



ITEM: Fostering employee involvement at company level by training the main actors dealing with the European multinationals

Salvo Leonardi

Kick off meeting ITEM project (VP/2014/0053)
Rome, 22-23 February 2015



ITEM

Call for proposals:

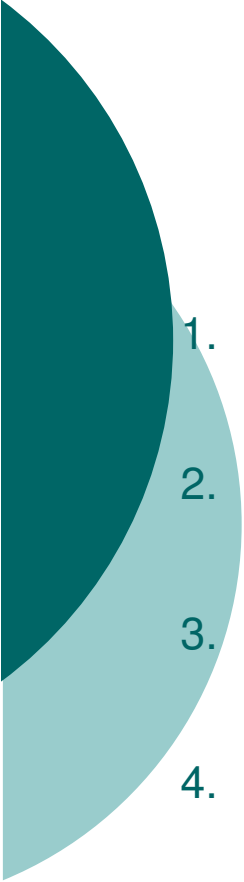
Information, consultation and participation of representatives of undertakings

Grant Agreement no.....

Title: ITEM

Fostering employee involvement at company level by training the main actors dealing with the European multinationals

Outline

- 
1. Premise and project background
 2. Objectives: rationale, general, specific
 3. Activities, partners, tasks, workplan
 4. Financials



Premise

- **The employee involvement at company level is a complex process, formed by a set of issues, challenges and actors.**
- **On the labour side it requires personal knowledge, explicit and tacit skills, relational capabilities, in order to best perform their tasks in the process.**
- **As trade unions organizations and trade unions-related insitutes, we need to equip actors with the appropriate skills to play a strong role during the process of employee involvement at company level.**

The Athens **Manifesto**

5 prioritise the **improvement of working conditions** of all European workers, the fight against undeclared work, corruption and the black economy and **social and wage dumping, through legislation and within the social dialogue.**

7 act so that **all workers**, whatever their form of work is, can lead a decent life and are protected through collective agreements and/or legislation, ensuring equal treatment, and that they can enjoy workers rights.

9 demand new systems of **corporate governance** to promote sustainability, long-termism, and fair pay levels for all – a system in which European Works Councils, trade unions and worker information, consultation and participation rights must play a fundamental role.



Employee involvement and education: what the workers reps need to learn?

- To be trained on the base of their theoretical, practical and relational needs
- To get a reliable and oriented provider
- To be recognized in their the individual and collective skills and capacities
- To go beyond just the legal expertise
- To learn in becoming proactive
- To establish contact points for information on other training providers and experts



Background

- *GLORI, Globalization and industrial relations*
- *MuMMIA, Managing Information & Consultation Agreements in Multisectoral Multinationals*
- *ICARUS, Information and Consultation: Approaches of research coordinating good Union Standards, focusing on the relations among EWC members*
- *Local Site Bargaining*
- *EURACTA and EURACTA 2 on transnational company agreements*
- *La lezione dei CAE a venti anni dalla loro nascita*
- *To.Be.: Towards a better employee involvement in undertakings: roles and tasks of the main actors in establishing and improving European Works Councils*



The “employee involvement” at company level

- Key notions: theories and practices in a comparative perspective
- Information and consultation rights at the national level: norms and practices
- European Works Councils: norms and practices
- European Company: norms and practices

Vs.

- Transnational company bargaining

ITEM aims and concept

to develop employee involvement in undertakings by raising awareness and knowledge on information and consultation mechanisms.

to enhance a process of mutual exchange of experience among trade unions of European Member States and Candidate countries in the field of European Works Council;

- to strengthen trade unionists' skills in order to foster the establishment of new EWCs where there aren't, and a better representation action within the existing EWCs;
- to achieve a better knowledge, among workers, of their information and consultation rights, thanks to the contribution of trade unionists.



General objectives

- to set up a network of trade unionists from the different European countries involved
- to facilitate discussion and exchange of positive experiences, as also problem areas with regard to information, consultation and participation mechanisms.
- to achieve uniformity in the management of the above mentioned mechanisms.
- to create the conditions for project stakeholders to share criteria for the planning and organization of short training actions on employee involvement at company level.



Specific objectives

- to design a experimental training path tailored to trade unionists at different level and responsibility in the four partner countries involved
- to prepare it through a previous an analysis needs with the target groups concerned
- to organize three training courses in each country involved, of 2,5 days each.
- to reach and involve three main target groups: officials, EWCs delegate, shop stewards and workers' reps coping with MNCs
- to focus on the following sectors: commerce, food, catering, warehousing and services



Project consortium: 4 countries and 7 partners

Co-applicants	Name	Country
ABT	S. Leonardi	Italy
FILCAMS-CGIL	F. Mandato G. Guglielmi M. Mensi F. Cochi	Italy
CGIL Lombardia	F. Ghelfi	Italy
EFFATT	E. Somaglia	Belgium
CC.OO Catalunya	R. Bellerà	Spain
WETCO	I. Atanasova	Bulgaria
IDEAS	R. Kelly	Ireland



Operationalization and activities

Activity 1: Setting up of Steering Group and sharing of the **working methodology**.

Activity 2: Organization of short **training actions** targeted to worker representatives dealing with multinationals

Activity 3: Evaluation of the training courses and planning of implementation actions.

Activity 4: Organisation of **a transnational workshop** targeted at EWC members.

Activity 5: Production of the **training guide**

Activity 6: Organisation of **a final transnational conference**



Training courses and target groups: a task for the steering committee

Participants (roughly 45 people) in the country in which the course takes place.

Profile:

- 15 - Trade union officers responsible for social dialogue and collective bargaining with TNCs
- 15 - EWCs members
- 15 - Workers' representatives at workplace level and employees in MNCs

MNCs: to decide jointly the selection criteria

Flexibility: the concrete feasibility in the different national/local contexts concerned

Didactic folders



Which training for which target for which contents in details?

A theme for the steering committee meeting



The training courses contents: some possible issues

The industrial relations in the European countries

The information and consultation (I&C) rights in the national contexts on different issues (general; H&S; in case of merger & acquisition)

The MNC: corporate, economic, trade unions aspects.


The EWC

- role of the EWC in a MNC
- content of the EWC agreement & how to negotiate
- how to enforce the rights of the EWC (politically or legally)
- internal communication between the EWC members
- intercultural communication

The Statute of the European Corporate

The TCAs

Typologies, map, texts, impacts



MNCs and trade unions: how to better work together across borders

- Sectoral MNCs maps and global trends
- Employees representation systems in the EU
- Collective bargaining systems
- Participatory systems
- Focus on specific topics: H&S, wage setting, precarious work,
- Role of the Global and European Trade Unions Federations
- Transnational company bargaining and agreements



Potential experts for the Italian courses

- Salvo Leonardi – ABT
- Francesca Mandato – Filcams
- Mimmo Carrieri – Univ. Roma
- Giorgio Verrecchia – Avv.
- Fausta Guarriello – Univ. Pescara
- Volker Telljohann – IRES E.R.
- *Economista aziendale (MNCs)*
- *Tecniche negoziali (.....)*
- *Close cooperation with European TU federations, ETUC*



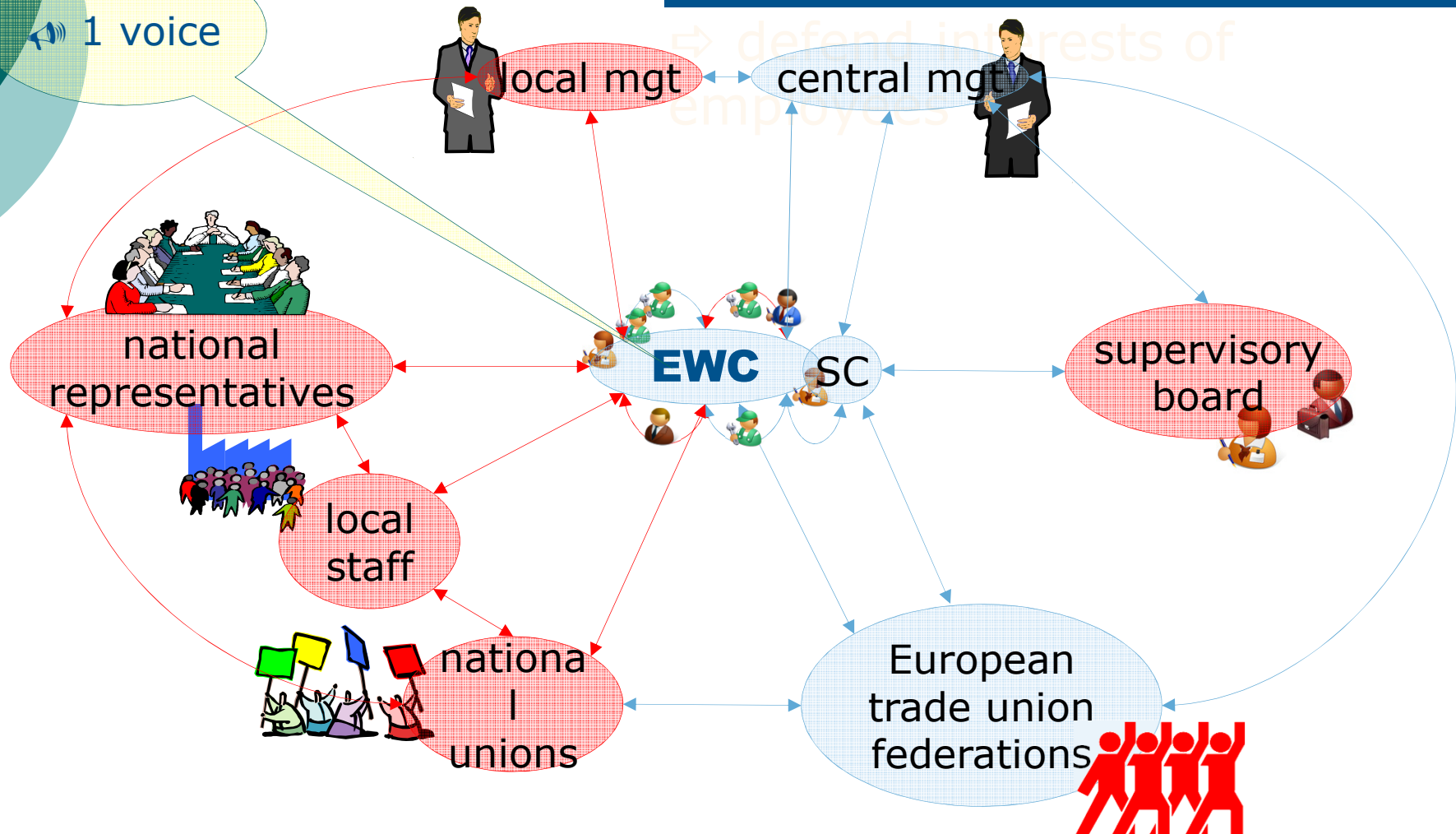
Training modules for EWCs: basic issues

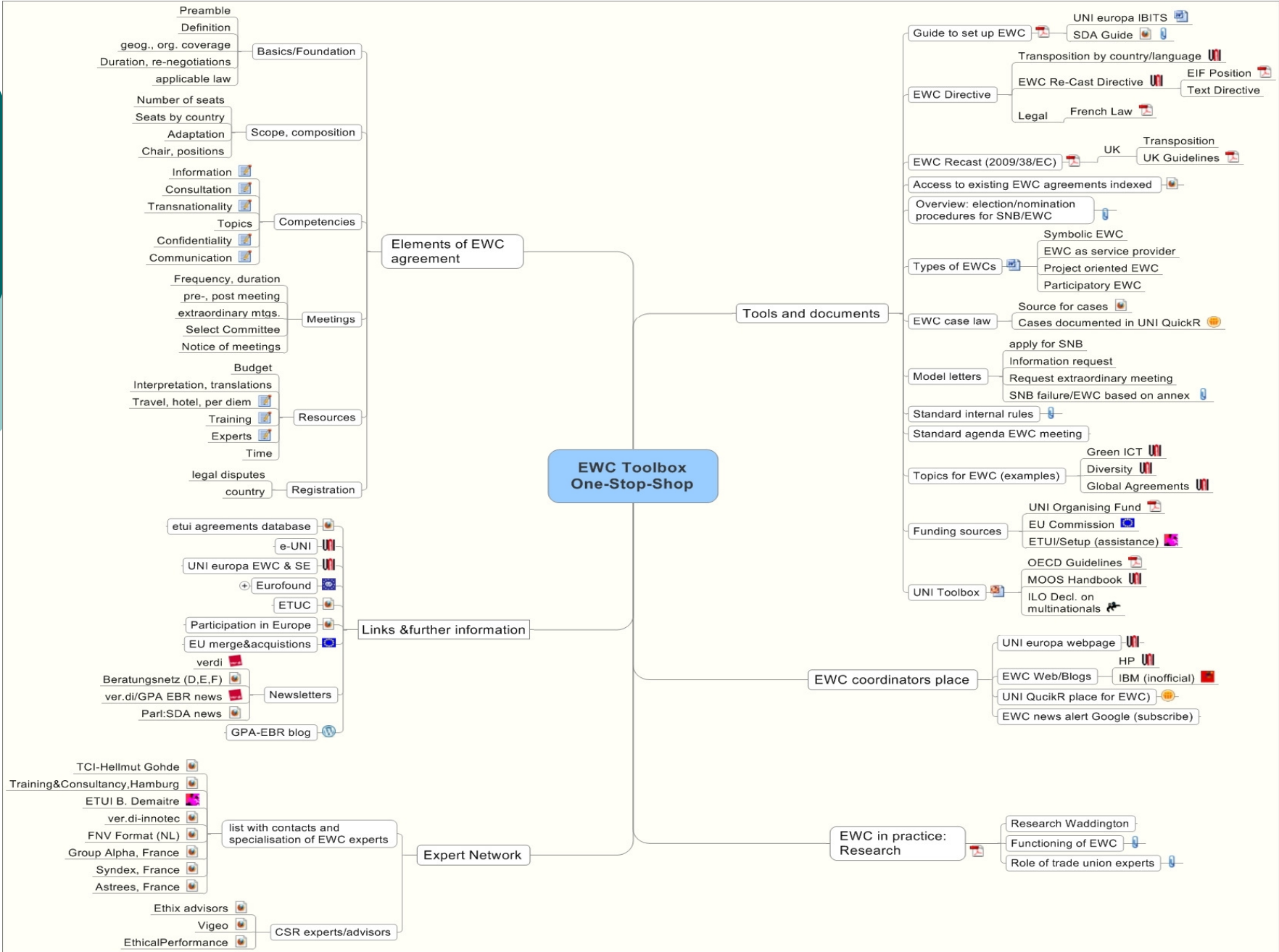
- Legal basics: the recast directive
its implementation in the EU member states
- How to enforce EWC rights
- When is an issue transnational?
- Evaluation of own EWC practice
- What is expected of the EWC and of Management?
- Developing a work programme
- The content of an EWC agreement
- Tasks and rights of a Special Negotiating Body

EWC ⇨ the centre of a communication network

⇨ influence on company decisions

1 voice







The final toolkit

- A vademecum for the delegates (Giorgio Verrecchia?): target, content, format, dissemination
- E-learning (Ilaria Costantini?)

Work plan and timing

Date	Places	Activities	Participants
December 2014		Invitation to the Kick off meeting	ABT
15 January 2015	Rome	Kick off meeting of the Steering group (SC): <ul style="list-style-type: none"> - introduction to the project aims and work plan - setting to the analysis process of needs 	Steering group: <ul style="list-style-type: none"> - Countries involved - Cgil Lombardia - EFFAT - Filcams Cgil
End January 2015		Mailing to partner countries of materials for the interviews	ABT
March 2015		Return to ABT and to Filcams Cgil of the transcribed interviews	Countries involved
15 May 2015	Dublin	I SC Meeting <ul style="list-style-type: none"> - Presentation of the result of the analysis - Organization of the training courses structure 	Steering group: <ul style="list-style-type: none"> - Countries involved - Cgil Lombardia - EFFAT - Filcams Cgil
September 2015 – November 2015		<ul style="list-style-type: none"> - Training courses for trade union officers - Course sequence is as follows: Ireland, Italy, Bulgaria, Spain 	Countries involved Trainers
9 November 2015	Barcelona	<ul style="list-style-type: none"> - II SC Meeting Evaluation meeting	Steering group: <ul style="list-style-type: none"> - Countries involved - Cgil Lombardia - EFFAT - Filcams Cgil

December 2015 – February 2016		Training courses for shop stewards Course sequence is as follows: Spain, Bulgaria, Ireland, Italy.	Countries involved Trainers
5 February 2016	Rome	- III SC Meeting Evaluation meeting	Steering group: - Countries involved - Cgil Lombardia - EFFAT - Filcams Cgil
March 2016 – April 2016		Training courses for EWC members Course sequence is as follows: Ireland, Italy, Spain , Bulgaria	Countries involved Trainers
4 April 2016	Sofia	- IV SC Meeting Evaluation meeting	Steering group: - Countries involved - Cgil Lombardia - EFFAT - Filcams Cgil
16-17 June 2016- 2 days	Brussels	<ul style="list-style-type: none"> • Transnational workshop for EWC members • V SC Meeting (meeting for preparing the European conference) 	EWC members Other trade union organisations Steering group: - Countries involved - Cgil Lombardia - EFFAT - Filcams Cgil
25 November 2016	Milan	European conference	Steering Group Some participant to the courses Trade union experts



Fianancial picture

- Staff costs
- No VAT
- 75% - 25%
- Time sheets (for the all time allocation; see form in the file)
- Travel costs reimbursed
- No subcontracting



Specific rules on eligibility of expenditure

Eligible costs of the project are costs actually incurred by the Beneficiaries, which meet the following criteria:

They must have been incurred during the duration of the project (from 2/12/ 2013 to 1/12/2013);



Staff costs

The staff is only the one indicated in the budget.
Any change must be formally notified to the European Commission.

Staff costs must be calculated on the basis of the actual yearly salary of the employee, divided by workable days in a year and multiplied by the number of days worked on the project.

The employee's yearly salary include his/her gross remuneration, plus all usual contributions paid by the employer such as social security contributions and other statutory costs.

Must be excluding any bonuses, incentive payments , company car, company phone, meal vouchers, etc.



Supporting documents for staff costs

- a copy of the employment contract for each project staff member indicating duties, working hours, employment status and salary (FORM 4);
- timesheets for each project staff member, indicating working hours and activity/tasks performed for the project, signed and dated by employee and employer;
- a copy of the salary slips or payrolls of each project staff member for each month worked on the project;

Travel, accomodation and subsistence allowances

Travel costs and subsistence allowances are not taken into account as lump sum funding but will be reimbursed on the basis of the actual costs subject to the presentation of supporting documents at project closure.

Travel Costs

- **Flight:** The maximum amount allowed for return flights between EU Member States is € 400; **only economy class travel is allowed.**
- **Train:** Expenses for travel by train shall be reimbursed, on the basis of actual costs, at the rate equivalent to a 1st class ticket, except for high-speed train connections, where only travel in economy class must be charged to the project;
- **Car:** Expenses for travel by car where authorized and where the price is not excessive may be refunded with the maximum amount of the 1st class rail fare for the same journey.
- **Taxi:** No reimbursed



Supporting documents for Travel expenses:

- a copy of the invoice for flight or rail tickets stating name of passenger, date of travel and itinerary; proof of payment;
- a copy of flight or rail tickets, **including boarding passes**;
- travel expenses by private car: a copy of the reimbursement claim made to the Coordinator organisation/Co-beneficiary, up to the cost of the first-class rail fare. The Coordinator is asked to indicate the equivalent rail fare for this journey;
- proof of payment or of reimbursement to the participant, if the ticket was purchased directly by him (payment through bank account).



Daily cost per person **(Accommodation, Subsistence, Allowances)**

Daily allowances are intended to cover the costs of the staff members of the project when they are in other town.

Covered:

- costs for accommodation;
- all meals: breakfasts, lunches, coffee breaks, dinners, refreshments, local transportation (costs of travel by taxi and local public transport);
- costs of travel from/to the airport/train station.



Supporting documents

- the attendance list of the meeting held, signed by all participants;
- invoices with name of the person, date of stay, cost per night, excluding telephone and minibar expenses, if hotel invoice;
- invoices with number of meals, if restaurant;
- all dated receipts for local travel (taxi, train, bus), parking etc..



Most frequent reasons for ineligibility:

- Staff not foreseen in budget estimate;
- Insufficient supporting documents.