



INTEGRATED PROGRAMME OF THE EU SOCIAL DIALOGUE 2009-2011

**JOINT STUDY OF THE EUROPEAN SOCIAL PARTNERS
“THE IMPLEMENTATION OF FLEXICURITY AND THE ROLE OF THE
SOCIAL PARTNERS”**

NATIONAL FICHE:

Slovenia

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Preface

This national fiche is part of the EU Social Partners’ Study “The implementation of flexicurity and the role of social partners” carried out in the context of the EU Social Dialogue Work Programme 2009-2011, which includes “*Jointly monitoring the implementation of the common principles of Flexicurity, notably in order to evaluate the role and involvement of the social partners in the process and to draw joint lessons*”.

To implement this task in the best possible way and to involve national member organisations actively in the gathering of data and information, the study applies a methodology that consists of multiple levels of analysis using a variety of instruments to be implemented with the help of a team of experts:¹

- The expert team, with the advice of European Social Partners, agreed on a *set of selected statistical indicators* in the field of employment and economic and social development with labour market relevance.
- National social partners were asked to participate in a *questionnaire-based survey* focussing on the relevance of the flexicurity concept within national labour markets, the role of the social partners in policy implementation and their views of the flexicurity concept. To complement the research, the expert team visited a number of countries and carried out interviews with national social partners.²
- Based on the two sources above and a review of available written materials and information, the expert team prepared *29 national “fiches”* on the implementation of the flexicurity principles and the role of social partners in the respective national contexts.
- Results of the questionnaire survey and main findings of the national analyses were discussed at four “*country cluster seminars*” that were organised by the European Social Partners with the help of national sections in Warsaw (November 2010), Lisbon (December 2010), Paris (31st January-1st February 2011) and The Hague (8th February 2011).
- In the light of the overall study results and the comments received by national social partners in the contexts mentioned above, the expert team has prepared a *comparative synthesis report* on “*Social Partners and Flexicurity in Contemporary Labour Markets*” that was presented and discussed at a *EU-level synthesis seminar* on 31st March and 1st April 2011 in Brussels.

This national fiche aims to present a broad overview on the economic and social context and the state of play with regard to flexibility and security in the labour market and current social security arrangements (sections one and two). Secondly, the report describes the role of the social partners and social dialogue in the implementation of policies and practices that can be considered under the broad umbrella of “flexicurity” (section three), also summarising inputs provided by national social partners to the questionnaire, from interviews carried out and other contributions made in the context of the study. Section three also presents brief descriptions of cases of good practice as has been indicated by the national social partners.

The text was originally prepared as draft report in the autumn of 2010 in order to facilitate the discussion at the cluster seminar on 8th February in The Hague. The original dossier has been reviewed and revised to take into account the comments and discussions that took place during the seminar or received afterwards.

However, it should be stressed that this report is presented as an “independent expert report”. It represents the views of the individuals involved in its preparation and does not purport to represent the views, either individually or collectively, of the social partners’ representatives that contributed to it, or those of the European level social partner organisations that were responsible for its commissioning.

¹ Expert team: Eckhard Voss (coordinator), Alan Wild, Anna Kwiatkiewicz and Antonio Dornelas.

² The following countries were visited in the context of the project between May and July 2010: Denmark, France, Ireland, Italy, Czech Republic, Poland, Germany, Portugal and the Netherlands.

1 The economic and social context

Economic crisis and recovery

Slovenia became the first 2004 European Union entrant to adopt the Euro (on 1 January 2007), and is often described as a model of economic success and stability for the region. With the highest per capita GDP in Central Europe, Slovenia has excellent infrastructure, a well-educated work force, and a strategic location between the Balkans and Western Europe.

Structural reforms to improve the business environment have allowed a greater foreign participation in Slovenia's economy and have helped to lower unemployment. In March 2004, Slovenia became the first transition country to graduate from borrower status to donor partner at the World Bank. In December 2007, Slovenia was invited to begin the accession process for joining the OECD and on 10 May 2010 was invited as a member.

Despite its economic success, foreign direct investment (FDI) in Slovenia has lagged behind the region average, and taxes remain relatively high. The labour market is often seen as inflexible, and, like other EU Member States, the country's legacy industries are losing sales to more competitive firms in China, India, and elsewhere.

The EU Spring forecast for Slovenia produced in 2010, highlights how the Slovenian economy was hit both hard and abruptly by the global crisis that started in the autumn of 2008. Given the country's high degree of openness the recession was propagated by the fall in trade where a collapse in export volumes caused a contraction in economic activity of 10%. Over 2009 as a whole the Slovenian economy contracted by 8.1%, one of the sharpest falls in the Euro area. The global financial crisis also led the Slovenian banking system to experience refinancing difficulties in foreign markets resulting in the tightening of credit conditions. This, in turn, affected investment in construction and equipment.

A gradual recovery has been underway since mid 2009 when the stimulus measures taken by the country's neighbours and trading partners supported demand growth. The projected drivers of future growth are predicted to be increased exports and the domestic construction industry seems set to remain at a low level of activity. Growth will be constrained by the fact that Slovenia's major trading partners are in the EU and West Balkans rather than in the world's more rapidly growing economies of China, India and Brazil.

SLOVENIA - MAIN ECONOMIC INDICATORS AND OUTLOOK

	2007	2008	2009	2010	2011
GDP – annual percentage change	6.9	3.7	-8.1	1.1	1.9
Employment - annual percentage change	3.0	2.8	-1.9	-2.3	-0.2
Unemployment rate (Eurostat definition)	4.9	4.4	5.9	7.2	7.2
General government balance (as percentage of GDP)	0.0	-1.8	-5.8	-5.8	-5.3
General government gross debt (as percentage of GDP)	23.4	22.5	35.4	40.7	44.8

Source: European Commission: Autumn 2010 Economic Forecast.

Labour market indicators and trends

The impact of the financial crisis on the Slovenian labour market lagged behind the purely financial indicators. Employment decreased by 1,9% in 2009 and unemployment increased from 4,4% in December 2008 to 5,9% at the end of 2009, with the effect being felt most by workers in the manufacturing industry. The EU spring forecast suggests that unemployment is less than expected and indicates a degree of "labour hoarding" by companies, and the use of subsidy schemes for short time working or temporary layoffs. It is therefore anticipated that unemployment will continue to increase, albeit at the reducing rate, through to 2011.

The Slovenian labour market is described in figures in the summary tables below. The first table offers basic labour market data and the second table describes a series of specific flexicurity indicators.

Slovenia differs significantly from the European average in a number of ways:

- Whilst Slovenia's employment rate is marginally higher than the EU average, the employment rate of older workers is significantly lower;
- Consistent with the point above, the unemployment rate amongst younger workers is low in European terms;
- The employment base of the economy is significantly more focussed on work in industry, with one third of workers employed in the sector compared to a quarter in the EU;

SLOVENIA - MAIN LABOUR MARKET INDICATORS 2009 IN COMPARISON TO EU27

	Slovenia	EU27
Employment rate – % population aged 15 – 64	67.5	64.6
Employment rate older people – % population aged 55-64	35.6	46.0
Self employed - % total population	17.3	15.5
Employment in services - % total employment	58.4	70.4
Employment in industry - % total employment	32.9	24.1
Employment in agriculture - % total employment	8.6	5.6
Unemployment rate - % labour force 15+	5.9	8.9
Youth unemployment rate - % labour force 15-24	13.6	19.6
Long term unemployment rate - % labour force	1.8	3.0
Inequalities of income distribution (2008)	3.4	5.0

Source: Eurostat, *Employment in Europe Report 2010*.

Flexicurity in the labour market and labour market policy

As the indicators below illustrate, Slovenia is occupying a comparatively good position in regard to a number of aspects linked to professional mobility, skills development as well as flexibility in the labour market.

In particular Slovenia's performance in both continuing vocational training (CVT) and lifelong learning is significantly better than the EU average and very high when compared to other 2004 and 2007 entry states.

Also quite striking is the high percentage of employees having access to flexible working time arrangements that nearly reaches the EU27 average.

Although the country uses fixed-term contracts more frequently than the European average, the incidence of part-time work is quite low in Slovenia. This probably reflects the reduced "strictness of employment protection" for this group. Regarding employment protection strictness, Slovenia in general is ranking above the EU average score in all three categories listed below, however, the gap is particularly striking in the case of regular employment.

SLOVENIA - FLEXICURITY INDICATORS IN COMPARISON

	Slovenia	EU27
Total population having completed at least upper secondary education (population aged 25-64, %), 2009	83.3	72.0
Part-time employment - % total employment, 2009	10.6	18.8
Fixed-term contracts - % total employees, 2009	16.4	13.5
Access to flexitime, % total employees aged 15-64, 2004	28.6	31.3
Percentage of employees (all enterprises) participating in CVT courses , 2005	50.0	33
Lifelong learning participation – percentage of the population aged 25-64 participating in education and training over the four weeks prior to the survey, 2009	14.6	9.3
Job satisfaction – percentage of workers that are either very satisfied or satisfied with working conditions in their main paid job (EWCS 2010)	74.2	84.3
Strictness of employment protection – regular employment, 2008	3.15	2.11*
Strictness of employment protection – temporary employment, 2008	2.5	2.08*
Strictness of employment protection – collective dismissals, 2008	2.88	2.96*
Public expenditure on <i>passive</i> labour market policies (categories 8-9) - % of GDP, 2008	0.27	0.96
Public expenditure on <i>active</i> labour market policies (categories 2-7) - % of GDP, 2008	0.09	0.46
Persons at-risk-of-poverty after social transfers - % of total population, %, 2009	11.3	16.3

Source: Eurostat; Employment in Europe Report 2010; Eurofound (European Working Conditions Survey 2010); OECD. *OECD average

The EU Commission and the European Council adopted a series of integrated recommendations for Slovenia in 2008³ which focussed heavily on the issue of flexicurity. The document states,

"The Policy areas in the National Reform Programme where challenges need to be tackled with the highest priority are; further pension reform and effective implementation of the active ageing strategy; additional attention to a more flexible labour market combined with a more effective personalised approach- in the implementation of active labour market policies. Against this background it is recommended that Slovenia:

[...] Within an integrated flexicurity approach and building on recent reforms promotes more flexible contractual arrangements to counter labour market segmentation mainly affecting young people and further improves the effectiveness of employment services, particularly in relation to persons with low employment prospects"

In response, the Slovenian government reform programme reflected this focus and their policy response to the recommendations stated,

"Given the relatively favourable conditions on the labour market [written in October 2008] the concept of flexicurity is being introduced gradually, with emphasis on those components that have multiplicative effects".

³ <http://register.consilium.europa.eu/pdf/en/08/st07/st07275.en08.pdf>

2 Flexibility and security in recent labour market and social policy reforms

Introduction and overview

The following paragraphs describe in more detail the recent Slovenian policy responses to the flexicurity challenge.

Lifelong learning and mobility of workers

The educational system and the approach to lifelong learning in Slovenia have improved significantly in recent years and a Slovenian Lifelong Learning Strategy was adopted in 2007. According to the Labour Force Survey (LFS) data, the share of the adult population participating in lifelong learning in 2006 was 15% (sixth place among all EU countries), although participation in learning activities was dominated by younger people. It should be noted that the people employed in flexible forms of employment tend to have more limited access to education, training and lifelong learning activities.

In the Framework of Economic and Social Reforms for the Increase of Well-being in Slovenia (2005) encouraging lifelong learning is stated within the development priority on "modern social state and increased employability". The following measures are envisaged as parts of lifelong learning:

- Development of motivation programmes to stimulate enrolment of employed people in formal or informal education and training programmes;
- State incentives for enterprises (and development of special funds in cooperation with social partners) to invest in education and training of employees whose jobs will be endangered and those with low levels of education;
- Promotion of standard developed in international project - 'Investors in people';
- Obligation of local communities to prepare annual local or regional adult education plans.

Education and training systems at the primary and secondary levels were reformed in the second part of the 1990s, with emphasis on the reform of vocational education and training. Since the reform, employers have become more involved in the preparation of programmes and in execution of training in vocational education through branch sections of the Chamber of Commerce and Industry, and the Chamber of Crafts. Because of the changed demand for labour, the numbers of places in programmes for traditional manufacturing occupations were reduced, while, on the other hand, there have been many new programmes established at the secondary and post-secondary level for achieving qualifications for occupations in the service sector (in tourism, business and administration areas and accounting). The 'soft' skills largely needed for jobs in the service sector (such as communication, team work and problem-solving) have also been incorporated in the curricula of new and modernised programmes.

In the last decade a number of Regional Development Agencies (RDA) were established (in cooperation between the Government and local partners such as municipalities, local enterprises, social partners, education and training centres, etc.). One of the important tasks of the RDA is to support the development of human resources in the area. The RDA cooperates with local enterprises to determine current and future qualification needs (especially in cases of redundancies, anticipated changes in technologies and other structural changes), support cooperation of local/regional enterprises and prepare/organise the required training. Emphasis is on the least qualified and poorly educated workers.

Internal/external flexibility and contractual arrangements

The adoption of two basic legal documents in 2007 (Amendments to the Labour Relations Act, LRA and Social Agreement for the 2007-2009 period), should facilitate the introduction of the flexicurity concept in the Slovenian labour market and society. The previous LRA had already aimed to boost the flexibility of the labour market, limit the growth of fixed term contracts and foster other forms of flexible employment. The amendment to the LRA passed in October 2007 (the original Act was adopted in 2003), extended the legal basis for using flexible forms of employment. One of the novelties is the broadening of the definition of "work type" in the employment contract. This is designed to increase internal flexibility by enabling employers to add new duties and tasks to employees according to operational needs and without changing the employment contract. Other changes in the Act, that should enable more flexible and competitive labour market in Slovenia, are as follows:

- Extending legal basis for using flexible forms of employment;
- Introducing exceptions from the two-year limit for fixed-term contracts. In the case of project work, a person can be hired with a fixed-term contract for more than two years, if the project work is scheduled so;
- Clearer and more efficient regulation of dismissal;
- Reducing the dismissal notice period for those with more than 15 years of work for the current employer (from 75 to 60 days for those who have at least 15 years of service and from 150 to 120 days for employees with at least 25 years of work for the current employer);
- Regulation of severance rights in the event a redundant worker finds new employment quickly;
- Clearer regulation of work payments and proportional payments of holiday reimbursements according to the working time;
- More flexible regulation of working time;
- Incentives for reconciliation of working and family life,
- The possibility of additional overtime work (reduced official number of overtime from 180 to 170 hours of overtime per month with the possibility to extend the number to 230 hours if there is an agreement between employer and employee);
- Cessation of the working relationship in the case of daily unjustified absence from work;
- Greater security for workers against discrimination and mobbing.

Whilst the amendments to the LRA could have a positive influence on labour market flexibility, their actual effect will be dependent on their implementation in practice. Both employer and trade union representatives played a substantial and important role in negotiating the LRA amendments.

In a contribution to this survey,⁴ a representative of the Slovenian trade union federation ZSSS highlighted the following in regard to the Labour Relations Act:

The adoption of Amendments to the Labour Relations Act in 2007 should enable easier introduction of the flexicurity concept in Slovenian labour market. As the previous LRA, which aimed to boost the flexibility of the labour market, limit the growth of fixed term contracts and foster other forms of flexible employment, the new LRA extended legal basis for using flexible forms of employment. One of them is introducing the term 'kind of work', which should increase greater internal flexibility by enabling employer to hire worker not only for particular working place but for particular ('kind of') work – this should enable employer to add some new duties and tasks to employee according to current needs (without changing current or writing another contract).

⁴ „Flexicurity – A Slovenian Case“, presentation delivered by Goran Lukić, Association of Free Trade Unions of Slovenia at the Cluster Semianr on Flexicurity, The Hague, 8th February 2011.

Active labour market policies

The efficiency of active labour market policies is improving in Slovenia. The main positive consequence of implementation of active labour market policies was a reduction in the number of registered unemployed persons which is related not only to ‘positive actions’ (such as guidance, training, education), but also to stricter implementation of the new Employment and Insurance Against Unemployment Act (2006), which promotes greater activation of unemployed people and deletion from the register in the case of refusal or unavailability for offered work.

Slovenia's active labour market policies are almost entirely dedicated to the unemployed population, with only a marginal impact on the currently employed population. The new Active Employment Policy Measures for the year 2006 set the following priorities:

- Stimulation and support for unemployed people to actively engage in solving their own unemployment situation;
- Improving the employment opportunities for people that are less employable;
- Reducing the structural discrepancies in the labour market;
- Reducing regional differences;
- Stimulating the development of the new programmes and new occupations;
- Securing access to employment and training;
- Assuring equal opportunities with respect to the access to the labour market and employment.

In recent years part-time employment for older workers has been promoted though to date with little impact.

Going forward the country's ALMPs will be developed on the basis of the Programme of Active Employment Policy 2007-2013 and the Operational Programme for Human Resources Development 2007-2013. These plans seek to provide earlier and improved personal services to those in danger of unemployment including advice, motivation, training and education.

Supportive social security systems

The Slovenian social security system is generally seen to be closer to the social-democratic welfare state model than to the liberal one. Its relative effectiveness is demonstrated in the relatively low poverty rate, a low unemployment rate and the relative position of the working poor. Conversely, the costs of these levels of social security are high and employers frequently complain that their contributions to the social security of workers are higher than needed. The impact of high levels of social protection and the effect of increasing unemployment on government finances can be seen from the economic data above with government debt as a proportion of a lower level of GDP increasing from the very low level of 26.7% in 2006 to 41.6% in 2010.

The predictable scale of demographic change and the increase in the numbers of social benefit recipients combine to demand reform of the social security system. As in the case of active employment policies, the government prepares social security measures and related policy documents that are discussed at the national level in the Economic and Social Council, in which social partners present their views on the issues. The government has announced its intention to find solutions for the comprehensive modernisation of social security systems that takes into account diverse forms of employment and activity and do not cause segmentation of the labour market.

Gender equality

The Parental Protection and Family Benefit Act of 2007 make it easier for parents to balance their work and family lives through the provision of an entitlement to part-time working.

Financial sustainability

As in other EU Member States with comprehensive social protection systems, concerns exist around the longer sustainability of the security elements of the flexicurity agenda.

3 The role of social partners

General remarks on the role of the social partners

The information below is based mainly on desk research and, in particular, the EIRO national reports on flexicurity and employee relations in 2009. Furthermore, the contribution of a representative of the Association of Free Trade Unions in Slovenia (ZSSS) in the context of the flexicurity cluster seminar in The Hague in February 2011 contributed to this section.

The role of social partners and of the social dialogue process in policy-making on the introduction of flexicurity policies have been most important at the national level and on overall policy design rather than implementation. Both employers' organisations and trade unions are actively involved in discussions and in the formulation of the legal framework for flexicurity policies and most notably during the discussion of the amendments to the Labour Relations Act that were introduced in 2007.

In the official Slovenian documents, the flexicurity concept first appeared in 2005 as part of the Slovenian Development Strategy. Subsequently it became a frequently mentioned concept in governmental documents and in the debate among the social partners. From the government and employers sides the emphasis of the concept has tended to be on flexibility rather than on social security. In public discussion on the "Framework of Economic and Social Reforms for the Increase of Well-being in Slovenia" the trade unions pointed to the need for a balance between the intended greater flexibilisation of employment relations and social security measures. After a public discussion in which the intended reform measures were strongly contested by trade unions and generated parliamentary opposition, the government abandoned some of the proposed measures (for example the flat rate tax) and proposed less radical reform measures related to the labour market.

In June 2006, the Minister of Labour, Family and Social Affairs announced that a "Scandinavian-style" approach towards flexicurity was the right way for Slovenia. The role of the social partners and the social dialogue in the policy-making process, which leads to the introduction of flexicurity policies, took centre stage. The most important document in which the concept and elements of flexicurity are explicitly dealt with is the Social Agreement (2007-2009). In this document the social partners support the broad principles underpinning the flexicurity concept and policies. The changes of the LRA outlined in the paragraphs above were, according to the government, drafted in line with the agreed concept of flexicurity.

At lower levels of social dialogue and in collective bargaining the social partners tend to employ standpoints that are more differentiated than are presented in the Social Agreement. Particularly in the sense that employers' organisations mostly argue for higher flexibility (of employment practices) and trade unions for more social security. The social partners tend to be less involved in the development and implementation of advanced and innovative policies that would combine both sides of the flexicurity logic.

In the EIRO review of flexicurity and employee relations for Slovenia, the Chamber of Commerce and Industry of Slovenia (*Gospodarska Zbornica Slovenije*, GZS) while supporting the concept of flexicurity stressed that in the process of implementing a flexicurity approach the role of the social partners is crucial at all levels of social dialogue and collective bargaining. An illustration of the position of the Association of Employers of Slovenia (*Združenja delodajalcev Slovenije*, ZDS) towards flexicurity is the fact that they, together with employers’ and business federations from Denmark (Confederation of Danish Employers, DA), Germany (*Bundesvereinigung der Deutschen Arbeitgeberverbände*, BDA) and Portugal (*Associação Industrial Portuguesa*, AIP) launched an initiative named ‘Modernising Europe’s labour markets: Flexicurity – greater security through better employment opportunities’ in May 2007.

The four employer organisations argue for a holistic flexicurity approach that would be an element of a comprehensive reform strategy for improving business competitiveness. The document with which employers’ organisations from four countries launched the initiative states that the concept of flexicurity had been earmarked as a priority for the German, Portuguese and Slovenian EU Council presidencies. It also stated that employers welcomed the European Commission’s efforts to set out the principles that are at the core of the flexicurity approach, while at the same time taking into account considerable socio-cultural differences between member states that will shape specific routes for the implementation of flexicurity in each member state. The same consideration was stated by the president of the Confederation of Trade Unions of Slovenia Pergam (*Konfederacija sindikatov Pergam Slovenije*, Pergam) during the debate on flexicurity in Slovenia.

The KNSS - Independence, Confederation of New Trade Unions of Slovenia (KNSS - *Neodvisnost, Konfederacija novih sindikatov Slovenije*) generally holds the view that the concept of flexicurity is acceptable, but more in theoretical terms than in practical use. This view is also held by the Union of Free Trade Unions of Slovenia (*Zveza svobodnih sindikatov Slovenije*, ZSSS) which called for special attention to the fact that some categories of workers (such as young workers) are already exposed to unacceptable levels of flexibility while their social security is decreasing.

Both sides of the social dialogue value positively the life-long learning strategies, but are generally less involved in their implementation. The GZS is reported in the EU review to suggest that employers have tended to invest less in the education of employees in recent years for reason of cost and competitive pressures. According to GZS, the main shortcomings associated with Slovenian policies are associated with the position of trade unions that demand too much from social security. They believe that, in order to reach an agreement on flexicurity, the contribution of each social partner in key areas of the citizens’ life must be consensual. This would establish a social dialogue of higher quality, but demands a transitional period in which a higher trust among social partners must be achieved. The KNSS believes that existing employment flexibility, given that the majority of new jobs are based on fixed-term contracts, is already damaging workers’ social security. Although supportive of Lifelong Learning, they see it as being too frequently a privilege for some employees and not a right for many.

The success of flexicurity in companies depends on the ability of the social partners to build higher levels of quality of work and life for workers. Consistent with the paragraphs above, GZS tends to believe that collective bargaining has not yet embraced the principle of flexicurity. Concerning contractual relations, social partners are the most active at the company level and less at the sectoral level. There are, however, three collective agreements in which flexicurity is present and which include new approaches toward the active collaboration between trade unions and employers. These are the collective agreements in transport, commerce and chemical industry.

In summary, the process of implementation of flexicurity is at the early stages of operationalisation in Slovenia. The first step was the change of the Labour Law and the signature of the Social Agreement for the period 2007-2009. The current challenge is to secure the implementation of the flexicurity approach

in practice. In this context the Slovenian Chamber of Craft and Small Business in its reply to the flexicurity questionnaire survey stated the following:

In the context of urgent reorganisation of the labour market in Slovenia, all employers' associations, members of the Economic and Social Council, prepared the "Draft package of simultaneous amendments to the legislation on the minimum wage and on the labour market" and submitted it to the Ministry of Labour, Family and Social Affairs on 6 January 2010. As regards labour relations, employers' associations propose changes concerning the annual leave and the holiday allowance, seniority bonus, working hours and more flexibility in the age for eligibility for the "elderly employee" status. Employers' associations also proposed amendments to the provisions regulating employment termination, severance pay, wage compensations and disciplinary measures. (Survey reply chamber of Craft and Small Business of Slovenia)

Cases of good practice in the field of labour market flexibility and security

No cases of good practice have been mentioned in the Slovenian reply to the questionnaire survey.

4 Key issues arising

From the point of view of the author of this report the following key points are arising in regard to flexicurity in Slovenia:

- *The level of engagement of the Slovenian social partners and government in setting out major aspects of flexibility and security in the labour market is comparatively high*
- *Given this, the question arises, how can the social partners find practical ways to operationalise the concept without disagreeing on actions based upon the ideologically different views of the role of "flexibility" on one hand and "security" on the other?*

Sources and references

Replies to the questionnaire survey, interviews and other contributions

A questionnaire reply to the survey was received by the UEAPME member organisation, the *Chamber of Craft and Small Business of Slovenia*.

Further information and contributions to this project and the case of Slovenia was delivered by a presentation on “Flexicurity – A Slovenian Case” given by a representative of the Association of Free Trade Unions of Slovenia in the context of the projects’ cluster seminar in The Hague on 8th February 2011.⁵

Further resources

Flexicurity and Industrial Relations EIRO 30.9.2008

http://www.eurofound.europa.eu/eiro/studies/tn0803038s/tn0803038s_4.htm

Flexicurity and Industrial Relations EIRO 5.9.2009

<http://www.eurofound.europa.eu/eiro/studies/tn0803038s/uk0803039q.htm>

European Economic Forecast - spring 2010 Slovenia

Reform programme for achieving the Lisbon strategy goals - Republic of Slovenia October 2008

‘Modernising Europe’s labour markets: Flexicurity – greater security through better employment opportunities’ an initiative by the employers’ organisations of Germany, Denmark, Portugal and Slovenia May 2007

EIRO employee relations profile - Slovenia

⁵ The presentation is available in the seminar documentation on the EU Social Partners resource centre. See: See: <http://www.resourcecentre.etuc.org/> & <http://www.erc-online.eu/Content/Default.asp>