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# EXPANDING AND IMPROVING WORKPLACE DEMOCRACY AS A PREREQUISITE FOR HUMANISING LABOUR AND THE WORK ENVIRONMENT – DIRECT II

AGREEMENT NUMBER - VS/2020/0101

Partners in the project:



SGH



Associated organizations:





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Union

# **European DIRECT 2 Project**

***KEVIN P O'KELLY***

***Project External Expert***

**The project is implemented with  
the financial support of the European Commission –  
DG Jobs and Social Rights**

# EU MEMBER STATES

Organisations from the following EU Member States are involved in the DIRECT 2 Project:

- Bulgaria – Confederation of Independent Trade Unions (CITUB);  
Confederation of Employers & Industrialists (KRIB);
- Cyprus – SEK (Cyprus Workers' Confederation)
- Italy – Fondazione Giuseppe di Vittorio (FDV-CIGL)
- Ireland – IDEAS Institute (SIPTU)
- Poland – SGH (Warsaw School of Economics)
- Spain – Fundación 1° de mayo

(Associate organisations: BIA, Bg; and Royal Holloway College, UK)

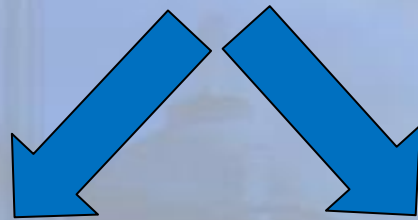
## **EPOC Definitions – Direct Participation**

*Opportunities provided by management, or initiatives to which they lend their support at the workplace level, for consultation with and/or delegation of responsibilities and authority for decision-making to their subordinates either as individuals or as a group of employees, relating to the immediate work task, work organisation and/or working conditions*

# EPOC Definitions – Direct Participation

**CONSULTATIVE**

**DELEGATIVE**

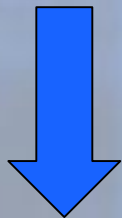


**INDIVIDUAL**

**GROUP**

**INDIVIDUAL**

**GROUP**



\* **FACE-TO-FACE**  
\* **ARMS LENGTH**

\* **TEMPORARY**  
\* **PERMANENT**

# Key Finding - DIRECT 1 PROJECT

## Direct Participation is dependent on:

- i. A joint commitment to workplace innovation**
- ii. Management styles and corporate culture**
- iii. Level of trust between management, trade unions and the workforce**
- iv. Social dialogue and good employment relations**
- v. Particular forms of work organisation and technologies (basis for DIRECT 2)**

# EUROFOUND Definition – Digitalisation

The focus of DIRECT 2 is on:

**Automation:** the substitution of human input by machine input

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

# **DIRECT 2 Project (2020-2022) - Methodology**

## **➤ Three Stages:**

### **a) 'Desk' research on -**

- **national employment relations systems**
- **the role of social dialogue**
- **worker participation and direct participation**

### **b) Semi-structured interviews (Questionnaire based)**

### **c) Enterprise-level case studies in each country (Questionnaire based)**

## **➤ Sectors:**

- Service / Public Sector**
- Manufacturing**



# Next steps

## **1. Interviews at the enterprise level are now underway –**

**Some enterprises already selected for this phase are:**

- **Bank in Basque Country, Spain**
- **Metal processing company, Spain**
- **Car manufacturing plant, Poland**
- **Mobile communications companies, Bulgaria and Poland**
- **Pharma manufacturers, Bulgaria and Cyprus**
- **Health Insurance - Cyprus**
- **Medical devices company, Ireland**
- **Paint manufacturer, Ireland**
- **Appliances ('white goods') manufacturer, Italy**
- **National highway company, Italy**

## Next steps

2. National seminars
3. National reports
4. Final consolidated ***Project Report*** bringing together the findings of the national research
5. Drafting of a ***Handbook of Good Practice***, highlighting what has been found to be successful in using DP for the introduction of new technologies at the enterprise level
6. Final conference to launch ***Project Report*** and ***Handbook of Good Practice*** – June 2022

# SOME INITIAL FINDINGS

**Many enterprises already have introduced some digitalisation**

- **Digitalisation has facilitated group/team work and provided job rotation and job enrichment (Bg)**
- **Intranet for internal communications and ‘self-service’ booking of holidays, leave, etc. Teleworking, up to 5 days per week already allowed in telecom company(Bg)**
- **Excellent levels of employment relations, backed by attitude surveys. It is expected that ICT will accelerate the introduction of DP (Cy)**
- **Trade unions have some concerns with teleworking in State agency (Cy)**

## SOME INITIAL FINDINGS

- ❖ Team working and focus groups the basis of DP and, also, ‘observatories’ for change (including ICT) in a manufacturing enterprise operating in a very competitive global market (It)
- ❖ Attitude survey of employees in large enterprise which it is proposed to nationalise in 2022, found that:
  - A need for a transformation team to facilitate digitalisation
  - Teamworking is already prevalent
  - A need for greater support to work remotely
  - There is some TU resistance to workplace changes resulting from digitalisation (It)

# **SOME INITIAL FINDINGS**

**The impact of the COVID-19 pandemic**

- **Many enterprises say that they take the pandemic very seriously**
- **Health and safety concerns, so many enterprises closed offices and manufacturing plants and in some cases introduced reduced working hours and/or worker ‘bubbles’**
- **Increased remote/home working where possible**



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**Gracias**

**GRAZIE**

**Dziękuję Ci**

**GO RAIBH MAITH  
AGAT**

**Благодаря ти**

**ευχαριστώ**

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

**<http://direct-project.org>**



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