



Information, consultation and Participation of Representatives of Undertakings

Final Report February 2011

Budget Heading 04 03 03 03

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**JOINT TRAINING & LEARNING
FOR SUSTAINABLE INFORMATION
& CONSULTATION**



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1. Results

- **Project Type:**

To address priority 1.2B

- To promote the exchange of information and good practice aimed at creating favourable conditions for the setting up of information, consultation and participation structures within undertakings as foreseen in Directive 2002 / 14 / EC; It will do this through the delivery of seminars, training and exchange of information and of good practices involving workers' and employers' representatives. The focus will be building trade union representatives practical skills and confidence allowing workers to develop and utilise information and consultation systems to enter into dialogue and consultation with employer organisations.

It addressed the priority area 1.2 D. –

- To promote transnational actions involving representatives of the new member state and of candidate countries in the field of information, consultation and participation of workers;

It addressed priority area 1.2G –

- To promote innovative actions relating to the management of information consultation and **participation, with the view of supporting the anticipation of and change and the prevention and** resolution of disputes in the context of corporate restructuring, mergers, take-over and relocations in the Community-scale undertakings and Community-scale groups of undertakings;

In that it will promote innovative actions relating to information and consultation with the view of prevention and resolution of disputes in the context of corporate re-structuring and mergers in the current economic climate. It will engage employers by inviting them to take part in the project activities. Through utilising the employee representative networks learning from the project will be disseminated widely.

This project is a **transnational cooperation project** which addresses:

- Type 1 A from section 1.2.2 Calls for Proposals *“Conferences, seminars, short training actions and exchange of information and of good practices involving workers' and/or employers' representatives”*.

The project applicants are multi-sectoral representatives of workers.

Project Goals & Objectives:

- work with trade union officials, employee representatives and the employer representatives working in the Food and Drink sector in the Scotland UK, Hungary and Poland.
- A minimum of 57 workplace reps will benefit directly from the main event seminar training.
- The trade union officials and representatives in the workplace will receive support to build understanding of the need for developing a joint unified strategy in the implementation of information and consultation Directive with employers.



- Closer co-operation and understanding will be built between employee representatives from the partner countries by the trainings and support being a shared learning experience.
- Building on skills and knowledge gained through previous projects representatives in the workplace will receive practical Training-for-Trainers input to ensure that their learning can be cascaded down to their colleagues ensuring added value and sustainability, and less reliance on external training expertise.
- The communication and negotiations skills of employee representatives in the workplace will be developed and enhanced using innovative action plans and consultancy – to ensure practical implementation within the time line of this project.
- Employers will be engage, being invited to take part in the project activities and with employee representatives on the practical action plans and new consultative initiatives during the project delivery period, and to their mutual benefit.
- 6 trade union officials will receive **‘train the trainer’** development to enable them to cascade the training to many other workplace representatives, **beyond the life of the project.**
- The project will contribute to the initial development of a **Best Practice Guide to Implementation of the Directive** within the food and drink industry sector. The start of bringing together research and information for the guide will be shared by the partners and it is hoped this guide can be fully developed in the future.

Results & outcomes:

The delegates across the partner countries UK, Poland and Hungary were identified by the national coordinator in each country to take part in the seminars and training. Criteria for selection was negotiated with their trade union colleagues and included supporting the participation of women, and those who represent significant numbers of trade union members in the food and drink sectors. There was a core of 30 beneficiaries from each country took part in all the training sessions in order to ensure that skills were learnt, action plans were agreed and carried out and that confidence was built to allow these key beneficiaries to implement and champion their new learning in the workplace, therefore to improve Information and Consultation in the workplace. An additional 30 beneficiaries were the private sector managers in the companies which participated and employees who gained from the implementation of the action planning activities which aimed to improve communication, interaction and consultation between trade union, employers and employees. Therefore, 70 beneficiaries in total were involved in this project.

The project worked with trade union representatives, their managers and employees working in the Food and Drinks sector in Scotland UK, Hungary and Poland. This project was able to bring together a good sample of manufacturing companies across the 3 partner countries.

Initial project and management meetings took place virtually with video conferences during December 2009 and January 2010. Also email correspondence to ensure each partner co-ordinator understood the details of their role. This proved most useful therefore all subsequent planning of the project events was discussed and agreed in the same way.

Key Results:

- 3 Seminar Events took place: The first Seminar with trade union and management representatives working in partnership; the second seminar focussing on the ‘train the trainers’ skills for trade union representatives; the third seminar with trade union, employee and management representatives assessing the results and the implications of the work.



- Managers and their trade union worked together in a partnership approach on defining the essential skills needed by employee representatives which formed the core content of the 'train the trainer' programme.
- A company Information and Consultation Health-Check document was designed from the project.
- The 3 partner countries conducted research in their participating companies with the Information and Consultation Health-Check. This research was collated across 3 countries – **Appendix 1**
- Trade union delegates and their managers designed the Essential Skills Assessment Matrix for operational TUs in the workplace. **Appendix 3**
- 25 beneficiaries undertook the full 2 day 'Train the Trainer' programme in Budapest and another further 20 beneficiaries took part in the 1 day programme in their own country. This was a considerable improvement on the target of 6. **Appendix 5**
- In Poland delegates organised the election of TU leaders to be part of the Workers Council. They also concluded their Collective Agreements with companies and designed a communication exchange for employees publicising TU activity more widely. **Appendix 8**
- In Hungary delegates designed a stress survey and implement this in participating workplaces to gain the engagement and co-operation of the wider employee population and managers. **Appendix 9**
- In Scotland delegates improved the factory briefing process to ensure wider communication with employees and through engagement with the management, secured regular joint meetings to support modernisation plans. **Appendix 10**
- TUs and managers agreed that wider European bodies should be informed of the outcomes of this project and seek input from them into this established partnership. EFFAT and MEPs were identified as key places to start. This conversation with contacts is on-going beyond the life of the project.

Key Outcomes:

- Delegates were able to discuss openly the new solutions to the current economic crisis which are either starting to be implemented or planned to be implemented in companies.
- Beneficiaries strengthen their transnational co-operation by sharing key information about how to design and deliver an employee stress survey in the workplace. Poland supported Hungary in this activity.
- Trade union representatives from across the 3 partner countries assessed themselves against the newly designed Essential Skills Assessment Matrix before the start of Seminar 2 and after they had completed training and action plans. The results show a marked improvement in the skill level across all 3 partner countries. **Appendix 6 & 7**
- Best practice examples of effective joint information and consultation processes in the workplace were uncovered.
- The key issues which hinder and block information flow in the workplace were agreed. **Appendix 2**



- Transnational exchange of information took place about the current reality within each country of the manufacturing market and what strategic issues have arisen for TUs as a result. The Employee Appraisal process appeared to be a key issue to emerge.
- Partners were able to exchange information on the difficulties encountered when implementing their action plans and what influenced their successes.
- Partners exchanged information on the key benefits of introducing a LEAN programme into manufacturing. Scotland was able to give a report on the implantation of LEAN at McVities.
- Partners strengthened their working relationship across Europe and gained greater understanding of the common issues which impact on maintaining good information and consultation in the workplace.
- Greater cooperation emerged between TUs and the management within participating companies. This was a direct result of involving managers in the project at the start.
- Representatives in the workplace learnt the skills, knowledge and approaches necessary to strengthen internal consultation mechanisms with colleagues and employers to ensure positive implementation through minimizing conflict.
- The project strengthened the participation and knowledge of the workforce as it encouraged worker involvement and positive dialogue with trade union representatives and management. New forms and processes of communication with employees has been established as a result of this project.
- The confidence and commitment of trade union representatives in the workplace were developed to enable them to independently work in a more strategic manner with employers. This enabled workplace negotiations to be more equitable and positive with beneficial outcomes.
- Employers became engaged, as they were invited to take part in the project activities and with employee representatives on the practical action plans and new consultative initiatives during the project delivery period, and to their mutual benefit.
- Beneficiaries i.e. trade union officials and employee representatives are now able to work in a more unified way. They join together to plan strategically their approach to negotiation and consultation with employer representatives.
- Learning modules have been developed and tested which can be duplicated and used in a transnational way

Added Value

Cost-Effective & Innovative

This project was extremely cost effective for the reach, range and depth of activity and learning it produced. The three partner countries have worked closely together and committed time, resources and knowledge well beyond the requirement of the project. This is an illustration of highly committed organisations demonstrating best practice in partnership work.

The additional value of this project came from the research and pre-work undertaken to clearly identify the needs of beneficiaries **before** they embarked on the trainings and **after** they completed their action plans. The design and development of a training programme resource is a key outputs



which other partners and wider organisations are able to continue to use long after the project is complete. It was a project with innovation at its heart as it drew together delegates from the 3 partner countries in joint learning seminars producing practical and live implementation and learning which impacted on the workplaces by improving the communication and consultation process and activities with employees.

Tools and Learning

An Information and Consultation Health-Check tool was developed and will be shared and used by a wider audience in all industries. This is an example of the depth of learning and cooperation that was within this project, taking proven learning and hard effort from one project and directly benefiting a wider audience and beneficiary group.

The research and findings from this project contribute to the start of a **Guide for Best Practice in Information and Consultation**. This project initiated material for the guide across the partner states.



The Design & Process of the Trainings

The design and delivery of the learning programme was innovative and valuable to this project as it was based on evidence from the previous project which demonstrated higher impact learning where delegates were supported to create and implement Action Plans. **The 'Live' Action Plan Process** undertaken within this project was in direct response to high value outputs and achievement of project **VP2008/003/06** which used this process for the first time. It enabled delegates to focus on the achievable activity around sharing and implementing good information and consultation processes within a defined time period. It engaged delegates with their company, management and employees directly and drew them closer as European colleagues as they embarked on the work programme together.

Another innovative element of this project was the consultancy service provided by the 3 partner organisations to the delegates during their implementation stage of the Action Plans. This proved to be a surprising and invaluable part of the project. The main reason was it kept the co-ordinators in touch at frequent intervals and supported beneficiaries during tricky situations.

Materials of the Trainings

The introduction of unique and bespoke **Role Play** into the training sessions was a valuable process for delegates. It was shown in the 2009 project that very few workplace representatives had taken part in real role plays, where it was necessary to take on a persona of another person. This was a supportive space for delegate learning and joint learning across the partners. The content and detail for these learning tools was created by the partner organisations, their TUs and management at a Joint Seminar in Warsaw March 2010. It was their experience and knowledge of workplace challenges which bought a unique voice to the materials produced for the training sessions in Seminar 2. **Appendix 2**

Employer Engagement

The level of **company participation** in this project was excellent and it was designed to demonstrate to managers that the trade union can create engaging and positive outputs from their training. Employers were invited to and attended the seminar training events to contribute to the action planning process. This supported a close joint approach in the workplace.

All beneficiaries have learnt a more positive process in action planning and the creation of a strategy for implementing a new partnership working style with their management. The project increased confidence levels of delegates when entering negotiations with management, especially on the topic of information and consultation. The results of the Skills Assessment Matrix clearly show an improvement in the skill level and confidence of worker representatives. **Appendix 6 & 7**

Partner Commitment

The innovation and added value of this project was only made possible by the high level commitment and effort of the 3 partner organisations, GMB Scotland, EDSZ and Solidarnosc. They worked closely together, with open information exchange, regular meetings and learning points being drawn down and to utilise the joint trainings.

1.2 Project Summary of Progress

The project was structured in three main phases



Preparatory Phase

The preparatory phase of this project lasted for 3 months from November 09 – Jan 10. Initial management discussions took place within the GMB as Lead Partner, and then between the 3 partners. Firstly the process of identifying the key participants and beneficiaries had to be considered. Once they were identified, agreement was reached through virtual meetings and discussions on the process and tools to further clarify the ability and skills level of beneficiaries, along with their knowledge of the Directive (Framework Directive 2002). A piece of research was designed and undertaken via a survey during February 2010 to identify where each participating company was placed against the **Information and Consultation Directive Health-Check**.

Appendix 1.

With the results from this survey and the dialogues and communication across the 3 months, the detailed planning of Joint Seminar 1 took place.

Main Events

Joint Seminar 1

This first seminar brought together key people from the partner countries to analyse the pre-work undertaken by trade union representatives and companies. The outcome of these discussions and this evidence informed the design and development of Seminar 2 trainings.

Seminar 1 took place in Warsaw in March 2010 and involved the wider company context to create a highly focused development programme for beneficiaries. **This seminar included both trade union and employee representatives and managers were invited to input into the seminar to start to create a partnership approach to negotiations. The following was achieved;**

- Identified key industry issues which hinder or block the implementation of the Information and Consultation Directive (Framework Directive 2002) across the 3 countries.
- Assessment of the experience for each country in terms of positive negotiation and co-operation between managers and workplace reps.
- Exploration of the essential skills required for employee representatives to make positive progress in their own company dialogues with managers and employees.
- Agreement on the essential skills matrix for employee representatives, which was developed into an Assessment Tool. **Appendix 3**
- Identified main blocks and challenges in the workplace when trade union and management enter negotiations.
- Agreement of the common strategy and approach to be developed across the 3 countries.
- Identified at least 4 scenarios which were developed into case study material for the training content of Seminar 2.
- Identified 2 common workplace scenarios for development into role-play material. **Appendix 2**

At the end of the seminar all partners agreed to the following actions:

POLAND: tackle the subject of the influence of stress in the workplace – what form this takes and its impact on production and the person. Work with employers to create programmes and conditions which diminish the factors of stress. Conduct a stress survey for initial research. Look at staff being informed and educated and made aware of how they can react in certain situations to lower stress.

HUNGARY: Disseminate information to employees and workplace reps in the participating



workplaces. Design a stress survey and send out to members to gain information and interpret results. Survey testing will be carried out in conjunction with employers. Look at results and plan reactions to the survey with employers.

SCOTLAND: Report the seminar to employees in the workplace, through the creation of a new newsletter. Support the development of key skills for trade union representatives in the workplace through close partnership work, ie improve the factory briefing process; improve union communication through a shared newsletter and bulletins; improve the Employee Forum effectiveness; support modernisation process at the site with flexibility and new roles for workers; and continuing with this project. **Appendix 12**

TRANSNATIONAL COOPERATION

Poland will share the stress survey with Hungary. Scotland will share their Learning Centre operation and Employee Forum operations with Hungary and Poland.

Additionally, all partners agreed to use the newly developed Essential Skills Matrix for workplace reps with at least 20 beneficiaries in the participating workplaces and collate the findings for GMB so the average scores across the 3 countries can be extracted. **See Appendix 3**

Consultancy support

A piece of important learning from project VP2008/003/06 was that the provision of ‘experts’ and ‘critical friends’ via consultancy advice was deemed invaluable to beneficiaries while implementing their Action Plans. This consultancy support was made available to all delegates during the implementation of their action plans between Seminar 1 and 2, March & May 2010. Delegates were given one point of contact in their own country online, by telephone and fax. The 3 ‘consultants’ in each country had a weekly forum by Skype where updates were held, advice and information exchanged and on-going issues/problems solved.

Joint Seminar 2

This seminar took place in Budapest in May 2010. This was the core training programme for trade union workplace representatives. It involved the delegates undertaking pre-work in their own companies, completing the Essential Skills self Assessment Matrix, participating fully in the programme and agreeing to implement their action plans before the final Seminar and Dissemination event in Glasgow. **This Seminar worked with trade union and employee representatives only, allowing them the maximum time to focus on:**

- The difference between consultation and negotiation
- Planning a strategic approach to negotiations at local level to improve communication
- Make the right decisions at difficult times to facilitate conflict resolution
- Understand negotiation theory and basic negotiations skills
- Understand the benefits of developing a partnership approach to industrial relations to improve communication and consultation in the workplace
- Understanding how the use of positive language can aid workplace negotiations
- Skills development by using case study material developed from Seminar 1
- Skills and language development from Role Play sessions using material developed from Seminar 1.



- Development of action plans for implementation in their own company to improve the process and dialogue of information and consultation.

Aim of Seminar 2:

- For delegates to gain knowledge, skills and confidence to enter positive negotiation with management to improve the company undertakings of the Information and Consultation Directive.



Key Objectives of Seminar 2:

- For delegates to gain an improved understanding of negotiation and the skills involved
- For delegates to gain a comprehensive understanding of their own starting point, strengths and challenges in the skills matrix - baseline
- To build an awareness of the critical role workplace representatives can play in the positive development of information and consultation in a company
- Provide delegates with tools and techniques necessary for implementation of practical action plans
- Support delegates to identify ways to plan, execute and review their action plan
- Provide opportunities for the beneficiaries to practice negotiation in a team context with robust feedback
- Enable social dialogue to be approached with positive communication, language and attitude
- To support delegates to analyze case study material and apply the learning to their own workplace situation
- To develop the confidence and practical skills of representatives to use directly in the workplace for the improvement of joint undertakings.

Appendix 4 & 5

Additional to the work above our Hungarian hosts were able to arrange a site visit to a cheese factory in Budapest. This was directly requested by partners during the 'consultancy support' between March and May. They felt it would enhance understanding of the industrial context and environment of the Hungarian workplace. This industrial study visit was very successful and appreciated by beneficiaries as adding to their learning.

Consultancy support

This support of 'experts' and 'critical friends' via consultancy advice was made available during the implementing of Action Plans between Seminar 2 & 3 May to October 2010. Delegates were given one point of contact in their own country available online, by telephone and fax. The 3 'consultants' had weekly forums by Skype where updates can be held, advice and information exchanged and on-going issues/problems solved. Any issue from one country can be shared for solutions through the points of contact. **Appendix 6 & 7**

Joint Seminar 3

This was a Learning and Dissemination event with a study visit to McVitie's factory. GMB Scotland, as host, was able to facilitate a visit to the Capital, Edinburgh, where delegates saw the new Scottish Parliament and the great Edinburgh Castle.

At the Seminar trade union officials, employee representatives, with the participation of employer representatives focussed on:

- Shared learning from the development journey of beneficiaries and their workplaces evidenced through the Essential Skills Matrix Assessment Tool.



- Training-for-Trainers session will be delivered to more TU reps to ensure the cascading of learning and capacity building within each partner organization beyond the life of the project
- Analysis of how the strategies, approaches and actions positively impacted on relations with management and the development of the company' information and consultation mechanisms.
- Learning and understanding from the presentations of the Action Plans and how these were achieved.
- Capture the best practice and models of dialogue within the workplace which support company development and improved performance.
- Agree plans and actions for the future in each partner country.
- Agree the dissemination process for all social partners and delegates.

Appendix 8, 9, 10

Appendix 11

Partners and delegates had the opportunity to visit the Scottish capital and the new Parliament building and the old Castle. Additionally, a partner company in the project McVitie's invited all delegates to attend a factory visit.

1.3 Transnational Dimension

This project involved 5 transnational dimensions. The transnational aspect would not have been possible without the support of the European Union and this project.

Firstly there was the project partnership where Scotland joined with colleagues in Hungary through EDOSZ and MSZOSZ and local food and drink companies, along with Poland and private companies in the food sector. These 3 partners worked closely together throughout the whole project to plan and deliver on the objectives set out in the workplan.

Second, some of the companies involved are pan-European like Nestle and Danone, Mars, Philip Morris and United Biscuits which ensured the content was transnational.

Thirdly, the overarching topic of the project is the Information and Consultation Directive, how it is implemented within each partner country and how this might be improved through co-operation and activity. It also ensured that further learning about the Directive took place between trade unions, employee reps and their managers. The Directive is a transnational issue and of transnational importance.

Fourthly, the Project Actions and practical aspect of their content ensured it was of Transnational Dimension. ALL the project activities were focused, practical and outputs driven. The project involved 3 EU member states in the design and delivery of concrete and formal transnational activities. The co-ordinators of each partner state stayed in constant contact between the Seminars and provided consultancy and online support for beneficiaries to help them implement their agreed Actions.

There was additional cooperation and transnational exchange when employee representatives of companies shared their documents and paperwork associated with workplace research. In this way the learning and developments were powerful and gained greater impact. Poland shared their stress



survey with Hungary. Scotland shared their Learning Centre operation and Employee Forum structure and process with Hungary and Poland.

Lastly, the 3 Seminars took place in Poland, Hungary and Scotland making it truly transnational.

All of these important achievements have created transnational cooperation between employers and employees as regards information, consultation and participation within undertakings operating in several Member states and across pan-European companies. They have carved stronger frameworks and practice for the successful adoption of decision-making processes within the workplace.

A transnational cooperation partnership of three major European trade unions and federations was maintained in this project and was joined by the active support of company managers at the first Joint Seminar. The aim and achievement was to support social dialogue between managers and TUs to improve company communication and dialogue in these very difficult economic times.

1.4 Continuation

The networking opportunities within this project enabled exchange of information with partners and participating companies on critical issues, the identification of common problems and a look at practical solutions relating to implementing Information and Consultation Directive in the workplace. Delegates said they rarely get the opportunity to meet with other trade unionists from companies across Europe or to engage with real learning opportunities. The managers too commented that this project had offered them and the company a great and unique opportunity.

During this project it was identified that there are many changes anticipated in the food and drink workplace which employees find difficult to understand and deal with on an equitable level with management ie restructuring and workplace assessment of competence via the Employee Appraisal (especially where it is being used under the re-structuring plans). There were issues arising which points to a continuation of this project in other forms.

During the project evidence emerged that employers have tended to use the process of the Employee Appraisal to their advantage to discipline and sometimes dismiss workers. The re-grading of workers during re-structuring is a difficult negotiation in the workplace, where employees can find themselves downgraded, often based on the results of an Employee Appraisal.

The Appraisal process, during its introduction and use can cause conflict and difficulties for workers in the area of information, consultation and participation, as at present there is no clear process being communicated to employees and no standards applied to the Appraisal and its implementation. Negotiation with management on this critical issue is currently slow and difficult.

There were mixed views from all 3 partner countries about the best approach to take with employers and managers over change and re-structuring and the introduction of Employee Appraisal. Many worker representatives wanted to take the hard line and run into direct conflict with the managers. One new project idea is **'working jointly' and directly with managers** to improve Information and Consultation using the **Employee Appraisal** as a vehicle for enhancing workplace processes with good practice and high performance.



Partners and beneficiaries in this project are keen to refine their thoughts and explore the benefits of this joint approach to achieve a win-win situation in the workplace in the future. However, they made it clear that a high profile transnational project would be needed to gain the level of commitment from management required to carry out the objectives of such a new project. It is not the normal activity which partners or beneficiaries engage in.

Beneficiaries of this project identified there is generally a good flow of 'information' within their workplaces with much effort assigned to the processes and procedures, this had resulted in an increased understanding of the Directive (Framework Directive 2002), and somewhat improved social relations. However, the other parts of the Directive 'consulting' and 'participation', whether with work colleagues, workers, managers and their own trade union officials, was extremely weak and often nonexistent. A continuation project would address this need.

The GMB's response to this Key Learning from the 2010 project is to move from predominately sharing and learning between trade union reps in private companies to **exchange of experience, learning & action as a joint activity between managers and TUs** reps across the transnational partner countries.

1.5 Evaluation

Following the above development programme an Evaluation Seminar took place in Glasgow with representatives from the management and co-ordination teams. This was where the action plans were presented and the learning debated and recorded. Here too, partners discussed and agree the full dissemination events they will implement and how the breadth of learning and practical tools from the project will be introduced to other beneficiaries in the sector and companies beyond the food and drink sector.

An evaluation questionnaire was created and circulated to all partners and their participating companies. Therefore, 25 individual organisations representing approximately 240 beneficiaries were involved in this process.

Collated Evaluations from 3 Countries

PART 1:

1. Please show your reaction to this project by indicating (✓) how much you consider it to have been a good investment of your time across 2010.

5	Extremely Valuable	14
4	Very Valuable	9
3	Valuable	2
2	Worthwhile	
1	Hardly Worthwhile	
0	Waste of Time	

2. How well do you think this project achieved its objectives by the end?



Not achieved at all	0	1	2	3	4	5	Fully achieved objectives
					8	17	

3. How relevant was the project content/training to your work?

Not relevant at all	0	1	2	3	4	5	Very relevant to me
					10	15	



4. How much learning happened for you across the project time?

Noting at all	0	1	2	3	4	5	Very Much learning
			2	10	13		

5. What do you think of the facilitator for the Seminar events?

Awful	0	1	2	3	4	5	Excellent
			1	4	19		

6. What do you think about the activities across the year and the seminar work?

Not useful	0	1	2	3	4	5	Useful and relevant
					7	18	

**PART 2:
PROPOSALS FOR IMPROVEMENT**

I found the following the most valuable parts of the project: (direct quotes from beneficiaries)

- The group work at the Seminars, I learned a lot from them.
- Use of language in negotiations and planning time for meetings with management.
- Role plays were really useful
- Working with managers as it created new relationships in the workplace.
- It was valuable hearing issues from partner countries at the seminars.
- Group discussion and role play in Train the Trainers Seminar.
- Assessing each other's Action Plans.
- Learning about the use of words and their power in conversation and negotiation.
- Role Play actual situations which will happen in the workplace.
- Finding other parts of Europe has the same problems as us.
- Negotiation was the best part.
- Group work and good humour at the Seminars.
- All work and exercises based on real life issues and very useful.
- Exchange of information and learning in the joint Seminars and having managers present.
- All the group work with our partner countries was really most beneficial
- We were together and the cooperation was good.
- Learning from each other.
- How to think about a work situation and the impact it has communication and consultation.
- The debate and negotiations techniques was important for me.
- New experiences working with managers and excellent training.

I found the following the least valuable part of 2010 project:

- There were no negative comments logged during this evaluation.



It would have been useful to have included the following in this project activities:

- There were many useful topics and meetings. It would be good to have more social nights too.
- Nothing all was fine.
- There was much interaction between the countries but more next time if possible ie meeting every 2 months across the year.
- Mixed groups between the countries, we should do more as that was very interesting.
- All valuable.
- More about Glasgow and its industries and workplaces and examples of good practice.
- Real situations.
- Similar training much more often as we need this type of development very much.
- Mixed groups more during the seminars.
- More detail and examples of the technical details of negotiation.
- Mixed tasks with Polish, Scottish and Hungarian delegates when carrying out Action Plans would be very interesting and inventive.
- The time was used to the maximum an excellent learning vehicle.

What other activities or topics are you interested as a result of this project?

- The creation of mixed groups from partner countries for implementation of Action Plans, even if we do not speak the same language.
- The exploration and learning exchange using the Employee Appraisal under information and consultation.
- Successful negotiations with management and why it was successful – case studies material.
- Exchange of information with partners.
- Improving confidence of my TU with the 'Train the Trainers' programme and speaking up in a group.
- Employee Appraisal and how it is used in the workplace
- More development and exploration of negotiations with management, this was most enlightening.
- Dealing with new workplace situations through an economic crisis.
- Works Councils and they could link with this work.
- Visiting Scotland and a visit to more factories and workplaces.
- An examination of best practice and the Employee Appraisal.
- Working together again we have very good understanding now.
- More joint work with partners.

How the European Union's Support was made visible in the Actions

The European Union support for this project was made visible to all partners, beneficiaries and participants at any and all the events and activities. The ways used were:

- A written affirmation of the European Union's support was included in all documents produced by the project.
- All partners signed documents where this was affirmed
- All presentations and marketing material contained affirmation of the European Union's support
- All correspondence with supporting organisations and delegates signed documents with the affirmation.



- All training materials and agenda documents contained affirmation of the European Union's support.
- All meetings, trainings and conferences where beneficiary dealings took place were marked verbally with thanks to the European Union.

1.6 Dissemination & Multiplier Effect

- Publishing the final training evaluation and project report, in English, Hungarian and Polish language. This will be hosted on partner's websites and will be accessible to other social partners and employer representatives outside the food and drinks sector.
- The exemplar training and development modules made available to social partners and others outside the food and drinks sector and through the STUC Learning Academy, GMB website and trade union learning Hubs of Partner countries.
- In all partner countries the project report will be promoted and disseminated to key Government, Union and Industry sectors as well as to social partners at national level and sectoral, including the sectoral social dialogue committees not only in the sectors involved in this project but to other sectors as well.
- Improved social dialogue between workplace representatives and their management in extremely difficult economic conditions has taken place by having Joint seminars across the year.
- The positive impact of implementing the Information & Consultation Directive (Framework Directive 2002) through union officials and employee representatives taking a non confrontational, planned and skilled approach has enabled practical and progressive impact on business productivity through the action plan activity.
- Fresh and highly relevant case study material has been produced by each participating partner, for dissemination and exchange with Trade Unions, employers and employee representative bodies.
- Trade Union workplace reps have been trained to deliver the seminar programme to other workplace representatives, multiplying the impact beyond the life of the project. McVitie's has put out a trade union briefing. They have also introduced a new newsletter and posted the project work. **Appendix 12**
- Live project implementation by beneficiaries using new confidence and skills ultimately improving company performance through practical research and activity with management.
- The Hungarian partners have promoted the learning through their contacts in the food sector. For example the sector seminar programme across 2010 with learning links with MSZOSZ, sharing and promotion of the key project outcomes. **Appendix 12**



- In Poland Solidarnosc has secured the cooperation and interest of their wider trade union networks and that of the Confederation of Polish Employers, who have agreed to ensure that transnational knowledge from this project is disseminated using their usual means, Website links, newsletters.
- Additionally, there is dissemination and cascading vehicles like the Branch of Social Dialogue which is a tripartite commission (Government, trade unions and employers) programme during 2010 where this project progress will be highlighted.

1.7 Successes & Best Practice

For the social partners one highlight of the 2010 project was the networking opportunity it gave to beneficiaries and partners that would not have taken place without the support of the European Commission. Other clear successes identified at key times during the year are:

- Employee and employer representatives worked together to scope out a skills and knowledge matrix for workplace reps. The initial research and seminar work was designed into a Self-Assessment Tool for employee reps, which can now be disseminated across the food and drink industry and many other industrial sectors who might see it as relevant.
- We fully engaged the commitment of companies and their management to work jointly with TU reps, which enabled this project to be delivered successfully and has innovation and added value in its impact because of this approach. By bringing together trade union reps and managers to investigate and improve the skills set of TUs, this project set up good relations, new information and consultation structures which build understanding and demonstrate the positive impact of employee engagement. It has strengthened the positive implementation of the Information and Consultation Directive.
- Self-Assessments of workplace representatives took place across the transnational partner countries in February 2010 and a baseline of skills need was established and critical skills identified which require trainings. This base line was tested a second time in October 2010 which clearly showed a marked improvement in skill levels.
- This Transnational Essential Skills Matrix, designed from the scoping research, for trade unions reps and used as a self-assessment to create a baseline for each partner country and their companies can now be used across broader industry sectors beyond the life of the project.
- Participation in the project has given Polish delegates the impulse to appropriate action. They now follow the process learnt at Seminar 2, ie hold discussions, agreed an action plan and consistently execute it. They have improved the flow of information at Philip Morris where about 300 members now receive current information by e-mail. Workplace reps also improved the distribution of the newsletter and updated their website.



- The use of online support and consultancy by partner co-ordinators was extremely valuable and successful in this project and helped beneficiaries implement their ambitious Action Plans
- An excellent best practice output of this project was that workplace reps now organize the integration meetings at various workplaces in Poland and they have prepared a plan of such meetings for next year. In addition they attained a great election result in Lezajsk. All members of The Workers' Council are now from 'Solidarnosc'. Therefore an important result of our work in the project is the consolidation by and for the members.
- Shared learning and training events across the partner countries and participating companies enabled faster and deeper learning to take place.
- Philip Morris workplace reps in Poland had a series of meetings with managers to open dialogue on information and consultation. They achieved higher awareness of the activities of the Works Council with general employees and middle managers and have stimulated debate around team level problem solving of workplace issues.
- Joint trainings took place between the 3 partner countries for their TU reps in the critical skills which the assessments showed to be lacking. That is, negotiation, communications, briefings and information flow, which has created more confident and competent workplace reps in the process of improving the Information and Consultation Directive.
- The trainings supported the creation of practical 'action plans' for the beneficiaries which they implemented during the spring/summer 2010. These actions are:

POLAND: tackled the subject of the influence of stress in the workplace – what form this takes and its impact on production and the person. Partners worked with employers to create programmes and conditions which diminish the factors of stress. By improving the core processes of information and consultation in the workplace it was possible to conduct a stress survey for initial research. Now they are planning for staff to be informed and educated and made aware of how they can react in certain situations to lower stress levels in the workplace. **Appendix 8**

HUNGARY: Designed a stress survey and send out to partner companies and members to gain information and interpret results, thereby strengthening the Information & Consultation frameworks in the workplace. Survey testing was carried out in conjunction with employers. The results will be collated and then plan reactions to the survey with employers. **Appendix 9**

SCOTLAND: Supported the improvement in Information & Consultation by the development of key skills for trade union representatives in the workplace through close partnership work, ie improved the factory briefing process; improved union communication through a shared newsletter and bulletins; improved the Employee Forum effectiveness and awareness amongst general worker population; support modernisation process at the site with flexibility and new roles for workers. Delegates in this project have re-established formal communications with management for the clear flow of information.

The McVitie's plant in Glasgow is being prepared for sale so 2011 will be a critical year to ensure workers gain well constructed, easy to access and understandable information about the process



and are able to feedback responses and ideas about it thereby continuing to implement best practice in the Directive. **Appendix 10**