

99-27

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가

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가

가

【 〓 〓 】

1.

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(1). 가
가 . . . (2 -
5). 가
(6).

2.

가
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가
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가 ,

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가

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가

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3.

가

(Social Partnership)

가

TUC

가 TUC가

가 , 가 pool

가, 가, (가)
, 가
1
, 가 ,
가 ,
가 ,
가 , ()
(BIBB)
, (Meister)
가 ()
. 가
, 가
가가 ,
가 OJT
,

() ,
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,
“
” 가
,
()
.

- 1
- 1. 1
 - 가. 1
 - 2
 - 2
 - 3
- 2. 4
 - 가. 4
 - 5
 - 13
- 3. 가 14
 - 가. 가 14
 - . 가 17
- 19
- 1. 19
 - 가. 19
 - 22
- 2. 가 26
 - 가. 26
 - . TUC 29
- 3. 31

| | | |
|----|----------------|----|
| 가. | | 31 |
| . | | 36 |
| 4. | | 40 |
| 가. | 가 : EDAP | 40 |
| . | : UNISON | 42 |
| 5. | | 50 |
| . | | 51 |
| 1. | | 51 |
| 가. | | 51 |
| . | | 54 |
| 2. | | 55 |
| 가. | | 55 |
| . | | 57 |
| . | | 58 |
| 3. | | 59 |
| 가. | | 59 |
| . | | 61 |
| 4. | 가 | 62 |
| 가. | 가 | 62 |
| . | | 63 |
| 5. | | 64 |
| . | | 65 |
| 1. | | 65 |

| | | |
|----|-----------|----|
| 가. | | 65 |
| . | | 67 |
| 2. | | 69 |
| 가. | | 69 |
| . | | 70 |
| . | 가 | 71 |
| 3. | | 71 |
| 가. | | 71 |
| . | | 72 |
| . | 가 | 72 |
| 4. | 가 | 73 |
| 가. | | 73 |
| . | | 74 |
| . | 가 | 74 |
| 5. | () | 75 |
| 가. | | 75 |
| . | | 76 |
| . | 가 | 76 |
| 6. | | 76 |
| . | | 81 |
| 1. | | 81 |
| 가. | | 81 |
| . | | 84 |
| 2. | | 86 |
| 3. | | 88 |
| 가. | | 88 |

| | | |
|------------------------|-------|-----|
| . : | | 89 |
| 4. () | | 97 |
| 5. | | 101 |
| • | | 103 |
| 1. | | 103 |
| 가. | | 103 |
| . | | 105 |
| 2. | | 106 |
| 가. | | 106 |
| . | | 107 |
| | | 111 |
| Abstract | | 119 |

| | | | | |
|---------|------|---|---------|---------|
| < -1> | 가 | 가 | | 3 |
| < -2> | | | | 5 |
| < -3-1> | 1989 | | | 7 |
| < -3-2> | 1995 | | | 7 |
| < -4> | 1996 | | | 8 |
| < -5> | | | | 9 |
| < -6> | | | | 10 |
| < -7> | | | | 11 |
| < -8> | | | | 11 |
| < -9> | | | | 15 |
| < -10> | | 가 | | 16 |
| < -11> | 가 | | | 16 |
| < -1> | | | | 20 |
| < -2> | | | | 35 |
| < -3> | | | | 36 |
| < -4> | | | | 39 |
| < -5> | 가 | 8 | | 42 |
| < -1> | | | | 59 |
| < -1> | | | | 78 |
| < -2> | | | | 79 |
| < -1> | | | (1995) | .91 |
| < -2> | | | (1995) | ...92 |
| < -3> | | | (1995) |94 |
| < -4> | | | | 96 |
| < -5> | | | | 98 |

| | | | |
|-------|---|-----------|-----|
| < -6> | 가 | | 99 |
| < -1> | 가 | | 104 |
| < -2> | 가 | . | 104 |

| | | | |
|-------|--------|-------|----|
| [-1] | UNISON | | 46 |
|-------|--------|-------|----|

•

1.

가.

가

가

가

가

가

(, 1999.1.26.).

(Streeck, 1996; Green, 1996).

가 가

가

가 가 () 가 가 (< -1>).

< -1> 가 가

| | |
|-----|-----|
| 가 | 가 |
| 가 | 가 |
| () | 가 가 |
| () | 가 |
| | |

가 .
, ' , .
() , 가
가 .
, 가 .
, ()
, () .
, .
, (ideal-type) , 가
.

가
(1).
가 . . .
(2 - 5).
가
(6).

2.

가.

가

(< -2>).

, 가 , 가

, 가 , 가

, “ ”

가 가 ‘ () ‘ ’

, ‘ ’

가 (18),

< -2>

| | | | | |
|--|-------|---|---|---|
| | 가 | | | |
| | - | × | × | × |
| | - () | × | × | × |
| | - | × | × | × |
| | - | × | × | - |
| | × | × | - | × |
| | - | × | - | × |

1) 가

가

2)

가

가

가

가

가

3) ()

()

가)

1995 12

(, 1998)

52.9%,

47.1%

(< -3-1, 2>).

1989.4.

가 10%

가

가

< -3-1> 1989

(: %)

| | | (%) |
|---|--|--------------|
| | | 100.0 |
| | | 52.9 |
| | | 47.1 (100.0) |
| . | | (51.3) |
| . | | (72.3) |
| . | | (32.7) |
| . | | (19.1) |
| . | | (10.9) |

: 100%

: (1990), 190 .

< -3-2> 1995

(: %)

| | | (%) |
|---|-------|--------------|
| | | 100 |
| | | 43.0 |
| | | 57.0 (100.0) |
| . | | (33.5) |
| . | | (43.4) |
| . | | (25.2) |
| . | | (21.5) |
| . | | (31.4) |
| . | | (18.6) |
| . | | (3.9) |
| . | | (4.3) |
| . | | (10.1) |
| . | | (28.1) |
| . | | (6.6) |
| . | (“ ”) | (14.5) |

: 100%

: (1998), 173 .

가 ()
 가)
 30
 가 (2). 1996
 99.3% 가
 가 58.7% (가
 41.3%). 가
 가 (< -4>).

< -4> 1996

(: , %)

| | | | |
|--|---------------|---------------|---------------|
| | 15,075 (100%) | 6,202 (41.1%) | 8,873 (58.9%) |
| | 14,976 (100%) | 6,178 (41.3%) | 8,798 (58.7%) |

: (1997), 8 .

가 ‘ ’.
 ‘ ’, ‘ ’
 ‘ ’ 2.8%
 ‘ ’(
) ‘ ’,
 ‘ ’ (<
 -5>).
 가 ,

“ ”
 ‘ ’ (20),

< -5>

| | | | | | |
|--|------------|-----|--|--|--|
| | | | | | |
| | 6.1 (571) | 1.2 | | | |
| | 7.4 (408) | 1.5 | | | |
| | 11.8 (671) | 1.7 | | | |
| | 13.3 (923) | 1.7 | | | |
| | 9.3 (437) | 2.3 | | | |
| | 21.2 (832) | 3.0 | | | |
| | 11.6 (453) | 2.9 | | | |

| | | |
|----|-----------|-----|
| | | 가 |
| | 1.8 (117) | 1.7 |
| | 1.9 (79) | |
| QC | 1.5 (75) | |
| | 1.7.(83) | |
| | 1.3 (83) | |
| | 1.5 (117) | |
| | 2.1 (117) | |

: 1) .
 2) . 1= ; 2= ; 3= ; 4= .
 : (1997). 14 ().

)
 가 가
 . 가

가
 88%가 가
 가
 4 1 가 (< -6>

).

, ‘ ,

(. , 1995).

< -6>

(: %)

| | | | | | | |
|--|-------|------|------|-----|-------|-----|
| | | | | | | |
| | 300 | 8.4 | 89.5 | 2.1 | 100.0 | 95 |
| | 1,000 | 11.9 | 86.6 | 1.5 | 100.0 | 67 |
| | 1,000 | 7.0 | 87.8 | 5.0 | 100.0 | 99 |
| | | 4.1 | 93.9 | 2.0 | 100.0 | 197 |
| | | 23.4 | 70.3 | 6.3 | 100.0 | 64 |

: . (1995), 182 .

, 28.4%

가 ‘ , ‘ , ‘ ,

, 18.3%, 13.2% .

, (< -7>

).

‘ , ‘

‘ , ‘ ,

(‘)

(6) ‘

‘(5) (< -8>).

가

,

< -7>

| No. | | (%) |
|-----|---|------|
| 1 | | 28.4 |
| 2 | | 18.3 |
| 3 | | 13.2 |
| 4 | | 7.7 |
| 5 | | 6.7 |
| 6 | | 6.0 |
| 7 | | 5.9 |
| 8 | | 4.6 |
| 9 | . | 3.9 |
| 10 | | 2.8 |
| 11 | | 2.0 |
| 12 | | 0.4 |
| 13 | | 0.1 |

: 1 3 .
: (1998), 47 .

< -8>

| No. | | (%) |
|-----|--|------|
| 1 | | 17.0 |
| 2 | | 14.0 |
| 3 | | 11.0 |
| 4 | | 9.5 |
| 5 | | 9.0 |
| 6 | | 8.0 |
| 7 | | 7.8 |
| 8 | | 6.6 |
| 9 | | 5.9 |
| 10 | | 5.0 |
| 11 | | 4.4 |
| 12 | | 1.1 |
| 13 | | 0.4 |

: 1 3 .
: (1998), 48 .

4)

가 가 ,

가

1989

가

, 1995).

가

),

(1995

0.3% - 1.0%)

8

1997

7

가

6

10

. 1997

7

95

(, 1999. 1. 29.).

가
가
가

()

가

가

가

“

”(, 1998)

3. 가

가 . 가 가 가 . 가
가 가 가 .
가 ,
가 가 가 ,
가 .
가. 가
가 ?
가 . , ‘ , ‘
, 가 ,
, 가 ,
가 .

1)

Slomp ‘ 가- - -
- ’ , EU 가 ‘ () , ‘

'(), ' 가 (< -9>).

< -9>

| | | | |
|----------------------------|-----|--------|-----|
| | () | () | |
| <input type="checkbox"/> | | | |
| - | | | |
| - | | | |
| <input type="checkbox"/> | | . | |
| <input type="checkbox"/> | | | |
| - | () | | |
| - | | | |
| <input type="checkbox"/> 가 | | | |
| - () | | | () |
| - () | | 가가 () | |
| <input type="checkbox"/> | - | | |
| | - | | |

: Slomp(1997), pp. 166- 168.

' , , (.), (.), (.) (< -10>).

< -10>

가

(: %)

| | | | | | | |
|--|------|------|------|-----|------|------|
| | 15.6 | 39.1 | 32.9 | 9.8 | 40.4 | 25.4 |
| | 18 | 47 | 90 | 92 | 80 | 23 |

: 1) 1990 .

2) .

3) .

: OECD(1994), pp. 173-175 (, 138)

2)

Ryan

가

, ‘ () ’ - ‘ () , ‘
 - ‘ () 가 (< -11>
).

< -11>

가

| | | | | |
|--|---|---------|---|---|
| | 가 | () | 가 | |
| | | | | |
| | | - | | - |
| | | - | | - |
| | | - , , , | | - |

: Ryan(1996), pp. 343-349.

Koch Reuling

‘ 가 ’(NVQ), 가
‘ , (corporatist)
‘ 가 (Koch
and Reuling, 1999).

가 ,
‘ ; ‘ - ‘ ; ‘
’(social partnership)

3)

가
가가
가
가 ‘
가 ‘
가 ‘ ‘ ‘ ‘ ‘ , 가
3 가 ‘ ‘ ‘ ‘ ‘ , 가
가 ‘ ‘ 가

가

가
가
가
가
()

가
() () ,

1.

가.

1)

19 (craft union) (industrial union)가 , (general union), (occupational union), (enterprise-based union) . 1990 (WIRS) 53% 2.5 . (< - 1>). 가 , closed shop ,) (Trade Union Congress. 'TUC')가 . TUC 1868 70 가 가 . TUC , . 가 (DGB)

< - 1 >

(: , %)

| | | | | | |
|------|--------|------|------|--------|------|
| 1892 | 1,576 | 10.6 | 1977 | 12,846 | 53.4 |
| 1900 | 2,022 | 12.7 | 1978 | 13,112 | 54.2 |
| 1920 | 8,348 | 45.2 | 1979 | 13,447 | 55.4 |
| 1933 | 4,392 | 22.6 | 1980 | 12,947 | 52.6 |
| 1945 | 7,875 | 38.6 | 1985 | 10,716 | 43.4 |
| 1950 | 9,289 | 44.1 | 1990 | 9,947 | 39.9 |
| 1960 | 9,835 | 44.2 | 1993 | 8,700 | 35.4 |
| 1970 | 11,187 | 48.5 | 1996 | 6,900 | 31.0 |

: (1998).

가

(Work Council)

2)

of British Industry. 'CBI') . CBI 1991
 4,500 가 , 30 200
 가 . 45% 1
 CBI , 가

3)

가

가

(, 1998).

19

. 1

가 1

, 2

가 가

1968

(Donovan Report)¹⁾

1) 1965

. 1968

TUC

(
(procedure agreement) ,
tive agreement) (substan-

가 가

가

, 1994

가

가

1)

가

1964

(Industrial Training Boards)

, 1973

가

(Manpower Service Commission)가 가

가
가
가
(Training Agency) (Training Commission)
1964
가 가
, 1964- 1979
(quasi-corporatist)
가
() 2002
가 (National Learning Targets) ,²⁾

2) , '21 60% 3 ' ,
'50% 3 , 28% 4 , 1/3 ' ,
' 45% IIP , 10,000 IIP ' (DfEE,
Departmental Report, 1999, p.11). 'IIP' 'Investors in People'
4 23
가

가

가가

가 가 가 가

(social partnership)

가

가

가

(low

skills equilibrium)

가

(network)

가

(Clough, 1996).

'(The Learning Age)

(green paper)

(bargaining agenda)

가

2)

CBI

CBI 1990 가
 , 가
 , 가
 , 가
 가 CBI
 , 1995 NVQ 2
 , NVQ 3
 2000
 , 가
 (credits)
 , 18
 ,
 CBI 가
 (CBI, 1998).
 ()
 가
 가
 가
 가

3)

1990 TUC ' (new bargaining agenda) ' (integrative) TUC ' (Bargaining for Skills) TUC 가 , 가

가

가 ' ,

가 , ,

가

2. 가

가.

TUC

가,

(TEC: Training and Enterprise Council)

1)

가 ‘ 가 ’ , TUC
2000

가 ’(NACETT)

, TUC

가

가’(Comprehensive Spending Review)

(UFI)

(ILA),

2) 가

가

TUC

, 1997 7

가

(National Advisory Group)

, TUC

’21

(Learning for Twenty-First

Century)’ 1997 11

가 . .

’21

, (National Training Organizations) 가
 (NVQ), , (Investors in People)
 , TUC
 . TUC 가
 , 가 NTO
 , 가
 QCA ‘ , TUC
 . TUC ‘Bargaining for Skills’
 NVQ ,
 .
 , (Training Standards Council)
 . 가
 .
 , (Skills Task Force) 가 .
 가
 . TUC ,
 가
 ,
 , ‘ (Consultative Group on Recruitment
 Trends) 가
 , (Workforce Development Working
 Party) , .

3)

가

가 (78

72).

TUC

2

가

(Regional Development Agencies), (UFI) .

(ILA)

TUC

'(A

Union TEC Directors' Liaison Group)

. TUC

. TUC

TUC TUC

가

1)

가

, ' 가

'(front-line advice and guidance)

TUC , ' (Bargaining for Skills)

(TUC,

1998).

· IIP · NVQ

가

가

TUC

. 1998

1998 9

가

TUC ' ,

(Code of Practice)

2) (Union Learning Fund)

, 'Bargaining for Skills'

가

. 1998-1999 66 , National Union of Journalists, the Musicians' Union AEEU, GMB, UNISON 가 가

가

(Union Learning Fund)

1998 2

6 가

45

(21

가) 180

가

, 1998

(advice),

(guidance),

(support),

(1,000

)(DfEE, 1999).

3.

가.

TUC

‘Bargaining for Skills’ 60

(< -2>).

Horizon Biscuits (TQM)
가 NVQ . TGWU TUC

AEEU European and Gas Turbine

Brigend District NHS Trust (Investor in People.
‘IIP’) , UNISON Trust

GBM · MSF · AEEU Blackley BICC Cables
, IIP

BWI Manesty AEEU MSF

14 1 .
T&G/GMB United Distillers 1994

, 3

1999

British Gas T&G/GMB, UNISON ,

,
 ,
 가 가 ,
 Transco Centrica , Centrica Gas
 Supply
 T&G/GMB Workbase
 ,
 ,
 . Workbase
 Ford , Heathrow Airport ,
 GMB Nestles Rowntrees
 가 , ,
 , ,
 가 ,
 GMB Pilkington (Greengate Training Charter)
 ,
 가 가 ,
 , () 가 ,
 ,
 T&G/GMB Blue Circle Cement 가 NVQ
 5
 T&G Premier Brands on Merseyside
 ,
 .
 British Gypsum T&G GMB ,

process workers

‘Scottish Power Learning initiative’

GMB, T&G, AEEU, EMA

Prince's Trust

Volunteers

가

가

T&G

(EDAP)

(),

가

가

가

Rover

가

‘1996

1993 7 50

가

, 1996

700

가

가

가

EDAP

(Employee Development Scheme: EDS)

UNISON ‘ ’ 가 , .

< -3>

| | | |
|--------|--|-----|
| AEEU | Amalgamated Engineering and Electrical Union | . |
| BECTU | Broadcasting, Entertainment, Cinematograph and Theater union | . |
| BIFU | - | . |
| EMA | The Engineers' and Managers' Association | . |
| GMB | - | . |
| GPMU | Graphical, Paper and Media Union | . |
| IPMS | Institution of Professionals, Managers and Specialist | 가 . |
| ISTC | The Institute of Scientific and Technical Communicators | 가 |
| NUJ | Joint the National Union of Journalists | |
| TGWU | Transport, and General Workers Union | . |
| TUC | Trade Union Congress | |
| UCATT | - | |
| UNISON | - | |
| USDAW | Union of Shop, Distributive and Allied Wokers | . |

(< -4>).

AEEU , NVQ
 가(skills audits) .
 GMB ,
 NUJ
 UCATT
 (Extensive Program)
 EMA Way Ahead
 GPMU Gloucestershire
 BIFU Focus London
 East London (module)
 가
 USDAW BIFU (FE) ,
 가
 ISTC National Steel Training Initiative British Steel
 가
 UNISON ,
 ().

IPMS 1998 , ,
600 .
BECTU NTO 가 ,
' ' ,
USDAW (further education college)
, 가
' (access programme)'

| | | | |
|----|---------------------|---|--|
| 1) | AEEU | - NVQ | 가(skills audits) |
| | GMB | (GTS:GMB Training Services) | - |
| 2) | UCATT | - | (Extensive Program) |
| | GPMU | - Gloucestershire h/w | s/w |
| | NUJ | - | - |
| | UNISON | - WEA | 1,000 가 |
| 3) | EMA | 'Way Ahead | - (post graduate) |
| | UNISON | - | - one-stop |
| 4) | BIFU | - Focus London East London | (module) |
| 5) | (EDS) | TGWU | - 가 EDAP |
| | | USDAW, BIFU | - 가 (FE) |
| 6) | ISTC | - British Steel Initiative' | 'National Steel Training 가 |
| | UNISON | - | (Continuing Professional Development)' |
| 7) | IPMS, UNISON, BECTU | - IPMS 1998 600 - () - BECTU NTO | - |

4.

가. 가 : EDAP

1)

EDAP(Employee Development Assistance Program) 1987

. EDAP 가 1 180
(Training Agency가
) 150,000 .

1 200 , 1987

150,000

, EDAP 가

NJPC(National Joint Programme Committee)가 .

12 the Hourly National Joint Negotiating Committee 12

the Joint Staff Union National Negotiating Committee 10

가 . NJPC 1989 , 2 가

22

Local Joint Programme Tri-

partite Committees가 ,

, EDAP .

(Ruskin Trade Union Research Unit가

) , 1 200

EDAP (The University of East London) EDAP local committees Local Educational Advisers

(12) 가 가

EDAP 1989 7 1991 EDAP 47,000 가 20,000 EDAP가 EDAP가 가 , EDAP EDAP 가 가 ,

2) EDAP

. 31% , () , 32% , , , . 18% (fitness test), , . 19% (< -5>).

< -5> 가 4

| | |
|--|-----|
| | |
| | 32% |
| | 31% |
| | 19% |
| | 18% |

NJPC 가

32%
 , NJPC (, ,)
 ,
 .

: UNISON

1)

UNISON() 140
 TUC 가 . UNISON , COHSE(Confederation of Health Service Employees), NALGO(National and Local Government Officers), NUPE(National Union of Public Employees)
 1993 .

UNISON , .
 13 ,

UNISON 6 (, , ,)
,)
.
.
.
1,500 가 .
.
, ‘ , ‘
, ‘ , ‘ , ‘ , ‘ , ‘ , ‘
, ‘ , ‘ , ‘ , ‘ , ‘ , ‘
, ‘ , ‘ 가 .

2) UNISON

UNISON ‘
, ‘ , ‘ .
.
.
, 가
.
UNISON
.
가)
‘ , ‘ 가 (National Vocational Qualification.
‘NVQ’) ,
(UNISON, Workplace Learning Partnerships).

, 6 study - group ,

3
 ‘ ; ‘ ; ‘ , .
 . 10 180 , 2/3
 ‘ ’(
), ‘ ’(
 , (數) ’(
 , ,)
 ,
 .
 2 1
 ()
 , 가 , ,
 ,
 1
 UNISON 가
 , ,
 ,
 UNISON
 ,
 ‘ , .
 가

) **Mid-Anglia Community Health NHS Trust**
 Mid-Anglia Community Health NHS Trust West Suffolk Norfolk

1,100

(UNISON, Progression).

‘ ’ UNISON

. Mid-Anglia Trust

‘ ’ 가
 , 가 Trust
 . 24 23 ,
 가 UNISON .
 30 40 . 9
 20 ,

가 , 가 ,
 2 ,
 가
 가
 . 2 ,

Suffolk

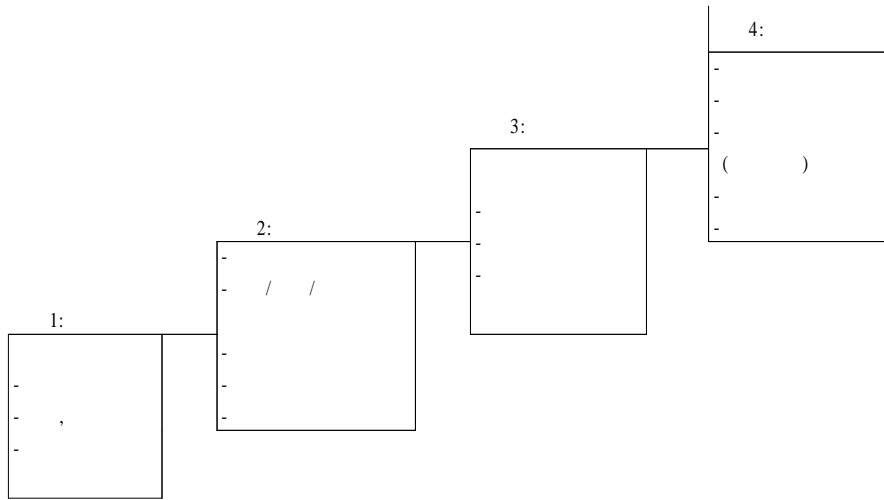
) UNISON

UNISON , 가

가

(UNISON, *UNISON Open College*).

4



< - 1 > UNISON

1

가

가

2

(非)

3

가?

가? 3

가

,

가

가?

4

UNISON

UNISON

가

가

UNISON

UNISON

Open College

Access Federation

가

가

4

가

UNISON

가

가

가

UNISON

(50

10%

60)

가

UNISON

1 · 2 · 3

UNISON

(UNISON Regional Education Officer)

4

UNISON

UNISON

4

UNISON

가

(

)

UNISON

가

(

).

'student linkline'

(

),

5.

가

(Social Partnership)

가

가

ACAS

9/10

2/10

가

TUC

가

가

TUC

TUC

가가

TUC

가

1.

가.

1)

(1995 9.1%),

가

150

가 가

(CGT : Confédération Générale du Travail. 'CGT')

(CFDT), (CGT -FO),

(CFE -CGC), (CFTC)

2)

가

75%가 가

France. 'MEDEF') .³⁾

'(Mouvement des entreprises de

3) MEDEF 1998 10

(CNPF:Conseil national du patronat français)
(Bilous, 1998).

3)

가) 가 (MEDEF) 가

4)

가 (délégué du personnel) 1936 가

가

(Comité d'entreprise) 2 가

3 - 15 가

50

70%

1 가

가

1968 (section syndicale)가 (가

가

65%가

1936

1945 , 1968

(Auroux)

(steward)

1970 7
(national agreement)

가

(

가

1971

(loi Delors)

(national

cross-sector agreement)

(Vincent, 1998).

'(La formation professionnelle. Diagnostics, défis et enjeux)

가

(portable)

(Braud, 1999).

'MEDEF

가

MEDEF

, MEDEF
 (Bilous, 1998).
 , ()
) ,
 . 가 CGT 10%
 () 가
 . CFDT (training time capital:
)
 ()
 가
 . CGT FO 가
 , 1991
 (Vincent, 1998).

2.

. 가
 . ,
 가 .
 가 .
 가 .
 ‘(CPNFP), ‘
 가 ’(COPACIF), ‘ ’(AGEFAL)가 .
 , (le Comité paritaire national pour la formation
 professionnelle. ‘ ’)

1991
 CNPF (MEDEF) · CGPME () · UPA ()
 CGT - FO · CFE - CGC · CFDT · CFTC
 가
 2 , MEDEF
 , 1991.7.3.
 ,
 ,
 16 25
 , 가 ,
 가 ,
 , 가 ,
 () , 1991. 7. 3.
 . (Centre info, 1999).
 , 가 (Comité paritaire du congé individuel de
 formation. ‘ 가 ’) 1982
 가(CIF)⁴⁾ .
 , 가
 , 가 , 가
 , 가 가
 (Centre info, 1999).
 , (Association de gestion des fonds en
 alternance. ‘ 5) ’) 1986. 12. 22.

4) ‘ 가

5) ‘ ’

1901

(OPCA) 가

(OPCA)

(Centre info, 1999).

.

(CPE: Commission

paritaire de l'emploi)가

1969.2.10.

(ANI)

CPE

1991. 7. 3.

(national cross-sector agreement)

(CPNE: Commissions paritaires nationales

de l'emploi.

,

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, 5

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1984. 7. 6.

(COPIRE: Commissions interprofessionnelles régionales.

)가

가 .
 ‘ , , , 가 .
 ‘ , , 가 가 .
 , ‘ , ,
 가 . ‘ , ,
 . .
 , .
 가 ,
 , 가 , . OPCA
 , OPCA
 .
 .

(OPCA :

Organismes Paritaires collecteurs Agréés) .

1971

(Brochier et Mériaux, 1997).

OPCA , ,

, , 가

() (

) . 1998 99 가 가

< -1> . 10
 1% 0.9% (
) , ‘ ,
 0.3% 0.4% () . 10
 0.15% ,
 0.1% () ‘ 가
 1% , 10 0.2%

< -1>

(: %)

| | () | | 가 | |
|----|------|-----|-----|------|
| 10 | 1.0 | 0.3 | 0.2 | 1.5 |
| | 0.9 | 0.4 | 0.2 | 1.5 |
| 10 | 0.15 | | | 0.15 |
| | | 0.1 | | 0.1 |

3.

가.

L.131-1 “

”

가

: 6)

가

10

가

(Centre inffo, 1999).

가

가

6) ‘ ’

가 , ()
, 1996
)
4 116 (Vincent,
1998).
()
(Vincent, 1998).

(L.932-2).

5 (Loi quinquennale: 1993 12 20
5)
(CIEPP et CGP, 1997).

가

5 1994 7 5 1991 7
3 ANI() 가

4. 가

가. 가

1)

(L.431-43). 가
(1 , 25,000 ,
50%). 가
가 .
, , , OPCA 가 ,
, , 가 가
, 가,
,
(L.933-3).
,
, , , ,
,
(SNCF), (EDF), . . .
, ‘ (PF)’ .
(Centre info)
50% (Centre info, 1999).

2)

(CF: Comité de Formation)

200

가

.

.

,

.

50

(dé lé gués de personnel)

가

15

가

.

가

50

(L.132-27).

.

가

(L.131-2

L.134-1).

. 1996

9,274

236 (2.5%)

. 90%

가

(Vincent, 1998).

.

,

,

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,

,

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,

,

가

(L.933-3).

5.

가, 가, 가 ()
가, 가
1 , 가
1 ,

1.

가.

1)

(Ortsprinzip). (16),
 9 (Bezirkleitung) 160 (IG-Metall)
 (Verwaltungsstelle)
 'DGB') 가 '(Deutsche Gewerk-
 schaftsbund. DGB
 가 .
 DGB (Deutsche Angestellten-
 gewerkschaft) (Deutscher Beamtenbund)

2)

19
 1,000 가
 , 90% '
 '(Bundesvereinigung der Deutschen Arbeitgeberverbände. 'BDA'
)

BDA , DGB ,

BDA

(DIHT: Deutscher Industrie- und Handelstag)

(DHKT: Deutscher Handwerks kammer-

tag)

'(KWB: Kuratorium der deutschen Wirtschaft für Berufsbildung)

가

3)

16

가

가

가

(1/4).

4)

()

(Betriebsverfassungsgesetz)

(Betriebsrat)가

가

가 (Betriebsvereinbarung) 가

가 (Arnold and Münch, 1996).

19
1919 10 가 ‘ (Regulation of the Apprenticeship System)
가 ,
가 , ‘ (consensus principle) ‘

),

(Berufsbildungsgesetz)

(Handwerksordnung)

()

가, 가

가

가

(DGB · DAG ·

KWB) 1983

‘

’(Coordinating Group on Further

Training)

가

가

, BIBB가

가 가

. 가
'(Berufsbildungsbericht) 가 BIBB 가

BIBB 가
가

. 가
가 BIBB가
가가 , 1983
(DGB · DAG · KWB)가 '가

가
가

3.

가.

BIBB

가가

가

가

가

(chambers)

가

가

가

가

가

4. 가

가.

(DGB)

(chambers)

, BIBB

가

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가 가 .

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가

가 가

가 , .

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가

()

6.

, 가 ,

가 ,

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가 , , ()

(BIBB)

, ,
(Meister)
() 가
가
< -1, 2>

< - 1 >

| | | | | 가 |
|-------|---|--------------|-----------------|---------------------|
| (DGB) | 가 | - BIBB | | - , ' , |
| | 가 | -DGB 11 | - - | -BIBB - 가 |
| () | 가 | - | - 가 | - |
| | 가 | - | - 가 | - 가 |
| () | 가 | - | - 가 가 | - 가 |
| | 가 | - () | - , - , - | - (가) - |
| () | 가 | - | - | - |
| | 가 | - | - 가 | - - |

< -2>

| | | | | 가 |
|-------|---|--------|---|---|
| (DGB) | 가 | (1983) | - | - |
| | 가 | , | 가 | 가 |
| () | 가 | - | - | - |
| | 가 | 가 | 가 | - |
| () | 가 | - | - | 가 |
| | 가 | - | - | - |
| () | 가 | - | - | - |
| | 가 | 가 | - | 가 |
| () | 가 | 가 | - | 가 |
| | 가 | 가 | - | 가 |

1.

가.

1)

2 GHQ()

1949 55.7% (大河內一男, 1956).

1998 22.4%

가 1995 12,614 , 1996

. 1998

70,084 , 12,093

(春闘)

, 가

會. ') . 1998

'(日本勞動組合總連合

7,475,892

61.8%

'(全國勞動組合總連合)

'(全國勞動組合連絡協議

會)가 , 837,404 (6.9%),

269,684

(2.2%)

30%

가

2)

'가
 (日本經營者團體連盟. ') 1948 4
 가 가 (經營道義)

.
 .
 .

1999 5 107 .8)

가 . 1946 8 16 (')
 가 가

1,007 (62)

8) 10 22 가

120

3)

0.9%

(, 1999a).

가

가

11

. 2,000

1% (

3%)

35

(17)

31 5000 , 35

. 33

(日本勞動研究機構, 1999b).

1999

가

1994

가

1)

, OJT
,
('2. 가
,)

2)

,
, OJT가
, OJT가 가
, 가
, 가
(三和總合研究所)
, 가 '(70%) (
, 1997)
1999 10 19 ' :
, 가
, " 가
(稼得力) 가
가 가
OJT

”

3)

1970

1995 ‘ 8

가
가 1998

1999 8 13 ‘ 9

’ 가 “

”

가

2.

가 가 . 가
 (日本労働組合總連合會. ‘ ’
) .
 “ 가 가 ,
 가 .
 ”
 가
 , 10 (‘
 ’) .
 가가 ,
 가 .
 “
 OJT ,
 가 가 .
 가
 ”(, 1996).

OJT

가

가

가

가가

가가

가(),

3

가

가

가

가

가가

가

가

(政勞會談)

가

가

, 가 .
가
가 . 1999 10 6
(議案書) , “ 가 ‘ ,
, 가
, (介護)
”
1999 10 23 2000

, (讀賣新聞)
1999. 10. 23). 가가
가가

3.

가.

가 ,
(全國建設勞動組合總連合. ‘ ’)

가

. :

1)

75 가 1960

(全建總連, 1994).

75,000 40 10

가

‘ ’ , (大工)
 (左官), (板金), (塗裝), (電工), (疊), (配
 管), (造園), (建具), (表具), (石工)
 . 가 . .
 , , (親方) 1/3, 1 1/3, (
) 1/3 ,

2)

, 2 10

, 1958 (1985

)

(勞動省)

(都道府縣) ,
가 .
130 , (都道府縣)
(靑森縣) 1994 13
가 .
2가 .
‘ (1993
‘) , ‘
’(1993 ‘) .
가)
, 2
) 가 (1
(OJT)
‘ ’ , 2 400 , 450
, 가 86% .
, 77% .
. 1 가 2 가
(< -1>).
, 가 , 가

< -1>

(1995)

| | | (:) | |
|--|-------|-------|-------|
| | | 1 | 2 |
| | | 200 | 200 |
| | | - | - |
| | | 104 | 128 |
| | | 1,096 | 1,072 |
| | (+) | 304 | 328 |
| | (+) | 1,096 | 1,072 |
| | (+) | 1,400 | 1,400 |

: 全建總連(1995). 1995年度職業訓練實施狀況.

< -2>

’(木質構造), ’(規矩術), ’(仕樣) (積算) ’(器工具使用法), ’

가 (都道府縣)

. 1994 1 가 1,194,000 (68,000) . 147,600 . 60,000 가 , 1995 80,000

< -2>

(1995)

| | | (:) | | | |
|----|----|---------|---------|-----------|------------|
| | | 1 | 2 | | |
| | | 10 | - | | |
| | | 10 | 10 | | |
| | | 20 | 20 | | |
| | | 30 | 30 | | |
| | | 10 | 10 | | |
| | | - | 10 | | |
| | | 10 | 10 | | |
| | | 15 | 15 | | |
| | | 10 | 10 | | |
| | | 10 | 10 | | |
| | | | | 125 | 125 |
| | | | | 10 | 10 |
| 15 | 15 | | | | |
| 10 | 10 | | | | |
| 15 | 15 | | | | |
| 15 | 15 | | | | |
| 10 | 10 | | | | |
| | | 75 | 75 | | |
| | | - | 12(12) | | |
| | | 100(8) | 88 (8) | | |
| | | 50(8) | 50 (8) | | |
| | | | | 150(16) | 150(28) |
| | | 250(30) | 250(52) | | |
| | | 550(28) | 550(28) | | |
| | | 250(30) | 250(20) | | |
| | | | | 1,050(88) | 1,050(100) |
| | | 1,400 | 1,400 | | |

:

: 全建總連(1995), 1995年度職業訓練實施狀況.

(都道府

縣)

1/3

() ‘ ’ 1 4,1000

1994

124 (113) , 가 9,038,000

22 (40)

4,171,249 , 37,344

50,554,747 1 447,387

1 () 09 -17 , 1 307 , 2 335

15 -19 36 (29%), 20

-24 33 (35.5%), 25 44 (35.5%)

(大工) 67 (54%) 가 , 57

(46%) 86 가

7 (69%) 15 (12%), 13

(11%), 6 (5%), 2 (2%)

11%

가 (大工) 가 가

1989 57 , 1990 66 , 1991

84 , 1992 92 , 1993 108 , 1994 120

가 가

(, 1994).

가

가

)

12

6

가

7 1 2 -3
 , , , ,
 가 (都
 道府縣) 가
 1995 < -3>
 가 가 ‘ ’ 766
 580 , 2 333
 가

< -3> (1995)
 (:)

| | | | | | | | |
|------|-----|---------|-----|-----|----|---|-------|
| | | | | | | | |
| 2 | 62 | グレン | 68 | | 56 | | 41 |
| | 766 | (高所作業車) | 100 | | 21 | | 28 |
| | 209 | | 123 | UGS | 32 | 2 | 333 |
| 가 | 133 | | 79 | | 35 | | |
| (玉掛) | 241 | | 580 | | 14 | - | |
| | 106 | CAD | 71 | パース | 30 | | 3,128 |

: 全建總連, 東京土建の技術活動, 東京土建技術研修センタ

)

가

가 20 , 18

가
 < -4>
 가
 2
 8:30 4:40 . 1 9
 가 2 . 3
 , 5 가 1
 가
 3 48
 가 가
 2 4
 1 가
 (都)
 () 1/3
 4,300

< -4>

(:)

| | 1 | 2 | | 1 | 2 | | 1 | 2 |
|------|----------------|----------------------|-------------|----------------------------|----------------------|------------------|---------------------|---------------------|
| | 36 54 | 36 | 가 | 36 36 36 36 18 | 108 | - , , , | 36 24 8 16 | 36 24 8 16 |
| | 72 72 36 | 36 72 | | 18 36 | 18 36 | OJT , | 270 180 | 270 180 144 |
| (積算) | 20 16 36 | 36 18 36 18 | , - , | 36 36 | 72 72 18 36 | - OJT | 112 8 | 64 16 |
| | 18 | 18 | | 18 | 18 | | 8 | 8 |
| | | | | | | | 598 | 766 |
| | | | | | | | 1318 | 1486 |

: 全建總連, 東京建築カレッジ.

가 (都道府縣)

가

4. ()

가

<

-5>

(41.7%) , ‘

’가 16.9%, ‘

’가

24.7%, ‘

’가 23.4%

, ‘

’가 34.9%

가

2

가 가

, ‘

, 4

가

가

30-99

’ 20.4%

가 가

가 가

300-499

가 가 , 가 가 .

< -5>

(: %)

| | 가 | | | | | 가 | n.a. |
|-----------|-------------|------|------|------|------|------|------|
| | | | | | | | |
| | 41.7(100.0) | 16.9 | 24.7 | 23.4 | 34.9 | 56.4 | 2.3 |
| | 31.5(100.0) | 11.9 | 22.0 | 8.7 | 57.4 | 67.6 | 0.8 |
| | 39.1(100.0) | 6.9 | 30.4 | 36.3 | 26.4 | 56.8 | 4.1 |
| - . | 21.5(100.0) | 12.0 | 30.9 | 41.8 | 15.3 | 78.2 | 0.2 |
| - . | 79.6(100.0) | 7.9 | 20.3 | 40.9 | 30.9 | 16.6 | 3.8 |
| - . | 51.0(100.0) | 2.3 | 16.1 | 59.6 | 22.0 | 47.1 | 1.8 |
| - | 32.3(100.0) | 7.8 | 24.2 | 29.3 | 38.6 | 59.3 | 8.4 |
| - | 37.9(100.0) | 6.5 | 46.8 | 29.9 | 16.8 | 60.4 | 1.6 |
| . | 64.7(100.0) | 28.8 | 27.9 | 36.9 | 6.4 | 35.1 | 0.1 |
| . , | 35.1(100.0) | 8.3 | 47.5 | 5.7 | 38.5 | 64.5 | 0.4 |
| / / | 69.6(100.0) | 14.2 | 6.9 | 24.3 | 54.6 | 29.5 | 0.9 |
| | 32.4(100.0) | 31.9 | 12.6 | 16.7 | 38.8 | 62.4 | 3.2 |
| 1,000 | 84.7(100.0) | 14.0 | 22.6 | 21.2 | 38.3 | 13.2 | 2.0 |
| 500 - 999 | 80.0(100.0) | 14.2 | 22.2 | 22.7 | 41.0 | 17.3 | 2.7 |
| 300 - 499 | 64.9(100.0) | 10.0 | 21.8 | 22.5 | 45.7 | 34.5 | 0.5 |
| 100 - 299 | 49.6(100.0) | 15.5 | 26.7 | 20.5 | 37.2 | 49.1 | 1.3 |
| 30 - 99 | 30.2(100.0) | 20.4 | 24.8 | 25.6 | 25.6 | 66.8 | 3.0 |

: 労働省(1994a).

(31.9%) (28.8%)
 '가
 (47.5%), (30.4%), (27.9%)
 36.9% 가
 가 가

가

가

61.8% 가

44.7%, 30.6%, 18.9%, 5.8%

(< -6>). 5,000

54.6%, 1,000-4,999 63.7%, 300-999 65.1%, 100-299 61.2%, 50-99

63.2% , 5,000 10%

5,000 ‘

’ 8.3% 가 가 (

가 61.9%, 가 61.7%).

‘ , ‘ , ‘

‘ , ‘ , ‘

가

< -6>

가

(: %)

| 가 | | | | | |
|-------------|-----------|------|------|------|-----|
| | | | | | |
| 5000 | 54.6(100) | 48.3 | 12.1 | 31.2 | 8.3 |
| 1000 - 4999 | 63.7(100) | 43.9 | 23.2 | 32.1 | 0.7 |
| 300 - 999 | 65.1(100) | 44.9 | 15.4 | 31.4 | 8.2 |
| 100 - 299 | 61.2(100) | 39.8 | 26.9 | 25.2 | 8.1 |
| 50 - 99 | 63.2(100) | 47.6 | 15.2 | 33.8 | 3.4 |
| | 61.9(100) | 49.8 | 14.8 | 28.6 | 6.8 |
| | 61.7(100) | 32.0 | 29.0 | 35.5 | 3.5 |

: 勞動省(1994a).

가

가

7 (69.8%)

가 (, 1994), 1

1994 13.4%

가 가 1989

8 1%

가

가 , ‘

1994 26.7% , 1989 1% 가

(26.5%) 1994 8.3% , 가 가

1989 (9.5%) (

, 1994).

가 , 가 가

가 (勞動省) ,

6 가 가 가

‘ , ‘ ,

가

(都道府縣) , 가

가 ,

가 가 ,

가

(都道府縣) . 가 .
가 가 .

5.

가 , 가
가가 ,
가가
OJT
가 .
가가 가
가 .
가 .
가 , .
가 가 .
가 , .
가 가 .
가 , .

•

1.

가.

,
(< 6-1, 2 >).
,
.9)

) (, 1999). ‘ - - 가 ’

9) ‘ ; ‘ (, 1999).
(a) 가

, , , . (b)

. (c)

< -1> 가 . . .

| | | 1995 | 1995 | 1995 | 1995 | 1996 |
|----------|-------------------|--------|--------|-----------------------|--------|--------|
| | (:) | 1,615 | 7,280 | 9,300 | 1,758 | 12,410 |
| | 10 (1985-1995) | 60.8% | -25.2% | -20.3% ('91- '95) | -31.2% | -0.1% |
| | | 1995 | 1995 | 1995 | 1995 | 1995 |
| | () | 12.7% | 32.9% | 28.9% | 9.1% | 24.0% |
| | 1985-95 | 2.4% | -27.7% | -17.6% | -37.2% | -16.7% |
| '85-'95) | | N/S, C | N/S, C | N/S, C | N/S, C | N/S, C |
| | | C | C | N/S | N/S | C |
| | N/S | - | | | | |
| | C | - | 가 | 가 | 가 | 가 |
| | | - | 1994 | 1996 | 1995 | 1994 |
| | | - | 25.6% | 90% | 90% | 25% |

: 'N/S' 가 (National/Sectoral level) , 'C'
(Company/Plant level)

: ILO(1997), *World Labour Report*.

< -2> 가 .

(: ,)

| 1980 | 206 | 61 | - | 11,964 | - | 1,523 | 2,118 | 128 | 1,133 | 1,001 |
|------|-----|-------|-----|--------|---|-------|-------|-------|-------|-------|
| 1985 | 265 | 64 | - | 6,402 | - | 727 | 1,901 | 355 | 627 | 264 |
| 1990 | 322 | 4,487 | - | 1,903 | - | 528 | 1,529 | 364 | 284 | 145 |
| 1991 | 234 | 3,258 | - | 761 | - | 497 | 1,318 | 154 | 310 | 96 |
| 1992 | 235 | 1,528 | - | 528 | - | 359 | 1,330 | 1,545 | 263 | 231 |
| 1993 | 144 | 1,308 | - | 649 | - | 511 | 1,351 | 593 | 252 | 116 |
| 1994 | 121 | 1,484 | 205 | 278 | - | 521 | 1,671 | 229 | 230 | 85 |
| 1995 | 88 | 393 | 235 | 415 | - | - | - | 247 | - | - |

: ILO(1997), *World Labour Report*.

1999), 가 . . . (,

가

2.

가.

가 ,
(partnership) , 가 가

가

460). 가 가 가 가 가 17%
, 가 가 11% , 가 가 1
가 , 가
가 가 9-11%

가

가

pool

가

18)

가 가

가

“ ”

() 가

()

가

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4 (1998). , .
(1995). - 1987 , .
. (1998). , .
(1999). , .
(1995). , .
(1998). , 『 』 , 17:2, 171- 180.
(1997). ().
(1996). , .
. (1997). , , ,
, 269- 310.
4 (1998). 21 , .
(1998). , .
. (1997). , .
(1993). , , 59- 79.
. (1990). , .
. (1998). (), .
(1997). , 『 』 , 34 ,
, 162- 185.

- (1997). 『 』, 3 2 , 125-150.
- (1998). (1989).
- (1998). 21
- (1995). 90 -
- (1997). (1998).
- (1996). EU
가 , 383-382.
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- (1998).
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ABSTRACT

**A Study of a Scheme for facilitating
Participation of Trade Unions
in Vocational Training: Focusing on
the Cases of Main Developed Countries**

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1. Introduction

The active restructuring in industries and the change into knowledge-based society is concentrating the society's interests on employment stability and development of human resources. To cope with such changes, trade unions are searching for participation in the vocational training, which appears to be a new issue for collective bargaining.

This paper aims at seeking a scheme for the participation of trade unions in vocational training through comparative study of main

developed countries. In other words, it aims to expand understanding of stakeholders by presenting examples of unions' participation in the developed countries, and suggest policy direction and recommendations for facilitating unions' participation.

For this purpose, we are to examine the current status of unions' participation in Korea (namely, analysis on the legal institutions related to the participation of unions and its actual status), then, based on this, to select the correct countries for comparative study and present the framework of analysis of those countries (chapter 1). Moreover, in correspond to the framework of analysis, we are to find out examples of participation of the role model countries: U.K., France, Germany and Japan (chapters 2-5). Lastly, it is designed to present policy recommendations for facilitating participation of trade unions by considering the actual conditions of our country and the examples in the developed countries (chapter 6).

2. Unions' Participation System and its Actual Status in Korea

At the national level, even though a variety of participatory organizations are established by law, the influence of unions' participation is very weak in the very sense of it. It is largely because that the function of those organizations are of advisory nature and that unions' representatives occupies very small portion of total members. At the industrial or occupational level, it also remains extremely meager due to the structure of unions' organization, the so-called enterprise union. Lastly, unions' participation at the company level remains at an extent that they conduct a small number of collective bargaining only to

contract agreements on adaptation training, a training for the newly-employed or the dislocated.

However, changes of conditions such as increase of unemployment rate, prolongation of unemployment, decrease in trade union density, restructuring led by employers and the conciliatory bargaining of unions, force unions to search for new strategies. One of them is the effort by two national centers of trade unions to construct vocational training facilities. Nevertheless, its impacts seem to be rather small because the effort is not that jointly pursued by social partners. Yet, its implications are considerably great in the sense that all the national centers of unions in Korea intend to recognize the meaning of vocational training and try to participate in the new realm of activities, vocational training. All things above-mentioned considered, it is clear that the status of unions' participation is equivalent to the level of opening their eyes to vocational training.

3. Participation of Unions in main Developed Countries

First of all, British tradition of social partnership is vulnerable because of market-based policy initiatives by Government. Under such circumstances, despite the positive attitude and various cases of participation of unions, its level is still weak compared to other European countries. Especially the active efforts of TUC, which is the national center of unions, to influence on Government's training policy are deserved to attention. TUC has strong will to pursue vocational training as a new, important bargaining issue and has a internal experts pool to back up its activities. In addition, TUC has taken efforts to bring up 'shop stewards for vocational training' in member unions.

In France, participation of unions is based on the national collective agreement and its corresponding legislation thereafter (training levy system is introduced). Upon this unions participate in every institution which constitutes a delivery system of training. Further to say, the fund collected for vocational training is jointly managed by social partners, the usage of which is specialized by training objectives and targets.

In case of Germany, participation of unions is well systemized by law like France. The only difference is, as shown in not introducing the levy system, that the social autonomy is much firmly established. participation of unions is well organized at every level, namely, national, industrial, regional and company level. For example unions are participating in such agencies as the central committee and the standing committee of the Federal Institute of Vocational Training (BIBB), vocational training committees of states (Länder), the vocational training committees and the examination committees of regional chambers (employers' organizations) and organs of Government's employment security agencies (Bundesanstalt für Arbeit). Through these agencies unions are participating in not only the formation of the training policy, but also the entire process of training delivery (that is planning, execution, control, and assessment of training).

In Japan, unions' participation at the national level is institutionalized by law through the related councils, but its influence is very small. This is because Japanese enterprises are performing vocational training actively and systematically via OJT. In this context, the room for unions' active role is greatly limited. This is true to industry and company level. Yet, at an industry level (the construction industry) is shown the only exceptional example of active participation of unions. At the company level, unions' participation is largely accomplished through the labor-management council. However, its participation level is that of

listening from or consultation with management. On the other hand listening to unions' opinions is prerequisite for obtaining Government's assistance to training activities, unions' participations is institutionally guaranteed to that extent.

4. Policy Direction and Recommendations

The primary concern for creating a policy scheme to facilitate unions' participation is which principle Government's policy should be guided by. To my opinion, Government' policy should be focused on the creation of partnership among labor, management and Government. More to say, unions are to be assisted to have a professional ability equivalent to those of their partners in order to create a sound relationship among stakeholders.

In line with this viewpoint, the policy recommendations to facilitate unions' participation are to be listed as follows.

At the national level, it is necessary to increase union representatives' quota in the councils whose missions are advisory to policy-making. In addition, Government's assistance should be given to unions' activities to bring up professionals on training matters. Finally, unions' participation in delivery of the employment information, which is reserved only to the hands of Government at present, should be encouraged.

At the industry level, we propose establishing a training center which is funded and managed jointly, especially in the construction industry.

Finally, at the level of company, we suggest that Government partly assist the expenses required for establishing the basic plan for vocational training and career development which is regulated by 'the Act concerning the Promotion of Worker Participation and Cooperation'. In

addition, it is necessary to expand the duty of listening to unions' opinions, which is obliged only in employment-sustaining training according to 'the Employment Insurance Act', over all vocational ability development activities by employers.

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