ABSTRACT

AGREEMENT REF. NO. VS/2010/0726

THE ROLE OF INDUSTRIAL RELATIONS IN EUROPE 2020: FROM LOCAL CONCERNS TO TRANSNATIONAL ACTION

Iacopo Senatori, Olga Rymkevich, Jenny Rivas

traduzione inglese a cura di William Bromwich

FIRST PART: PROJECT DESCRIPTION

The main objective of the project was to promote a consensus among all the stakeholders (political decision-makers, social partners, enterprises, civil society, etc.) at the EU and national level regarding the need of the convergence in relation to the targets laid down in the European Commission Communication "Europe 2020".[1] In particular, this project is intended to contribute to the in-depth analysis of transnational collective agreements initiated by the EU institutions in recent years, identifying possible connections with the strategy for Europe 2020.

It is obvious that the active involvement and participation of the social partners appears to be an essential precondition for the success of the new EU strategy for smart, sustainable and inclusive growth. Consequently, a more effective promotion of social dialogue at all levels, and in particular at the transnational level (being the latter a relatively new and very complex phenomenon which demonstrates thus a lot of lacunas in its regulation), would serve as a countervailing force in a strategy of participation as a way of emerging from the economic crisis and re-launching production, that would become more efficient thanks to the synergy of all the actors involved, while respecting the objectives of cohesion that have characterised the European social model in a historical perspective. The crucial role of this particular form of social dialogue in the implementation of EU employment policy has been repeatedly highlighted in the literature and by the European institutions. A few years ago, in connection with the Lisbon Strategy and social dialogue, the Commission proposed a legal framework to favour the development of a transnational level of collective

[1] Communication from the Commission, EUROPE 2020 A strategy for smart, sustainable and inclusive growth, Brussels, 3.3.2010, COM(2010) 2020.

bargaining in order to further integrate the common market.[2] For this purpose it was intended to promote the concept and practice of transnational collective agreements, stimulating the dissemination and the exchange of information at EU level on experiences and practices adopted, and proposing adequate incentives of a cultural and technical nature for the development of this form of social dialogue.

Another objective of the project was to boost the exchange of information and best practices on transnational contractual relationships amongst the social partners at all the levels: company, regional, European and worldwide. In this vein, the project involved participants from different countries, namely: Estonia, Bulgaria, Ireland, Spain, Italy, Sweden, UK, France and Germany. The method of work combined academic research of a theoretical nature, and an empirical research. The international partners taking part in the project ensured the transnational coverage of the initiative and took part in the organisation and coordination of the work, both in terms of the theoretical aspects (academic coordination of the thematic areas) and in operational terms (organisation of conferences, seminars and workshops). In order to maximize the effect of the exchange of information, the project was designed as a multi-lateral set of activities including international conferences and workshops open to all the respective members of employee and employers associations, academics and practitioners thus setting up a channel of communication between academic researchers and political decision-makers in order to reproduce, through legislation or collective bargaining, the most virtuous practices and procedures. Special focus (an added value of the project) has been put on the new member states where the institutions of social dialogue are still weak, notwithstanding the evident progress they have made in transposing European legislation in their national legal systems. In order to reach these objectives the project included seminars and internal meetings in different European countries (Ireland, Italy and Spain) including new member states (Estonia and Bulgaria).

Considering the complex nature of the originally formulated objectives, in order to ensure the optimal quality within the determined timeframe, it has been decided to focus on the banking sector and in particular empirical research has concentrated on a single case study, UniCredit Group. The choice of this company can be explained by the fact that the UniCredit is not only one of the biggest multinationals in the sector but also one of the few MNs in this sector which has accumulated the experience in the field of the transnational social dialogue establishing EWC and actively promoting international framework

[2] See Communication from the Commission on the Social Agenda COM(2005) 33 final, 9 February 2005.

agreements. Another advantage is that its subsidiaries are present in almost all the member states participating in the project. This made possible to establish direct dialogue with their representatives and involve them in the conferences and research. Moreover, occasionally the interviews with their representatives within the ambit of our case study, coincided with the renewal of the members of the EWC. This provided an important opportunity for the exchange of experience between management and new members facilitating the start of the activity of the new EWC.

Transnational dimension. The transnational dimension is embedded in the project by means of the involvement in research activities the representatives from different countries (UK, Estonia Bulgaria, Spain, Ireland, Italy, Germany, France, Sweden) and implementation (conferences and project meetings were held in Estonia Bulgaria, Spain, Ireland, Italy). Particular value can be attributed to the involvement of the new members states (Estonia and Bulgaria) where, as mentioned above, social dialogue suffers serious deficiencies. Important is that the transnational nature of the project should not be measured in the short –term perspective from the point of view of the mere exchange of information during the conferences. It is necessary to consider also its long–lasting effects as the dissemination of the results is not limited only to the project participants but embraces a larger range of stakeholders (social partners, enterprises at national level, and last but not least the students, considering the involvement of several universities in the project, and in particular the PhD candidates of the Marco Biagi Foundation's).

Involvement of the partners and stakeholders. The project was designed as a multifaceted multidisciplinary event involving a wide range of participants such as academic institutions, social partners, practitioners etc. among which important academic and research institutions (Marco Biagi Foundation (Italy), NUI University (Ireland), Tartu University (Estonia) and Jaime I University (Spain)). They guaranteed not only a high level of the scientific contribution but acted as a channel of communication with the representatives of the social partners and practitioners in the respective countries. Also non-academic participants like UniCredit, Institute for Social and Trade Union Research of Bulgaria, Institute of Education and Training Research (Italy) provided a valuable support for the project activities. All the parties involved have actively contributed to the debates and what is especially important, committed themselves to promote the dialogue launched in course of this project also after its termination (see annex 1: dissemination results). It is important to point out that the involvement of social partners has been helpful also in raising some critical points such as cultural and linguistic barriers, especially on the part of

the new member states, were risen by the participants. This may undermine in future the activity of transnational bodies in the process of the convergence of national systems of social dialogue with their counterparts. In order to overcome such barriers more conference and research in this field is needed in order to improve information exchange and establishing common positions.

Equality considerations. Equal gender policy is one of the key elements of the 2020 Europe Agenda. Decent work entails consideration for gender components, since precarious employment in many sectors means women's precarious employment. In particular, continuing deficiencies with regard to the reconciliation of work and family life in many areas obstructs women from making the transition to normal employment.[3] Therefore, effective measures are needed to ensure equal involvement and remuneration of women in the world of work. For this purpose in our project we paid particular attention to the active involvement of women both in light of qualitative (women of high professional positions in all ambits – from academic to entrepreneurial sphere were involved) and quantitative aspects. In light of the achieved results we consider that we have successfully put in practice this objective. In fact women were assigned crucial role in our project. The main part of the project initiatives were coordinated by women (Modena conference: Olga Rymkevich and Carlotta Serra; Castellón conference: Carmen Agùt Garcia; Tartu conference: Merle Muda; Sofia conference: Ekaterina Ribarova), as well as the scientific coordination of one of the project phases (Ekaterina Ribarova, phase 4).

Best practices. The exchange of views and information relating to a wide range of experience and practices gave rise to a mutual learning experience among the research group participants and the stakeholders in national and European industrial relations. This aspect was particularly significant for the new Member States (Bulgaria and Estonia), where the concepts and practice of social dialogue are still not fully developed. Moreover, the social partners in these countries still encounter practical difficulties in relation to participation in international conferences, due to the lack of funding, shortage of staff with sufficient knowledge and international experience, and limited language skills. From this point of view the financial contribution of the European Commission was fundamental.

Moreover, the most evident best practice that emerged from the project is of a methodological kind, relating to the approach to organising international conferences. The structure of these conferences, characterised by an alternation of presentations by members of

[3] International Policy Analysis, S. Fischer, et al, *"Europe 2020" – Proposals for the Post-Lisbon Strategy. Progressive policy proposals for Europe's economic, social and environmental renewal*, 2010.

the group on topics relating to the Europe 2020 agenda, and discussions of these topics in the light of the experience of the social partners in each national setting, made it possible to disseminate the principles and objectives of the Europe 2020 agenda at times in contexts in which they were not widely known. In addition, it provided an opportunity to examine in a critical light the match between European policies and national priorities as outlined by the stakeholders in the countries involved.

Finally, it may be said that the project provided an important opportunity to raise awareness and disseminate knowledge about the national and European trade unions in order to work towards joint objectives.

To sum up, it may be said that the project was particularly significant from the point of view of:

- improving knowledge about the various national contexts and promoting cooperation among actors from different political, social and cultura backgrounds;
- providing an opportunity to exchange views in the framework of national and transnational industrial relations, comparing extremely diverse practices among trade unions and employers' associations. In particular, it made it possible to disseminate information about EU policies within the framework of Europe 2020, and to promote among the Member States an awareness of the potential arising from the involvement of the social partners in the European project, above all in relation to national actors (particularly the countries of Central and Eastern Europe) engaged in the construction of a new system of modern democratic industrial relations, and for this reason in need of indications and terms of comparison in relation to the choices to be made and the possible direction to take;
- cultivating awareness of the importance of European social and cultural values relating to the trade unions and the employers' associations, while fully respecting national sovereignty that in critical times becomes particularly significant. It is essential that in relation to the challenges arising from the economic recession, the European countries should not turn in on themselves, but look beyond their borders and enrich themselves with the consolidated experience and best practices at European and international level. Above all it is important from this point of view that the social partners should seek to achieve cohesion and consensus at national level, with a view to following up on international practices in the national setting.

Dissemination of the project results. The stakeholders involved in the project committed themselves to disseminate in an active way the main project results both in course of the project as well as after its termination. Although the international conferences and workshops provided an important forum for the discussion between the employee and employers representative in relation to the European issues delineated in the Europe 2020 communication, it is clear that a lot of work yet needs to be done in this field and dissemination of the results of such international forums and research is essential in tjis regard (see annex 1: dissemination).

SECOND PART: SCIENTIFIC ACHIEVEMENTS

From the scientific point of view, the most important dimensions of the Europe 2020 in relation to the labour market and industrial relations were dealt with in a multidisciplinary perspective with the particular focus on the transnational dimension and new member states' attitude.

On the first strand (Modena and Castellón conferences), a critical evaluation of the former "Lisbon strategy" and employment strategies at the European level was made, underlining how a neo-liberal approach seem to prevail, focusing on a quantitative rather than qualitative assessment of employment policies and of productivity and growth policies. On the other hand, it was emphasized that, despite some peculiar cases where the participation of social partners has been fruitful, in general terms the allocation of strategic power to the transnational dimension (collective bargaining in its several forms, codes of conduct, etc), is still at a preliminary phase, subject to legal uncertainties and restraints on part of actors themselves to shift deliberative powers to the transnational dimension. It was then made clear that the same features are reproduced and somehow strengthened in the 2020 framework. In fact, little room seems to be available for social partners in Europe 2020 "flagship initiatives". Moreover, financial goals seemed to prevail over those related to social cohesion and employment and the intergovernmental nature of the European governance became evident. This leads to criticism towards the absence of a clear vision on how to achieve stated goals and on the development of ambivalent actions. In the light of this scenario, the legal basis for a stronger involvement of social partners was examined. A first reference was made to the Charter of Fundamental

Rights of the European Union, which was given a binding legal effect after the entry into force of the Lisbon Treaty and which guarantees the right of workers to collective action and bargaining at the appropriate levels. A second reference was made to provisions of the Treaty on the Functioning of the European Union (TFUE) contained in article 151, on the task of the European Union (EU) and its member states of promoting employment, the improvement of living and working conditions and social dialogue; article 152 on the recognition and support for the role of social partners at European level; article 154 on the Commission's task of promoting consultation of social partners and the following article 155 on the possibility for social partners to reach agreements and other contractual relations as outcomes of their dialogue at EU level. Secondary legislation of the EU also plays a role: in this case, reference was made to outcomes of the directive on European Works Councils (EWCs, directive 94/45/CE), which led to the establishment of more than 900 EWCs in multinational companies (MNCs), covering around 40% of multinationals falling under its scope.

On the other hand, the European Court of Justice (ECJ) case law (e.g. the so called "Laval quartet") does not seem, to favour the implementation of the legal framework in a way to secure workers' rights. In those cases, economic freedoms seemed to prevail over social rights. Subsidiarity can therefore have a role in the development of "reflexive governance", that is, in "stimulating second order effects on the part of actors rather than traditional forms of command and control"[4], also defined as a "privatization of governance". The strong protection of collective rights seems indeed out of sight in a context which is now more oriented to deregulation.

The emergence of a "Euro-company" level[5] is seen as one of the most relevant issues in the context of "reflexive governance". Under this framework the role of EWCs went beyond their statutory role as information and consultation bodies, generating "arm's length bargaining", happening when "employers and union representatives do not negotiate face-to-face at European level, but the outcomes of sector and enterprise bargaining are increasingly anticipated and co-ordinated across countries"[6]. This kind of informal coordination can nonetheless coexist with more formal ways for coordinating bargaining.

On the management side, the development of enterprise/organization based employment systems requires tools for their coordination according to different contexts,

[4] Arrowsmith, J. and Marginson, P. (2006) *The European Cross-border Dimension to Collective Bargaining in Multinational Companies, European Journal of Industrial Relations,* 12 (3), 245-266. See pages 262-263

[5] Marginson, P. (2000) *The Eurocompany and Euro Industrial Relations, European Journal of Industrial Relations*, 6(1), 9-34

[6] Marginson, P. and Sisson, K. (1998) *European Collective Bargaining: A Virtual Prospect? Journal of Common Market Studies,* 36 (4), 505–28. See page 505

where also coercive comparisons can be put in place, for building a common corporate culture and for reaching competitive advantages.

A procedural rather than a normative framework therefore seems to exist, where implementation of policies requires the involvement of local levels where social partners are active and cooperate. Solutions, in the end, depend on sectors, economic contexts and the existence of genuinely transnational issues. Failures are possible, for example when zero sum outcomes prevail over win-win solutions in bargaining processes. There are yet problems, such as the identity, constituency and mandate of the collective actors involved, and the enforcement of the agreements that can be reached. Nonetheless, this seems to be a "second best" strategy if compared to shortcomings in public regulation, since the autonomous action of social partners at transnational level and under the framework of subsidiarity might be a step forward in preventing the resurgence of local interests and balancing the low commitment of the EU in the social field, which is certainly hampered by the current crisis.

In this context, in the second strand (Tartu), the preliminary findings of the case study undertaken on UniCredit's EWC (hereinafter UEWC) were analysed. The case study represented an important tool for adding value to the project, as it was based on the original in-depth research activity on transnational industrial relations and agreements and was deemed as a helpful tool for stimulating the dissemination and exchange of information on a practical experience, with a specific focus on the cultural and technical reasons and incentives behind the establishment of such a transnational body. Since UEWC is also considered by the European Commission a model case and an example of good practice not only for the financial sector, a deeper understanding of its functioning might also be of interest for other people involved and or/interested in EWCs' activities. The case therefore offered in its complexity a rich amount of information on the actors involved and on the working mechanisms, since the company, who was a partner in the project, also provided a very good level of accessibility to interviews and other documents.

In this perspective a crucial role of UEWC in building corporate identity and consensus, in the reduction of transaction costs and as a part of the company CSR policy and an important tool to promote effective transnationalisation of industrial relations was highlighted. However, it was argued by some commentators, major effectiveness of its activity may be achieved only if the subjective dimension of EWC identity evolves towards deeper integration, thus being able to overcome the limits of excessive centralization and top down approaches through more and better coordination among the different actors involved both at national and European/international levels and in particular with those coming from new

member states. This can only happen if all the parties involved are aware of the fact that potentialities for these bodies reside in their capacity of providing solutions which are better than those that can be found at national level (e.g. in the case of restructuring processes at transnational level). The issue of international solidarity would then arise as a challenge.

Another important point dealt with in the project on the third strand (Sofia) was the analyses of the current situation of industrial relations in the new member states, their level of convergence with the EU and, in particular with the Europe 2020, objectives and the perspectives of the future developments. The large gap between old and new member states in terms of economic development is still very evident, making the divergence between western and eastern countries very clear (notwithstanding the good performance of single countries like Slovenia). One of the most evident and debated problems of the new member states industrial relations is a weak involvement of the social partners in the European social dialogue as well as the underdevelopment of the bipartite social dialogue. Trade unions and employers' associations are not sufficiently involved in coordinating collective bargaining because of the low level of wages in these countries. Trade unions at sectoral level have become members of the European sectoral federations, but their participation in the European social dialogue is still symbolic. Many sectoral employers' associations are even not members of the European structures and their interests are represented by their national inter-sectoral associations.

It is evident that some of the objectives of the new Europe 2020 strategy require more active participation of social partners and restructuring of industrial relations in the new member states. It is important to translate the new issues on the language of industrial relations and to define particular problems at company and sectoral level. The other aim is to involve social partners in formulation of policies regarding the Europe 2020 objectives. However, this is a long lasting process which need majour involvement and cooperation of the social partners and the government.

In particular regarding the Bulgarian context it was noted that despite the fact that Bulgaria has been a member of the EU for more than three years now, it still does not adequately participate in formulation of common EU policies and adoption as well ad it does not show any clear national positions or any attempt to defend its interests. This applies to also to policies in the field of the labour market.

Thus among the main challenges in the sphere of industrial relation, in the new member states, attention was drawn to the still incomplete transition to the market economy in these countries and the lack of long-term strategies including the reform of social security, health and educational systems, labour market reform balancing flexibility and security policies etc.

In the field of national industrial relations these countries need to develop further the culture of the social dialogue promoting bipartism rather than tripartism with the better development of social partners at different levels ensuring a greater participation of national social partners in European and transnational social dialogue. For this more intensive dialogue and information exchange with the other European stakeholders is essential.

Conclusions

Globalisation and integration processes have entailed deep changes over the last decades in all the economic sectors. Global economic crises put in evidence the deficiencies of the national economic and industrial relations systems making evident the necessity of urgent responses to these new challenges. Our project examined the developments in five countries representing a wide range of industrial relations systems from models with a high level of institutionalisation to models based on voluntary approaches or models where social dialogue is merely symbolic. The main research outcomes confirm that the different national systems provided different responses to the crises according to their national traditions but almost all demonstrated a sort of reluctance to change significantly their national industrial relations assets which therefore have not undergone any substantial changes. Social partners at national level demonstrated a solidarity in resistance to the possible changes. The consequence of it is their weak involvement in the internalization processes including European social dialogue. It seems that two apparently contradictory tendencies have been evolved. On one hand, a tendency towards the decentralization of industrial relations at national level while on the other hand, a tendency towards a centralization at the supranational level. This latter one is especially evident in case of MNCs. The main objective and advantage of centralisation in industrial relations is to save time and transaction costs in order to improve efficiency. Another advantage is to have partners to negotiate at central level which can facilitate introduction of internationally coordinated policies along the whole group. However these centralization /decentralization policies must be well balanced as otherwise they risk to undermine industrial democracy and may bring to the exclusion of less powerful employee representatives at plant level from information and consultation procedures.

Therefore, one of the major challenges for the future of industrial relations and in particular for a strengthened role of social partners and social policies such as European Union 2020 is the need for more proactive strategies that anticipate change. In this context, transnational framework agreements might be a useful tool for the establishing transnational

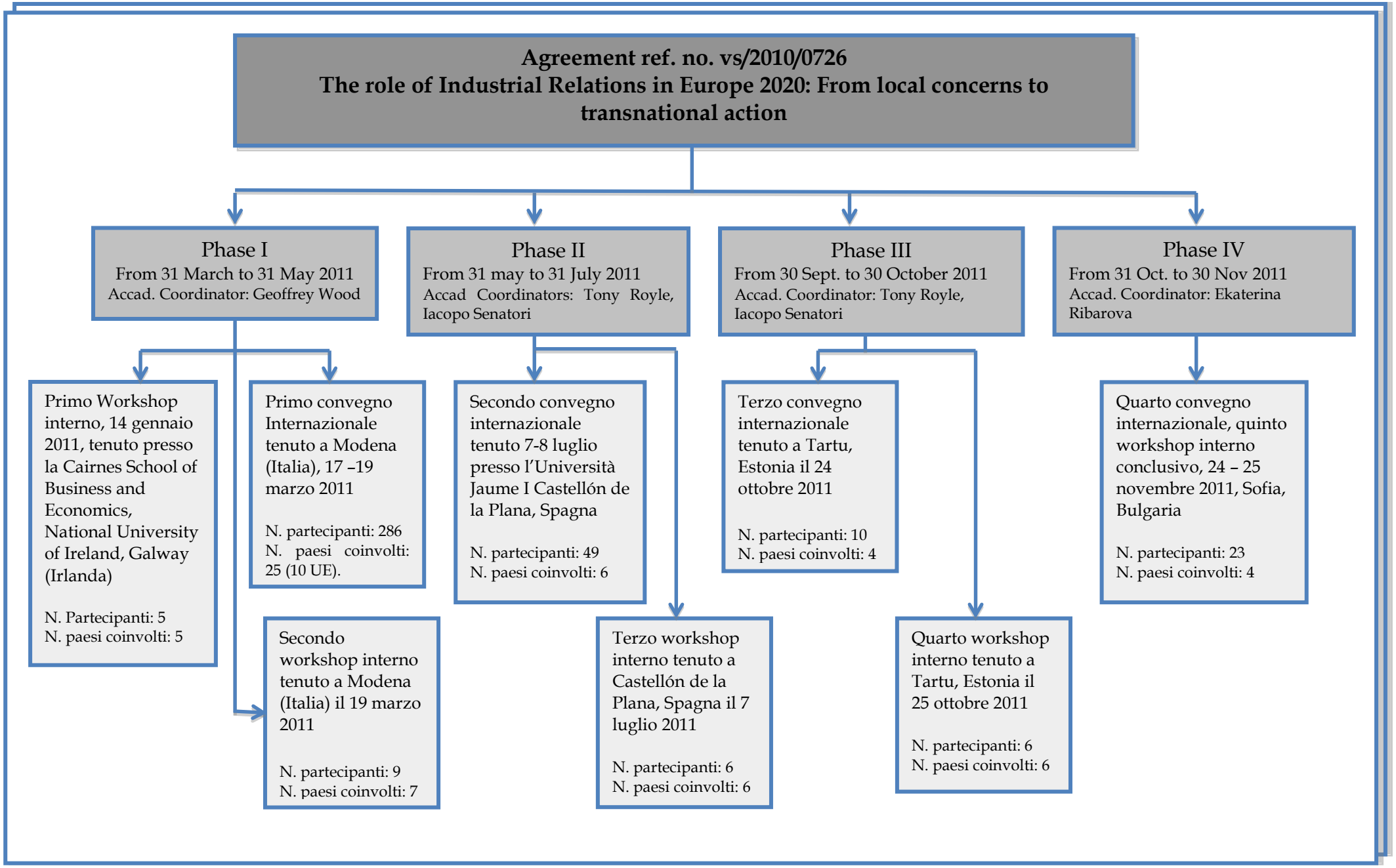
dialogue structures to facilitate the introduction of international policies, for example, in the areas of diversity management, skills development, and performance assessment. From this point of view it is important to encourage the effective exchange of good practices at the international level in order to increase awareness about the benefits of the transnational coordination of industrial relations among the national stakeholders and encourage them to cooperate in this direction ensuring thus stronger integration and co-ordination between the national and international/European level of industrial relations. In this context transnational framework agreements could play crucial role. From this point of view, UniCredit demonstrated a proactive approach in adopting and successfully implementing through the EWC such policies as signing joint declarations and ensuring information and consultation at all levels and in all subsidiaries. This practice can be taken as a virtuous example of the establishing transnational dialogue structure as a means of introducing international policies in different areas such as diversity management, performance assessment, or training.

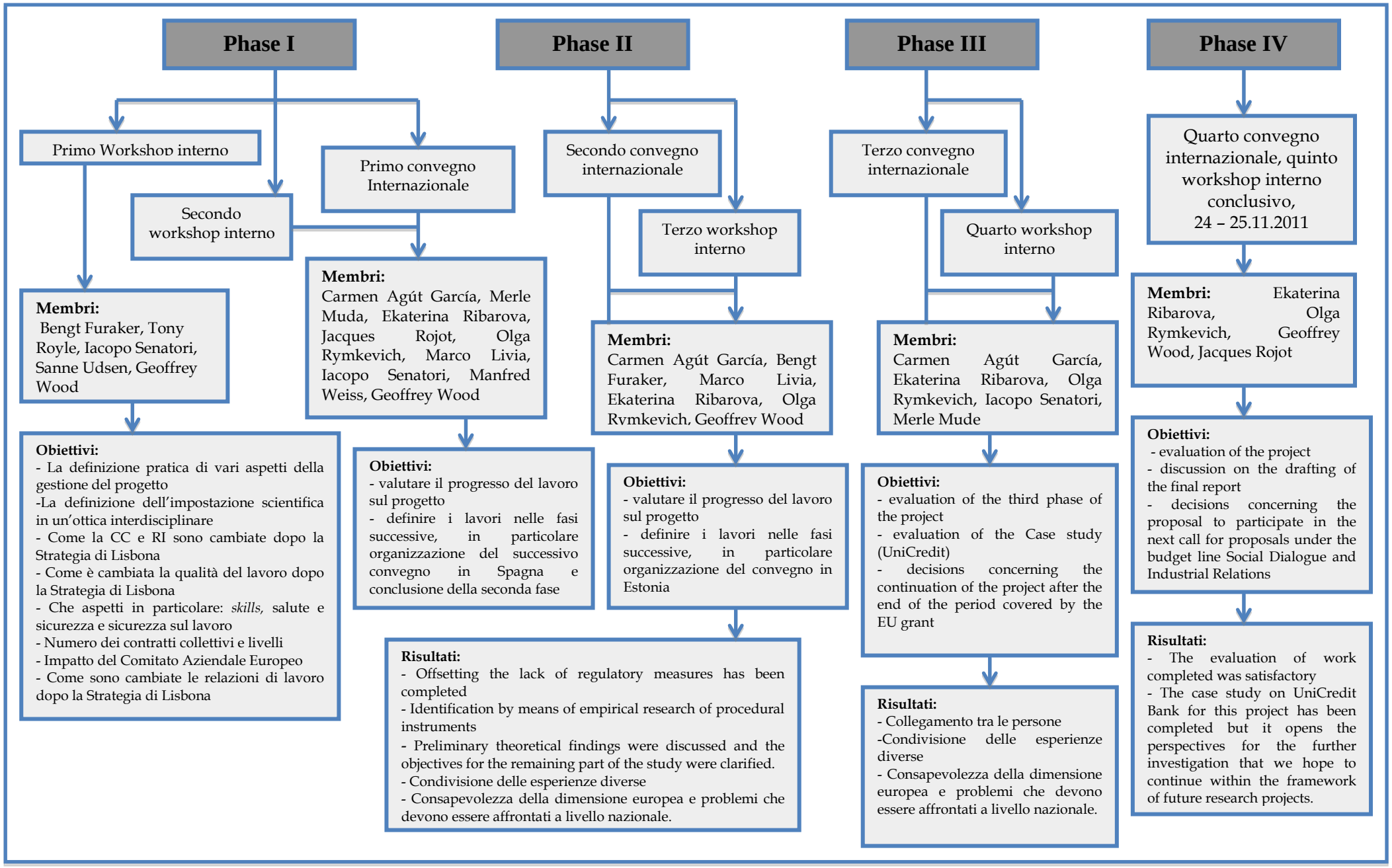
ANNEX 1 – DISSEMINATION

The project is to be disseminated in the following ways:

- publication in English of a selection of papers given at the Modena Conference in the *Bulletin of Comparative Labour Relations*, volume 80, 2012 (this volume, edited by Roger Blanpain, William Bromwich, Olga Rymkevich, and Iacopo Senatori, will be presented at the next conference in March 2012, see list of contents enclosed);
- publication in English of a selection of papers given at the Modena Conference in the *International Journal of Comparative Labour Law and Industrial Relations*, (see list of contents below);
- publication in Italian of a selection of a summary of the papers given at the Modena Conference in March 2011, as well as the final report, in the online working paper series, *Quaderni della Fondazione Marco Biagi*, with distribution of the newsletter to 7,000 addresses on the mailing list;
- publication of the working materials from each international conference (PowerPoint presentations and other materials) on the website of the Marco Biagi Fondation <www.fmb.unimore.it> where it is possible to consult and download the documents in pdf;
- dissemination in Bulgaria by means of the publication of the relative information on the ISTUR website (organised by Ekaterina Ribarova);
- posting of the material on the Sheffield University website and dissemination by means of conferences organised by Prof. Geoffrey Wood;
- dissemination via the local branch of the Chartered Institute for Personnel Development, the professional association for HR professionals in the UK (organised by Prof. Geoffrey Wood);
- publication of a short report for the *Business Leadership Review*, the practitioner-orientated publication produced by the Association of MBAs <www.mbaworld.com> (organised by Prof. Geoffrey Wood);
- publication of a short summary of the project in the languages of the countries taking part, with an information campaign by the members of the research group;
- utilisation of some of the materials for training purposes, with training courses for UniCredit management in the head offices in each of the countries taking part in the project.

The main working language is English event if some materials as the project short summary of the final has been translated into the languages of the participating countries (Italian, French Bulgarian, Estonian, Spanish) and made available of the web sites of the respective institutions in order to make the project results more visible to the as large as possible audience).


Agreement ref. no. vs/2010/0726
The role of Industrial Relations in Europe 2020: From local concerns to transnational action
Phase I
From 31 March to 31 May 2011
Accad. Coordinator: Geoffrey Wood
Phase II
From 31 may to 31 July 2011
Accad Coordinators: Tony Royle, Iacopo Senatori
Phase III
From 30 Sept. to 30 October 2011
Accad. Coordinator: Tony Royle, Iacopo Senatori
Phase IV
From 31 Oct. to 30 Nov 2011
Accad. Coordinator: Ekaterina Ribarova
Primo Workshop interno, 14 gennaio 2011, tenuto presso la Cairnes School of Business and Economics, National University of Ireland, Galway (Irlanda)
N. Partecipanti: 5
N. paesi coinvolti: 5
Primo convegno Internazionale tenuto a Modena (Italia), 17 –19 marzo 2011
N. partecipanti: 286
N. paesi coinvolti: 25 (10 UE).
Secondo workshop interno tenuto a Modena (Italia) il 19 marzo 2011
N. partecipanti: 9
N. paesi coinvolti: 7
Secondo convegno internazionale tenuto 7-8 luglio presso l'Università Jaume I Castellón de la Plana, Spagna
N. partecipanti: 49
N. paesi coinvolti: 6
Terzo workshop interno tenuto a Castellón de la Plana, Spagna il 7 luglio 2011
N. partecipanti: 6
N. paesi coinvolti: 6
Terzo convegno internazionale tenuto a Tartu, Estonia il 24 ottobre 2011
N. partecipanti: 10
N. paesi coinvolti: 4
Quarto workshop interno tenuto a Tartu, Estonia il 25 ottobre 2011
N. partecipanti: 6
N. paesi coinvolti: 6
Quarto convegno internazionale, quinto workshop interno conclusivo, 24 – 25 novembre 2011, Sofia, Bulgaria
N. partecipanti: 23
N. paesi coinvolti: 4


Phase I
Primo Workshop interno
Secondo workshop interno
Primo convegno Internazionale
Membri:
Bengt Furaker, Tony Royle, Iacopo Senatori, Sanne Udsen, Geoffrey Wood
Membri:
Carmen Agút García, Merle Muda, Ekaterina Ribarova, Jacques Rojot, Olga Rymkevich, Marco Livia, Iacopo Senatori, Manfred Weiss, Geoffrey Wood
Obiettivi:
- La definizione pratica di vari aspetti della gestione del progetto
-La definizione dell'impostazione scientifica in un'ottica interdisciplinare
- Come la CC e RI sono cambiate dopo la Strategia di Lisbona
- Come è cambiata la qualità del lavoro dopo la Strategia di Lisbona
- Che aspetti in particolare: skills, salute e sicurezza e sicurezza sul lavoro
- Numero dei contratti collettivi e livelli
- Impatto del Comitato Aziendale Europeo
- Come sono cambiate le relazioni di lavoro dopo la Strategia di Lisbona
Obiettivi:
- valutare il progresso del lavoro sul progetto
- definire i lavori nelle fasi successive, in particolare organizzazione del successivo convegno in Spagna e conclusione della seconda fase
Phase II
Secondo convegno internazionale
Terzo workshop interno
Membri:
Carmen Agút García, Bengt Furaker, Marco Livia, Ekaterina Ribarova, Olga Rymkevich, Geoffrey Wood
Obiettivi:
- valutare il progresso del lavoro sul progetto
- definire i lavori nelle fasi successive, in particolare organizzazione del convegno in Estonia
Risultati:
- Offsetting the lack of regulatory measures has been completed
- Identification by means of empirical research of procedural instruments
- Preliminary theoretical findings were discussed and the objectives for the remaining part of the study were clarified.
- Condivisione delle esperienze diverse
- Consapevolezza della dimensione europea e problemi che devono essere affrontati a livello nazionale.
Phase III
Terzo convegno internazionale
Quarto workshop interno
Membri:
Carmen Agút García, Ekaterina Ribarova, Olga Rymkevich, Iacopo Senatori, Merle Mude
Obiettivi:
- evaluation of the third phase of the project
- evaluation of the Case study (UniCredit)
- decisions concerning the continuation of the project after the end of the period covered by the EU grant
Risultati:
- Collegamento tra le persone
-Condivisione delle esperienze diverse
- Consapevolezza della dimensione europea e problemi che devono essere affrontati a livello nazionale.
Phase IV
Quarto convegno internazionale, quinto workshop interno conclusivo, 24 – 25.11.2011
Membri: Ekaterina Ribarova, Olga Rymkevich, Geoffrey Wood, Jacques Rojot
Obiettivi:
- evaluation of the project
- discussion on the drafting of the final report
- decisions concerning the proposal to participate in the next call for proposals under the budget line Social Dialogue and Industrial Relations
Risultati:
- The evaluation of work completed was satisfactory
- The case study on UniCredit Bank for this project has been completed but it opens the perspectives for the further investigation that we hope to continue within the framework of future research projects.