



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

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Fondazione Giuseppe Di Vittorio

ITEM concept and general objectives

As trade unions organizations and trade unions-related institutes, we need to equip employees representation at all levels with the appropriate skills to play a stronger and more effective role into the undertakings, included the MNCs.

to develop employee involvement in undertakings by raising awareness and knowledge on the participatory mechanisms.

- to enhance a process of mutual exchange of experience among trade unions of European Member in the field of European Works Council (EWCs);
- to strengthen trade unionists' expertise and 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 comparative knowledge – among trade union officials, shop stewards and EWCs delegates – on the different national systems of industrial relations (norms, practices, cultures)

Specific objectives

- to design a shared experimental training path for European trade unionists - officials, shop stewards and EWCs delegate – personally coping with MNCs
- to organize 3 differentiated training courses in each country involved, of 2,5 days each
- to prepare each of them through a previous training needs analysis with the target groups concerned
- to focus the action on the following sectors: trade, commerce and distribution, hotels and restaurants, private services, food and beverage industry
- to realize a project webpage and an handbook

Project consortium: 4 countries and 7 partners

Partners		Country
Fondazione Di Vittorio	S. Leonardi	Italy
FILCAMS-CGIL	M. Mensi G. Guglielmi F. Cochi	Italy
CC.OO Catalunya	R. Bellera C. Pynol	Spain
WETCO-CITUB	I. Atanasova S. Toneva	Bulgaria
IDEAS-SIPTU	F. Jones S. Cronin	Ireland
CGIL Lombardia	F. Ghelfi	Italy
EFFATT	E. Somaglia	EU



What we talk when we talk about “employee involvement”

- ‘Employee involvement’ (or ‘workers’ participation’) is a politically intricate, multifaceted and technically indeterminate category that has multiple meanings, including various concepts and aims that commonly refer to the sphere of *industrial democracy* or *democracy at work*
- In the literature, terms such as *participation*, *engagement*, *involvement* or *empowerment* are sometimes used interchangeably
- ***Employee involvement*** can be understood in terms of its *behavioural sense*, as an approach to human resource management or in its *institutional sense*, which includes only formal mechanisms.
- In its institutional sense, it consists of any **mechanisms or procedures that allow employees and their representatives to intervene in organizational decision-making within the enterprise and to impose joint decisions on company management, thereby asserting the workers’ point of view**

A matter of democracy at work

Economic Democracy (the *distribution*)

Macro

- Nationalization
- Public companies
- Economic Planning
- Structural Reforms
- Fiscal Policy

Micro

- Self-management
- Cooperation
- Unions/Collective investment funds
- Profit-sharing
- Stock-option schemes (ESOP)

Industrial Democracy (the *decision*)

Sector

- Conflict
- Collective bargaining
- I&C rights

Corporate (**Participation**)

- board-level

Indirect (**Involvement**)

- information
- consultation
- co-determination

Direct

- Team Work, TQM, WCM
- Individual

Scope, degree, level and actors

Objective: to counter-balance to management power and prerogative

Ambit: production-related decision-making

Formalization: *ex lege (D; NL; F...); ex contractu (I, the UK..)*

Means: information, consultation, codetermination, co-management

Decision class: executive, administrative, strategic

Level: team, workplace, corporate, **MNC**, national sector,

Actors: team-work, work council, trade union body, **EWC**, sectoral federation

Role and importance of the EWCs in a more and more global scenario

EWCs as the most meaningful and institutionalized tool at transnational level:

- to achieve a form of employee involvement in MNCs
- to allow a “cognitive experience” and a cross-national fertilization, preliminary to any possible further progress on the way of workers international solidarity
- to enhance a bottom-up development of a really European system of industrial relations
- to permit the workers to have an international voice in the current scenario of globalization

A “social infrastructure” of extraordinary human resources

- 1071 EWCs are currently active
- 18 million workers covered
- Roughly 24.000 EWCs delegates

Criticità a 20 anni dalla loro istituzione

- Inadeguata diffusione, malgrado la sua giuridificazione "hard law", tramite (2) Direttive comunitarie
- Più informazione che consultazione, con problemi di tempestività
- L'esclusione formale di una sfera propriamente contrattuale
- Limitato potere di influenza reale sulle scelte delle aziende
- Mancanza di un'adeguata conoscenza degli altri sistemi nazionali da parte dei delegati
- Prevalenza di approcci meramente nazionalisti e localistici alle ristrutturazioni transnazionali



Operationalization and activities

Activity 1: Setting up of a project Steering Committee to share a common **working methodology for training modules**

Activity 2: Organization of 3 **training modules in each country**, tailored to trade unions and workers representatives dealing with MNCs: national or regional officials, shop stewards, EWCs delegates

Activity 3: Organisation of **a transnational workshop** targeted at EWC members.

Activity 4: Production of the **training guide**

Activity 5: Organisation of **a final transnational conference**

Training courses and target groups

Participants: expected 45 people in each partner country

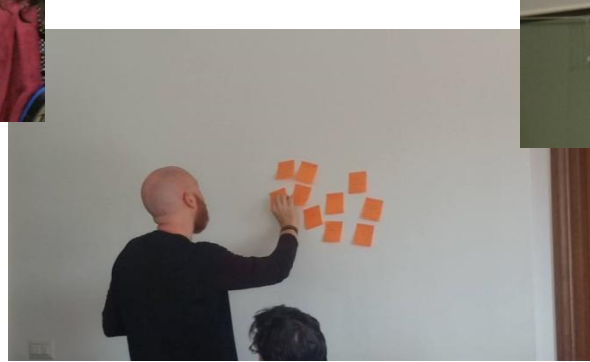
Target groups:

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

Scope: MNCs in the trade, commerce and service sector

Speakers/Lecturers: experts, academics and trade union officials

Approach: common frame with possible adaptation to the concrete needs and feasibility in the different national/local contexts



Employee involvement and training: the ITEM approach and methodology

- to start up with a survey about the training needs of the participants: theoretical, practical and relational
- to mobilize their the individual and collective skills and capacities
- to stimulate a proactive involvement through smaller working groups in different thematic sessions
- to go beyond just the legal/formal expertise
- to get a reliable and oriented provider
- to establish contact points for information on other training providers and experts
- to validate the work done through a post-events evaluation

The contents

The industrial relations in the European countries in a comparative perspective:
models of representation and collective bargaining

The information, consultation and participation rights in the national

The EWC:

- the EU Directives: norms and practices
- networking and transnational coordination
- tacit skills
- intercultural communication
- internal communication between the EWC members

The MNC: corporate, financial and trade unions aspects

Restructuring and role of the EWCs: experiences and possible guidelines

Trade Unions in a global world: **the role of European and International Federation**

The TCAs: typologies, map, texts, impacts

The courses in Barcelona

Course	No. Participants	No. Speakers	Main issues
<i>1st – TU officials</i>	1 st session (21 st October): 25 2 nd session (21 st October): 25 3 rd session (22 nd October): 25 4 th session (22 nd October): 25 5 th session (22 nd October): 25	4	<ul style="list-style-type: none"> •TU models in Europe •I&C rights in Europe •A TU model for EU •EWC as an opportunity
<i>2nd – Shop stewards</i>	1 st session (8 th February): 17 2 nd session (8 th February): 17 3 rd session (9 th February): 17 4 th session (9 th February): 17 5 th session (10 th February): 15 6 th session (10 th February): 15	9	<p>EWC strategy for MNCs</p> <p>Interaction between TU and EWC</p> <p>Improving functioning of an EWC</p> <p>Profile of EWC reps</p>
<i>3rd – EWC delegates</i>	1 st session (26 th April): 21 2 nd session (27 th April): 20 3 rd session (27 th April): 20 4 th session (28 th April): 20+60 5 th session (28 th April): 18+45	10	<p>An EWC strategy for restructuring process.</p> <p>Confidentiality...</p> <p>The EU TUs... From crisis to renewal</p>

The courses in Rome

Course	No. Participants	No. Speakers	Main issues
1st – TU officials 27-29 Oct 2015	13	8	<ol style="list-style-type: none"> 1. Unions e workers representation in a global world: actors and tools 2. Making unionism within MNCs today 3. Models of workplace representation and collective bargaining in Europe 4. The global alliances 5. Organizational and budgetary complexity in MNCs 6. Transnational company bargaining 7. Employee participation in a comparative perspective 8. The ETUC e the social dialogue
2nd – Shop stewards 20-22 Jan 2016	13	9	<ol style="list-style-type: none"> 1. Unions e workers representation in a global world 2. Making unionism within MNCs 3. Models of workplace representation and collective bargaining in Europe 4. The global alliances 5. Organizational and budgetary complexity in MNCs 6. Transnational company bargaining 7. Organizing and campaigning in MNCs
3rd – EWC delegates 30-31 March 1 April 2016	17	10	<ol style="list-style-type: none"> 1. Unions e workers representation in a global world 2. Models of workplace representation and collective bargaining in Europe 3. Making unionism within MNCs 4. The EWCs: normative and practices 5. Organizational and budgetary complexity in MNCs 6. Transnational company bargaining 7. The global alliance in the case of Unicredit Bank 8. Organizing and campaigning in MNCs

The courses in Sofia

Course	No. Participants	No. Speakers / lectures	Main issues
1st – TU officials	29	7	European framework for Information and Consultation, EWCs; TNC and Industrial relations; Transnational Agreements; Global Trade Unions; Transnational Negotiations and Collective bargaining; European trade union context.
2nd – Shop stewards	26	7	training course: agenda, aims and objectives ; WETCO TU activities -CCOO experience presentation; MNCs and Industrial relations, TNA ; Global Trade Unions; -EWCs; Transnational Negotiations and Collective bargaining;
3rd – EWC delegates	20	7	Global Trade Unions; Transnational Negotiations and Collective bargaining; -Organising and Campaigning; -EWCs , profile of EWC member; -TNC and Industrial relations;

The courses in Dublin

Course	No. Participants	No. Speakers / lectures
<i>1st – TU officials</i>	10	<ol style="list-style-type: none">1. Enrico Somalgia - Effat2. Gerry McCormack, Head of Manufacturing Division, SIPTU3. Tony Murphy, Industrial Engineer with the Ideas Institute
<i>2nd – Shop stewards</i>	15	<ol style="list-style-type: none">1. Tanja Reiter, PRO GE, Austria2. Thomas Summereder of Vida, Austria3. Sylvester Cronin of the Ideas Institute
<i>3rd – EWC delegates</i>	15	<ol style="list-style-type: none">1. Frank Jones, Industrial Organiser with SIPTU2. Stephane Portet of Syndex3. David Tarren of Syndex4. Paudie Power of Kostal



1) Please indicate your level of agreement with the statements listed below;

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a) The training was relevant to my needs	✓				
b) Training was delivered to a high standard	✓				
c) Participation /interaction was encouraged	✓				
d) This training met my learning objectives	✓				
e) I can apply the skills/knowledge that I learned	✓				
f) The duration of training was appropriate	✓				
g) The training room/ facilities were suitable	✓				
h) I would recommend this training to others	✓				

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g) The training room/ facilities were suitable		✓			
h) I would recommend this training to others	✓				

2) Please provide any suggestions or additional comments below.

As a member of EWC it would be of great benefit to have the contact details of other EWC members in Ireland

3) What other training are you interested in?

Advanced training for Shop Stewards.

Results achieved up to now

- 12 courses in 4 member states
- nearly 200 people involved in course
- dozens of sessions devoted to some of the most important and urgent issues for the European social dialogue and industrial relations
- Academics, experts and high level trade union officials involved as speakers
- High degree of appreciation from the participants
- A project web-page – *item.filcams.it*
- A training handbook forthcoming