



Conference Report  
**Employability –**  
 an HR strategy for shaping change  
 in the railway sector

7 October 2008, Potsdam / Germany





#### Credits

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The speakers' original presentations can be downloaded from the websites of the partner organisations.

CER: [www.cer.be](http://www.cer.be)

EIM: [www.eimrail.org](http://www.eimrail.org)

ETF: [www.itfglobal.org/etf/](http://www.itfglobal.org/etf/)

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Berlin, August 2009

# Employability –

## an HR strategy for shaping change in the railway sector

Follow-up to the joint recommendations of the EU social partners relating to the employability concept in the railway sector

### 03 Preface

### 04 Introduction

### 06 The Conference

#### Welcome speech and keynote speech

- 06 **Jürgen Niemann**, Member of the Management Board for Human Resources, Deutsche Bahn AG, DB Station&Service AG
- 08 **Kristin Schreiber**, Head of Cabinet of Vladimír Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities, European Commission

#### Part I: Employability in the railway sector as a central theme of HR policy – one year after the signing of joint recommendations (Views of the social partners)

- 10 **Didier Le Reste**, Vice-president Railway Section, ETF
- 11 **Libor Lochman**, Deputy Executive Director, CER
- 12 **Panel discussion:** Didier Le Reste, Jürgen Niemann, Kristin Schreiber, Libor Lochman

#### Part II: Practical experience – How has the concept of employability been implemented in the railway sector? (Statements and discussions of social partners)

- 16 **Jean-Paul Preumont**, Senior Policy Advisor, Social Affairs, Industrial Relations and HR, CER
- 17 **Robert Dera**, Representative International Affairs of Verkehrsgewerkschaft GDBA, ETF
- 18 **Panel discussion:** Robert Dera, Jean-Paul Preumont

#### Part III: Good practices – What can we learn from one another? (Presentation of projects and concepts in the railway sector; What can we learn from other sectors?)

- 20 **Kees Blokland**, HR Director Nederlandse Spoorwegen (NS)
- 22 **Gunilla Ejefors-Lublin**, HR Director Banverket
- 23 **Milan Ruttner**, HR Director Czech Railways, ČD
- 24 **Alex Gordon**, National Union of Rail, Maritime and Transport Workers, UK
- 25 **Urs Peter Ruf**, Technologieberatungsstelle NRW, Project manager “Employability and demographic change”

### 27 Summary and outlook

### 28 Participants

### 30 CVs of speakers





# Preface



The European railway sector, as is the entire economy and society, is exposed to a process of far-reaching change, for which the demographic development, in addition to technological progress and globalisation, is one of the key factors. It is a tremendous challenge for the Member States, the EU institutions, but also the social partners, to create the general socio-political conditions that will allow both the employees and the employers to keep pace with this changing environment.

Social dialogue is one of the main supporting pillar of the European social model. The results of social dialogue for the railway sector – as is the case with the joint recommendations on employability – are important for dealing with and shaping change in the working world.

The European Commission very much welcomes the fact that the European social partners in the railway sector are looking at the key issues of employability, demographic change, lifelong learning and investments in human resources. As announced in the renewed social agenda, the European Commission is supporting social dialogue at EU level with all its might.

This brochure is a summary of the discussions at the social partners' conference on the subject of "Employability - an HR strategy for shaping change in the railway sector", which was held in Potsdam in October 2008. It also contains interesting points for further discussion between the social partners in the Member States, the railway companies and at European level.

**Vladimír Špidla**  
EU Commissioner for Employment,  
Social Affairs and Equal Opportunities



On 7 October 2008, the conference was held in Potsdam on “Employability - an HR strategy for shaping change in the railway sector”. This concept and the organisation of the event was a European social dialogue project for the railway sector that was funded by the European Commission. The project manager on behalf of the EU social partners was DB Mobility Logistics AG.

The conference was an activity designed to implement the joint recommendations on the “Concept of employability in the railway sector” that had been approved by the European social partners - the Community of European Railway and Infrastructure Companies (CER), the European Infrastructure Managers (EIM) and the Railway Sections of the European Transport Workers’ Federation (ETF) in October 2007.

The joint recommendations of the social partners were the outcome of two projects of the “Employability and Equal Opportunities” working group of the EU social dialogue in the years 2000/01<sup>1</sup> and 2005/06<sup>2</sup>.

One year after the signing of this document, the conference provided an opportunity for HR directors and HR experts from railway companies and trade union representatives, representatives of the EU Commission, professional associations and scientific organisations to exchange views on the current status and progress in the implementation of the strategy of employability and with the aid of specific “good practice examples”, to discuss the significance of this HR approach for the European railway companies and their employees.

The event met with great interest – both on the part of the trade unions and the companies. 117 participants from 23 countries came to Potsdam and were actively involved in the conference and accompanying programme as speakers or with questions from the floor during the panel discussions – a gala dinner was held on the eve of the event, for example, and an accompanying exhibition with extensive information material available – and offered various possibilities of obtaining information relating to the subject, opportunities to exchange views and Europe-wide networking.



The powerful, unanimous acknowledgement that employability is a common challenge for corporate and HR management, employees, trade unions and works councils was a clear signal for the work of the EU social dialogue committee to continue working on this issue and to closely support and promote the process of implementing the strategy of employability in the various national contexts.

There is also agreement that an appropriate follow-up project in the spirit of the social partner recommendations – with a special focus on demographic change and the appeal of the railway sector – should be carried out in the 2009/10 working programme of the Working Group II Employability and Equal Opportunities of the EU social dialogue for rail. The details of such a joint project are the subject of current discussions in the EU social dialogue.

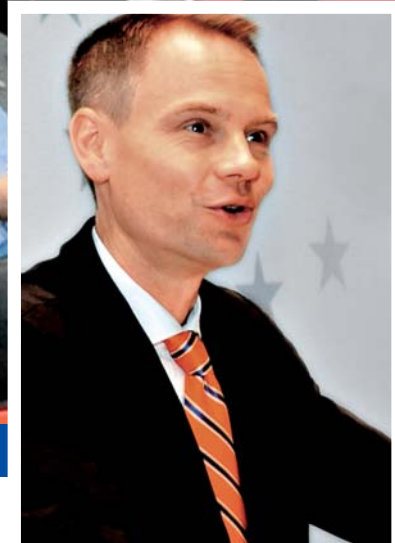


## Joint recommendations of the EU social partners of the railway sector, CER, EIM and ETF on the concept of employability in the railway sector (extract)

1. The railway companies in Europe should use the strategy of employability as developed in this memorandum as a central theme for human resources policy and thereby package the various instruments for personnel and organisation development into an integrated approach.
2. Employability as a strategic approach is based on prevention and aims to create a working environment which maintains and improves the capacity of the workers in respect of qualifications and competences as well as health and fitness in order to be ‘employable’ in general terms. The responsibility is a shared responsibility of the company, the employees, works councils and trade unions.
3. Aims, principles and framework conditions for the implementation of the strategy into operational practice should be agreed on the basis of social dialogue between the social partners in order to allow the benefit of the approach to be effective for both parties, i.e. the company and the workers.
4. The European social dialogue on railways will promote and accompany the process of extending and implementing employability as a central theme of modern HR policy and carry out interim assessments from time to time. This can occur through various instruments: policy conferences, conferences for exchanging work and experiences, monitoring and via the making available of instructive materials (case studies for good practice, basic guides, specimen agreements...).
5. A conference bringing together representatives of trade unions / works councils and management experienced in the issue of employability in practical terms on company level might be organised next year. This would allow exchange of experiences, benchmark of good practices and direct discussion between European and company-based social dialogue on employability aspects.

<sup>1</sup> “The strategy of employability – usable by European railway companies?” (Final report, November 2001)  
<sup>2</sup> “RailEmploy – employability in the railway sector – a challenge for companies and employees between transport safety, social security and cost effectiveness” (Report on final workshop held on 9/10 October 2006, plus appendix with case studies, May 2007)





## Jürgen Niemann

Member of the Management Board for Human Resources,  
Deutsche Bahn AG, DB Station&Service AG

Jürgen Niemann welcomed all the conference participants on behalf of Deutsche Bahn. He was representing Margret Suckale, Member of the Board for Human Resources and Services, DB Mobility Logistics AG.

Niemann expressly welcomed Kristin Schreiber, Head of Cabinet of Vladimír Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities, European Commission, Didier Le Reste, Vice-President Railway Section, ETF, Libor Lochman, Deputy Executive Director, CER, and Dr Urs Peter Ruf.

Niemann pointed out that HR management throughout Europe is increasingly concerned with demographic change. The populations of all EU nations are ageing and people are having to work longer in order to preserve their national social security models. This has led to a conflict for the transport industry: On the one hand, companies want to keep the skills of their ageing work-

force up to date and expect people to work longer hours than indicated when they first started work. On the other hand, the whole of Europe is facing a serious shortage of young skilled workers, particularly engineers.

As a consequence, companies need to value older employees as an important part of a workforce that is constantly learning, and promote the transfer of expertise from the older to the younger generation.

*There is no patent remedy, but lots of good solutions.*

Niemann described two aims of the conference: Firstly, to get railway companies, EU representatives and trade union representatives to discuss in depth how they are tackling these problems in their different ways. There was, he said, no patent remedy, but lots of good solutions. Secondly, the conference aimed to send a message to railway company workers that issues such as changes to traditional working lives and the work-life balance were being taken seriously. These issues were not hurdles – just problems that can be solved.

Niemann explained that Deutsche Bahn was attempting to address the issue of employability in times of demographic change in four areas:

- 1. Health:** People who have to work longer need to take care of their health, which is a precious commodity. The 'humanisation of work' is the responsibility of both employees and employers.
- 2. Training:** Career paths are no longer linear, the way they were when someone could be an engine driver for 40 years. Today, employees need to be given the opportunity to access life-long learning. However, this is also an area in which employees needed to take personal responsibility. At Deutsche Bahn, trainees are told from the moment they finish their initial training that far from having finished the learning process, they are only just beginning.
- 3. Recruiting and retaining young talent:** Companies need to take on the competition on international job markets. Like other companies, Deutsche Bahn is interested in recruiting foreign workers and is optimistic that shortages can be met in this way. Niemann also argued that companies should play a more active role in the development of the national education systems.
- 4. Lifelong working time models:** Employability means asking: How can one enable someone over 60 to make an important contribution to the company? And how can one ensure a good work-life balance? This would, Niemann explained, lead to greater satisfaction and happiness.

He also mentioned a 'new employment pact', which was about more than just employment security. In closing, Niemann hoped that the speakers and participants would have a fascinating day full of in-depth discussions.







## Kristin Schreiber

Head of Cabinet of Vladimír Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities, European Commission

*The objective is sustainable employability that is in the interest of both the employee and the company.*

Kristin Schreiber was representing Vladimír Špidla, EU Commissioner for Employment, Social Affairs and Equal Opportunities, at the conference and relayed his good wishes to the members of the audience. She referred to the signing of the joint recommendations on employability in 2007 and praised the continuing exchange of experience that determined the spirit of social dialogue.

She stressed the importance of social dialogue at European level. As a result of the far-reaching social change, the challenges facing the social partners are greater than ever. This can be seen most clearly:

1. in technological progress;
2. in demographic change and;
3. in globalisation.

Concepts and decisions on specific employability measures must be the responsibility of every individual country, however. To this end, the social partners of every railway undertaking and infrastructure company should sit down together to discuss the details, because only they, due to their own specific situation, will be able to implement the plans. Schreiber stressed that the EU Commission wants to support dialogue on a partnership basis and offer its assistance.

The basic concept behind social dialogue is laid down in the Lisbon Strategy: "By 2010, the European Union is to become the most competitive and dynamic knowledge-based economic region in the world, an economic region that is able to achieve permanent economic growth with more and better jobs and greater social cohesion."

To show what it was doing, the Commission had presented its major social package in July with a renewed social agenda, the most important elements of which are:

- encouraging children and adolescents;

- investing in people (lifelong learning);
- supporting a long and healthy life;
- fighting discrimination and encouraging equal opportunity for both sexes;
- increasing mobility;
- improving access opportunities on a global level;
- fighting poverty and social alienation.

Schreiber pointed to the continuing change in the working world.

According to a study conducted by the EU Commission, less and less people are now pursuing a linear career path. Some 80 per cent of the employees have to adjust to changing jobs several times during their lifetime. In addition, employees temporarily are leaving their jobs at their own volition for further training, parental leave or to look after relatives.

Social experts have subsequently developed a new approach to employment based on the life cycle. In view of this, the Commission has developed the concept of "flexicurity" in conjunction

with the Member States, based on a combination of flexibility and security – a modern social security system. The objective is sustainable employability in the interest of the employee and the company. The so-called internal flexicurity (a change in the company) and external flexicurity (flexibility on the labour market) are seen as being equally important.

The contribution made by the social partners is very valuable in this respect.

In the railway sector, which employs a large number of older people, this is a great challenge for the social partners in the companies. They must be prepared to examine their own HR policy. The companies must learn that the employees are no longer "their" employees, but are now parties to a contract who are to be given the opportunities to develop personally and in their career. Kristin Schreiber ended her speech with a comment that the EU welcomes investments in people and supports European social dialogue with all its might.



## Part I: **Employability in the railway sector** as a central theme of HR policy – one year after the signing of joint recommendations, Social partners' view



**Didier Le Reste**

Vice President, Railway Section, ETF

Didier Le Reste emphasised the unique character of the conference in that it was being held on the same day that people in over 90 countries around the world were demonstrating for better working conditions. Workers are calling for more pay and better working hours. Le Reste stated that financial capitalism is a cul-de-sac and goes hand in hand with economic and social crisis.

From a trade union standpoint, it must be noted that the suggestions and ideas put forward by workers and the trade unions to overcome the crisis are still poles apart. Among other things, railway workers are demanding better work-life balance opportunities and the retention or acquisition of entitlements if a worker either switches jobs within the company or to another company. He said that the ETF and CER should first determine whether they have a common definition of railway development. In his view, this joint examination should aim at developing our activities to meet the transport needs of as many people as possible, in particular society's demand for freight to be transferred to modes of transport that have greater respect for the environment, are more ecologically sound, safer, and aim at providing a public service that meets the transport demand of the people. Based on the approaches developed to date, it will be possible to examine the changes and innovations that are desirable and necessary for the continuing development of railway careers. For example, a train driver must now fulfil a completely different set of requirements on continental corridors compared with those that apply to national transport services. On the other hand, however, greater

*Jobs in the railway  
industry must be  
attractive jobs.*

consideration must be given to the social consequences these trends have for railway employees. Calls for ever-greater flexibility have to stop somewhere, as they can compromise safety in certain circumstances. When it comes to employability, the railway sector must offer attractive jobs and careers.

Le Reste considered in this regard that employers were too modest in their outlook. This tended to focus on road transport operations, which, in organisational terms, made no sense. Ultimately, each railway worker must have the opportunity to develop in the workplace and make his own career decisions.

He said the fact that working conditions in subsidiaries are often worse than those in the parent companies was an unwelcome trend. Production was being outsourced to providers who were cheaper but paid less attention to social issues. One example from the French railway network shows where this can lead: a near-collision due to train composition being outsourced. This trend has resulted in a focus solely on maintaining a relationship of subordination based not on labour law, but on commercial law, which is always more favourable to the employer. The dynamics behind this trend are damaging to all railway systems. Le Reste expressly reminded the EU Commission once again that more must be done with regard to employees' social needs. We are still nowhere near an approach to employment that is favourable to the working world. Finally, he returned to the example of the growing demands on train drivers given the role of long international corridors in the railway sector.



**Libor Lochman**

Deputy Executive Director, CER

The Deputy Executive Director of the Community of European Railway and Infrastructure Companies (CER) placed the conference theme in relation to the changing, highly competitive railway sector. Because all forms of transport in Europe have to fight to maintain their competitiveness, the railways must make ongoing efforts to improve their image and status. At the same time, however, they must strike a balance in achieving employability targets: the railway sector needs a workforce that is motivated and employable. Market opportunities for railway companies can only be improved if the social partners work closely together. For this reason, the EU social dialogue Committee's key recommendations must be taken into account.

Lochman pointed to the relationship between employability and interoperability in rail transport. By way of example, he named certification of train drivers who drive locomotives and trains on cross-border services. The training involved serves twofold: it enhances employees' employability and provides railway operators with the qualified staff they need to exploit opportunities in the Eu-

*The increasing  
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be one of the driving  
forces for improving  
employability.*

ropean railway system. Quality vocational and further education and training is thus of key importance, not least against the backdrop of ever-more sophisticated technology. The increasing challenges posed by modern technology and processes must be seen as a driver in improving employability.

One of the difficulties here is that the EU has expanded so quickly. The 27 member states each have their own railways with fleets and structures that are as different as they are manifold. While older member states have introduced the necessary reforms and now pay greater attention to workforce employability, the newer members are faced with the problem of restructuring their railway companies while adopting a more constructive HR policy based on social dialogue. This makes it impossible to find a uniform way of improving workforce employability across all member states.

In sum, Lochman reported that the rail transport market had significantly improved in image and status. Demand for well-qualified, motivated staff is on the increase.



## Panel discussion

Didier Le Reste, Jürgen Niemann,  
Kristin Schreiber, Libor Lochman



The first question put the **moderator** focused on Didier Le Reste's theory that the conflict between competition and employability harbours risks.

**Jürgen Niemann** contradicted Le Reste. Of course it is necessary to observe the trends towards liberalisation of the railway sector. But this never occurs at the expense of customer safety or the physical safety of railway employees. Moreover, he believes that more competition in the railway sector means more rail transport throughout the EU, particularly in relation to road transport. But the railways are struggling due to inequalities in operational and competitive conditions. Niemann thus called for comparable pan-European framework conditions for the modes of transport.

He agreed with Le Reste on linking technology and training. Companies and unions must work together to create the best possible employment conditions for railway workers.

**Kristin Schreiber** added that companies are themselves responsible for achieving better employability. The EU can only provide incentives to encourage industry to introduce voluntary improvements for the workforce.

Addressing Le Reste, she said that the EU concept of 'flexicurity' not only benefits employers, it also provides better working conditions for employees. Its implementation will depend on the social partners' ability to negotiate. What flexicurity cannot do, of course, is safeguard against job losses. Even the unions have

realised that many workers today are forced to accept change in their working lives. Union protection can neither prevent nor exclude all types of change.

**Libor Lochman** said that when it comes to human resources, the railway companies must not be allowed to reach a compromise which would endanger the safety of their operations. There must be a guarantee that companies have employees who meet operational needs, that equal opportunities are afforded throughout the EU and that safety is ensured regardless of which country a train passes through.

Opinion from the floor was volunteered by **a member of a Belgian union**: he had been shocked to hear the sometimes positive attitudes towards competition. In Belgium, half of the jobs in the railway sector have been abolished without union agreement. This has increased the stress factor for the remaining employees, especially as regards more flexible working hours and regional mobility. He could not understand why such restructuring activities persisted. Instead, the parties should work closer together to improve employer-employee relations.

**Didier Le Reste** said that the railway companies were trying to align conditions for train drivers to those in road transport – not least as regards working hours and pay. But this is not the ultimate solution. No-one has yet come up with an answer as to how these challenges, which also affect goods transport, might

be tackled. So instead, they adopt the social dumping approach. He also complained that the EU Commission expressly failed to promote cooperation efforts like those between DB and SNCF because, apparently, it would be unfair to other competitors in the EU. Le Reste believes that competition instead of cooperation would bring even greater uncertainty and cause more problems for railway workers.

**Jürgen Niemann** said that liberalisation and competition will not solve everything. Rather, they are models designed to enhance the railways and make rail transport more attractive. Great inroads have been made in this regard. He praised a joint venture between DB and SNCF which improves services to European ports and thus creates jobs. The large companies in particular have been through the valley of tears and, while upholding the social partnership with the unions, have had to reduce the size of the workforce considerably. Now they are trying to recruit new workers. The trend is upwards. Niemann admitted that liberalisation would cost jobs, but this is necessary to make the railways fit for the future. Still, it cannot compromise operational safety. The only way to make people interested in the railways is to offer good conditions. DB does not want poor employment relations. Niemann asked what constituted a reasonable employment relationship. He criticised private competitors in German rail transport who tried to boost their market position by paying lower wages.

He pointed to key projects at DB, especially concerning health

and work-life balance. Consideration must be given to the particular problems in individual groups. For example, train drivers' seats, setting up service points and promoting nutrition in works' cafeterias. When it comes to work-life balance, the priority is to discuss and implement a return to work guarantee, if a male employee takes parental leave in order to bring up his children. In its role as an employer, DB has agreed a suitable model with the group works council which ensures employees the same pay conditions as before.

**Kristin Schreiber** responded by asking Jürgen Niemann if anyone would really be likely to take parental leave. But she also remarked that it was a good approach.

Schreiber then stated that in the EU's flexicurity model, the aspect of security was not about operational security but about providing contractual security for employees.

Addressing Didier Le Reste, she said that the EU took a neutral stance towards all companies. If two companies wanted to cooperate, checks were done to see if it constituted market domination which would be damaging to other companies and their employees.

With regard to longer working hours, she said that both women and men should be able to return to work quickly following a period of parental leave. Returning to work after longer periods is especially difficult in Germany. The models must be more flexible. The EU Commission has proposed this to the EU Parliament. In Germany, maternity leave ends just eight weeks after the birth.





A question from the floor from a **British union representative:** after 15 years of privatisation in Great Britain, he asks himself whether there is any certainty at all that collective bargaining agreements will be honoured. By way of example, he cited an EWS subsidiary that refused to discuss pay with its employees on company premises and had even threatened to bring in the police.

**Jürgen Niemann** representing DB that has taken over EWS, said he had no knowledge of the case in question. Adhering to collective bargaining agreements was, however, an integral component of DB's philosophy.

A comment from the floor by an **Austrian union representative:** the transfer of knowledge within a company is a key reciprocal responsibility that serves safety and security. It has become difficult to act, to form networks, to be open to employees' needs and to acquire specialist knowledge, especially in a multicultural EU. Language training is particularly important.

A comment from the floor by a **French union representative:** employability also constitutes recognition of an employees' qualifications and skills, particularly train drivers and train attendants. Some large businesses were acting on false pre-

tences because they adopted social dumping tactics with their subsidiaries, playing one subsidiary off against another other to force wages down. How might such trends be prevented?

**Jürgen Niemann** said that there is no easy answer. Compared with road haulage, the railway sector is well positioned, especially as regards social security and monitoring of social standards. He again referred to the example of the wage competition on Germany's regional railways. DB is consulting with its social partners on what might go into an industry-wide collective wage agreement that would largely govern employment conditions in the railway sector. This is an extremely difficult undertaking, however, due to the differing interests involved. Added to this is the fierce competition between the unions, as seen in the train drivers strike.

**Kristin Schreiber** stressed once again that liberalisation at EU level should not be achieved at the expense of safety. Also, it is neither the responsibility of the legislature nor is it able to dictate how the social partners negotiate wages. And then there is the question of what constitutes a dumping wage. The economic situation varies between the different EU member states. The EU has tried to prevent social dumping by means of the Posted Workers Directive.

**Didier Le Reste** addressed Kristin Schreiber, saying that he believes competition is a political-ideological concept. If public monopolies are abolished, private monopolies will emerge. In the meantime, a huge number of jobs will be cut.

Further, he did not confuse the terms operational safety with employment security. He fears that with advancing liberalisation, safety in rail transport will no longer be ensured because railway employees will no longer be sufficiently qualified and their employment conditions will have worsened. He had heard of a railway company in which several train drivers had had to work for 28 hours at a time. There is no monitoring authority for such cases, he complained. In the course of liberalisation, the market must not be left to its own devices.

A comment from the floor by a **German union representative:** employability should not only be seen in relation to competition. Rather, it is a strategy to tackle demographic change and is synonymous with employees' rights of self-determination in competing for their jobs.

Employees who grasp the concept of employability do all they can to stay in their jobs, but they also need answers. Good employees must be retained by providing social and monetary incentives. In this regard, Le Reste questioned the role of the unions. He said they were still far too focused on the past. As an

example, he cited the fact that at DB employees were entitled to take a week's holiday for educational purposes but only a few actually did so.

Employability only works if employees are encouraged to embrace the idea. This is a task for managers, especially at lower and mid-level.

**Libor Lochman** added that operational safety must not be compromised. It must be ensured across all infrastructures. And in large multinationals, it must be guaranteed that they fulfil requirements and ensure equal opportunities. Licenses and grants of approval should be recognised everywhere.

**Kristin Schreiber** in her closing statement, said that the question of employability for each and every railway worker was future-focused. The employability approach would not only affect managers, but also workers who were more difficult to place because they were less qualified and lower-skilled.



## Part II: Practical experience – How has **the concept of employability** been implemented in the railway sector?

Introductory statements



### Jean-Paul Preumont

Senior Policy Advisor, Social Affairs,  
Industrial Relations and HR, CER

*Employability is one of the key guiding principles for the HR policy of the companies in the railway sector.*

Jean Paul Preumont briefly sketched the origin of the concept of employability. The first project began in 2001 to 2002 with a sector-specific general definition of the concept. The second project, in 2005 to 2006, had the objective of examining the progress of implementation in selected railway companies.

The result of this second study was the signing of the joint recommendations on “The concept of employability in the railway sector” by CER, EIM and ETF in October 2007.

Employability is based on prevention. The concept should create an environment:

- that maintains and improves an employee’s ability to work,
- while respecting the employee’s qualifications and competencies,
- and also promotes health and fitness.

This leads to employability in a general sense. The responsibility for this employability lies with:

- the company;
- the employee;
- the works councils;
- the trade unions.

The concept is supported on two pillars:

**1st pillar:** The individual for himself – employability enables the employee to change and shape his own career opportunities.

**2nd pillar:** The individual in the company – the employee is able to better overcome turbulent situations and to secure and even enhance his job.

There is thus a common interest in creating an appropriate balance between company and its employees. Employability is one of the central guiding principles of corporate HR policy.



### Robert Dera

Representative International Affairs of  
Verkehrsgewerkschaft GDBA, ETF

*Employability is a common challenge.*

Robert Dera said he wished to pick up where Jean Paul Preumont has left off. Employability is a common challenge. He named three main focuses:

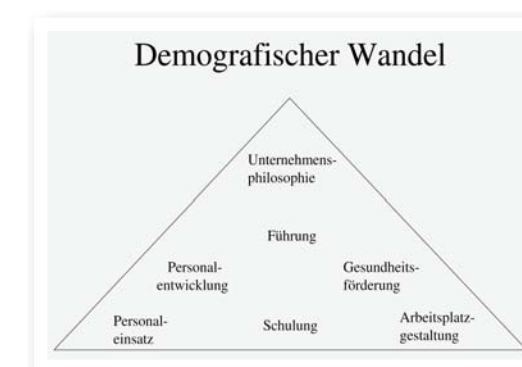
- Employability as a guiding concept for the HR policy of railway companies;
- Implementation on the operating level;
- How do I make my employees generally employable?

He then spoke of a large degree of misunderstanding between the concepts of deployability and employability. Deployability allows the employee, as a result of his qualifications and capabilities, to perform his job. Employability, on the other hand, goes further. It enables the employee, based on his deployability and other abilities, to be able to offer his labour elsewhere. Many employees may be deployable, but what about their employability, he asked the audience. He drew a distinction between a small group of better qualified employees who, as a result of their specialised skills and additional competencies, find it easier to get a job with another company, even if they become unemployed, than the majority of those who are less qualified, and who, despite specialised skills, lacked the required additional competencies. This leads to a fear of losing one’s job, demotivation and ultimately to a more difficult job search. What happens to such employees? They end

up in “repair shops”, retraining, job centres, in poorly-paid work or simply disappear.

On the subject of additional qualifications (languages, EDP skills, etc.) Dera praised DB for the plan prepared by the Member of the Management Board responsible for Human Resources to provide all apprentices with IT skills, in addition to their specific vocational training. Such non-specific competencies are extremely important for the transition from deployability to employability.

As examples of the competencies that an employee must demonstrate today, Dera named, among others, the ability to work under pressure, to ability to learn, to communicate, to handle conflicts, and a willingness to change. These are key qualifications that lead to a win-win situation for the employee, both in the event of occupational redirection both within the company and outside. Demographic change affects many areas of the company. Dera named three levels. The top level is the corporate philosophy, followed by HR development, guidance and the promotion of health, and finally staff deployment, training and the workplace environment.



Robert Dera then referred to a study conducted by Kienbaum management consultants in 2007, according to which less than 40% of those with HR responsibility in German companies are familiar with suitable measures for dealing with older people. Only around 10% of the companies offer special further education, only about 20% provide paid health benefits for older people, and only about 30% provide working hours and jobs appropriate to the employee’s age.

The ETF thus demands:

**a. from the European social dialogue :**

The sustainability of the concept must be regularly evaluated (as at this conference), taken up as a permanent item of the work plan of the social dialogue and finally result in a “best practice” project group.

**b. from companies:**

Management must be motivated and given the ability to motivate. More company projects must be developed that develop the concept of employability within the company. There should be less job erosion, in order to assure sustainability. Greater effort must be made to include special groups such as employees with a handicap, female employees and older employees.

**c. from the trade unions:**

They must recognise the need for an employability concept, must enable their officials and representatives in the companies to call for dialogue with the employers, motivate employees to adopt the concept and finally guarantee prevention and sustainability.

**d. and from all:**

The use of external consulting should also be increased.





## Panel discussion

Robert Dera, Jean-Paul Preumont

**Jean-Paul Preumont** said that it would be interesting to come up with a list of “good practices” in order to promote social dialogue. This would also help to bring companies and trade unions closer together.

**Robert Dera** stressed the experience gained from the first two studies and asked for a new study group to look at demographic change.

A **French trade union member** in the audience asked whether this would result in employability becoming a means of binding the employees to the company or simply a way of extending an employee’s working life.

**Jean Paul Preumont** answered that a high degree of employability could keep employees in a company, and that they would also want to stay if the concept were to be fully implemented. The companies would also have to offer not only attractive con-

ditions, but also challenging jobs. This is of particular importance in recruiting and keeping young employees. The question of working life is another question, which is not necessarily part of this issue.

**Robert Dera** added that extending age limits for retirement is anti-social. It cannot be prevented, however, so we must continue to seek appropriate solutions. The concept of employability is one such approach to a solution and an attempt to react to something that cannot be changed.

A **Belgian trade union member** asked more generally where, with all the competition, cooperation was to be found among the railways. The railways are competing more actively than ever with each other. Despite this, 75% of the training had been reduced without the consent of trade unions and employees. The stress among the employees has increased markedly under the pressure of flexibility requirements.

**Didier Le Reste** explained that the companies regard flexibility as a prerequisite for competitiveness. At the same time, however, they are trying to adapt the conditions of train drivers to those of truck drivers. He described the current situation as dangerous, characterised as it is by social dumping. The co-operation between railway and infrastructure companies is not improving; instead, each is accusing the other of discrimination. He ended by calling on them to enter into dialogue with each other.

**Jürgen Niemann** asked for the floor once again and explained that as a result of liberalisation and competition, more passengers and shipments were being transferred to rail. Many new jobs could be created through joint ventures for example. In general, the railway sector can point to increases in employment. Deutsche Bahn is doing a great deal to keep employees with the company. Provisions are being made for a healthy workplace, and older people can retain their ability to work

longer, e.g. by back exercises and nutritional advice. Employees wishing to take parental leave or time off to care for relatives now receive a guarantee that they can reclaim their former jobs. The “well-being” factor is one of the prerequisites for employability, and it is in the interest of the Group to ensure that it grows.



## Part III: Good practices – What can we learn from one another?

Presentation of projects and concepts in the railway sector



### Kees Blokland

HR Director Nederlandse Spoorwegen (NS)

*Dialogue only comes about through mutual trust and confidence, and the willingness to tackle problems and resolve conflicts.*

Kees Blokland began his talk with a reference to the long history of strikes in the Netherlands, in which workers have always expressed their resistance to change. He then explained how NS had reacted to dissatisfied train drivers and the resulting increase in the numbers of employees reported as ill or unfit for work, and how it then tried to become a more attractive employer. In this respect, “social innovation” and social dialogue were recognised as the key challenges. Today, NS is among the top ten employers in the Netherlands. Employee satisfaction has risen significantly. He sees total liberalisation alone as just as poorly suited as a framework for change management in the HR sector as the other extreme of total regulation. Only dialogue can help – the parties must meet somewhere in the middle between these two extremes. This is an area where Germany, the Netherlands and France in particular have considerable experience.

Blokland named five aspects of so-called social innovation:

1. Strengthening employee participation;
2. Strengthening employee responsibility;
3. Trust and confidence take precedence over rules;
4. Safety net instead of a hammock;
5. Linking up theory with practice;

and then went into detail for each of the points:

- 1) Direct employee participation is still relatively new in the railway sector. However, cooperation with the company must be made more attractive for employees. Internal dialogue must be focused on growth, and not on the territorial claims of individuals. Employees must be seen as an important interest group. As a result, there must be greater investment in training, a strategy for employee participation and competence management.
- 2) In future it will become increasingly important that employees are able and are required to assume responsibility. He was striving for more autonomy for the employee, more variety and “job crafting” (i.e. designing the work to meet individual interests and abilities), plus performance and process controls.
- 3) Working hours and conditions are changing, and the trade unions have also realised that innovations and investment in trust and confidence are needed. This, however, is also a question of mentality. Dialogue can come only through trust, confidence and the willingness to tackle problems and resolve conflicts.
- 4) One should never pull the rug out from under employees. Fallback levels must be introduced to minimise transition risks. Deeper and broader investments must be made in all qualities, and practice transition management. And finally, all social partners need to be made responsible, not just the individual employees.

In this context, he addressed a conflict between young employees and trade unions. Young employees frequently see trade unions as old-fashioned, and as protecting the interests of older employees (generational conflict). Trade unions, on the other hand, urgently need young members.

- 5) New ways of cooperation must be found: Discussions put politics and black-and-white positions behind and focus purely on implementation.

Blokland illustrated the progress at NS using several examples, among others the “social innovation” project, strategic HR planning, the promotion of sports (e.g. employees cycling to work) and healthier nutrition, work on developing a corporate culture, special support for female employees and the introduction of 15 consultants in a “career advice centre”, who take care of continuing professional education and the refocusing of employees. The credo of all these measures: no stipulations, but instead support and the offer of assistance.

To a question from the audience regarding the success rate of advice given on refocusing, Kees Blokland replied that it was 70%. The company takes responsibility for ensuring that people find a job.

To the question of whether employees should take on more personal responsibility in safety-related areas as well, Blokland replied in the affirmative. In maintenance, safety inspectors have been eliminated and the number of near-accidents subsequently dropped.

#### Our Progress (1)

##### Project Social Innovation

Lifetime Employability  
Broadactivity programme  
Awareness stimulation  
Digital vacancy bank

##### Health

Intense approach  
BRAVO  
External Image  
Shared responsibility

##### Strategic staff planning

Monitoring  
Pro-activity

##### e-HRM

Shared Service Centre  
Portals  
Other services

#### Our Progress (2)

##### Company Culture

Fighting bureaucracy  
Code of conduct  
Reducing teasing  
Stimulating pride  
Leadership style conference

##### Safety and security

Zero-incident policy  
Less rules more responsibility  
Safe working environment

##### Diversity

Mirror of society  
Targets  
Scouting actively



#### Our Progress (3)

##### Workers' influence on work schedules

Life phase policy  
Employability  
Career Advice Center  
HR education  
HR career platform  
Organisational development  
Shows increase of employer satisfaction







## Gunilla Ejefors-Lublin

HR Director Banverket

*Qualified employees don't appear out of nowhere, the must be nurtured and tied to the company.*

At the start of her presentation, Gunilla Ejefors-Lublin explained that it would deal with the current situation on the labour market for the railway sector, and the way in which Banverket was facing the challenges of finding skilled labour.

The opening up of the railway market has had significant consequences for Sweden's 25 railway companies and 17 rail infrastructure suppliers. The problem is not only in finding qualified personnel, but that many sectors are also trying to attract these people at the same time. This leads to competition for good employees within the railway market. It has been determined that 1,500 new employees are needed per year and that 100,000 engineers will retire by 2015. At the same time, there is a lack of interest on the part of many young people in joining this industry. In order to counter that, Banverket has developed four starting points:

1. Bringing together the various players in the railway sector (construction companies and supply industry, maintenance, system providers) and the promotion of cooperation instead of competition in relation to potential employees;
2. Good working conditions and benefits for employees and establishing a connection between staff and the company;

3. The use of new communications channels with innovative elements in order to improve hiring within the industry, e.g. through the website [www.jarnvagsjobb.se](http://www.jarnvagsjobb.se);
4. Support of public educational opportunities in schools as well as in external and further education in the railway sector.

However, it is still too early to evaluate the effect of these activities. What is important is to provide signals and take the initiative. Qualified employees don't just appear out of nowhere, they must be nurtured and tied to the company. There are many ways for companies to cooperate. At the same time, the opportunities for the Swedish railway sector in a European competitive environment can improve.



## Milan Ruttner

HR Director Czech Railways, ČD

*We want to go into the schools and promote a career in the railway industry at an early age.*

For the last six months, Milan Ruttner has been HR Director of Czech Railways. He paints a gloomy picture of the current labour situation. The workforce is highly over-aged, the average age being 49. Half of the drivers are between 55 and 63 years old. There is for all intents and purposes no younger generation. He came to the sad conclusion that two entire generations of employees are simply missing. In the various administrative business units, there are no more railwaymen, just bankers. This also means that the old-time railway culture is disappearing as well.

Up to now there has been no concept or strategy to bring in new skilled labour. Before the change to a free market economy, there was no targeted government educational programme in transport; now the transport companies must take this on themselves and they are not doing a very good job of it. They are only

dealing with wages and salaries, and would prefer to continue to reduce staff than to think of the future.

Ruttner then presented his concept: close cooperation between schools at every level of education and the Czech Railways. The idea is to go to the schools and promote a career in railways at an early age. Addressing the parents must also play a significant role in this. Children and adolescents must be approached in a targeted way. An important aspect to be stressed is that those who are interested can be assured of employment after their education is completed. This means job security. Ruttner stressed that in today's world it is very important to have prospects for the future, and a career with the railway would assure this.

In his summary, he once again stressed the need to increase the number of train drivers and crews and to recruit a younger generation.

For this, interest in Czech Railways must be awakened. Excellent marketing and PR strategies could help.





## Alex Gordon

National Union of Rail, Maritime and Transport Workers, UK

Alex Gordon reported on a “learning fund for the promotion of employability” that was established and financed by the British government five years ago. The trade unions are integrated into this programme. The goal was to promote further education in subjects outside an individual’s special field, such as IT and languages. However, it was found that many people on the job market were plainly lacking in elementary skills such as reading and writing.

As a consequence, it was not possible to offer alternatives to adult education, but rather promote access to educational institutions for those who had little interest or opportunities to obtain further education.

At the last funding project, his RMT union, in cooperation with other railway unions, had introduced more and more of their own projects. This activity was funded with approximately one million pounds over a two-year period.

The goal was to create the infrastructure and networks in which the trade union itself could offer courses with professional instructors. There are currently agreements with 10 of the 20

transport trade unions, and additional negotiations are in process. Gordon assumes that most of this fund model will be classified as successful. A productive agreement was reached with EWS, but this no longer exists. Chiltern Railways, on the other hand, is participating.

Based on the initial results, the demand for the courses among employees has been surprisingly strong. One problem, however is the fact that employers see only costs and not benefits for

their employees. At the same time, the trade unions expressed some hesitation that new legal frameworks would undermine the existing wage agreements. This is not so, stressed Alex Gordon. Wage agreements would only be entered into between employers and trade unions.

The RMT union is conducting a comprehensive “organising campaign”, in which the projects offered to promote employability are being used as an incentive for new members. To the question from a colleague as to the attitude taken by employees to non-job-specific teaching content, Gordon replied that many employees still did not want to study such content. This was a major problem.

*The demand for the courses was surprising strong.*

## Urs Peter Ruf

Technologieberatungsstelle NRW,  
Project manager “Employability and demographic change”

Urs Peter Ruf began with the definition of the term demographic change. This refers to significant changes in the population structure: negative growth, emigration, an aging population. This has consequences for companies:

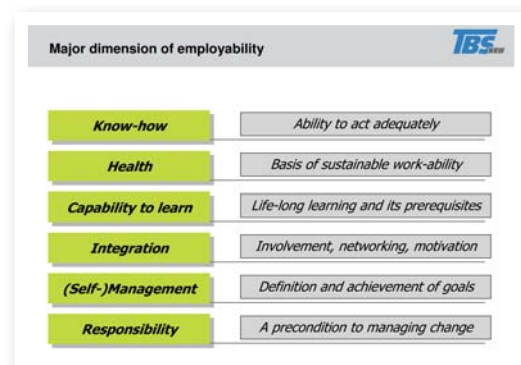
1. The company’s ability to be innovative is reduced;
2. Competitiveness is endangered;
3. Companies have no qualified younger generation coming up;
4. Employees must work even longer, retirement age is moved back.

For the German labour market, this means that:

- By the year 2020, the number of employees over 50 years old will increase from 30 to 39 per cent based on the total figure;
  - Starting in 2020, there will be a decrease in the number of employees in spite of immigration;
  - There will be fewer young and qualified graduates overall;
  - The effects of demographic change will vary greatly by region.
- Companies need to respond to this now. Social partners must adjust to an older workforce that has different requirements and problems from those of younger people. In order to be able to target its actions, each company should draw up a demographic profile of its employees.

Ruf proposes the following areas of action:

1. Better health care – many employees cannot handle the physical and mental changes brought on by age. Better workflow management could help overcome these problems. Individual handling of stress should be practiced.
2. Intensive learning and training of all employees – everyone, regardless of how old, can learn. Older employees can be encouraged to learn by showing them the consequences of doing nothing: without additional qualifications, their opportunities on the job market drop appreciably.
3. Increasing productivity – good job performance is first and foremost the result of well-functioning work processes. Many employees are less productive when working conditions are not right or management is weak. This is true regardless of age or individual fitness.



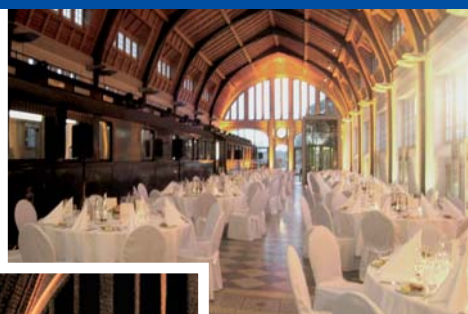
With this as a starting point, employability will play a growing role. Companies and employees should therefore get together and undertake an evaluation of the capabilities that should focus on six main measures of employability:

1. How good is the know-how?
2. How healthy is the workforce?
3. How strong is the demand for further education?
4. How strong is the cohesion within the company?
5. How good is the self-management?
6. How great is the feeling of responsibility in the company?

Ruf argues in favour of intensive participation by employees and joint responsibility as key factors for better employability. Furthermore, companies, trade unions and employees must work together:

- all services must be accessible;
- flexibility must be promoted;
- the willingness to undertake change must be supported;
- trust and confidence are important as a basis for cooperation;
- the feeling of joint responsibility should be strengthened, and
- sustainability should determine daily life within the company to a greater degree.





## Summary and outlook

Jean-Paul Preumont,  
Didier Le Reste

**Jean-Paul Preumont** stressed that the subject of employability must continue to be discussed within the social dialogue. Everyone needs to get used to the fact that there are certain statutory provisions designed to guarantee the competitiveness and liberality of the rail transport market and are forward-looking. It makes sense to question the reasonableness of the provisions in talks. From his viewpoint, there are no real prospects for transferring the developments in road transport to rail. This is not possible and not in the interests of employers. There is joint responsibility in companies on the part of both employers and employees. It is also important to provide for equal opportunity and security in the transport sector.

Social dialogue on the European level could bring about change. A general framework is being created that in turn will be implemented in the companies. Conferences such as this one can serve to exchange information on the results and approaches to solutions. The common goal here should be to attain better employability for employees.

**Didier Le Reste** also stressed that all parties are equally responsible for better employability, i.e. trade unions and employers. But at the same time, as members of a democracy, they may have differing opinions. The goal of the conference has been to examine the first steps in the implementation of the joint recommendations on employability in the railway sector and to discuss positive approaches.

His conclusion was that, overall, many more social measures are still needed in order to improve the situation for employees in the railway companies. The future of the working world must be actively shaped, because the demographic issue remains on the agenda.



Participants

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VALCHEV	Ivan	Balgarski daržavni železnitsi
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VIRAG	Imre	MAV-START Co.
WAC SIN	Henry	Railwaymen French Union Trade
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- Studium Publizistik- und Kommunikationswissenschaft (PuKw), Neuere Geschichte, Sozial- und Wirtschaftsgeschichte, Politikwissenschaft (Abschluss 1992)
- Besuch des General Management Seminars der Bahn (Ausrichter: WHU Vallendar, DB Bildung)

Beruflicher Werdegang

- 1992 – 04/1993      Assistent am Lehrstuhl für internationale Kommunikation der Ruhr-Universität Bochum
- 1994 – 1995      Mitarbeit Fa. DENTSU Düsseldorf
- 1995      Mitglied des Rates der Stadt Bochum
- 1994 – 1995      Forschungsprojekte im Auftrag von RTL Deutschland, Köln
- 04/1995 – 04/1997      Persönlicher Assistent des Personalvorstands der DB AG
- 04/1997 – 05/1998      Realisierungsbeauftragter der 2. Stufe Bahnreform
- 06/1998 – 04/2000      Leiter „Change Management, Führungsinstrumente DB Konzern“
- ab 04/2000 – 09/2002      Leiter „Personalstrategie DB Konzern“
- ab 09/2002 – 11/2004      Leiter des Projekts DB Führungskräfteakademie
- ab 01/2003      Geschäftsführer der DB Akademie GmbH
- ab 11/2004      Personalvorstand DB Station&Service AG
- parallel ab 11/2004      Projektleiter, später (nach Überführung des Projektes in die Regelorganisation) Leiter GE Service der DB Station &Service AG
- dazu ab 03/2008      Leiter Personal Vorstandsressort Infrastruktur in Personalunion



**Kristin Schreiber**  
Head of Cabinet of Vladimír Špidla, Commissioner for Employment, Social Affairs and Equal Opportunities, European Commission

Personal

- Born in 1965 in Berlin
- Married, three children
- Nationality: German

Education

- Diplôme de l'Institut d'études politiques de Paris „avec mention lauréat“
- M.A. in European Studies (Economics) from the University of Kent at Canterbury
- Diploma of Advanced European Economic Studies from the College of Europe in Bruges

Work

- 1988 – 1990      Research Fellow at the Institut für Europäische Politik, Bonn
- 1990 – 1997      Administrator in the European Commission in DG Industry and Internal Market and DG Competition
- 1997 – 1999      Member of the Cabinet of the European Commissioner for Competition, Karel Van Miert
- 1999 – 2004      Member of the Cabinet of the European Commissioner for Enlargement, Günter Verheugen
- Since Nov. 2004      Head of Cabinet of the European Commissioner for Employment, Social affairs and Equal opportunities, Vladimír Špidla

Language

- Trilingual (German, French, English), very good Spanish, some Italian, basic Dutch and Russian, notions of Czech and Slovak



**Didier Le Reste**  
Vice President, Railway Section, ETF

- Agent de la SNCF, Responsable syndical
- CGT (CONFÉDÉRATION GÉNÉRALE DU TRAVAIL)
- FÉDÉRATION EUROPÉENNE DES TRANSPORTS (FET)
- Né le 2 juin 1955 à Paris 18<sup>e</sup>
- Employé à la SNCF comme Contrôleur à la gare de Lyon en 1976
- Membre de la direction (1980-86) puis Secrétaire général (1986-90) du Syndicat des cheminots CGT de Paris Sud-Est
- Membre de la commission exécutive de la Fédération CGT des cheminots (depuis 1986)
- Membre du secrétariat Fédéral (1997-2000) puis Secrétaire général (depuis 2000) de la Fédération CGT des cheminots
- Secrétaire général du secteur CGT des cheminots Paris Sud-Est (1992-97)
- Vice-président de la section ferroviaire de la Fédération européenne des transports (ETF) (depuis 2005)
- Vice-président de la section ferroviaire de ITF depuis 2007
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Deputy Executive Director, CER

- Libor Lochman, born in 1963 in Czechoslovakia, graduated at the Transport University in Zilina, doctorate in electronics at the West-Bohemian University Pízen.
- His background is Control-Command and signalling systems.
- He worked as signalling specialist in Railway Research Institute in Prague for 7 years, being responsible for functional specification of interlocking and level crossing systems.
- Between 1994 and 1997 he was acting as signalling system specialist at the headquarter of Czech Railways, he launched there a cooperation with European Rail Research Institute Utrecht in the field of interlockings and ETCS.
- Afterwards he was a member of EuroInterlocking team in Zurich.
- From 2000 appointed as a manager of Railway Test Centre in Prague – a facility for testing rolling stock, infrastructure and signalling components. He initiated - In cooperation with Alcatel Austria – an installation of the ETCS equipment along the test track for trial purposes. He also launched the activity needed to obtain a Notified Body status of the company.
- He coordinates Corridor E ERTMS deployment from the beginning of the project in 2005.
- Currently he works for Community of Railway and Infrastructure Companies (CER) in Brussels as the Deputy Executive Director.
- He is also responsible for coordination of all activities related to the European Railway Agency (ERA).
- He has also been acting as the Coordinator of Environmental issues, studies, Noise Directive (including noise abatement measures in rail system), revision of Non-road mobile machinery Directive and a contact for research activities.





## Jean-Paul Preumont

Senior Policy Advisor, Social Affairs,  
Industrial Relations and HR, CER

■ Jean-Paul Preumont has been Social Adviser of the Community of European Railways and Infrastructure Companies for 15 years. Before working for CER, he was Head of the Recruitment and Training Division of the Belgian National Railways during more than 10 years.

■ He has a long experience of industrial relations. He is currently responsible of the co-ordination of industrial relations and social and human resources matters, including the interoperability of staff, for all the railways of the European Union and candidate countries and chairman of the Working Party Employability of the European Social dialogue Committee for Railways.

■ He was one of the main negotiators of the two agreements signed by the social partners of the sector in 2004 on the European driving licence and on working conditions. The last agreement is being renegotiated at the moment. He also worked as an expert in human resources for the European Commission and in several counties of Europe and Africa.



## Robert Dera

Representative International Affairs of  
Verkehrsgewerkschaft GDBA, ETF

■ Ursprünglich Techniker ( Elektromechaniker, Elektronik - Meister, lizen-  
zierter Prüfer für Luftfahrtgerät)

■ Abitur auf dem zweiten Bildungsweg

■ Von 1970 bis 1981 Bundesbahnbeamter im gehobenen Dienst - und nach  
pädagogischer Zusatzausbildung - mit überwiegendem Einsatz als Lehrer  
und Dozent (Fachhochschule des Bundes – Fachbereich Eisenbahn -) und  
in der konzeptionellen Entwicklung von Lern- und Ausbildungsprojekten

■ Mehrere Jahre Mitglied in der Personalvertretung (Personalrat) bei der  
Deutschen Bundesbahn

■ Von 1981 bis 2002 hauptberuflich im Vorstand der Verkehrsgewerkschaft  
GDBA, davon ab 1991 Bundesvorsitzender; von 1999 bis 2003 in Perso-  
nalunion; 1. Vorsitzender der dbb tarifunion

■ Seit 2005 freiberuflicher Europäischer Journalist (VEJ/F.I.J.E.T) in über-  
wiegend sozial- und verkehrspolitischen Themen

■ Seit 2005 Beauftragter für Internationale Angelegenheiten der Verkehrs-  
gewerkschaft GDBA und deren Vertreter in der Europäischen Transportar-  
beiter Föderation (ETF)



## Kees Blokland

HR Director Nederlandse Spoorwegen (NS)

### Personalia

■ Born: Schiedam, 25.07.1947  
■ Nationality: Dutch  
■ Married: Nelleke Marian Kuehler  
■ Children: Maarten, Menno, Michiel, Matthijs

### Education

■ 1965 Gymnasium B Vlaardingen  
■ 1971 Doctoral exam social psychology University of Amsterdam; Execu-  
tive summer program Stanford / IMD Lausanne management program

### Work

■ 1968 – 1971 Intagon (University of Amsterdam) -  
Research assistant

■ 1971 – 1972 Military Service -  
Officer Telecommunications

■ 1972 – 1973 Management Opleidingscentrum (MOC) -  
Trainer/advisor

■ 1974 – 1977 Hoogovens IJmuiden - Advisor/trainer

■ 1977 – 1990 Vendex/Hodon (Holding international facili-  
ties services) - Personnel manager/director  
Various management functions

■ 1990 – 1993 KNP BT (Paper and printing company,  
worldwide) - Personnel manager trading  
and distribution

■ 1994 – 1997 Hoechst AG (farma and chemical) - Director  
personnel & organization (Holland)  
Manager project succession planning  
(Frankfurt)

■ 1997 – 2003 Hoogovens/Corus - Director corporate per-  
sonnel & organization - Director personnel  
development (Corus, London, since merger,  
1999)

■ 2003 – 2006 TNO (Applied technological research  
organization) - Director personnel & orga-  
nization

■ 2006 – onward NS (Dutch Railways) - Director Human  
Resources

### Other activities

■ Nederlandse Vereniging Personeelsbeleid (Dutch personnel managers  
association)  
■ Aufsichtsrat Corus Germany  
■ Supervisory Board Spaarne Hospital  
■ Board of governors Ashorne Hill  
■ Mennonite Church Amsterdam committee-work  
■ Conference center Mennorode  
■ Poetry (3 books published)

### Hobbies

■ Skating, cycling, jogging, tennis, reading, writing



## Gunilla Ejefors-Lublin

HR Director Banverket

### Personal

■ Born in 1961. Four fine boys at the age of 14 - 22. A typical mother of  
young football players; a large portion of transport logistics and cheering.  
Very fond of dancing and cooking.

### Education Degree

■ 1998 University of Stockholm / Master of Laws Degree

■ Focus in labour law

### Job experience

■ 1997 -1998 SJ / Legal expert in Labour law; Central HR  
department: negotiations for agreements  
with the unions.

■ 1998 - 1999 Swedish Enforcement Authority / Handling  
officer

■ 1999 - 2004 Labour union / Legal expert in Labour law;  
Including court proceedings at the Labour  
Market Court

■ 2004 - 2005 Printing industry / HR Manager

■ 2005 - 2006 Banverket, Swedish Rail Administration  
Legal expert in Labour law / HR Department

■ Since 2007 Banverket, Swedish Rail Administration  
Human Resources Director / Member of the  
management board

### Member of Board

■ Deputy Chairman at the Board of the Swedish Rail Training Centre, since  
2008

■ Member of the Board at Högskolan Dalarna, since 2008

■ Member of the Board of the Training Centre for the Road sector, since  
2007



## Milan Ruttner

HR Director Czech Railways , ČD

### Education

■ University of Nevada, International Affairs

### Work

■ 1995 – 1998 GROUPE SCHNEIDER a.s.,  
Písek, Czech Republic  
Human Resources Director Czech & Slovakia

■ 1998 – 2000 CCS a.s.,  
Prague, Czech Republic  
Human Resources Director Czech & Slovakia

■ 2000 – 2001 KRAFT FOODS s.r.o.,  
Prague, Czech Republic  
Director Human Resources Czech & Slovakia

■ 2006 – current Central Europe Division  
HR Head Global Consumer Group

■ 2001 – 2008 CITIBANK a.s.,  
Prague, Czech Republic  
Country Human Resources Officer

■ Since 2008 ČESKÉ DRÁHY  
Human Resources Director



## Urs Peter Ruf

Technologieberatungsstelle NRW,  
Project manager “Employability and  
demographic change”

### Current work

■ Project Manager „demoBiB - Employability and demographic change“  
[www.demobib.de](http://www.demobib.de).

### Fields of Expertise

■ Management of employability and demographic change, human resource  
and organisational development, IT-Project Management

### Professional career

■ Consultant for organizational and human resource Management, IT-Con-  
sultant, Consultant in development assistance, Studies in Sociology at the  
University of Bielefeld, apprenticeship as instrument mechanic