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Work Plan for 2009-2010

NFU

Adopted by NFU Steering Committee, Dec 10 2008

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Introductory comments

This draft version of the Work Plan marks a shift in the strategic orientation of NFU. Firstly, the work plan is devised for a two-year period, thus providing the opportunity to integrate activities into a wider strategic frame. Secondly, the work plan includes new suggestions as to how the various NFU activities should be conducted in practice, and by whom. These organisational-structural changes will be dealt with in detail below. Thirdly, the Work Plan includes suggestions to actual activities and a rough time schedule related to the conduct of the activities.

The Work Plan begins with the overall Vision, Goals and Means for NFU for the forthcoming period. Following this, the broader frames to our work will be presented. Lastly, a list of proposed activities and a rough time schedule will be presented.

1) Overall

Vision for 2009-2010

To be an integrated and proactive Nordic unity that is equipped with the right competencies and knowledge to develop and defend our rights and values in an ever-internationalised world.

Goals

On all levels and areas of activity to be proactive and prepared in relation to the challenges facing our affiliates in the Nordic region and to develop the strengths and awareness of our unique Nordic labour market models.

To utilise our competencies and resources optimally and through this develop our individual Nordic labour market models.

Through knowledge-sharing and coordination strengthen our common platform by having strong and proactive cross-national networks and forums across organisations and corporations.

Means

Through both thorough analyses and concrete events to strengthen the networks of individuals and organisations so as to improve cross-Nordic knowledge-sharing and best practices.

Furthermore, to strengthen the international knowledge and awareness of our Nordic priorities and strategies through active presence and participation in European and international political and union institutions.

2) Structure of NFU – main areas of focus and working groups

In the following, we will present some changes to the reorganisation of NFU and the way NFU works.

2a) 3 focus areas become 2!

Until now NFU has worked with 3 different focus areas: EU, UNI and the transnational clubs.

This will now change. By combining the EU and UNI headings into one, and by maintaining the separate focus area on the transnational corporate clubs, we will in the future have just two main focus areas. The combined EU and UNI area will be titled **European and Global Political and Union Integration**. The second area will be titled **Transnational Corporate Clubs**.

The benefits of creating one united focus area for European and Global Political and Union Integration are many. *Firstly*, in practice a substantial number of activities within the political field and the international trade unions structures are concerned with the same issues. By combining our focus we – NFU – will secure that we coordinate various activities so they work towards achieving the same goals. This implies that the NFU secretariat will assign one person in the secretariat who will hold the main responsibility for coordinating and initiating activities.

Secondly, we will be able to put structures in place that enable us to achieve the goal of ‘speaking with one voice’. These structures will be concerned with the affiliates’ opinions and goals so we unite around common standpoints, or where relevant with the coordination and dissemination of individual affiliates or corporations opinions.

Thirdly, in 2009-2010 the president of NFU, Allan Bang, will also be President of UNI-Finance. This implies that we should continue to work towards influencing the UNI agenda, as well as to position NFU politically within the UNI world. In situations where NFU opinions or statements might differ from UNI, we should promote our concerns through NFU’s vice-president.

Lastly, the combined result of coordinating the UNI and EU work will be that we focus our activities on all levels, and thus should stand stronger and more united so we can improve our influence on the decision-making processes.

Even though the EU and UNI focus areas are combined, it does not imply that separate and targeted actions cannot take place. Naturally, activities targeted the EU political institutions and decision-making processes will be pursued, just as specific UNI activities will.

The second focus area will thus remain concerned with the transnational corporate clubs. The work within the transnational corporate clubs should continue to focus on servicing and supporting the shop stewards/employee representatives in the relevant organisations. Under this heading the future work within the Baltic countries will also take place.

2b) NFU working groups – and the conditions under which they work

The different NFU working groups are organised so they can fulfil certain of the duties in the NFU Work Plan and so they can answer to other developments of concern for NFUs affiliates. These working groups are currently: Lawyer network, Global Relations Network (former GT Group) and the Europe-group. In addition we have the General Secretary Group that meets to discuss the coordination of NFU activities and other relevant issues for the conduct of our work.

We furthermore have three groups that reflect the UNI structure. These groups are: Youth, Management and Women and are coordinated by DFL, FSU-DK and FSU-SE respectively.

In order to improve the output of the working groups, the proposal for 2009-2010 is that the standing working groups can be supplemented by *ad hoc* working groups that are constituted to solve a specific task and are thereafter dissolved. These *ad hoc* groups will unite specialists from the affiliates, and will be cross-disciplinary. The advantages of this type of working group is that we ensure that the groups consist of experts within the respective field and that new people get to network and exchange experience and knowledge across the affiliates. By dissolving the groups when their task is done, we also make sure that the resources spent on working group meetings are optimised in as such as they only meet when they have a specific task at hand.

The existence of *ad hoc* working groups might lead to occasional changes in the meeting frequency in the Europe Group and Lawyer network. The idea here is that these groups should only meet if they a) Have a specific NFU-related activity to discuss or answer to or b) Have an external question/task they are required to answer.

Regardless of what groups we have and how they are constituted, NFU proposes to tighten up on how the groups work. In order to justify the use of resources, it should be a prerequisite that the working groups meet to fulfil NFU relevant tasks, and are committed to provide output from the meetings that can be used by NFU and/or the NFU affiliates.

Activity NFU Groups and Networks – organisation

1. That each working group shall commit to providing output, e.g. report, analysis, policy statement, background paper or so forth.
2. That a *short* ‘terms of reference’ is drawn up for each work group, which will include the following items:
 - a. Purpose of working group/ purpose of task.
 - b. Expected output.
 - c. Time plan for activity at hand.
 - d. Responsible persons and main coordinator.
 - e. Suggested implementation method – or possible consequences of output on daily working life of members.
 - f. Description and evaluation of groups’ activities.
 - g. Dissemination of group activity to relevant persons in the NFU affiliates.

The reason to adopt these measures is to make sure that the resources spent on the groups is reflected in the groups’ actual activities and in the output they commit to provide. A key task of the various groups is to provide added-value for the NFU affiliates. It is therefore vital that the different groups produce results that can be shared and applied in practice.

The proposals above adopt some of the suggestions that were put forward by a working group that was created to provide input on how to evaluate the activities within NFU. This group’s work was finalised in September 2008.

2c) Meetings in the different NFU networks/groups – introducing use of phone and video-conferencing

Due to the rise in transportation costs etc, it would be advisable that NFU puts into place a policy regarding meeting structures. The suggestion is that the working groups commit to holding some of their meetings as video-conference meetings. Video-meetings/phone-meetings are especially relevant for interim meetings.

In addition to saving costs, the possibility of holding more video meetings/phone meetings should allow for *all* affiliates to participate in the working groups if they are equipped with the right technology. This would indeed be beneficial for NFU, as all affiliates will have a chance to be heard and participate.

3) Suggestions for Strategies/Activities 2009

In the following we will list suggestions to actual activities under the 2 headings: 1) UNI & EU, and 2) Transnational Corporate Clubs.

3a) UNI + EU - European and Global Political and Union Integration

As European political integration deepens even further and our international trade union structures become more and more institutionalised, we must coordinate and integrate our strategies related to these two bodies.

In the years ahead we shall expect to see even more regulation in our sectors stemming from the European Union. This not only counts regulative measures for the sectors as such, but also regulations and directives on social issues, such as the proposed revision of the EWC Directive (July 08), and future work on transnational collective bargaining.

Our international trade union structures in UNI-Europa and UNI will be addressing these issues as a coordinated whole. We, NFU, must therefore coordinate our responses to both EU and UNI, so we work towards coherent strategies on both levels. Furthermore, NFU continues to sponsor the UNI-Europa Finance Policy Officer in Brussels. We must continue to develop strategies and coordination with the policy officer.

In response to the growing importance of the international political and trade union structures, the NFU secretariat proposes to assign the overall responsibility for coordinating our activities in these fields to one key person in the secretariat. Although all NFU secretariat staff shall be able to address and support these activities, we will secure greater integration and coordination of activities across the NFU affiliates if we have clear structures in place to do so. Having a specific coordinator in place, we thus have one point of contact and entry for the NFU affiliates. This person will be responsible for disseminating all relevant material, to producing and instigating reports, analyses and strategies, and to drafting NFU responses to EU developments. Furthermore, a key task of the EU/UNI coordinator will be to bridge NFU activities and EU/UNI activities, and secure that relevant information is disseminated.

Lastly, the NFU EU/UNI expert will be responsible for promoting NFU interests within the institutions of the European Union. It is our aim to ensure that NFU is a well-known and well-respected body amongst key stakeholders in EU. To secure this, the NFU EU/UNI expert will frequently be present and visible in working groups, meetings and seminars in Brussels.

Together these goals and strategies will help us fulfil NFUs vision for 2009-2010 in relation to the international political and trade union structures. It is essential that we not only *react* to the challenges that come from EU and from global competition, but that we more commonly can be proactive and thus influence the political agenda through our structured approach to international political and trade union change.

To fulfil our ambitions and goals, the NFU secretariat proposes to pursue the following activities during 2009 and 2010:

Activities EU/UNI – 2009/2010

3. Improve/develop NFU representation in UNI structures. We must continue to coordinate and push for seats in the UNI system, so we obtain as much influence as possible. This requires common strategic approach to our organisational policies in relation to UNI.
4. Create structure for lobbying EU institutions, incl. frequent visits to relevant EU institutions.
5. Maintain strong ties to EU institutions and staff so we remain proactive and visible.
6. Work with the implementation of the revised EWC directive in practice and the revised Social Agenda (July 2008) – including the Collective Bargaining Framework.
7. Create EWC guidelines – continuation of 2008 activity. Nordic EWC guidelines adopted to the particular needs in our region.
8. Integrate NFU strategies and UNI strategies vis-à-vis EU policies.
9. Coordinate NFU strategies with UNI work plan 2009.
10. Continue to ‘speak with one NFU voice’, and put structures in place which serve this purpose – including utilising the possibility of positioning NFUs vice president in areas that might be politically sensitive in relation to other UNI affiliates. The NFU secretariat commits to disseminate relevant position papers in good time so the affiliates can assess them properly.
11. Create project proposal with UNI, and seek EU funding for it.
 - a. Topic proposal: flexicurity trade-offs at company level.
12. In relation to project proposals which individual affiliates might receive from external parties, we should coordinate our responses through the NFU Steering Committee. For example, we need to inform one another of project proposals, and bear in mind whether it would be more purposeful to let NFU coordinate/participate in the respective project. By coordinating with one another, we share information and take into consideration what is best for the NFU family as a whole. This exercise could serve to optimise our resources as a whole.

3b) Transnational corporate clubs

In the near future, we most certainly should expect to find an increasing importance and growth in numbers of transnational corporate clubs. Also, trends indicate that the Nordic financial sector will experience a period of consolidation (i.e. inter-Nordic mergers and acquisitions) as well as in the more distant future, the possibility of non-Nordic mergers and acquisitions. At the same time, the Nordic bank and insurance companies are continuing to expand operations to regions outside of the Nordic region, in some cases so much so that more employees are found outside the Nordic region than inside the home country.

One of the consequences of this increased significance of cross-national corporations is that the balance of power is moved from the local/national level to the cross-national level. As top management becomes cross-national and decisions are made on Group level that have potential affect throughout the corporation, we must ensure that our employee representatives have structures that can match these developments. This also implies that we must assist our representatives in the cross-national corporations in securing up-to-date competencies and relevant knowledge to form and develop employee-forums that work towards maintaining and improving our influence on corporate decision-making. The NFU secretariat can assist our affiliates in these matters by coordinating events and sharing information to and between our various cross-national corporate clubs. NFU must propose seminars and meetings that enable the formation of cross-national networks of employee representatives and secretariat staff, so we utilise the expertise and knowledge that exists within our ranks. Furthermore, NFU can provide the background papers and analyses that help our affiliates and employee representatives to remain – or become - strategically proactive in relation to future sector developments.

As changes in our sector occur frequently and with great speed, it is vital that we are ‘up-to-speed’ and equipped with the right know-how and know-when in relation to corporate changes and international competition. We must be fully aware of the benefits of our collaboration systems, and of the challenges these systems face in the wake of corporate change. This counts not least culture challenges in relation to corporate ownership and in relation to transnational employee cooperation. The NFU secretariat must create structures and platforms that help to increase the awareness of the benefits of our collaboration systems and the challenges that potentially face them in the future.

In relation to the global movements of our corporations, we must continue to support the formation and development of trade union structures in countries where the Nordic corporations operate. It is vital for sustainable trade union structures that these are formed from ‘below’, i.e. from within the corporations. NFU commits to support our Nordic corporate clubs in forming strategies and activities that are aimed at promoting Nordic trade unionism in especially the Baltic Region. NFU will coordinate these activities and will make sure that the NFU affiliates and the corporate clubs have clear structures through which to cooperate with one another.

In addition, NFU will instigate a more formal and structured relation with the sector unions in the Baltic Region. This formalised and structured relation will be governed by a 1-3 year strategic plan in which the mutual expectations, goals and strategies between NFU and the

Baltic sector unions will be clarified. In order to focus the activities we will set targets and goals against which evaluations can be (see section 3c for more details).

Overall in relation to our strategic focus on the transnational corporate clubs, the NFU secretariat commits to being the centre that connects all relevant actors within the NFU family. One person at the NFU secretariat shall be assigned the overall coordinating role within this strategic focus area, and will thus be the contact person for the clubs, NFU affiliates and Baltic unions. In addition, the NFU Steering Committee has established a special working group – Global Relations Network (previous GT Group), which consists of politicians and secretariat personnel from 5 of NFUs affiliates. It is the responsibility of the GR Network to initiate and monitor activities in relation to the corporate clubs. The GR Network has thus a vital role in relation to the transnational corporate clubs.

In order to fulfil our overall vision for 2009-2010, the following activities will be pursued:

Activities Transnational Clubs – 2009/2010

13. Merger and Acquisitions Guidelines – Strategy document

- As globalisation continues and the possible financial crisis tightens, we should expect to see further consolidation within the banking and insurance sectors. This can be both inter-Nordic and internationally, i.e. with Non-Nordic corporations buying into the Nordic markets or by Nordic Banks expanding even further.

14. Globalisation document

- What definition do we – NFU – put on globalisation and what challenges do we identify globalisation/internationalisation poses to our systems of collective bargaining and the relation between management and employees? How are we answering these issues and through which channels?

This document could serve as an information sheet for journalists, affiliates and other stakeholders who are seeking background information on the consequences of globalisation and international competition on our sectors and future working conditions.

15. Follow-up analysis in the corporate clubs based on analysis from 2008: theme pending on results of 08 analysis.

16. Training seminars (one-day seminars) on relevant subjects, examples: cross-national cooperation improvement, creating an EWC, enhancing your EWC, cultural understanding, relation management-employees, management and organisational theory in practice – what do their strategies imply for you!

The aim of these seminars is not only to provide new insights, but just as importantly to create stronger ties/networks between representatives in the different corporations. This aims to strengthen the sharing of knowledge and experiences.

....continued

17. Establishment of various cross-Nordic ‘task-forces’:
 - a. aim of these task forces is to provide support and advice to colleagues on a range of subjects, e.g. establishing cross-national corporate unions, establishing EWCs, reactions to corporate organisational changes, formalisation of employee bodies.
18. Facilitate meetings/seminars within the corporations upon request.
19. Give lectures/presentations upon request within our areas of expertise.
20. Establish/develop contact to employers/employers’ associations throughout Nordic region.
21. Ensure that the contact database for transnational clubs and union secretariats (established autumn 08) is regularly updated in order to enable dissemination and gathering of information in a swift and thorough fashion.
22. Maintain ties to research communities to ensure up-to-date knowledge, commit to disseminating knowledge through various channels, e.g. lectures, presentations, via newsletter etc.
23. Create strategy and policy guidelines for transnational cooperation forums within transnational corporations – EWCs, transnational corporate unions etc. These strategy and policy guidelines should include items such as:
 - a. Composition of corporate steering committees with regards country representation.
 - b. Clarification of role of national unions and NFU/UNI vis-à-vis the transnational cooperation forum.
 - c. Policies on transnational corporate agreements – and relation to national collective agreements.
24. Create meeting forums/structures for the leading representatives in the transnational corporations within the NFU umbrella.
 - a. Bi-annual meetings for presidents/vice-presidents or other relevant representatives in the transnational corporate clubs – aimed at discussing strategic developments, sector changes, challenges, activities and so forth.

3c) Baltic Sea Region:

Relative to the resources spent over the years in the former Baltic Sea Project, it is difficult to say that the results so far are substantial. Within the sector, very few employees in the Baltic region are members of a trade union, and until now the tendency is even that fewer and fewer are joining the unions. There seems to be evidence of very little incentive from the point of view of the employees to join a union. The employees simply cannot see what the union has to offer them. On the contrary, the general attitude is that union membership will have more negative, than positive, effects on the daily working life. The most positive direct outcome of the NFU activities has been the establishment of the finance sector union in Lithuania. It is more difficult to measure the indirect effects of the NFU activities, such as 1) awareness of trade union ideology in the Nordic region and how this influences the Baltic employees' opinions on trade unionism in general, 2) awareness of the possibilities trade union membership offers in relation to management, working conditions, job security and so forth, 3) 'spill-off effect' from participating in NFU activities and creating networks with Nordic colleagues. Naturally, it takes time to shift people's perceptions.

However, times are changing in the Baltic region. The economies are coming to an abrupt standstill, with potential serious consequences for employment levels and job security. At the same time, the sharp rise in wage levels due to inflation has caused some companies (although as of yet not financial companies) to start to move their activities out of the region. The high-growth era is therefore coming to an end for the Baltic region, and this could potentially serve to work in favour of local trade unions. However, this requires active presence in the corporations, and it is here we run into the famous Catch 22. Presence requires resources, and resources require members.

To address the above challenges, and to create a new relation between NFU and the sector unions in the region, several new initiatives will be pursued. These initiatives are aimed at helping the Baltic sector unions to follow new paths towards increasing their membership base in the years to come.

Specific activities related to Baltic unions and transnational corporate clubs in companies represented in the Baltic region are listed below¹.

¹ Recognising that some of our Nordic corporations have activities in other non-Nordic countries, such as Poland and Russia, we commit to include these regions as much as possible. However, the NFU secretariat cannot focus on these regions in depth, nor will our expertise be able to aid our member unions with activities in these countries.

Activities Sector level – Baltic Region:

25. Demand that the Baltic unions submit to the NFU a report in which they cover:
 - a. Vision for the union.
 - b. Goals and targets – e.g. how many new members they expect to get over a certain period?
 - c. Services – what can the union offer members now, and what would the union like to be able to offer members in the future.
 - d. Proposed action plan – how does the union plan to fulfil their vision?
 - e. Considerations regarding securing continuity – i.e. that the union must put structures in place that secure that not only one person is responsible for all actions and therefore holds all the relevant knowledge.
 - f. Overview of the sector in the country – i.e. number of Nordic corporations, number of potential members etc.

26. That NFU in return provides a clear document on what we expect from the Baltic unions, including;
 - a. Our strategy to work with and through the corporate clubs.
 - b. Proposal to work with the Nordic employee reps and travel to the region with them.
 - c. That NFU will have a coordinating and reporting function and will therefore be the bridge between the Baltic unions and the various corporate clubs in the Nordic region.

27. A further activity will be to create an overview of the labour market legalisation that is in place in the three Baltic countries. This overview is necessary for us to understand what different employee bodies are possible to form within the legal frameworks, and, further, how these bodies related to 1) work's councils and 2) trade unions. To aid us in this work, we should draw on the knowledge NFS holds via their channels in the Baltic region.

Activities Corporate Club level – Baltic Region

28. By giving lectures on a) the consequences of *not* pushing for union membership in all the regions the corporation is located, b) the risk of reverse diffusion, c) the risk of coercive comparisons, division, loss of power etc.

29. By providing essential background information such as overview of sectors, legislation, existing agreements to our corporate clubs and NFU affiliates.

30. Strategy formation:

To help the Nordic employee representatives to find new strategies, through for example;

- a. Specific seminars/workshops on the issue where the employee reps from the different corporations can meet and discuss their experiences, strategies, challenges etc.

31. Coordinating role

That the NFU secretariat adopts an active coordination and reporting role, and becomes the bridge between the different Nordic corporate clubs and the Baltic region.

This also implies that the support the different *national unions* are prepared to offer the corporate clubs is clearly defined and as much as possible aligned across the NFU family.

Hence, it is the responsibility of the NFU secretariat to map the relations between the corporate clubs and the national unions, the corporate clubs and NFU, and between NFU and the Baltic sector unions.

32. Road trip: Pending on developments within the individual corporate clubs, a road trip to each relevant bank/insurance company together with an employee representative from the companies' Nordic employee bodies could be considered. The NFU person should be responsible for presenting the Nordic region (dancing model, co-determination rights, influence in corporate changes, benefits of membership in global organisation) at meetings in selected branches of the corporation(s).

One benefit of having a NFU person present can be the seemingly more 'objective' position the NFU person has in relation to the corporation, and therefore should be able to talk more descriptively about NFU, our labour market traditions and so forth.

The aim of these road trips would be to promote our 'dancing' model, how we work, benefits of networks etc and thereby show that the reputation of trade unions that exist locally are not entirely correct.

4) Other NFU Working Groups – Youth, Gender and Management

At present under the NFU-umbrella three groups exist that are coordinated by individual member unions. These are Youth, Management and Women and are coordinated by DFL, FSU DK and FSU SE respectively.

These three working groups have activities that are planned and coordinated by the respective member unions. The NFU secretariat provides aid and support where necessary and will coordinate activities where appropriate. There are no further plans to change this structure.

In the following will be listed activities and themes, which the three groups themselves propose to pursue over the next 2 years.

4a) Youth

The Youth Group has decided to propose and prioritise the following activities and strategies – some of which will need to be discussed by the NFU Steering Committee.

Activities Youth Group 2009-2010

33. Arrange the NFU Youth meetings in 2009 and 2010.
34. Recruitment of youth in the sectors.
35. Networking/ERFA.
36. Be agenda-setting in UNI Europa Youth meetings.
37. Expand the meeting frequency of the NFU Youth working group – by one extra meeting per year.
38. NFU summer school – Training and Education of young active members.

The Youth Group Working Group consists of Trine Zappe, David Ericsson, Helena Kelstrup, Helena Personen and Andre Mersebak as secretary for the Group.

4b) Gender

The Gender Group has discussed the following strategies and activities for 2009-2010 and proposes the following:

Purpose of working group

- Create engagement and knowledge in NFU and NFU member affiliates about gender equality.
- Prepare NFU and NFU member affiliates prior to UNI's conferences and meetings.
- To make sure that NFU also has a focus on gender equality issues in their EU-work.

Activities Womens's Group 2009-2010

39. Lower the wage gap, including a focus on bonus systems.
40. Gender quota system. What are the NFU affiliates' views on this?
41. To make visible the NFU gender work – e.g. on the homepage.
42. Joint meeting with NFU's Management Group.
43. Joint meeting with NFU's Youth Group.
44. To put gender on the agenda at NFU's sector conference.
45. To share experiences and create networks between union representatives and secretariat personnel within the NFU member affiliates.

4c) Management

The "Little Management Group" proposes the following list of vision, goals and activities for 2009-2010:

Vision

The collaboration between the NFU member affiliates on management issues must contribute to the attractiveness of the NFU affiliates for management, so the affiliates can both attract and retain managers as members.

The NFU affiliates' management work must contribute to the improvement of the interplay and communication between management and employees.

Goals

- That the NFU member affiliates can get inspiration and input from the NFU's management work in relation to the development of their own management work.

- To develop and carry out attractive activities on a Nordic level for managers who are members in the NFU affiliates.
- To influence the management work in UNI P&MS og EUROCADRES through a coordinated contribution and to make visible what is happening in NFU and NFU's member affiliates in relation to management.

Themes 2009 - 2010

- Exchange of experience and mutual inspiration regarding the work with middle-level managers who are members in the NFU affiliates.
- Discussion of central themes regarding managers and management/leadership.

A proposal is that focus is put on middle-level managers and social capital as an overall theme for 2009 and 2010. The most central relations in corporations' social capital are trust, fairness and the ability to collaborate. A high level of social capital gives both happy employees and better bottom-line results. The middle-level managers and the leadership style are decisive in this process.

In addition, a discussion theme will be women in management, in which a proposal is to discuss this together with NFUs Women's Group.

- Coordination of activities in relation to UNI P&MS and EUROCADRES, herein backup in relation to Lone Petersen's position as the Nordic representative in the Steering Committee for UNI-Europa P&MS, and additionally in relation to NFU's Steering Committee.

Activities Management Group 2009 – 2010

46. NFU's management meeting is held every second year. The next meeting will be March 23-24, 2009. This network acts as a reference group for NFU's management working group. The main themes are: middle-level managers and social capital, and women in management (the latter in conjunction with the NFU Women's Group).
47. NFU's management conferences have the past years been held every other year – the latest in September 2008 in Roskilde, Denmark. In line with this, the suggestion is to hold another management conference in 2010, where Finland shall be the host. Draft thematic proposals: middle-level managers and social capital. In line with previous management conferences, different Nordic lectures are proposed that from different angles will discuss the main theme. However, the conferences will take a new form, so the participants through a facilitator are more actively involved in the conference.
48. NFU's management working-group meets approx. 3 times per year in order to continuously share experiences, plan and coordinate cross-Nordic activities.

5) Additional activities

In addition to the work in the proposed focus areas, the 3 de-centrally coordinated working groups and the possible ad hoc working groups, the NFU secretariat proposes to conduct the following activities:

5a) NFU website

The NFU website is based on an obsolete technological platform. In order to enhance usability so various groups can upload and download documents themselves, we need to search for a new – and affordable – platform.

Activities Web

49. Search for possible technological and practical solutions for new website: (Suggestion to use Finansweb.dk as a platform as this is a platform designed for easy information-sharing).
50. Conduct training days for use of Finansweb (or other system), so NFU groups become familiar with the platform and its possibilities.

5b) Information and communication

In order to situate NFU as an organisation with specific competencies, duties and tasks, and to allow for the increasing awareness of the services NFU can offer, NFU proposes to begin to publish a NFU Quarterly Newsletter.

Activity: Newsletter

51. Information-sharing: NFU Quarterly Newsletter to be sent to *secretariats, Union Council and shop stewards in the transnational corporations*. The aim of this is to improve people's knowledge on NFU and what NFU does and what support we can offer. In particular, we should make visible problems and challenges that are not always obvious. We should also improve the experienced relevance of EU/cross-national matters and the influence these have on our daily working lives.

The newsletter could include articles regarding EU matters, Nordic finance and insurance sector matters, focus story each time depending on relevant subjects/themes, "General Secretary's Note", input from the NFU working groups (meetings, progress, activities) presentation of key persons, etc. etc.

5c) Reinvention of “Nordic Kurs” – i.e. cross-Nordic training!

Previously NFU has arranged Nordic Kurs. Since then times have changed, yet there still seems to be a need for a coordination of certain training activities.

There seems to be sense in creating topical training seminars that are open for relevant secretariat staff or shop stewards who belong to what we broadly might term “generation next”, or to experienced shop stewards who are new to the field of cross-national work. By coordinating relevant training seminars, we can all save resources and can offer the secretariat staff or shop stewards courses that otherwise might be out of reach for the individual affiliate.

Activity – Nordisk Kurs, examples of relevant topics:

52. EU Institutions and the political decision-making process – how we can gain influence and through which channels.

A course like this could welcome a leading expert in the field to our region, and participants could come from all NFU affiliates. The aim of the course would be to introduce participants to the EU and its institutions, to the potential channels of influence, to the significance of presence in the decision-making process, to the relative power of EU directives and regulations and so forth.

- relevant for secretariat staff, younger shop stewards and national steering committee members with few years of experience.

53. The international trade union movement – balancing trade unionism through international structures.

This course is aimed at describing the complex field of international trade unions on Nordic, European and global level. What channels of influence exist, what tools do the organisations at the various levels work with, what is the relation between the different levels, what working groups exist, and how can we push the Nordic agenda in these organisations?

- Particularly relevant for younger shop stewards or national steering committee members with little international experience.

54. Working with transnational employee bodies – EWCs and inter-corporate trade unions.

This course would cover a wider range of issues, such as establishing cross-national employee bodies, designing the contents of the agreements, meeting management, working cross-culturally, understanding national differences, legal issues, conflict resolution etc.

- Relevant for secretariat staff and younger employee representatives in cross-national bodies.

5d) NFU sector conference

NFU will continue to hold the annual sector conference. The aim of the sector conference is to discuss important changes and developments in our sectors of activity and to create greater understanding and knowledge about current challenges and potential solutions.

Activity – Sector conference

55. NFU sector conference 2009 – will take place in Lillehammer, Norway on June 11-12 (with the proposal to arrive on June 10 in the evening).

6) NFU Organisation

In the following 2009 meeting dates for the NFU Steering Committee and the Union Council will be listed. Furthermore, a special task for the Steering Committee in 2009 is mentioned together with the role of the General Secretary group. 2010 dates will be added ultimo 2009.

Activities 2009 – NFU Organisation

56. Union Council will hold its Union Council meeting in Denmark on October 27-28.
57. The NFU Steering Committee has agreed to meet on the following dates:
- a. February 5 in Helsinki. Hosted by Suora. The Committee will gather the evening before.
 - b. April 28 in Oslo. Hosted by FSU-NO. The Committee will gather the evening before.
 - c. September 2-4 in Reykjavik. Hosted by SSF. Arrival Sep 2, departure Sep 4.
 - d. December 3 in Denmark. Hosted by FSU.DK. The Committee will gather the evening before.
58. The NFU Steering Committee will be looking at the statutes during the course of 2009.
59. The NFU general secretaries will be meeting in conjunction with the Steering Committee meetings throughout the year to coordinate activities, the use of resources and to keep each informed about secretariat developments.



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Draft Activity Calendar 2009

	Activity	Activity Nr	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
2009	Create terms of reference with working groups	2				
	EWC Directive revision and consequences	6				
	EWC Guidelines	7				
	EU – project proposal (EWC training)	11				
	Round visit to EU Institutions	5				
	Project Proposal with UNI	11				
	Globalisation Document	14				
	NFU sector conference, planning and execution	55				
	Nordic Training Camp	52-54				
	NFU Website	49-50				
	NFU Quarterly Newsletter	51				
	Mid-way evaluation of Baltic Sea activities					

Draft Activity Calendar 2010

2010	Activity	Activity Nr	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
	Create terms of reference with working groups	2				
	Analysis in transnational corporate clubs	15				
	Strategy Guidelines for Cooperation Forums	23				
	NFU sector conference, planning and execution					
	Nordic Training Camp	52-54				
	NFU Quarterly Newsletter	51				
	NFU Management Conference	47				
	Round visit to EU Institutions	5				
	Mergers and Acquisition Guidelines	13				

* Naturally, the activity plan for 2010 will become more detailed as we get further towards the year. For example, various EU & UNI-related activities are pending on what occurs.



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Meeting Calendar for 2009 – NFU/UNI activities

Date	Activity	Place
January 13	Lille chefsgruppmöte	Oslo
January 12-16	IMF/World Bank + UNI	Washington
January 16	General Secretaries	Stockholm - NFU
January 29-30	GR-Network	Helsinki
February 5	NFU Steering Committee	Copenhagen - FSU-DK
February 24-25	ILO tripartite global dialogue (open for all)	Geneva
February 26	UNI-Finance Workshop	Preparation for G20 meeting (April 2)
February 26	Europe Group	Helsinki - SUORA
March 3	General secretaries	FSU-DK (date to be changed)
March 23-24	Store chefsgruppmöte	Helsinki
March 23	Women's Group meeting	Helsinki (together with Management Group)
March 23	World Wide Week of Action/UNI	
April 3	GR Network	Phone meeting
April 27	GR Network Summit	Oslo
April 28	NFU Steering Committee	Oslo
May 6	General secretaries	FSU-SE
May 12	UNI-Norden möte	Oslo
June 11-12	NFU Branschkonferens	Norway/Lillehammer
September 2-4	NFU Steering Committee	Reykjavik
September 29	General secretaries	SUORA
September 30-October 1	Women's Group Meeting	TBC – to be confirmed
October 26	UNI-Norden möte	Copenhagen
October 27-28	NFU Union Council	Denmark
November 11-12	GR Network conference	Helsinki/Suora
December 3	NFU Steering Committee	Helsinki/Suora

Meeting Calendar NFU affiliates 2009

Date	Union	Activity
January 6-7	FSU-NO	Fellesstyremöte med FA
January 12-16	FSU-SE	Roadshow, events
January 13	FSU-DK	HB-Möde
January 22	FTF	Fällesstyrelsemöte
January 22-23	FSU-NO	Forbundsstyremöte
January 29	DFL	HB-Möde
February 2-3	FSU-SE	Förbundsstyrelsemöte
February 3	FSU-DK	HB-Möde
February 23-24	FSU-NO	Forbundsstyremöte
February 26	DFL	HB-Möde
Feb 26-28	FMF	Seminarium för medlemsföreningar
March 2	Suora	Styrelsemöte
March 3-4	DFL	Formands-næstformands møde
March 3	FSU-DK	Representantskabsmøde
March 4-6	FTF	2-dags Fällesstyrmöte
March 9-10	FSU-DK	2-dags HB-Möte
March 18	FSU-NO	Forbundsstyremöte
March 18-19	FSU-SE	Förbundsstyrelsemöte
March 26	DFL	HB-Möde
April 3	Suora	Representantskapsmöte
April 16	FTF	Fällesstyrmöte
April 21	FSU-DK	HB-Möte
April 22-23	FSU-NO	Forbundsstyremöte
April 23	FMF	Representantskapsmöte
April 30	DFL	HB-Möde
May 4	Suora	Styrelsemöte
May 12	FSU-DK	HB-möte
May 12-13	Suora	Representantskapsmöte
May 14	FSU-NO	Forbundsstyrmöte
May 15	DFL	Orienteringsmöde
May 26-27	FSU-SE	Förbundsstyrelsemöte

May 27	FTF	Fällesstyrmöte
June 3	DFL	Formands-næstformands mode
June 8	FSU-NO	Forbundsrådsmöte
June 8-9	FSU-DK	2-dags HB-Möte
June 9-10	DFL	HB-seminar
June 15	Suora	Styrelsemöte
June 18	DFL	HB-möde
June 18	FSU-NO	Forbundsstyrmöte
June 22-23	FSU-DK	HB-Seminar
August 18	FSU-DK	HB-Möte
August 26-27	FSU-NO	Fagpolitisk Forum
August 27	DFL	HB-Möde
August 31-1 sep	FSU-NO	Forbundsstyremöte
September 4	Suora	Styrelsemöte
September 7-8	FSU-DK	2-dags HB-Möte
September 8-9	DFL	Formands-næstformands mode
September 8-9	FSU-SE	Föbundsstyrelsemöte
September 23	FSU-NO	Forbundsstyremöte
September 24	DFL	HB-möde
September 25	Suora	Repräsentantskapsmöte
October 6-7	FSU-DK	Repräsentantskaps- og temamöde
October 16	Suora	Styrelsemöte
October 13-14	FSU-SE	Föbundsstyrelsemöte
October 22	FSU-NO	Forbundsstyremöte
October 29	DFL	HB-Möde
November 10	FSU-DK	HB-Möde
November 17-18	FSU-NO	Forbundsstyremöte
November 26	DFL	HB-Möde
November 27	Suora	Styrelsemöte
November 30	DFL	Formands-næstformands mode
November 30- Dec 1	FSU-DK	Kredsbestyrelsesseminar
December 7-8	FSU-DK	2-dages HB-Möte
December 8-9	FSU-SE	Föbundsstyrelsemöte
December 8-9	Suora	Representantskapsmöte

December 14-15	FSU-NO	Forbundsstyremöte
December 15	Suora	Styrelsemöte
December 18	DFL	HB-Möde

Meeting Calendar NFU for 2010

Date	Activity	Place
January 12	General secretaries	Oslo (date to be changed)

Meeting Calendar NFU affiliates 2010

Date	Activity	Place
January 27-28	FSU-SE	Förbundsstyrelsemöte
January 28	DFL	HB-möde
February 25	DFL	HB-Möde
March 16-18	FSU-SE	Förbundsstyrelsemöte
March 25	DFL	HB-möde
April 20-21	FSU-SE	Förbundsstyrelsemöte
April 29	DFL	HB-möde
May 6	DFL	(TBC): extraordinary HB-möde
May 7	DFL	Landsmöde
May 19-20	FSU-SE	Förbundsstyrelsemöte
June 1-3	FSU-SE	Kongress 2010
June 1-2	DFL	HB-seminar
June 3	DFL	Formands-næstformands møde
Sep 28 – October 1	FSU-DK	Landsmöde