given the necessary orientation along organisational power, any interest organisation starts from a powerful and at the same time dilemmatic position: Professional self-control can be interpreted as a source of power that can improve the bargaining position vis-à-vis the employers' organisations, but profession-oriented trade unions never can mobilise the same power compared with mass organisations that recruit members independently from status or profession. (Pernicka et al., 2010: p.7)

In my hypothesis I call it the first dilemma, the *dilemma of strength and accuracy*. Organisations like trade unions must be strong and powerful in bargaining and lobbying, and therefore they should focus on the scales and structures of their opponent employer organisations. Traditional branch unions can reach efficient collective agreements at national or regional levels, and even have some success at a European level. Knowledge workers of such a branch, engineers or scientists, thereby remain even in high-tech areas a minority within the whole workforce, and their specific interests cannot be sufficiently considered, although the overall standard of working conditions might satisfy them.

Intermediary organisations have to balance member and influence logic. Member logic is based on a clear orientation along members' interests, both such of professional identity and of service, and this logic is closely linked to the goals requested from and communicated with the members who back and pay the organisation with their fees. On the other hand the strategically relevant organisational environment needs a specific logic of action in order to maximise influence and be successful. Sociological research detects some tension between the two logics (Pernicka et al., 2018: p.49). That leads to the second dilemma of my hypothesis, the *dilemma of identification and efficiency*. In order to reach a maximum of motivation and identification, organisations could focus on small-sized structures along professions and companies, on clear profession-linked goals, in particular on specific professional organisations or exquisite professional trade unions. Knowledge workers may feel good in such organisations, but if influence to and therefore results towards structural regulations remain limited, such organisations will not survive for a long time. Pernicka et al.

(2018) stress that exchange and solidarity must be grounded on shared values of the group (p. 14).

The dynamics and tensions within the employers' interest organisations have of course significant impacts to the *influence logic* of knowledge workers' interest organisations. But the format of my master thesis does not allow for discussion of this aspect.⁵

In order to reach the best mix of member and influence logic, interest organisations need good internal procedures of opinion building, decision making and realisation in action. This leads to the third dilemma of my hypothesis, the *dilemma of coherence and democracy*. Relying on negotiating processes, it can be addressed as balancing 'efficiency and legitimacy' (Pernicka, 2003). Democratic procedures take time and may end in a compromise that no-one is really happy with, well democratically decided and unfortunately with little chance to get realised. Lonely decisions in a 'military' way may surprise the bargaining opponent and have success, but are very risky concerning the acceptance of the members concerned. The bigger and the more complex an interest organisation is, the more difficult is it to balance this third dilemma.

4.3 Trade unions for knowledge workers

Pernicka et al. (2010: p.7) describe the crucial starting point of trade unions *and* professional associations when stating that professional self-control can be interpreted as a source of power that minimally modifies the unequal distribution of power between high-qualified labour and capital in favour of labour. And they draw attention to the historical importance of crafting guilds and professional trade unions that were based on *social closure*⁶.

Professional associations in principle follow this way of social closure, aiming at exactly defined entry conditions and regulations of the concerned professions, based on qualification

⁵ For further research cf. Traxler, F. (1993): Business associations and labor unions in comparison. Theoretical perspectives and empirical findings on social class, collective action and associational organizability. *British Journal of Sociology*, 44 (4), 673-691. (Traxler, 1993)

⁶ 'soziale Schließung'

certificates. Professional associations want to protect their members on the labour market by excluding others and reducing competition in open markets, and they usually care for the development of educational paths and further qualification. In case there is high interest of the society in the quality of work, this principle can lead and leads indeed to regulated professions, traditionally at member state level, for some professions also at European level.

Trade unions primarily want to protect their members' interests by setting good minimal standards regarding income, working time and other working conditions. Trade unions therefore concentrate the efforts to protect their members on the entry point to and the further development of the working contracts, by bargaining collective rules and procedures and by controlling the transformation at company and workplace level. The ways in which trade unions go are quite different: Mass trade unions rely on high membership density independently from status, branch or profession in order to achieve their goals, whereas professional trade unions generate their power from organising clearly defined professional and status groups. (Pernicka et al., 2010: p.7)

There is a consensus that knowledge workers as well as others need trade unions to protect their interests because they cannot arrange them well enough by only individual efforts. The question is *how* trade unions become attractive for knowledge workers, concerning membership, consultation or even active participation (Pernicka et al., 2018: p. 18).

Theoretically, it is a choice how to handle the three dilemmas presented in the previous paragraph, the creative balancing and calibrating *strength and accuracy*, *identification and efficiency* and *coherence and democracy*. Practically, there is a big variety of models and ways how trade unions organise knowledge workers, based on the traditions, developments and restructuring processes of and within trade unions in Europe. The detailed overview on the structures of trade unions for professional and managerial staff in Europe (Mermet, 2000 and Gyes et al., 2009) shows four main categories of organising professional and managerial staff of which knowledge workers count as a subset, any of them with a specific approach to handle the mentioned dilemmas.

Vertical structures dominate the trade union systems in Mediterranean, Central and Eastern European countries: mass trade unions are organised along traditional branches and comprise all workers, from unskilled workers to professionals, including knowledge workers (Gyes et al., 2009: pp.17-19). This means that knowledge workers find themselves split up in several confederations and trade unions. Confederations have partly established bridging horizontal structures for professional and managerial staff, either specific trade unions or specific organisational subunits within confederations. Discussion and decision-making about knowledge workers' specific interests and strategies to enforce them therefore need careful culture and efficient procedures in order to balance coherence and democracy and to maintain the group's identities.

The second category, the organisation along so-called *statutory structures*, can be understood as a variant of the vertical one. In the public sector trade unions are organised according to sub-sectors (governmental, communal), in the private sector there is a division between blue-collar and white-collar workers, the last including managers, professionals and knowledge workers (Gyes et al., 2009: pp.19-20). Knowledge workers find themselves either in public sector trade unions, mostly together with educational or health system staff, or in white collar unions for industry or service employees. It is not easy to bridge the two areas with significantly different systems of collective agreements and individual rights.

The third organisational model is based on *qualifications* and important particularly in the nordic countries. Blue-collar workers form their trade unions organised along branches, and there are the corresponding white-collar workers unions (including knowledge workers), both parts with own confederations. The third pillar is built by organisations of university graduates that recruit members along professions (engineers, architects), form their own umbrella organisation and understand themselves as trade unions *and* professional associations at the same time (Gyes et al., 2009: pp.20-21). These complex systems have guaranteed a high level of identities as well as powerful influence and seem valid enough to manage the dilemmas as long as all players have sufficient patience for the necessarily long opinion discussing and decision making procedures within and between the organisations and their members. In other countries the co-operation and also competition between trade unions and professional associations is a very difficult process, whereas in some nordic countries the

model of organising knowledge workers allows good co-operation that even led to some discussions about mergers between union and professional organisations in Sweden (Rousselot, 2020: p.2); but they were never realised and seem totally forgotten.⁷

The fourth system is a *mixed* one and can be found in any country as an additional element, but dominant in particular in Ireland and the United Kingdom.

The growing number of freelancers, self-employed or bogus self-employed knowledge workers, in particular in the service fields of consultancy and around short term projects, is a huge challenge for trade unions that per definition organise only employed people. Although there are several approaches and experiments to open trade unions for these groups (Gyes et al., 2009: pp.36-38), a specific successful model cannot be identified until now.

The trade union structures described in detail for any country of the European Union, with reference to the positions in collective bargaining and social dialogue at member state level (Mermet, 2000 and Gyes et al., 2009), are object and subject of developments that seem relatively slow but are important for the valuation of the future of knowledge workers' interests. Changes and developments in the structures of companies, labour, workforce, economical and political environments at global, European and member state levels force both professional associations and trade unions to react. Internal dynamics and resources drive them to accelerate reform and restructuring processes.

A successful but small example of redesigning trade union structures through direct participation of the concerned knowledge workers was the development of a new subset and the finally successful process of designing and negotiating a specific collective agreement for a number of independent research institutes in Austria (Löschnigg, 2005).

Union density at workplace level which sets norms and a sort of social pressure, is interpreted as important, but is not the only success criterion (Toubøl & Strøby, 2014: p.135).

All the changing processes and some rare positive developments in some countries and branches cannot hide the fact that the influential power of trade unions in total is significantly declining, which is not very encouraging for the necessary activities in organising knowledge workers and positioning their interests. A recent study of the European Trade Union Institute

⁷ Investigations and inquiries to trade union archives remained without any concrete result.

mapping membership consequently got the pessimistic but realistic title ‘bleak prospects’. (Vandaele, 2019) Two of its charts illustrate the dramatic dynamic of declining trade union membership whereas the number of employees is steadily growing, the number of knowledge workers amongst them, although exact data are lacking, more than proportionally.

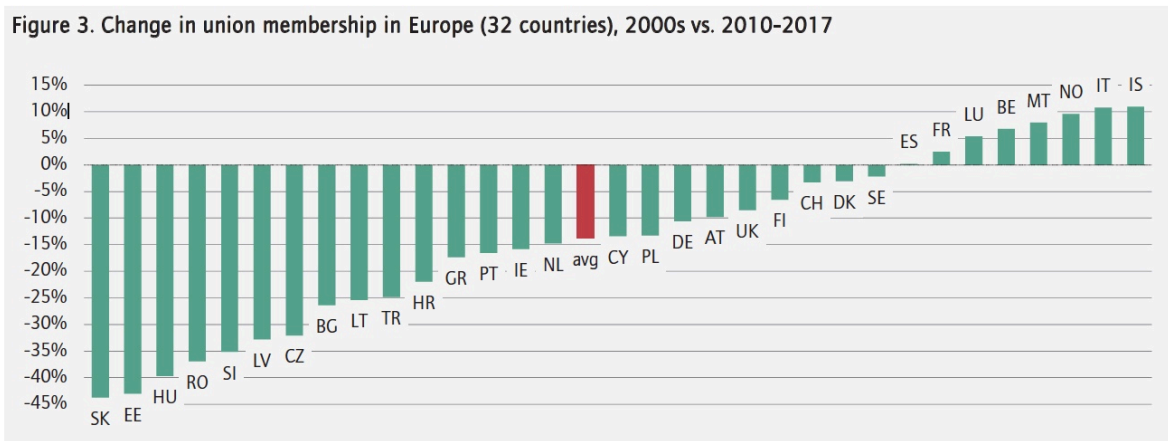


Chart 2: Trade union membership changes 2000 - 2016 (Vandaele, 2019: p.11)

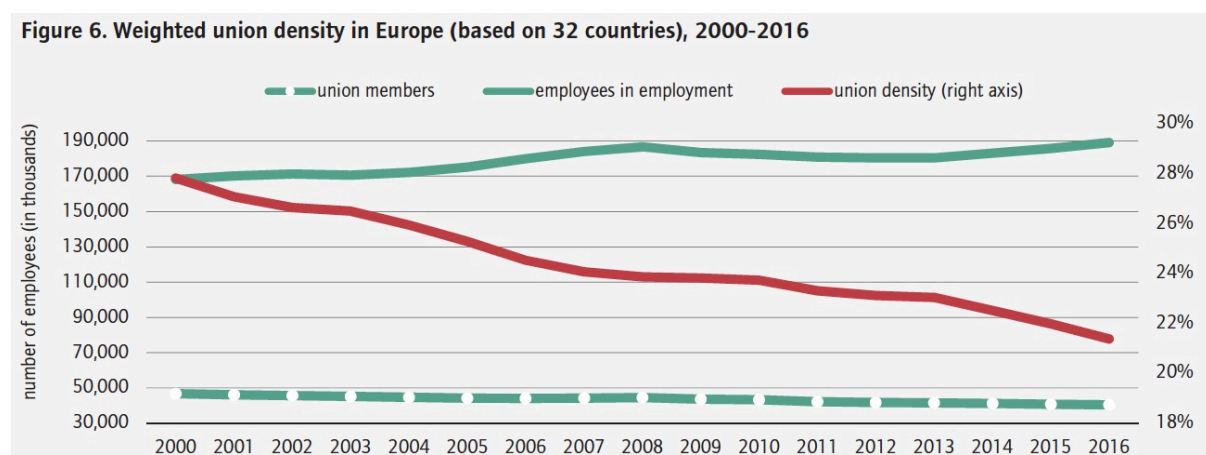


Chart 3: Number of union members compared to employment (Vandaele, 2019: p.11)

The proof of the pudding is in the eating. The proof of trade union structures is the successful performance in social dialogue, collective bargaining and negotiating regulations for knowledge workers. As a result of previous efforts, in most countries, systems of collective agreements follow the *principle of erga omnes* cover. That means all the workforce of the employers who signed the agreement is covered independently of whether *the workers* are trade union members or not. Oesingmann (2016) analysed the impacts, the statistics were recently updated (Vandaele, 2019: p.21).

5 Knowledge workers in the European social dialogue

5.1 Europeanisation

Before shedding light on the European social dialogue and its impacts, possibilities and limitations for knowledge workers, it is necessary to speak about where this social dialogue is embedded. It is the European integration process that had begun with economic initiatives and ‘has made great progress and has led to irreversible changes to the structures of member state economies, there are wide areas of state affairs, especially the fields of social and labour politics, which are still organised on a national basis’. (Eberwein, 2017: p.16)

‘When looking at integration from this perspective, it becomes clear that the term “Europeanisation” does not stand for a steadily progressing unification at a European level nor does it stand for a simple transposition of national settlements onto settlements of the European Union. Europeanisation stands more for the establishment of a new interconnecting structure, concerned with political, economic and social regulations, which out of necessity must be presented differently in each country. Consequently the term “Europeanisation” implies three dimensions:

- the establishment of European regulation with means of positive and negative integration;
- changes in regulation in the countries affected; and
- a change of interdependency between national, supra-national and sub-national levels of regulation.’ (Eberwein, 2017: p.17)

Eberwein understands his approach starting from ‘political theories of integration, with varieties of federalism and neo-functionalism’ (Eberwein, 2017: p.13), whereas the theory that ‘reflects the Bourdieusian distinction of social fields and the social space’ (Heidenreich 2019: p.22) distinguishes two lines of Europeanisation: ‘While vertical Europeanisation focuses on the interaction between EU and national policies, horizontal Europeanisation focuses on the transnationalisation of social relations in Europe as comprising both society-building (“Vergesellschaftung”) and community-building (“Vergemeinschaftung”)’. (Heidenreich, 2019: p.10)

This study describes the complex developments of horizontal Europeanisation as ‘the result of two analytically distinguishable, but empirically closely related processes - the

Europeanisation of social fields characterised by strategic actors, specific issues, rules, resources and power relations, and the Europeanisation of social classes and the life-worlds of citizens as being determined by citizens' class position, common knowledge, collective identities, patterns of solidarity and frames of perception'. (Heidenreich, 2019: p.30)

One of the most consequent and successful actors and architects of European integration, the former president of the European Commission Jacques Delors, formulated the same in emotional and very clear words in his preface to an analytic history of social dialogue in Europe (Lapeyre, 2017: p.9):

To believe in Europe, first of all means to believe in the actors of the European construction. Of course, we need political willingness, institutions, instruments, but all this would not be enough without the commitment of the social forces. Above all, Europe is a human adventure.⁸

When focusing on the social dimension of the European integration and in particular on the social dialogue and other fields of regulations where knowledge workers are specifically concerned, the object of the next paragraph, it should be clear that it was not at the beginning but only some years ago, *after* a long and often dramatic process of vertical and horizontal Europeanisation, after many ups and downs, that Jacques Delors wrote these rather optimistic and at the same time realistic words. And these words significantly differ from the valuation of Heidenreich's study that assumes systematic weakening of horizontal Europeanisation paths through vertical actions. In contrast to the past when 'there was a broad consensus between the European institutions and the European social partners on the added value of collective bargaining at European level and on the related implementation arrangements' (Heidenreich, 2019: p.46), he states a change since the Barroso commission presidency:

'In this process of limitation of any new ambitions in the area of European social legislation, the Commission clearly acted under the influence of the Council and the Member States, in particular those that were the most hostile to European social legislation and especially its expansion. But the Commission itself played a major role in defining and formalising this approach and in promoting

⁸ 'Croire à l'Europe, c'est d'abord croire en la capacité des acteurs de la construction européenne. Bien sûr, il faut une volonté politique, des institutions, des instruments, mais cela ne serait guère suffisant sans l'engagement des forces sociales. L'Europe est avant tout une aventure humaine.' (Lapeyre, 2017: p.9)

it among its staff and in its relationships with the other European institutions.’ (Heidenreich, 2019: p.48)

The contrasting views will be discussed in the following analysis of social dialogue.

5.2 European social dialogue

Before characterising the eventful development of European social dialogue, it is useful to highlight an important detail of the official starting point after a long discussion phase. Jean Lapeyre emphasises the Agreement of 1991 (European Union, 1991) that promoted social partners at European level from mere lobbies to institutionalised actors, creating a two-pillar system of horizontal subsidiarity by opening a legislative *and* a conventional way to create a European social space. (Lapeyre, 2017: p.259)

In contrast to increasingly conflictual developments since the beginning of the 21st century, mutual trust of all the players and architects of social dialogue was a key factor at the beginning:

‘From the Agreement on Social Policy annexed to the Maastricht Treaty in 1992 to the Treaty of Lisbon in 2007, the articles of the Treaties expressed the trust of the European institutions, and particularly the Commission, in the legitimacy, responsibility and capacity of the social partners to contribute to European integration, combining justice and effectiveness in modernising the labour market and working conditions, and more broadly to help forge the social dimension of the European Union. And this message of trust on the part of the Commission was echoed in a message of trust on the part of the social partners as regards the process of European integration in general, and as regards the Commission in particular, precisely because the Commission was making sure that this European integration could combine an economic dimension with a social dimension. Clearly, this was not blind trust, either on the part of the Commission or on the part of the social partners: each of the parties concerned was aware of possible diverging interests and visions between employers’ organisations, trade union organisations and European institutions. But there was a shared trust on the part of all stakeholders in the capacity of European social dialogue to help find balanced, realistic solutions to the problems common to all of them, and to find these solutions within the framework of European integration.’ (Tricart, 2019: p.12)

The core element in this construction, fixed in the Articles 154 and 155 of the Treaty on the functioning of the European Union (European Union, 2012), is ‘the establishment of the arrangements for the *erga omnes* application of European social partner agreements, because this was indeed the major innovation introduced by the treaty provisions. European social dialogue itself developed within this framework, through the energetic efforts of the social partners, but also the active support of the Commission [...]’ (Tricart, 2019: p.46). This mechanism should, together with the tripartite consultation between the European public authorities and the social partners, create a mechanism of negotiating and approving agreements that can be transformed to binding regulations or directives, reaching binding legal force *erga omnes*. Some research went so far to interpret this arrangement and the strengthened role of the European Trade Union Confederation (ETUC) even as a coalition between the Commission and the ETUC in order to develop the European work relations (Zheng, 2008: p.262).

‘For that was the object of introducing these provisions into the Treaties in 1992, and that object was both clear and shared by all the parties involved (Commission, Council, Member States and social partners): it was about establishing a contractual relations area at European level and giving collective bargaining at this level the capacity effectively to regulate working conditions, in order to help develop the social dimension of European integration.’ (Tricart, 2019: p.4)

Tricart lists the success stories of these social dialogue procedures:

‘Since the Maastricht Treaty came into effect, these provisions have made it possible to give *erga omnes* binding effect to *some dozen European social partner agreements*, both cross-industry and sectoral, on subjects such as parental leave (1996, 2009), part-time work (1997) and fixed term work (1999), working time of mobile workers in certain transport sectors (railways (2004), civil aviation (2000), inland waterways (2012)), specific injury risks to which workers in the hospital sector are exposed (2009), working conditions in the fisheries (2013) and maritime transport sectors (1998, 2008, 2016).’ (Tricart, 2019: p.5)

Agreements and success in social dialogue never have been easy undertakings, not at local or member state level, and none at all at European. It need not be emphasised that European employers’ organisations have little interest to sign agreements and binding rules that limit competition and management decisions. It is evident that diverging political interests and positions of the European member states do not motivate the European

Commission to move forward in social integration activities. But also divergences between trade unions slowed the development of the complex negotiation processes:

‘The difficulties involved in reaching common trade union positions on EU integration policy - for example, between the more “integrationist” continental European trade unions and the more “sovereignistic” Scandinavian and British and Irish trade unions - were (also) discernible in the recent Treaty negotiations, from Nice to Lisbon. This applies in particular to fundamental integration policy issues concerning the further development of the EU in the direction of a supranational federal Union with substantially expanded economic, labour and social policy competences.’ (Platzer, 2010: p.8)

The European social partners 2002 agreed on a joint working programme to discuss work-related issues autonomously, for which the conditions could not have been more different. For the employers’ organisation BUSINESSEUROPE social dialogue is a defensive mechanism to avoid rigid socio-political regulation initiatives by the European Commission, whereas the ETUC considers it as an offensive mechanism to develop efficient European collective bargaining and to realise the social dimension of the European Single Market (Zheng, 2008: p.266).

The European Commission under the presidencies of Barroso and thereafter of Juncker, on the occasion of difficult impasse situations in sectoral negotiations, launched a ‘substantive reinterpretation’ and so ‘ceased to encourage European collective bargaining, at least if it might lead the signatories to an agreement to request its legislative implementation: with its *Better Regulation* initiative (2015), the Commission established procedures and developed practices that had the effect of dissuading the social partners from engaging in negotiations resulting in such requests for legislative implementation.’ (Tricart, 2019: p.47)

It is quite clear that under ‘these circumstances, the European trade union federations have not yet grown into the role of a “transnational party” to collective agreements, systematically supplementing or even replacing the national level. Development along these lines is not likely in the foreseeable future’. (Platzer, 2010: p.6)

‘Politically, strategically, the trade unions will have to find solutions to the question of how to formulate the principle of subsidiarity in terms of industrial relations. So it is about deciding which regulations are to be negotiated exclusively on the European level, how national systems must be

developed, how the relationship between the different levels should be formulated [...]’ (Eberwein et al., 2017: p.18)

Trade unions will, besides defending the rights in the social dialogue guaranteed in the EU Treaty, use additional initiatives and formats to fight for workers’ interests: any format of consultation and lobbying, multilateral dialogue and agreements with employers’ organisations respectively multinational companies, by Platzer called ‘governance without government’, issues and assessments related to the value and potential of an ‘autonomous’ dialogue and coordination policy with the employers’ side (cross-sectoral social dialogue and sectoral social dialogue), as well as the trade union role in relation to the ‘resource’ constituted by European works councils, in particular with regard to the possibilities of transnational group agreements with the managements.⁹ (Platzer, 2010: p.2)

5.3 Knowledge workers’ concern

How are knowledge workers integrated and represented in the European social dialogue? To answer this question it is necessary to discuss some of their specific concerns.

First of all, it is useful to enlarge the understanding of European social policy from the initiatives and procedures with the goal of regulations or directives binding the member states to so-called *soft-laws* as social programmes, governance models and open methods of coordination (Zheng, 2008: p.23).

Secondly, knowledge workers’ specific concerns are covered by several policy and regulation fields that run under various departments and commissioners’ responsibilities in the European Commission. The freedom of workers’ movement is of specific importance on the open labour market for knowledge workers. The recognition of academic diplomas is of

⁹ Platzer (2010) enumerates 930 European works councils. (p.7) According to a European Parliament information of 2021, this number increased to ‘approximately 1200 EWCs [European works councils] and SE [Societas Europea] councils in 2020, covering over 17 million employees (last available figures); around 50% of an estimated 2400 companies where the threshold for establishment of an EWC is met. In 1994, before the EWC Directive 94/45/EC12 was adopted, the share was less than 3%’. (European Parliament, 2021)

high priority for this group. Both fields meet the responsibility of several General Directions within the Single Market.¹⁰

Thirdly, economical and political developments at European and member state levels that influence the areas of research, development and innovation have direct impacts for the employed knowledge workers. The European social partners 2010 urged in their *Joint statement of the post 2010 Lisbon Strategy*, among other important needs, 'strategies investing in skills, technology and modern infrastructures, [and to] promote the knowledge triangle (education, research and innovation)' (Cauwaert & Schömann, 2011: p.2).

And indeed, Heidenreich's study on Europeanisation 'observe[s] an increasing transnationalisation of educational and career paths, professional experiences, and the associated networks of scientists, administrative officials, trade unionists and managers. The transnationalisation of social fields promotes the Europeanisation and transnationalisation of training, career and mobility patterns' (Heidenreich, 2019: p.29). 'For academic research conducted at universities this means a move away from state-guaranteed basic funding towards third-party funding. The balance shifts towards research agendas favouring cooperation with firms and a focus on innovation and growth.' (Heidenreich, 2019: p.133)

In particular, the policy of the European Research Council is an object of criticism because of the consequences of its *concept of excellence*:

'Contrary to previous research funding streams of the European Union, ERC grants are awarded individually and come without the administrative restrictions of contract research. The calls heavily emphasise the individual researchers' motivation and scientific curiosity as the key driving factor of research that is supposed to be "excellent" and thus worthy of an ERC grant. This draws on the iconic image of the researcher as a passionate, driven and avant-garde genius with entrepreneurial qualities, but still closely related to the traditional idea of an autonomous researcher.' (Gengnagel et al., 2019: p.135)

This picture stands in contrast to modern research or knowledge work that is characterised by team work, networking, big money, high technology and globalisation. The researchers conclude with the term of *academic capitalism*:

¹⁰ For this reason Eurocadres addressed its intervention 'Education, formation, reconnaissance' from 2002 to the three DG Employment and Social Affairs, Internal Market and Education. (Eurocadres, 2002b)

‘EU science policy aims at breaking down barriers between basic and applied research, which implies by necessity a preference for interdisciplinary research. Academic capitalism is a globalising force with the US at its centre. It leads to the circular accumulation of money and prestige at the centre of the academic field and therefore strengthens centre/periphery-differentiation.’ (Gengnagel et al., 2019: p.139)

Gengnagel et al. (2019) state ‘a double inequality between centre and periphery and within the national fields between a transnationally oriented elite and nationally bound masses, that are, from the angle of European integration, left behind’ (p.149). Not the best conditions for knowledge workers to be motivated and active in European social dialogue!

And there is an additional barrier, the fourth aspect in my list: Knowledge workers are not employed in one or two economical sectors, therefore they cannot concentrate their voice in sectoral social dialogue procedures. They are split up across several trade union organisations, as already mentioned in chapter 4.3, each of them linked to different European industry federations and in that way connected to different sectoral formats of social dialogue. For common interests, knowledge workers are referred to trans-sectoral social dialogue. The ETUC is the voice of all workers independently from education, position, status or branch, and knowledge workers are a small minority of the whole membership.

Last but not least, trade unions speak about an important need of knowledge workers as trade union experts for the social dialogue. This might be a door opener for trade unions to attract them:

‘What appears to be necessary is the systematic development and consolidation of a transnational pool of officials capable of representing trade union interests professionally in the multilingual and multinational decision-making milieus of the EU, across the full range of economic, social and labour policy.’ (Platzer, 2010: p.5)

5.4 Knowledge workers’ integration in the European social dialogue

Split up in all economical and administration sectors, knowledge workers nevertheless are a significant minority in the following four main areas in which sectoral European Trade Union Federations care for their interests: In the academic field of university research the

European Trade Union Committee for Education (ETUCE) is responsible for the sectoral social dialogue, the European Federation of Public Service Unions (EPSU) cares for knowledge workers employed by public institutions as governmental or healthcare-linked research, whereas in the private business sectors the majority of knowledge workers organised in trade unions are covered by the European section of the global union for industry and manufacturing workers (industriALL) and the European trade union federation for services and communication (UNI-EUROPA). Of course there are knowledge workers also organised in the other six sectoral European federations that are affiliated with the European Trade Union Confederation (ETUC).

Since knowledge workers feel as professionals and partly as managers in their positions, one logical consequence is to integrate them in the cross-sectoral social dialogue where specific needs and interests independently from branches or professions can be followed. Lapeyre (2017) analyses in detail the complicated and even conflictual founding phase of the two still competing and, at the same time, concerning social dialogue, cooperating European organisations representing professional and managerial staff: the more corporatist oriented Confédération européenne des cadres (CEC) and Eurocadres, launched by French and Nordic trade unions that already represented managers, engineers and other academic professionals (Lapeyre, 2017: pp.166-171). Michel Rousselot, in an interview with Carlo Parietti on the occasion of Eurocadres' 20th anniversary, lists milestones of the development and finally the foundation of Eurocadres 1993:

‘On the one hand, the FIET [International Federation of Commercial, Clerical, Professional and Technical Employees] Professional & Managerial staff Committee, created in the 1970s, was a global forum [...and] came up against a problem of resources and visibility [...and...] was also faced with a problem of legitimacy, because the FIET was perceived as representing the private tertiary sector, whereas all sectors needed to be involved. On the other hand, the confederations of higher education graduates in the Scandinavian countries had set up a Nordic organisation called “Nordiska Akademikerrådet”.’ (Eurocadres, 2013a: p.4)

The founding congress of Eurocadres, ‘bringing together over forty organisations from fifteen countries’ (Rousselot, 2020) and the recognition as trans-sectoral European social partner was an important milestone in European trade unionism. But it took some more years of experience and internal debates to clear the relations to FIET, to integrate all the other

European federations that represent professionals and managers in their sectors as well, and to position Eurocadres in relation to the Confederation ETUC. In 1999 Eurocadres fixed its status as an *autonomous council associated with ETUC* and organisationally linked to its national member organisations on one hand and the European federations on the other, all of them represented in the leading body, the Executive Committee. (Lapeyre, 2017: p.169)¹¹

Although the structural prerequisites for entering the social dialogue were completed with the establishment of the joint committee of Eurocadres and CEC 1999, linked to the ETUC delegation, the specific social dialogue remained difficult, a specific social dialogue working group on professionals and managers proposed to the employers' organisation UNICE has never been established (Lapeyre, 2017: p.170). But nevertheless, the

‘[...] recognition, with full rights, as a European intersectoral social partner, allows EUROCADRES to be heard in all circumstances, for official consultations, in social dialogue committees and to take part in negotiations between trade-unions and employers organisations. We succeeded in influencing some key negotiations (telework, gender equality...) but the difficulty remains to have no direct employer organisation as specific partner.’ (Rousselot, 2020; chapter 15, p.154)

Rousselot emphasises two success stories of Eurocadres' initiatives in the framework of European social dialogue from which knowledge workers benefit in particular, because they are particularly affected, regarding the quantity of workers and the quality of their work: ‘the setting up of a European accreditation system for engineering studies¹² (ENAE) [and] the adoption of the directive protecting whistle-blowers’ (Rousselot, 2020; chapter 15, p.154).

In several thematic debates and negotiations in the European social dialogue it has been the specific role of Eurocadres to underline the concern of professionals and managers and among them of knowledge workers and to pledge for limiting clauses that would have excluded these groups, e.g. in the debate about the working time directive or the initiatives about fixed-term contracts that are widespread in the area of academic and university-linked research, but less popular with concerned researchers.

¹¹ Documents of the founding congress of Eurocadres are available from the Eurocadres Archives 1993-2013. (Eurocadres, 2013b)

¹² With the creation of ENAE Eurocadres followed a strategy to bring together other interested partners. (Comment M. Rousselot in the brochure to the 10th anniversary of ENAE, July 2017)

Lapeyre emphasises in particular Eurocadres' social dialogue initiatives for equal opportunities for female professionals and managers with a special focus on female access to decision level positions (Lapeyre, 2017: pp.170-171). ETUC, UAPME, CEEP and UNICE in 2005 signed this framework agreement of actions on gender equality, into which Eurocadres had successfully negotiated clear goals, such as

'Companies who have successfully encouraged women's participation at managerial level report that they did so as part of their efforts to achieve a high performance workplace by taking initiatives to release women's untapped potential. Promoting women in decision-making positions is an investment for a more productive, innovative and stimulating working environment and better economic performance. It also contributes to bringing about improvements for women in workplaces and on the labour market in general.' (Eurocadres, 2013b/Gender equality/2005)

A detailed analysis of Eurocadres' initiatives, performance and achieved results in the framework of European social dialogue will be part of the empirical part of my master thesis (chapter 8).

6 Eurocadres' organisational and content-related concept

6.1 Added values

One of the reasons, why Eurocadres entered trade unionism as a new member of the European trade union family, was already referred to in the preceding chapter: cross-sectoral or trans-sectoral social dialogue for professional and managerial staff required a tailor-made organisational solution. But the concept of Eurocadres goes far beyond this initial occasion, setting an example of Vandaele's (2019) proposition to overcome the dramatic shortages of European trade unionism, to show 'experimentalism' as 'learning organisation' in order to develop 'innovative strategies' (p.32). Eurocadres' first president Michel Rousselot, on the occasion of the 20th anniversary of the foundation, emphasised that Eurocadres has four 'added values', namely

as 'a cross-industry social partner recognised at the European level'
by 'identifying priorities areas for [...] action'
as 'network of the member organisations', and
by 'Eurocadres determination for reinforcing the European Union, [...] built on the will to take part in the European unification, to support and to develop it'. (Rousselot, 2013; chapter 14, pp. 147-152)

Social partner, lobbying performer, network organisation providing service, communication and action: Eurocadres opens with its concept of an *autonomous council associated to ETUC* various possibilities for innovative development of trade unionism, using the professional competences of the workforce it represents in a creative way, among them in particular of the knowledge workers. The following paragraphs of this chapter will outline these main 'added values', the challenges, the traps, the strong and the weak points of the concept, measured along the three dilemmas explained in the introductory chapter, as a base from which the developments and activities can be analysed later in the empirical part of my master thesis.

6.2 Eurocadres' representativity

In order to manage the dilemma of strength and accuracy, it was and is essential for Eurocadres, first of all, to show and prove its position representing nearly six million professional and managerial members of European trade unions. The so-called *representativity* is a sort of license not only vis-à-vis the European Commission and the European employers' organisations, it is an important argument within the ETUC family, in particular in the communication with European sectoral federations. The voice of all European knowledge workers cannot be easily ignored. Representativity is not a mere quotient of total and unionised workforce, it depends on additional factors.

The most important factor is the active support by the trade union structures, the confederations and the trade unions, from as many as possible member states. The starting situation was quite satisfactory, but the 'enlargement' of Eurocadres has not developed enough, and even worse, some member state organisations have withdrawn after years of active participation. Chart 4 (6.5) maps the development. The statutory rules allow easy membership of any national trade union structures linked to ETUC (Eurocadres, 2021a: p.3), but active participation in periodic meetings and payment of membership fees lead to limitations that are even far below of interest in participation. So organisations can back specific activities of Eurocadres without formal membership and in that way improve representativity.

Another factor is the cooperation with interested organisations which themselves do not have the role of a recognised European social partner but are interested in specific fields of trans-sectoral social dialogue. Besides some joint initiatives and projects with a range of European professional associations, there are two examples of successful permanent partnerships:

'In 2010, EUROCADRES signed an agreement with CEPLIS (European Council of the Liberal Professions), to represent the positions of CEPLIS at the table of social dialogue. Another agreement was signed in 2011 with ANSE (the European Association of National Organisations for Supervision in Europe).' (Eurocadres, 2013a: p.15)

These agreements are important because a majority of the concerned professions are practiced in one-person-companies or as freelancers, both usually neither represented by traditional trade unions nor by employers' organisations. With their integration in the social dialogue through the partnership with Eurocadres these professions get a voice *and* at the same time enhance Eurocadres' representativity.

Eurocadres shows its representativity for professionals and managers on several stages and in various formal and informal formats:

'Represents P&MS within the European institutions (Parliament, Commission and Council);
Meets with national governments, in particular during their presidency of the European Union;
Negotiates with European employer organisations;
Participates in social dialogue forums including: the Social Dialogue Committee (since 7th July 1994), Tripartite Social Summit for Growth and Employment.' (Eurocadres, 2013a: p.15)

6.3 Activity fields

Rousselot (2013) listed in his speech the spectrum of initial activity fields which Eurocadres wanted to tackle first, a relatively broad and quite precise spectrum of issues:

'In addition to our expertise on professionals and managers, some areas have been identified, progressively but relatively quickly, as key priorities for EUROCADRES, because they meet the main concerns of our organisations and individual members. They are mostly: employment, quality of education and training, recognition of qualifications and diplomas, mobility, women's access to managerial positions, working time and workload, research and innovation, European management model.' (chapter 14, p.149)

With these areas Eurocadres aimed at mastering the second dilemma, that of *identification and efficiency*, combining limited resources and possibilities with a maximum of benefit and impression towards the addressees. The fact that three of the mentioned eight activity fields are of direct concern and interest of knowledge workers underlines the importance of this subset for the concept of the new organisation.

From the beginning, there were two addressees of planned Eurocadres activities, of which the former is normal, the latter very remarkable, because individual members are not directly

joined to Eurocadres as a European organisation but related to trade unions or national confederations and in that way *indirectly* linked to Eurocadres. Nevertheless, with some service offers for individual members around Europe, Eurocadres aimed at another important goal of its concept, visibility and attractiveness of European trade union action, leading to the development of organisational structures that should provide a short and visible chain of information and advice from Eurocadres via responsible persons and groups at member state level to the individual members: the *Eurocadres networks*.

In addition to Eurocadres' proactive goals and activity fields, Eurocadres as an associated council within the ETUC trade union family performs its part in the social dialogue and consultation processes, caring for specific interests of professionals and managers and showing solidarity in general fields, e. g. concerning working time or European works councils.

Another space or stage increasingly used by Eurocadres are political statements vis-à-vis the European Commission and the European Parliament that stress specific interests, needs and concrete requests of professionals and managers.

During almost three decades, the activity fields of Eurocadres have undergone continuous and dynamic developments and changes, some of them successfully integrated in European structures. The mobility service and consultancy, initiated by Eurocadres and performed through its network *Mobil-net*, led to the official European platform of Europass (2022d), covering the majority of questions of mobile knowledge workers and leaving the rest of sensitive problems to Eurocadres' advisors.

Eurocadres has in these three decades altogether significantly extended its activity areas. When Eurocadres published its web archive in 2013 (Eurocadres, 2013b), a third of the 22 listed activity areas concerned knowledge workers directly. Recently, 31 activity fields and spaces were presented as 'categories' on the Eurocadres website on the occasion of the congress in October 2021. Knowledge workers are directly or largely concerned with at least 10 of these fields, among them in engineering, higher education, corporate social responsibility areas, and, in particular, the new issues of intellectual property rights and whistleblower protection. (Eurocadres, 2022a)

The enlargement of the spectrum of activities has required continuous adaptations of methods, instruments, stages and ways to realise the plans and to transform them into interventions, lobbying, networking and negotiating processes, publications, projects and participation in trade union actions like manifestations.

6.4 Multidimensional network

Linked to many structures, systems, organisations, groups, official authorities at different levels, individual persons and experts, Eurocadres can be rightly called a multidimensional network. It does not only work as a network, it has, since its foundation, established several specific networks itself as instruments to efficiently perform in activity fields. Michel Rousselot describes this 'Functioning as a networking organisation' as follows:

'Structures with traditional delegates and democratic working methods (Congress, Executive committee etc).

Networks and working group[s] dealing with some key issues and involving more people than representatives within the Executive committee and facilitating direct contacts between them; particularly for: women, youth, mobility, engineers, researchers...

Conferences and symposiums focusing on specific P&MS issues; involving experts, researchers, EU officials and various partners, and P&MS from various countries. [...]

The results published in various booklets bring together real European expertise and knowledge on European P&MS.' (Rousselot, 2020; chapter 15, p.153)

This multidimensional network clearly aims at mastering the third dilemma of my hypothesis, that of *coherence and democracy*, or, in other words explained with collective bargaining, that of 'efficiency and legitimacy' (Pernicka, 2003: p.36), combining traditional trade union structures of democratic opinion building and decision making with object focused information and working groups, formal and informal contacts, consultation and negotiation ways to cooperation partners, employers' organisations and European authorities.

In this context Rousselot calls *information* 'a key element, not only for visibility and attractiveness but also to get feedback helpful for the work', and he emphasises the need to 'disseminate information in several languages', the introduction of a Eurocadres newsletter to

reach 'a larger number of [interested] union officers' beyond the official addresses, the establishment of the Eurocadres website which 'was one of the first trade union sites, [followed later by] twitter'. (Rousselot, 2020; chapter 15, p.154f.)

A practically very important element of Eurocadres' network structure was, from the beginning, using the possibilities of projects funded by European budget lines under various titles of integration. There are slightly different rules of how international trade union projects can be subsidised, but the main principles are that they must fit to budget lines specified by the European Commission; therefore the areas and subjects are, although wide enough, limited. The participating organisations from different countries provide their human resources whereas the European Commission normally covers the costs for additional experts, travel, accommodation, meetings and media. Such designed European projects, in which Eurocadres either works as submitting leader or participating partner, enable far wider participation of interested persons, works councils, local trade unions that would have never participated under other conditions, because of a lack of money or hierarchic barriers within organisations. And they facilitate to organise various symposia, workshops and other formats of meetings with wide participation, high visibility and often with integration of an official speech of a commissioner or other high representative of the European Union, enhancing visibility and giving a starting signal or a starting point for consultation in the field which the project had analysed.

New contacts, new ideas, new cooperations, partly also new networks could be established from some successful projects run by Eurocadres. Projects helped to develop the basic organisational structures, to clear the main questions and to bring trade unionists from several countries together, creating mutual trust and an initial spirit to launch subsequently established new permanent networks, e. g. Mobil-net or Femanet.

Some of the European projects were starting points for permanent cooperations between Eurocadres and European professional organisations, some strengthened existing cooperations between Eurocadres and European federations, in particular concerning the empowerment of European works councils and the integration of professionals and managers.

An additional added value of European projects is the involvement of experts from various disciplines, opening scientific research, among other fields, about professional and

managerial staff and subsets as knowledge workers, researchers etc. and about European and national trade union structures linked to these groups. So the two analyses (Mermet, 2000 and Gyes et al., 2009) would not have been realised without project subsidies.

But a problematic point that remains must be discussed: projects and any other informal or formal form of easier participation in European activities strengthens the level of information and visibility and therefore also coherence but cannot replace democratic opinion building and decision making chains and traditional structures that must play their role efficiently and transparently.

6.5 European commitment

A cornerstone of Eurocadres' identity and concept is the commitment to enforce the European Union: 'EUROCADRES was built on the will to take part in the European unification, to support and to develop it.' (Rousselot, 2013; chapter 14, p.150) Based on and motivated by this attitude from the very beginning, Eurocadres has continuously accompanied the development of the European Union, discussed any concrete policies of general or specific interest for professionals and managers in its structures and clearly stressed positions in lobbying and official consultation formats. Congress or meeting slogans as 'European professional and managerial staff for economic and social innovation for progress in Europe' (Eurocadres, 2001), 'The Europe we want' (Eurocadres, 2002a), 'P&MS, key players for an active and open Europe' (Eurocadres, 2005a), 'Think European, act responsibly, manage diversity' (Eurocadres, 2009), 'Professional and Managerial Staff taking responsibility for strengthening European integration' (Eurocadres, 2013c), 'Leading Responsibly – European Professionals & Managers for a Fair & Sustainable Recovery' (Eurocadres, 2021b), they all occur as a golden thread through Eurocadres' activities and self-understanding. Nonetheless, there always have been deep debates how and how far European integration should go forward, and whether the term of 'unification' (Rousselot, 2013; chapter 14, p.150) is the right goal shared by all. The European commitment of knowledge workers covers various dimensions and relations.

Although professionals and managers often seem to be late in trade unionism, they perform as pioneers in tackling the challenges of trade unions all over Europe. So they can be seen as, at the same time, the challenge and key for the modernisation of trade unions, contributing in particular to the technical evolution, to the development of ideas and values regarding justice, democracy and solidarity, to the establishment of diversity and to the quality of social dialogue and negotiation at an expert level. (Rousselot, 1998: p.3-4)¹³

Compatible with Heidenreich's terminology of vertical and horizontal Europeanisation (Heidenreich, 2019: p.10), Rousselot spoke about the interventions in the economical fields that show another important dimension of European commitment, with exceptional emotion:

‘We must not be mistaken about “national sovereignty”, it is an illusion, a dangerous drug, hallucinogenic! [...]

A political will is necessary (European Parliament elections are coming) particularly *with political macro-economic choices* for a more coordinated European policy [...]

Professionals and managers, in companies, know that it is also necessary to *act at the micro-economic level*, on managerial methods, on management indicators, to leave the still prevailing short sighted management and move to the responsible European management supported by EUROCADRES.’ (Rousselot, 2013; chapter 14, p.151)

European commitment in trade unions at member state level is a crucial and at the same time very sensitive matter. In my booklet on occasion of the 20th anniversary of Eurocadres I introduced the term *Europe mainstreaming* as an attitude:

‘Every activity, every strategy, etc. must be measured and calculated under European aspects, equal opportunities in Europe, open markets, exchange of cultures, harmonisation of procedures, qualifications, legislation and chances. The criterion should be: Is it good enough to push, to facilitate, to support or at least not to decelerate the European project?’ (Musger, 2013: p.23)

The attitude of European orientation and Europe mainstreaming cannot be ordered from a European trade union council or confederation, it develops along discussion and decisions between various subgroups within the domestic trade union structures and between them and the European organisations, the latter posing the weaker part in this area of tension:

¹³ ‘Il y a là une voie européenne de modernisation du syndicalisme qui se dessine. Elle ne s’appuie pas sur un modèle unique. Mais l’échange, la confrontation des résultats, peut nous permettre d’ouvrir de nouveaux horizons, et en connaissant mieux les expériences des autres, d’être plus intelligents et plus inventifs pour construire l’avenir.’ (Rousselot, 1998: p.4)

‘The weaknesses of European trade unionism, the limited influence of ETUC, although an official social partner, is [...] linked to this deep lack of European thinking, Europe-oriented strategies and Europe mainstreaming within the trade unions at domestic levels.’ (Musger, 2013: p.22)

European commitment is not only a challenge against national thinking, it is also one against the needs and threats of globalisation. Europe should not be called a stage of globalisation, but Europe is indispensable to master globalisation.¹⁴ (Rousselot, 1998: p.3)

The strongest evidence of European commitment of professionals and managers including knowledge workers within trade unions is of course the participation in Eurocadres activities, in particular the continuous participation in its leading committees. Chart 4 shows which countries were represented by trade union delegates in the Executive Committee during the four-years periods between the congresses. The map is a mirror of European commitment, although a relative one. It does not say anything about time quantity and work quality dedicated to Eurocadres, nor about mid-term withdrawals, and it does not show occasional contacts to domestic trade unions, e. g. on the occasion of a European presidency or the participation in a European project or meeting. And it does not mention the details about fee contributions which are a sensitive question because of limited financial resources in some organisations on the one hand, and limited autonomy of subunit structures in other national trade union structures on the other hand. Anyway, it shows that there are gaps to be filled, a task of which Eurocadres has always been aware.

European federations that are also actively participating in the Eurocadres Executive Committee, include trade unions from some more European countries, so that there could be either a sort of ‘indirect’ membership or at least a possibility for developing contact to those countries.

¹⁴ ‘L’Europe est une volonté politique de paix, de démocratie économique et sociale, c’est une volonté de maîtriser notre avenir dans le monde. [...] Ainsi l’Europe n’est pas une étape de la mondialisation, mais renforcer l’Europe est indispensable pour maîtriser la mondialisation.’ (Rousselot, 1998: p.3)

	1993 - 1998	1998 - 2001	2001 - 2005	2005 - 2009	2009 - 2013	2013 - 2017	2017 - 2021	2021 >
AT								
BE								
BG								
CH								
CY								
CZ								
DE								
DK								
EE								
FI								
FR								
GR								
HR								
HU								
IR								
IT								
LT								
LU								
LV								
MT								
NL								
NO								
PL								
PT								
RO								
SE								
SI								
SK								
SP								
UK								

Chart 4: Countries represented in Eurocadres Executive Committee

7 Methodology

This chapter describes the mix of methods used to shed light on Eurocadres' activities from 1993 to 2021 and provides some information which theoretical concepts have built the basis for the methods used in the chapters of the empirical section of my master thesis. The *Grounded Theory* according to Glaser and Strauss plays the main role, as it refers equally to process and result, to problem-solving research as well as to the object-related theories produced in the process¹⁵ (Strübing, 2019: p.525). The respective reference points hereby are the processes and the concrete developments or implementations of Europeanisation. Regarding methods, I refer to Baur's and Blasius's handbook of methods in empirical social research (Baur & Blasius, 2019).¹⁶

From a list of all publicly documented Eurocadres activities with link to knowledge work, red lines, patterns, developments and blind spots will be identified in a mixed *quantitative and qualitative analysis* (chapter 8).

The following single case study on activities aiming at harmonising working conditions in the various research areas (chapter 9) focuses in particular on the challenges of communication in and between trade unions, their members and other stakeholders, performed as a qualitative study.

An interpretation of the results of a small questionnaire survey will switch the focus on the views and perspectives of individual knowledge workers engaged in a European research project (chapter 10).

The originally planned survey on perspectives, relations and communication of trade unions affiliated with Eurocadres was replaced by a meta-level discussion on its failure.

¹⁵ Nach Strübing (2019: p.525) 'verweist die Bezeichnung "Grounded Theory" gleichermaßen auf Prozess und Ergebnis, auf problemlösendes Forschungshandeln und auf die dabei hervorgebrachten gegenstandsbezogenen Theorien, gerade weil das Ergebnis angemessen nur aus dem Arbeitsprozess heraus zu verstehen ist, in dem es produziert wurde.'

¹⁶ Baur, N. & Blasius, J. (eds.) (2019). *Handbuch Methoden der empirischen Sozialforschung*. 2. Aufl., Wiesbaden, Springer

7.1 Selecting, categorising and analysing Eurocadres' activities

The plan to analyse Eurocadres' activities regarding the three dilemmas of *strength and accuracy, identification and efficiency* and *coherence and democracy* requires a first decision of how to select and list European activities capable and worth examining, in particular concerning their visibility, attractiveness and efficiency in the political field and for the benefit of the trade union members. In this master thesis the huge complex of activities is restricted to *publicly accessible documented* activities. This means that a lot of internal and informal activities, from network discussions, telephone debates, lobbying dates, speeches in manifestations to workshops without publicly documented results, are excluded from the listing and cannot be taken into account in the analysis, although some of them might have been rather important. For the reason of transparency I used almost only documents accessible from the open Eurocadres website www.eurocadres.eu.

The next step in the selection relates to the objects of the activities, to the political fields or areas where they were carried out. This choice was even more sensitive. Of course, not all Eurocadres' activities really have a direct link to knowledge workers' interests. Some of them are undoubtedly very important for this group, as research politics or the recognition of diplomas. Some others strongly refer to knowledge workers but are also important for other groups represented by Eurocadres, e. g. for managers. Working time or working conditions are such areas. The criterion whether I included an activity in my list or not was its respective specific and concrete concern of knowledge workers. In this decision I benefited from my long experience in Eurocadres. In case it was still unclear, the activity was included.

Altogether the list of documented activities comprises more than 270 records, that is about a quarter of the total amount of items listed in the archives respectively on the website of Eurocadres. From the foundation of Eurocadres in 1993 to the congress at the end of 2013 all documents are collected chronologically in the Eurocadres archive www.eurocadres.eu/history/ARCHIVE, since then documents are accessible from the current Eurocadres website www.eurocadres.eu, either under the header 'our positions' or under the header 'publications' and the respective selection of a 'category'.

The choice of the *areas (categories)* under which the selected activities of Eurocadres are chronologically assorted is based on two pillars. The first follows the concept of ‘Theoretical Sampling’ (Strübing, 2019: p.532) with iterative comparison of congruences and differences: areas as *mobility*, or *recognition of diplomas* can be directly derived from main fields of knowledge workers' interests mentioned and discussed in the theoretical section of this work. The second goes back to the main activity areas defined by Eurocadres and discussed in detail in chapter 6.3 and 6.4, such as *education and training*, closely linked to knowledge work, or *Responsible European Management*, with a strong but not exclusive link to knowledge-based society and the personal responsibility of those who ‘produce’ knowledge. After a first cycle of gathering and processing the documented activities, I modified the system and decided on the following categories:

Core categories/areas: education and training (EDU), recognition of qualifications and diplomas, including engineer concerns (REC), research, innovation and development (RID);

Secondary categories/areas: specific concerns in working conditions and social protection (CON), mobility (MOB), specific concerns in general European politics (POL), Responsible European Management (REM), including Corporate Social Responsibility and the so-called European Management Model.

The additional parameters aim at describing the networks of meaning and importance, of which only those phenomena will be included in the analysis that are relevant for answering the research questions. The sub-categories (parameters) were developed in the same way as the main categories, modified during and after first processing of the data:

Instruments respectively stages of the activities are projects (P), meetings, conferences, symposia (M), statements, letters, cooperations for lobbying and networking (L), published working papers (W) and, most relevant, social dialogue and negotiations (D).

Addressee categories are: the European Parliament (Ep), the European Commission (Ec), the Council (Cl), the social partner organisations (Sp) or any other network addressee (Nw).

Cooperations linked to activities are marked along the types of cooperation partners: researchers (+r), national trade unions (+n), European federations (+f), the ETUC to which Eurocadres is associated (+e), the CEC with which Eurocadres is linked in the Liaison Committee for the European social dialogue (+c), European professional associations (+p).

The following *parameters for results* of activities are important for the analysis regarding communication, identification and efficiency: presentation in meetings (pre), information in

newsletters or websites (inf), official documents (doc), published brochures or books (book) and, certainly most relevant, signed agreements (agr).

The last information tells *from where the information is accessible*; the distinctive part of the web address is noted; useful for transparency and follow-up studies.

So the overall code scheme can be drafted as follows:

<i>area(s)</i>	<i>instrument(s)</i>	<i>addressee(s)</i>	<i>cooperation(s)</i>	<i>content</i>	<i>result</i>	<i>web address</i>
EDU	P	Ep	_ (alone)	activity	pre	eurocadres.eu/ +
REC	M	Ec	+r		inf	
RID	L	Cl	+n		doc	
MOB	D	Sp	+f		book	
CON	W	Nw	+c		agr	
REM			+e			
POL			+p			
			+np			

All activities are listed and the legend explained in the appendix, chapter 16.

The interpretation and analysis of the documents of Eurocadres' activities in chapter 10 comprises *waves* illustrating phases and follow-up phenomena, *patterns* that show how efficiently Eurocadres has used political opportunities and cooperations lobbying, negotiating or networking for knowledge workers' interests, aiming at searching for answers to the first research question of my thesis on relevant instruments, levers and contents; and *experiences* in mastering the dilemma of accuracy, identification and democracy in planing and realising activities, aiming in particular at the second research question regarding the communication.

Strübing (2019), describing the *Grounded Theory* according to Glaser and Strauss, underlines in this context the importance of indicators for theory building: relevance is not in the material, but it is developed in the relationship between researchers, material and research questions. (p.533) Strübing mentions Glaser's and Strauss's term of theoretical sensitivity¹⁷ that depends on previous studies or researcher's experience in the area of phenomena of interest. As I participated in the opinion building, the decision making and in the practical realisation of many of Eurocadres' activities from 1993 until 2015, I could develop some knowledge and theoretical sensitiveness concerning contents and even more concerning procedures and 'working climate' within Eurocadres, from which I benefit in writing my

¹⁷ 'theoretische Sensibilität' (Strübing, 2019: p.535)

master thesis. This influence of my own experiences in Eurocadres applies to chapter 8 and even more to the case study in chapter 9 where I played a leading role in the analysed European project.

The evaluation of the collected material refers to the method of ‘axial coding’ according to the *Grounded Theory*, aiming at ‘networks of meanings’¹⁸. Not all phenomena are systematically analysed, but only those which, according to the preliminary state of the analysis, can be assumed to be relevant to the research questions (Strübing, 2019: p.537) and in my master thesis concretely to the ‘axes’ of the various horizontal and vertical ways of Europeanisation of working conditions for knowledge workers, as explained in the respective chapters of the theoretical part.

7.2 Designing the single case study

Regarding knowledge interests, case studies belong to the more qualitative oriented social research, characterised by a comprehensive research design in order to gain an in-depth understanding of the complexity of the case.¹⁹ (Hering & Jungmann, 2019: p. 619). A case study therefore should include the analysis of the various aspects and elements of the case and of all the influential environments (p.619f). For this master thesis the main focus was on analysing the various aspects of a typical example that allows proving the hypotheses in relation to activities as well as to societal terms and environments (Hering & Jungmann, 2019: p. 620).

The choice was the Eurocadres project ‘Industrial Relations for EU Excellence in Research Sectors (IREER)’ performed in 2011 and 2012, with the challenging focus on Europe-wide harmonising working conditions for researchers in the various sectors. My choice fits well to the pragmatic advice according the grounded theory to decide for those concepts which we believe best solve our research problem (Strübing, 2019: p.538), and is an

¹⁸ ‘Bedeutungsnetzwerke’ (Strübing, 2019: p.537)

¹⁹ ‘Die Qualifikation der Einzelfallanalyse als Forschungsstrategie beruht darauf, dass sie durch kein spezielles Erhebungs- oder Auswertungsverfahren, sondern vielmehr durch ein umfassendes Forschungsdesign mit dem Ziel eines Tiefenverständnisses des Falls gekennzeichnet ist.’ (Hering & Jungmann, 2019: p.619)

example of case study of the second type aiming at knowledge interests in relation to existing theories and already developed hypotheses (Hering & Jungmann, 2019: p. 620 and 622).

Examining this project has a lot of advantages and only minor disadvantages. At that time it was a new activity, because Eurocadres had not so much worked in the area of collective bargaining. But it was a second step after participating in a project with similar but more general content, the ‘Dobrodošli’ project of 2009 (Kaps & Musger, 2009).

The case study allows clear delimitations regarding time, including necessary embedding in preliminary and follow-up activities, regarding the participation of directly or indirectly involved persons and organisations, and of course it requires a strict and rather narrow limitation in the analysis of project contents, because collective agreements in the research areas are an extremely wide field that would lead far beyond the possibilities of the format of a master thesis, let alone that of a single chapter.

Methodically, the case study is primarily based on various sorts of documents, most of them available from the Eurocadres archives: official project documents showing contents, goals and participating partners of the project; reflections from insiders and outsiders recorded in meeting papers or presentations; and additional unpublished documents to which I had access. The analysis follows a *linear* design (Hering & Jungmann, 2019: p. 623) from the challenges regarding the content, the preparation until the follow-up phase of the project, with the focus on the aspects relevant for the research questions of the master thesis, in particular the challenges of broad participation of very diverse stakeholders and the necessity to focus on the agreed contents and aims of a European funded project. The analysis of the documents was facilitated and amended by my own observations, experiences and assessments as project leader, making the case study also an action research *ex post*, with the risk of not always maintaining a professional distance, a danger which I am well aware of but from which I probably could not totally escape.

The spectrum of project partners in addition to Eurocadres opens the discussion on some aspects of the hypotheses. Four of the ten involved trade unions are specific for researchers, six are general trade unions: the first dilemma of strength and accuracy could be well watched. Five representatives from works councils of research institutes stood for the aspect

of identification and coherence. Two local employer organisations introduced a differentiated view and touched the aspects of efficiency and democracy in this challenging activity.

As the project had clear procedures and results, documented and additionally discussed in a broader auditorium of a symposium, it opens the possibility to discuss more and less successful instruments and methods of European attempts of collective bargaining processes. The rejection of an ambitious follow-up project by the European Commission and its documented background show dependencies and limitations that belong to a complete picture and complement the prerequisites for new hopefully more successful project applications in the future.

And last but not least it is a specific element of this project that researchers as trade union members and representatives reflected on their own working conditions in a scientific action research process, a special, and in this trade union area rare, reflexive loop.

Some of the results of this case study can be generalised in order to answer the research questions. Generalisation does not work in a statistical way but by arguing for categories, terms and relations that may be derived from the single case and can be transferred to other contexts or cases (Hering & Jungmann, 2019: p. 626)²⁰. This case study on researchers' working conditions performed by a trade union group of researchers with European background, generated the rare lucky aspect where elements of theory-driven generalisation [along the research questions], case comparison [with other similar or contrasting Eurocadres projects] and case-internal generalisation [by reflecting on the successes and subsequent failures] could be combined (cf. Hering & Jungmann, 2019: p.626f).

7.3 Designing a questionnaire to collect knowledge workers' views and requests

The third empirical element of the master thesis is a small survey about the relation of knowledge workers of a European project to trade unions and professional associations at

²⁰ 'Insbesondere hinsichtlich der Diskussionen um die Verallgemeiner- bzw. Übertragbarkeit stehen Einzelfallanalysen methodologisch meist der interpretativen Tradition in der empirischen Sozialforschung nahe. Verallgemeinerbarkeit wird dabei nicht durch statistisches Schließen von einer Zufallsstichprobe auf eine umfassendere Grundgesamtheit vollzogen, sondern geschieht vielmehr mittels einer Argumentation für abstraktere Kategorien, Begriffe oder Zusammenhänge, welche die Analyse des Einzelfalls nahelegt. Diese sind auf andere Kontexte und Fälle übertragbar.'

national and European level, about their opinions, wishes, expectations towards European interest organisations. The intention was to present an inside picture about knowledge workers' attitudes towards and relationships to trade unions and professional associations. The choice was a relatively small European funded research project whose scientific staff I was able to establish personal contact with in order to present my concerns of an online survey.

The online questionnaire is structured along Fietz's and Friedrichs's general recommendations regarding the design, that means the questionnaire should measure the variables of the concept via questions and scalings which are part of the theoretical hypotheses, operationalised through valid questions (Fietz & Friedrichs, 2019: p.814).

As the original concept was to compare *two* surveys, this one follows the similar design as that foreseen for national trade unions representing knowledge workers, including some identical and some 'parallel' questions of various types: binary, scaled, matrix and open questions. Some of the questions are mandatory, some not. The two questionnaires can be read completely in the appendix of the master thesis, chapters 17 and 18.

As the working language in the Danube Hazard m³c project is English, the questionnaire is written in English and was designed as an online questionnaire in the frame of the *EUSurvey* tool officially provided by the European Commission (European Commission, 2022b).

The questionnaire starts with questions concerning the personal, professional and employment background, in particular whether the employer is a scientific organisation, a water supply company, the both main types of employers within the project, or other. Questions to profession and (academic) diploma focuses the qualification background, additionally to the age question.

The next block of questions concerns mobility and gets nearer to the core of the survey: the project team members are asked about their country of birth, the number of employers respectively contracts after ending the educational path, the country and the duration of the current employment, and finally whether it is part-time or full-time.

The following questions concern the individual contractual involvement in the Danube Hazard m³c project, focusing on the various types of contractual constructions, and ask about

opinions on who has taken influence on working conditions such as contract, income or sustainability: the knowledge workers may mark the institution, the works council, the trade union at branch or European level or just the individual influence.

The next block addresses the individual trade union involvement: reasons for or against membership and open questions to expectations concerning working conditions, European activities and collaboration between professional associations and trade unions, and eventually motivations to join a trade union. In any case, be they trade union members or not, the project workers are asked to draft a favourite portfolio of issues that trade unions should care for:

	very important	rather important	less important	not relevant
* working contract	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* income development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* equal and fair treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* publication and career possibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* professional networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* European labour market conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* European collective agreements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* cross-border mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The final block of the questionnaire is structured in a similar way, focussing on questions about membership and expectations to professional associations, in particular at the European level.

The sample that got the online questionnaire counted 60 persons and answers came from 11 persons. That sounds quite humble at first glance. But from the 18 researchers personally present in the meeting where I presented my concern, 8 and thus almost half of them answered the questionnaire subsequently, and from the additionally online participating 13, another 3. So the overall response from those who listened to my presentation was 35%. This can be interpreted as of informative value at least for the core project team, in particular as

the whole project workforce of 60 persons also includes administrative and logistic positions not so close to knowledge work.²¹

Chapter 10 describes the background of the project whose knowledge workers were asked to participate in the survey, the process to invite and motivate them to participate, the sample in detail, the outcome, the results and the interpretation.

7.4 Shifting reflections to the meta-level of a ‘communication blackbox’

The initial plan was to perform an online questionnaire survey asking national confederations and trade unions affiliated to Eurocadres, about their efficiency in transferring European activities for knowledge workers to the local level, about their estimations how these activities arrive at the individual members, to list expectations in European action and in cooperation between trade unions and professional associations, and finally to draft a presumed knowledge workers’ favourite portfolio of European activities. Although supported by Eurocadres, it was, for several reasons that will be discussed in detail in chapter 11, not possible to generate the planned number of answers to this survey.

The main reason why this survey failed, was the unexpected impossibility of the experts from the affiliated organisations to get valid data and to gather valid opinions. The fact that individual knowledge workers are split up in very complex trade union structures, and some additional factors did not allow a precise analysis and would have made questionnaire answers in their opinion mere speculations.

For this reason I decided to shift the focus of chapter 11 to a meta-level and to discuss the problems and difficulties for which the survey failed. Although Eurocadres has continuously developed its information systems regarding quality and quantity, in particular with newsletters and website, the dissemination, arrival and use of the information in the respective European member states and within the domestic trade union organisations has remained a big challenge. Chapter 11 therefore deals with analysing in particular the tortuous ways of communication between the various levels of trade unions and the possibilities of

²¹ Response data generated from the analysis of the answers and expert interpretation

top-down and bottom-up communication, finally turning out as a sort of ‘communication blackbox’, thus giving a specific answer to the respective research question and opening a new field of further research that goes far beyond the format of the master thesis.

This focus shift definitely follows Strauss’s and Glaser’s understanding that theories should be generated primarily as knowledge to manage practical problems and that practical relevance and the fit of the empirically based theories is, in a pragmatist perspective, linked to their central quality criterion; namely they are as good as they may increase the ability to act and solve problems in the respective fields.²² (Strübing, 2019: p.539) The key instrument hereby is the reflection of the failed procedure with as many possible addressees originally foreseen for answering the questionnaire. This element of reflexion is interpreted in the literature as an important further development of the Grounded Theory beyond Strauss and Glaser, accentuating the elements of reflection and perspective of object and process of research.²³ (Strübing, 2019: p.541)

The communication with trade union experts from various levels and with different roles in Eurocadres and in their respective national trade unions and companies allow some provisional answers in the field of communication. The process of the failed questionnaire survey and the discussion with the experts is documented in detail in the appendix of the thesis, chapter 19. I must underline here again that the problem does not come from the provider of the information. Eurocadres has developed its information and communication continuously, both in the spectrum of various content and in the portfolio of media instruments. The mentioned ‘blackbox’ refers to the open questions about the distribution of information within the national networks of confederations and unions, how information arrives to individual members at the workplace, and which ways of bottom-up feedback and contribution of knowledge workers for the European level of trade unions work or could be developed.

²² ‘Mit der handlungspraktischen Relevanz und “Passung” der empirisch basierten Theorien ist in pragmatistischer Perspektive zugleich auch ihr zentrales Gütekriterium verbunden: Sie sind so gut, wie die Handlungs- und Problemlösungsfähigkeit im jeweiligen Feld durch sie gesteigert wird.’ (Strübing, 2019: p.539)

²³ ‘Insgesamt ist allen Versuchen einer Weiterentwicklung der GT [Grounded Theory] gemein, dass sie das Element des Reflexiven und Perspektivischen von Forschungsgegenstand und Forschungsprozess stärker akzentuieren und damit Momente stärken, die der pragmatistischen Ontologie bereits inhärent sind, in den methodologischen Arbeiten von Strauss jedoch wenig betont werden – und bei Glaser völlig fehlen.’ (Strübing, 2019: p.541)

8 Eurocadres' activities: waves, patterns, developments

8.1 At first glance: the picture of waves

A list of more than 270 documented activities of Eurocadres with knowledge work concern (appendix, chapter 16) can show a first general picture about the various focus fields and their development during more than 28 years, from 1993 to 2021. Even if some uncertainty about the concrete category of an activity may be conceded and an 'activity' can be a short official statement during a consultation of the European Commission with the social partners as well as a symposium with 100 participants or a book summarising the results of a longer project, the overall picture shows some interesting structural patterns and elements. In order to straighten out the randomness in the yearly allocation of activities,

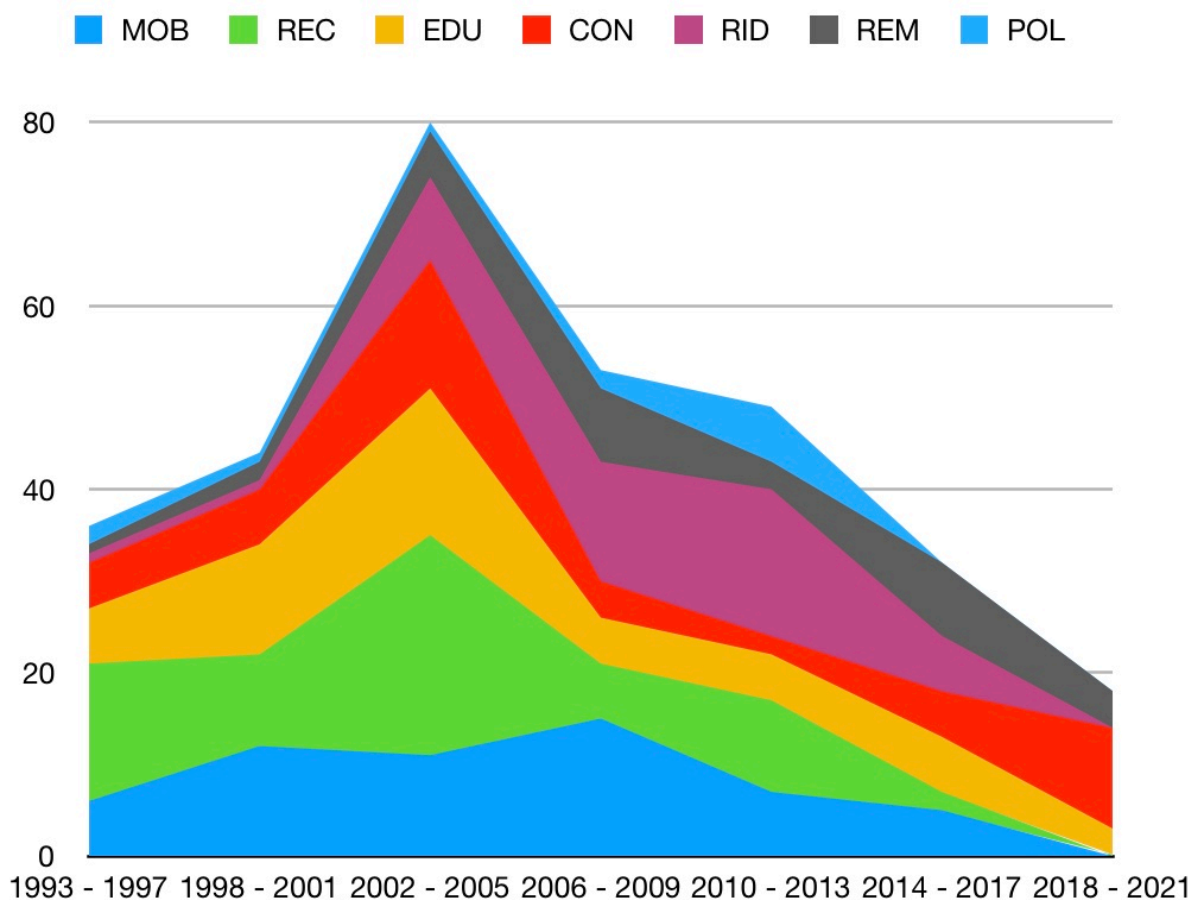


Chart 5: Development of Eurocadres activities in various areas

I summed up activities during seven four-year terms between Eurocadres congresses.²⁴ The result is a picture of waves with different peaks that can be well interpreted.²⁵

For several reasons, *mobility* is a basic field of activities. It is closely linked to the important freedoms of the European Union. The right of European workers to move and Europe-wide search for a working place is of specific importance for knowledge workers and has been in Eurocadres' focus from the very beginning and with remarkable continuity. It is an area where Eurocadres not only acted as a social partner but established a specific advisory network together with its national member organisations: Mobil-net. Secondly, Eurocadres could foster initiatives to strengthen mobility throughout Europe, e. g. the Commission's action plan for free movement (Eurocadres, 1998a). This opinion paper also maps out all the other relevant fields of activities with which mobility is closely linked: besides the rights of residence, equal treatment and the protection and transferability of social security and pension rights, the 'opening of the public sector' and the integration of third-country citizens, Eurocadres listed a core prerequisite for voluntary and fair mobility, the 'mutual recognition of qualifications and diplomas'.

The multiple importance of the mobility field explains why two other areas became more and more relevant within the first half of the examined period. *Recognition of diplomas*, both in so-called regulated and in non-regulated professions were discussed within the professional communities, with professional associations and in the European Social Dialogue, with the clear and concrete goal of fixing binding European directives and regulations, finally reached in 2005 with the *Directive 2005/36/EC on the recognition of professional qualifications* (European Union, 2005).

As there was still the difficulty that several professions are regulated in some and not regulated in other European countries (e. g. engineers), the issue remained important on the Eurocadres activity agenda, but the focus was more shifted to the field of *how* these various diplomas could be achieved. The analysis of *education*, in particular of higher education,

²⁴ The Eurocadres web archive presented on the occasion of the 20th anniversary comprises about 1200 documents. (Eurocadres, 2013b)

²⁵ Some activities during the period 2006 - 2009 are not listed in the Eurocadres Archives but can be taken into account, because they are mentioned in the Congress Report (Eurocadres, 2009: p.32f). Therefore they are integrated in the waves picture.

became more relevant and explains the third ‘wave’ of Eurocadres activities slightly time-shifted to the recognition field. The Bologna process, launched outside the European Union by 29 national education ministers, was initially questioned by the Commission. Eurocadres proactively intervened, linking the Bologna process to other initiatives to build ‘a European area of mutual recognition of qualifications and diplomas’ (Eurocadres, 2000: p.3)²⁶, then it successfully lobbied to be officially involved in the Bologna process, and continued to work on recognition and accreditation systems, in particular for the numerous and diverse group of engineers. That led to several activities together with professional associations, with the goal of a *Professional Card*, developed in the framework of the European project *ENG-CARD* (Eurocadres, 2008a). In addition to this aspect, some European initiatives for skills development and youth employment enhanced Eurocadres activities in the education field.

The activity category of ‘Research, innovation and development’ is the societal background and the main ‘habitat’ of knowledge workers. Nevertheless, this area came explicitly only slowly into the Eurocadres activity focus, at first when Eurocadres stressed the impact of mobility and diploma recognition for the prosperous development of research, innovation and development, and with stronger impetus when, in the second half of Eurocadres development, from the middle of the 2000 decade, debates on European budgets concerning research and innovation were raised and Eurocadres began to lobby for a fair and open concept of the planned and started European Research Area, promoting a slogan that should accompany Eurocadres’ activities for years: ‘Towards a European knowledge based society’ (Rousselot, 2007). This included statements around European research programmes such as Horizon 2020 (Eurocadres, 2012a).

The activity field of ‘working conditions’ comprises different subject groups and normally concerns all the workforce. But within the list of Eurocadres’ activities documented in the master thesis, there is specific importance for knowledge workers. Eurocadres conducted surveys with several countries and intervened in the (still unfinished) revision of the Working Time Directive to end the total exclusion of P&MS from this directive. Besides working time, the raising of other areas of working conditions in the previous years is linked to dramatic changes in the working organisation. Phenomena as telework, fix term contracts

²⁶ The cited working paper describes in detail the role of Eurocadres in this process.

or work-related stress have become more and more relevant. And Eurocadres, together with ETUC, was rather successful in negotiating some remarkable so-called *Framework Agreements* with the European social partners.

Mobility being the basis and driver of activities, Responsible European Management is forming a frame, connecting knowledge (based) work and management. Within the long debate on Corporate Social Responsibility, Eurocadres began early in discussing and developing the term *Responsible European Management Model* and its specific economic, educational, social and sustainability elements. In 1996, Eurocadres organised a symposium with the focus on comparing European continental and Anglo-Saxon-American management models. (Eurocadres, 1996) In 2003, Eurocadres published, as a result of a project, the *Manifesto of Responsible European Management*, and a workshop with wide participation ‘was dedicated to Responsible European Management. The skills required, methods and stakeholder engagement were discussed. Stakeholders gave their feedback on the Manifesto, and working groups discussed further which priorities to manage in applying REM and how to implement it.’ (Eurocadres, 2003)

In the following years, specific aspects such as ‘diversity management’ (2007), female leadership (2008) or ‘intrapreneurship’ (2009) were discussed, forming a good basis for the joint position of Eurocadres and CEC concerning CSR in 2014, ‘Presenting key questions for triggering a controversial debate on CSR and the difficult role of Professionals and Managers’. (Eurocadres, 2014a)

A recent Eurocadres activity in the area of responsible management was the successful lobbying for the protection of whistleblowers who take high risks in order to defend general societal interests with knowledge. These activities resulted in the *European Directive 2019/1937 on the protection of persons who report breaches of Union law* (European Union, 2019), and Eurocadres together with experts developed a ‘Whistleblowing toolkit – Eurocadres best practice guide’ (Eurocadres, 2020).

8.2 Efficiency: navigating between reactive and proactive approach

Activities, fixed in democratic opinion decisions and accurate along the knowledge workers' concern and interests, have the best chance that trade union members identify with these actions: all these elements could create a maximum of power to reach the goals and seem to be a clear plea for a proactive approach. On the other side European trade unions have to consider some hard facts that significantly reduce their power and influence. ETUC as the representative of all European workforces is only *one* of the recognised social partners and may present opinions and proposals within the procedures of consultation, Eurocadres can do the same for the specific group of professionals and managers, in case an issue is discussed for which the European Union has the responsibility and competence to decide, or there is an option to shift the subject to the European level. But it still remains a long and uncertain procedure, at first to get consent in the European Commission when presenting an adequate solution for the concrete question, then to lobby for the necessary majorities both in the European Parliament and in the Council. Therefore it seems quite clear that initiatives by Eurocadres that suit in programmes and actions of the European Union or follow official 'calls' raise the chances to influence the official procedures and have the knowledge workers' interests integrated. A clear plea for a reactive approach? Eurocadres had to find a way to balance these two approaches, neither to lose the motivating elements of the proactive nor to lose sight of good opportunities to reach successful results of the activities, in particular the decision on Europe-wide binding directives or regulations.

The option of direct negotiation with the employers' organisations in the framework of European social partnership may be a third and good opportunity for questions where Eurocadres can contribute to the contents within the ETUC negotiation team, combining specific expertise with general trade union power. Along this way some remarkable so-called Framework Agreements were negotiated and signed by the social partners. But the impact of such non binding agreements is less strong than European regulations.

Altogether, Eurocadres has to navigate between active and proactive approaches, between paths in the European legislation procedures or in the collective bargaining processes at the European level, with various advantages, disadvantages and resource needs. It is the

efficiency criterion that matters in this dilemma. Anyway, the distinction between proactive and reactive activities remains difficult and depends on several circumstances and real possibilities.

Although a few activities in the category of ‘social dialogue’ and some lobbying actions were initiated proactively by Eurocadres, in particular initiatives to reach European recognition of diplomas, the majority can be counted as to the sphere of reactive approach. The main stages and instruments of the proactive approach on the other side are the opinion development via working papers, the creating of precise positions, toolkits and books in projects and the presentation and discussion in meetings of various formats. Even if in such meetings there are elements of social dialogue and even if some of the projects were reactions on European political programmes, these three elements can be read as an indicator for the active approach.

Counting this proactive part of Eurocadres activities along the seven congress periods between 1993 and 2021, the result is a rather continuous share between 35 and 40%, with the exception of a higher share within the last period up to 2021, with absolutely low numbers of activities and a higher amount in the period 2006 - 2009 with a relative lack of written documents (confer footnote 25, p. 83). So the average share is about 45% of proactive activities, which means that proactive and reactive parts are well balanced.

It is not really surprising that a second method of counting quantities in the list of documented activities corresponds with the picture of various stages and instruments. The addressees of Eurocadres’ activities can be divided into two groups: European or national institutions, the European Commission, the European Parliament, the Council and the governments of member states, and the employers’ organisations in the social dialogue may be called ‘external addressees’, whereas Eurocadres member organisations, European federations, the ETUC, professional associations, the CEC and researchers can be summarised as ‘network addressees’ of Eurocadres. Comparing the shares of the two groups and taking into account the necessary correction concerning the period 2006 - 2009, the calculation results in a 48% share of the activities for the ‘network addressees’. Chart 6 puts the two developments of the shares into one picture, showing an astonishing coincidence.

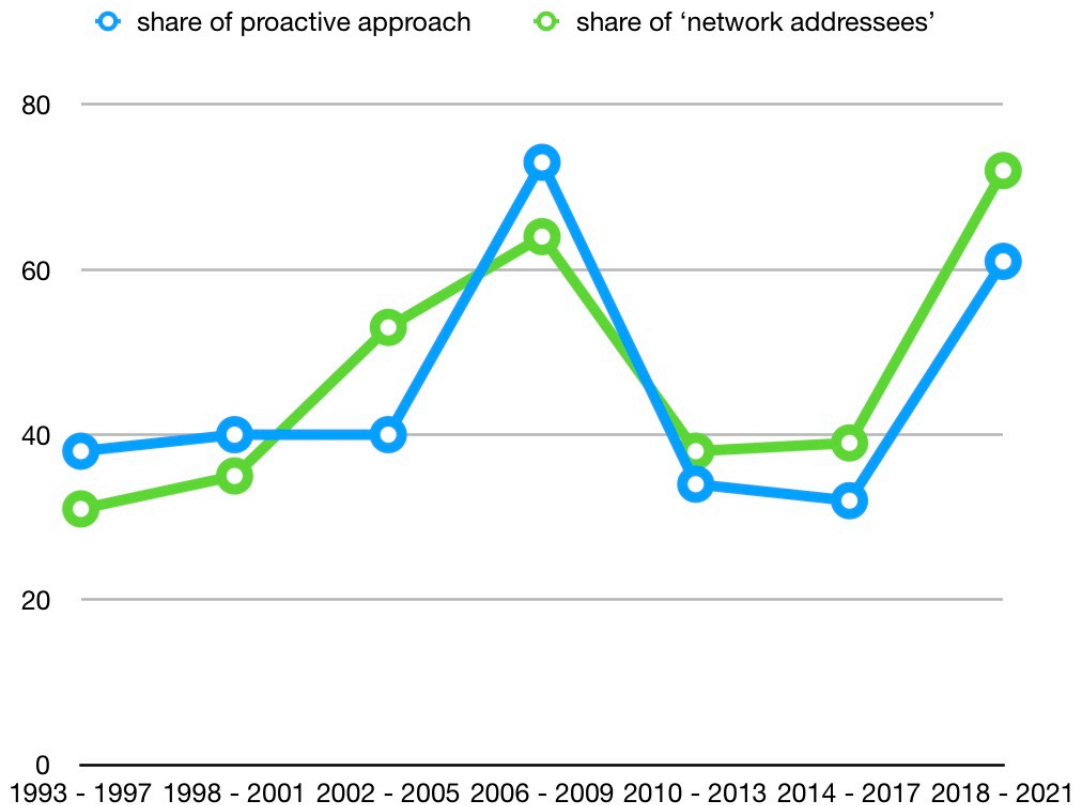


Chart 6: Proactive initiatives and Eurocadres' network addressees (share of all activities):

8.3 Cooperations: triangulation of networking, negotiating, lobbying

With its activities Eurocadres aims at an influence in the European social dialogue, at consultation, negotiation of concrete issues, finally binding results which mark success. This includes interventions for the various dossiers that Eurocadres wants to move forward, with the European Commission and the Parliament, and also with the Council (in particular by meeting the national ministers during the rotating European presidencies). The Eurocadres archives contain many documents and memos of those activities; some are cited in the appendix, chapter 16. The success of negotiations depends on several factors. With limited strength and power and being aware of the complexity of discussing, opinion developing and decision making procedures in European political processes, Eurocadres needs efficient lobbying for its own ideas and opinions, and this lobbying can only be sustainably successful

if Eurocadres can count on functioning networks and cooperation partners in the various fields, at different levels and with the appropriate competencies. Networking, lobbying and negotiating make a triangle, each of them necessary for European trade union politics. But it is not mere triangulation. The key element is the quality of cooperation networks. Therefore the cooperation partners are of central importance in order to extend and to strengthen Eurocadres' possibilities to lobby, bargain and negotiate. Eurocadres calls itself a *council*. In the framework of cooperation this term gains great and complex meaning.

Consequently cooperation partners play an important role in almost half of all listed activities. Exactly 49% were supported by at least one, many of them by several partners, in the discussion and opinion developing phases as well as in official presentations vis-à-vis employers' organisations or European authorities and in the social dialogue meetings. Of course, it matters *who* performs as a partner in different settings and formats, and *when*. Shedding light on the various cooperation formats, their advantages and limitations, may explain the importance.

As illustrated in chapter 6, Eurocadres is an organisation with a very small headquarters team of a handful persons and a leading body of two dozen representatives from national trade unions and European federations who take decisions and perform all activities in a quite sophisticated and resource saving task sharing way. Therefore the national trade unions and confederations are the most important cooperation partners for Eurocadres, for at least three reasons. They build the base where the individual members are organised and can send their concerns to the European level (e. g. in European projects). They guarantee Eurocadres' representativeness as a recognised European social partner. And they are the only ones who can put pressure on their respective national governments in order to lobby for majority decisions within the Council in legislation procedures to achieve European directives or regulations.

Although traditionally represented in Eurocadres' leading body, the Executive Committee, European federations are of minor importance as cooperation partners, mostly with the focus on issues concerning European works councils where the federations play the significant role and Eurocadres tries to integrate professionals' and managers' interests. Two exceptions

underline this fact: UNI-EUROPA whose predecessor organisation FIET played a significant role in the founding process of Eurocadres, and industriALL covering a great majority of knowledge workers of all industrial branches, they both have always been very active in Eurocadres' Executive Committee and cooperate closely with Eurocadres at social dialogue and at project level. With others there are either loose relations or even some tensions about competences and responsibilities whether they should be followed at sectoral or cross-sectoral level.

The European Trade Union Confederation (ETUC), with its important research institute ETUI, is the core partner of Eurocadres. Officially *associated* to ETUC, Eurocadres coordinates its positions with ETUC, in particular in all issues of general concern. Together with CEC, Eurocadres represents professionals and managers in the European social dialogue.

CEC is a very specific partner and also a competitor to Eurocadres, organising managers and, just like Eurocadres, is recognised by the European Commission as a cross-sectoral European social partner. Both organisations signed a protocol for shared representation of professionals and managers, in particular:

‘The establishment of a liaison committee between EUROCADRES and CEC,
The participation of the two organisations, according to modalities yet to be defined with the ETUC, to the different institutional bodies and processes of the social dialogue, notably in the negotiations with the employers' organisations,
The principles seeking to assure a good co-operation, each organisation maintaining its autonomy of expression and activity outside the process of negotiation and the questions that they decide to treat together.’ (Eurocadres/CEC, 1999)

This cooperation not only created a fruitful cooperation in the social dialogue but led to some additional lobby activities and to several project partnerships, in particular with managers' concerns.

Eurocadres' cooperations with professional associations are of mutual benefit in all subjects concerning professional education and qualification as well as recognition of the achieved diplomas and accreditation procedures. Some of the cooperations worked point by point, some for a longer time until a common goal was achieved, e. g. with engineers

organisations at national and European level for a Europe-wide recognition and accreditation system (Eurocadres, 2005b), and some of the cooperations got a new quality resulting in a permanent agreement, strengthening Eurocadres capacities and power and opening enlarged access to the European social dialogue. The agreement with CEPLIS, the association of liberal professions, precisely describes how this permanent cooperation should work (Eurocadres, 2010: p.2):

- ‘1. Eurocadres shall inform CEPLIS about all developments and issues related to European Social Dialogue topics and especially those with implication for the professions and professionals.
2. CEPLIS shall provide EUROCADRES with informed submissions based on expert knowledge to be used in the framework of its participation in consultations, negotiations and opinion-drafting relating to the European Social Dialogue. In that context, representations of the two organizations shall meet at least four times a year in order to examine Social Dialogue related issues.
3. EUROCADRES is committed to represent the positions of CEPLIS at the table of the European Social Dialogue. In case of a difference of opinion on an issue discussed in the framework of the European Social dialogue, the two organizations are committed to discuss in order to reach a common position. In the unlikely possibility of a radical difference of opinion, EUROCADRES is committed to communicate the position of CEPLIS to the European Social Partners.’

The contribution of the last category of cooperation partners, the researchers, does not result from a powerful position of the researchers or their institutions in the society but from their knowledge and their potential to increase knowledge that is necessary for an efficient analysis and the development of innovative solutions. Therefore Eurocadres has cooperated from the beginning with many researchers and other experts of several disciplines, in projects, for publications as well as in social dialogue debates. This led to the idea of a researchers’ network, directly related to the knowledge based society (Eurocadres, 2009: p. 31f.):

‘For EUROCADRES and its member organisations, the project ‘P&MS in the Knowledge-Based Society’ and its follow-up in 2007-2008 meant a greater commitment and therefore more resources for social / cultural / political / economic research.

- For EUROCADRES: more knowledge and information about the issues concerning professionals and managers; better preparation of strategies and policies; the possibility of learning how to use research results in order to achieve better strategies; obliging researchers to pay more attention to the ‘practical’ and strategic aspects of their research results; EUROCADRES’ networks & project developments;

- For researchers: access to trade unions, works councils, professionals and managers in companies; trade unions as possible dissemination partners for European projects; audience for research results; synergies with the EUROCADRES researchers' network, which aims at improving the conditions of researchers in Europe;
- Possible long-term perspective: establishing an observatory that brings the research results together; helps develop strategies and identify and fill gaps; participates as a partner in research projects; and builds a database of research results.'

Although the idea of an observatory could not be fully realised, Eurocadres can now make use of a Europe-wide loose network of researchers, institutes and university entities available for the necessary research concerning professionals and managers in the knowledge society.

8.4 The democracy dilemma: accuracy, identification, participation

When it comes to the decision on setting up an activity, the process within a small team is quite simple and efficient: discussing ideas, possibilities, obstacles, resources and limitations; then deciding democratically, so creating identification with an accurate plan, full common participation to realise the idea and make the activity successful.

For a European trade union organisation with high complexity, different structures, resources and democratic cultures in the various countries of the affiliated trade unions, the only way of managing the dilemma of accuracy, efficiency and democracy is to develop programmes and procedures for the general goals and methods in congresses with broad participation and therefore democratic legitimacy, and then to decide on concrete interventions and activities pragmatically within the leading bodies. This pragmatism applies for the reactive approach concerning contents, goals and statements, and it is even more relevant for the active planning of activities.

Three ways have proven efficient in Eurocadres, each with advantages and disadvantages. Gathering ideas, discussing and deciding in the leading team, the Executive Committee, opens the possibility of wide participation and is well legitimated. Uncertainty remains about how much the decided issue would be supported by the affiliated trade unions, a condition for success. Even more uncertain is how accurate the activity would meet the interests of the

concerned knowledge workers. A second way is based on an accurate analysis of wishes and interests of the concerned workforce, for instance as a result of a scientific study. Such a research-based approach can balance the different participation levels of trade unions and create a more European and an accurate view of interests to be followed in activities. Apart from the high costs of such undertakings, this way using representative samples cannot easily build so much identification within the concerned workers, neither with the concrete activity nor with the trade unions at European level, but this identification and then support is a condition for success. A third approach is to use the structural possibilities of the affiliated organisations, performing own surveys with online questionnaires: that could create interest, identification through participation, but can also distort interpretation and impacts as the performance and the results normally differ between countries and organisations depending on their possibilities.

A fourth way tries to combine the possibilities of the other methods and has been rather successful. Projects (in the best case subsidised by the European Commission) were chosen to be in continuity with the objectives and priorities of Eurocadres (e.g. mobility, access of women to managerial positions, access of young people to employment, etc.²⁷), decided democratically, and then generate in their realisation a creative *dynamic of participation* of trade unions and persons personally interested in the issue, personnel experience how European cooperation can work, visibility of European action in meetings and dissemination of results, a broad spectrum of collaborating with other project partners, as professional associations, European federations, works councils, even in some settings employers' organisations. And in almost all the projects which Eurocadres initiated or into which Eurocadres entered as project partner, research played an important role for a serious scientific basis and for efficient work methods.

Eurocadres projects, depending on the subject and the goal, may vary in terms of length (one day up to two or more years), formats (studies, surveys, workshops, symposia), spectra of participating organisations and persons, singular status or part of a continuous network activity. In particular regarding the continuous networks, Eurocadres has built up three

²⁷ Confer also the list of themes of Eurocadres' annual symposia, colloquia or conferences in the brochure on the occasion of the 20th anniversary. (Eurocadres, 2013a: p.44)

networks that provided activities with man and woman power in addition to the delegated representatives from the affiliated organisations: Mobil-net advisors who helped professionals to be well integrated when working abroad, Femanet activists who linked gender mainstreaming from national to European level, young professionals of the Start-pro network who worked for better working conditions in the first steps of a professional career. (Eurocadres, 2009: p.28-30) For the reason of limited resources, Eurocadres recently had to restructure some of these continuous activities.

As the European Commission has for several years decided on projects more and more restrictively and rejected project applications submitted by Eurocadres, the possibilities of project activities were reduced, and therefore it forced discussions on finding new balances between the three ways. Nevertheless, projects will remain good ways to overcome the democracy and accuracy dilemma.

The quantity of listed project activities (less than 20% of all activities) does not at all mirror the importance of this category for Eurocadres, for several reasons: In many cases only the final meeting or the final publication was listed, not the many steps before, be they studies, online surveys, local workshops, project team meetings etc; the number of involved persons and organisations is not taken into account; and last but not least project subsidies arriving from the European Commission have always made a significant share of Eurocadres' financial possibilities. Eurocadres will have to find new paths and settings for project work but sticks to the general orientation: 'We increase the engagement of members in numbers and activity to be stronger together.' (Eurocadres 2021c: p.19)

The following charts of a reflection within the Eurocadres' leading team show the complex structural processes of projects that emphasise project management as an efficient instrument of European trade union networking: 'roadmap of Eurocadres project processes'. (Musger, 2010: p.5-7) The charts taken from an unpublished presentation to the Executive Committee draft the procedures from the point of view of Eurocadres' project management and in the framework of Eurocadres' political strategy. Project partners' views and interests as well as the raising role of research and experts' involvement are not sufficiently included in the charts but must be better visible and considered.

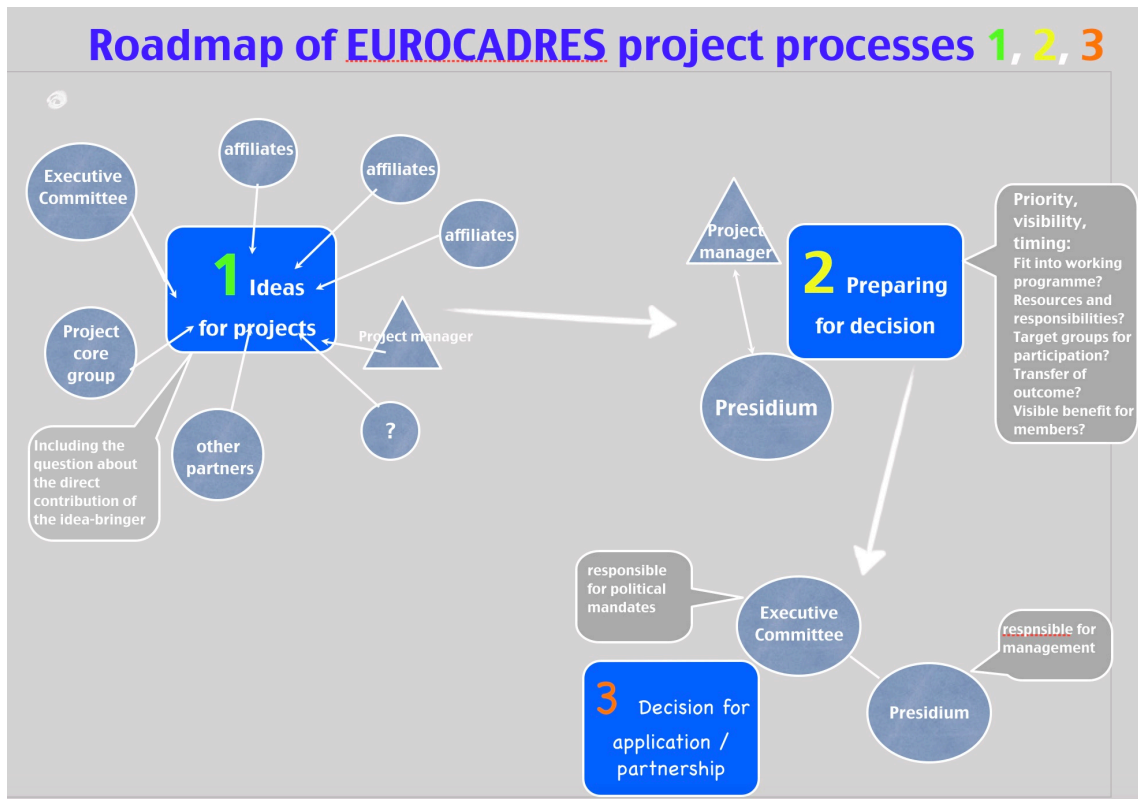


Chart 7: From the project idea to the decision for application or partnership

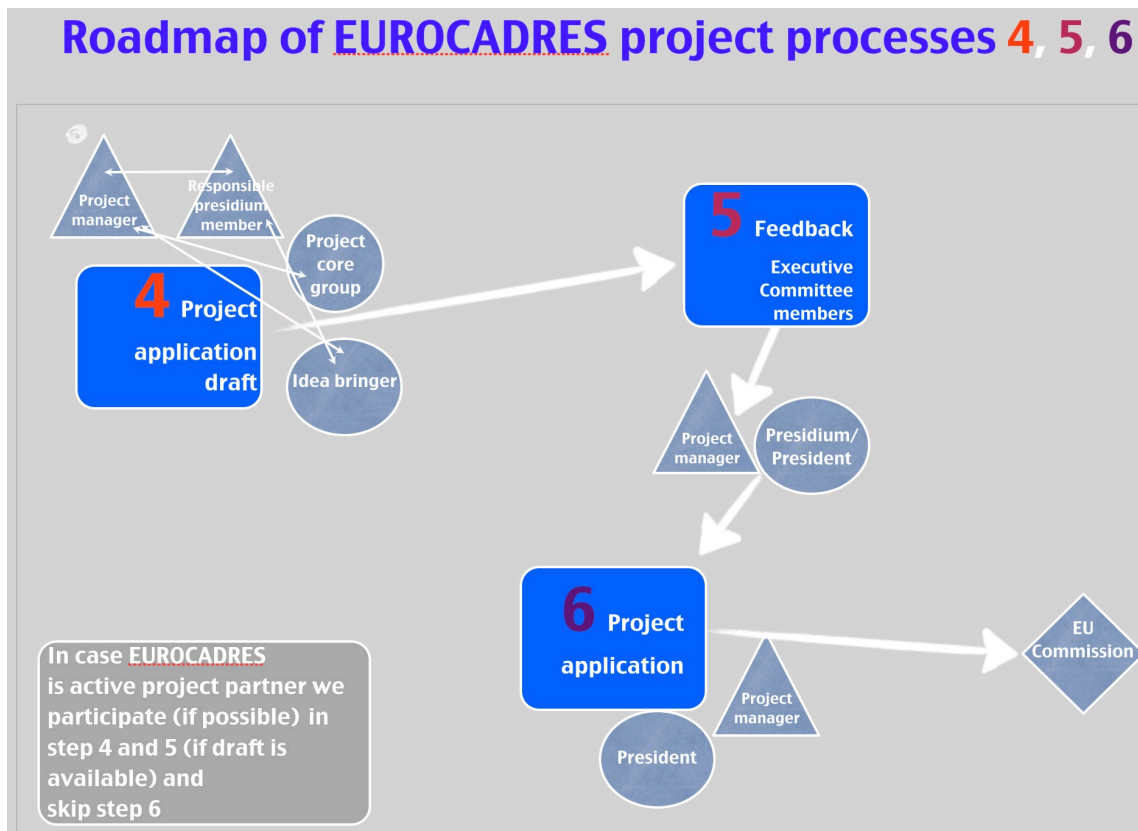


Chart 8: Project application procedure

Roadmap of EUROCADRES project processes 7, 8, 9

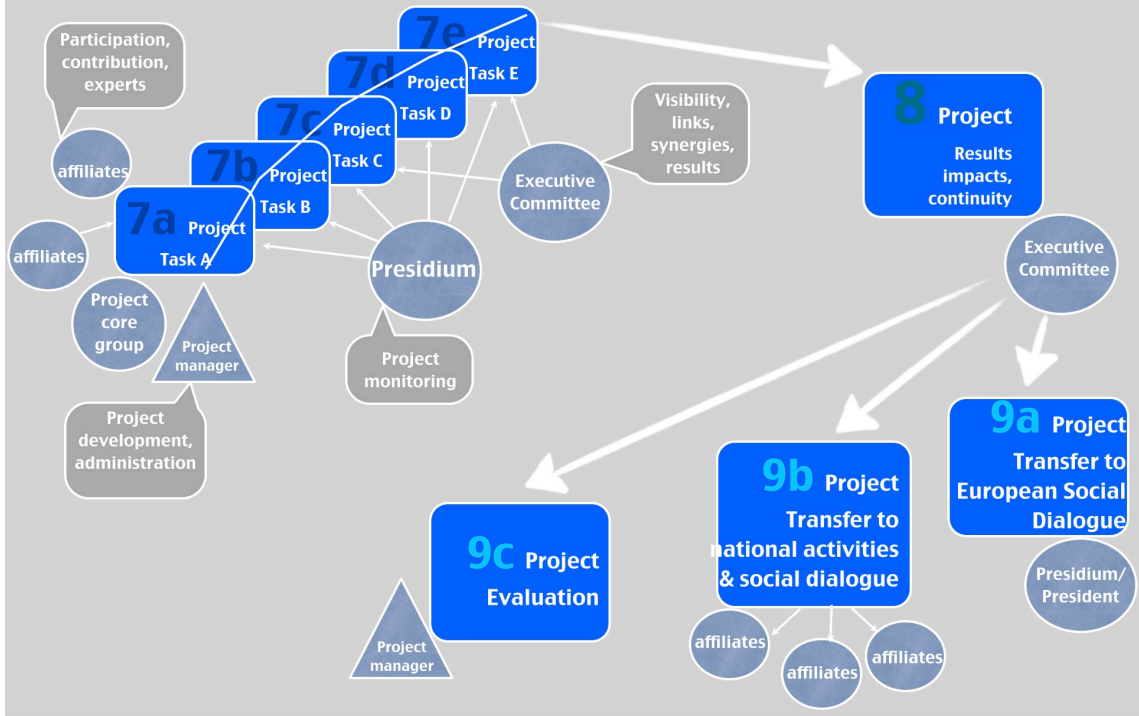


Chart 9: Project implementation, performance, evaluation and transfer

9 Eurocadres' endeavours for harmonising knowledge work conditions (single case study)

The content of this case study are the endeavours for European harmonisation of the working conditions of knowledge workers, the subject matter focuses on a large and complex Eurocadres project during 2011 and 2012, including elements of its previous history, but especially on the two-year project period, as well as the outlook on follow-up activities, and finally, with regard to the research questions, in particular on the challenges of the cooperation of many different project partners and stake holders.

9.1 The multiple challenge of diverse working conditions in the research areas

‘The mobility of researchers and recognition of the academic degrees and professional qualifications of researchers are among the key issues, which also include comprehensive social security and appropriate salary and pension systems. The EU needs to establish an attractive and functional single labour market for researchers.’ (Eurocadres, 2012a: p.2) Questions of recognition, of diplomas as well as of social security or pension rights, have been for a long time in the focus of Eurocadres’ activities. The concrete conditions for getting an appropriate job and a fair working contract have nevertheless remained a huge challenge, for several reasons.

Although Eurocadres had intervened already in the preparatory phase with concrete formulations ‘Eurocadres proposals for European researchers’ (Eurocadres, 2004a and 2004b), the two important documents published by the European Commission, the ‘European Charter for Researchers’ and the ‘Code of Conduct for the Recruitment of Researchers’ (European Commission, 2005), remained mere recommendations. The European Union shows responsibility, but has no direct legal competence to regulate or influence working contracts or other working conditions for knowledge workers.

Secondly, as already discussed in the respective chapters of the theoretical part of the master thesis, research and knowledge work is split up between several sectors and branches

in the private and public areas, with significantly different regulations by law or collective agreements within the various European member states, and of course with even more different quality levels between the countries.

Eurocadres summarised the challenge of a project dealing with such a complex diversity (Eurocadres, 2011: p.24):

‘The project “IREER – Industrial Relations for EU Excellence in Research Sectors” [...] focuses on the working conditions within the research and innovation sectors, public and private, academic and industrial, fundamental and applied. Given a broad variety of individual contracts and collective agreements at different levels, based on national developments, cultures and legislations, it presents trade unions and their workplace representatives with a challenge and an opportunity to take a European initiative in order to promote the advantages of intra-European mobility.’

And reflecting the positive first experience in examining the possibilities of European collective bargaining in the Dobrodošli project which had compared labour legislation and collective agreement systems of four countries (Czech Republic, Hungary, Poland and Austria) and examined possibilities to bridge borders between systems and countries (Kaps & Musger, 2009), Eurocadres set a very ambitious strategic goal for the new European project, to ‘draft a “European collective agreement declaration of excellence” attractive both for research institutes and their employees as an offer for social dialogue with a win-win-perspective’ (Eurocadres, 2011: p.25), a goal that turned out as too ambitious when all the project partners worked on realising, and therefore had to be slightly modified at the end of the project when presenting the results at the final conference.

9.2 Gathering various stakeholders to develop a realistic common project goal

The multiple challenge regarding the complex contents and systemic backgrounds caused the necessity of gathering a maximum of expertise in this field that mirrors the wide diversity and would guarantee a discussion at a high level and the integration of best practice from all over Europe into the aspired project results.

Eurocadres as the applicant organisation could win 9 trade unions representing knowledge workforce and in those days all of them affiliated members of Eurocadres, and in

addition five works councils from research institutes and two national employers' organisations, that made altogether, for Eurocadres, a record of project cooperation partners.

Six of the trade unions were general unions or confederations (from Italy at the regional level) that represent knowledge workers in various sectors and have sub-structures responsible for branches or sectors. The three specific researchers' trade unions came from the Czech Republic, Hungary and Romania. The profit and the non-profit area, the public, the private and the mixed formats of institutes and companies were covered by this sample.

Trade unions are involved in the legislation procedures through the national social dialogue, they are negotiating partners in the collective bargaining processes, and they have great expertise in representing and defending individual members at the labour court. In addition, works councils play an important role in particular in Germany, France and Austria, in various legal statuses and with different possibilities. They represent knowledge workers of internationally interlinked institutes. They negotiate specific agreements at company level and have the closest and best knowledge about researchers' interests and needs. One works council from France and two both from Germany and Austria could be won as project partners. The latter could contribute a maximum of expertise, representing not only a big research institute with a mixed public-private structure but additionally with the recent experience of a successfully signed collective agreement on extra-university research (Löschnigg, 2005).

Two partner organisations from the employers' side completed the sample: the Italian National Agency for New Technologies, Energy and Sustainable Economy covers a broad spectrum of relevant research, the Austrian umbrella organisation of eight research institutes from several disciplines had signed the mentioned collective agreement for extra-university research.

The complete list of project partners can be read in the General Assembly Report from 2011 (Eurocadres, 2011: p.25).

Compared to the structural complexity of research working conditions and their collective regulations, the sample of project cooperation partners was still incomplete. Countries with traditionally profession-oriented trade union and collective agreement systems

(e. g. Finland or Denmark) were not included; the structural barriers seemed too high to be managed satisfactorily. European trade union federations which represent researchers and knowledge workers in the sectoral European social dialogue were not asked for pragmatic reasons; to include all of them would have shifted the focus too much to the sectoral aspects and differences and might have caused an imbalance in the sample, to include only some of them would have been arbitrary and could have additionally resulted in tensions between the intended cross-sectoral European social dialogue and the sectoral views, approaches and already ongoing initiatives in the respective sectoral European social dialogues.

Of course, the project was continuously reported to the Executive Committee, with broad participation alongside the affiliated organisations, be they national or European federations. In this way the project was transparent and accessible for all who were interested. For the final conference with presentations, discussions and ideas for consequences and follow-up activities, invitations for participation not only arrived for all project partners, Eurocadres affiliates and the ETUC, but also included high representatives from the European Commission, the European Strategy Forum on Research Infrastructures and the European Research Council (Eurocadres, 2012b).

9.3 The design and main experiences in the project performance

Against the background of the wide structural diversity in regulating working conditions of knowledge workers, it was rapidly clear that the project design would focus on the relevant contents of contracts and defining first objectives; this way was clearly reflected in the final conference:

‘Against the background of European variety in the structures and legal constructions (contracts, collective agreements, laws, we aim at contents.

And we link to European documents (Charter, Code of Conduct, European Qualification Framework, etc.)’ (Musger, 2012: p.3)

Based on this first decision, the initial steps of the project design were the gathering and assorting of relevant data with the aim to

- identify common patterns and elements within the contractual diversity
- identify the most important elements of contracts which are worth starting a process of harmonizing through social dialogue at European level [...]’ (Eurocadres, 2011: p.24)

Three factors helped to draft the categories for sorting. All the experts for their respective local or national agreements and contracts listed categories and worked out a first agreed list. Then this list was compared to the main elements emphasised in the already mentioned European documents, the *Charter for Researchers* and the *Code of Conduct for Recruitment*. The third important factor was the reflection of the Council directive 91/533/EEC (Council, 1991) which has harmonised the obligatory data of a working contract against all the content and quality related contractual diversity, and the discussion of the high potential of the European Qualification Framework from 2005 (European Union, 2022a).

The next step was to ‘exchange experiences in collective agreements in the research sector including all types and levels of staff at national level’ (Eurocadres, 2011: p.25), because several agreements do not or, for structural reasons, cannot differentiate between researchers and other staff.

How to value the enormous amount of expertise and experiences? How to compare different views and national ‘cultures’ of regulating or deliberately *not* regulating concrete working conditions? How to weigh individual, company based, profession-related or general contracts or agreements? The solution to manage these questions was the creative decision in the project team to take two next steps:

- develop[ing] a socio-economic model to compare and assess various and different contractual elements
- using this socio-economic model to identify best practice and lines of development of agreements and contracts’ (Eurocadres, 2011: p.25)²⁸

At the end of a long, exciting, sometimes controversial debate on the gathered and sorted material the focus was turned to summarising and presenting results, in some aspects pragmatically reduced, compared to the first very strong aims, but ambitious enough to enter the wide stage of the final conference and to present proposals for further activities to the audience from affiliated trade unions, experts, employers’ organisations and European

²⁸ The socio-economic model that was available from the project website is unfortunately no longer accessible.

authorities. It finally resulted in a list of 12 so-called 'Benchmarks for best contracts towards excellence in the European Research Area', giving the slogan for the final conference (Eurocadres, 2012b) and the title of the brochure summing up the project proposals (Musger & Haider, 2013).

The summary underlines the pragmatic basis, the limitations of the presented proposals as well as the ambitious possibilities for the various stakeholders at the different levels of social dialogue from local to European (Musger & Haider, 2013: p.2):

'The 12 elements of an excellent agreement or a contract result from existing agreements and best practice in institutes and companies of the research sectors. EUROCADRES presents these elements as benchmarks for best practice.

- Young graduates and professionals who apply for a job as research workers may use the benchmarks as a checklist for their own employment contract, because appropriate working conditions are crucial for a good start into a research career and should not be underestimated.
- Workforce representatives can use the elements to raise company standards and to implement positive competition in order to attract the "best brains" to their respective organisations.
- Managers and funders of European projects and European institutes can use the benchmarks as framework or model for the employment contracts offered to their Europe-wide mobile staff.
- Trade unions may take up the contents to aim at cross-company or even cross-sector agreements which would allow better and sustainable careers with mobility between university, private and industry research and even between research, innovation and development.'

The 12 benchmarks comprise important elements of any working regulation, be it individually, by collective agreement or law at various levels, from systematised job descriptions, salaries and career, further qualification, place of work and working abroad, working time, holidays and sabbatical leave, freedom of research and ethical considerations, confidential clauses, additional activities, duration of contracts, access to social dialogue, and last but not least of particular importance for knowledge workers: international projects and expatriate allowances; the conference presentation emphasised this:

'As [international projects] should be part of an active career, our proposals aim at integration and continuity: Participation on request or in the interest of the employer should not interrupt the employment contract; posting and reimbursement by the funder; additional contract to regulate specific aspects (travel, accommodation, additional needs). Participation on the employee's own

initiative should be possible, with regulation of time-out and awarding the added experience. Social dialogue on regulating procedures and avoiding imbalances (e. g. caused by internationally paid projects).’ (Musger, 2012: p.9)

Aware that this project design focused on accuracy and sophisticated development of models, comparisons and the identification of best practice by a limited group of experts, the final conference with wide participation of more than 100 persons should work as a balancing element in order to open discussions and activities to use the experts’ proposals at various levels of social dialogue initiatives. In order to expand the auditorium much more, the brochure with the project results was translated into 13 other languages.²⁹ With these two design elements Eurocadres tried to enhance visibility and identification.

9.4 The outlook to planning new steps in realising project results

In a newsletter Eurocadres president Carlo Parietti highlighted the final project conference as a full success (Parietti, 2012: p.4):

‘National contributions to the Conference, during the working groups, reflected what has to be considered the real added value of the IREER project: that is to promote harmonized actions of trade union activities in the future and to show that a European approach is not a threat but an advantage and a win-win situation for trade unions and their members.’

Even more interesting for the analysis is the trade union insider but project outsider statement of ETUC general secretary Luca Visentini. In his conference speech he added a sensitive detail of the project complexity that should become a stumbling block in Eurocadres’ follow-up activities to realise the project proposals:

‘[...] as in all the other European countries, these different branches and companies are covered by different national agreements, bargained by different trade unions and employers organizations. All these social partners are, as you know, very jealous of their autonomy, and the contents and provisions of such agreements differ greatly from one to another.’ (Visentini, 2012: p.1)

Nevertheless, Visentini praised the importance of the project efforts

²⁹ Changing the EN (english version) to the other language codes (BG, CS, DE, ES, FI, FR, HR, HU, IT, NL, PL, RO, SE) in the web address https://www.eurocadres.eu/ARCHIVES/doc/0116_EN.pdf makes the other versions accessible.

'[...] to build up this common system, obviously directed towards achieving the highest conditions for the workers, in exchange for a single collective framework agreement (in the employers' interest as well) that could be more flexible and adaptable to the specific business needs and working conditions of the research sectors.

Indeed, in general sectoral agreements, research employees are often neglected and relegated to the bottom of unions' interests list.' (Visentini, 2012: p.1)

And although Visentini agreed to the project analysis that there is 'still a long way from establishing harmonized contract conditions in these sectors in Europe', he encouraged Eurocadres when stressing 'that the guidelines and recommendations [...] could be very useful in implementing this process and in taking a step forward to building European negotiations for these workers'. But he also suggested to be careful with terms and to speak about 'guidelines or recommendations, because these are the common terms in the European jargon and also [...] avoid offending the sensibilities of our colleagues in charge of negotiations at national level'. (Visentini, 2012: p.2)

Visentini opened up a perspective for European social dialogue calling the 'European Framework Agreements [...] an interesting example for your discussion on possible guidelines for European negotiations for workers in the research sectors', and finally made the optimistic statement that 'a European Framework Agreement for all the employees and employers of research sectors could be an achievable objective in the medium term'. (Visentini, 2012: p.3)

The praise of ERA director Octavi Quintana for the project should not be underestimated: 'The setting of common standards for excellent research contracts is of great importance. Benchmarks for best contracts is a much welcome initiative. A proposal widely accepted by both researchers and employers should be agreed in the shortest possible term.' (Quintana, 2012: p.6) In particular and referring to the project proposals, Quintana stated that they

'will help to: [c]rystallise some of the ERA principles:

- Mobility
- Gender equality
- Knowledge circulation

Perform multicentre, multinational collaborative research:

- Common standards for European researchers

[a]ttract talent to European research organisations:

- Excellent contracts > excellent staff

Set in practice a European value system:

- Ethical principles: integrity, confidentiality, human rights, intellectual property... ’

(Quintana, 2012: p.5)

9.5 Evaluation, reflection, hard braking and conclusion

After such positive feedback and encouragement from many sides, Eurocadres’ Executive Committee evaluated the project and decided with rather exaggerated enthusiasm

‘[...] 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.’

(Eurocadres, 2013c: p.14)

One year later, in 2014, an internal paper referred to the resolution of the 2013 congress, starting concrete preparatory steps for a new follow-up project:

‘EUROCADRES decided in its 2013 Congress to take initiatives to establish a European social dialogue in order to launch and achieve the mentioned aims: “EUROCADRES wants to be more

involved in the areas of research and education. EUROCADRES also wants to include these processes in the European social dialogue.“ (Resolution “Professional and managerial staff taking responsibility for strengthening European integration”)’ (Eurocadres, 2014c: p.1)

As the planned and 2015 submitted project application named ‘European Cross-industry Research Framework initiative’ was finally rejected by the Commission authorities, this project idea, the interesting elements as well as the reasons for the failure, are not accessibly documented. Nevertheless, to round up the case study with reflections to avoid the same mistakes for next initiatives, the main planned elements of the project and the reasons for its rejection will be discussed.

Based on Visentini’s encouraging proposal to aim at a European Framework Agreement for research (cf. Visentini, 2012: p.3), the plan was to start, with the budget support of a European project, a process of *mapping* the aimed framework:

‘The big challenge of this project is to link all the existing elements of networking and dialogue in research and development at European level, to gather relevant agents, to find out new structures, new fields for regulations, new procedures and cultures for a cross-branch, cross-sector European Framework in research areas.’ (Eurocadres, 2015: p.1)

Eurocadres together with ETUC and CEEP should have coordinated the project; several round tables organised by national project partners (trade unions) would exchange and discuss cross-sectoral approaches to regulate researchers’ working conditions at national level, the project team of trade union experts would summarise and condense these debates to get closer to a concrete European social dialogue in a two-step conference procedure. The final conference ‘should be a place of dialogue between representatives of employers and employees at European level within the fields of research and development, in particular a possibility to start a new form of cross-sector European Framework by European organisations.’ (Eurocadres, 2015: p.5) The idea was to establish an interactive electronic platform that would gather and offer ‘documents (e.g. company or branch collective agreements, other regulations and recommendations), reports and good practice as well as contributions in the debate in order to develop the Framework Initiative’ (Eurocadres, 2015: p.8)

In retrospect, this was an important indication that a complex activity at the European level must not allow for any important mistakes. In this case it was the underestimation of neglecting stakeholders who were not so interested at first glance. Aiming at cross-sectoral social dialogue, the already ongoing *sectoral* social dialogue was not taken into account enough, giving the European authorities good arguments to reject the project application:

‘There are strong doubts about the added value, given the fact that the rationale/problem analysis remains rather sketchy and completely ignores the existing body of work, both by sectoral social partners and the Commission. These doubts are reinforced by the fact that the social partners of the Educational sectoral social dialogue committee, which includes a working group on higher education and research, are not at all involved, revealing a problematic lack of coordination between the cross-industry and sector levels, and also weakening the quality of the partnership.’ [European Commission, DG Employment, Social Affairs and Inclusion, unpublished letter to Eurocadres, 17 Nov. 2015]

Altogether, the positive and the less positive experiences of this hard braking can teach Eurocadres now to plan further steps in research and innovation on, with Visentini’s words, ‘still a long way from establishing harmonized contract conditions in these sectors in Europe’ (Visentini, 2012: p.2), considering ongoing activities and avoiding anyone’s jealousy by proactively inviting the European federations, in particular ETUCE, industriALL, EPSU and UNI-EUROPA, to contribute to an important cross-sectoral framework with their sectoral experiences and preliminary successes.

Regarding the research questions on strengths and weaknesses in Eurocadres' application of instruments and cooperations, the case study shows how success and failure are sometimes close and how a few mistakes can make all the difference, so that consistent Europeanisation initiatives require accurate planning, perseverance and patience.

10 Knowledge workers' views and requests on European trade unions and professional associations

Without claiming to present a general or representative empirical survey about the views and requests of knowledge workers on European trade unions and professional associations, this chapter attempts to draft a picture based on a small online survey carried out among the scientific staff of a current European research project, Danube Hazard m³c.

10.1 European research programmes: background of the Danube Hazard m³c survey

The framework programmes of the European Union for research have, since their launch in 1984, played a leading role in multidisciplinary research activities. Regulation (EU) 1291/2013 of the European Parliament and of the Council established *Horizon 2020* — the Framework Programme for research and innovation (2014-2020), the most important funding programme. This European regulation clearly called its goal regarding the European knowledge society:

‘It is the Union's objective to strengthen its scientific and technological bases by achieving a European Research Area (“ERA”) in which researchers, scientific knowledge and technology circulate freely, and by encouraging the Union to advance towards a knowledge society and to become a more competitive and sustainable economy in respect of its industry. To pursue that objective the Union should carry out activities to implement research, technological development, demonstration and innovation, promote international cooperation, disseminate and optimise results and stimulate training and mobility.’ (European Union, 2013: p.1)

Horizon 2020 had a budget of almost EUR 80 billion, in addition to the expected private expenditure that the funding would attract.

The European Commission 2021 adopted a new framework programme to succeed Horizon 2020, called *Horizon Europe*, covering the period 2021 to 2027, with an enlarged budget of EUR 95 billion and several new elements in order to manage the challenges with a concrete vision:

‘Our Vision: The EU’s key funding programme for research and innovation:

- Tackles climate change
- Helps to achieve the UN’s Sustainable Development Goals
- Boosts the EU’s competitiveness and growth
- Facilitates collaboration and strengthens the impact of research and innovation in developing, supporting and implementing EU policies while tackling global challenges
- Supports the creation and better diffusion of excellent knowledge and technologies
- Creates jobs, fully engages the EU’s talent pool, boosts economic growth, promotes industrial competitiveness and optimises investment impact within a strengthened European Research Area.’ (European Commission, 2021)

Interreg is another key instrument of the European Union, with the specific focus on

‘[...] supporting cooperation across borders through project funding. Its aim is to jointly tackle common challenges and find shared solutions in fields such as health, environment, research, education, transport, sustainable energy and more.

Interreg is one of the two goals of the EU Cohesion Policy in the 2014-2020 period and it is funded by the European Regional Development Fund (ERDF). It has a budget of EUR 10.1 billion invested in the several cooperation programmes responsible for managing project funding.’ (European Union, 2022e)

The major strategic orientation of the current *Interreg Europe* programme aims at mastering ‘disparities and inequalities across Europe and challenges for regions’ (European Union, 2022f: p.6), in particular at developing a ‘more competitive and smarter Europe’ (p.7), a ‘greener, climate-neutral and resilient Europe’ (p.8), a ‘more connected’, a ‘more social and inclusive Europe’ (p.8), finally a ‘Europe closer to [the] citizens’ (p.9).

This background and the fact that Eurocadres had carefully contributed to the consultation processes for European programmes, e.g. for Horizon 2020 (Eurocadres, 2014b), suggested the idea to include a survey linked to a European project. The second and even more important reason was the possibility to present the requests of my master thesis personally to several researchers of the project *Danube Hazard m³c*. A third advantage became apparent during the analysis and interpretation of some details. The project coordinator of *Danube Hazard m³c* could help to clarify some questions.

10.2 The interregional project Danube Hazard m³c

The project, with full title *Interreg Danube Transnational Programme Danube Hazard m³c*, financed in three European budget lines totalling almost EUR 26 million, is European in a multiple sense.

Firstly regarding the geographical dimension that goes even beyond the European Union, as the Danube runs through 10 European countries and receives water from additional four countries:

‘According to the EU Water Framework Directive, hazardous substances (HS) pollution is a major water quality issue to be tackled in the Danube River Basin (DRB). This also applies to non-EU Member States, which committed to pursue similar goals within the International Commission for the Protection of the Danube River (ICPDR).’ (Danube Hazard m³c, 2020)

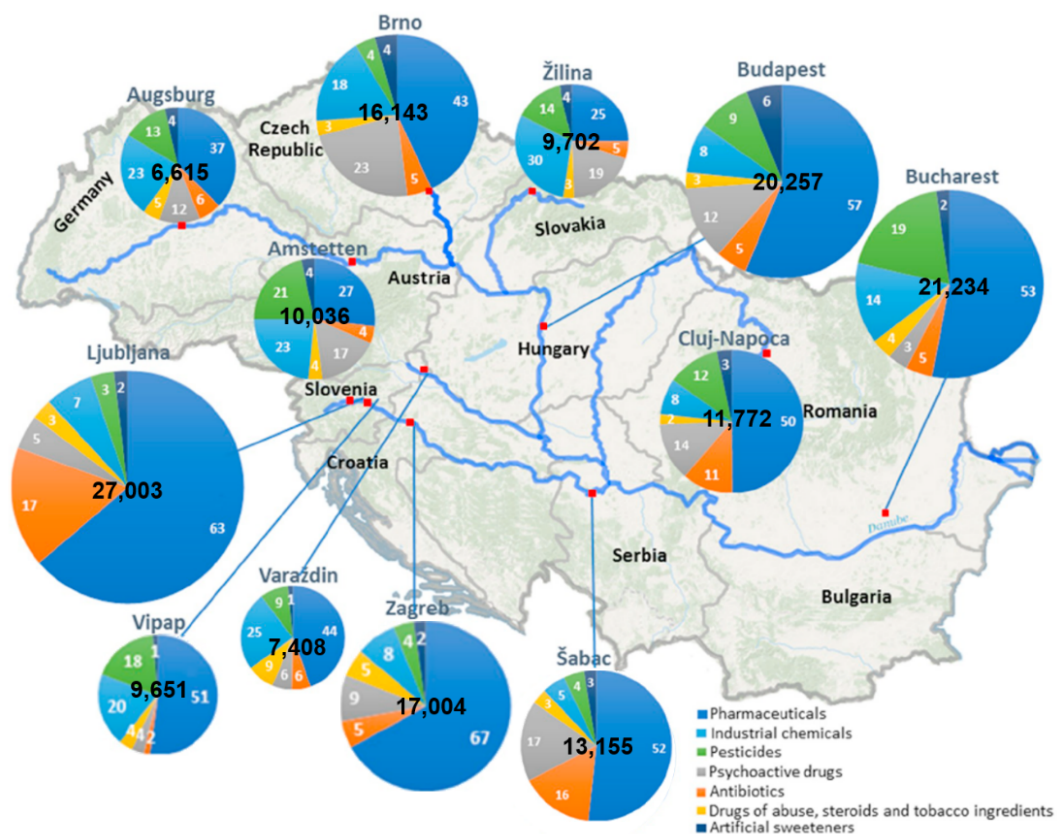


Chart10: Danube Hazard: wastewater effluent concentration along the river (Danube Hazard m³c, 2020: project promotional materials)

Secondly concerning the subject and goal of the project:

‘The project aims to achieve a durable and effective transnational control and reduction of HS water pollution. [...] Danube Hazard m³c builds on the three elements of water governance (measuring, modelling and management) complemented by capacity building.’³⁰ (Danube Hazard m³c, 2020)

Thirdly, the type and nature of the research itself and the impacts of its results: approach, methods and data must be shared amongst the researchers of all the involved European countries. Control measurements and regulations to improve the water quality along the Danube must be co-ordinated by all European partners. Researchers and technicians from all the partner countries work together to realise the project’s aims.

The only element in this project that is *not* European is the structure and ‘landscape’ of working contracts and working conditions of the involved workforce, the researchers, the technicians and the managers. They are engaged by various institutions, companies and project constructions at different national levels, under various working conditions with relatively wide scopes and rates of certainty or sustainability of their scientific careers.

Although there are trade unions caring for researchers, professional and managerial staff, both within the European countries in very different structures and also at European level, there is a structural gap between the European requirements of European research and the existing structures for the representation of its workforce, in particular of bundling and negotiating proper contracts.

As already mentioned in the theoretical section of my master thesis, European research projects are extremely diverse, regarding scopes, formats, budgets, Europeanisation rate, quantity and quality of research staff and other factors. Therefore, the one chosen project Danube Hazard m³c cannot be representative for all the structural questions, problems and disharmony in the European research society, nor for the efforts, solutions, successes in arranging suitable working conditions. But the Danube Hazard m³c Project nevertheless could give a panorama picture from *inside* a European project with several countries, institutes and companies involved. The small survey, asking project workforce about their

³⁰ Measuring, modelling, management forming the m³, capacity the c in the name of the project

personal background experience, should allow to match questions and problems of research practice with the existing structures of trade unions and professional organisations that claim to represent the interests of knowledge workers.

10.3 Sample, invitation and motivation to participate

Within the framework of the Danube Hazard m³c project, there are around 60 persons working, more than half of them forming the core team of researchers, engineers and managers, others in additional logistic and administrative positions. They come from 13 European countries (Austria, Bosnia and Hercegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Moldova, Montenegro, Serbia, Slovakia, Slovenia, Ukraine) and from 3 international organisations, the International Commission for the Protection of the Danube River, the International Association of Water Service Companies in the Danube River Catchment Area and the International Sava River Basin Commission. They were delegated to the project from different types of organisations: 3 universities (Budapest, Vienna, Zagreb), 7 research institutes and agencies from 7 countries, 4 water provider organisations (Bosnia and Hercegovina, Bulgaria, Hungary, Romania) and, additionally, from governmental organisations (ministries) of 5 countries (Austria, Croatia, Czech Republic, Hungary, Serbia). Regarding the status in the project, these organisations are either project partners or associated partners. The project lead is the Technical University of Vienna. (Danube Hazard m³c, 2020: partners)

Based on a short virtual pre-meeting with the project leader, I had the opportunity to explain the concept of my master thesis and the survey in a short presentation to the participants of a project team meeting in autumn 2021, to around 20 persons present and additional participants via zoom. Asking for participation in the online survey, I tried to motivate with the goal of the study:

‘Your opinions about improving working conditions in a European research environment and which role you attribute to trade unions and professional organisations at different levels (including European) will be compared with structures and programme contents of trade unions

that claim to represent researchers, engineers, technicians, managers.’ [Unpublished presentation, 2021]

And I added that there could hopefully be also personal benefit when participating in the survey:

‘With your contributions to this survey you can help to achieve more clarity in these complex structures where more European harmonisation could be helpful for organisations as well as for you as persons working in a European project format.’ [Unpublished presentation, 2021]

After this direct presentation an e-mail officially was sent from the project coordinator informing all 60 persons working within the project, giving the same information and explanations as during the meeting and communicating a direct link to the online survey. The majority of the informed persons who answered did it immediately, some after a reminder one month later.

10.4 Results and interpretation of the survey

Nearly 20% from the total 60 project staff invited to participate answered the online questionnaire. This response sounds rather small at first glance. But as the survey was personalised, with a personal e-mail to all project team members, the calculation of a more precise response rate was possible (cf. Wagner-Schelewsky, 2019: p.793): From the 18 researchers whom I personally reached in the presentation meeting, 8 (and thus almost half of them) answered the questionnaire subsequently, and from the additionally online participating 13 another 3. So the overall response from those who listened to my presentation was a rate of 35%. This can be interpreted as of informative value at least for the core project team, in particular as the whole project workforce of 60 persons also includes administrative and logistic occupations which do not perform knowledge work.

For the reasons already explained, the results of this survey cannot be representative at all for knowledge workers generally, but can be interpreted as meaningful for knowledge workers of the project Danube Hazard m³c. Despite all the limitations of these circumstances, the interpretation of both qualitative and quantitative data is illuminating, especially in

comparison to some problems and hypotheses regarding knowledge workers raised in the theoretical part of the thesis, and in the linking of some data with personal or country-related backgrounds. Thus, the answers give a concrete picture worth interpreting and discussing, in particular concerning the relationship of knowledge workers to trade unions and professional associations, the arguments for and against membership and the wishes and expectations of these organisations. They will be presented in detail.

10.4.1 Quantitative data on the European project workforce

Complete answers to the questionnaire arrived from 11 members of the Danube Hazard m³c project team, 9 of them from university or independent research institutes, one from a national administration and one from an international agency. The specified professions comprise a wide spectrum from scientists, assistants, professors and senior advisors to management positions. The diplomas are rather homogeneous: 6 stated PhD and 5 Master degrees, mostly in engineers' disciplines, probably due to the very specific tasks of the project. Concerning the age, there is a wide spread of between 30 to 60 years, with an average age of 47.

The answers regarding geographical and job mobility show a very differentiated picture: 8 different countries of birth are mentioned. After their studies, between only one and up to 6 employment periods are stated, altogether in 12 countries, mostly but not only European ones, in between one and 4 different countries. The current employments are in 6 different European countries, with an extremely wide-spread duration from 2 up to 36 years, 10 of the 11 answers full-time, one part-time.

From this range already observed in the very small sample, it could be concluded on a much greater diversity of personal approaches in the world of European research projects, in particular regarding mobility.

The stated contractual link of the project team members to the Danube Hazard m³c project seems rather fair: 9 said that their 'involvement in the Danube Hazard m³c project runs as part of the current contract', 2 stated that it runs 'under specific conditions or benefits

for participation in the project'. This picture contrasts strongly with many empirical findings about qualitatively very different and often also precarious contracts for knowledge workers (cf. Pernicka et al., 2010 and 2018) and is probably also somewhat contradictory to the strong wishes mentioned for the trade unions to take on the improvement of working conditions, as shown in the next paragraph on qualitative data.

The answers to the question, which players they think have contributed to elements of their respective working conditions, have a clear and not really surprising tendency. Contract and income are mainly, the sustainability elements strongly influenced by the employing institution, less by a works council and trade union, and only marginally by the individually concerned persons. Some are 'not sure' about who mainly contributed.

10.4.2 Qualitative data on membership to trade unions and professional associations

10 said they are not a member of a trade union, only one is. These answers correspond with other studies or estimations on low trade union membership rates in research sectors in most European countries. They show that knowledge workers feel quite far removed from trade unions, but the precise arguments freely presented also indicate that knowledge workers think about pros and cons and are open for offers which seem useful for their working life.

The pro-argument of the only declared trade union member was to 'defend the interests of employees', followed by the pessimistic statement 'low expectations in any cases' concerning income, working conditions or sustainability, and even 'no expectations' concerning European activities. It is not surprising that the assessment came from a country, where the trade unions responsible for research staff have a long tradition of struggle on the one hand, and an extremely difficult position vis-à-vis the government on the other. This may also explain the discrepancy between low expectations in European activities and, at the same time, the attribution of high importance to the European labour market and European collective agreements.

The con-arguments, though not mandatory questions, are very open, revealing and constructive, with a wide spectrum of opinions related to the individual situation, the

environment or even their own role, from the simple ‘Didn’t think about it yet’ or ‘no reasons’ via considerations as ‘There never was the necessity to do so’, ‘I have not been so far in touch with the trade union representatives [...] since I joined’ or ‘I do not know the trade unions in Austria and I haven't felt the need to discover more about them, because so far, I am satisfied with my working conditions and I receive sufficient information from the Arbeiterkammer³¹’ to precisely reflected arguments about the trade unions: ‘My institution is too specific to be properly represented by a trade union’, or about the own status: ‘As one of [the] manager[s] it would be a conflict of interest in some way’. The answers, although from a small sample, show a great diversity and often very personnel approaches, based on individual experiences or actual mobility status with new orientations, and a high degree of self-reflection on this question; it becomes clear, for example, when the manager, who considers union membership incompatible with his position, assigns 7 ‘high important’ and one ‘important’ to in the desired portfolio for trade union issues and activities.

Even more interesting and constructive are the answers to the question ‘In which areas of your professional life could a trade union be helpful for you?’. Some are ‘not sure’ or ‘can't think of any at the moment’, but others mention precise perspectives: ‘Clarification of the possibilities of further employment conditions, Kettenvertragsregelung [“chain contracts”] with the new legal regulation’, ‘salary, work conditions, beneficial extras (home office, parental leave)’, or the link to sectoral regulations: ‘As we follow public sector labour conditions, wider public sector trade unions can mean something for me’.

The answers to the final slightly provocative question ‘What would motivate you to join a trade union in your organisation?’ are surprisingly clear and open-minded, from ‘nothing’ and ‘not sure’ to very constructive pleas and proposals:

‘Better professional working conditions and evaluation of the same.’

‘Visible benefits for my work contract.’

‘I would join a trade union which would address the structural problem of the maximum time that project assistants are allowed to be employed in my university.’

‘Probably motivated representatives of the organisation.’

³¹ Chamber of Labour, Austrian interest organisation with obligatory membership

In contrast to the distanced attitude towards trade union membership, the membership to professional associations within our sample is more balanced: 5 said they are not, 6 answered they are members, some of them are even members of more than one professional organisation. The majority are linked to local or national associations specified for a certain discipline, e. g. chemical engineering or hydrology. But amongst the associations are also European federations (for medicinal chemistry) and global organisations (International Water Association). The members of professional associations can be characterised by some elements: amongst them are all three university professors, they have all worked for their organisation for several years, and they are older than the project average.

The most frequently mentioned motivation to join an association is networking in various aspects, including the European dimension: ‘to help [the] local scientific community, to share knowledge, to create [a] network with European colleagues’, ‘networking, publications, organization of conferences’, ‘professional contacts and information exchange’ or ‘career possibilities’.

Arguing against membership in a professional association varies, from the simple ‘no reasons, simply I am not’, the vague ‘didn't think about it yet’, the open-minded ‘I have been in the past, [but since] I have not been actively seeking contacts yet’ (a consequence of recent move to a new country) to the tough personnel calculation of ‘benefits relative to costs, time involvement’. The additional question ‘What would motivate you to join a professional association?’ was answered ambivalently, from a simple ‘none’ to rethinking ‘in principle I would be motivated to join. I might do it, when the situation changes’ to cool calculation: ‘visible benefits for my profession’.

The ‘expectations concerning income / career / publications / working conditions’ for association members are comparatively few: ‘not high’, ‘network for publication’ and ‘necessary to work on certain projects in the country’, the last statement sounding like a condition rather than an expectation and could indicate rigorous project procurement conditions in the relatively small country where the knowledge worker comes from.

To the opposite question to non-members ‘In which areas of your professional life could a professional association be helpful for you?’ there was only one ‘none’, others stated concrete

and clear pleas: ‘networking, knowledge transfer, state-of-the-art knowledge, mobility’ or even more direct: ‘networking, increasing my possibilities to find a job in the future, professional development (training)’.

The ‘expectations concerning European activities’ mentioned by members of professional associations are strategically well argued: ‘building stronger network[s] and partnership[s] in all areas’, ‘wider cooperation with colleagues of similar professionalism outside [their own country] in an organized manner’, or ‘put it in [an] international context’. Only one said that he or she doesn’t have any expectations. The question on ‘expectations concerning collaboration of the professional association with trade unions’ got only two and rather humble answers: ‘not too big, undefined’, ‘don't have it’, contrasting with some thematic overlapping as will be explained in the next paragraph.

10.4.3 Comparison of favourite portfolios of issues for trade unions and professional associations

All persons participating in the survey were asked, independently from membership to trade unions or professional associations, to draft their favourite portfolio of issues that trade unions should care for and their favourite portfolio with exactly the same issues that professional associations should care for, choosing for any issue a scale from ‘very important’, ‘rather important’, ‘less important’ to ‘not relevant’, with the additional possibility to add an issue in an open question field. The answers were quite informative and well differentiated between the trade union and the professional association focus with some overlaps and some surprise. And although the exact number of responses is of limited significance due to the very small sample and humble response, some trends can be identified.

The issue ‘working contract’ unsurprisingly is a clear trade union domain (6 very important, 5 important), but even for professional associations it was once mentioned ‘very important’ and 3 times ‘rather important’, against 6 ‘not relevant’. The similar result works for ‘income’, with a slight shift in the trade union focus (3 very important, 8 rather important).

The issue ‘equal and fair treatment’ is also a core trade union domain (7 very important, 4 rather important), but it is also in the professional association focus (4 very important, 3 rather important, 4 not relevant). ‘Equal and fair treatment’ is a multifaceted term, and although it would be interesting to discuss the various aspects of equal and fair treatment in this context, that discussion would go beyond the format.

On the other hand the field of ‘publication and career possibilities’ is a clear domain for the professional organisations (7 very important, 4 rather important), whereas for the trade union portfolio the scaling was balanced (2 very important, 4 rather important, 3 less important, 2 not relevant).

Professional networking is the main motivation and the core issue of professional associations (9 very important, 2 rather important) and less relevant for the trade union portfolio (2 very important, 1 rather important, 5 less important, 3 not relevant), a rather reciprocal scaling.

The issue of ‘European labour market conditions’ is attributed to both portfolios because of the general competences of European trade union federations and the profession-specific influence of professional associations in regulating professions and procedures of recognising diplomas. There is a stronger focus on the trade union portfolio (6 very important, 3 rather important, 1 less and 1 not relevant), whereas the professional association portfolio is almost balanced (2 very important, 2 rather important, 4 less important, 3 not relevant).

The issue of ‘European collective agreements’ shows almost the same scaling picture (trade union portfolio: 6 very important, 2 rather important, 2 less important, 1 not relevant) which is reasonably surprising because the legal competence to negotiate and sign collective agreements, be they at local, national or European level, is exclusively held by trade unions. 2 mentions of ‘very important’ and 3 of ‘rather important’ in the professional association portfolio may be interpreted as the wish to influence collective bargaining regarding needs for specific professions.

The scalings to the issue of ‘cross-border mobility’ can be seen as the most surprising in this comparison. Although endeavours of European trade unions like Eurocadres to facilitate mobility for knowledge workers in Europe have been strong *and* visible, mobility is less

attributed to the trade union portfolio (2 very important, 2 rather important, 7 less important). On the other hand it is valued as a core issue within the professional association portfolio (4 very important, 4 rather important, 3 less important). The plausible interpretation can be as follows: Personal relations and links are essential in planning cross-border mobility, and they can be found in professional networks and international collaboration in projects; the legal consultation and care mostly comes later, after having decided on a new job abroad. This example may underline the understanding and practical importance of individual or network-driven endeavours of ‘horizontal Europeanisation’.

Finally, it should be mentioned that no-one added additional issues, neither for the trade union nor for the professional association portfolio.

The statistical synopsis³² of the two portfolios may allow both a good overview of the mentioned trends and the possibility of further comparison, interpretation and discussing consequences.

		very important	rather important	in sum	less important	not relevant
working	<i>trade union portfolio</i>	6	5	17		
contract	<i>prof. assoc. portfolio</i>	1	3	- 8	1	6
income	<i>trade union portfolio</i>	3	8	14		
development	<i>prof. assoc. portfolio</i>	1	3	- 9	2	5
equal and fair	<i>trade union portfolio</i>	7	4	18		
treatment	<i>prof. assoc. portfolio</i>	4	3	3		4
publication and	<i>trade union portfolio</i>	2	4	1	3	2
career possibilities	<i>prof. assoc. portfolio</i>	7	4	18		
professional	<i>trade union portfolio</i>	2	1	- 6	5	3
networking	<i>prof. assoc. portfolio</i>	9	2	20		
European labour	<i>trade union portfolio</i>	6	3	12	1	1
market conditions	<i>prof. assoc. portfolio</i>	2	2	- 4	4	3
European collective	<i>trade union portfolio</i>	6	2	10	2	1
agreements	<i>prof. assoc. portfolio</i>	2	3	- 1	4	2
cross-border	<i>trade union portfolio</i>	2	2	- 1	7	
mobility	<i>prof. assoc. portfolio</i>	4	4	9	3	
		64	53		32	27

Chart 11: Synopsis of favourite portfolios of issues attributed to trade unions and professional associations

³² For calculating the average scale (in sum) the ‘very important’ was counted as 2 points, the ‘rather important’ as 1 point, the ‘less important’ as minus 1 and the ‘not relevant’ as minus 2 points.

The numerical statistical data are noticed to keep the basis for the overall picture transparent, but for the aforementioned reasons of the small sample and the modest response rate, they have no significance in themselves. The ‘positive’ fields (noted as important) are marked in differentiated green (stronger/weaker trends), the ‘negative’ areas (less important or not relevant) are correspondingly differentiated in red.

The sum-column shows the differentiation between the core and main areas of the two types of organisations. The fact that the overall sum of the very and rather important rated issues is almost double of the less important or not relevant valued, may be interpreted as a marker for the open-minded and positive opinions of the project knowledge workers which were already visible in the answers to the open questions of the questionnaire discussed in the previous paragraph of the chapter.

Altogether and with the limitations due to the sample and response from the small European project Danube Hazard m³c, the main findings of the survey confirm knowledge workers’ ambivalent attitudes towards trade unions, in particular at European level, as already documented in the theoretical part of the master thesis: great desires for better working conditions and possibilities on the labour market (with a clear and concrete portfolio of key issues) diverge with low expectations that trade unions could realise these wishes and therefore also low willingness to join trade unions. Concerning professional organisations, there is slightly higher interest and willingness to join.

11 The communication challenge for European trade unions

11.1 How does European information reach its addressees?

The subtitle of my master thesis is ‘Eurocadres balancing knowledge workers’ interests in scientific identity, European and global solidarity and individual sustainable development’. One important parameter to measure these balancing endeavours is how European activities reach their individual addressees, the knowledge workers, whether these activities and their results are seen and recognised as European, and whether they are accepted as an accurate fulfilment of their wishes and expectations. All of these questions are not trivial, and no serious systematic answers can be found, neither in the research literature nor in trade union studies. But these questions are nevertheless relevant when discussing visibility, acceptance and attractiveness of European trade unions.

If and how information about Eurocadres’ positions, actions and concrete results reach individual addressees, of course depends on the provider of information, the European trade union itself: an accurate and immediate presentation, above all electronically and web-based, is a first prerequisite. This is a necessary step, but only the first one in a long information chain. Subsequently it depends on the communication line top-down. How does the affiliated confederation disseminate the received information? Does it underline the result as a European success, e. g. does it focus the European directive or only national legislation into which the directive was transposed? Is the information transferred one-to-one or commented or translated into the local language? And the longer the line from European to local level, through regional, branch, professional or other sections, the more questions arise, the more modifications, interpretations, filtering or even interruption of the communication chain can take place.

And just as complex and tortuous are the communication paths in the other direction, from the individual members bottom-up to the European level, with the additional challenge that opinion building and decision making is not mere discussion but moves along hierarchical lines. A lot of obstacles complicate the procedures of opinion bundling and

deciding until a position arrives at the European level and can be discussed and decided, e. g. in the Executive Committee of Eurocadres.

From the very beginning, Eurocadres has tried to improve the dissemination of information and the visibility of activities and success, primarily to the affiliated trade unions, confederations and European federations, secondly to other partner and network organisations, thirdly through the website also to extended addressees, including individual trade union members. Besides an elaborated system of e-mail exchange between the affiliated member organisations, Eurocadres' main pillar of information within the first periods were periodical newsletters, originally called Eurocadres-flash, then simply Newsletter.³³ The Eurocadres website has been developed step by step to a systematic tool where anybody interested can find documents and recent news about actual activities and positions. A new qualitative step in this process was realised under the presidency of Martin Jefflén who proudly stated at the 2017 congress:

‘In 2015, we changed the face of Eurocadres. A new website, newsletter, logo and visual identity were the main components. Paired with a more extensive use of both Twitter and Facebook we have improved our social media presence.’ (Jefflén, 2017: p.5)³⁴

Of course, in daily trade union life all these procedures do not always work in a clear, systematic, transparent and democratic way. Pragmatic shortcuts, due to rapid decisions, limited resources and sometimes to direct intentions or even interventions, relativise the long communication lines, making the valuation of efficiency even more difficult.

A comment by a member of the Executive Committee of Eurocadres may illustrate the dilemma. Despite the fact that he has full access to the Eurocadres information systems, including the internal web-based exchange platforms, he estimates his influence to the information chains and decisions as rather limited:

‘As [a] staff representative in a public organisation, I do not have access to detailed information in my union. I inform my union about my work at Eurocadres, as representative of my union, but I don't know how my union uses (and transmits internally) the information I give them.’

³³ All Newsletters from 1993 to 2013 can be found in the Eurocadres archives (Eurocadres, 2013b)

³⁴ Eurocadres also changed the lettering, from the previous acronym *EUROCADRES* in capital letters to the plain *Eurocadres* which I use in the master thesis, independently from the period that I write about. Literal citations use the respective lettering.

‘At a personnel level, I use Eurocadres information (position about European directives for example, or Eurocadres leaflet concerning whistleblowing) directly in my own organisation to influence my own organisation internal policies. I send also information to members of the Department of Higher Education and Research of the Science and Education Union of OGBL, who are staff representatives working in other private and public organisations.’ (Jacquemart, 2022; chapter 19: p.186)

The initial plan for the master thesis was to shed light on these aspects of communication, expectation and acceptance of European activities from the various national points of view. With an online questionnaire survey national Eurocadres-affiliated trade unions should be asked how they value the efficiency in transferring European activities for knowledge workers to the local level, about their estimations how these activities arrive at the individual members, to list expectations in European action and in cooperation between trade unions and professional associations, and finally to draft a favourite portfolio for European activities for knowledge workers.

11.2 The failure of the Eurocadres survey and its core information

Based on the commitment with the Eurocadres leading team and after a check and slight modification of the questionnaire (appendix, chapter 18), the survey was announced on the Eurocadres congress in October 2021 and then published on the website with an explanation that should encourage the addressed trade unions to answer the questions. In particular, it was stressed that the goal of the planned survey was to match

‘[...] questions and challenges of research staff with the structures of Eurocadres-affiliated trade unions that claim to represent its interests. Through the analysis of the results it should be possible to identify:

- a) elements to improve structures at various levels;
- b) questions to be followed in further surveys and investigations in greater quantity and quality;
- c) Eurocadres’ possible activities for the benefit of members in the research and development areas.’ (Uzelac, 2021; chapter 19: p.181)

This means that the survey focused both on identifying new possibilities for structural improvements (an advisory approach) and on the more modest research approach of finding

questions for further research, because it was quite clear that this survey concerns only Eurocadres and only parts of the complex communication logistic.

Unfortunately, the official invitation recommended by Eurocadres did not result in any answer. One month later a reminder e-mail was sent to the same addressees and underlined Eurocadres' interest in this survey: 'This survey is of high interest to Eurocadres and we would need you to participate in it - or a competent colleague of your trade union. If you are more than one union in your country please forward the survey to your colleagues of the other unions.' The e-mail informed that the 'survey can be answered in French and English', that the 'participation should not last more than 20 min' and that further information is available at request (Uzelac, 2021; chapter 19: p.182).

The humble result of this reminder was only *one* answer, in French and from a relatively small trade union in Romania, with almost 80% of its members with research professions and situated in the public governmental sector in a difficult political environment. Only the activity fields of 'personal consultancy' and 'equal and fair treatment' are valued as 'rather efficient', all the others 'less efficient' or even 'not relevant', including core trade union areas as working contracts or income questions. In contrast to this pessimistic view, the estimated expectations of members in exactly these two fields are called 'very important' as well as the expectations in European labour market regulations and collective agreements, with the additional comment that the lack of sufficient national legislative protection raises hopes for European solutions for Romania (answer to question 13: 'Respect et application de la législation spécifique européenne'). These hopes correspond with the 'favourite portfolio of issues that Eurocadres should support with activities and initiatives at European level' (question 26) focused on exactly the same core fields of working contract, income development and European regulations, additionally 'professional networking' (very important) whereas all the other fields are valued 'rather important'. The answers end with a dramatic request for support to survive: 'Pour les membres de la fédération maintenant est important de survivre et d'avoir le soutien d'Eurocadres' (answer to question 29).

The Romanian was the only answer that arrived but it was not at all the only activity after the invitation. My investigations and some telephone calls showed that the survey request did

not only arrive but was followed by confederations of several countries which tried to find trade unions in order to forward the questionnaire to or to find experts within the confederation who could answer the questions. It turned out that this task seemed very difficult, concerning the contents and the target groups. An e-mail communicated to the Eurocadres Executive officer finally described the *crux of the matter* in clear words:

‘Has anybody read the questionnaire? We have tried to follow up, but the questions are neither geared to trade unionists, nor to researchers or to both. Researchers are in different unions but are not identified as such. Therefore, we are in the impossibility to answer this questionnaire.’ (Meyenberg, 2022; chapter 19: p.183)

On my proposal, the Eurocadres presidium was then contacted, focussing the urgent invitation on the potential added value of the master thesis and the link to the currently planned Eurocadres activities in the research field:

‘Eurocadres will profit from the finding of the study which will be provided to us by Gerald. As you know the topic of research is on our policy programme adopted at congress. We have neglected this important topic the last years and this study is an important kick off to get again more engaged.’ (Uzelac, 2022; chapter 19: p.183)

The result of this intervention were two long telephone discussions with members of the Eurocadres presidium, vice-president Ute Meyenberg and president Nayla Glaise, ending firstly in an understanding that further efforts to get answers to the questionnaire are generally hopeless, and secondly in a commitment to contact, in particular, the members of a new research working group within Eurocadres, all of them closely linked to trade unions representing researchers and therefore hopefully more familiar with the questions raised in the questionnaire.

In February 2022, I wrote an e-mail to the mentioned working group, explaining the situation and asking to comment on the questionnaire critically, and in particular:

‘Please write me your opinions about how you generate the ideas and requests concerning the interests of knowledge workers from the various sectors of your country before you bring them into the debate in Eurocadres Executive Committee or working group; how the communication chain works or what other sources you may use.’ (Musger, 2022; chapter 19: p.185)

The only answer I got, will be discussed later in this chapter.

11.3 Examining and restructuring the ‘blackbox’

Although due to the failed Eurocadres survey it is not possible to systematically analyse the communication challenges of a European trade union in the substantial details, the master thesis will list and discuss some of the main factors of the complex communication system which should be taken into consideration when further research will hopefully deal with the experiences of European, national, branch, professional and local trade union entities in their mutual communication, exchange, opinion building and decision-making step by step, including a core question of how individual knowledge workers at their workplace are involved in this communication system, a prerequisite for visibility and attractiveness of and identification with European trade unionism and European commitment of trade union members. Three levels can be distinguished: the factual-technical, the structural and the political level.

Concerning top-down information lines, there is the initial question *which* information should be selected from the numerous possibilities. The key issues will normally be on top of the website. But are these also the key issues in a specific branch in one country? The focus could be quite different, and so the availability of a local trade union to take up, translate, discuss this issue and encourage individual members to be involved in the process. It also makes a difference whether an important issue is nationally regulated by law or collective agreement, with more or less relevance of a European directive. Therefore both interests and languages may be barriers in the information flow.

A second question is in which *phase of an activity process* information is published. In the frame of longer European consultation and legislation procedures, it is essential to document the main steps, statements, answers to Commission calls etc., showing transparency and opening the chance to participate and contribute. For pragmatic reasons, draft papers are normally communicated only ‘internally’, for Eurocadres between the members of the Executive Committee who are themselves responsible whom they involve in the communication (e. g. the national coordination committee or experts). Informing the individual members raises the additional question whether the information offered at European level can be directly sent to individual members, e. g. through a link to the article

on the Eurocadres website, or if it needs translating into the local mother tongue or interpretation and adaption to usual terms and legislative context. Even if knowledge workers can mostly read English texts, the matter is not trivial. In addition, Jacquemart raised the problem that, for good reasons, ‘some information [is] also confidential within unions, as for example the correct number[s of] members and the financial accounts’. (Jacquemart, 2022; chapter 19: p.186)

The questions concerning the *structural level of communication* result from two factors: the structural complexity of confederations affiliated to the European organisation, often with horizontal branch or professional subunits, with knowledge worker members split up in several parts, but seldom interlinked across networks or working groups, on the one side, and often hierarchically organised and centralised communication departments that are responsible for disseminating information, but normally directly linked only to the confederation’s leading team, on the other side.³⁵ The bigger and more complex the confederations are, the more competing confederations are working in one country and need coordination procedures and bodies to bundle positions and to generate *one* voice for the country in the debate at the European level, the more possibilities for obstacles, tortuous communication paths, interruptions and misunderstandings arise.

The structural complexity can make communication even more difficult when considering various roles and competences of the involved persons:

³⁵ Maybe my far too optimistic approach to analyse the communication complexity in the planned (and finally failed) Eurocadres survey (appendix, chapter 18) was driven by my own more simple experience. In my professional position in the Austrian trade union for white-collar employees from 2001 till 2014, I was the responsible secretary for the Professional and Managerial Interest Group, embedded in the department for branch collective bargaining, and at the same time delegated from the Austrian Trade Union Confederation ÖGB as a member of Eurocadres Executive Committee.

Therefore it was much easier than for others to organise adequate information flows, as I kept hold of all the information lines top-down and bottom-up, and I could invite members to contribute to discussions and adjust, translate or directly forward information to them.

The information exchange with other trade unions within the confederation turned out to be far more difficult, because of lacking structures and responsible addressees for knowledge workers who are split up in different sectors and subunits.

For all these reasons the opinion building bottom-up was not really satisfactory, positions mostly based on discussions in the professional and managerial interest group of my trade union, and finally informations were sometimes ‘filtered’ or even ‘censored’ by hierarchical decisions.

‘The problem could be that only union representatives participate [in] the Eurocadres congress. If this union representative has not a managerial function within his/her union and has not the power to speak in the name of his/her union (beside the mandate he/she has as union representative within Eurocadres), you encourage only the union representative and not the union as an entity.’ (Jacquemart, 2022; chapter 19: p.186)

When analysing the various experiences of European and national trade union organisations, the red line through research could be the focus on tracing the information and watching its quality and quantity along the way.

Besides the fact that most of the interests of knowledge workers have more or less a relevant European dimension (which can be derived from theoretical positions in the first section of the master thesis and also found in the results of the Danube Hazard m³c survey, chapter 10), the *political level* of the communication systems has not only an enormous impact on quantity, quality and selection of information, but also some influence on the efficiency to reach the goals of the respective trade union activities.

The recent example of the French transposition of the whistleblower protection directive (European Union, 2019) shows these relationships. Domestic trade unions and other organisations successfully defended the main positions of the directive against efforts to weaken whistleblowers’ protection through national law:

‘The adoption of the proposed law is a very important step towards enabling employees to link their professional responsibility to the general interest of their companies and sector, while also giving precedence to their professional ethics over financial objectives. Eurocadres welcomes the adoption of the law, and hopes that this will enable more would-be whistleblowers to take the brave step in calling out malpractice.’ (Eurocadres, 2022c)

As several European countries are still slow to transpose the directive, Eurocadres’ communication of the French situation was not only supportive for the activities of the trade unions in France but also a strong reminder for other countries and an important plea for European commitment.

On the other hand, the European commitment of trade unions in various countries depends on their respective views about European initiatives, whether they are seen as support for progress in regulating working conditions, as actions which would not really touch national legislation, or even as a threat because European harmonisation is estimated

and feared in ‘undermining’ presumed better standards ‘at home’. This can lead to very different interpretations and therefore different communication, in quantity and quality, and in both directions along the communication chain. Or, as Stéphane Jacquemart commented dryly: ‘Due to possible conflicts between competitive unions in a same country, this [information exchange] could not have happened.’ (Jacquemart, 2022; chapter 19: p.186)

Concerning the bottom-up procedures of opinion building and position making, an additional phenomenon can be watched, in particular in preparatory phases of congresses or assemblies. In case there are several confederations and trade unions competing for membership amongst the knowledge workers, open and sometimes passionate discussions take place, sometimes sliding into problematic Europe-critical populism, sometimes, and in the best case, struggling for the optimal European commitment in formulating resolution texts ready for decisions at the European level.

Altogether, an in-depth examination of the roughly outlined levels, dimensions and paths of information and communication could not only shed light into the ‘blackbox’ but would open manifold opportunities to reflect, improve and develop communication lines and methods, strengthening relationships between all the organisations along these lines and amending the links between the European level of activities, the involved national and local trade unions and the concerned individual knowledge workers.

12 Consolidation of theoretical positions and empirical research findings

This chapter will merge and consolidate the theoretical positions and approaches to the phenomena of European knowledge society, European knowledge workers and their relationships to trade unions with the main findings of my mixed methods empirical research, focused in particular on the various structural and content-related aspects of Eurocadres' activities and in addition taking into account the survey on views and wishes of knowledge workers of a European research project. The chapter is divided into three paragraphs, each summarising steps in the consolidation process: beginning with the starting points of the master thesis and developing an adequate theoretical model (12.1), then reviewing the research questions of the master thesis in light of theoretical and empirical findings (12.2), and finally presenting answers, re-interpretations and still open questions for further research (12.3).

12.1 The model of a multi-layered multi-material dynamic fabric

With the exception of minimal research on the development of trade union involvement in the European social dialogue, in which the question of the main title of my master thesis 'How do trade unions conform to the European knowledge society?' is at least touched upon (e. g. Lapeyre, 2017), all the examined research literature is focused on single aspects of the knowledge society, on trade unionism, on the identity and interest orientation of knowledge workers, on the procedures, progress and tensions regarding the European dimension of social dialogue. For this reason the theoretical section of the master thesis worked along research to various aspects: the terms of *Knowledge Society* and *Knowledge Worker*, the position of knowledge workers on the labour markets and within the working process, the

questions of identities and interests of knowledge workers, their relationship to trade unions that represent them in the various sectors, the role of professional associations, and finally the positioning in the systems of social dialogue and collective bargaining at local, sectoral, national levels and, in particular, at the European level.

All these aspects and the theoretical background were discussed in chapters 2, 3, 4 and 5, with the specific focus of linking the theoretical positions to aspiration and realisation by Eurocadres, regarding the sub-title of the master thesis, in ‘balancing knowledge workers’ interests in scientific identity, European and global solidarity and individual sustainable development’.

The most accurate theory that could not only help to answer some of my research questions but includes possibilities of analysing concrete positions, activities and dynamics, is the theory of *Horizontal and Vertical Europeanisation*. It was presented by a research network around Martin Heidenreich from Oldenburg University and is still under further development (Heidenreich, 2019). Heidenreich distinguishes two lines of Europeanisation: ‘While vertical Europeanisation focuses on the interaction between EU and national policies, horizontal Europeanisation focuses on the transnationalisation of social relations in Europe as comprising both society-building [...] and community-building’. (Heidenreich, 2019: p.10); details and impacts are explained in chapter 5.1.

The concept of horizontal and vertical Europeanisation has worked as a useful navigator when examining the dilemmas of my hypotheses in chapter 4.2: strength, efficiency and coherence are mostly requested, although not always bundled in the vertical lines of Europeanisation developments, in particular in establishing binding European regulations or directives, whereas on the other pole of the dilemmas, accuracy, identification and democracy go almost exclusively along horizontal lines and links, between knowledge workers in professional networks and associations, between various types of trade unions, works council representatives, in meetings or projects, amongst partners in cooperation processes, and also between social partners at various levels, in the social dialogue or less formal formats.

The concept was a useful instrument to sort and value the categories of the documented Eurocadres activities (chapter 8). Using the concept in the quantitative analysis opened the

way to show the balances between more ‘horizontal’ activities, which have been by the majority pro-active, and the more re-active interventions mostly linked to ‘vertical’ Europeanising procedures to reach decisions for directives or regulations, although not each activity can be clearly linked to the horizontal or to the vertical dimension. An additional aspect of the concept must be taken into account: the value ambiguity of the Europeanisation term. Chapter 3.2 deals with the open labour markets for knowledge workers. Professional associations and networks as well as trade unions emphasise the positive impact for career possibilities, others oppose and highlight negative consequences of an elitist orientation of the research strategy of the European Union, speaking about ‘Europeanisation and global academic capitalism’ (Gengnagel et al., 2019).

My application of the theory of horizontal and vertical Europeanisation, in order to fit the concept of Eurocadres as a European council with various roles as social partner, lobbying performer, network organiser, service provider and communication hub (explained in chapter 6 in detail) ‘weaves’ the two dimensions of Europeanising instruments and levers used by Eurocadres into a sort of dynamic fabric model, put together with different threads of various ‘materials’, some direct and strong, others more indirect, not necessarily weak, with important nodes and gaps and less efficient elements: altogether the model of a patchwork, a *multi-layered multi-material dynamic fabric*. The elements shown in chart 12 are exemplary and not complete.

Though the model cannot explain all the complexity in the subject of the master thesis, it is possible to link it to other theoretical positions and use it as a sort of core theory to answer research questions.

A recent example about the efficiency of a smart and creative bundling, ‘knotting’ of vertical and horizontal Europeanisation activities is the campaign EndStress, proactively initiated by ETUC and Eurocadres together with 40 cooperation partners from member state and European levels and aiming at a new European directive. The activity now reached the level of debate within the European Parliament: ‘In a new draft report, Parliamentarians support the call for a directive on work-related psychosocial risks.’ (Eurocadres, 2022b)

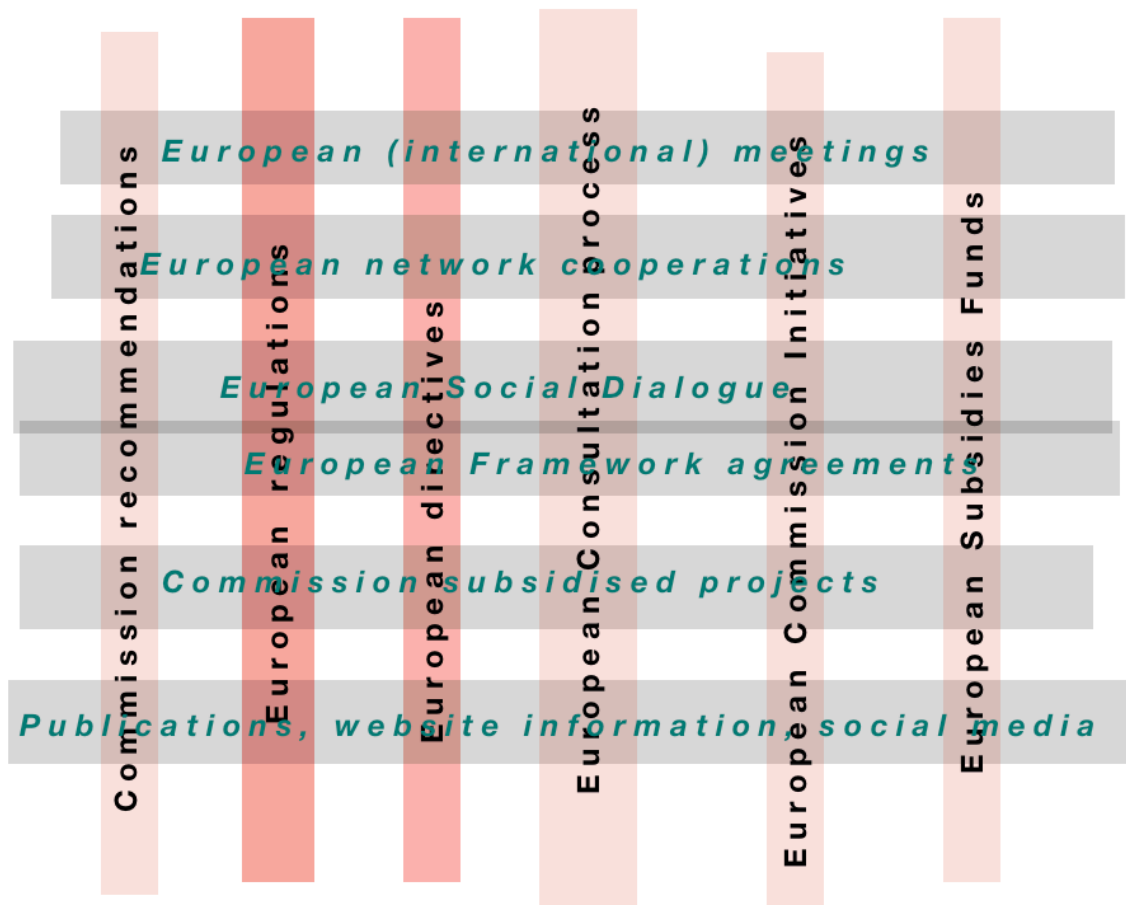


Chart 12: Model of a multi-layered multi-material dynamic fabric

12.2 Reviewing the research questions of the master thesis

After the theoretical reflections and some empirical findings it is possible to present answers to my research questions, at least provisional and prudent answers including uncertainties and still open questions.

The first research question comprises structural, methodological and content-related elements that were examined regarding their impact on the quality of trade union activities, in particular as regards Eurocadres' performance: 'Which structures, instruments, levers, key issues (contents) do European trade union organisations (like Eurocadres) develop in order to enhance visibility, attractiveness and efficiency of European activities in order to bring forward researchers' interests?'

The overview and the detailed analysis of Eurocadres activities for knowledge workers (chapter 8) showed that the performance as a European council and social partner is based on both dimensions of Europeanising lines. In the *vertical* dimension that mainly aims at overcoming *legislative barriers*, the involvement in the ‘Brussels’ structures, including official participation in consultation, high-level panels, but also informal contacts to various European general directorates and working groups of the European Commission, can be called strong, continuous and often remarkably influential.

The contacts of Eurocadres to the European Parliament and its sub-groups have been significantly enhanced, mirrored in the activity list as well as in the current Eurocadres website, and in good accordance with the overall increased importance of the European parliament. Influencing the Commission and the Parliament seems to have become the main lever whereas pressure put on member state governments has been reduced at the same time. This imbalance that obviously reduces Eurocadres’ efficiency may be deduced from two reasons which are interconnected: as shown in chapter 6, chart 4, some big European countries with nationally influential trade unions have withdrawn from Eurocadres and so weakened its power to influence national governments, and the new triple format of the European presidency has made it even more difficult to address and contact a single government. Therefore the traditional, although often not really successful, contacting presidency governments have not been continued to the same extent as in previous periods of Eurocadres’ history.

For trade unions the traditional core lever of *horizontal* Europeanising is the European social dialogue which leads to collective agreements or frame agreements with influential but not binding character, and could be transposed into a legal, *vertical* procedure ending in a European directive or regulation. The tensions and partly regress of these possibilities, as discussed in chapter 5, were mostly linked to sectoral issues and have not concerned so much the cross-sectoral endeavours of Eurocadres aiming at specific needs of professional and managerial staff including knowledge workers. Together with ETUC, Eurocadres has been quite successful in using this lever (see the signed agreements in the activity list, appendix, chapter 16), whereas Eurocadres’ sole efforts to work for an agreement for researchers came up against limits, as discussed in detail in chapter 9, a clear proof of the theoretical

considerations about the complexity of the divided labour markets for knowledge workers (chapter 3) and also of the structural complexity of trade union organisations at national and European level which all claim to represent knowledge workers, but each of them only in a single branch or sector (chapter 4.3).

The set of instruments of various formats and working methods used by Eurocadres is differentiated and documented in the list of activities (appendix, chapter 16). It has been continuously developed and updated and, after almost three decades of development, can be called mature and successful. Nevertheless, there are severe limitations. The first and important is the limit of Eurocadres' financial possibilities through a double dependency, on fee contributions from the national affiliates and on subsidies from the European Union which limit the quantity of projects and restrict in some respects the free choice of contents because projects have to fit the European budget lines and to pass the control by European authorities. Both limitations are not so transparently documented: the Eurocadres budgets are for good reasons discussed only internally in detail, and rejected project applications are internally evaluated but not broadly communicated (cf. chapter 9.5).

Some of the instruments used by Eurocadres could also be called 'structural elements', opening space for cooperation (projects, workshops, networks), information (website, social media) or decision-making (conferences), but Eurocadres has never discussed nor developed totally new trade union structures that could eventually better fit the knowledge society challenges or even replace 'old' structural models. The architecture and organisational concept from the beginning and only slightly modified during almost three decades (discussed in chapter 6) was and is to act as an *additional* and cross-industry bridging council, with the advantage not to question or even alienate any other European trade union, but with the disadvantage of the permanent need to justify why national confederations or trade unions need additional affiliation with additional fee contributions and input of additional resources, to respond to the simple question of input and revenue for which the answer of a 'determination for reinforcing the European Union' (Rousselot, 2013: p.3) often seemed not sufficient enough for all potential affiliates and partners, and Eurocadres cannot avoid also examining the other 'added values' (Rousselot, 2013) continuously. To sum up:

Eurocadres does not aim at overcoming *structural barriers* but using and living with trade union structures at various levels as well and creatively as possible.

Matching the theoretical reflections on key issues to empirical findings, shows a surprisingly precise accordance, even for the long period of three decades of Eurocadres' activities. The European labour market (chapter 3) raised key questions of mobility and recognition of diplomas, the specific interests of researchers or knowledge workers (chapter 4) show why questions of the European Research Area, of social responsibility, needs of female or young scientists came into the focus. Specific aspects of the working conditions, like formats of working time, intellectual property rights, whistleblower protection or stress, were by and by put on Eurocadres' agenda for European social dialogue and legislative procedures (chapter 5). The sample of key issues seems to be more or less confirmed not only through successful results of activities but also by the respective results of the Danube Hazard m³c survey (chapter 10) from a completely different outsider point of view.

Nevertheless, the failure of the planned reciprocal survey, in which affiliated national trade unions should have examined and valued the efficiency and accuracy of Eurocadres' activities in those key fields, including the relationship to professional associations, left relevant questions unanswered. Concerning the latter relationship, there is an incomplete picture: Professional associations seem to be rather relevant for knowledge workers' identity, publication and career matters, and professional networking including job and geographical mobility (chapter 10), whereas the importance for social dialogue could not be sufficiently examined. The complexity of professional associations, some very specialised like the supervisors' association ANSE, others more general covering professional fields like the engineers' association FEANI, and with a wide range in demand and size, would be an own specific matter of research and cannot be discussed in the framework of this master thesis.³⁶

Altogether, this aspect of the empirical section raises some doubts or at least some uncertainty about the real attractiveness of trade unions for knowledge workers and the success of overcoming mental barriers among the addressees, the knowledge workers and

³⁶ 2000-2003, during the discussion about the directive on the recognition of qualifications of regulated professions (merger of the old sectoral directives and the general directive), Eurocadres organised consultation meetings with professional associations of engineers (FEANI), architects, doctors, psychologists, nurses and others, coordinated interventions, but without adopting official common positions.

individual trade union members themselves, leading finally to the second research question: ‘How do European trade unions as Eurocadres communicate with interested members at national or local levels, in cooperation with national trade unions?’

As discussed in chapter 11, sufficient answers to these questions could not be found in theoretical studies, except for some elements, nor could they be generated, although planned with the Eurocadres survey, in the empirical part of the master thesis. Nevertheless, the information outcome of the examination and some precise feedback from experts allow a vague answer, provisional, surprising and with a new focus shifted to a phenomenon which I call the ‘*communication blackbox*’. Of course, communication takes place, but there are no sufficient data available about communication ways from the European to the local level, quantity and quality aspects along the communication lines, nor about the communication, opinion building and decision making bottom-up in detail. Therefore an analysis remains impossible, discussion would be interesting and fruitful but requests further research, otherwise it would become mere speculation. Chapter 11 presents some questions and ideas for further examinations.

12.3 Answers to the research questions

The findings of the three empirical examinations (chapters 8, 9, 10), validated by studies taken into account from the theoretical section, allow a relatively precise, though still provisional answer to the *first* research question. Compared to its limited resources and power, but partly balanced by the genial council concept (chapter 6), Eurocadres can be described as a European trade union rather successful and efficient in

- concentrating on key issues (e. g. mobility questions as recognition of qualifications and diplomas, responsibility, specific rights and working conditions for knowledge workers);
- using the appropriate instruments (e. g. website, meetings, workshops, projects, social media) for opinion development;

- consequently utilising the levers of European consultation and social dialogue as recognised European social partner with combined activities in the vertical and horizontal dimension of Europeanisation;
- and prudently developing cooperation networks to enhance efficiency without interfering in or alienating existing and possibly competing trade unions or professional associations.

Each of the four listed elements has emerged as essential, but the most important factor is their creative and flexible combination. This set of methods and ways has been restricted only through limited power and resources, gaps and tensions in the cooperation sphere and the still suboptimal system of information and communication between the various levels.

Two important questions that follow the research question still remain unanswered, because the failed Eurocadres survey has not delivered results to the relevant questions regarding this matter, leaving this element to further research:

- Which activities does a European trade union like Eurocadres initiate to guarantee that efforts and success at European level arrive at the addressees, the knowledge workers in enterprises, research institutes or universities?
- And which possibilities and ways do European trade unions identify to overcome the gaps in the cooperation networks, to reach knowledge workers in countries or areas where there is no permanent affiliated partner or member organisation?

The answer to the *second* research question is, contrary to the first one, not totally but largely surprising, and at the same time vague, provisional and somehow unsatisfactory, based on the results of the considerations in chapter 11:

- European unions like Eurocadres have limited possibilities for direct communication with individual trade union members at the local level: top-down eventually through website and social media, bottom-up exceptionally when members can contribute, for instance, to a questionnaire organised Europe-wide (e. g. working time study).

- European unions like Eurocadres depend in their communication procedures with individual members on communication lines and cultures of various intermediate organisations: trade unions, confederations and their sub-structures at the national level.
- Even in case the confederations or trade unions are directly affiliated to the European trade union, all the internal communication seems to be a ‘blackbox’, rather non-transparent, a bottleneck or a filter.
- In case the European trade union does not have any affiliated trade union to cooperate at member state level, the communication possibilities with individual members are more or less restricted to virtual exchange.

In the case of Eurocadres’ communication, it seems that there is a flexible and open network structure of exchanging opinions, developing positions among equal partners, the ‘council spirit’, encountering in trade unions or confederations at national level traditional structures and hierarchical communication and decision lines, but also including too many bottlenecks, interruptions or even deadlocks that cannot be valued seriously. In the best case responsible persons in the organisations create paths to overcome the situation; in campaigns this could be successful. Eurocadres has often discussed and always stressed to ‘involve our members in our activities’ (Eurocadres, 22021b: p.3), but this means first and foremost the involvement of the affiliated organisations and does not usually include the members at their workplace who normally remain in the ‘blackbox’.

These unsatisfactory results concerning the second research question obviously raise the question of further research in order to shed light into the ‘blackbox’ and to examine in detail the various communication lines within this ‘blackbox’: bottom-up to the European level, top-down, the ways, the instruments, their efficiency and the impacts on opinion-development, decision-making and all the linked difficulties with mental barriers between knowledge workers and trade unionism.

13 Summary and outlook

To answer the title question ‘How do trade unions conform to the European knowledge society?’ the master thesis linked several elements, beginning with the definition of *Knowledge Society* and the specific character of the *European* knowledge society, then dealing with the term of the *Knowledge Workers*, their economical and societal positions, their self-understanding, then focusing on the interests, the starting point from which trade unions that claim to represent knowledge workers perform activities in social dialogue and collective bargaining, in particular at the European level.

Still confronted with a huge dimension of all those aspects, the progress of elaborating the master thesis had to be focused more strictly:

- firstly to the *key persons* of the knowledge society, the knowledge workers and their concerns, as the main focus, leaving aside and only touching other fields like European research policy which of course are influential;
- secondly to the *European* level of trade unionism, social dialogue and collective bargaining, leaving aside all respective phenomena at national or local level, and only touching the interdependencies, interfaces and tensions; and also disregarding the connection with many global aspects of the knowledge society;
- thirdly to the only *cross-sectoral* European trade union organisation representing, amongst other professionals and managers, knowledge workers, Eurocadres, leaving aside other European trade union organisations like sectoral confederations or the ETUC, and only touching cooperations and networking of Eurocadres with other organisations, including professional associations. Therefore the results of my research may be relevant for Eurocadres but cannot be generalised for any other European trade union organisation.

These limitations led to the focus of the thesis sub-title ‘Eurocadres balancing knowledge workers’ interests in scientific identity, European and global solidarity and individual sustainable development’ and allowed an in-depth analysis of Eurocadres’ concept, the developments, the activities and key issues, the structures and instruments, the success and

the restrictions during almost three decades, *matching* theoretical positions with empirical findings, *navigating* with research questions, about how Eurocadres has tried to ‘enhance visibility, attractiveness and efficiency of European activities in order to bring forward researchers’ interests’ and how the communication between European and local level has worked, and *examining* the hypotheses of dilemmas (strength/accuracy, identification/efficiency, coherence/democracy).

As an overall result, the findings of the master thesis and answers to the research questions can be summarised in two statements:

- The concept and the performance of Eurocadres turns out to be very efficient: the flexibility of multiple roles as council, network, service provider and negotiating social partner for all professionals and managers including knowledge workers, Europe-wide and cross-sectoral, opens a lot of possibilities despite limited resources, offering an added value to the affiliated and cooperating partner organisations and their respective individual members. Some identified shortcomings regarding visibility, attractiveness and efficiency could be watched.
- Concerning the second research question on the communication system, the master thesis could only deal with the public information system of Eurocadres via website, newsletters and social media which has been well developed and updated within the previous years, whereas the important information exchange between the European level through confederations and trade unions at national level down to the local level and to individual members, has unfortunately not been accessible to a sufficient extent for my study, leaving this matter a communication ‘blackbox’ waiting for further research beyond the master thesis.

The strong elements of Eurocadres’ performance are based on its network concept with links many partners at various level in different formats, power and influence. The weaker elements surprisingly have the same fundamentals, as interfaces always connect at least two different organisations, structures, often cultures and can build bridges but also barriers.

The theoretical concept of horizontal and vertical Europeanisation developments (Heidenreich, 2019) not only turned out to be a very useful instrument in analysing the

environmental conditions for the activities of European trade unions but also works as a sort of mirror in a double sense. Levers pressed, instruments used, goals achieved can be watched both in a vertical direction, focused on European legislation procedures and initiatives of the European Commission and Parliament, and on a horizontal dimension, regarding network cooperations, trans-national and cross-sectoral actions, using the various *social spaces*, and in particular European social dialogue and collective bargaining with other social partners at European and national levels.

The structural system of European trade unionism, with ETUC, Eurocadres, European federations and national confederations, and trade unions affiliated to the respective organisations, and multiple cooperation interlinks as well, together mirrors the *vertical-horizontal dualism* of Europeanisation.

All the Europeanisation developments of Eurocadres, be they related to structures, instruments or content, can be interpreted as a reflection of the economical, political and cultural Europeanisation processes in the European Union, or, to come back to the initial title question of the master thesis, as a successfully ongoing *conforming* process to the European knowledge society, as a contribution for the benefit of knowledge workers, researchers and managers, key players of the knowledge-based society.

As discussed in the previous chapters, a big share of data and information about knowledge workers, their concerns and trade union relationship is based on research, either commissioned by trade unions and performed by scientific researchers or implemented in the framework of European trade union activities as *action research* in close cooperation between researchers and practitioners. For this reason, it is a logical consequence to link the summary of questions which my master thesis leaves open or insufficiently answered, to concrete recommendations for Eurocadres to take them into consideration when planning future action and project research in the fields of knowledge work, research and innovation.

With the endeavours to build a *researchers' network* Eurocadres aimed at establishing a European 'research observatory' gathering data and information systematically as a basis for continuous and long-term studies. The network should link researchers from various countries and disciplines committed to cooperate and exchange their experience in a

European spirit. Eurocadres could easily re-activate this idea and realise a concrete and transparent list of available researchers and connections to data-bases, including the most important ones of Eurostat. Realising this recommendation could not only open doors for further research, including the preparation of Europe-wide transferable data, but also strengthen the links between trade unions and the research community.

One element of research could focus on the questions of visibility, acceptance and attractiveness of European activities for knowledge workers, along questions as used in the Danube Hazard m³c survey (chapter 10) but in a representative scale and Europe-wide sample, examining in particular the mental gaps between trade unions and knowledge workers.

Concerning the identified '*communication blackbox*', some further systematic examination and research would make sense. Eurocadres itself can evaluate its website, its facebook and twitter performance, using available technical tools to measure who the media reach, in which quantity, where in Europe and at what level. Through this examination it is also possible to investigate Eurocadres' possibilities to reach individual members at the workplace. For the more complex and tortuous communication ways between European and local level through all the structural and hierarchical channels, it would need close cooperation of all involved partners at all levels to shed light into the 'blackbox', to identify chances and paths, to detect obstacles and interruptions, and finally to find and develop new methods to bridge the gaps, to improve the communication for the benefit of all partners, for a deeper European commitment in trade unions and better information for knowledge workers. Being aware that Eurocadres does not have affiliated organisations in all European countries, the endeavours in the communication field could include a creative investigation how to involve from those countries interested individuals or workplace groups, for instance works councils, in a systematic communication network that goes beyond the already experienced single-case links in projects; realising stable connections could work as first steps to establish stronger relations finally leading to affiliation.

The recommended research need not necessarily cover the opposite communication channel bottom-up, but in particular for the open question of ‘enlarging’ Eurocadres’ influence and affiliation, the discussion with partner organisations and interested groups about an improved opinion building and transparent procedures of position deciding and transfer to the European level could enhance not only Eurocadres’ visibility but also its attractiveness for knowledge workers and their trade unions. As a professional partner for such a research, as a single project or linked to a project regarding other issues, the European supervisors’ association could be an appropriate choice.

The fact that Eurocadres’ endeavours to improve and harmonise *working conditions for researchers* at a European level has stalled after some promising first steps, and Eurocadres’ decision for new activities in this field on the 2021 Congress, will update some open questions of the master thesis and raise some new ones. How could a new approach follow the already achieved positions and commitments of the realised project of 2012 and the rejected project application of 2015? What modifications of the arguments can be developed to adjust Eurocadres’ new activities to European research policy and hopefully to current relevant project budget lines? And what would this adaption mean for the plans to work towards a European framework agreement? What are then the consequences for updating the list of potential cooperation partners?

A lot of initial investigation seems appropriate: analysing the main developments within the European research area, including the environments of economy, budgets and subsidies, labour market, mobility and working conditions; investigating the activities of various stake holders, in particular of the main European federations for knowledge workers (ETUCE, EPSU, industriALL and UNI-EUROPA); reviewing the implementation of the European Code of Conduct for researchers (European Commission, 2005). Then it could be interesting to think about a closer focus of the next step: a smart choice of a subset with strong European *and* cross-sectoral concern could ease cooperations, underline the claim to Eurocadres’ action leadership and reduce tensions with sectoral activities, e. g. focusing on research projects or organisations with a minimum share of European funding and aiming in a first step at a best-practice reference for working conditions for researchers.

As new activities in the research sectors need careful preparation, the preparatory phase could be an opportunity for systematic *action research* about networking and cooperation, communication and decision with all potential partners, in particular with trade unions specified on researchers, at national *and* European levels.

The outlook for further research and my recommendations how this research may be realised (more generally or more precisely and concrete) seems sometimes blurring. This is not an excuse but an explanation. Research on knowledge workers is performed *by* knowledge workers, and when started by a European trade union for knowledge workers, it is often realised as action research, closely linked to European trade union activities. Insofar both research outlook and recommendations can be seen as *Europeanisation work in progress*, or, in other words and returning to the title of my master thesis, as one more step to *conform to the European knowledge society*.

14 Michel Rousselot: The four added values of Eurocadres

Speech on the on the Congress 2013, 20th anniversary; Brussels, 28 November 2013

I will propose neither a retrospective, nor an assessment of the past years. The booklet on EUROCADRES 20 years³⁷ (completed by the various papers within the USB key) gathers reference documentation to this end. May I only remind you of the circumstances which led to the birth of EUROCADES in 1993, with two roots:

- firstly, in the professional and managerial staff Committee of FIET, for whom Gerd Rohde was the secretary at that time;

- and secondly, in the Nordic Council of university graduates (NAR = Nordiska Akademikerrådet) for whom Mona Hemmer (AKAVA, Finland) was general secretary, and who later became vice-president of EUROCADRES;

and from the beginning there was a clear intersectoral dimension, as evidenced by the two founding vice-presidents Bertil Blomqvist (SIF, Sweden, FIET) and Peter Lamb (NUCPS, UK, EPSU).

Responding to your invitation, I would like to try to answer the question: *'20 years, experience of 20 years, could it be of some use for the future?'*

A part of the answer is in the fact that we have been able, progressively, to build and develop *a European cross-industry organisation for professional and managers, which is really representative with more than 5 million members.*

Professional and managerial staff (PMS), that EUROCADRES represents, practice various professions and functions, but they have in common high level qualifications, similar responsibilities, and they have to face comparable problems in companies and public services.

³⁷ Reference: Eurocadres, 2013a

Beyond their diversity, beyond different national social cultures, *these similar professional identities are the foundations of the European trade unionism for professional and managers that EUROCADRES promotes*. This trade unionism is different from the one of other more numerous groups of workers, but EUROCADRES wanted not to isolate but to converge together with other trade-unions within the ETUC (European trade-union Confederation).

The clear-sightedness and resolute support of Emilio Gabaglio (general secretary of the ETUC at that time) allowed EUROCADRES to expand as an independent organisation, free for its orientations and actions, and to be strengthened by a position of organisation associated with the ETUC.

So EUROCADRES is a tool, I think an important and useful tool, ... if anyone makes use of it.

This leads to another question: *'What is the added value of EUROCADRES?'* ... considering the past, while thinking to the future. It appears that there are 4 important added values of EUROCADRES.

First added value: EUROCADRES is a cross-industry social partner recognised at the European level.

In 1993, our status as a social partner was not taken for granted. We were obliged to fight, to prove our representativeness ... and on 14 December 1993 EUROCADRES was on the first list of European social partners recognised by the European Commission.

Then, this position has been disputed sometimes, to have seats in some committees because we were part of the ETUC framework. We have been obliged to fight to be a member of the Tripartite Summit (the only body, gathering the European social partners beside the Council of European ministers). Emilio Gabaglio and Jean Lapeyre (ETUC deputy general secretary) always supported us.

This recognition, with full rights, as a European intersectoral social partner, allows EUROCADRES to be heard in all circumstances, for official consultations, in social dialogue

committees and to take part in negotiations between trade-unions and employers organisations.

Such recognition can never be taken for granted. It has to be reinforced by new initiatives in the future.

This recognition is essential. It does not exempt EUROCADRES from identifying its own priorities, from preparing serious dossiers and submissions with its member organisations, from building cooperation with other organisations such as the CEC (European confederation of managers) or the CEPLIS (European Council of liberal professions), ... and from setting up and implementing the necessary strategies.

Obviously, it is not easy, we are never assured of success. But, in so doing, EUROCADRES is able to influence the European decision making process. The present background, with economic, social and political difficulties, makes it even more necessary to make use of this capacity of EUROCADRES.

2°) Another added value is [in] identifying priorities areas for EUROCADRES action.

In addition to our expertise on professionals and managers, some areas have been identified, progressively but relatively quickly, as key priorities for EUROCADRES, because they meet the main concerns of our organisations and individual members. They are mostly: employment, quality of education and training, recognition of qualifications and diplomas, mobility, women's access to managerial positions, working time and workload, research and innovation, European management model.

It is not the time to go into them in detail, but I would like to stress that these areas correspond to problems that we have to face, as professionals and managers in the changing knowledge and information society. Most of these issues, in 1993, were not discussed at the European level. EUROCADRES was relatively alone in dealing with them. But we worked, we underlined their importance and we got satisfaction to have them on the European agenda. A lot of work remains, but we have made progress in these areas.

3°) The network of the member organisations is an important added value.

From the beginning, EUROCADRES opted for a relatively small secretariat. It represents a saving in money, but the need to be efficient has led us to develop exchange of information and to use the means and strengths of our member organisations. It was our approach when we built networks such as Mobilnet, Femanet, StartPro, and for engineers and for researchers.

I remember our contacts with European industry federations in order to facilitate professional and manager trade unionism in various sectors.

I remember our efforts, within our Executive Committee, in order to avoid unconnected national or sectoral positions and to be able to define coherent approaches at European level leading then to national and European actions.

I also think that EUROCADRES, through its activities, its expertise, its interventions, has been able to support a number of member organisations, for example through meetings with a minister during the rotating presidency of the European Union, through seminars on ways for organising professionals and managers, or through works on various issues.

Fourth added value: EUROCADRES determination for reinforcing the European Union.

EUROCADRES was built on the will to take part in the European unification, to support and to develop it.

From the origin, in 1993, we achieved this aim through discussions on the Maastricht treaty enabling the social partners, not only to be consulted, but also to negotiate European agreements, that they themselves implement directly or which are implemented by decision of the Council of Ministers.

This determination started manifesting itself in the early 2000s, when new States (particularly those gaining freedom in the East) turned towards Europe, which had difficulties to integrate them and change[d] its modus operandi.

This determination became even stronger in 2002-2005, when we decided in favour of a ‘balanced federal system’ during preparatory discussions on the European constitution (which

underpinned the Charter of fundamental rights) and called for a more democratic and stronger Europe with more efficient decision making procedures.

This determination lives on, even if the draft constitution was not finalised. It is the driving force behind actions being taken by EUROCADRES to ensure that a stronger Europe can work in favour of more effectively controlled, fairer and more environmentally friendly globalisation.

... and today, the title of this Congress, the speeches of Carlo Parietti and of Martin Jefflén, show that this determination is as strong as ever.

National isolation appears in countries hit by the economic and social crisis but also in more prosperous countries. However none of our countries, considered separately, is strong enough to influence sustainable changes in the world. We must not be mistaken about ‘national sovereignty’, it is an illusion, a dangerous drug, hallucinogenic!

Europe must take hold of the agenda again. A political will is necessary (European parliament[ary] elections are coming) particularly *with political macro-economic choices* for a more coordinated European policy (not coordination by recession and austerity but coordination targeted to growth and employment, along the line[s] of the recent ETUC proposal for an investment plan).

Professionals and managers, in companies, know that it is also necessary to *act at the micro-economic level*, on managerial methods, on management indicators, to leave the still prevailing short sighted management and move to the responsible European management supported by EUROCADRES.

Monetary, economic, and then social — this crisis expanded in Europe due to the political and democratic deficit of the Union.

Professionals and managers who are facing globalisation challenges understand that economic and social progress cannot be achieved in national isolation, but that it needs a stronger European Union: a European Union that is not confined to a free trade area, but that is able to rely on the development of skills and innovation enabling it to implement effective policies.

It is why this 20 years European acquis represents a EUROCADRES added value, important for the future.

Today the context is not the same as it was in 1993. Not the same as in 2005 when Carlo Parietti was elected as president. I would like to thank him for his commitment and join the homage paid by Emilio Gabaglio for the work accomplished by Carlo during these eight years of active and determined EUROCADRES presidency.

The team, driven by Martin Jefflén, is candidate to succeed the Carlo Parietti team. It will have to face [up] to important and difficult challenges. All the more reason for mobilising these EUROCADRES added values and for developing in the years to come new added values.

15 Michel Rousselot: Few comments to GM questions

MR : 2/10/2020

Modern global and European knowledge society, adequate structure, common goals (GM background paragraph 2), Visibility, attractiveness, links with members (GM working questions 4)

(See 3 attachments:

booklet 20 years with European P&MS 2013 [Eurocadres, 2013a];

M. Rousselot speech for the 20th anniversary of EUROCADRES 2013 [chapter 14];

Nouvelle époque, nouveaux syndicats, contribution d'EUROCADRES 1998 [Rousselot, 1998]).

Common goals, meeting the main concerns of P&MS organisations and individual members:

Employment, quality of education and training, recognition of qualifications and diplomas, mobility, women's access to managerial positions, working time and workload, research and innovation, European management model, future of Europe.

Functioning as a networking organisation:

Structures with traditional delegates and democratic working methods (Congress, Executive committee etc).

Networks and working group dealing with some key issues and involving more people than representatives within the Executive committee and facilitating direct contacts between them; particularly for: women, youth, mobility, engineers, researchers...

Conferences and symposiums focusing on specific P&MS issues; involving, experts, researchers, EU officials and various partners, and P&MS from various countries.

(See list in the booklet pages 44-45.) The results published in various booklets bring together real European expertise and knowledge on European P&MS.

Interventions and social dialogue

Their content depends on the expectations of members and on the EUROCADRES capacity to influence the European agenda. (for example, most of our issues related to education, recognition of qualifications, mobility, in 1993, were not discussed at the European level. EUROCADRES was relatively alone in dealing with them. But we worked on, we underlined their importance and we got them on the European agenda some years later).

This recognition, with full rights, as a European inter-sectoral social partner, allows EUROCADRES to be heard in all circumstances, for official consultations, in social dialogue committees and to take part in negotiations between trade-unions and employers' organisations. We succeeded in influencing some key negotiations (telework, gender equality...) but the difficulty remains to have no direct employer organisation as [a] specific partner.

Official participation in negotiations, social dialogue committee[s], tripartite summit for growth and employment are important as well as direct contacts with European officials and employer organisations.

In addition, relationships with other partners such as professional associations, NGOs ... are also very important. For example through such processes EUROCADRES succeeded in: the setting up of a European accreditation system for engineering studies (ENAE), the adoption of the directive protecting whistle-blowers.

Links with and support to member organisations (e.g. in Eastern and Central European countries in order to create and support P&MS activities and structures)

Information (a key element, not only for visibility and attractiveness but also to get feedback helpful for the work)

Necessity to disseminate information in several languages (not all information but some) to member organisations,
to a larger number of union officers: regular news letter

to P&MS: our web site was one the first trade union sites, then twitter etc.

to external interlocutors (MP, E. Commission, employers organisations)

For example, meetings, every 6 months with a minister of the [rotating] presidency of the EU, allow to influence the EU agenda, to push our main targets, to support these national member unions of the country, to get more visibility in this country and at the European level.

Branches professions, companies, (GM background paragraph 5)

Fusion between professional organisations and unions (GM working questions 2 and 3)

Traditionally, trade union structures are built according to branches (sectors), sometimes to qualifications (white / blue collar workers) or professions. They also have bodies able to deal at companies' levels. They are also organised at regional, national, European and world levels. Changes in work organisation and in work force should lead to changes in these structures. It is not obvious to identify the main key levels and what structures make sense and are efficient to reach trade union goals, today.

In addition, traditional trade unions are not always ready to accept differences between employees (gender, qualifications etc) and [are] not always able to take into account the professional identities of the various groups of employees. For example, engineers and managers have strong professional identities whatever sectors they belong to. It is important for trade unions to take issues related to professional identities into account (education, qualifications, diplomas, working conditions, relationship with other employees, etc). Recognition of professional identities is a very important approach for EUROCADRES (see, for example, EUROCADRES work on recognition of qualifications and diplomas, on higher education, on engineers, on researchers ...).

Professional associations play very different roles according to countries. They may be linked to unions (Nordic countries), or have corporatist and conservative views, or have specific rights given by law for regulating the profession. Around [the] year 2000 in Sweden there were some talks between TCO and SACO in order to strengthen their cooperation and perhaps merger.

Foundation of Eurocadres (GM e-mail 13/8/2020)

The foundation (beginning 1993) was the result of 5 elements:

Growing understanding in a number of general trade unions that P&MS are an important target group;

Need of a European voice for P&MS at the European level;

Experience of the FIET P&MS committee, with insufficient visibility and legitimacy at the European level;

Experience of Nordic academic unions, affiliated to NAR, progressively joining the ETUC;

Opening of the ETUC structures (after the 1991 congress) and election of an open-minded new general secretary.

Following meetings and discussions, in a lot of countries many P&MS unions were sharing this approach but also a number of central organisations. Few were reluctant (blue collar union traditions, difficulties to recognise differences within the work force, fears of some existing structures...).

Ways of organising P&MS are very different in various countries: vertical structures (Mediterranean countries), statutory structures (Austria, Belgium), qualifications structures (Nordic countries), mixed structures, ... (see: Professional and Managerial Staff in Europe and their Trade Unions in the 21st Century, 2nd edition, Eurocadres (editor), Brussels 2009, pages 16 to 22 [Gyes et al., 2009]).

The goal was to bring them together in a European new organisation. The structure of EUROCADRES was totally new, and progressively we have managed some changes. You have been a witness to its evolution.

Our choice was to be a [fully] independent organisation in our decision making process and totally involved in the ETUC family. The wording: ‘associated with the ETUC’.

EUROCADRES added values (GM e-mail 13/8/2020)

See attachment: EUROCADRES 2103, M. Rousselot speech (English and French version) [chapter 14].

Importance of the European level

Many problems are global, capacity to act is no more national. The European level is the only one with sufficient weight to influence globalisation trends. At the European level institutions do exist, with [the] capacity for democratic decision [making] and for action, but they are too often limited by national withdrawals.

In addition P&MS, for professional reasons, are more concerned and more interested by the European dimension than other employees.

16 List of documented Eurocadres activities with knowledge workers' concern

Legend of codes:

Area(s):

CON	working conditions with knowledge workers' concern
EDU	education
MOB	mobility
POL	general politics with knowledge workers' concern
REC	recognition of qualifications and diplomas
REM	Responsible European Management (Model), Corporate Social Responsibility
RID	research, innovation, development

Instrument(s), stage(s):

D	social dialogue, consultation and negotiation	P	projects
L	lobbying and dissemination of information	W	published working papers
M	meetings, symposia, conferences		

Addressee(s):

Cl	Council of the European Union	Nw	network partner organisations
Ec	European Commission	Sp	social partner organisations
Ep	European Parliament	Ng	national governments

Cooperation(s):

_	Eurocadres alone	+n	with national trade unions
+c	with CEC	+np	with national professional associations
+e	with ETUC	+p	with European professional associations
+f	with European trade union federations	+r	with researchers or research institutes

Content:

Short description (1993 - 2013) or part of the web address <https://www.eurocadres.eu/our-positions/> (pos/+) or <https://www.eurocadres.eu/publications/> (pub/+) (from 2014)

Accessibility:

Part of the archive web address <https://www.eurocadres.eu/ARCHIVES/> (/doc/+) for documents from the Eurocadres Archive 1993 - 2013 or part of the web address in the content description (from 2014), either <https://www.eurocadres.eu/our-positions/> (POS/+) or <https://www.eurocadres.eu/publications/> (PUB/+).

An asterix* means the activity is not in Eurocadres web site, but added from a congress report.

Result(s) of the activity:

agr	agreement, signed by authorities, social or cooperation partners
book	printed brochure or book
doc	authorised Eurocadres document
inf	information published in newsletters or on websites
pre	presentation or speech in a meeting

1993

REC	W	Nw	_	Recognition of qualifications in Europe	inf	/doc/1121_EN.pdf
REC/EDU	D	Ep	+e	Report to European Parliament on P&MS	doc	/doc/1184_EN.pdf
REC	M	Nw	+e+n+f	Report: Changing skills & responsibilities	doc	/doc/1506_EN.pdf

1994

REC/MOB	D	Ec	_	On Green Paper on European social policy	doc	/doc/1152_EN.pdf
POL	D	Ec	_	On White Paper on growth, employment	doc	/doc/1026_EN.pdf
REC	D	Ec	+e	On Report on Recognition (ad hoc group)	doc	/doc/1122_EN.pdf

1995

REC	D	Ec		Recognition of academic diplomas	doc	/doc/1123_EN.pdf
CON	M	Nw	+r+n+f	Symposium on work-life balance	doc	/doc/1508_EN.pdf
MOB	M	Nw	+n+f	Resolution Making mobility work in Europe	doc	/doc/1276_EN.pdf
EDU/CON	M	Nw	+e	Resolution Fight for employment	doc	/doc/1275_EN.pdf
REC/POL	L	Ec		Reconnaissance des diplômes, UE traités	doc	/doc/1124_FR.pdf

1996

REC	L	Ng	+n	Présidence italienne	doc	/doc/1186_FR.pdf
EDU	D	Ec	_	Table ronde: réponse au questionnaire	doc	/doc/1029_FR.pdf
MOB	L	Ec	_	On questionnaire Free movement	doc	/doc/1085_EN.pdf
REC/MOB	D	Ec		Groupe de haut niveau sur libre circulation	doc	/doc/1070_FR.pdf
REC	L	Ng	+n	Memorandum to the Irish EU presidency	doc	/doc/1188_EN.pdf
EDU	M	Nw	+n+f	Conf. resolution training and education	doc	/doc/1281_EN.pdf
REM	MP	Nw	+r+e+n	Building a European Management Model	book	/doc/1497_EN.pdf
REM	M	Nw		Management model: final declaration	doc	/doc/1471_EN.pdf
CON	M	Nw	+n+f	Conf. resolution on working time for P&MS	doc	/doc/1280_EN.pdf

1997

CON/EDU	D	Ec		On Green Paper 'Information society'	doc	/doc/1208_EN.pdf
EDU/RID	D	Ec		On Green Paper 'Educ. training, research'	doc	/doc/1126_EN.pdf
REC	L	Nw		On High level panel 'Recognition of dipl.'	inf	/doc/1392_EN.pdf

REC	L	Nw +e	EU Treaty reform: Recognition of diplomas	doc	/doc/1127_EN.pdf
REC	D	Ec	Forum du dialogue social: traité art. 49	pre	/doc/1446_FR.pdf
MOB	L	Ng +e	Memorandum Présidence luxembourgeoise	doc	/doc/1190_FR.pdf
REC	D	Ep	Meeting with EP president	inf	/doc/1394_EN.pdf
MOB/REC	M	Nw	Resolution on mobility and recognition	doc	/doc/1284_EN.pdf
CON	MP	Nw +r	Study Working time and workload	book	/doc/1513_EN.pdf

1998

MOB	L	Ng	Memorandum to the UK presidency of EU	doc	/doc/1192_EN.pdf
MOB	D	Ec	On Action plan for free movement	doc	/doc/1071_EN.pdf
MOB	L	Ng	Memorandum to Austrian EU presidency	doc	/doc/1193_EN.pdf
REC	D	Sp	Audition Comité économique et social	doc	/doc/1072_FR.pdf

1999

CON	D	Sp +e	ETUC-UNICE-CEEP on fixed term work	agr	/doc/1240_EN.pdf
MOB/REC	L	Ng	Memorandum to German EU presidency	doc	/doc/1194_EN.pdf
POL	L	Nw	Elections for the European Parliament	doc	/doc/1406_EN.pdf
MOB	P	Nw +r+e	Guarantees for supplementary pensions	book	/doc/1510_EN.pdf
MOB	L	Ng	Memorandum to Finnish EU presidency	doc	/doc/1195_EN.pdf
REC	P	Nw +n+np+p	Report on Eurorecord project (engineers)	inf	/doc/1048_EN.pdf
CON	D	Ec +c	Supplementary pensions forum	doc	/doc/1410_EN.pdf
EDU	W	Nw +r	Background Report: Lifelong learning	doc	/doc/1477_EN.pdf
EDU	M	Nw	Intervention: Formation permanente	pre	/doc/1456_FR.pdf
EDU	MP	Nw +r+n	P&MS and lifelong learning for 21st cent.	book	/doc/1498_EN.pdf
EDU	M	Nw +n+f	Final declaration Lifelong learning	doc	/doc/1460_EN.pdf
MOB	W	Nw +n	Launch of Eurocadres Mobil-net	inf	/doc/1405_EN.pdf
MOB	M	Nw +n	Eurocadres Framework Charter for P&MS	agr	/doc/1239_EN.pdf

2000

REC	W	Nw +n+f	Mutual recognition of qualifications	inf	/doc/1134_EN.pdf
REC/EDU	L	Ng +n	Mémorandum UE présidence portugaise	doc	/doc/1168_FR.pdf
REC	L	Ng +n	Inventive and active Europe through recogn.	doc	/doc/1345_EN.pdf

EDU	P	Nw +f+n	Human resources training (FORHINV)	doc	/doc/1478_EN.pdf
EDU	P	Nw +r	FORHINV project report	book	/doc/1499_EN.pdf
EDU	P	Nw +r+n+f	FORHINV Glossary	book	/doc/1500_EN.pdf
RID/REC	D	Sp +c	Interv. Comité permanent de l'emploi	pre	/doc/1413_FR.pdf
EDU/MOB	L	Nw	On New social agenda in EU	doc	/doc/1141_EN.pdf
REC	L	Ec	Reconnaissance des diplômes	doc	/doc/1097_FR.pdf
EDU	W	Nw +c	Lifelong Training and Learning	doc	/doc/1016_EN.pdf
CON	D	Ec, Sp	Comments related to telework	doc	/doc/1197_EN.pdf
REC/EDU	L	Ng +n	Mémorandum à la présidence française	doc	/doc/1169_FR.pdf

2001

MOB	L	Nw +n	Leaflet Eurocadres Mobil-net advisors	doc	/doc/1516_EN.pdf
REM	D	Ec	On Green Paper CSR and Eur. management	doc	/doc/1050_EN.pdf
EDU	L	Ec +c	Social field, economy and culture	doc	/doc/1170_EN.pdf
REM/MOB	L	Ng +n	Memorandum to Swedish EU presidency	doc	/doc/1171_EN.pdf
CON	D	Ec	Consultation telework 2nd stage	doc	/doc/1202_EN.pdf
CON	D	Ec	Consultation self-employed people	doc	/doc/1203_EN.pdf
MOB/REC	L	Ng +n	Mémorandum pour la présidence belge	doc	/doc/1172_FR.pdf
REC	D	Ec	Future regime for professional recognition	doc	/doc/1098_EN.pdf
CON	D	Ec, Sp	Protection of workers' personal data	doc	/doc/1200_EN.pdf

2002

REC	D	Ec	Task force compétences et mobilité	doc	/doc/1099_FR.pdf
REC	W	Nw	Task Force vs. Action plan skills/mobility	doc	/doc/1064_EN.pdf
REC	L	Nw	For a platform for recognition of diplomas	doc	/doc/1354_EN.pdf
REC	W	answer from:	Centre for Vocational training CEDEFOP	doc	/doc/1106_EN.pdf
EDU	D	Sp +e+c	Lifelong development of competencies	agr	/doc/1231_EN.pdf
EDU/MOB	D	Ec +c	Lifelong learning and mobility	doc	/doc/1356_EN.pdf
REC/MOB	L	Ng +n	Mémorandum à la présidence espagnole	doc	/doc/1174_FR.pdf
REC	W	Nw	25 actions for skills and mobility (Ec plan)	doc	/doc/1063_EN.pdf
REC	D	Ec	On directive proposal recognition of prof.	doc	/doc/1100_EN.pdf
CON	D	Sp	Framework agreement on telework	agr	/doc/1230_EN.pdf

MOB	L	Ng	Memorandum to the Danish EU presidency	doc	/doc/1175_EN.pdf
REC/EDU	W	Nw	Guidelines education and recognition	doc	/doc/1017_EN.pdf
MOB	W	Nw +n	New Eurocadres Mobil-net leaflet	inf	/doc/1300_EN.pdf
REC	D	Ep	Audition: professions réglementées	pre	/doc/1101_FR.pdf
REC/EDU	D	Ec	Lettres aux DG emploi, marché int., educ.	doc	/doc/1102_FR.pdf
REC	D	Ec	On Commission directive proposal recogn.	doc	/doc/1103_EN.pdf
REC	W	Nw +n	Eurocadres engineers working group	doc	/doc/1034_EN.pdf
MOB	D	Sp +c	Intervention: Sommet du Dialogue Social	pre	/doc/1421_FR.pdf
REC	D	Ec +p	Eurocadres-CEPLIS on regul. professions	doc	/doc/1107_EN.pdf

2003

REC	M	Nw +p	Meeting of prof. assoc. on Directive recogn.	doc	/doc/1303_EN.pdf
CON	D	Ec	2nd stage: protection workers' personal data	doc	/doc/1204_EN.pdf
EDU	D	Ec	Education, training and youth programmes	doc	/doc/1018_EN.pdf
CON	D	Ec	Consultation stress at work	doc	/doc/1205_EN.pdf
MOB	D	Ec +e	Projet de Charte EURES / EURES Charter	doc	/doc/1065_FR.pdf
RID/MOB	P	Nw +r+n	Skills&mobility: EU enlargement challenge	doc	/doc/1337_EN.pdf
RID	M	Nw. +r+p	Engineers: quality, accreditation, recognition	pre	/doc/1035_EN.pdf
REC	D	Ec +p	Euroc.-CEPLIS on recognition of reg. prof.	doc	/doc/1108_EN.pdf
REC/MOB	L	Ng	Mémorandum à la présidence grecque	doc	/doc/1177_FR.pdf
RID	D	Ec	Universities in the Europe of knowledge	doc	/doc/1019_EN.pdf
REM	M	Ec	Interv.: management européen responsable	doc	/doc/1426_FR.pdf
REC	D	Ec	Competitiveness Council: recognition	doc	/doc/1111_EN.pdf
CON	W	Nw +r	Synthesis: working time/workload surveys	doc	/doc/1213_EN.pdf
REC	W	Nw	Leaflet Recognition of qualifications	inf	/doc/1299_EN.pdf
REM	M	Nw	Invitation to discuss Manifesto of REM	doc	/doc/1052_EN.pdf
REC	L	Ng	Memorandum to the Irish EU presidency	doc	/doc/1178_EN.pdf
REM	P	Nw +r	Responsible European Management	book	/doc/1257_EN.pdf
REM	P	Nw	Manifesto Responsible Eur. Management	book	/doc/1259_EN.pdf

2004

CON	D	Ec	Re-exam of working time directive	doc	/doc/1214_EN.pdf
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RID	W	Nw +e	Eurocadres network for researchers	doc	/doc/1135_EN.pdf
CON	D	Ec	Working time directive art. 17.1.a	doc	/doc/1215_EN.pdf
CON	D	Ec +n	W.t.directive: interventions by nat. tr. unions	inf	/doc/1219_EN.pdf
RID	W	Nw	Proposals for European researchers	doc	/doc/1136_EN.pdf
RID	W	Nw	European network for engineers	doc	/doc/1036_EN.pdf
EDU	L	Cl	Respect for Bologna process	doc	/doc/1363_EN.pdf
EDU	D	Cl +e	Bologna process: inclusion social partners	doc	/doc/1115_EN.pdf
CON	L	Ec, Nw +c	Reflection modern-day working time	doc	/doc/1364_EN.pdf
CON	D	Ec +e	2nd stage working time directive consult.	doc	/doc/1217_EN.pdf
REC/EDU	W	Nw	Engineers accreditation systems launched	inf	/doc/1037_EN.pdf
CON	L	Ec +c	Working time: intervention to pres. of Ec	doc	/doc/1218_EN.pdf
REC/EDU	P	Nw +p	Higher engineering education (EUR-ACE)	doc	/doc/1038_EN.pdf
CON	D	Sp +e	Framework agreement work-related stress	agr	/doc/1232_EN.pdf
RID	W	Nw	Summary: proposals for Europ. researchers	doc	/doc/1137_EN.pdf

2005

RID	W	Nw	Réseau des ingénieurs: plusieurs aspects	doc	/doc/1042_EN.pdf
CON	L	Ep +n	Lobbying art. 17.1a: template	inf	/doc/1221_EN.pdf
EDU/REC	W	Nw	Education, training, recognition: status	doc	/doc/1021_EN.pdf
EDU/RID	L	Ng	Mémorandum: présidence luxembourgeoise	doc	/doc/1180_FR.pdf
MOB	L	Nw	European year of workers' mobility 2006	doc	/doc/1066_EN.pdf
REC	P	W +p+np	Engineers accreditation: EUR-ACE project	inf	/doc/1041_EN.pdf
EDU	D	Ec	On Assurance quality in higher education	doc	/doc/1020_EN.pdf
POL	L	Ng	Lobbying to the Luxembourg presidency	doc	/doc/1366_EN.pdf
EDU	W	Nw	Eurocadres position on Bologna process	doc	/doc/1117_EN.pdf
EDU	L	Ng, Ec	Request of being involved in B. process	doc	/doc/1116_EN.pdf
CON	L	Ep	Working time directive	doc	/doc/1368_EN.pdf
CON	L	Ec	Intervention à Com. V. Špidla	doc	/doc/1222_FR.pdf
EDU	W	Nw	Launching Start-pro network	doc	/doc/1229_EN.pdf
MOB	P	Nw +r	Legal and tax country comparison	book	/doc/0108_EN.pdf
REC	W	Nw	Message to engineers' network (EUR-ACE)	inf	/doc/1039_EN.pdf
EDU	W	Nw +r	Transition from student to professional life	book	/doc/1261_EN.pdf

MOB/REML	Ng		Memorandum to UK presidency	doc	/doc/1182_EN.pdf
EDU	D	Ec	Bologna Process meeting	doc	/doc/1119_EN.pdf
REC	W	Nw +p+np	EUR-ACE Report, ENAEE membership	doc	/doc/1040_EN.pdf

2006

REC	W	Nw +p	Adhésion à l'association ENAEE	agr	/doc/1043_FR.pdf
REM	W	Nw +r	Curriculum for Resp. Europ. Management	book	/doc/0051_EN.pdf
RID	W	Nw +r	Additional inform. to researchers network	inf	/doc/1139_EN.pdf
REC	M	Nw	The engineering profession in Europe	pre	/doc/1044_EN.pdf
EDU/RID	MP	Nw +r	Young professionals, resource&opportunity	pre	/doc/0194_EN.pdf
*RID	D	Ec	Consultation: European Institute of Technology (EIT)		
*MOB	L	Ng +n	Position paper: transition periods restrictions		
*EDU	D	Ec	Position paper: European Qualifications Framework (EQF)		

2007

RID	W	Nw	Towards a European knowledge based society (synthesis paper)	doc	/doc/1120_EN.pdf
RID	P	Nw +r	P&MS in the knowledge based society	book	/doc/0098_EN.pdf
MOB	MP	Nw +r+n	Mobility of P&MS at different ages	doc	/doc/0095_EN.pdf
MOB	P	Nw +r	Mobility and career development	book	/doc/0091_EN.pdf
RID	W	Nw	Green Paper European Research Area	inf	/doc/1140_EN.pdf
MOB	W	Nw	German EU presidency	inf	/doc/0019_EN.pdf
REM	M	Nw +r	Diversity management	pre	/doc/0181_EN.pdf
REM	M	Nw +r	Diversity in the future	pre	/doc/0180_EN.pdf
RID	M	Nw +r	Career paths, first post-graduate years	pre	/doc/0193_EN.pdf
MOB	M	Nw +r	EURES: European job mobility action plan	pre	/doc/0164_EN.pdf
MOB	M	Nw +r	Companies and mobility	pre	/doc/0154_EN.pdf
MOB	M	Nw	Mobility, career development: summary	pre	/doc/0183_EN.pdf
MOB/RID	M	Nw +r	Background overview: mobility, career	pre	/doc/0163_EN.pdf
REM	M	Nw +r	Diversity: What is it?	pre	/doc/0174_EN.pdf
EDU	P	Nw +r	Young professionals, Europe's resource	book	/doc/0109_EN.pdf
*RID	D	Ec	Green Paper 'The European Research Area: New perspectives'		

*CON D Sp +e Implementation of the Framework agreement on stress

2008

REM P Nw +r Managing change through diversity book /doc/0149_EN.pdf

REM W Nw Female leadership for sustainable E.Man. inf /doc/0207_EN.pdf

EDU/RID MP Nw +r Start-pro, successes and challenges pre /doc/0186_EN.pdf

MOB MP Nw Mobility informations for P&MS pre /doc/0185_EN.pdf

REC/RID P Nw +p ENCARD Final project report book /doc/1520_EN.pdf

REC/MOB M Nw Skills and competencies for mobility doc /doc/0210_EN.pdf

REC/MOB M Nw Conference: skills, competencies f.mobility pre /doc/0205_EN.pdf

*CON D Sp +e Follow-up: Framework Agreement on Work-related Stress

*MOB D Cl, Ec Directive proposal: Blue Card for highly qualified employment

*RID D Ec Green paper: 'Improving the human reality of ERA' (Eurocadres, 2008b: p.17)

2009

MOB PM Nw Mobil-net: Concept of fair mobility pre /doc/0178_EN.pdf

EDU P Nw +r Report: Skills and competencies f. mobility book /doc/0111_EN.pdf

POL P Nw +r+n P&MS in Europe and their trade unions book /doc/0054_EN.pdf

CON P Nw +r P&MS working conditions survey results pre /doc/0170_EN.pdf

CON PM Nw +n Collective agreements fit for Europe book /doc/1519_EN.pdf

MOB W Nw +n Mobil-net leaflet: going to work abroad inf /doc/0071_EN.pdf

REM MP Nw +r Intrapreneurship: starting innovation pre /doc/0158_EN.pdf

REM MP Nw +r Innovation and professionals pre /doc/0168_EN.pdf

REC W Nw +p Cards for recognition of qualifications proj. inf /doc/0165_EN.pdf

*POL D Ec, Ep Consultation of EU-budget reform doc (Eurocadres, 2009: p.41)

*RID D Ec Implementation of the Charter of Code in ERA

2010

REM P Nw +r Female leadership book /doc/0057_EN.pdf

REM P Nw +r Intrapreneurship, strategy for innovation book /doc/0065_EN.pdf

RID/POL D Ec, Cl On Commission & Council 'Europe 2020' doc /doc/0047_EN.pdf

MOB M Nw +n Work migration, brain gain chance f Europe doc /doc/0139_EN.pdf

CON	D	Ec		Commiss. initiative working time directive	doc	/doc/0050_EN.pdf
POL	W	Nw		Eurocadres: 'More and Better Globalisation'	doc	/doc/0043_EN.pdf
POL	D	Sp, Ec	+p	CEPLIS-Eurocadres: social dialogue	agr	/doc/0227_EN.pdf
MOB	D	Ec		Third country nationals in intracorp. transfer	doc	/doc/0048_EN.pdf
RID	L	Nw	+p	Educating engineers to enhance innovation	pre	/doc/0169_EN.pdf
RID	M	Nw	+r	A trade union agenda for innovation	pre	/doc/0171_EN.pdf
RID	P	Nw	+p	Competences and attitudes for innovation	inf	/doc/0166_EN.pdf
MOB	W	Nw	+n	Mobil-net News magazine no. 1	inf	/doc/0021_EN.pdf

2011

REC	P	Nw	+p+r+n	Prof. qualifications, recognition of the EU	book	/doc/0084_EN.pdf
REC	M	Nw	+p+n	Agenda of qualif. and recogn. conference	doc	/doc/0134_EN.pdf
RID	L	Ec		Doubling research & education funds!	doc	/doc/0040_EN.pdf
MOB	D	Sp		3rd country intra-corporate transferees	doc	/doc/0030_EN.pdf
CON	D	Ec		On working time directive update	doc	/doc/0045_EN.pdf
REC	D	Ec	+e	On recogn. of prof. qualif. directive update	doc	/doc/0033_EN.pdf
MOB	D	Ep		Intra-corporate transfers: intervention	doc	/doc/0039_EN.pdf
RID/REM	P	Nw	+r+p	P&MS: Social responsibility for innovation	book	/doc/0061_EN.pdf
REC	D	Ec	+e	Green Paper: Recogn. of qualif. directive	doc	/doc/0032_EN.pdf
RID	D	Ec		Green Paper EU research and innovation	doc	/doc/0038_EN.pdf
REC	L	Ec	+p	Euroc./CEPLIS on qualif. directive update	doc	/doc/0049_EN.pdf
RID	D	Sp, Ec	+p	Euroc.-ANSE social dialogue agreement	agr	/doc/0226_EN.pdf
EDU	L	Ec, Ep		Budget excellent for young professionals	doc	/doc/0046_EN.pdf

2012

REC	D	Ec	+p	Euroc./CEPLIS position on rec. qual. dir.	doc	/doc/0031_EN.pdf
RID	D	Ec		On R&I programme Horizon 2020	doc	/doc/0042_EN.pdf
REC	D	Ep	+e+f	Amendments for Rec. qual. directive update	doc	/doc/0025_EN.pdf
REC	L	Ep	+e+f	idem, to shadow rapporteurs	doc	/doc/0026_EN.pdf
REC	D	Ep		idem; texts, amendments, explanations	doc	/doc/0024_EN.pdf
RID/EDU	L	Ec, Ep		Against cuts of education&research budget	doc	/doc/0225_EN.pdf
RID	MP	Nw	+r	Europ. research area for innovation, growth	pre	/doc/0191_EN.pdf

RID	MP	Nw	+n+r	Benchmarks for best contracts in research	pre	/doc/0172_EN.pdf
RID	MP	Nw	+e	Cross-sectoral aspects of research contracts	doc	/doc/0162_EN.pdf

2013

EDU	D	Ec		European Quality Framework Traineeships	doc	/doc/0037_EN.pdf
POL	D	Sp	+p	Euroc./CEC social dialogue commitment	doc	/doc/0001_EN.pdf
RID/EDU	D	Sp, Ec		More research and education investments!	doc	/doc/0008_EN.pdf
REC	D	Ec	+e+f	Prof. qualifications directive amendments	doc	/doc/0029_EN.pdf
EDU	D	Sp	+e	Framework of actions on youth employment	agr	/doc/1534_EN.pdf
RID	P	Nw	+r+n	Benchmarks of best research contracts	book	/doc/0116_EN.pdf
MOB/POL	L	Ng		Welcome/Dobro došla, Hrvatska!	doc	/doc/0010_EN.pdf
RID/POL	L	Ng	+n	RO: Technology and researchers' situation	doc	/doc/0009_EN.pdf
MOB	L	Nw	+n+f	POS/knowledge-and-science-recognise-no-borders		

2014

REM	M	Ec		POS/eurocadres-view-on-corporate-social-responsibility/		
RID	D	Ec, Ep		POS/eurocadres-messages-to-the-new-european-parliament-and-the-new-comission-of-the-european-union/		
EDU	L	Ec, Ep, Nw		POS/eurocadres-opinion-on-european-area-of-skills-and-qualifications/		
REM	M	Nw	+p	POS/professionals-and-managers-crucial-for-successful-csr/		
RID/EDU	D	Ec, Ep		POS/eurocadres-reply-to-the-public-consultation-on-europe-2020-strategy/	doc	
MOB	L	Ec		POS/eurocadres-calls-for-equal-treatment-in-intra-corporate-transfers/		
RID	D	Ec, Ep		POS/eurocadres-reply-to-the-public-consultation-on-horizon-2020-science-with-and-for-society-work-programme-2016-2017/		
CON	D	Ec, Sp		POS/eurocadres-reply-to-consultation-on-the-working-time-directive/	doc	
REM	D	Ec		POS/eurocadres-concerned-about-eu-trade-secrets-directive-proposal/		
REM	P	Nw	+r	PUB/csr-and-professionals-and-managers-between-the-fences-managers-and-corporate-responsibility/	book	

2015

CON/MOB	D	Ec	inf	POS/the-european-commission-consultation-for-social-partners-on-the-labour-mobility-package/
MOB	D	Ec	inf	POS/public-consultation-on-the-eu-blue-card-and-the-eus-labour-migration-policies/
MOB	M	Nw	doc	POS/real-freedom-of-mobility/
RID/EDU	P	Nw +p	book	PUB/supervision-and-coaching-in-europe-concepts-and-competences/
CON	P	Nw +r	book	PUB/information-and-communications-technologies-ict-and-the-working-conditions-of-professionals-and-managers/

2016

CON	D	Sp, Ec	doc	POS/the-european-commission-consultation-for-social-partners-on-work-life-balance/
CON/REM	M	Nw	doc	POS/quality-of-working-life/
RID	D	Ec	inf	POS/evaluation-modernisation-legal-framework-enforcement-intellectual-property-rights/
EDU	D	Ec	doc	POS/social-partner-consultation-on-a-new-skills-agenda-for-europe/
EDU	W	Nw	doc	POS/policy-paper-on-higher-education/
EDU	D	Ec	doc	POS/review-of-the-eu-agenda-for-modernisation-of-higher-education-systems/
RID	D	Ec, Nw	inf	POS/designing-a-european-innovation-council-eic/
MOB	L	Ec, Ep	inf	POS/international-trade-mobility-professionals-managers/
REM	L	Ec, Nw	inf	POS/time-for-an-eu-wide-whistleblower-protection/

2017

REC	D	Ec	inf	POS/proportionality-tests-for-regulated-professions/
REC	D	Ec +p	inf	POS/eurocadres-ceplis-joint-position-on-the-service-package/
REM	D	Ec +r	inf	POS/public-consultation-whistleblower-protection/
REM	M	Nw +n+f	inf	POS/eu-wide-whistleblower-protection-urgently-needed/

2018

EDU	W	Nw	doc	POS/just-transition-in-modern-work-life/
CON	M	Nw +e	doc	POS/resolution-on-trade-union-rights-for-self-employed/

REM	P	Nw +r	book	PUB/cross-border-workers-at-risk-the-case-for-an-eu-wide-whistleblower-protection/
2019				
EDU	W	Nw	doc	POS/resolution-just-skills-transition-in-the-changing-world-of-work/
CON	M	Nw	doc	POS/resolution-psychosocial-risks-need-their-own-directive/
CON	P	Nw +r	doc	POS/our-positions/psychosocial-risks-in-workplaces/
CON	P	Nw +r	book	PUB/stress-is-the-most-evident-occupational-health-and-safety-risk-of-professionals-and-managers/
REM	M	Nw	doc	POS/whistleblower-protection-not-yet-at-the-finishing-line/
2020				
EDU	D	Ec	doc	POS/social-partner-consultation-on-the-update-for-the-skills-agenda-for-europe/
CON	D	Ec	doc	POS/eu-strategic-framework-on-health-and-safety-at-work-2021-2027/
CON	D	Ec +e	doc	POS/social-partner-consultation-on-fair-minimum-wages/
CON	D	Ec	doc	POS/action-plan-for-implementing-the-european-pillar-of-social-rights/
CON	M	Nw	doc	POS/resolution-right-to-disconnect/
REM	P	Nw +r	book	PUB/whistleblowing-toolkit-eurocadres-best-practice-guide/
2021				
CON	L	Nw	doc	POS/telework/ [updating framework agreement]
CON	L	Nw	inf	POS/mental-health-during-the-pandemic-and-beyond/
CON	D	Ec	doc	POS/changes-needed-to-protect-those-working-through-digital-labour-platforms/
REM	P	Nw +r	book	PUB/guide-internal-whistleblowing-channels-and-the-role-of-trade-unions/

17 Danube Hazard m³c survey questionnaire

Survey on the trade union and professional organisation relationship of the staff in the Interreg project Danube Hazard m³c

Fields marked with * are mandatory

Questions concerning your employment and qualification background:

1 * Is your employer a: Scientific organisation / Water supply company / other

2 other, namely (please indicate type of employer):

3 * Your profession:

4 The diploma/academic degree you achieved:

Questions concerning your personal and professional background:

5 Your age:

6 * Your country of birth:

7 * Number of employers/contracts since ending your educational path:

8 In which countries have you worked so far?

9 * Country of your current employment:

10 * Since which year have you been working for your current employer?

11 * Full or part time? Fulltime / Parttime

Questions concerning your contractual involvement in the Danube Hazard m3c project:

12 * Your involvement in the Danube Hazard m3c project runs (multiple choice possible)

as part of your current contract

with a special project (sub)contract

under specific conditions or benefits for participation in the project

with special clauses for the time the project will end

other (please explain briefly):

13 other, namely:

Questions concerning your current employment and working conditions:

14 * Which players do you think have contributed to your

	employing institution	employees' representatives / works council	(branch) trade union	European trade union	yourself as a person	no opinion / not sure
* working contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
* elements of sustainability after termination of the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15 Your additional / explaining comment:

Questions concerning trade union involvement:

16 * Are you a member of a trade union? yes / no

In case you are a trade union member (local union at workplace, local union in the country of citizenship):

17 What was your motivation to join the trade union?:

18 Expectations in the trade union concerning income / working conditions / sustainability after termination of contract:

19 Expectations concerning European activities:

20 Expectations concerning collaboration between trade union and professional associations (e.g. engineers associations):

In case you are not:

21 Which reasons / considerations did you have to decide against membership?:

22 In which areas of your professional life could a trade union be helpful for you?:

23 What would motivate you to join a trade union in your organisation?:

24 Please draft your favourite portfolio of issues that trade unions should care for:

	very important	rather important	less important	not relevant
* working contract	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* income development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* equal and fair treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* publication and career possibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* professional networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* European labour market conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* European collective agreements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* cross-border mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25 others:

Questions concerning involvement of professional organisations:

26 * Are you a member in a professional association/organisation?

yes / no

27 In case you are a member of a professional association: please identify type and professional field of the organisation (local at workplace, local in the country of citizenship, European / e.g. engineer, biology):

28 What was your motivation to join the association?:

29 Your expectations concerning income / career / publications / working conditions:

30 Your expectations concerning European activities:

31 Your expectations concerning collaboration of the professional association with trade unions:

In case you are not a member in a professional association:

32 Which reasons / considerations did you have to decide against such a membership?:

33 In which areas of your professional life could a professional association be helpful for you?:

34 What would motivate you to join a professional association?

35 Pleas draft your favourite portfolio of issues that professional associations should care for:

	very important	rather important	less important	not relevant
* working contract	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* income development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* equal and fair treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* publication and career possibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* professional networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* European labour market conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* European collective agreements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* cross-border mobility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36 others:

Thank you for your contributions to this survey!

18 Eurocadres survey questionnaire

Survey about issues and expectations of European trade union activities /
Recherche sur objets et espérances des activités européennes de les syndicats

Fields marked with * are mandatory.

Please answer the following questions concerning the links between your organisation and members working in research and development (R&D) positions /

Répondez s.v.p. les questions suivantes concernant les relations entre votre organisation et les membres qui travaillent au secteur de la recherche et du développement (R&D)

Questions about your organisation / Questions sur votre organisation

1 * name of organisation / nom d'organisation:

2 * country / pays:

3 * Total number of members / Nombre total des membres:

4 * Members in research and development (R&D) positions / Membres dans positions de recherche et de développement (R&D):

5 Estimated percentages / Pourcentages estimatifs: % of R&D members / des membres R&D:
in business enterprises / Dans des entreprises
in higher education / Dans des écoles supérieures
governmental / Administration publique

6 Estimated percentages concerning citizenship / Pourcentages estimatifs concernant nationalité: % of R&D members / des membres R&D:

Own nationality / Nationalité du pays

Other EU country / Un autre pays de l'UE

Third country / État tiers

7 Remarks on the current development of trade union membership in R&D /

Remarques sur le développement actuel d'affiliation syndicale dans le secteur R&D:

Questions concerning current working conditions / Questions sur les conditions de travail actuelles:

8 * How efficient are your trade union's activities in the following fields / Comment jugez-vous l'efficacité des activités de votre syndicat dans les domaines suivants:

very efficient / très efficaces

rather efficient / assez efficaces

less efficient / moins efficaces

not relevant / insignifiant

personal consultancy / consultation personnelle

working contracts / contrats de travail

income development / développement de revenu

equal and fair treatment / égalité de traitement

employees' representatives; works council / comité d'entreprise

collective agreements / conventions collectives

regulations of the European labour market / régularisations du marché de travail européen

European collective agreements / conventions collectives européennes

9 other working conditions, namely / d'autres conditions de travail:

Questions about members' expectations / Questions sur les attentes de membres:

10 * The following answers are / Les réponses suivantes sont:

based on studies / tirées d'études de recherche

estimated / estimatives

mixed / mixtes

11 Main motivations to have joined the trade union / Motivations principales pour l'affiliation au syndicat:

12 * How do R&D members estimate the trade union's activities in the following fields / Comment est-ce que vos membres R&D jugent les activités suivantes du syndicat:

very important / très important

rather important / assez important

less important / moins important

not relevant / insignifiant

education and further qualification / éducation et formation

working contract / contrat de travail

income development / développement de revenu

equal and fair treatment / égalité de traitement

publication and career possibilities / chances à publier et faire carrière

professional networking / réseautage professionnel

regulations of the European labour market / régularisations du marché de travail européen

European collective agreements / conventions collectives européennes

cross-border mobility / mobilité transfrontalière

collaboration with professional associations / coopération avec des associations

professionnelles

13 others, namely / d'autres:

14 Additional comment / commentaire supplémentaire:

Questions concerning collaboration with professional organisations / Questions sur la coopération avec des associations professionnelles:

15 * Is your trade union in collaboration or even member of a professional association / Est-ce que votre syndicat est en coopération avec ou même affilié à une association professionnelle?

no / non

at local level / au niveau local

at national level / au niveau national

at European level / au niveau européen

16 Please identify the organisation / indiquez l'organisation s.v.p.:

17 Motivations for this relationship / Motivations pour cette relation:

18 Expectations concerning European activities / Attentes concernant des activités européennes:

19 Ideas why the co-operation works / Idées pourquoi la coopération marche bien:

20 What about the importance of collaboration in the following fields / Quelle est l'importance de la coopération dans les domaines suivants:

very important / très important

rather important / assez important

less important / moins important

not relevant / insignifiant

education and further qualification / éducation et formation

working contract / contrat de travail

income development / développement de revenu

equal and fair treatment / égalité de traitement

publication and career possibilities / chances à publier et faire carrière
professional networking / réseautage professionnel
regulations of the European labour market / régularisations du marché de travail européen
European regulations of professions / régulations européennes de professions
cross-border mobility / mobilité transfrontalière

21 *others, namely / d'autres:*

22 In case you don't have collaboration with a professional association / En cas vous n'avez pas coopération avec une association professionnelle:

Where could a professional association be helpful for your trade union / Dans quel domaine est-ce que une coopération pourrait être utile pour votre syndicat?:

23 Additional comments / commentaires supplémentaires:

Questions concerning Eurocadres activities / concernant les activités d'Eurocadres:

24 * As a member organisation of Eurocadres: How do you estimate the contribution of Eurocadres for the overall performance of your trade union? / Comme membre d'Eurocadres: comment estimez-vous la contribution d'Eurocadres à la performance entière de votre syndicat?

non-relevant / insignifiante

less important / moins importante

rather important / assez importante

very important / très importante

25 * How do you think your members in research and development would evaluate the importance of Eurocadres for their working conditions and career? / À votre opinion, comment est-ce que vos membres R&D évaluent l'importance d'Eurocadres pour leurs conditions de travail et leurs carrières?

not relevant / insignifiante
less important / moins importante
rather important / assez importante
very important / très importante

26 Please draft your trade union's favorite portfolio of issues that Eurocadres should support with activities and initiatives at European level / Décrivez s.v.p. le portefeuille préféré des sujets que Eurocadres devrait supporter avec ses activités et initiatives au niveau européen:

very important / très important
rather important / assez important
less important / moins important
not relevant / insignifiant

education and further qualification / éducation et formation continue

working contract / contrat de travail

income development / développement de revenu

equal and fair treatment / égalité de traitement

publication and career possibilities / publications et carrière

professional networking / réseautage professionnel

regulations of the European labour market / régularisations du marché de travail européen

European regulations of professions / régulations européennes de professions

cross-border mobility / mobilité transfrontalière

27 other issues, namely / d'autres objets:

28 How could your trade union support such European activities / Comment est-ce que votre syndicat pourrait supporter de telles activités européennes?

29 Additional comments / commentaires supplémentaires:

Thank you for your contributions / Merci pour vos contributions!

19 Diary of endeavours to conduct the Eurocadres survey

October 2021, Invitation on Eurocadres website and newsletter to the affiliated organisations: Eurocadres survey request: Researchers and Trade Unions:

Dear colleagues,

a reminder of the request to participate in a questionnaire by our former Vice-President Gerald Musger from Austria. The survey is available below in both English and French.

Thank you in advance!

Eurocadres Secretariat; Slavica Uzelac, Executive Officer

Dear colleagues,

Nearly two million researchers work in Europe, in business enterprises, research institutes, higher education or governmental sectors. In almost all fields research is globally or Europe-wide organised and financed, and undertaken in multinational organisations as well as in transnational networks of universities or other institutions. Common European standards do not rule the structure and ‘landscape’ of working contracts and working conditions of the involved workforce: the researchers, the technicians and the managers. With the following questionnaire I aim at matching questions and challenges of research staff with the structures of Eurocadres-affiliated trade unions that claim to represent its interests. Through the analysis of the results it should be possible to identify:

- a) elements to improve structures at various levels;
- b) questions to be followed in further surveys and investigations in greater quantity and quality;
- c) Eurocadres’ possible activities for the benefit of members in the research and development areas.[...]

Of course, all data collected in this survey, will be exclusively used for the planned scientific analysis, and all rights and data protection guaranteed in the General Data Protection Regulation (<https://eurlex.europa.eu/eli/reg/2016/679/oj>) will be respected.

Link to the questionnaire /Lien vers le questionnaire

November 2021, Reminder sent from the Eurocadres secretariat to the members of the Executive Committee:

Dear colleagues,

You might remember the request to participate in the a survey on trade unions and researchers — see message below in EN & FR. This survey is of high interest to Eurocadres and we would need you to participate in it - or a competent colleague of your trade union. If you are more than one

union in your country please forward the survey to your colleagues of the other unions.

The survey can be answered in French and English - here the link

The participation should not last more than 20 min.

If you need further information please do not hesitate to contact me.

Thank you in advance!

Slavica Uzelac, Executive Officer

26 Nov 2021, email to the new elected Eurocadres president Nayla Glaise:

Chère Nayla, avant tout, mes félicitations pour ton élection à la présidente d'Eurocadres et tous mes vœux de bonheur et de succès pour l'équipe entière du comité exécutif et de la présidence.

J'avance directement à la raison de ma lettre: je te demande de supporter mes activités scientifiques concernant Eurocadres à deux égards:

1. pour convaincre les organisations affiliées d'Eurocadres de participer à mon sondage et répondre le questionnaire électronique qui est déjà expédié. Cet action avait convenue déjà avec président Martin Jefflén. Mais je pense que les mails à les organisations affiliées en octobre et le rappel en novembre ne sont pas assez motivants, peut-être pendant le congrès et les changements personnelles dans le comité exécutif.

2. Après les initiatives réussis - avec espoir - je veux te présenter des résultats et faire un interview avec toi sur le perspectives politiques et structurelles d'Eurocadres.

J'espère que mes études plus que douze ans après le dernier projet complet (Professional and Managerial Staff in Europe and their Trade Unions in the 21st Century, 2nd edition) sera intéressant pour la réflexion et donc pour le développement d'Eurocadres.

Donc j'espère que tu peux me supporter, et naturellement je suis ouvert et prêt aux chemins modifiés ou procédures alternatives pour rassembler et discuter les informations nécessaires des affiliés, parce que Eurocadres est l'ensemble entière, à Bruxelles et dans les régions.

J'envoie une copie de ce mail à Slavica qui m'a bien supporté et peut discuter les détails avec toi et qui a un exposé de mon mastère pour ton information plus précise.

Meilleures salutations

Gerald Musger

6 December 2021, email from Eurocadres Executive officer to the presidium members:

Dear Presidium,

I would like to remind you of the research our former Vice-President Gerald Musger is carrying out on trade unions engagement for research staff (see message below).

Eurocadres will profit from the finding of the study which will be provided to us by Gerald. As you know the topic of research is on our policy programme adopted at congress. We have neglected this important topic the last years and this study is an important kick off to get again more engaged.

We have for now only received a reply from Romania (!). I urge you to reply to the questionnaire or to request a colleague in your union (or another trade union in your country) to reply so that we have at least one response by country. The questionnaire can be answered in French and English.

In case there are difficulties of comprehension Gerald would be more than happy to assist and give more detailed explanations. You can get in contact with him by e-mail. I hope very much that we will be able to gather much more replies.

Kind regards, Slavica

December 2021, telephone discussion with Eurocadres vice-president Ute Meyenberg:

Based on the mail message to Eurocadres Executive officer Slavica Uzelac:

‘I have already replied once, probably to Nayla: has anybody read the questionnaire? We have tried to follow up, but the questions are neither geared to trade unionists, nor to researchers or to both. Researchers are in different unions but are not identified as such. Therefore, we are in the impossibility to answer this questionnaire.’

The telephone discussion well explained the structural difficulties and left for future endeavours the necessary examinations about communication lines between local trade union groups of researchers, the national confederation level of bundling the opinions and the coordination of statements for the European debate and decision making.

3 February 2022, telephone discussion with Eurocdres president Nayla Glaise:

Nayla Glaise assured me to support research activities but explained clearly that the complex structures of French trade union confederations, with knowledge workers split up in several trade unions with almost no direct contacts to the European level structure, does not allow any serious answering of the questionnaire, confirming the valuation of her colleague Ute Meyenberg.

Commitment to involve the Eurocadres working group regarding research which will prepare activities in this field, as decided on the Eurocadres congress of October 2021 in Madrid.

I informed her about the experiences with the planned and finally rejected European project to move forward to a framework agreement and suggested, in particular, to invite the main European federations into the preparation of any initiative to avoid tensions.

28 February 2022, email to the Eurocadres research working group:

Dear Enikő, dear Lotta, dear Stéphane,

for my master thesis which is currently far developed, I planned a survey in order to examine opinions and wishes of knowledge workers on Europe-oriented activities of their trade unions, in particular aiming at the communication and relation to Eurocadres. You probably got the link to this questionnaire.

Obviously I was too optimistic; I got only one reply, from Romania. Since the feedback from France (Ute Meyenberg: ‘We have tried to follow up, but the questions are neither geared to trade unionists, nor to researchers or to both. Researchers are in different unions but are not identified as such. Therefore, we are in the impossibility to answer this questionnaire.’) I had two long telephone discussions with Ute and Nayla who clearly explained why in some countries with complex structures of the confederations and the unions it was despite some tries impossible to get the wanted data and estimations. I well understand the difficulties, but it is clear for me that we have here a severe and unsolved problem of communication both top-down and even more bottom-up, between the individual researchers, members or potential members, through complex structures up to the European level of activities, for Eurocadres.

As my thesis is on ‘How do trade unions conform to [the] European knowledge society?’ the questions how accurate, democratically based, efficient European activities can be managed are essential, and therefore the questions of communication must be answered. If there are weak points in the communication chains, they should be identified as a first step to move forward. That’s why I have this strong plea in particular at you:

Enikő, you represent a trade union specific for research and education (similar to Romanian).

Stéphane, I learnt from Slavica that you have direct experience in a research institute.

Lotta, your organisation AKAVA is structured along professions which could hopefully allow a more direct link to researchers/knowledge workers.

Driven by this hope, I ask you for two things:

- 1) Please try to go through the questionnaire, answering the questions for which you may have either data or at least estimations, and commenting in particular difficulties, adding information by using the open questions. Maybe we get on this way a sort of picture of the relationship between researchers and trade unionism.
- 2) Please write me your opinions about how you generate the ideas and requests concerning the interests of knowledge workers from the various sectors of your country before you bring them into the debate in Eurocadres Executive Committee or working group; how the communication chain works or what other sources you may use.

After having received answers from you, I would integrate your views and findings into a sort of 'virtual expert discussion' and match them with my hypotheses. Of course, I shall send you my text before in order to get your ok respectively your correction in case I misunderstood something. [...] For easier use I attach the questionnaire as a pdf. Thanks a lot in advance for your welcome contributions.

Gerald Musger

2 March 2022, email from Stéphane Jacquemart:

Dear Gerald,

For your information, I'm president of the staff delegation within a Luxembourg research institute. I've been hired 20 years ago as researcher. Since 2017, my job as staff delegate is a full time job. I'm also vice-president of SEW/OGBL, Education and science Union of OGBL.

In SEW, we have 4 departments. One of them is the department for Higher Education and Research. It gathers staff delegation representatives of the Luxembourg university, of the 3 public research centres (LIST, LISER and LIH) and of private research institutes like the Max Planck Institute. I will try to answer all the questions and will come back to you.

Best regards, Stéphane

26 April 2022, email with comments from Stéphane Jacquemart on my 'blackbox hypothesis':

Hello Gerald,

Thank you too for your work ! It underlines well the problem of communication. Unfortunately, you are right when you speak about a blackbox and certainly when you write this "limited information about the overall communication structure and contents within their trade unions and limited possibilities of influence to information and decision chains."

I will use your work to support my own communication within my union!

All the best, Stéphane

Comments:

- *On chapter 7.4, reflections to the meta-level of a 'communication blackbox':*

I could not answer your questions as I'm only affiliated at OGBL (Luxembourg Union) and I'm not an employee of OGBL.

As staff representative in a public organisation, I do not have access to detailed information in my union. I inform my union about my work at Eurocadres, as representative of my Union, but I don't know how my union uses (and transmits internally) the information I give them.

At a personnel level, I use Eurocadres information (position about European directives for example, or Eurocadres leaflet concerning whistleblowing) directly in my own organisation to influence my own organisation internal policies. I send also information to members of the Department of Higher Education and Research of the Science and education union of OGBL, who are staff representatives working in other private and public organisations.

'The fact that individual knowledge workers are split up in very complex trade union structures [...]':

It's correct. It's difficult to know who to contact to have the correct information.

And some information are also confidential within unions, as for example the correct number about members and the financial accounts (information that could be used by employers' organisations in a crisis context (the length of a strike may depend on the capacity for a union to finance the loss of salaries).

- *On chapter 11.1, how European informations reach their addressees:*

[...] 'depends only to a small extent on the European trade union itself': and / or on the Union representative at Eurocadres him/herself.

- *On chapter 11.2, the failure of the Eurocadres survey and its core information:*

The problem could be that only union representatives participate to the Eurocadres congress. If this union representative has not a managerial function within his/her union and has not the power to speak in the name of his/her union (beside the mandate he/she has as union representative within Eurocadres), you encourage only the union representative and not the union as an entity.

Due to possible conflicts between competitive unions in a same country, this [exchange] could not have happened.

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