



Ente Bilaterale del Terziario di Perugia

Budget Heading 04.03.03.01

**Kick-Off Meeting
Perugia, 16th -17th of February 2012**

**Polo Formativo Confcommercio
Strada Montecorneo, 45 Perugia**

AGENDA

PARTICIPANTS: Nicoletta Bigotti, Stefania Cardinali, Cristiana Casaioli, Barbara Coccetta (EBT), Henriks Danusevics (Latvijas Tirgotāju Asociācija), Miguel Devesa (Confederació de Comerç de Catalunya), Vincenzo Di Santi (EBT), Elena Kousta (GSEE), Samanta Ferone, Giulio Guglielmi; (EBT); Vasco Gargaglia (Confcommercio), Monia Lillacci(EBT), Maria Ermelinda Luchetti (EBT), Valerio Natili (EBT); Federico Pascucci (Fisascap - CISL), Anda Stamati (GSEE), Riccardo Trabalza (EBT).

MINUTES/DECISIONS

1. Introduction

The President Cristiana Casaioli of the contractor EBT welcomed the participants and presented the organization of the "Ente Bilaterale del Terziario" and herself as also an entrepreneur. She explained that the National Bilateral Institute of the Tertiary sector is a non profit joint association founded in 1995 by the national trade union organizations of employers and workers: CONFCOMMERCIO and FILCAMS-Cgil, FISASCAT-Cisl, UILTuCS-Uiil based on the standards of the CCNL of the Tertiary, Distribution and Services sector.

The president illustrated the importance of bilateralism, whose development has improved trade union relations by fostering a more collaborative and participative approach to all of the matters and areas where it can be practiced, in a sector such as the tertiary, characterized by a highly fragmented employment situation.

She briefly summarized the services provided on the Apprenticeships, labour contracts, Representing workers for Territorial Safety; Income support; Training plans with Inter-professional Funds and Settlements.



Capacity building, EU-Funded Project management and the European Sectoral Social Dialogue Committee for commerce (by *Ilaria Savoini - Eurocommerce*)

The coordinator Riccardo Trabalza communicated that the representative of EuroCommerce Ilaria Savoini couldn't join the partners and she would have been available for a conference call to present her intervention and to introduce her too. But unfortunately some technical problems within the conference room could not allow the connection with Brussels. The coordinator assured the partner that the presentation in PP would have been given to partners and as well as inserted in the web site.

Presentation of the Project and its aims (Policy context)

The coordinator Riccardo Trabalza introduced himself and the project in terms of objectives and reasons on which the project is based. He explained in Umbria, as in many Italian regions, industrial relations are still very limited, even today. The lack of awareness about industrial relations processes may have contributed to the lack of knowledge among workers and businesses about the contract of reference, resulting in the loss of opportunities offered by the collective contract. For this reason bilateralism is considered as an opportunity to boost industrial relations and leading to greater knowledge about the contract. From this standpoint, the need arised to learn about industrial relation models of other European countries and the vision of Eurocommerce and Uni Europa as well as to identify other models of bilateralism.

The aim of the project is to explore 5 themes that the partnership believe to be of particular interest to both businesses and workers:

1. employment contracts that facilitate entry into the world of work and provide training to increase the skills of workers;
2. reconciling work and family;
3. managerial models with the participation of workers and retribution systems tied to productivity;
4. income support for both workers and businesses;
5. workplace safety.

Therefore, on the basis of these themes, the partnership is supposed to create a sort of guide about good practices related to I.R, with reference to the legislative framework of reference as well as to the model that the social partners have developed within the collective contract.

The project expectations are about the increase of skills; the improvement and development of industrial relations; the promotion of a greater knowledge of the Collective Contract with businesses and workers, presenting it as an opportunity rather than an additional regulatory



requirement; the promotion of a fair competition between operators and facilitate the economic and social development of the tertiary sector.

The methods of working are foreseen in the Work Package 1 and 2. the main objective of the WP1 (Survey of Industrial Relations in European Countries) is to collect information on the contract methods and create a guide of good practices that facilitate union relations, by means of a Research and analysis and a collection of documentation (thanks to a work grid, an essay about industrial relation methods and the 5 theme and an essay about success stories. The instruments would be illustrated in details further.

The WP2 main objective (Benchmarking, the exchange of best practices and the creation of a platform) is to improve awareness about CCNL and promote the exchange of information and to increase the skills of partners by means of Seminars, national and transnational workshops and web site applications (forum, private area, etc).

He briefly introduced the other two WP 3 and 4 about project management and dissemination explaining that there would be two EBT collaborators in charge of supporting the coordinator in such activities (Barbara Coccetta and Samanta Ferone) and therefore their following presentations will be more focused on such topics.

Nevertheless he explained that the WP3 (Management and evaluation of the project) whose main goal was to assure a proper management of the project activities would be carried out by administrative, accounting and financial reports, collaborations and discussions during seminars / Steering Committee meetings among partners and monitoring procedures.

Finally, he concluded with the WP4 (Dissemination of results), whose aim was to share the results with the partners, the entities being represented (businesses and workers), the stockholders (local and regional organizations etc.) by the use of the web site (forum, post blog, you tube etc), Seminars, conventions, meetings, national workshops, brochures, newsletters, a collection of all documentation in a final volume presented during the Final Conference at EuroCommerce in Brussels.

The coordinator presented the project structures (organisational model) in terms of bodies designed to carry out the project activities (Steering Committee).

The project Steering Committee, in charge of the overall Empower project co-ordination, of major management decisions, of setting quality principles, review criteria, communication and administrative procedures and dissemination strategies, will physically convene at every transnational meeting. It will be composed of:

from EBT: Riccardo Trabalza

from EBT: Cristiana Casaioli

from Confederació de Comerç de Catalunya (Spain): Miguel Devesa

from Labour Institute of GSEE (Greece): Anda Stamati

from Labour Institute of GSEE (Greece): Elena Kousta

from Latvijas Tirgotāju Asociācija (Latvia): *HENRIKS Danusevics*



The lack of some partner's representatives couldn't allow nominating all Steering Committee members. The coordinator will contact them in order to assure the whole representation of every partner.

- Partner's presentations and expectations from the project

Confederació de Comerç de Catalunya CCC (Spain)

Miguel Devesa presented his organisation explaining that the Confederation of Commerce of Catalunya was founded in 1985 and currently comprises about 350 associations and sector organizations of commerce, tourism and services, as well as collaborating institutions, representing more than 90,000 retailers and shopkeepers and 300,000 employees all over Catalonia.

In particular, the areas of work where the CCC has recently focused some of its activities in line with the project issues, are connected with the direct negotiation of the General Commerce Agreement of Catalonia, on the promotion of a reform of the labour relationships that makes hiring and dismissal in small and medium enterprises more flexible, on the promotion of professional qualifications, supporting vocational training schools and programs aimed at retailers and employees and the general Planning and promotion of commerce: stability of the current regulation of business hours and the regulation of commercial organization.

The Confederation of Commerce of Catalunya is represented within other business entities like EuroCommerce, the Spanish Confederation of Commerce, Foment, Business Europe, etc. Moreover CCC participates to several Commissions and Organizations as the Catalan Institute of Assistance and Social Security (ICAS), the National Social Security Institute (INSS), the Catalan Food Safety Agency, General Council of the Consortium for Lifelong Learning of Catalonia, the Commission on Training, Social Security and Workplace Risk Management of CEOE-CEPYME, etc.

He concluded his presentation illustrating the new goals for 2012 on two new areas that are considered essential for business: corporate social responsibility (CSR) and workplace safety and health.

Labour Institute of GSEE (Greece)

Elena Kousta presented her organisation as a non-Governmental Research Institute, whose aim is the contribution, through scientific justification, to the social and political intervention of the Greek labour movement. The strategy adopted for that is to provide a scientific support of the Greek General Confederation of Workers, through researches and studies, on labour and employees issues. The resting part of her presentation is dedicated to difficult situation of Greece at macro- economic development's level with specific data on Rate of decrease of Greek economy's activity, on the recession, employment, etc. It also implied a tragic overview on the situation on commerce sector: the percentage of enterprises that closed down rose from 15% in 2010 to 21% in (the beginnings of) 2011, reaching 25% in



August 2011. Other significant data has been provided about employment in trade, that in 2011, decreased by 28,260 persons:

1. decrease in women's employment vis-à-vis that of men (64.5% for women as against 35.5% for men);
2. reduction of employment in enterprises that employ up to 10 workers;
3. 2 out of 3 persons who lost their job are young people up to 29 years of age.
4. part-time employment: 5.6% in 2011
5. fixed-term contracts: 7.3% in 2011

She specified that regarding collective bargaining developments, the wider economic developments had a direct impact on sectoral collective bargaining. She added that various disputes and finally a sectoral employment agreement was signed on 4.3.2011.

Elena Kousta explained that the national agreement is not diversified at regional level and the company's agreement is at sectoral and local sectoral level.

Latvijas Tirgotāju Asociācija (Latvia)

Mr. Henriks Danusēvičs, President of Latvian Traders association, presented the organization's public relations and its internal structure.

It works in cooperation with some Latvian state authorities and Latvian civil society organisations which are listed in two detailed and well-articulated „tree diagrams“. It also cooperates with European Institutions, as the European Council, different European DG (DG Employment, DG Trade, DG enterprise, etc...) and some European organisations, as EuroCommerce, Euro-Chamber, Business Europe, and others.

About the Latvian Traders Association's structure, the management (leadership) comprehends Mr Danusēvičs as president, n.8 vice-presidents and the Council which is composed of 19 members coming from entrepreneurial sector and other different institutions.

He then specified some relevant initiatives implemented by the Latvian Traders association such as the Code of traders professional ethic, the Code of fair price presentation, the Code of intellectual property actions, the Code of fair commerce practice and the State taxation inspection "white" list. Another promotional initiative was to offer special award to the best producer and the best trader. He also presented the Competition of "Environment friendly trader" for the year 2010 and the nomination of the "Product of the Year".



Presentation of the work programme: WP1 "Survey on Industrial Relations in European Countries and National trends on collective and/or territorial company's agreements". (by EBT)

The coordinator, before entering into details on WP1, gave more information on the situation of Collective agreement in Italy. He explained that the tool recognizes the possibility of making space of intervention at territorial level (II level of the collective agreement). The sector is very fragmented and within the Agreement the social parts have always had several divisions without never achieving territorial agreements, and therefore, losing the occasion recognized by National Collective Agreement regulation. For this reason, EBT's organization believe that the bilateralism favour significantly the industrial relations and from such Italian and local situation was born the necessity of knowing other experiences and forms of bilateralism.

Concerning the work to be done, Riccardo Trabalza specified that the WP1 is fundamental for the whole project activity because is about the collection of information and data on the contract methods carried out within partners' countries. The gathered information will be used to create a sort of guide of good practices that facilitate industrial relations in Europe. The Coordinator recommended the correct use of special tools created by his staff to allow the collection and elaboration of data. Actually the research and analysis will conducted under the supervision of EBT. The coordinator will spread a working grid that will lead partner to gather data in the same way and to identify good practices with particular reference of the 5 thematic areas.

The grid has been divided into 5 sections in order to get specific information on the organization structure of partners, activities and existing industrial relations models and bilateralism.

The first section (from 1 to 8) is about the presentation of the structure and national legal system; the second (from 9 to 13) is on the description of the Labour Collective Agreement (n.8); the third (from 14 to 16) is about the experiences and cases developed or known on bilateralism; the fourth section is on the Industrial Relations and partners are required to describe their model and indicate the reference legal framework and what foreseen by the collective agreement; finally the section 5 is on five themes for which every partner is called to describe the best practices developed.

Once fulfilled the grid by every partner, the coordinator will be able to redact a book on the state of art and nation trend on Industrial Relations as well as a guide of best practices matured in the thematic. The deadline and the related scheduling will be presented by Barbara Cocchetta.

- WP2 "Benchmarking and good practices exchange and dialogue platform creation".



Barbara Coccetta introduced herself as a collaborator of EBT, in charge of planning and giving support to European projects implementation.

She started her presentation with a brief overview on the Budget Heading Programme objectives and those of the project. In particular she emphasized that the project is addressed to specific social and employment dimensions (5 topics) and to the Flagship initiative "An Agenda for new skills and job" (2020 strategy). Actually, the main project topics are:

- Forms and incentives for the employability of younger work in the social dialogue, training modules, cooperation with the youth forum
- The reconciliation of work and family (working hours flexibility and childhood services);
- Form of worker participation in the company management (organizational models that encourage the participation of workers in the dynamics of non- conflicting and participatory company management, and a reward system tied to the company productivity, including non-economic types);
- Health and safety at work (incentives, funds and other supporting measures) : good practices on third party violence at sectoral and multisectoral level
- Occupability and stabilization of workers (incentives, funds and other supporting measures, projects on skill needs)

To do that the project work plan foresees two core Work packages (WP1 – WP2) where all national social partners and European committees are supposed to give their contribution and presenting their experiences in the identified sectors within the seminar and the workshop organized in Perugia (Italy) and in Riga (Latvia). She explained that they also have to create the conditions to foster the best practices exchange and the social dialogue platform, and to contribute by their active participation to the seminar and workshop and their products realization. Whereas, the two other Wps, the WP3 and WP4 are transversal

phases of work that start and end with the project lifetime. For each WP has been identified a WP leader (LP) as follows:

- **WP1 Survey on Industrial Relations in European Countries and National trends on collective and/or territorial company's agreements (22/11/2011- 30/01/2012); Lead Partner (LP): EBT**
- **WP2 Benchmarking and good practices exchange and dialogue platform creation (01/02/2012- 30/10/2012); LP:Latvijas Tirgotāju Asociācija (Latvia)**
- **WP3 Project Management and evaluation (22/11/2011- 22/11/ 2012);**
- **WP4 Dissemination of results (22/11/2011- 22/12/2012). LP: EuroCommerce**

As the WPs has been already generally presented by the Coordinator, Barbara Coccetta highlighted the importance of the comprehension of the methodology that will be implemented by all partners under the coordination of EBT.

In particular for the WP1 DESK RESEARCH AND SURVEY will be used to describe the different national Collective Bargaining systems and identify the best practice in the topic areas. The result will presented and discussed during the General Seminar in Riga.



The WP2 refers to a GOOD PRACTICE EXCHANGE that will be realised by means of an OPEN SPACE LEARNING EXCHANGE WORKSHOP in Perugia (OST).

The OST WORKSHOP will be realized by a participatory methodology called Open Space Technology, that is an approach for hosting meetings, conferences, focused on a specific and important purpose or task—but beginning without any formal agenda, beyond the overall purpose or theme.

The approach is characterized by few basic mechanisms:

1. a broad, open invitation that articulates the purpose of the meeting;
2. participant chairs arranged in a circle;
3. a "bulletin board" of issues and opportunities posted by participants;
4. a "marketplace" with many breakout spaces that participants move freely between, learning and contributing as they "shop" for information and ideas;
5. a "breathing" or "pulsation" pattern of flow, between plenary and small-group breakout sessions.

There will be a facilitator that helps the implementation of the methodology at each "table of discussion" from which an instant report will be produced.

Another important methodology used will be by the use of the WEB Platform for knowledge sharing amongst partners and providing a platform on line debate on research activities.

Barbara Coccetta specified that a detailed presentation will be done the second meeting day by the Coordinator.

WP3 Project Management and evaluation

Barbara Coccetta explained that the WP consists in:

PROJECT ADMINISTRATION PROCEDURES AND TOOLS that will be later presented by SAMANTA FERONE, PROJECT COORDINATION, MONITORING AND evaluation procedures that are foreseen and explained in details in the QUALITY PLAN.

Ms Samanta Ferone (collaborator of E.B.T.) introduced the financial aspects of the project. She started speaking about the Agreement signed between E.B.T. and the European Commission and the subcontracts formalized with each Partner. She described the contents of the subcontract such as general information about the project (duration, period of eligibility, etc.), payments, reporting procedures and the Progress and Final Reports to be submitted to the E.C. by the partnership.

She underlined the deadlines for partners and the list of documents (not exhaustive) to be elaborated regarding both costs and activities.

It was established that the Progress Report will be prepared within June 2012 (1 June the deadline to send the documentation by partners); and the Final Report within December (20 December the deadline for partners).

Ms Ferone afterwards illustrated how to use the monitoring tools elaborated by E.B.T. for cost statements: timesheet and reporting costs sheet. She highlighted these instruments must refer to each own budget. The main heading costs have been analyzed in relation with



the estimated budget, the partners concerned and the specific documentation to be prepared.

Many questions have been asked especially regarding the daily salary calculation, how to report the daily allowances for subsistence costs, how to report travel costs in relation with the estimated budget.

One question concerning the timesheet template has been remitted to a following advice by the E.C.: it concerned if the timesheet must comprehend all the projects worked by the staff for the organization partner included the everyday work or just the time spent on the project.

At the last, Mr Ferone advised the participants to respect its own budget, applying for modifications only if indispensable for the running project and after a previous evaluation by the E.B.T..

WP4 "Dissemination and valorization of the Projects' results":

The speech of Mr Riccardo Trabalza (E.B.T. coordinator of the project) concerned the explanation of the web site elaborated within the framework of the project. He showed the use of the www.ebtperugia.it/europeplan web site, the general information of the project and the partners involved. All the sections have been explicated starting from the "event" where all documents elaborated for the transnational meetings will be posted (such as all the presentations produced for the 1st transnational meeting); the "forum" section where it is possible to discuss issues writing comments concerning the project's topics within the framework of "Industrial Relations in Europe", also in a private way; the "Documents" section which comprehends all documents regarding the Industrial Relations and the five thematic areas/topics involved in the project.

He explained how to enter the "Restricted area" through *username* and *password* that will be furnished to each partner, to verify the reserved documentation and the private section of the forum; the "newsletter" section, where it is possible to be registered to receive our newsletters about the project's results as part of the dissemination activities foreseen.

At the end of his intervention, Mr Trabalza underlined the possibility to link the "YouTube" web site where photos or videos produced during events will be posted.

Next steps to be taken: project schedule for the following months. Next project meeting.

Barbara Coccetta presented the project workplan stressing the need of defining a better specified and articulated workplan for the first year of activities and of defining the different partners' contribution in all the activities and tasks.

For this reason she showed a project schedule for the following months (until the next transnational meeting in Riga) as indicated below.

Finally the partnership indicated two possible dates to have the next meeting in Riga: ???



Scheduling for next activities until Riga Seminar

WHAT	WHO	by WHEN
FULFILLMENT OF THE GRID (PRESENTED IN PERUGIA MEETING) AND SENDING TO THE COORDINATOR (BY EMAIL) (WP1)	ALL	30/03/12
UPLOAD (FULFILLED) GRID INTO THE PRIVATE SECTION OF THE PORTAL (WP2)	EBT	1/04/12
UPLOAD REPORT AND BEST PRACTICES (WP2)	EBT	30/04/12
FORUM ANIMATION AND DISCUSSION MANAGED BY THE COORDINATOR	ALL	01/04/12
POWER POINT PRESENTATION ABOUT THE SECTION 4-5 OF THE GRID (GENERAL SEMINAR IN RIGA)	ALL	15/04/2012
PREPARATION AND SENDING MONITORING REPORT	EBT	01/04/2012
DEVELOPMENT OF PROMOTION MATERIAL ABOUT THE PROJECT FOR DISSEMINATION	ALL	DAL 20/02/2012
CONTRIBUTION TO THE DEVELOPMENT OF THE DISSEMINATION PLAN (EVENTS AND TOOLS FORESEEN FOR DISSEMINATION IN EACH COUNTRY)	ALL	10/04/2012

In order to carry out all activities, Barbara Cocchetta invited the Steering Committee to vote necessary deviations to be applied to the Work Plan (timing).

Therefore the deviations approved by the Steering Committee have been on the duration of the WP1 and WP2 as follows:

- **WP1. 22/11/2011- 30/03/2012**
- **WP2. 16/02/2012- 30/10/2012**

During the final discussion partners exchanged suggestions about the following date to fix for the next transnational meeting, the General seminar will be held in Latvia.

Regarding this meeting, the partner Latvijas Tirgotāju Asociācija suggested to combine the transnational seminar with another important event will be held in Riga in the 10th of May 2012. The event will concern the creation of a bilateral entity (council) between companies associations and some national trade unions.

This could have been the occasion to present the E.B.T. as a good practice in bilateralism and get to know other experiences in European Countries. It would also be a special event in which partners will promote project and its activities (dissemination).

As all partners agreed with this suggestion, the date established for the general seminar w the 9th and 10th of May 2012.



About organizational aspects of the General seminar, Partners discussed about the main arguments to be focused at the seminar: presentation of the grid; some anticipations about the five thematic areas on Industrial relations foreseen on the project.

From the debate, it is established that: the 1st day of the seminar will be about the project's activities (presentation of the grid and the five thematic topics); the 2nd day will be divided in two parts: the first one (10.00 a.m.-13.00 a.m.) will be about the participation at the "bilateral experiences" will be held in Riga at 10th May; the second part (15.00-17.00 p.m.) the Steering Committee will discuss about the project management aspects.

All events (workshops and seminars) have been confirmed by all members of Steering Committee as follows:

Workshops and meetings

DATA	MEETING	LOCATION	ORGANIZZAT ORE
16-17 FEBRUARY 2012	Kick-off meeting	Perugia (Italy)	EBT
9-10 MAY	1st General workshop and second Steering Committee meeting	Riga (Latvia)	Latvian Traders association
14- 15 June 2012	2nd workshop (OST)	Perugia (Italy)	EBT
September/October 2012	1 st National seminar	Perugia (Italy)	EBT
September/October 2012	2 nd National seminar	Spain	Confederació de Comerç de Catalunya
September/October 2012	3th National seminar	(Bruxelles) Belgium	Burtsuper.be
September/October 2012	4th National seminar	Greece	Labour Institute of GSEE and OIYE
September/October 2012	5th National seminar	Riga (Latvia)	Latvian Traders association
9 November 2012	Final conference	(Bruxelles) Belgium	Eurocommerce and Uni Europa