

Presentation prepared for the
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Industrial Relations in Italy

Andrea Bellini

DSPS University of Florence, Italy



UNIVERSITÀ
DEGLI STUDI
FIRENZE
DSPS
DIPARTIMENTO DI
SCIENZE POLITICHE
E SOCIALI



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PART 1

BASIC FEATURES OF THE IRs SYSTEM



“Ambivalent” features

- Collective autonomy as a source of strength for the SPs
- Competitive pluralism (a contractual/conflictual nature)
- Low legislative regulation and weak institutionalisation
(*e.g. representativeness, CB extension, workplace representation*)
- Small and little generalised participatory orientation



Collective autonomy exercised
in a context of institutional fragility



A changed scenario: no more concertation

- End of the “neocorporative” season (*and of political exchange*)
 - From 1992 to 1998, four tripartite agreements were signed
 - Two further episodes in 2002 and 2007
 - Since 2007, social concertation was abandoned



A changed scenario: decentralisation

- 2010, amendment to the 2009 agreement on the CB structure
 - Introduction of an explicit “opt-out” clause allowing “derogatory” company agreements in case of company crisis
- The FIAT-Pomigliano case (2010) as a turning point
 - FIAT’s withdrawal from the Metalworking industry-wide agreement and exit from Confindustria
 - Set up of “new companies” at the workplace level
 - Signature of new company agreements (*not including FIOM-CGIL, which was also impeded to have workplace representatives, then restored by the Constitutional Court*)
- Increased State intervention
 - Article 8 of Law 148/2011 on “proximity agreements”

A changed scenario: social dialogue

- The season of bilateral agreements on “the rules of the game”
 - 2009, reform of the structure of CB (not signed by CGIL)
 - 2011, representativeness and effectiveness of company agreements
 - 2012, productivity and competitiveness
 - 2014, framework agreement on union representation
 - (2016, *inter-confederation agreement on “modern IRs”*)
 - 2018, programmatic agreement on IRs and CB



PART 2

THE PROBLEM OF REPRESENTATION (AND REPRESENTATIVENESS)



The 2009 agreements on CB

- Two “separate” agreements (not signed by CGIL)
- Main contents
 - Confirmation of a **two-tier structure of CB** (industry, company)
 - Three-years duration of industry-wide agreements
 - New forecast inflation index
 - Incentives to CB



The 2011 agreement on representativeness

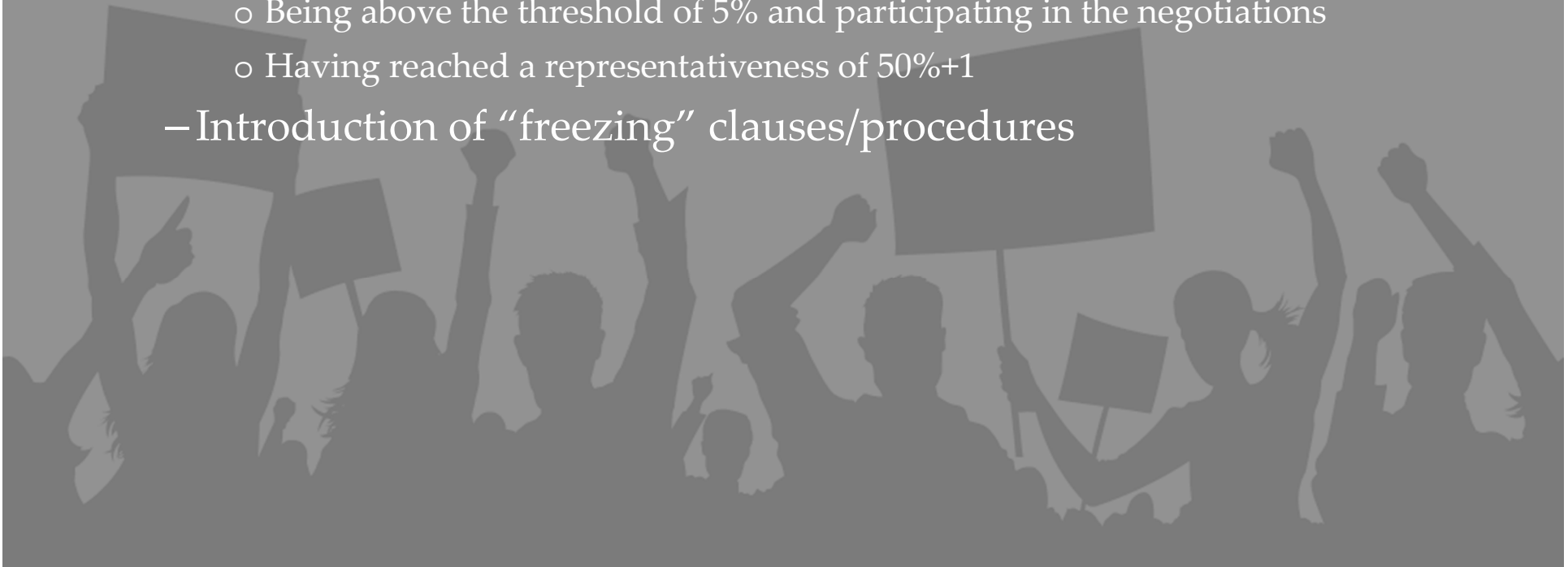
- Country-level industry-wide bargaining
 - Associative data *plus* votes obtained at the elections for the RSU (to be held every three years)
 - **Threshold of 5%** of total workers in the sector



The 2014 framework agreement

- Main contents

- Definition of the procedures for the collection (INPS) and weighting (CNEL) of representativeness data
- Regulation of company-level representation
- Effectiveness of CB (at both the national and company levels)
 - Being above the threshold of 5% and participating in the negotiations
 - Having reached a representativeness of 50%+1
- Introduction of “freezing” clauses/procedures



The 2018 programmatic agreement

- Main contents (*to be further developed*)
 - Distinct competencies for industry-wide and company agreements
 - Measurement of representativeness
 - **Union unity** (*of action*), through dialogue on a series of key issues



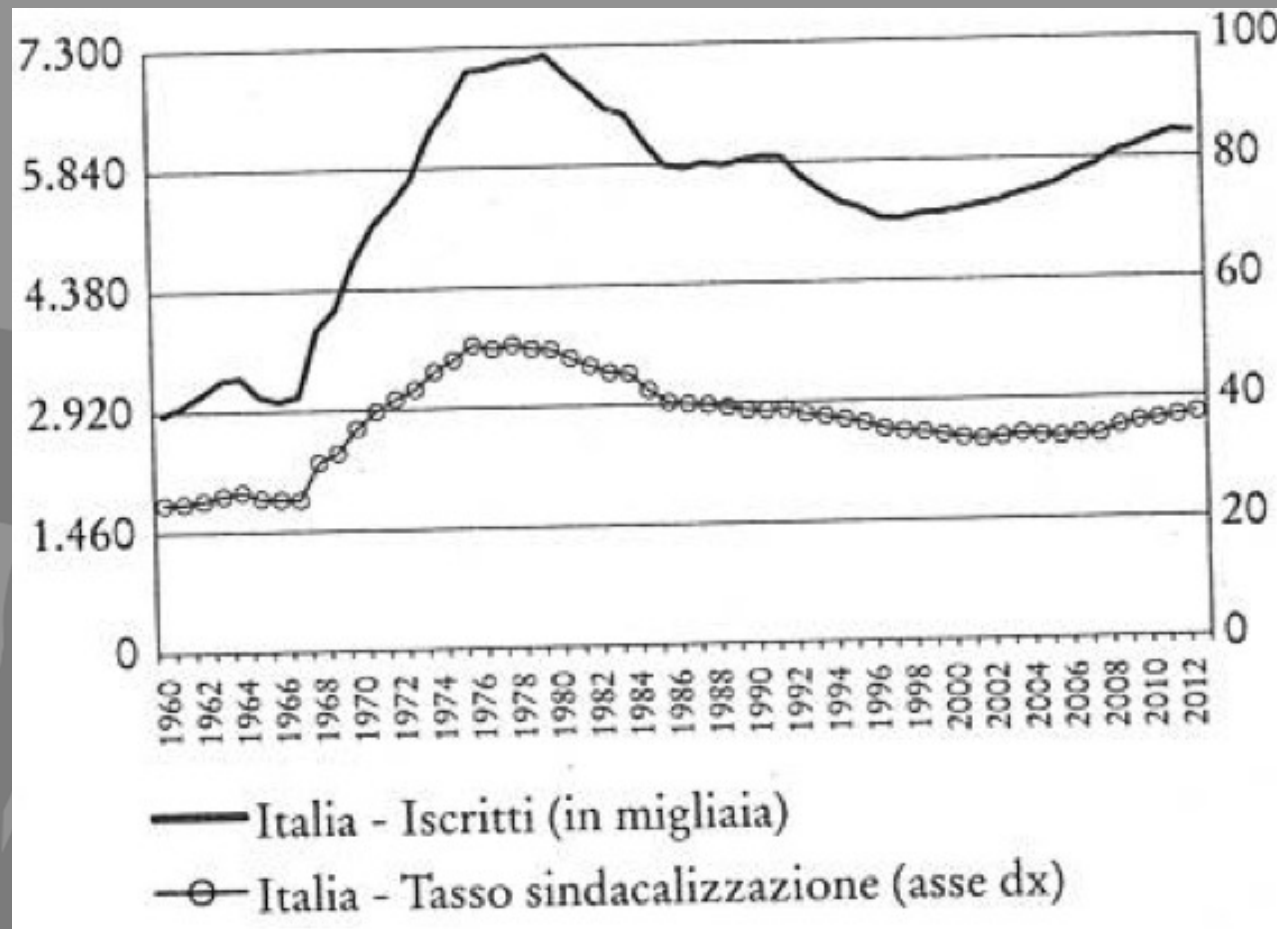
PART 2

TRENDS IN UNION MEMBERSHIP



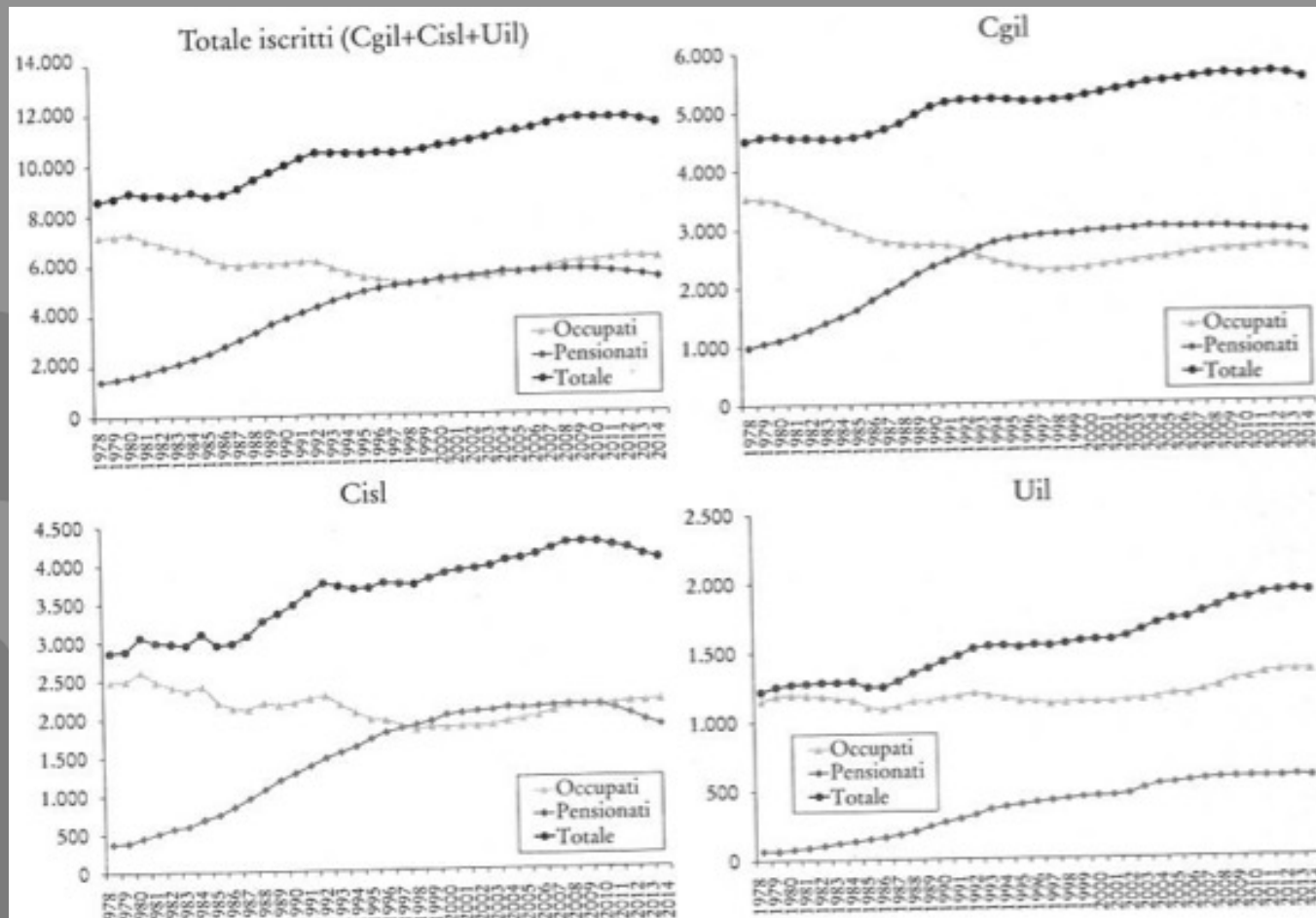
General trends

Number of active union members and union density



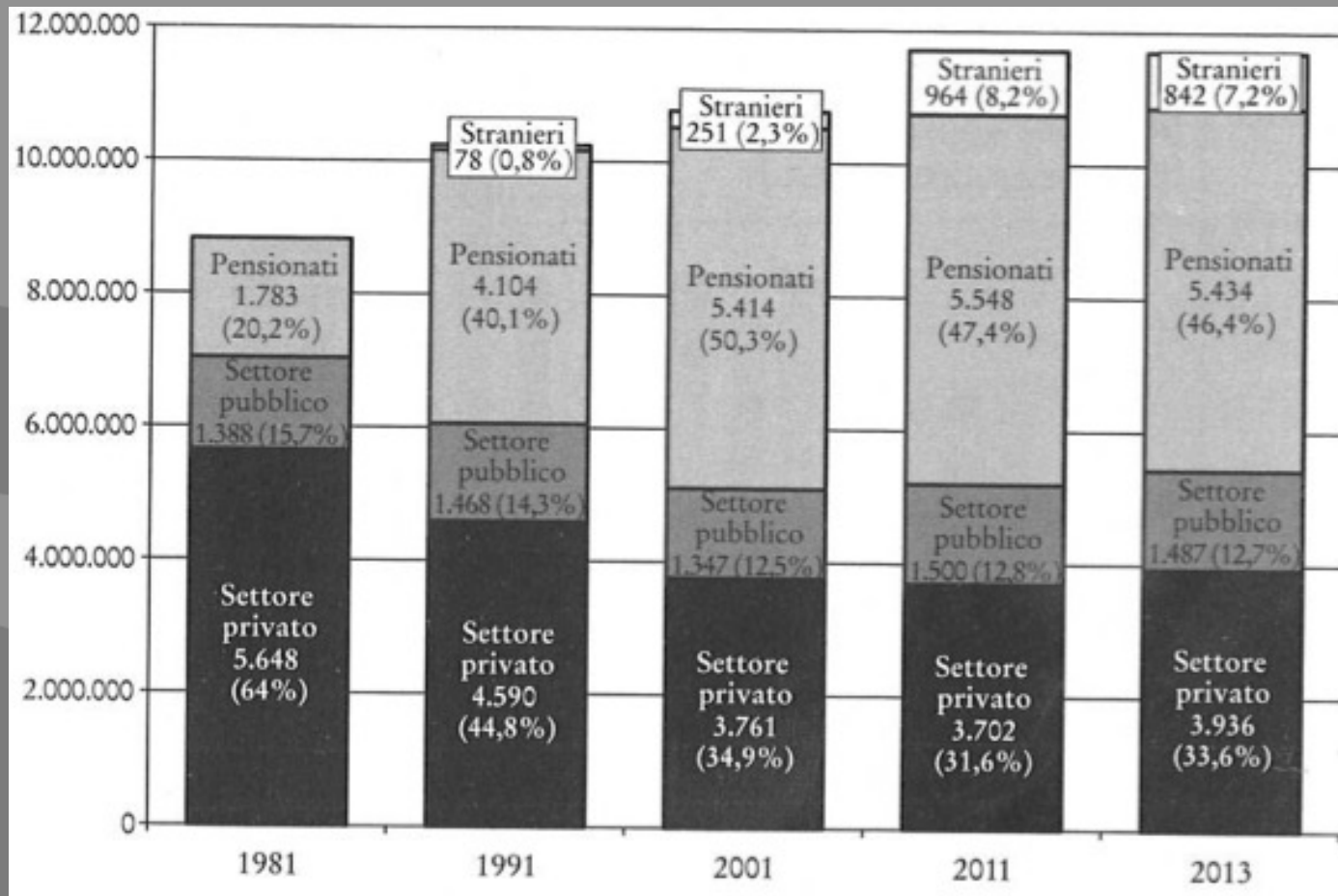
Patterns of the main TUs

Number of union members: CGIL, CISL, UIL



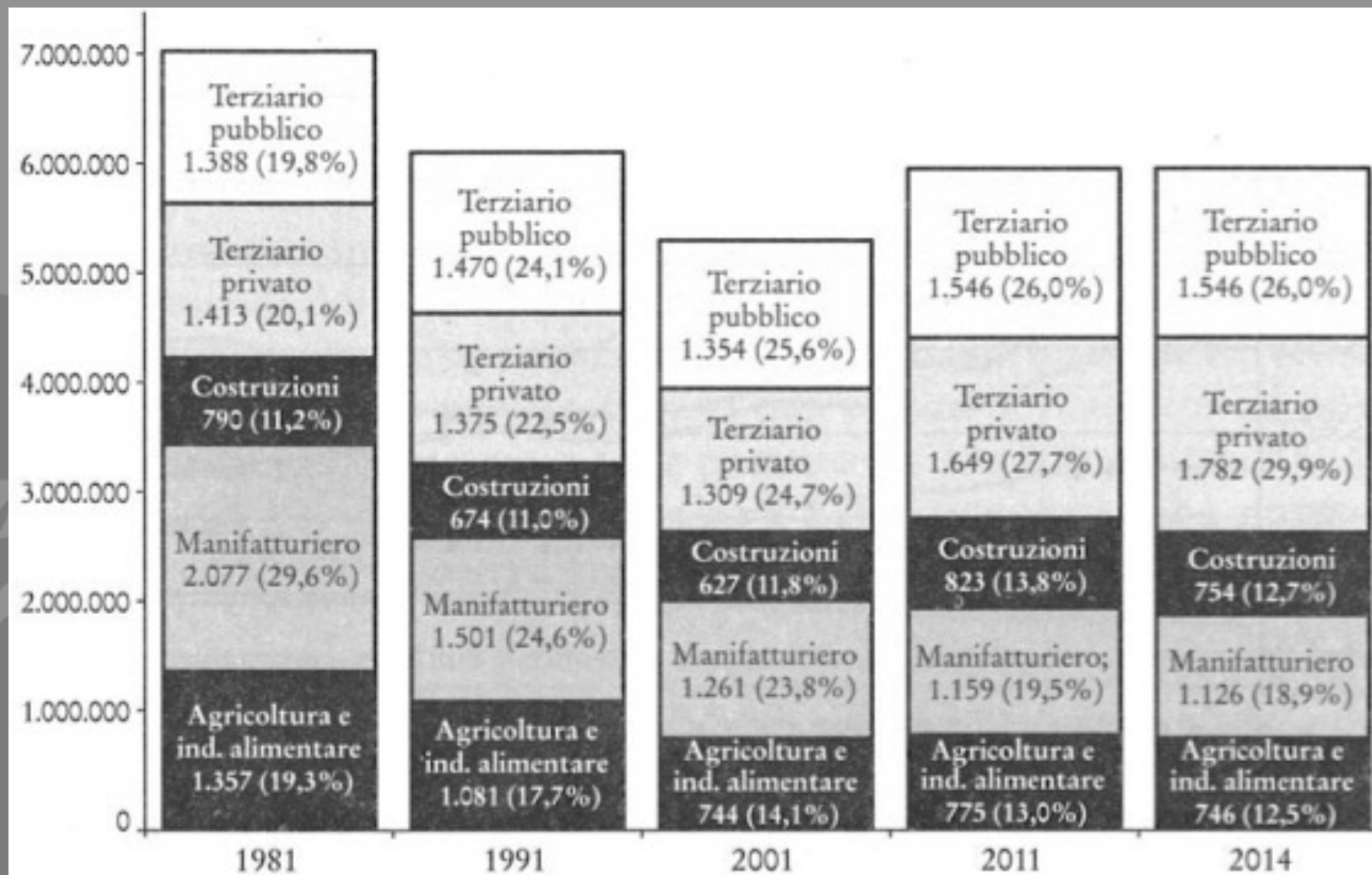
Social structure

Number of union members by socio-occupational profile



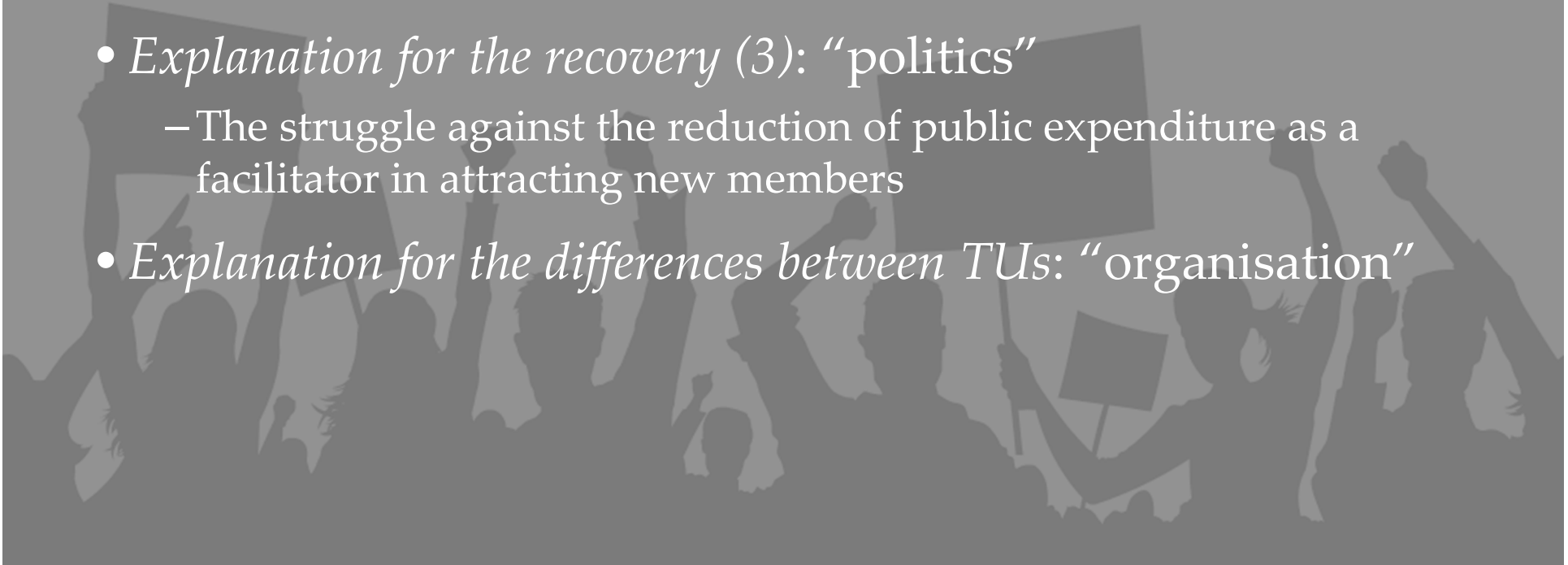
Sectoral structure

Number of union members by economic sector



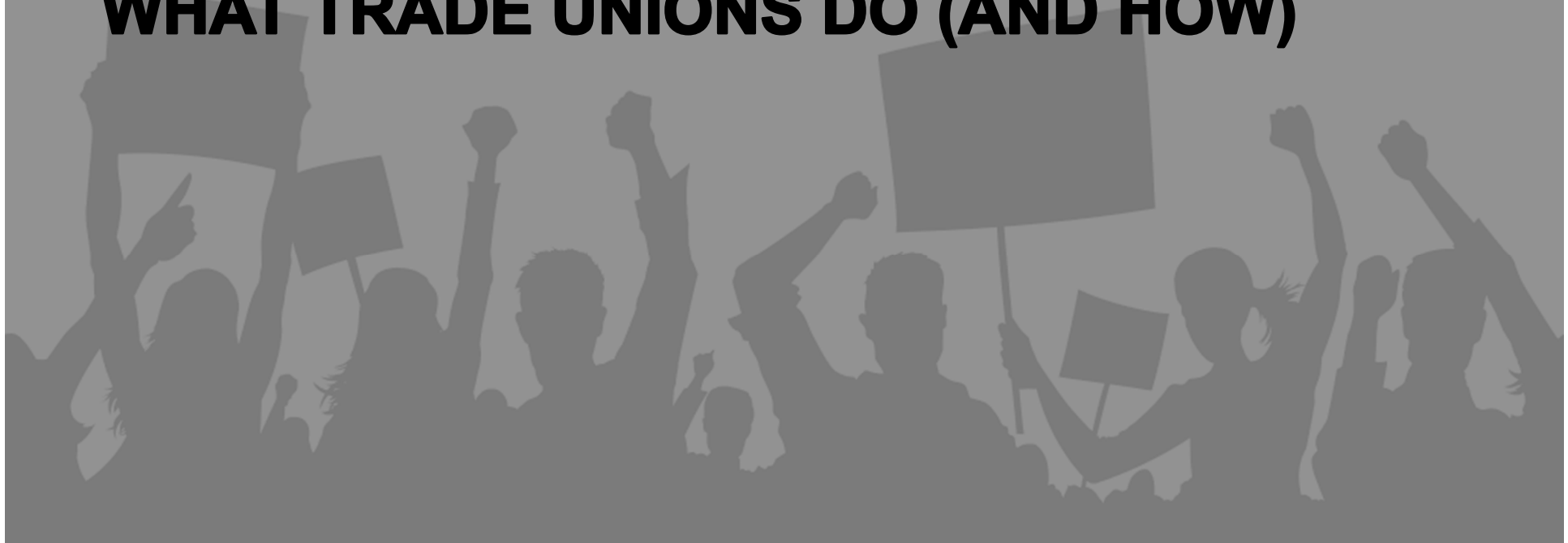
Possible explanations

- *Explanation for the recovery (1): “labour market”*
 - Employment grew from 1995 to 2008
(significant contribution of trade and services)
- *Explanation for the recovery (2): “union services”*
 - CAAF, fiscal assistance (established in 1991), as the front door of TUs
- *Explanation for the recovery (3): “politics”*
 - The struggle against the reduction of public expenditure as a facilitator in attracting new members
- *Explanation for the differences between TUs: “organisation”*



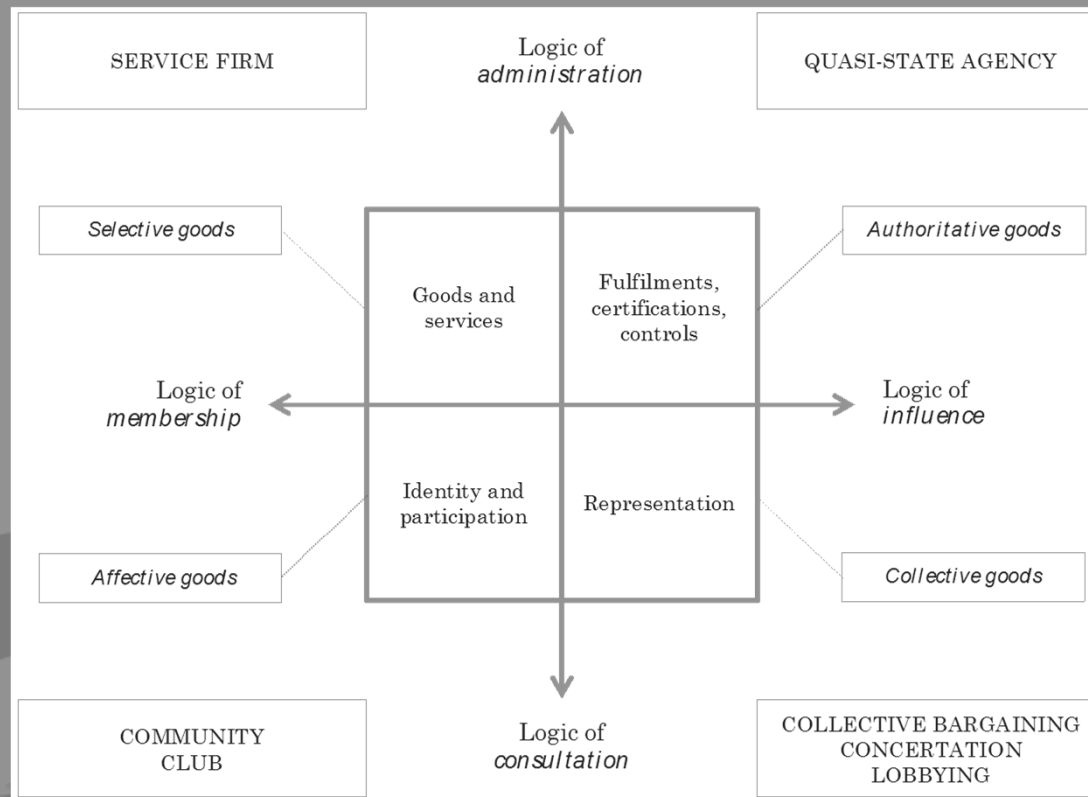
PART 4

WHAT TRADE UNIONS DO (AND HOW)



Logics of action

A theoretical framework (from Schmitter and Streeck)



Goods provided

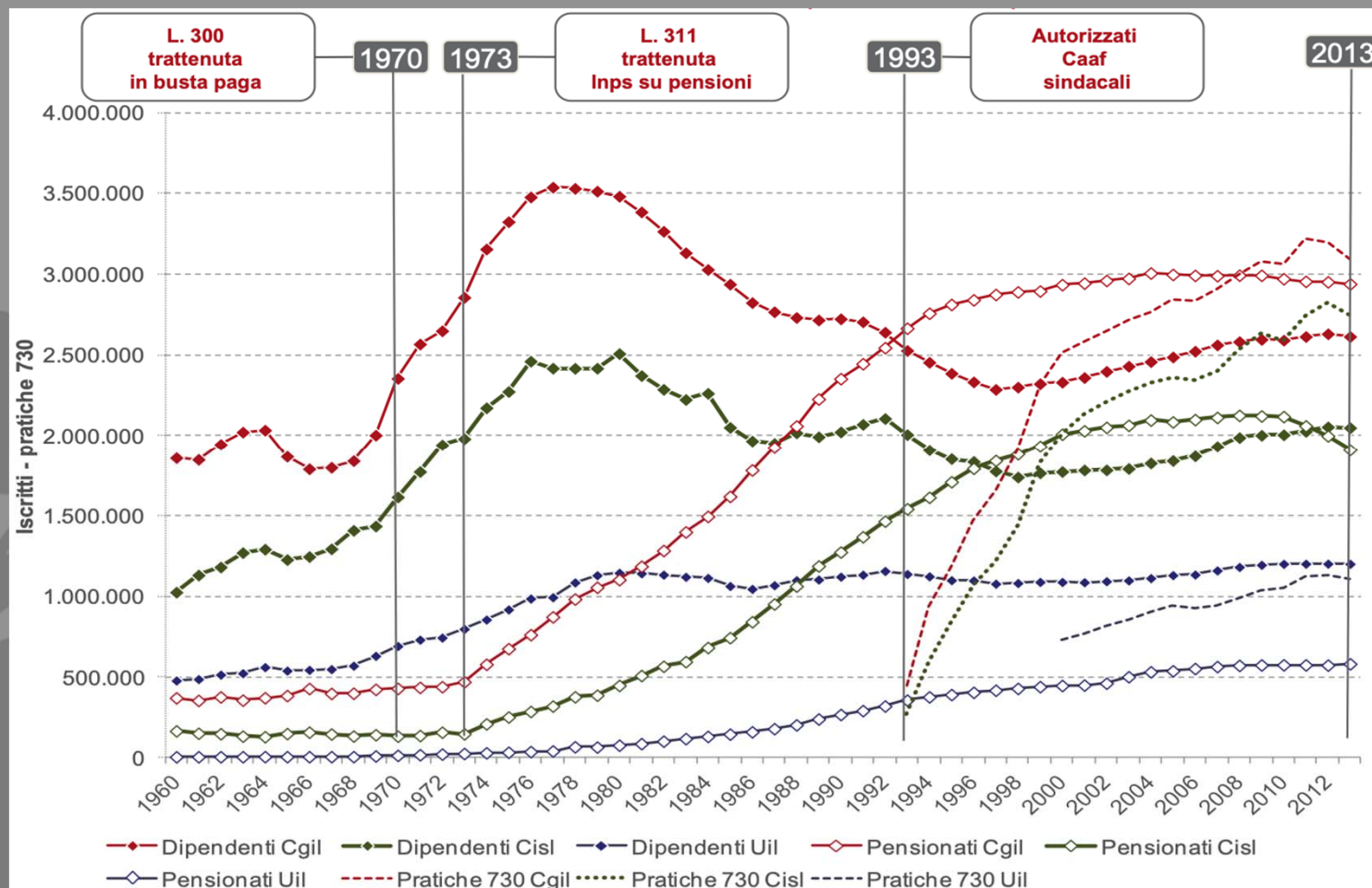
| Identity goods | Collective goods | Individual goods |
|------------------------------|---------------------------------|----------------------------------|
| <i>Political identity</i> | <i>Country-level agreements</i> | <i>Legal/contractual advise</i> |
| <i>Associative identity</i> | <i>Second-level agreements</i> | <i>Labour market in/outflow</i> |
| <i>Sectoral identity</i> | <i>Labour legislation</i> | <i>Vocational training</i> |
| <i>Professional identity</i> | <i>Safety at work</i> | <i>Immigration</i> |
| <i>Participation</i> | <i>Negotiated welfare</i> | <i>Fiscal assistance</i> |
| <i>[...]</i> | <i>Central concertation</i> | <i>Consumer protection</i> |
| | <i>Peripheral concertation</i> | <i>Free time</i> |
| | <i>Health</i> | <i>Market goods and services</i> |
| | <i>Assistance</i> | <i>[...]</i> |
| | <i>Social insurance</i> | |
| | <i>Taxation</i> | |
| | <i>[...]</i> | |

The impact of services on financing

| Components of the financing system | Estimated revenues (millions euro) |
|--|------------------------------------|
| <i>Membership</i> | 1,000-1,200 |
| <i>Fiscal assistance</i> | 290-320 |
| <i>Patronage</i> | 200-220 |
| <i>Dispute resolution</i> | 130-140 |
| <i>Joint bodies and funds</i> | 130-150 |
| <i>Quotes for contractual services</i> | 40-50 |
| <i>Other revenues</i> | 10-20 |
| <i>Total</i> | 1,800-2,100 |

The impact of services on membership

The three drivers of membership growth



PART 5

EXAMPLES OF INNOVATIVE SERVICES



The node of “innovativeness”

- What is innovative and what is not?
 - Provider
 - Channel/method
 - Contents
 - Target group
 - [...]



Some examples

- [Vivace](#) (CISL) and [Sindacato-Networkers](#) (UIL)
 - Limited financial and human resources
 - “Cultural isolation”?
- Innovative service provided by [Nidil](#) (CGIL) e [Felsa](#) (CISL)
 - Established in the 1990s, they have extended their range of action
 - Services for self-employed workers
 - Contractual welfare for atypical and self-employed workers
- Organisations of managers and high-skilled professionals
 - [Agenquadri](#) (CGIL) and APQ (CISL)
- Joint bodies and funds
 - [Byblos](#) (supplementary insurance), [Quadrifor](#) (training)

Fragmentation and competitive pluralism

- Competition between **confederal TUs**
- Competition between **confederal and autonomous TUs**
- Competition between TUs and **other organisations**
 - **Associations of freelancers** (such as ACTA)
 - **Professional associations**

