



# Whitepaper

# 1. THE SOCIAL PARTNERSHIP BETWEEN THE BAVC AND THE IG BCE

On the 14.8.2008 the BAVC and the IG BCE signed a social partnership agreement<sup>1</sup> in the presence of the Federal President in Berlin with the title “Governance in the Social Market Economy”. In this agreement the social partners of the chemical industry declared their common responsibility for the sustainable organisation of both the chemical industry and society.

There is a need for action. A “broad section of the population” is sceptical of the social market economy. The social partners of the chemical industry advocate “a new balance in society” based on economic, social and ecological needs in order to modernise the social market economy and thereby enhance its values.

Over the past few decades the BAVC and IG BCE have developed a special form of reconciliation of interests: social partnership. This is “the most efficient form of interaction between the parties of a collective bargaining agreement with the greatest benefit to both sides”. In order to keep abreast of the economic and social challenges of our day it is important that this social partnership is kept up to date.

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<sup>1</sup> Social partnership agreement „Verantwortliches Handeln in der Sozialen Marktwirtschaft“, 14.8.2008, signed by the socialpartners of the chemical industry, the BAVC (Bundesverband der Chemiearbeitgeber – Federal Employers’ Association of the Chemical Industry) and the IG BCE (Industriegewerkschaft Bergbau Chemie Energie – Industrial Union for the Mining, Chemical and Energy Industries).



## 2. THE ROLE OF THE CSSA

The CSSA supports the social partners in the chemical industry in these endeavours. The CSSA is a think tank for the renewal of the social partnership and social market economy. It takes up new developments and experiences in the companies and society and develops discerning concepts particularly in the fields business ethics (see also Wittenberg Process), demographic change and qualification training. These are aimed on the one hand at advancing what is practised in the companies themselves and on the other hand the discussion in business and society.

The number of think tanks has increased considerably over the past two decades. The demand for knowledge and advice is growing continuously. The CSSA is different to other think tanks, however, in several ways:

- The CSSA is trusted by the social partners of the chemical industry. This gives the CSSA privileged access and good contacts to the companies and their managers.
- The CSSA works with the social partners and supports them in the above-mentioned activities.



- The CSSA works on the transfer of ideas to the everyday business dealings of the social partners. It specialises in converting ideas and agreements from the social partners in the chemical industry to strategic concepts that can be used by the managers in day-to-day business.
- The CSSA considers it of great importance to combine experiences from everyday business life with generally accepted analyses and scientific knowledge to the profitable advantage of both sides.

### 3. THE GOALS OF THE CSSA

The CSSA is helping to make this social partnership better known in Germany. The social partnership in the chemical industry is making an important contribution to progress in the country. Proof of this are the many agreements between social partners which have led to tangible achievements for the employees in the chemical industry. These benefits, as achieved by the social partnership, are not known well enough in society.

The CSSA supports the social partners in their endeavours to spread the knowledge of the Wittenberg Process. The plan is to widen the circle of dedicated Wittenberg activists from BAVC companies, IG BCE and works council members so that the power of persuasion and continuity of this process can gain momentum and become a spirited part of the culture of social partnership.

The CSSA is accompanying the demographic changes. The starting point is the collective labour agreement “Working life and Demographic Change” from the BAVC and the IG BCE from the year 2008 which laid down how working life can be devised in an age-appropriate manner. The task is to convert this agreement into practical solutions for the social partners in companies.

The CSSA aims to improve and expand the principle of qualification. This should be better connected to the organisation of an individual’s work and at the same time become more appropriate to the demands of individuals on their workplaces. On the other hand the number of people who choose to take advantage of these qualification measures should be expanded.



## 4. THE FIELDS OF ACTIVITY OF THE CSSA

The CSSA concentrates on three spheres of activity: business ethics/the Wittenberg Process, organisational support of the effects of demographic changes and personal qualification.

### The field “Business Ethics/Wittenberg Process”

The starting point is the above mentioned social partner agreement “Governance in the Social Market Economy”. In this, the BAVC and IG BCE have laid down five guidelines for the development of society:

- “Social market economy requires sustainable corporate success.”
- “Sustainability requires a balance between economics, ecology and social responsibility”
- “Good work requires respect, fairness, trust and responsibility”
- “Globalisation requires fairness “
- “Sustainable success requires qualification and commitment”

The CSSA communicates these guidelines on all levels in order to improve and spread the Wittenberg Process and the idea of business ethics. At a federal level the CSSA holds

congresses, workshops and colloquia about the Wittenberg Process. It supports the social partners in the chemical industry as a whole and on a regional level so that more and more people get to know what the Wittenberg Process is and what it means for them. The CSSA advocates that the social partners in the companies carry out a Wittenberg dialogue. Small and medium-sized companies are being particularly targeted.

The CSSA is working to substantiate the guidelines. Its work to develop concepts geared to actual practice and model projects serve this goal. The CSSA encourages discussions about social partnership (“**Brand name social partnership**”) in order to bring its value to the forefront. It is working on discourses about industrial politics in order to both describe and accentuate the contribution of the industry to the sustainable development of the economy and society. CSSA is engaged in the discussion in society about work well-done and the qualification of human capital which describes work as a factor of success. It wants to specify concepts that will help companies to support the economic and social activities of its employees.



## The field “Organisational support for the effects of demographic changes”

The starting point is the collective labour agreement “Working life and Demographic Change” from the BAVC and the IG BCE from the year 2008 in which the employer’s federation and the trade unions presented an answer to the demographic changes in companies and to the fact that society is aging fast. After the quantitatively-aligned demographic analysis within the companies of the chemical industry has been completed, the CSSA will develop conceptual suggestions (“building blocks”).

Monitoring will be used to determine how the collective wage agreement should be implemented. This will in turn present an overview of good practical examples. This experience and this knowledge will be offered to other companies. Practical topics from the day-to-day working of the companies regarding demographic aspects will be dealt with. Amongst these are: the identification of qualification needs; the improvement of the recruitment process for apprentices; new forms of cooperation between schools and companies so that youngsters are ready and able to learn vocational skills; setting up of an easy to use inner-company health management programme.

## The field “Qualification”

The two operational fields mentioned above are new and are expanding the range of activities of the CSSA. The oldest of our operational fields, and for a long time the only one, is “qualification”. A good basis already exists for this in the form of a series of sound projects which the CSSA can expand. For instance the project “Demographic-proof personnel policies” (“Demografiefeste Personalpolitik”) also known as DECI, “E-learning for professions in the chemical industry” (“e-learning für Chemieberufe”) or ELCH, and “Employee-oriented development of competency in a team” (“make it”).

In order to intensify the amount of qualification offered and to expand what is available, it is important to develop ideas as to how innovation, personnel policy measures and qualification can be better and more efficiently coordinated. The CSSA plans, for instance, to identify the need for qualification in modern professions and in particular to support the SME in their endeavours to intensify the qualification schemes they have running at the moment.

## 5. THE IMPLEMENTATION CONCEPT OF THE CSSA

It is one of the specialities of the CSSA that it works at the point where general knowledge and corporate practice meet. The main question which it asks itself is whether ideas, awareness, innovation, scientific analyses or programmes are important for corporate practice and if so, how they are to be implemented. In other words the main thing is the transfer of ideas and concrete knowledge into conceptional action plans for corporate social partners.

In doing so the CSSA follows the principle that those on the front line – the company representatives, the works' council members and employees – are often the best experts to

evaluate new ideas. To this end the CSSA develops overall concepts tailored to the companies and their workforce. It organises projects to test such innovative ideas on an operational level. It holds seminars to train the exchange between the corporate social partners. CSSA stands for experience and participation-oriented concept development. The CSSA supports the testing of new ideas for their practicability. In this way the CSSA is a think tank for the assessment of consequences of innovative ideas.

## 6. ORGANISATIONAL STRUCTURE OF THE CSSA

### Board of Directors

The board of directors is made up equally of alternating chairmen and two representatives each from the BAVC and the IG BCE.

### Funding

The CSSA acts selflessly, its work is paid for by the income from the assets of the foundation.

### Board of Trustees

The board of trustees is made up of the president of the BAVC and the chairman of the IG BCE as well as up to 13 persons closely tied to the founders and other external persons.

CSSA Chemie-Stiftung Sozialpartner-Akademie  
An Initiative of the Chemical Industry

An Initiative of the Social Partners  
of the Chemical Industry in Germany

