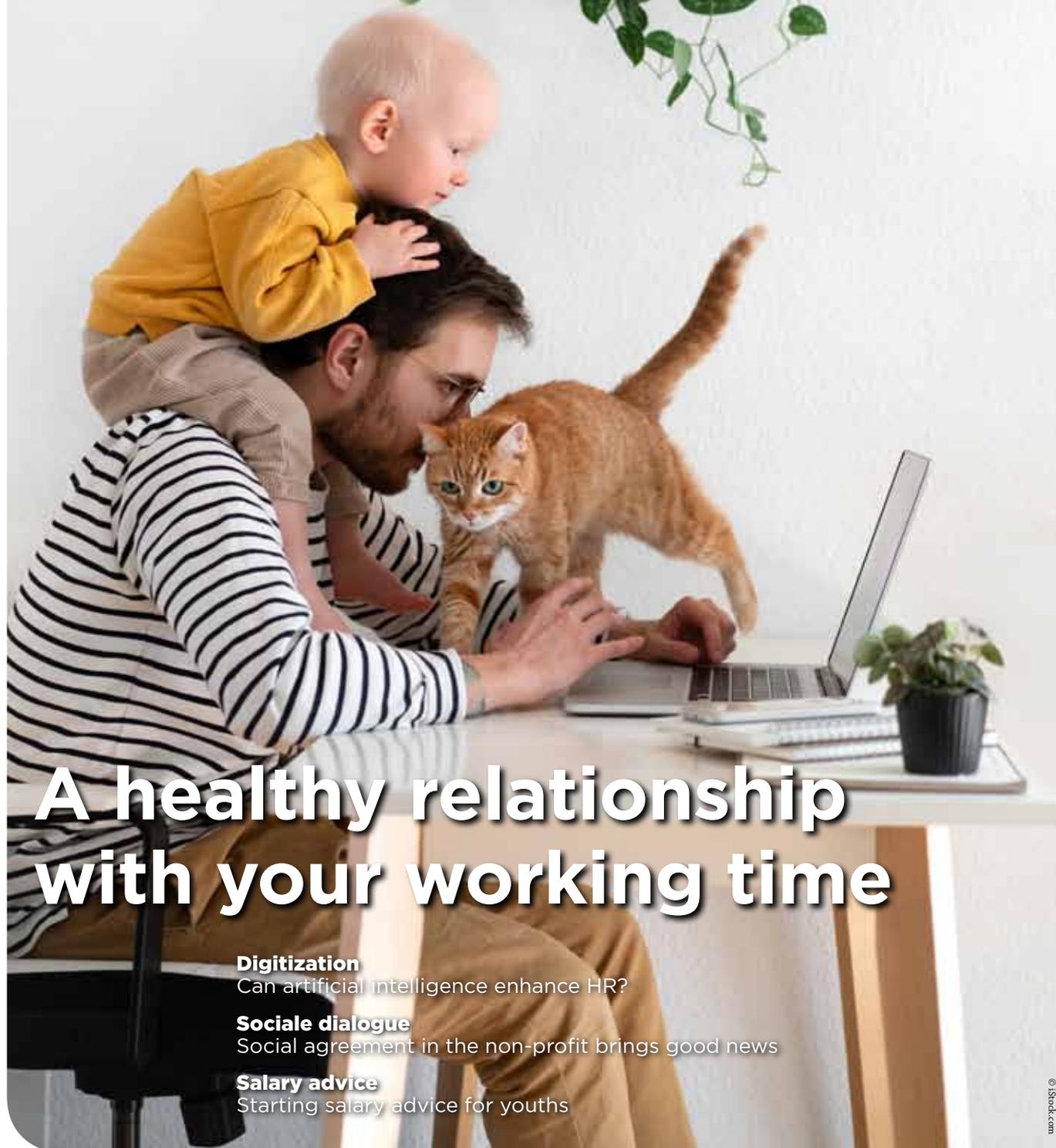


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Never work alone

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Colophon

ACV Kader is the network for professional and managerial staff within ACV. The framework has grown from the LBC-NVK, now ACV Puls and since 2018 also addresses managerial staff and knowledge workers who are affiliated at ACVBIE. This publication appears four times a year and is sent to all members.

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Preface

We all remain fledglings

Every morning at the breakfast table I have a direct view of three birdhouses, where agile couples of great and blue tits feed their nestlings at an unparalleled speed. Soon they will be ready to fly out into the wide world and I will hear no more of the persistent collective chirping.

In a similar fashion, every year I am faced with the questions emanating from the relentless stream of very young graduates in the large university halls of Leuven, Ghent, Hasselt, Antwerp... I observe how they, in groups, snicker and eagerly provide themselves with information that guides their steps towards their first job. Despite the virtual connection moments forced upon us by covid-19, we also advised them during these digital job fairs about their first salary, gave tips for completing a good job interview, on the layout of their CV, a self-employed career... Information as provisions for a well-filled backpack and a strong start.

With the same dedication, young people commence their first job whereupon a new, exciting career reality opens up. How eager one is to sign one's first employment contract. How much one enjoys one's first salary landing in the bank account allowing one's dreams to become concrete

plans. With again a list of questions and a great deal of searching. Is my wage calculation correct? What does this clause in my employment contract mean? Can I already take a few vacation days?

And the questions keep coming. How can I correctly switch to a mobility budget? How do I limit my working time for a healthy work-life balance? How do I improve my career opportunities? Our experts and your staff representative connect, listen, question and advise. They connect colleagues in the workplace, facilitate a collective discussion with the employer that leads to deliberate and correct agreements. In this way, trade union work offers you opportunities to further evolve and grow.

All of us remain fledglings throughout our lives: young birds, with feathers, that have flown out of the nest but are still being supplied. At every phase of our career, in every new job reality, in difficult situations we still need food to continue flying. We are happy to fly with you for a spell.

Sandra Vercammen

LIMITS ON WORKING TIME

You and your working time, a healthy relationship

“You can combine everything if you want: your homework, the dishes, caring for children or grandchildren, zoom meetings... They all wound up on our plate this past year. The challenge is to deal with this consciously, to communicate about it very clearly, and to watch over it with care.”

In the words of Hilde De Brauw. She started her career with a creative chapter in the media sector, before moving into human resources in a large, multinational environment. Then, after 20 years, she took the leap into the next chapter as a coach for people who found themselves at a crossroads in their career.

Hilde, healthy boundaries is a theme that often comes up in your coaching. What were your observations in this respect among your contacts in recent months?

Hilde: “That a lot of people were forced to operate within a setting for which they did not have the skills. Working from home is a skill that one has to learn, even as a manager by the way. Executive

once past the emotional and mental limit, the physical alarm bell starts ringing, once the damage has already been done. I eventually broached the conversation with my colleagues and indicated that I needed rest. We started looking for alternatives together. Are there colleagues we can ask for help? Are there deadlines that could be loosened somewhat? Does that bar really belong as high as we set it?”

Are boundaries mainly an individual matter for you or is an organizational policy in order?

Hilde: “In any case, it is clear that the organization has a direct interest in helping safeguard those boundaries. The WHO recently published undeniable evidence that structural overwork correlates strongly with heart disease. Ensuring that there is indeed someone with whom one can communicate regarding one’s own boundaries, even if this is not possible with one’s own superior. Actively challenging the perception that the best employee is the one who is still on the job at 10 PM.”

“As a team member, I once attended a meeting where my own superior opened with the message that she simply would not be able to deal with the proposed agenda that morning. She explained what went wrong in her private life. Not to talk about herself, but to add: today this is what is happening to me, so this will undoubtedly happen to you too. This is what I want to talk about.

“Working from home is a skill that one has to learn, even as a manager by the way.”

staff need to be taught very specific competencies to support employees in a reality of generalized homeworking. Moreover, we tended to believe it would be over soon, so we stepped it up a notch. This has erased many limits, with all the consequences that entails. I personally experienced the same thing: during the first weeks of switching to online operations with webinars and digital contacts, we pushed through evenings and weekends for five weeks in a row to get everything in order. I felt the toll it took on me, but I kept going. And



“A lot of people do not like conflict, confrontation. We are afraid that our colleagues will find us annoying.”

How are you doing? Are you managing? When are things not working out? What do we do at these moments? That is enormously powerful.”

Why is it that we find saying no so difficult?

Hilde: “A lot of people do not like conflict, confrontation. We are afraid that our message will not go down well with our colleagues, that they will find us annoying. I have learned from this over the years. The more clearly you say no, the more openness you get in return. We associate no with a limitation, a rejection. But in reality every ‘no’ provides an opportunity to learn something: what does this limit show? That there is another, better way. By setting a limit, you also give your colleague space to indicate what is weighing them down. So it is also a matter of collegiality and we have to educate each other in this respect. Peer pressure is a very dangerous phenomenon. Colleagues who dare to connect with each other, however, this is a source of tremendous strength.”

ACV Kader draws attention to dialogue regarding limiting working hours, including for knowledge workers, managers, and executives who are in control of their work organisation. In June, 100 management representatives went in search of an approach towards opening up a dialogue regarding healthy boundaries as a collegial group, under the guidance of Hilde, in order to arrive at a clear and workable agreement framework.

Digitizing

Jan Deceunynck

CAN ARTIFICIAL INTELLIGENCE ENHANCE HR?

“It’s like racing down the highway without a seat belt”

Artificial intelligence (AI) is increasingly finding its way into the workplace. In HR as well, smart systems are increasingly being used to streamline human resources. But are these systems always as smart as we assume? Mieke De Ketelaere, director of AI at the imec research centre (IDLab), certainly questions a number of fully automated applications.



“The technology is not the problem,” explains De Ketelaere. “However, AI is not designed for any and all tasks. AI was developed for DDDD tasks: dangerous, dull, dirty, and difficult. It can make a tremendous difference in that regard. In this context, AI can learn from data and decide and act independently. However, human resources also requires interpersonal skills. HR decisions require ‘a human in the loop’, a person who makes the decisions.”

Dirty, dull, dangerous and difficult

When this human factor remains present, De Ketelaere does see a great deal of possibility. “AI can perfectly take over DDDD tasks from employees. Filling out timesheets, managing an agenda... All of this is perfectly possible. It can also be used for retention policy. AI can provide a more complete picture of your employees, what they need and where the bottlenecks are. It can measure stress or fatigue in your employees,

“HR decisions require ‘a human in the loop’, a person who makes the decisions.”

often better than they themselves can. AI can accurately measure the stress level and fatigue of employees via tiny radars. They provide honest and valuable information, which you do not always get from your employees themselves.” Are we not venturing out onto a slippery slope, we would like to know. Is it not risky for one’s employer to have this information? “It is certainly

better than getting sick from stress,” says De Ketelaere. “Monitoring stress allows for remedial action.”

Using AI to screen CVs and filter valuable candidates from the incoming applications is not such an obvious application, according to De Ketelaere. “A data scientist abroad built an application for a Belgian company that unknowingly gave applicants from Brasschaat priority over those from Schaerbeek based on IP addresses. Because in the past these applicants had proved a more popular selection, and the system had learned this. AI builds on the data and decisions of the past. And thus maintains ‘bias’ or prejudices. Even if you try to use AI to pursue a more objective or diverse policy, it is still not easy to completely eliminate bias. Anonymizing data or not including certain information such as age and gender during the system’s training period is not enough. It is often very subtly included in innocent-looking fields such as in the email address, a field that inadvertently says something about age, for example. Certainly systems that are trained abroad using Belgian data – which happens frequently since data scientists are hard to find domestically – prove problematic. They are unaware of our local context and sensibilities.”

AI can use vast stores of data from CVs and evaluations for HR applications, but HR departments often look elsewhere for data as well. "I know of AI systems that also take data from the Facebook and LinkedIn accounts of applicants in search of additional information to complete the picture.

“What exactly is stored and tracked is usually very unclear. In terms of GDPR and privacy, there are certainly meaningful questions to be posed.”

Employees are increasingly confronted with AI applications. From within the union, Vic Van Kerrebroeck monitors developments within the insurance sector. "We cannot let this pass us by. AI is coming. We certainly do not deny that it represents added value, including for employees. However, we do want transparency about what is happening.

A 1983 collective labour agreement says that employees and their representatives must be informed about new technological applications. The GDPR regulations also clearly state that employees must know what data is being recorded and stored. So we definitely have a role to play there."

"We want to continue working with employers on clear ethical frameworks. We do not always have to invent them ourselves, some countries are a bit more advanced in this area. In the financial sector in Singapore, for example, there are already concrete agreements about an ethically acceptable application of AI. However here in Europe as well, a few months ago a number of initial general agreements were reached with the social partners from the insurance sector about AI applications in HR. Let us take continue down this path and support workers in other sectors as well."

I also saw systems interpret emotions from job application videos. For example, applicants with red spots on their face during the interview were judged less suitable. Strange, because a human recruiter would see and understand the broader context. People use empathic skills in their assessments. AI cannot, so it does not necessarily make the right choice," explains De Ketelaere. "For those who are a bit up to date with AI, it is also relatively easy to use the right words in a CV in order to be selected. But will the company actually be hiring 'me'? Or a version of myself pretending to be someone else?"

Digital assistants

A number of companies are also experimenting with digital assistants for staff. They coach employees to achieve better results. "That is starting to look like Big Brother," a concerned De Ketelaere adds. "It robotises people. It draws all the creativity and strategy out of a job. In addition, this assistant will use data derived from your behaviour to compare you against others. What exactly is stored and tracked is usually very unclear. In terms of GDPR and privacy, there are certainly meaningful questions to be posed."

According to De Ketelaere, transparency on the use of AI is essential. "AI is still too opaque as a technology. There is hardly any legal framework. And an ethical framework is also often lacking. I like to compare it to driving in the 1970s, when seat belts and a driver's license were not yet mandatory. AI is like sitting in the passenger seat of a car racing down the highway without a seat belt. One can only hope that the driver does everything right and that nothing goes wrong."

Improvements are on the way, however. The EU is working on a legal framework. According to De Ketelaere, what she has seen of this framework so far is still based too much on applications of the past and focuses too little on the current landscape or the future. She would like to help redirect this. Companies are also gradually building ethical frameworks. "Germany is a bit ahead of the curve," she states. "External parties are also involved in discussions, meaning that profit is not the only thing that is taken into account. That is a positive evolution."

Non-profit

Lieveke Norga



SOCIAL AGREEMENT IN THE NON-PROFIT BRINGS GOOD NEWS

“More than 400,000 employees see their wages increased substantially”

After months of negotiations, the social agreement for the non-profit sectors has finally been reached. Negotiator Olivier Remy is tired but satisfied. “The past few months have been very unusual and intense. With a lot of long nights negotiating from behind a screen. Efficient, but exhausting. The result, however, is extremely satisfying. In the coming weeks, we will roll out a number of major agreements in the healthcare sector that will make a very tangible difference in the workplace.”

“The havoc wreaked by the coronavirus has generated a political willingness for which we have had to fight for years,” he explains. “This acceleration was truly remarkable for us and the staff.” However, because of corona, it all went differently than usual. “Organizing staff involvement in our meetings also had to go completely differently than usual. Social media has really helped us in this regard.” The work is not done yet, Olivier knows. But a huge step has been taken. “And that, of course, feels very good, after years of poking and prodding.”

News coverage of working conditions in the care sector has been constant in the past year. How did this help accelerate change?

Olivier: “The pandemic has sharply brought into focus issues with which healthcare staff have been faced for years. This has helped us make impressive advancements in a process in which we have been engaged for 15 years. As early as 2005, we started discussions regarding contemporary job descriptions with matching remuneration for the healthcare sector. A person’s wages at that time were determined on the basis of schemes dating back to well into the previous century. Many more recent developments in the competencies that are relevant in the care sector were completely absent. This creates a lot of uncertainty and

“Because of the pandemic, the government finally understood that intervention was necessary.”

discussion, but also does not make the sector very attractive as an employer. On a scientific basis and with the expertise of data analysts and process supervisors, we have defined almost 200 functions in the care sector, and linked them to an appropriate salary model. The banking crisis

then threw a big spanner in the works: there was no budget to put this equitable remuneration into practice. For years we kept up the pleas. We have a tradition in the sector of closely involving staff in the negotiations, informing them, and giving them the opportunity to show themselves how important certain points are to them. Consequently, different campaigning approaches were employed. On March 5, 2020, we took the streets with a large number of colleagues from the care sector to underscore that the additional cuts that were announced were truly unacceptable. The understaffing in the sector is jeopardizing the quality of care. And then came the pandemic, which exposed our point for all to see. On June 18, the staff creatively raised the alarm with another day of action, without compromising patient care. Then the government finally understood that intervention was necessary.”

What does the agreement mean in concrete terms for employees in the care and welfare sector?

Olivier: “More than 400,000 employees see their wages substantially increased because the wage model negotiated at the time is at once fully implemented as of 1 July. In addition, 8,000 jobs will be created, about 3,800 of which in Flanders, to reduce the workload and improve the quality of care. The pay increase will apply to almost all profiles. First-time employees now start at a significantly higher wage within the sector. Afterwards, one’s salary will continue to evolve, but less markedly so than in the initial phase. Many positions that were not clearly defined before, such as heads of departments, IT staff and quality policy staff, now obtain a clear description of their responsibilities and matching appreciation. In the past, a proliferation of premiums and allowances was developed in order to attract suitable profiles, which can now simply be integrated into



Olivier Remy, 48 years old, union representative at ACV Puls, responsible sector wide for elderly care, supports the general coordinator for the Flemish and federal non-profit sectors.

“We have also strengthened the agreements regarding lateral entrants. 950 employees from other sectors are given the opportunity to follow training and start working in the care sector.”

the gross salary. That is also a step forward for derived benefits such as one’s year-end premium or your pension accrual.”

Thousands of new jobs added: will they actually be filled? Finding staff in the care sector proves difficult.

Olivier: “That is precisely why raising the starting salary is so important. But we have also strengthened the agreements regarding lateral entrants. 950 employees from other sectors are given the opportunity to start a job in the care sector and to first follow the necessary training while retaining the salary of their new employer. This is possible after a thorough selection of the candidates, which means that the success rate for highly motivated participants is very high.”

How do you, as an employee, find out what the new salary model means for your individual situation?

Olivier: “We try to coach our representatives as best we can to act as the first point of contact in the workplace. This requires a great deal of technical insight and service-providing competencies, in which we assist them. Of course, members can also be referred to our professional service providers. We also have an online tool (<https://ifc100.wittewoede.be, Ed.>) where you can verify for yourself how the rollout of the salary agreement applies to you.”

How did you experience the road you had to travel as a negotiator to achieve this result?

Olivier: “It truly was a remarkable chapter. As a trade union we are a movement, we bring people together, we mobilize and try to realize social progress while strengthening the social fabric. Now we had to do the same, but in the midst of a highly extraordinary crisis, where everyone in the sector was in one way or another overwhelmed by the circumstances. That was very invasive. I am now looking forward very much to being able to get together with all our people under normal circumstances, and review what we have achieved together. This does not necessarily have to be at a demonstration (*laughs*), simply being together again will be nice!”

Salary advice

Jan Deceunynck

WWW.STARTERSLOON.BE

A strong start for your first salary

Every year, about 70,000 youths trade school for work. These past few days, a new generation of youths once again bid farewell to student life. In the coming days, weeks or months they will take the step towards their first 'real' job. They can contact us for free starting salary advice.

Annemie Van Gucht, along with Diane Pardon, is one of the driving forces behind this service. As salary experts, they assist union negotiators in salary debates at the company level. This expertise comes in handy for starting salary advice. In recent months, Annemie has also helped countless graduates on their way during online university job fairs, via the webinar 'A strong start – the salary you deserve'.

What are the questions troubling youths at the start of their professional careers?

Annemie: "A frequently asked question is what their extra diploma yields in extra wages. For example, if they obtained a postgraduate degree, they want to know what this could mean for their future salary."

And what are the results?

Annemie: "This extra diploma does not immediately lead to a higher salary when entering the labour market. The extra diploma does open

"The ultimate challenge is to agree on an optimal gross salary with fringe benefits on top."

doors to a wider range of jobs, or offers opportunities for climbing the ladder more easily. Your salary is mainly determined by your position and the sector in which you work. The more baggage, the faster you can grow. And that means higher wages."

And for an estimate, young people can contact ACV...

Annemie: "Exactly. Via www.startersloon.be they can find out what salary they can expect for their specialization and/or a specific position. Our team of service providers then provides them with advice in line with the market, which not only takes into account the wage brackets but also the practicalities. Certainly for more senior positions, employers often have more in store than the sectoral minimum wage brackets. We will then provide the applicants with an indication of what to expect. That typically involves an upper and lower salary estimate. Because there are always employers who offer better or worse pay. For an economist in pc 200, for example, the market starting salary will fluctuate between 2,428 and 3,056 euros. That is a considerable difference with the collective labour agreement-defined bracket wage of 2,059.30 euros. However, employers can of course compensate for this difference with fringe benefits, such as a company car, meal vouchers, a telephone or laptop with an internet subscription... These are fringe benefits may be quite considerable, although one does pay a small contribution for personal usage. The ultimate challenge is to agree on an optimal gross salary with fringe benefits *on top*. After all, social security rights are accrued based on your gross salary. Fringe benefits do not count in this regard."

Do you also provide advice on fringe benefits?

Annemie: "This is not explicitly included in the starting salary advice we provide. However, as a member you can of course also contact the ACV with questions on this topic. For the personal usage of telephone, internet, and laptop, legally defined lump sums are deducted from your salary."

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DROOM NIET OVER JE EERSTE LOON !
Bouw je plannen op echte feiten.

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This is also true for company cars. The tax calculation of the benefit derived from the personal usage of your company car is calculated using a complex formula, which is currently being thoroughly modified. Much also depends on the

“During the application it is also important to make it clear that you are well informed. The recruiter opposite you also knows exactly how much you will earn.”

WOULD YOU LIKE TO KNOW MORE?

- www.startersloon.be for a market-based estimate of your starting salary
- www.loopbaanontwikkeling.be for application tips and CV advice
- www.unitedfreelancers.be for those who are self-employed, or looking to be

By the way, did you know that youths can join at an advantageous rate?

- Membership is free for students.
- School leavers and working youths up to the age of 25 can enjoy the full range of ACV services for as little as 10 euros per month during their first year of membership.

Read all about it at www.jong-acv.be.

car you get and the precise agreements in your contract or the company’s car policy.”

What advice would you like to give to current first-time job seekers?

Annemie: “Salary is certainly a key aspect, but not the only one. Your salary must of course be equitable. But just as important are the actual substance of the job you so eagerly accepted, the opportunities for growth, the team in which you find yourself... Consider the complete picture and use your first job to gain experience and grow. During the application it is also important to make it clear that you are well informed. If you are asked how much you would like to earn, you can respond that you have informed yourself on how much you can expect for this job. The recruiter opposite you also knows exactly how much you will earn. There is usually not much margin for negotiation – save for highly exceptional cases. In addition, ACV is also the right place for application tips. The career centre offers useful tips and even workshops on the matter.”

More and more youths are choosing a self-employed career...

Annemie: “They too can contact ACV. Through United Freelancers we have an extensive offering specific to freelancers. Be sure to look into it if you are considering taking this step.”

Restructuring

Jan Deceunynck

UNION WORK IN DIFFICULT TIMES

“We gain trust through openness and transparency”

Miguel Ochoa Navarrete is a young engineer who tries to make a difference as a management representative at Punch Powertrain. The company produces powertrains for cars and is in dire straits. A restructuring threatens more than 245 jobs. Miguel certainly has his work cut out for him as a starting staff representative.

At the end of last year, Miguel moved on from team leader to specialist in the Technology & Innovation department within Research and Development (R&D). This department is spared this time from the restructuring, however, he is well aware of what a reorganization means. “I lost a job myself once in a restructuring. So I am

“I lost a job myself once in a restructuring. So I am keenly aware of what the employees in question are going through right now. They are upset and disappointed.”

keenly aware of what the employees in question are going through right now. They are upset and disappointed. We are currently doing everything we can to reduce the number of redundancies in consultation with the employer. We also try to ensure a decent severance package, on top of the legally required severance pay.”

And although his job is not under threat at the moment, he is well aware that he is not safe from harm either. “The research department was involved in a previous restructuring at Punch. And if the tide fails to turn, it will once again find itself in the crosshairs the next wave. 2019 was not a good year for Punch Powertrain. We should have made up for it in 2020. But then came corona. So action must be taken. There are never any guarantees. Not at Punch, and not at any other company either.” He does, however, insist that the research department is important – for

the company and for job retention. “Research and development are the engine of a company. It is through research work that we can often still maintain production here.”

One-on-one

Miguel has only been active as a staff representative for a few months. When he was asked to join, he was actually already planning to get in touch. He is eager. “I saw many things that I wanted to do differently. There was too little consultation. As a manager I had experienced the importance of connecting with my employees. There was not enough of that at the company level.” And he notices that his colleagues are already finding their way to him. People approach me, they ask questions about how we want to go about things. We gain trust by being open and transparent. We try to keep everyone informed as soon as possible by e-mail. But we are also always available for one-on-one conversations. Because everyone naturally wants to know what an arrangement specifically has in store means for him or her. We notice that this approach is working. We recently asked our colleagues about the preliminary agreement we concluded on the restructuring. They largely indicated that they were satisfied with both the agreement and our communication.”

Work-life

As a young father, he attaches great importance to *work-life balance*. At the time we spoke with him, his son was just recovering from the RS virus. He had just spent a week in the hospital. Miguel has once again experienced how important it is to be able to make time for these

personal moments. And he notices the same in his colleagues. “A lot of young people work here. With my 6 years of seniority I am already an ‘veteran’ within the company,” he laughs. “Young employees are highly motivated. They sometimes change jobs regularly to build their career. But they also want a liveable balance. I myself am satisfied at Punch. I don not feel the need to change jobs to improve. I am doing what I like to do. I enjoy those eureka moments during every project, when after a long search I finally notice what was still not working or how something can work even better. These are always blissful moments.”

Mexico in Belgium

Miguel ended up at Punch Powertrain from Mexico after a long international trajectory. “As a Mexican schoolboy, I first came into contact with Belgium during a school project around the United Nations, in which I played Belgium,” he recalls. And years later he actually found himself in our country after studying in France and the Netherlands. He found the love of his life here and now lives with his wife and two children in the Flemish Hageland region. “I feel completely settled in now,” he says. But Mexico is never far away. “I have a lot of Mexican friends here. And at Punch I have about seven Mexican colleagues. One of them happens to be an old classmate of mine from Mexico. And for the past two years we have even had a Mexican CEO at Punch Powertrain. I have talked to him a few times. In Spanish of course. How cool is that?”

“But we are always available for one-on-one conversations. Because everyone naturally wants to know what an arrangement specifically has in store means for him or her.”



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