



UNIVERSITÀ  
CATTOLICA  
del Sacro Cuore

**UAB**  
Universitat Autònoma  
de Barcelona



VS/2016/0332

## The role of industrial relations systems in creating New forms of job and enterprise to protect the local economy

VS/2016/0332

### **WORK PLAN** **Vilma Rinolfi, CISL**

9-10 February 2017

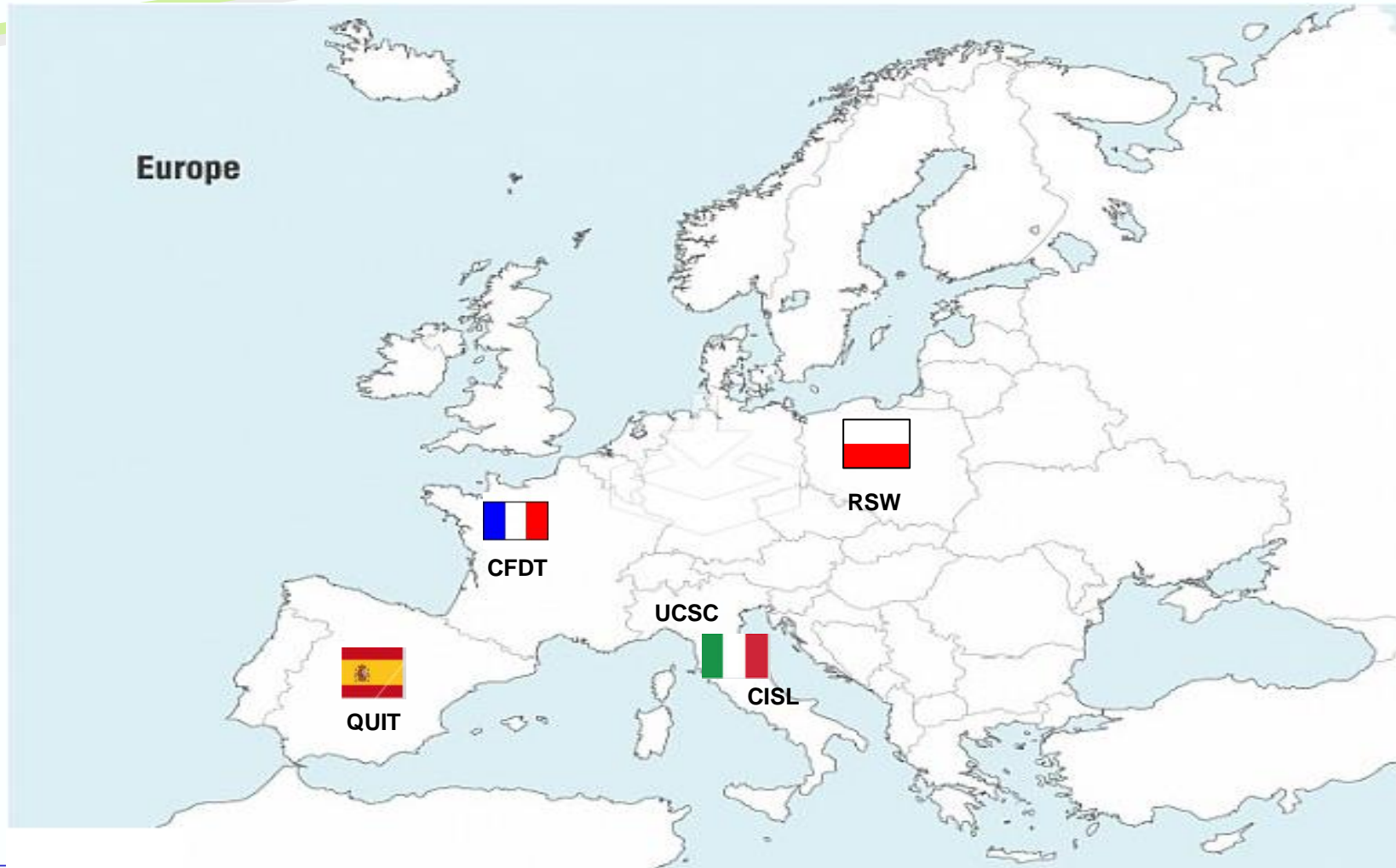
Centro Studi Cisl

Via della Piazzuola 1 - Florence



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# PARTNERSHIP



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# GANTT

	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII	XIV	XV	XVI	XVII	XVIII
<b>Actions</b>																		
<b>WP 1</b> Ę Coordination and monitoring																		
<b>WP 2</b> Ę Desk research																		
<b>WP 3</b> Ę Field research																		
<b>WP 4</b> Ę Exchange seminar																		
<b>WP 5</b> Ę Final report																		
<b>WP 6</b> Ę Local dissemination																		
<b>WP 7</b> Ę Final conference and follow up																		



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# WORKPLAN

## WP 1 – Co-ordination and monitoring

18 Months - January 2017 / June 2018

Applicants involved: all

## WP 2 – Desk research

5 Months - February / June 2017

Applicants involved: all

## WP 3 – Local analysis (Field research)

7 Months - April / October 2017

Applicants involved: all

## WP 4 – Exchange of information

3 Months – October / December 2017

Applicants involved: all

## WP 5 – Final Report

3 Months – December 2017/February 2018

Applicants involved: CISL, UCSC

## WP 6 – Local dissemination and follow-up

3 Months – March / May 2018

Applicants involved: all

## WP 7 – Final conference and follow-up

1 Month – June 2018

Applicants involved: all



**WP1**  
**CO-ORDINATION and MONITORING**  
February 2017 - July 2018

**THE PMG**  
**Project Management Group**

**A project manager  
of each applicant**

*The project manager is a  
representative that will  
interface with the co-  
ordinator and the other  
applicants on everything  
aspect of the project*





## WP1 CO-ORDINATION and MONITORING 18 Months - January 2017 / June 2018

### PROJECT MANAGEMENT GROUP

- project co-ordination,
- major management decisions,
- setting quality principles,
- review criteria,
- communication and administrative procedures,
- dissemination strategies

### CISL

- day-to-day management and project administration,
- monitoring of all projects activities.
- the project manager will ensure the achievement of all objectives and fulfilments within the deadlines

### UCSC

- supervision on the quality of the elaboration processes for final products of the project
- academic support to trade unions involved in the project
- integration and coherence of project procedures outputs and services

**ALL CO-APPLICANTS WILL PARTICIPATE TO ALL THE EVENTS AND MEETINGS FORESEEN BY THE PROJECT (EXCEPT LOCAL SEMINARS) AND PROVIDE, ALONG ALL THE PROJECT, FINANCIAL DATA AND PROGRESS OF ACTIVITIES**



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## WP1 CO-ORDINATION and MONITORING 18 Months - January 2017 / June 2018

### MILESTONES/DELIVERABLES/DEADLINES

**3 PMG meetings**



First at Kickoff meeting,  
Second at Exchange seminar  
Third at Final Conference;

**Schedule/internal communication-information**

**Project leaflet (CISL);**

**Sheets/reporting paper/evaluation grids (CISL);**

**Tools and forms for desk and field research (CISL and UCSC - to be shared);**

**Evaluation report in October 2017 and May 2018 (CISL + co-applicants)**

**Minutes on the PMG and kickoff meetings (CISL)**



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## WP2 - DESK RESEARCH 5 months   February / June 2017

### Shared/Common grid of analysis

CISL and UCSC will suggest a common grid of analysis to be shared with all applicants

### Issues of analysis (for each country involved in the project)

➤ The labour market  
➤ The development of micro enterprises (1-9 employees) in the last five years (2012/2016)  
*SOURCES: National Statistic Institutes and Eurostat*

➤ The current national labour and entrepreneurship legislation regarding creation of new forms of job and enterprise  
*SOURCES: National legislation and Eurofound restructuring support instruments database*

➤ The possible EU facilities for investments  
*SOURCES: EC Annual Growth Survey*

➤ The restructuring or closures of production plants that foresaw collective redundancies  
*SOURCES: Eurofound ERM database; other sources identified by the applicant*

➤ The cases where industrial relations systems have found new ways to manage the collective redundancies (new forms of job and/or enterprise)  
*SOURCES: EC Reports on Industrial Relations in Europe: Eurofound Observatories (EurWORK and ERM), national products (reports, surveys, etc.), other Eurofound surveys (e.g. the 2014 Eurofound report Effects of restructuring at regional level and approaches to dealing with the consequences)*



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## WP2 - DESK RESEARCH 5 months   February / June 2017

### MILESTONES/DELIVERABLES/DEADLINES

Desk research based on primary sources and, possibly, information provided by social partners

**Shared grid of analysis**

*Suggested by CISL and UCSC: 3 March 2017*

*Approved by all applicants: 10 March 2017*



Start of the Desk research: *13 March 2017*

**4 in-depth country profiles: by 9 June 2017**

**Overview report on WP2 findings: by 30 June 2017**



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## WP3 - FIELD RESEARCH

7 months   April / October 2017

### Shared/Common grids of indicators

CISL and UCSC will suggest a common grid of analysis to be shared with all applicants

#### FIRST STEP

Starting from the cases identified in WP2 Applicants will carry on detailed interviews (mostly by telephone) to the actors involved in these cases

##### WHY?

➤ *In order to identify the most relevant cases also considering their transferability*

#### SECOND STEP

Following the identification of one or two relevant cases

➤ *Deeper research by interviews and meetings on site with local actors and, possibly, workers involved in the case study*

**UCSC WILL SUPPLY A SCIENTIFIC SUPPORT TO CFDT IN THIS WP**



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## WP3 - FIELD RESEARCH 7 months È April / October 2017

### MILESTONES/DELIVERABLES/DEADLINES

#### First shared grid of indicators

*Suggested by CISL and UCSC: 21 April 2017*  
*Approved by all applicants: 28 April 2017*

*First step of Field Research (interviews by telephone): 2 May / 30 June 2017*

*contemporaneously with the last months of Desk Research*

#### Second shared grid of indicators

*Suggested by CISL and UCSC: 4 July 2017*  
*Approved by all applicants: 12 July 2017*

*4 brief reports on case studies and identification of the most relevant ones: by 3 July 2017*

*Second step of Field Research (interviews/meeting on site): 13 July / 12 October 2017*

*4 reports on the results of the field-research second step: by 13 October 2017*

*Meeting and contacts between Cfdt and UCSC (April/Oct 2017)*

*Draft report on WP2 and WP3 findings: by 20 October 2017*



## WP4   EXCHANGE OF INFORMATION

3 months   October / December 2017

CISL, with the supervision of UCSC, will collect all the information and organise the results as a whole in order to produce a draft report which will summarise and compare all the research results and evaluate the transferability of the identified practices

The draft report will be sent to ETUC in order to collect more suggestions.

Following ETUC evaluation, the draft report will be sent to some European social actors in order to evaluate and verify the effective transferability at European level of the identified practices.

All applicants will evaluate and validate the suggestions collected by CISL at the  
**SECOND PMG MEETING and EXCHANGE SEMINAR**



## WP4   EXCHANGE OF INFORMATION 3 months   October / December 2017

### MILESTONES/DELIVERABLES/DEADLINES

**Draft final report 25 October 2017**

**The draft report will be sent to ETUC: 26 October 2017**

**The draft report will be sent to some European Social Partners: 16 November 2017**

**CISL will collect all the suggestions: by 30 November 2017**

**CISL will send suggestions to applicants: by 5 December 2017**

**SECOND PMG MEETING AND EXCHANGE SEMINAR: 14   15 December 2017**

**Minutes of the II PMG and Exchange meetings (CISL)**



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## WP5   FINAL REPORT

3 months   December 2017 / February 2018

### FINAL REPORT

CISL and UCSC will write the final report considering the WP4 findings

### EXECUTIVE SUMMARY

CISL and UCSC will extract an executive summary by the final report which will highlight the possible transferability of the identified industrial relations practices





## WP5 È FINAL REPORT 3 months È December 2017 / February 2018

### MILESTONES/DELIVERABLES/DEADLINES

**Final report sent by CISL to all applicants: *by 23 January 2018***

**Evaluation and validation of the final report by all applicants: *by 2 February 2018***

**Executive summary sent by email to all applicants: *by 20 February 2018***

**Evaluation and validation of the executive summary by all applicants: *by 28 February 2018***



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## WP6 È LOCAL DISSEMINATION

3 months È March / May 2018

**CISL will provide the final report and executive summary to all applicants by email**

**Each applicant (excepting UCSC) will translate the executive summary in its national language**

**Each applicant (excepting UCSC) will organise a local seminar in order to disseminate the project findings and products**

***WHERE?***

***Possibly in one of the case-study areas***

***WHO WILL BE INVITED?***

***Experts of industrial relations, social actors, public institutions, workers, etc.***



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## WP6   LOCAL DISSEMINATION 3 months   March / May 2018

### MILESTONES/DELIVERABLES/DEADLINES

CISL will provide the executive summary in English to applicants: *by 1 March 2018*

Applicants will translate the **executive summary in their local language** and prepare material for their local seminar: *by 16 March 2018*

**LOCAL SEMINARS: 19 March / 31 May 2018**

Each applicant (excepting UCSC) will provide **a report on its local seminar in English:**  
*19 March / 31 May 2018*



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## WP7 È FINAL CONFERENCE

1 month È June 2018

**CISL will organise the Final Conference**

**WHO?**

**Social Actors**

**Experts of industrial relations**

**European social actors already involved in the project**

**EC representatives**

**Eurofound Italian correspondent**

**WHO?**

**All applicants,  
affiliated and  
associated  
entities will take  
part at the final  
conference**

**III PMG meeting and follow-up**

**All applicants will participate at the final conference  
and support the dissemination of the project products**



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## WP7 È FINAL CONFERENCE 1 month È June 2018

### MILESTONES/DELIVERABLES/DEADLINES

CISL will write a **Press release** for the dissemination: *by 15 June 2018*

CISL will prepare a **multilingual report with executive summary in 5 languages:** English, French, Italian, Spanish, Polish: *by 15 June 2018*

**Third PMG meeting and Final Conference:** *21 and 22 June 2018*

CISL will write the **minutes on III PMG meeting:** *30 June 2018*



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## PLANNING

**February 2017 Florence - Kick off meeting and first PMG meeting**

**13 July / 12 October 2017 Field-Research Local meetings**

**October 2017 Paris - Meeting between the researchers of UCSC and CFDT**

**December 2017 Florence - Exchange Seminar and second PMG meeting**

**March/May 2018**

  Florence (or in one of the case-study areas)   Local seminar

  Paris (or in one of the case-study areas)   Local seminar

  Barcelona (or in one of the case-study areas)   Local seminar

  Radom (or in one of the case-study areas)   Local seminar

**June 2018 Rome/Florence - Third PMG meeting, follow up and final conference**





## DELIVERABLES

### WP1

Project leaflet (CISL);  
Sheets/reporting paper/evaluation grids (CISL);  
Evaluation reports (CISL + co-applicants);  
Tools and forms for desk and field research (CISL/UCSC + all co-applicants);  
Minutes of the first PMG and kickoff meetings (CISL);

### WP2

4 in-depth Country profiles with statistics data on national employment and enterprises together with some brief notes on the current national labour and entrepreneurship legislation which facilitates the creation of new forms of job and enterprise (all applicants excepting UCSC);  
Overview report on WP2 findings

### WP3

4 brief case-study reports on the results of the field-research first step (all applicants excepting UCSC)  
4 reports on the field-research second step (all applicants)  
Draft overview report on WP2 and WP3 findings (CISL + supervision of UCSC);

### WP4

Draft final report on the transferability of the identified practices (CISL, all applicants, affiliated and associated entities);  
Minute of the Second PMG meeting and Exchange Seminar (CISL);

### WP5

Final report in English (CISL and UCSC);  
Executive summary in English (CISL and UCSC)

### WP6

Executive summary in 4 languages: Italian, Spanish, French and Polish (all applicants apart from UCSC)  
4 local-seminar reports in English (CISL + co-applicants apart from UCSC);

### WP7

Press release (CISL)  
Multilingual report with executive summary in five languages: English, Italian, Spanish, French and Polish (CISL);  
Minutes of the third PMG meeting (CISL).



# ROLES AND RESPONSIBILITIES



**Do not worry  
about it!**



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## WP1

# CO-ORDINATION and MONITORING

18 Months - January 2017 / June 2018

CISL	UCSC	QUIT	CFDT	RSW
Financial monitoring	Every three months . provide financial data	Every three months . provide financial data	Every three months . provide financial data	Every three months . provide financial data
Monitoring of the state of progress of the activities	On October 2017 and May 2018 fill in the Evaluation-grid	On October 2017 and May 2018 fill in the Evaluation-grid	On October 2017 and May 2018 fill in the Evaluation-grid	On October 2017 and May 2018 fill in the Evaluation-grid
Set-up of PMG and kickoff meetings	Participation	Participation	Participation	Participation
Minutes on the events	----	----	----	----
Processing tools for desk research	Support	Contribution	Contribution	Contribution
Processing tools for field research (shared indicators)	Support	Contribution	Contribution	Contribution



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## WP2 - DESK RESEARCH

5 months È February / June 2017

CISL	UCSC	QUIT	CFDT	RSW
Processing tools for desk research (questionnaire)	Support	Contribution	Contribution	Contribution
Collecting data regarding Italy and filling in the shared grid. Identification of some cases to be deeply analysed in WP3	Support CISL in the identification of important case studies Support to CFDT in analysing the WP2 results	Collecting data regarding Spain and filling in the shared grid. Identification of some cases to be deeply analysed in WP3	Collecting data regarding France and filling in the shared grid. Identification of some cases to be deeply analysed in WP3	Collecting data regarding Poland and filling in the shared grid. Identification of some cases to be deeply analysed in WP3
In-depth Italy report profile	Support	In-depth Spain report profile	In-depth France report profile	In-depth Poland report profile
Draft version of Overview report on WP2 results	Support	Contribution	Contribution	Contribution



## WP3 - FIELD RESEARCH

7 months È April / October 2017

CISL	UCSC	QUIT	CFDT	RSW
Processing tools for steps 1 and 2 (shared grids of indicators)	Support	Contribution	Contribution	Contribution
Step 1: Detailed interviews to actors of identified cases (mainly by telephone) Brief report on cases	----	First step: Detailed interviews to actors of identified cases (mainly by telephone) Brief report on cases	First step: Detailed interviews to actors of identified cases (mainly by telephone) Brief report on cases	First step: Detailed interviews to actors of identified cases (mainly by telephone) Brief report on cases
Step 2: Identification of maximum two relevant cases, interviews on site, report on II step	Support in the identification of interesting cases. Interviews on site Support, contacts and meeting with CFDT	Step 2: Identification of maximum two relevant cases, interviews on site, report on II step	Step 2: Identification of maximum two relevant cases, interviews on site, report on II step. Contacts and meeting with UCSC	Step 2: Identification of maximum two relevant cases, interviews on site, report on II step
Data analysis and overview report on WP2 and WP3 main findings and possible transferability	Supervision	Contribution	Contribution	Contribution



## WP4 È EXCHANGE OF INFORMATION

### 3 months È October / December 2017

CISL	UCSC	QUIT	CFDT	RSW
Draft final report on the transferability of the identified practices and with data	Supervision	-----	-----	-----
Contacts with ETUC and European social actors	-----	-----	-----	-----
Collection of suggestions and share of these with applicants by email	Contribution	Contribution	Contribution	Contribution
Organisation of the exchange seminar and the second PMG meeting	Participation	Participation	Participation	Participation
Editing of minutes on II PMG meeting and Exchange seminar	-----	-----	-----	-----





## WP5 È FINAL REPORT

3 months È December 2017 / February 2018

<b>CISL</b>	<b>UCSC</b>	<b>QUIT</b>	<b>CFDT</b>	<b>RSW</b>
Editing of final report considering all suggestions	Supervision	Contribution / validation	Contribution / validation	Contribution / validation
Editing of the final-report executive summary	Supervision	Contribution / validation	Contribution / validation	Contribution / validation



## WP6 È LOCAL DISSEMINATION

3 months È March / May 2018

CISL	UCSC	QUIT	CFDT	RSW
Translation of the executive summary in local language	----	Translation of the executive summary in local language	Translation of the executive summary in local language	Translation of the executive summary in local language
Organisation of the local seminar	Participation	Organisation of the local seminar	Organisation of the local seminar	Organisation of the local seminar
Minutes on the local seminar and possibly follow-up indications	----	Minutes on the local seminar and possibly follow-up indications	Minutes on the local seminar and possibly follow-up indications	Minutes on the local seminar and possibly follow-up indications



## WP7 È FINAL CONFERENCE

1 month È June 2018

CISL	UCSC	QUIT	CFDT	RSW
Edit of a multilingual report with executive summaries in 5 languages	----	Contribution	Contribution	Contribution
Organisation of the III PMG meeting and final conference	Participation	Participation	Participation	Participation
Minutes on the III PMG meeting	----	----	----	----
Dissemination of the project findings and products	Dissemination of the project findings and products	Dissemination of the project findings and products	Dissemination of the project findings and products	Dissemination of the project findings and products



## WP1

Coordination and monitoring of all co-applicants involved in the project. Coordination and monitoring of the project activities. Organisation of kickoff meeting and first PMG meeting.

## WP2

Set-up of the shared tools for desk research. Data collection regarding Italy and filling in the shared grid. Identification of some cases to be deeply analysed in WP3. Edit of the Italian profile and draft overview report of WP2 results.

## WP3

Set-up of the shared tools for local research. Carrying on some detailed interviews (mainly through telephone) to the actors involved in the identified cases (first step of WP3) in order to identify maximum two cases to deeply analyse through interviews on site (Second step of WP3. Edit of a report on the main results of WP3 second step.  
Edit with the supervision of UCSC of a comparative report on the WP2 and WP3 findings.

## WP4

Organisation of the exchange seminar and the second PMG meeting. Contacts with ETUC and the European Social Actors. Edit of a draft final report on the transferability of the identified practices and with data and information developed by this WP

## WP5

Collection of possibly more suggestions by co-applicants and European social partner. Edit, with the supervision of UCSC, of the final report and its executive summary.

## WP6

Translation in national language of the executive summary. Organisation of the local seminar and elaboration of a minutes on the seminar main findings and possibly follow-up indications.

## WP7

Edit of a multilingual report with executive summaries in five languages. Organisation of the final conference and the third PMG meeting and dissemination of the project findings (website, internal press, etc.)



## UCSC È R&R

### WP1

The UCSC will assure, as its main role, an academic support to the trade unions involved in the project and a supervision on the project tools/products. Participation at kickoff meeting and first PMG meeting.

### WP2

Supporting CISL in the setting-up of the shared grid for desk research and in the Identification of some Italian cases to be deeply analysed in WP3. Academic support to CFDT, through contacts by email or telephone, in analysing the WP2 results.

### WP3

Supporting CISL in order to identify the indicators for the field research. Furthermore, UCSC will support CISL in analysing Italian case studies (identified in first step of WP3) in order to choose maximum two cases to deeply analyse through interviews on site (Second step of WP3). Carrying out Interviews on site. Supervision of CISL in editing of a comparative report on the WP2 and WP3 findings and the evaluation of possible transferability of the identified industrial relations practices. Academic support to CFDT, through email, telephone and a meeting in Paris, in analysing WP3 results.

### WP4

Participation at the exchange seminar and the second PMG meeting.

### WP5

Supervision on the development of the final report and its executive summary.

### WP6

Participation at the local seminar.

### WP7

Participation at the final conference and the third PMG meeting and dissemination of the project findings (website, internal press, etc.)



## CFDT (with support of UCSC), QUIT, RSW R&R

<b>WP1</b>	Participation at kickoff meeting and first PMG meeting.
<b>WP2</b>	Data collection regarding their own countries and filling in the shared grid. Identification of some cases to be deeply analysed in WP3. Edit of their country profile.
<b>WP3</b>	Carrying on some detailed interviews (mainly through telephone) to the actors involved in the identified cases (first step of WP3) in order to identify maximum two cases to deeply analyse through interviews on site (Second step of WP3). Edit of a report on the main results of WP3 second step.
<b>WP4</b>	Participation at the exchange seminar and the second PMG meeting.
<b>WP5</b>	Possible more suggestions (by email) during the elaboration of the final report. Validation of the final report and its executive summary.
<b>WP6</b>	Translation in national language of the executive summary. Organisation of the local seminar and elaboration of a minutes on the seminar main findings and possibly follow-up indications.
<b>WP7</b>	Participation at the final conference and the third PMG meeting and dissemination of the project findings (website, internal press, etc.)





## AFFILIATED AND ASSOCIATED ENTITIES R&R

### IAL NAZIONALE (affiliated entity)

IAL Nazionale is one of the biggest Italian vocational training institutes and CISL is one of its shareholders. The IAL Nazionale will participate at all events that will be held in Italy. Furthermore, thanks to its expertise, it will support the analysis of the possible requalification of the workers involved in restructuring. Furthermore IAL Nazionale will manage the output of the project products and dissemination tools. Finally, thanks to its vast network in Italy, it will support the dissemination of the project results.



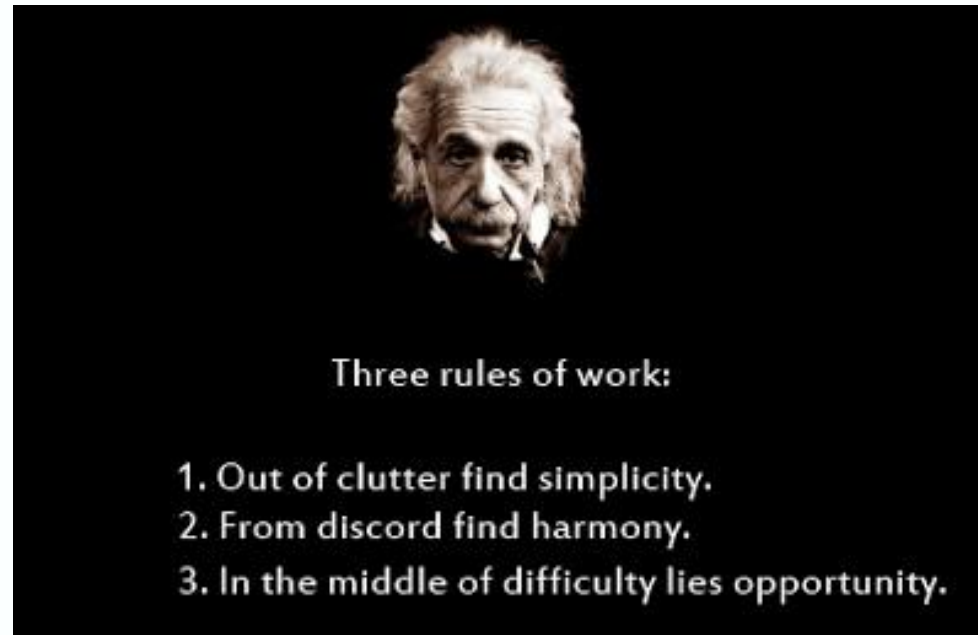
### ETUC (associated entity)

ETUC will participate in the final event, supply, with its expertise in the field of industrial relations, a European point of view regarding the transferability of the project findings, disseminate the project and its results to its affiliates.



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# THANKS FOR YOUR ATTENTION!



# BEST WISHES FOR YOUR WORK



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