



To.Be.e.EWC

Towards a better employee involvement in undertakings: roles and tasks of the main actors in establishing and improving European Works Councils

Kick off meeting – Rome 15-16 Jan. 2015

Dieses Projekt ist von der EU-Kommission gefördert
This project is being promoted by the EC Commission
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Birth of the **To.Be.e. EWC**: Granada and Sevilla

6 & 7 November 2013, Granada

UNI Europa project EWCs : tools for transnational trade union action

Final conference, **Strengthening EWC through better trade union coordination to tackle the effects of the crisis**

18-20 February 2014, Sevilla - ETUI -

- **Participants' profile:** TU officials of UNI Europa affiliates of different sectors and regions, who have been nominated by UNI Europa secretariat to coordinate one or more EWCs
- **Objective:** Promote communication and coordination across UNI Europa sectors. To do so, role of coordinator will be discussed, EU texts & mechanisms put forward, participants experience shared
- Among those that have participated to both events, a group formed and started asking the question: "in addition to constantly specializing the EWC components, how would it be possible to spread basic knowledge to the whole audience? This is how the To.Be.e EWC project was born.

Partnership



UNI-Europa and affiliates:

- FABI (Leader) Italia
- FILCAMS-CGIL Italia
- FNV Olanda
- HANDELS Svezia
- MUBE Malta
- TUFIB Romania
- UNI (Bruxelles)

With the support of: FISTEL, UILCA and UNICREDIT Italy and with the objective of facing the issue of comanagement with Germany

target companies & sectors

1. Unicredit (bank sector) – ASSOCIATE ORGANISATION;
2. Intesa San Paolo (bank sector – no EWC installed)
3. CreditAgricole (bank sector)
4. Credit Suisse (bank sector)
5. HBSC (bank sector)
6. AXA (insurance)
7. GROUPAMA (insurance)
8. SOFIDEL (graphics)
9. BEPRINTERS (graphics)
10. DS SMITH (packaging)
11. Abercrombie (commerce sector)
12. Gucci (commerce sector)
13. H&M (commerce sector)
14. IKEA (commerce sector)
15. Adecco (TAW sector)
16. Dell (ICT sector)
17. Alten (ICT sector)
18. Det Norske Veritas (ICT sector)

Scope of intervention:

In the diagram UNI Europa, **top right**



The context: EWC and non EWC

- From a trade union point of view and from a legal standpoint, limited to TNCs covered by **Directive 2009/38**, multinational companies are of **two types**

(Source [ETUI](#)):

- Those **with an EWC installed**
- Those **without an EWC**

Multinational companies **with an EWC**

- In 20 years over **1.200 EWCs have been established**, an average of 60 per year; the active ones are slightly over a thousand, current renegotiations around sixty.
- In Europe almost **19 million male and female workers are employed** in a company with an EWC.
- **People that** with various titles are part of an EWC, have been evaluated in between **16 and 21.000**.
- European Federations, even though they may count on the support of CES, ETUI etc, and on the cooperation of local affiliates, are overwhelmed by these enormous numbers, the sum of which brings the total to at least:
 - **1.000 plenary meetings**
 - **2.000 select committees per year;**
 - 1.000 “traditional” and potential rooms worth of people on trade union matters, economic, legal and linguistic topics;
 - An unidentified number of negotiation sessions;

In a context where **Directive 2009/38** strengthens the role and the activities of trade unions, starting with European Federations.

The **European trade union** participates to the establishment of an EWC

“The vision of the EWC changes, since the European union participates to the creation of the EWC itself.” (Verrecchia 2013)

- Do European Federations have the structure, the characteristics, the human and material resources to handle this impact?
- Which should the renewed characteristics/skills of European Federations be, but also of other union structures, starting from the European Confederations and down to the national Federations, and going through the I&C bodies?
- The debate on bargaining ownership and the variability of perimeters, both sectoral and geographical, is wide and slow, if compared with the “mutant” dynamism of companies.

Multinational companies **with no EWC**

- **Second type:** Multinational company with no EWC
- **Over 1.400** TNCs that even though covered by the Directive, still have no EWC.
- What resources for a systematical creation of new EWCs?

Additional Scenario

- After 10 years, there are **2.234 established SE** (Societas Europea) and 16 being established. (**Source ETUI SE Database**).
- These numbers add to those of the EWC (1.000 with and 1.400 without EWC); the amount of TNC potentially covered by negotiation is doubled.

Workshop?

- Nevertheless the trade union movement has no alternative and must organize workers employed in companies WITH and WITHOUT EWC.
- How?
- With which resources?
- This could be a context of “workshops” to experiment

Recipients of the project

The project **To.Be.e. EWC** is for **all the audience of “actors” involved in the “show” which is the process of establishing an EWC:** trade unionists at European and national level, worker reps and shop stewards; components of DSN/EWC, external experts and Coordinators

Each one of these actors has a different level of experience and skills

The project will give them the **custom tools** to standardize procedures and improve the information, consultation and participation process.

During the project, we will constantly measure the **actual training needs** with the European and national “actors” of companies of different target sectors of the project

4-5 passages for 8-9 roles

ROLE	TRADE UNION ALLIANCE	ESTABLISHMENT DSN	NEGOTIATION	MANAGEMENT	RE-NEGOTIATION
Organizer/Trade Union officer	X	X			
Shop steward	X	X	X		
EWC: rep	X			X	X
EWC: select committee				X	X
EWC: Secretary/President				X	X
EWC: Coordinator		X	X	X	X
EWC COORDINATOR		X	X	X	X
EXPERT: DSN,CAE, ...		X	X	X	X
<i>Coordination/Trade Union Alliance= Shadow Government</i>	X	X	X	X	X

Help of 4 external experts

- Expert in trade union issues related to EWCs and **organizing practices**;
- Legal Expert in EWCs and labour related right;
- Expert in **Business Accounting**;
- Expert in **communication** and publishing

Phases of the project:

flux diagram and survey

- WP1. Implementation and update of sector objectives of flux diagram on establishment process and subsequent management of EWC identifying and quantifying passages and actors.
- WP2. Survey to identify the training needs among the main actors of the process.

Base manuals and checklist

- WP3. Preparation of **base manuals and checklist**. The manuals must give the necessary information to each one of the selected groups on the knowledge needs necessary for each phase of the process; accompanied by checklists to test if everything is proceeding correctly, and preventing mistakes and hazards.
- WP4. In each of the involved countries, and in the **specific sectors**, each partner will cooperate to test the manuals and the checklist applying integrations for their own specificity.

Final conference and dissemination

- WP5. During the final conference, the produced manual/checklist will be presented
- WP6. The **dissemination of the manuals and of the acts/multilingual movies** of the Final Conference with the aim of subsequent implementations of the project towards **on-line training**.

Disseminated training, mass training and **tailor-made**

Standardize / Specialize

“give the professional tools and minimum knowledge” to those that in the various roles will participate to the process: from the awareness raising phase of having to do with a multinational company, to active participation, proactive, informed, consulted, negotiation experience in the I&C body and in the negotiating delegation in the TCAs

- How?
- Two parallel paths summarized in the project: To.Be.E. EWC.

Standardize

- **Standardize** as much as possible the **minimum knowledge**, also those with twofold uses, for worker reps and management reps, to give each of the eight roles during the five steps of the process, the basic and common information and monitoring knowledge, through agile manuals: multilingual videos, “role games-check list”; indepth discussions.
- **Freely accessible online material**, that we hope will become online training paths: the only fast, accessible also in terms of costs tool, able to export “training models” immediatly and consttantly usable by a huge audience: the 16-21.000 people which are part of an EWC, and to which we should add an unidentified number of trade unionists; DSN and SE-WC components.

Specialize

- **specialize**, because even in the best of participative worlds possible, in addition to the management reps, which will use the online course maybe only to speed up the process of negotiation and improve the information and consultation one, there will be those that will oppose and slow down the processes and activate the optional prescriptions, and in these cases it will be necessary to **train and maintain an appropriate number of specialists updated on trade union action** so they can intervene in a timely fashion and with the necessary skills, where the role of someone such as the following will be necessary: **organizers, experts, coordinators** and not only. The subsequent and parallel activity will be: indepth training, also in rooms (rooms adequate to the role, monolingual or multilingual) for homogeneous groups and for homogeneous phases of the process.

Project and trade union Follow up

- Possible developments of this project that would allow two advancements, one basic but essential and the other a high level one, specialistic and of future general utility, should be based on a e-learning platform
- European trade union organizations, sector, confederate, European and national level, may not delegate to others their duty: that of constantly being **“Trade Union Alliances” and “Shadow Government” in each trade union process**, especially with TNCs, which involve more unions, and maybe from different countries and sectors. With **To.Be.e. EWC** we will attempt to experiment these aspects as well.

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