



Funded by the
European
Union

European DIRECT 2 Project

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DG Jobs and Social Rights**

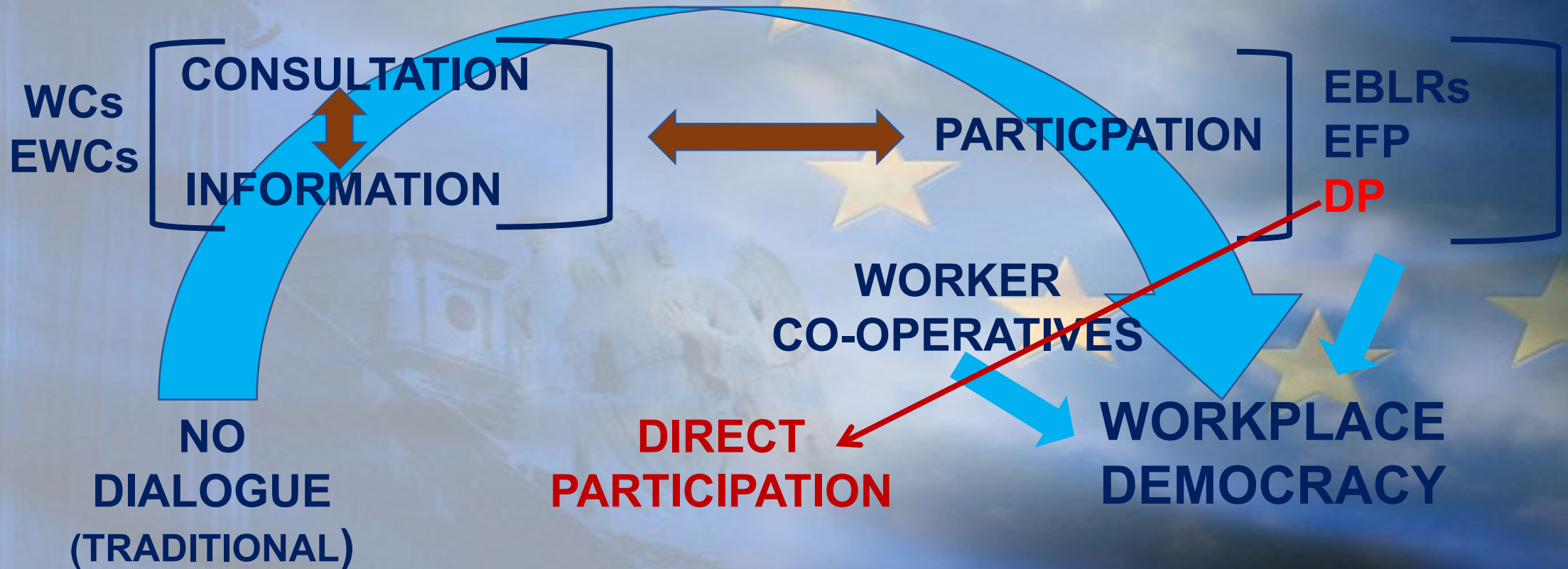
PRESENTATION

- 1. Democracy at Work**
- 2. Direct Participation – Definitions**
- 3. DIRECT 2 Project**
- 4. COVID-19 and Technology**
- 5. TransFormWork Project**

1 DEMOCRACY AT WORK



DEMOCRACY AT WORK



DEMOCRACY AT WORK

EUROPEAN TRADE UNION INSTITUTE RESEARCH

Shows that more *Democracy at Work*:

- Reinforces civil and social democracy
- Gives economic / market advantages / sustainability
- Less employment inequality
- Better pay and life satisfaction
- Better Occupational Health and Safety

Benchmarking Working Europe 2019
ETUI (Brussels)

MORE DEMOCRACY AT WORK

EUROPEAN TRADE UNION CONFEDERATION CAMPAIGN

Strategy for more democracy at work

**ETUC Resolution adopted at the
Executive Committee Meeting on
7- 8 March 2018**

MORE DEMOCRACY AT WORK

OBJECTIVES OF THE CAMPAIGN:

- **Key to more *Social Europe* and a stronger European Democracy**
- **Equality in EU social, economic and commercial policies**
- **Greater gender / diversity equality in the board rooms of EU enterprises**
- **Access for all EU workers to ICP rights**

No second-class rights can be accepted

MORE DEMOCRACY AT WORK

ALSO CALLS FOR:

Greater powers for the *European Labour Authority*

Only Direct participation in decision-making and a living democracy can pave the way forward

2 DIRECT PARTICIPATION (DP)

DIRECT 2 PROJECT

2020-2022

WITH

SIX PARTNER EU MEMBER STATES:

BG; CY; IT; IE; PL; ES

DIRECT PARTICIPATION (DP)

EUROFOUND Definition

CONSULTATIVE



INDIVIDUAL

GROUP



- ⌘ **FACE-TO-FACE**
- ⌘ **ARMS LENGTH**

- ⌘ **TEMPORARY**
- ⌘ **PERMANENT**

DELEGATIVE



INDIVIDUAL

GROUP

*Conceptualising Direct Participation in
Organisational Change (The EPOC Project)
Eurofound (Dublin) 1994*

EUROFOUND Definition

Digitalisation

Automation: the substitution of human input by machine input

Digitalisation: the transformation of physical objects and documents into *bits* (and vice versa)

Introduced through the use of Direct Participation

*Game-changing technologies: Transforming
production and employment in Europe
Eurofound (Dublin) 2020*

3 DIRECT 2 PROJECT

2020-2022

Three Stages:

- 1. National Context**
- 2. Questionnaire based analysis**
- 3. Case studies**

Final conference in Sofia on 14 July 2022

**Launch of the *Final Project Report* and
*Guide to Good Practice***

TWELVE CASE STUDIES

- **Co-operative Bank in Basque Country** Spain
- **Metal processing company** Spain
- **Car manufacturing plant** Poland
- **Telecom communications** Bulgaria and Poland
- **Chemical manufacturing** Bulgaria and Cyprus
- **Health Insurance** Cyprus
- **Medical devises company** Ireland
- **Paint manufacturer** Ireland
- **Appliances ('white goods') manufacturer** Italy
- **National highway company** Italy

MANUFACTURING

- **Electrolux (IT) manufacturer of ‘white goods’:**
 - Delegation to work-stations of Safety; Quality; Breakage; Internal audits
 - Investment of €130 million in automation assembly-line – will secure 1,500 jobs
- **Stellantis Group (PO) (Gropa FCA (FIAT Group)):**
 - Introduced 800 robots on new automated assembly-line; new automated paint-shop
 - 2,000 affected employees were re-assigned to other related tasks, so there were no job losses

MANUFACTURING

- **Metallurgy Foundry (ES): DP part of its operations and workforce is involved in –**
 - **Workforce involved in drafting strategic plans**
 - **There are departmental self-management teams**
 - **Company information is shared through:**
 - **Weekly newsletter**
 - **TV screens around the plant**
 - **DP is reviewed through a Monitoring Committee to assess how it is functioning**

MANUFACTURING

- Fleetwood Paints (IE) is a small, family owned, paint company, based in a rural setting
 - It had a tradition of an authoritarian management style, but in recent years a change in the company culture has resulted in a new, safe, participative environment, which has resulted in increased sales and the requirement for a new manufacturing facility
 - The design of this new production unit has been undertaken by a joint committee of all the work disciplines involved.

HEALTH RELATED

‘The nature of the pharmaceutical business doesn't lend itself to DP, as it is a highly regulated sector’

- ❑ **Sopharma (BG) pharmaceutical manufacturer has:**
 - ❖ **A good working, healthy and safe environment and secure employment**
 - ❖ **Wide use of consultation through both traditional and electronic (intranet; e-mails; mobile ‘phones, etc.) forms of communications. Information is shared with employees on:**
 - **Production and sales data**
 - **Financial and economic situation**
 - **Business development plans**
 - **Organisation and structural change**
 - ❖ **Introduced a range of new automated technologies**

HEALTH RELATED

- **Medchemie (CY) is the leading pharma company in Cyprus**
 - **However, where possible, management involves employees in certain aspects of the business, e.g.**
 - **Performance Management Systems**
 - **Internal Participation Committees, such as CSR and Environmental Committees**
 - **Automation; Computers and ICT systems have all been introduced**

HEALTH RELATED

- ❖ **Medical Devices Company (IE) is a subsidiary of a major MNC**
 - This facility is considered a clean, safe work environment with long-term employment
 - New high-speed automated technology introduced in recent years, with a requirement for very high production standards
 - Work Teams deal with production issues and individual employees identify and fix problems
 - New 'Problem-Solving' Internal Dept
 - Workforce has doubled in ten years

TELECOM

- **BTC-Viacom (BG) and Orange (PO) have both invested significantly in new communication technologies, such as:**
 - ❖ **Automation of services**
 - ❖ **Electronic communications, new software and 'platforms'**
- **Resulting in**
 - ❖ **A significant reduction of staff**
 - ❖ **Improved qualifications and skills of existing staff**
 - ❖ **Re-organisation of working time**
 - ❖ **Introduction of a wide range of internal staff communications**
- **Trade Unions in both companies involved in these changes**

SERVICES

- **Co-operative Bank (Basque Country, ES)**
 - **As a co-operative, all workers (co-owners) are involved in every aspect of the banking service through a layered structure of committees and councils answerable to the General Assembly**
 - **There is a high level of participation and DP has resulted in**
 - **Greater efficacy of the work process**
 - **Greater speed in implementing policies**
 - **Greater levels of staff commitment**
 - **Lower stress levels, less inter-personal and inter-departmental tensions**

Non-union!!

SERVICES

- **Autostrade per l'Italia ASPI) (IT) is the group of companies responsible for the running and maintenance of the autostrada network. It depends on a range of new technologies**
- **A joint management / trade union Business Plan addresses:**
 - ☐ **Safety and health**
 - ☐ **Quality of services**
 - ☐ **Diversity, equal opportunities**
 - ☐ **Continuous staff training**
 - ☐ **Conciliation**
 - ☐ **Policies to deal with bullying and sexual harassment at work**

KEY FINDINGS

- 1. Direct Participation is not widely practiced and, if it is, it is more likely to be by a sharing of information and, in some cases, consultation of a limited range of issues**
- 2. Delegation of decision-making to individual workers and/or to work teams is not widespread**
- 3. In all case studies a wide range of new technologies have been introduced in recent years, but there has been intensive technical developments in manufacturing, such as automated assembly-lines and robotics**
- 4. ... and in telecom services: analogue to digital!!**

4 IMPACT OF COVID-19

- In all case studies, enterprises said that they have taken the pandemic very seriously –

Employee safety-first policies

- Health and safety concerns: enterprises closed offices and, with some exceptions for essential-service, their manufacturing plants during the initial months of the pandemic in 2020
- In cases where working hours were reduced, worker ‘bubbles’ were formed to prevent transmission of the virus
- Increased remote work / home working where possible, in particular for office staff was supported – this is likely to continue post-COVID

**5. TransFormWork Project
2021-2022**



EUROPEAN SOCIAL PARTNERS FRAMEWORK AGREEMENT



June 2020

EUROPEAN SOCIAL PARTNERS' FRAMEWORK AGREEMENT ON DIGITALISATION

- ❑ Objectives of the Framework Agreement in the context of digitalisation, to explore:
 - Work organisation and working conditions
 - Digital skills and secure employment
 - AI and guaranteeing the humanisation of work
 - Rules for 'connecting' and 'disconnecting'
 - Respect of human dignity and control of surveillance

European Roundtable in Dublin on 11 October 2022



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**GO RAIBH MAITH
AGAT**

THANK YOU

**FOR UPDATES ON HOW THE PROJECT IS PROGRESSING THE
WEBSITE IS**

<http://direct-project.org>