

SACADOS - Steering Committee, 16 March 2017

Our story

1/

For a meaningful anticipation and shaping of the industrial change, it is necessary to involve workers or their representatives (trade unions).

2/

This approach focuses on the dialogue between employer and worker representatives in the company.

3/

The Toolkit is an abstract European set of instruments for the worker representatives to prepare this dialogue.

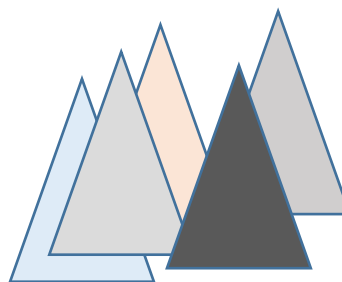
4/

Our project develops the abstract European set of instruments into a concrete approach applicable on the national level (information material, training material, company guidelines).

Different situations in the countries make it necessary to integrate the national settings and adapt the materials

Idea:
Managing change together establishing a win-win-situation

Objective:
enabling a fair and competent dialogue



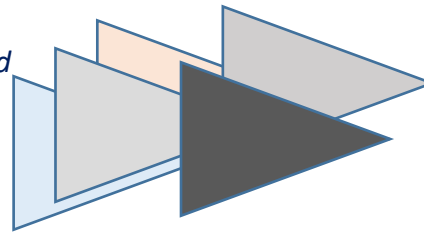
Realization:
Meaningfully managing change together

*Actors in operation
Competence of the actors
Legal framework
Operational culture of social dialogue
...*

SACADOS-Results

Idea:
Managing change together establishing a win-win-situation

Objective:
enabling a fair and competent dialogue



Realization:
Meaningfully managing change together

Facilitating a meaningful anticipation and shaping of the change.

Approach, course of action

Detailed work plan – original proposal

The project will be divided into six distinct phases.

1/Launching the project

The bfw will select an independent organisation to provide expertise in industrial management in Europe to support the coordination of the overall implementation of the study visits, the preparation of the information and training materials and the information and training seminars.

The bfw, in cooperation with the DGB and the industrial management organisation, will coordinate the 1st meeting of the Steering Committee, to plan the different elements of the project, and more specifically the overall organisation and coherence of the study visits.

2/Planning and carrying out three study visits to Germany and two study visits to Italy

The project partners, in cooperation with the industrial management organisation, will convene two meetings to decide on the content of the five 2-day study visits; the type of workplaces to be visited; logistics, etc. The visiting confederations (DGB, CISL, KNSB, BNS and LBAS) will then begin the process of recruiting a group of 12 senior shop stewards and works councillors and national trade union officers for the study visits, and organising the travel arrangements etc. Then the study visits will be carried out.

These study visits will provide an opportunity to exchange information and experience about ways in which trade union representatives may use information, consultation and participation procedures to anticipate change and develop workers' skills, with a specific emphasis on the following:

- planning continuing vocational education and training in cooperation with employers
- implementing continuing vocational education and training with employers
- providing support for workers to develop their skills
- reinforcing overall dialogue with employers on continuing vocational education and training through collective agreements.

Each study visit will contain the following elements, *inter alia*:

- *Day 0 – arrival*
- *Day 1 – functions of information, consultation and participation procedures - role in the anticipation of change, development of workers' skills and enhancement of employability- planning the company visits – undertaking the company visit*
- *Day 2 – feedback from the company visit – suggestions for information and training materials – departure.*

The bfw, the DGB and the industrial management organisation will coordinate the 2nd meeting of the Steering Committee, to evaluate the different study visits, to discuss recommendations for a European trade union strategy on the topic and to plan the preparation of the information and training materials and the organisation of the Final Conference.

3/ Preparing the information and training materials

Following the recommendations of the 2nd Steering Committee meeting, the European industrial management organisation together with the bfw will advise the five trade union confederations on the availability of existing information and training materials and together will prepare further information and training materials.

The partners will take existing information and training materials, translating them where necessary, and adapt them to the needs of senior shop stewards and works councillors so that they are able to use information, consultation and participation procedures at the workplace to engage in dialogue with employers to anticipate change and develop workers' skills

4/ Planning and carrying out 11 1-day national information and training seminars

The 5 national confederations will plan 11 1-day national information and training seminars, recruit 20 participants per seminar, organise the logistics and carry out the seminars.

The training seminars (3 in Germany and Italy; 2 in Bulgaria and Romania; and 1 in Latvia) for 220 ae for senior shop stewards and works councillors (60 in Germany and Italy; 40 in Bulgaria and Romania; and 20 in Latvia) so that they can better use information, consultation and participation procedures at the workplace to engage in dialogue with employers to anticipate change and develop workers' skills.

The bfw, the DGB and the industrial management organisation will coordinate the 3rd meeting of the Steering Committee to evaluate the national seminars and to begin the preparation of the Final Conference.

5/ Planning and holding the Final Conference

The bfw will organise the Final Conference, and the 5 national confederations, in cooperation with the ETUC, will recruit conference participants. The Final Conference will present the experiences of the project, present the latest developments in terms of the European Commission's New Skills Agenda, present the information and training materials, present and debate a draft version of the Recommendations for a European trade union strategy for make better use of information, consultation and participation procedures at the workplace in order to anticipate change and develop workers' skills.

The bfw, the DGB and the European industrial management organisation, will coordinate the 4th meeting of the Steering Committee just prior to the Final Conference, to fine-tune the last logistical details for the Final Conference.

6/ Follow up and further dissemination of results

The final output of the project will be a successful campaign involving 280 senior shop stewards and works councillors from 5 Member States to make better use of information, consultation and participation procedures at the workplace in order to anticipate change and develop workers' skills. This campaign will be built upon 5 study visits, information and training materials and 11 information and training seminars.

The outputs of the project will be presented and discussed at the Education and Training Committee of the ETUC. They will be disseminated to all ETUC affiliated members and European Works Councils.

Workplan – original proposal

Month 1 - the bfw will launch a call for subcontracting whose aim is to select an independent organisation capable of to provide expertise in industrial management in Europe to support the coordination of the overall implementation of the study visits, the preparation of the information and training materials and the information and training seminars.

Month 2 – the bfw will select the independent organisation

Month 3 - the bfw, together with the DGB and the industrial management organisation, will prepare and organise the 1st meeting of the Steering Committee, to plan the different elements of the project, and more specifically the overall organisation and coherence of the study visits.

Month 4 - the project partners, in cooperation with the industrial management organisation, will begin the preparation of the planning meetings to decide on the content of the five 2-day study visits; the type of workplaces to be visited; logistics, etc.

Month 5 - the project partners, in cooperation with the industrial management organisation, will organise planning meetings for the five 2-day study visits, and the visiting confederations will then begin the process of recruiting a group of 12 senior shop stewards and works councillors and national trade union officers for the study visits, and organising the travel arrangements etc.

Month 6-7 - the study visits will be carried out.

Month 8 - the bfw, together with the DGB and the industrial management organisation, will coordinate the 2nd meeting of the Steering Committee, to evaluate the different study visits and to plan the preparation of the information and training materials and the organisation of the Final Conference.

Months 9-10-11 - following the recommendations of the 2nd Steering Committee meeting, the independent management organisation together with bfw will advise the five trade union confederations on the availability of existing information and training materials and together will prepare further information and training materials on the basis of examples of best practice.

Month 12 - the 5 national confederations will plan 11 1-day national information and training seminars which aim to increase the capacity of trade union representatives so that they can make better use of information, consultation and participation procedures at the workplace in order to anticipate change and develop workers' skills.

Month 13 - the 5 national confederations will recruit 20 participants per national information and training seminar and organise the logistics of the seminars.

Months 14-15 – the 5 national confederations will carry out the 11 1-day seminars.

Month 16 - the bfw, with the cooperation of the DGB and the industrial management organisation, will coordinate the 3rd meeting of the Steering Committee to evaluate the national seminars and to begin the preparation of the Final Conference.

Months 17-18 - the bfw will plan the logistics of the Final Conference.

Months 19-20 - the 5 national confederations, in cooperation with the ETUC, will recruit conference participants.

Months 21-22 - the bfw, together with the DGB and the independent industrial management organisation, will coordinate the 4th meeting of the Steering Committee just prior to the Final Conference, to fine-tune the last logistical details for the Final Conference. The aims of the EU-wide Final Conference, will be to increase the capacity of trade union representatives so that they can make better use of information, consultation and participation procedures at the workplace in order to anticipate change and develop workers' skills.

Months 23-24 - the outputs of the project will be presented and discussed at the Education and Training Committee of the ETUC. They will be disseminated to all ETUC affiliated members and European Works Councils.

Detailed Timetable – Original proposal

Start date	End date	Venue Type of event
2016		
04/12/2016	04/12/2016	Germany Coordination meeting
2017		
01/02/2017	01/02/2017	Germany Steering Committee I
01/03/2017	01/03/2017	Germany Study visit planning Meeting I
20/03/2017	20/03/2017	Italy Study visit planning Meeting II
01/05/2017	02/05/2017	Germany Study visit I
15/05/2017	16/05/2017	Germany Study visit II
01/06/2017	02/06/2017	Germany Study visit III
15/06/2017	16/06/2017	Italy Study visit IV
25/06/2017	26/06/2017	Italy Study visit V
10/07/2017	10/07/2017	Italy Steering Committee II
2018		
01/02/2018	01/02/2018	Germany Information and training seminar 1
15/02/2018	15/02/2018	Germany Information and training seminar 2
20/02/2018	20/02/2018	Germany Information and training seminar 3
01/02/2018	01/02/2018	Italy Information and training Seminar 4
15/02/2018	15/02/2018	Italy Information and training Seminar 5
20/02/2018	20/02/2018	Italy Information and training Seminar 6
01/02/2018	01/02/2018	Bulgaria Information and training Seminar 7
15/02/2018	15/02/2018	Bulgaria Information and training Seminar 8
01/02/2018	01/02/2018	Romania Information and training Seminar 9
15/02/2018	15/02/2018	Romania Information and training seminar 10
01/02/2018	01/02/2018	Latvia Information and training Seminar 11
15/03/2018	15/03/2018	Bulgaria Steering Committee III
01/08/2018	01/08/2018	Germany Steering Committee IV
02/08/2018	02/08/2018	Germany Final conference