

# European consultations scenario



SJEF STOOP (ED.)

A PRACTICAL GUIDE FOR EMPLOYEES'  
REPRESENTATIVES TO ARRIVE AT A EUROPEAN  
CONSULTATION STRUCTURE WITHIN ONE'S  
OWN COMPANY

FNV Centrum Ondernemingsraden



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## **EUROPEAN CONSULTATIONS SCENARIO**

A practical guide for employees' representatives  
to arrive at a European consultation structure  
within one's own company

This scenario was made possible thanks to the financial  
support of the European Commission.

SOMO  
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## INTRODUCTION

The set-up of this scenario is simple. It is a practical means of support for people who want to start European workers' participation initiatives at concern level. Employees' representatives and trade union leaders who have already taken several steps in this direction can also benefit by referring to this scenario for follow-up measures.

We have divided the process into seven steps:

- Step 1: considerations,
- Step 2: orientation,
- Step 3: establishing contacts with colleagues,
- Step 4: arranging the first meeting,
- Step 5: mutual discussions on objectives and structure,
- Step 6: negotiating with management,
- Step 7: the functioning of the European consultations.

The presentation is then subdivided per step as follows. In the first place, we establish the objectives of the step. After that, several brief considerations follow. These two points underline the fact that no matter how much we emphasise pragmatism and getting down to work, it is still necessary to pause at each step and ask ourselves: what do we want to achieve as the next step, what are the problems and opportunities and how can we systematically obtain the maximum benefits from the situation. This is supplemented with practical tips.

At each step, it is generally worthwhile to take the time to do it right. Hasty initiatives are not recommended; it is a complex question and in practice it is not always smooth sailing. But headway still has to be made. With each step, therefore, it is necessary to check if the time you reserve for it also delivers results. That also means that there is a final phase to each step:

- An assessment of whether or not the objectives you had in mind with this step have actually been achieved.
- If the assessment is positive: do you go on to the next step or was the action taken sufficient for the time being?
- If the assessment is negative: what went wrong and do you want to try again, go back a step or do you think the next step can be realised?

These points are not indicated at the end of each step because they are the same for every step.

This scenario is based on two starting points<sup>1</sup>. Firstly, we make a distinction between the European Works Council (EWC)

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<sup>1</sup> The scenario is an elaboration of the results of the workshop 'The European Workers' Participation: One Step Forward' (Utrecht, 22 March 1994) and of the research report 'The European Works Council: A Step Forward' (1994). This is published in Dutch, French, German and English by the FNV Centrum Ondernemingsraden.



and a European Employees' Consultation Group (EECG). An EECG is a mutual network of employees' representatives who meet with some regularity, without the involvement or recognition of the management. An EWC is an official, representative consulting body recognised by management. You can also view an EECG and an EWC as phases in the same process. Usually, the establishment of a representative body only makes sense if an efficiently working network is already in place. Secondly, it is important not to wait until the European directive regarding the EWC is adopted. This is partly derived from the first starting point. An EWC which is based on an already existing close-knit EECG has a much better chance of success than an EWC which is established purely on the basis of the directive. In the negotiations with management, you will be able to insist on a stronger EWC if it is based on an already existing EECG.

This scenario only deals with the concept directive in an indirect manner, since it can be some time before it is actually adopted in the various member states, if a directive is adopted at all. With the exception of a few details, the approach presented here is not dependent on the adoption of a directive. However, that is not to say that it is an unnecessary luxury. In time, formal recognition of each EECG initiative is necessary, if only to grant permanence to its existence.



## STEP 1: CONSIDERATIONS

### OBJECTIVES

- \* Establish priorities.
- \* Make a realistic assessment of chances.
- \* Ensure that the EECG/EWC initiative will really contribute to the effectiveness of the day-to-day work of the trade union and/or works council.

### CONSIDERATIONS

The call for a European Works Council (EWC) from the trade union movement and workers' participation bodies did not appear out of the blue. The national consultation systems are not suitable for offering a counterbalance to the internationalisation of business. In order to assess the local business situation, trade unions and workers' participation bodies require increasingly more information about concern branches and subsidiaries outside their own country.

However, an EWC is not some nice little 'gadget' to have in addition to the other forms of consultation. On the contrary, it is an institution which requires a great deal of time and energy.

Before deciding to start on this undertaking, it makes sense to set down a number of questions to be answered:

- \* What are our problems?
- \* In what precise manner does a possible EWC contribute to their solution?
- \* What alternatives do we have for an EWC?
- \* How much time, energy and money can we put into this effort?

These points are worked out below:

### APPROACH

#### When is it worthwhile to establish an EWC?

The problems which lead to an initiative must be structural, and not temporary; for example, a series of restructuring activities or continuous verbal fencing by management, citing foreign subsidiaries with lower manufacturing costs or higher productivity, etc. It takes at least six months between arriving at an initial concept for an EWC and the first international consultations. When there is a very urgent reason for establishing an EWC, for example in case of an international reorganisation, it can happen that the reason is no longer topical at the time the first international meeting is held.

#### **TIP: when do you start?**

When you have been convinced for quite some time



that an EECG/EWC has to be established, you can seize a suitable opportunity to get the ball rolling. In other words, choose the right moment. For example, in the case of mergers or takeovers, the workers' representatives in various countries (including Germany, Norway and the Netherlands) can insist that certain conditions be met before they give their approval. One such condition can be the establishment of an EECG/EWC.

We warn you against the 'step-ladder illusion'. This occurs in particular among workers' representatives during drastic reorganisations. The arbitrariness involved in many reorganisations and the obviously related unfairness lead workers' representatives who are fighting against it to adopt the following idea: We could prevent the reorganisation if only we could convince management of its own unreasonableness. That is also possible. But if local management refuses to discuss the point, the so-called step-ladder illusion sometimes comes into play. In desperation, the representatives attempt to get the attention (and ear) of higher management, up to and including the very top, in the hope that a higher level of management is willing to listen to reason. But higher management is not, by definition, more reasonable than local management. On the contrary. During a drastic reorganisation, often the board of the concern bluntly imposes a few simple requirements, for example that the number of employees has to be reduced by 10%. If the workers' representatives finally do get to speak to the board, it is frequently a disillusion. So you have to ask yourself: "What do we hope to accomplish at board level?"

**TIP: when is a discussion with management useful?**  
Before you attempt to come in contact with the concern management because of an actual reorganisation, you have to know to what degree the local management carries out what higher management has ordered. At times, it is better to put local management under pressure. They can usually talk to top management about the importance of the local office more effectively than the workers' representatives. Don't turn a top-level discussion into a prestige object.

**Information exchange is very important**

During the initial phase, an EECG/EWC functions primarily as a means for the mutual exchange of information, (also) independent of management. A 'genuine EWC', with negotiation rights and the possibility to develop alternatives, is years away. So, in the event of a specific problem, consider if you could benefit from an international exchange of information between employees. Otherwise, a first EECG or even an EWC will be of little use in helping solve that specific problem. Then it's important to look for other alternatives.



## Alternatives to an EWC

Aside from an EWC or EECG, there are two other possible ways to deal with international problems. First of all, you can establish bilateral contacts if local problems are primarily connected with developments in another concern subsidiary or another European country. Secondly, an attempt can be made to obtain information and/or support from workers' representatives in countries where there is better access to the international management or where there are better facilities, for example a trade union located at the parent company. In the event of acute problems, expressions of solidarity and other support can also be directly requested via international trade union channels. Finally, there is an alternative for an EWC: to expand existing workers' participation bodies with representatives from abroad. In particular, this practice is followed by several companies in France and Germany.

### The resources: time, energy and money

An initiative for an EWC or EECG requires a substantial investment. It is important to take stock in advance as to whether or not it is actually possible to come up with this investment. For this purpose, use can be made of the following:

- Legislation and regulations in one's own country in connection with facilities and provisions.
- Financial resources from one's own fund (works council budget, trade union).
- Subsidy from the EU. (See Step 4; to do this, there is always prefinancing necessary!)

Next comes the question: who has the time. The time must be freed up from somewhere. How does the EWC fit within other priorities? Ask your trade union leader what he thinks of this initiative and what the union can contribute. Are there possibly any shop stewards or union officers who can provide some assistance? In addition, are there any other colleagues somewhat interested in the subject? They can then be called upon in the future.

It is a great shame if one is busy at two places at once trying to reinvent the wheel. Therefore, it is best to find out as soon as possible if the same initiative is being worked on in other places within the concern. This can be done via the international trade union channels, among others.

However, you must assume from the start that your colleagues on the shop floor may not show immediate large-scale interest in international work. It seems a lot like whistling in the dark, but it is nevertheless important to continue consulting with the rank and file on everything you do.

### **TIP: distinguish between facilities and activities**

If you use national workers' participation bodies such as the Central Works Council (CWC) in the Netherlands, give considerable thought as to what the legal limitations are. For example, a CWC secretariat can provide union officials for the EWC



work, but is not officially permitted to do so because it has a purely national operating sphere. By making a good distinction between facilities (for instance, the secretariat's address, fax, etc) and activities (for example, EECG visit), you prevent the employer from going after your facilities. If you visit an EECG, you're doing it as a private individual or officer, using CWC facilities.



## STEP 2: ORIENTATION

### OBJECTIVES

- \* Insight into the practical possibilities and costs of an EECG/EWC.
- \* Establishing your own objectives regarding the EECG/EWC initiative.
- \* Creating a platform for the initiative.
- \* Deciding to start and establishing a plan of procedure.

### CONSIDERATIONS

After the first mutual discussions and initial considerations, you often reach the conclusion: yes, we should have some sort of EWC. Workers' problems can be approached in a more structured manner via a separate body than through bilateral contacts. In view of the fact that activities in an EWC need not solely be determined by urgent, topical problems, you have time to work on a fundamental approach. In this way, you can even be ahead of some problems.

Before the real work begins, this basic choice has to be given more practical content. Together with the working group, establish what you want to achieve: an information network between workers' representatives, European co-ordination between workers' representatives or even a European works council. You will notice at a later stage if this is feasible or not.

It is definitely not necessary to immediately aim for an agreement with management regarding a fully operational EWC. On the contrary, it appears that mutual workers' consultation in the starting phase is often more effective than meetings based on an official agreement with management.

It is more important to establish your own objectives clearly. One way is to attempt to arrive at a concerted European effort on a number of topics discussed during national negotiations; for example regarding health and safety measures, personnel outplacement, etc. Or you can agree on common procedures during large reorganisations: information exchange, keeping each other updated on negotiations regarding a social benefits plan, etc. These sorts of practical initiatives can then gradually grow to become an EECG/EWC.

### APPROACH

#### **TIPS: how do you begin as a working group?**

First of all, establish a small, active group in your own country, comprising works council and/or trade union officers who assume the responsibility during the initial phase to tie it in with the



European initiative. Involve a trade union professional in this undertaking from the very beginning.

If you have the right to trade union or work council training, it is useful if you devote part of it to this subject. You can try to co-ordinate this with other company sites in the same country, so that together you can immediately weigh if an EWC has a chance to succeed or not.

As a working group, be sure you aren't isolated. From the very beginning, develop a clear mandate from the rank and file upwards: on the basis of an agreement with the trade union organisation in the company or as an EWC committee from your works council. You can then expand this step by step. After the first international meeting, the working group can subsequently work with a mandate from the representatives at the meeting. Another option is to obtain a mandate from the trade unions to act as their national co-ordinating group in a European consultation.

Invite a management representative to sound out their position on this initiative. But don't enter into negotiations with local and/or top management during the orientation phase without knowing precisely what you and your colleagues abroad want. Before you know it, the management will take over the initiative and determine who is permitted to attend the European consultations and what can be discussed.

You can learn a great deal from the experiences of others. So first speak with works council members/trade union officers in companies which have progressed a bit further. Several national trade union federations and unions have already gained much experience with EWC initiatives or use the services of professionals for this purpose. Inquire about it. Look for examples of companies where an EWC already exists. You can come in contact with them, and most will gladly share their experiences with others.

Although you can learn a lot from others, the situation in each company is different. For this reason, it's necessary to be well informed about your own concern:

- Where are the most important offices, and what are the most important countries for the concern?
- How many people are employed there?
- What sorts of organisation and decision-making structures exist?
- What kind of workers' participation exists



in the various countries?

**TIPS: how do you obtain basic information about the company?**

You can obtain basic information about the company as follows:

- The concern's Annual Report, sometimes also by division/country/office.
- Local management and/or the head of Human Resources. (You have nothing to lose and everything to gain!)
- Internal company publications.
- Trade unions may also have company information.



### **STEP 3: ESTABLISHING CONTACTS WITH COLLEAGUES**

#### **OBJECTIVES**

- \* Insight into the structure of trade unions and personnel representation in other countries.
- \* Find out who the workers' representatives are in the most important countries.
- \* Sound out their position on European consultations.

#### **CONSIDERATIONS**

Obtaining insight into the structure of trade unions and personnel representation in other countries requires some study. The booklets published by the European Trade Union Institute are very useful. Establishing contacts abroad can require a lot of thought. At times, when contacts have been established with a foreign office after a great deal of effort, it can still happen that people are not as forthcoming as you had hoped. Naturally, this is disappointing, and the only thing that helps is to keep trying.

#### **APPROACH**

##### **TIPS: how do you establish contacts abroad?**

Inquire at the relevant national trade unions and, through them, approach the European Industry Committees (see list at the back of this scenario).

Make use of internal address lists and all international contacts existing within the company. That can run the gamut from sports tournaments to training programmes.

Some staff departments, for example Sales, Product Development or Maintenance, have contacts with foreign offices. If active trade union members work there, ask them for more information about the international operations of the concern and if they can sound out their foreign colleagues.

If you encounter a lot of problems in approaching a certain country, use the strategy of 'shifting to other sources'. For instance, if the French offices are difficult to approach but you already have contacts in Belgium, it's possible that the Belgian contact can be helpful in reaching France.



Take into account that, in some countries, part of the works council includes management representatives. In France and Belgium, for example, they chair the works council. There, a letter to the works council often ends up with management.

Take into account that people in some countries lack legal protection, so an active trade union member has to operate carefully to avoid discrimination or dismissal. So approach people cautiously.



## STEP 4: ARRANGING THE FIRST MEETING

### OBJECTIVES

- \* A meeting as a start to further activities and the build-up of an own network within the concern.
- \* Practical organisation of the first meeting.

### CONSIDERATIONS

The organisation of the first orientation meeting has two aspects: the practical organisation and the establishment of the main content. The approach to management deserves separate attention, as it is an issue concerning content as well as practical organisation.

### APPROACH

#### Practical organisation

The first question is: where and when do we hold the meeting? For a first meeting, the time and place are not so important, apart from what has already been said regarding the importance of spending two days together (preferably outside the city), and the necessity of having a concrete purpose.

It is an intensive effort, so be sure you know in advance what you're getting into. What are the resources available for the meeting? (see also Step 1). Take into account that an international meeting costs money. The example below is intended only as orientation, but is based on a practical case.



### Example of 1993 Budget Application

For a two-day meeting on the basis of 32 participants, translation into 5 languages. (In Belgian francs because most of the ICs' applications to the EU are submitted in this currency).

	Total	Own Contribution
<b>Preparation</b>		
Preparatory meeting travel costs	144,000	77,000
Conference material preparation	170,000	
Translation of conference material, 4 languages, 30 pages	240,000	
Preparatory meeting interpreters	120,000	
Secretarial costs	191,000	74,000
Telephone, fax, etc	25,000	
Total	890,000	151,000
<b>Meeting</b>		
Travel costs, 35 participants	768,000	
Accommodation costs, based on 32 participants	224,000	
Loss of wages and salaries	360,000	360,000
Conference space	30,000	
Interpreting, 12 interpreters, travel costs, equipment, etc	932,000	
Guest speakers, etc	34,000	
Total	2,348,000	360,000
<b>Other</b>		
Report of meeting	34,000	
Translation of report, 5 pages	40,000	
Secretarial costs	64,000	
Accountants' services	8,000	
Follow-up to meeting, 4 tickets, 5 persons, 3 languages, 1 day	90,000	
Total	332,000	25,000
Grand total	3,570,000	536,000



### Subsidy

Applying for a subsidy can be done by calling on the European Union, budget line B3-4004. This is handled by the Directorate General 5 of the European Commission in Brussels. Workers' representatives can make a direct appeal to this body, but it is better to include it in the annual project application of the European Industry Committee (IC)<sup>2</sup>. The chance of receiving approval of the application is greater this way, and you are assured of professional support from the start.

Within an IC, it usually works as follows: new requests for international meetings must be submitted in writing by a union which is a member of the IC. That can be done with a normal letter. The programme is reviewed annually. Usually there is a body within the IC which decides on these matters.

Applications are weighed according to the following points:

- is the need for an EECG well supported?
- is there a chance of success?
- is there a body which will take on this initiative and organise the practical matters?

Around the end of March, the list containing the European concern meetings to be subsidised is submitted to the European Commission. Sometimes the application is split up, and part of the application is submitted later in the year.

It is clear that this procedure can easily take months. With EU subsidies, it is essential that all expenditures are well supported. Be sure that you save all receipts and maintain good budget control. At the meeting, make copies of all travel documents. The EU also requires a 10% contribution to the costs from the organisation making the application. This own contribution can also include the participants' loss of income or the continuation of their wage payments by the company or others. In such a case, prepare a form on which each participant can fill in the normal wages earned in the period the conference is held (including travel time).

### The organisation of a meeting

The organisation of an international meeting requires a systematic approach, consisting of the following steps:

#### Approximately 3-6 months prior to the meeting:

Estimate the number of participants, and take an option for a certain date at a conference venue or for a conference room in your own organisation (an option is understood to mean: a reservation which can be cancelled before a certain date).

Take an option on overnight accommodations for the estimated number of participants.

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<sup>2</sup> These ICs should be seen as the secretariat of European trade union federations in certain sectors. See list at the back of this scenario.



Prepare a letter of invitation as well as the other documentation to be distributed. For example: It is important that the participants from each country begin with at least some basic knowledge of the entire concern. Therefore, send company documentation in advance to all participants, possibly in the form of a company profile (in an EU subsidy application, there is space to have that done by others).

Preparing a participant questionnaire is also extremely helpful. This makes it possible to somewhat structure the information rounds in advance, and enable people to acquaint themselves with the main topics. Example:



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## QUESTIONNAIRE

In order to facilitate the exchange of information during the conference, we ask you to complete this questionnaire before the conference and sent it to: ???

Or else bring it with you to the conference!

Please note:     \*     we ask you to give information about your plant but also, when possible, on the situation in your country.  
                  \*     do not limit yourself to last year, but give a year-by-year overview of the past 3 years

1.    Number of employees  
      How has this changed over the past 3 years?
  2.    Have there been any recent reorganisations?
  3.    Which products do you make and which services are offered?
  4.    Turnover: how has this changed over the past 3 years?  
      Do you sell to foreign countries? (if so, which products, to where, % of sales)
  5.    Capacity  
      How has this changed over the past 3 years?
  6.    Investment plans
  7.    Financial situation: profit/loss
  8.    Does your company face any economic problems in your country
  9.    Union position: which unions are present?  
      number of members (%)  
      is there a union delegation/shop steward/....
  10.   Do you have a works council, how does it operate?  
      Distribution of votes amongst unions and non union members at elections.
  11.   How is the relation of workers representatives with management? (e.g. management is co-operative, secretive, there are many/few conflicts, etc. )
  12.   Are there any labour related problems (e.g. overwork, safety and health, training, remuneration, etc.)
  13.   Which themes should be taken up at coming international meetings?
-



**At least 4 months prior to the meeting**

If possible, all information to be distributed should be translated. If this is not possible, then ask the delegates to arrange translations themselves.

**At least 3 months prior to the meeting**

The invitations should be sent out at least 3 months prior to the meeting, but preferably even earlier. Have you established sufficient contacts? (see Step 3)

Send a registration form on which people can indicate when they will be arriving and departing, and which language(s) they speak.

Now comes the crucial question: who do you invite? (see also Step 5)

**TIPS: who do you invite?**

Don't immediately strive for completeness. You begin by setting up a network and not establishing a representative body. A network is open, flexible and informal. In principle, an unlimited number of persons can participate. A network has to grow. It goes without saying that at a first meeting of employees' representatives it is unlikely that all people necessary to effectively run an EECG/EWC will be present. This can be expanded in the course of time. However, do be careful that people don't feel left out.

In a following phase, it could make sense to establish a representative body operating in a formal and limited capacity, but only if it is based on a smooth-running network.

Study the initial responses of the people invited. Are the number of registrations satisfactory or not? On the basis of your findings, confirm your options and make arrangements for the interpreters.

Arrange for interpreters. There are two types of interpreters:

- 'Whispering' interpreters. They sit in the room quite close to the national delegations and whisper the translation simultaneously to these delegates. They are less expensive than 'booth' interpreters; in the Netherlands they cost approximately NLG 1,000 per day (excluding VAT). Normally speaking, one interpreter per language is sufficient.
- For larger conferences, 'booth' interpreters are essential. This is more expensive because there are always two interpreters per language present, in addition to a technician to install and check the translation connections and the equipment including microphones, transmitters and headphones. The booths, technician and equipment cost approximately NLG 4,800 per day (excluding VAT) for 3 languages and 20 headphones (3 booths and a 3-channel



transmitter. An additional channel facilitates the work, since then none of the interpreters have to wait for each other, but it is more expensive.)

Companies which supply interpreters and booths can be found in the Yellow Pages. The trade union and the IC usually have a list of suitable companies available. Large conference venues have spacious booths. Arranging interpreters through an IC has the advantage that the people engaged are also a bit familiar with the sector and the workers' participation terminology. Generally speaking, they come from the Brussels circuit and are more expensive than national interpreter institutes. Don't try to save too much money on this item, because a badly interpreted meeting is a disaster for those people who depend on an interpreter.

#### **At least 1 month prior to the meeting**

Send out a second mailing with the exact programme and a preliminary list of participants. Also explain how people can find the venue of the meeting and what accommodations have been arranged.

#### **TIP: the size can also be reduced**

If this is all a bit too much, but there is nevertheless a great need for an international meeting, organise a simpler version of the meeting using your own resources (works council or trade union). In such a case, everyone pays his or her own accommodation costs. The meeting can also be held in a trade union building. A mutual arrangement can be made to have several multilingual people in the delegations to help out so that others are still able to communicate with each other.

#### **The role of management**

The approach to management deserves a great deal of attention. This is a factor in both the practical as well as the content-related part of organising the first meeting.

#### **TIPS: what do you do with management?**

Involve management from the start. One way is to allow the local management to attend part of the meeting. But don't immediately ask management what they think of an EECG/EWC: invite them to explain the company's strategy. Give them time to get used to the idea that an EECG/EWC is on its way to being established. But, in addition to a discussion, make sure you take the time to get mutually acquainted. That's why a meeting lasting several days is recommended, since it allows time for both discussions.

If someone from management attends, prepare yourself specifically with that person in mind. Consider in advance what you want to accomplish with the



discussion, and if it's possible to do so with the person attending. If a marketing or PR executive comes, you will usually get a general explanation about the company. The president or a Human Resources executive can provide more specific data. In the latter case, you can already find out more about what they think of the initiative.

Be sure to reserve enough time to mutually establish the results of your talks, preferably directly after the discussion with management. This way, you avoid being left in a confusing situation after the discussions. It has happened that a top manager has argued convincingly against an EECG/EWC. Afterwards, if you don't mutually establish which of the points made are really significant, an air of frustration can remain for a long time to come.

Continue to maintain contact with the management, even if no one from their side attended the meeting. Send them a summary of the report. Or have every delegation send a letter from their home base to the management responsible for Europe expressing the desire to arrive at an EECG/EWC. In this manner, you show that there is a broad platform supporting the establishment of an EECG/EWC. If a company profile is prepared, send it along. That will show how serious you are, and it challenges them to respond to your conclusions and provide you with possible criticism.

#### **Organisation of content**

The content of a meeting also has to be considered in advance. What exactly do you hope to accomplish? The emphasis during a first meeting should be placed on getting acquainted. Who's who, what are the local situations and what do the various participants think about European consultations?

During the meeting, go into the possibilities that exist for information exchange: for example, an internal company network. However, after one meeting, don't expect too much spontaneous exchange. In a second meeting, you can provide more structure to the information round by asking the participants to do a bit more 'homework' and to focus the information on selected topics. In follow-up meetings, as more confidence is built up, a chairman can also keep the discussion more strictly focused on a given topic.

#### **TIPS: which topics do you include?**

This varies per company, but the requirements for a good selection of topics include:

- Ensure that the subjects are concrete and comparable: better machine manpower than employment, better redundancy programmes than the entire working conditions package.
- Select topics that are relevant



- internationally.
- Avoid subjects which focus too much on one department in the company, or one product group.

Moreover, you can start a discussion about the proper level of the EECG/EWC. Should you remain active at the concern level, or implement matters per division. However, in the first meeting don't force a decision on the subject just to have a decision.

It is usually not a good idea to extensively discuss the subject of the possible structure and the rules and regulations of a future EECG/EWC. To obtain a more concrete picture, someone from an existing EWC or a trade union official can explain what an EWC can accomplish or how it may look based on the still to be adopted European directive. Subsequently, you can hold a non-obligatory question and answer session to sound out opinions on this point, after which you can set up a working group to further elaborate on the subject.

Trying to establish too many matters too fast leads to a false start. Most often, the participants are there for the first time without a clear mandate, and they want to wait and see which way the wind blows.

It is also extremely important to take measures at the beginning which can remove any possibly existing distrust.

**TIPS: how do you build mutual trust?**

Have respect for situations in other countries. Ask about the background of regulations and practices which seem quite strange to you, for instance during a coffee break or a meal. Understanding each other's situation is vital, but doesn't happen by itself.

Ensure a good social reception, with an evening programme (dinner), etc. Trust is most often gained outside the meeting in an informal atmosphere.

Information that some people don't wish to readily divulge during the meeting can sometimes be exchanged in a person-to-person discussion. The hotel lobby and the bar are important places during a first meeting!

It is therefore recommended that you arrange accommodations in a hotel or conference location where people can all meet in the evenings as well as during the day. A stay in natural surroundings, i.e. not in the middle of a city, prevents a situation in which people get together in separate groups to 'see what's going on in town'. Also involve the interpreters in the informal occasions where they can sometimes help without immediately feeling that it's evening work.



Within the European consultations, don't attempt to reach common standpoints on everything. If you can arrive at some minor agreements on a number of key issues in a second or third meeting, that is already quite an accomplishment.

#### General tips for the meeting

Be sure to provide name-tags so the participants get to know each other by name, especially for larger meetings of more than 20 people.

Prepare an address list, with telephone and fax numbers. Ask people to indicate if they can be contacted at home or at work, and if they speak a foreign language. Distribute this list to all participants.

Prepare a clearly formulated report, and if possible send a translated version to all people you've invited.

Reach agreement during the first meeting as to who will act as contact person in each country.

Appoint a national trade union or works council as co-ordinator, and try to establish a secretariat at some location. If possible, put together a small co-ordination group. If feasible, it is a good idea to expand the working group. But don't turn it into a proportionate representation of the various countries. It has to be practicable and provide the possibility of fast contacts.

Make everyone responsible for their own successor if they resign their function or are rotated.

#### After the meeting

The work simply goes on. The report has to be written, translated and distributed. Make a good evaluation of the meeting for yourself, and on the basis of your conclusions, adjust your objectives if necessary. Have you aimed too high, or do you think more could be done?

Make it a more frequent habit to regularly update your colleagues on important issues (industrial action, reorganisations, etc). Don't just mention the start of something, report the result as well!



## STEP 5: MUTUAL DISCUSSIONS ON OBJECTIVES AND STRUCTURE

### OBJECTIVES

- \* Formalising the original initiative.
- \* Establishing EECG/EWC objectives and negotiating procedure.
- \* Drawing up negotiation proposal.
- \* Preparation of the negotiations.

### CONSIDERATIONS

In these types of mutual discussions it is useful to differentiate between the form and the content of a future EWC. Choose the moment for formalising the matter, but never allow this discussion to sidetrack the more relevant, content and practice-related points of the overall discussion.

### APPROACH

#### The content

The form of an EWC, which best suits your own needs, depends on the subjects important to the employees' representatives and on the nature of the objectives. In the beginning, information supply and exchange will be the primary operating sphere of an EWC.

Not all company information is relevant. Make a clear selection of the subjects to be brought up, based on a discussion about what you want to achieve with this exchange. Always remember that issues not specifically relevant on a European level can better be approached in a more simple manner. Useful criteria for evaluating the information exchange are the following:

- To invalidate misinformation on management side.
- To obtain information in order to make it possible to better assess company developments on a local level. Build up an 'early warning' system to deal with local problems at an earlier stage. Examples of early warning situations include signalling an approaching international restructuring operation, the introduction of new shift-work systems or the consequences the application of ISO standards has on the work. Frequently, management tries out these things in a plant before they are implemented on a general level. It can be useful to employees' representatives to discuss the results of these pilot projects at an early stage.
- To prevent 'social dumping' by having employees' representatives attune working conditions with each other or by upgrading lower levels. Employees are faced with deteriorating working conditions because plants in other countries are



- said to have lower production costs due to lower machine manpower, longer working hours and weekend shifts. It appears that such comparisons, made by management, are often very selective or even untrue.
- To take new initiatives, e.g. an international effort for the reduction of working time or for training facilities.
  - To propagate 'best practices' in the trade union and workers' participation activities, for example: redundancy programmes.
  - To develop alternatives for management decisions. This is particularly ambitious and can only be successful on the basis of a great deal of mutual co-operation.

### Form

Based on a proposal worked out by the co-ordination group, further discussions about a European consultation structure can take place during a second or third meeting. This can concern a structure which only includes the participation of employees' representatives, but it can also be a worked-out proposal for the establishment of a European Works Council which consults with management representatives.

The set-up of a co-operative agreement between employees' representatives can precede EECG/EWC regulations. In such a co-operative agreement, rules can be defined, e.g. for calling an annual meeting, for electing a secretariat or steering committee and outlining their functions, and for the composition of the delegations per country.

If the fear exists of domination by national groups, ensure that the steering committee is sufficiently balanced.

### A model agreement for the negotiating table

Many organisations (trade unions, trade union institutes, international trade union bodies, etc) have drawn up model agreements for an EWC. Inquire about them through the contacts you have already established. Moreover, it is important to acquaint yourself with the minimum model contained in the (concept) directive of the European Commission. Be certain that you do not drop below this level in your negotiation efforts. Negotiating is give and take. You cannot establish in advance what the results will be.

In the negotiation proposal for management the following items must be set forth:

- \* Task and goal of the EWC: information exchange, discussion about a number of subjects, making alternative proposals, etc. Which rights and powers does the EWC precisely receive in this area? Possibly made concrete by means of naming specific subjects (e.g. mergers, new technology, social policy, etc.)



- \* A more precise establishment of these rights through the determination of the procedures for obtaining information and consultation.
- \* A description of the concern or the division for which the EWC will be applicable. Does this also include joint ventures?
- \* Minimum and maximum size of the employees' delegation and management's role in the meetings.
- \* Number of meetings a year, who calls them, who determines the agenda, sends out relevant mailings, duration of the meetings, the option to call an extraordinary meeting in special cases.
- \* The right to receive -- some time prior to the meeting -- certain detailed, written information in the relevant languages. For example: quarterly figures broken down by country, employment development by plant or office, broken down by gender and job category, etc.
- \* Facilities for meetings and possibly a secretariat or steering committee; and for mutual information and co-ordination: continued payment of salary or wages, travel expenses, meeting costs, training, interpreters, copying facilities, etc. How does the company pay for this: with a fixed budget, on invoice basis, etc. Which department of the company takes on the responsibility entailed?
- \* Procedures if agreements made are not complied with.
- \* The possibility to call in external experts and let them sit in on the meeting.
- \* Stipulation that the EWC is under no circumstances a replacement for certain rights existing on a national level.
- \* Duration of the mandate.
- \* Protection against discrimination and dismissal of the individual members of the EWC.
- \* Term of notice for the agreement.

Ensure at least the possibility of conducting your own consultations between the employees' representatives, in addition to the consultations with management. The most practical solution for this purpose is a two-day meeting, with one day of preparation for the employees' representatives among themselves (plus external experts, if necessary) and a day of discussion with management.



### EECG/EWC's own household regulations

The EECG/EWC's own household regulations can be established separately from the formal agreement with management. Some items, such as the composition of the delegation, actually concern only the employees' representatives.

It is possible to negotiate with management about EWC powers, facilities, etc without involving matters that are of mutual interest only to the employees' representatives.

These household regulations should determine:

- \* The election procedure for EWC members.
- \* A more detailed specification of the structure: executive committee, separate committees/platforms, secretariat, etc. Mediation in case of internal disagreements, for example by a European IC.
  
- \* Composition and procedure regarding the delegation: the number of personnel is frequently the best criterion for the number of delegates appointed. The recommended number of delegates is a minimum of one and, if possible, two per country. With two-person delegations you can prevent too much dependence on one individual, and for the delegate it is much more pleasant to be with a fellow-countryman or woman (e.g. travelling together).

The question of who should have a seat on an EWC or EECG can be subject to many fundamental discussions. In the start-up phase, during the organisation of the European consultations, a pragmatic attitude is more fitting. In the first meeting, a national trade union official may come to 'monitor' the situation. Subsequently, more room to operate is given to staff members at a later stage.

What kind of people can contribute most to the success of an EECG? Here, two aspects are of importance: the extent to which one possesses broad and practical knowledge of the company, and the degree of willingness to share this knowledge with others. A significant factor is that people with an extensive knowledge of the company should be appointed in the beginning. Because during this phase it is difficult to indicate precisely what sort of information colleagues in foreign countries require. An external trade union official generally can contribute too little to the information supply. Personnel representatives with a great deal of confidential information, such as employee supervisors, often are only able to pass on very little of this information.

After a number of meetings, it's usually clear to everyone which representatives would be best suited for their national delegation. Here, too, no general principle applies. Again, it depends on the situation per country. Another important aspect is the situation per company and, in particular, what the employees' representatives consider central to the EWC agenda. Discussions about redundancy



programmes, for example, require a heavier input from the trade unions than discussions about recent investment plans. But this, too, may apply more to the one than the other country.

**TIPS: who attends the European consultations?**

Leave the composition of the delegation to the persons involved in the country in question and respect their decision.

Don't be surprised about some sabre rattling in the first discussions. An EECG/EWC gives new powers to employees' representatives. In the beginning, the possible candidates, such as workers' participation bodies, various trade unions and possibly other parties, also have an interest in the distribution of the powers. There's no reason to dwell on that all too long. After all, the international work is so extensive that there is more than enough work for everyone willing to participate.

See to it that you are building on one solid national delegation per country -- no matter how varied its composition -- by means of pre-consultation, travelling together, contacts in addition to the European meetings, etc.

Make early use of the various channels (works council, unions); these are not in conflict with each other.

If there is disagreement about the admission of, for example, non-union persons or trade union officers, a practical compromise might be to grant officers the status of sit-in listeners.

**Finally: who will handle the negotiations?**

Now that the negotiation efforts have been determined, the question remains: who will negotiate? The (concept) directive states that a special negotiating body has to be appointed by the representative employees' representation which will negotiate with the central European management for a maximum of one year (in a new proposal, maximum two years). As long as a European directive has not been adopted, it is necessary to improvise on this point. A possibility is to let the national union or works council negotiate in the country where the concern's headquarters are established. In this manner, an agreement can be made in which the parent concern takes on certain commitments with regard to its various subsidiary companies in Europe. This agreement can be subject to the laws of the country in which the concern's headquarters are domiciled. But the IC or an international delegation can also conduct the negotiations. In that case, however, it is more troublesome to place the agreement within a legal framework which will also enable the settlement of conflicts.



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## **STEP 6: NEGOTIATING WITH MANAGEMENT**

### **OBJECTIVES**

- \* Applying pressure on management.
- \* Achieving a good negotiation result.

### **CONSIDERATIONS**

There is a difference between negotiating and talking. In many cases, informal talks were first held with the company. After these produced a certain commitment indicating that management was prepared to accept an EECG/EWC, management was invited to formally participate in the negotiations.

The employees' consultations can start with a letter to management with the announcement that they would like to enter into a discussion about the establishment of a European consultation structure. The letter can be initiated by the trade unions as well as the employees themselves.

Apart from that discussion, it is good to exercise pressure (see also Step 4). Pressure can be applied at various fronts: nationally, by approaching local management; at a European level, through headquarters; or internationally, through the Board of Management and/or the Supervisory Board. Make a well-considered choice of whether you want to apply active pressure or if you would prefer to gradually win over management after it gets used to the idea of an EWC. In any case, keep them continually up to date on the progress. Keep the pressure on by raising the question of the establishment of an EECG/EWC time and again at meetings with national management.

The introduction of an EWC is an issue in many companies. Together with the unions and the works councils of other companies, try to establish national platforms for a political lobby.

### **APPROACH**

#### **TIPS: negotiating and applying pressure**

If the concern has personnel supervising directors, approach them separately.

Make targeted use of publicity. This can take place by informing the press about initiatives and management's reaction to these activities, or by publishing a press release, etc.

See to it that the personnel are informed as much as possible directly by the members of the delegation. Don't let the personnel hear the news about the



initiative through the grapevine or through the press.

Pressure should be applied in various phases and by various means; prior to the negotiations, by strengthening your own position, during the negotiations, and after a possible failure of the negotiations. Don't show all your cards at once!

Means of pressure are:

- Petition signed by personnel.
- Publicity.
- Involving members of parliament with whom you are acquainted.
- Appeal to trade unions.

It is advisable to distinguish between the interests of local and top management. Top management often gets only a restricted view of the company. A limited number of directors report directly to them. The report can be distorted. Top management may consider an EWC a useful addition. But that does not apply to every company!

There are two types of companies:

- Authoritarian companies: here, their primary concern is to maintain the hierarchical structures. Subordinates who pass their immediate superiors and conduct direct discussions with the higher echelons are a threat to the hierarchy.
- Communicative companies: here, the top management is sometimes pleased about direct feedback from the company. A direct exchange of ideas is often welcomed.

### Discussion arguments

Fierce discussions are raging around the establishment of an EWC. Many employers have serious objections against an EWC<sup>3</sup>. Part of these objections have a highly ideological bias. Unless you opt for a head-on attack strategy, you are better off basing the discussion on practical elements. If management raises objections to an initiative, respond as concretely as possible to their objections. They often are:

- The large differences in local company situations.
- The different workers' participation structures.
- The already existing internal information procedures.

Counteract them with your own 'solutions'.

- Keep up to date on the internal concern structure in order to diffuse the argument of the decentralised structure. How far does the authority of local management reach when it comes to making expenditures. What are the financial standards imposed by the concern? How are

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<sup>3</sup> For a summary of these arguments and an answer to them, please refer to the earlier-cited survey conducted for the FNV Centrum Ondernemingsraden, Chap. XII.



marketing, product development, etc organised? How are internal payments for management fees, licences, etc handled?

- Emphasise the importance of information supply and consultation for the motivation and dedication of the personnel and therefore for the company's total performance. Advance consultation can also improve the quality of decision-making.
- Draw attention to modern business management and the way communication plays a part in it, and not to classic discrepancies in the interests existing between employers and employees.
- Judge any possible counterproposals by management in a pragmatic manner: perhaps they only want a 'discussion forum'. On the other hand, it could be a start for future development.



## STEP 7: THE FUNCTIONING OF THE EUROPEAN CONSULTATIONS

### OBJECTIVES

- \* Improvement of everything achieved so far.
- \* Expansion of the consultations.

### CONSIDERATIONS

Once European consultations have been established, it is time to work on expanding them into a meaningful and effective structure. Here, a number of points are of vital importance. A good information exchange is the foundation for an effective functioning of an EWC. It can be improved step by step and used in a more goal-oriented manner. For instance, through one's own database and bulletin, quarterly reports to a co-ordination point of the EECG/EWC (which in turn can distribute them further) etc.

Ensure that the mutual information supply between employees' representatives is running smoothly. A lack of information or mutual distrust are the biggest threats when you're acting jointly.

One of the primary tasks of the EWC is to combat misinformation. Make an effort to keep improving the structure of the information collection so that it becomes more effective. Determine in a more and more concrete manner for which purposes you actually require this information. Because what you plan to do with this information ultimately determines how detailed the information has to be and when and in which form you should receive it.

### APPROACH

#### **TIPS: how to proceed with the EWC?**

The report of the consultations conducted with management must be recorded in a precise way. Better do it yourself. Make certain that the rank and file are informed at all times about issues discussed with management and among yourselves. Explain the purpose of these talks. If, after several meetings, you have no practical result whatsoever to show, you should ask yourself if you're going about it the right way.

Ensure that the European consultations serve to strengthen your position in local conflicts. For example, the refusal of contaminated work, to organise solidarity action, etc. But guard against using the European consultations as a platform for settling local conflicts.



If the formal consultations among the employees' representatives proceed haltingly, use informal channels or bilateral contacts to prevent matters from coming to a standstill. Anyhow, it is advisable to create, in addition to the formal EWC meetings, the widest possible international support among employees' representatives, e.g. through mutual company visits, small, low-budget conferences on specific subjects, visits to each other's meetings, etc.

Ensure sufficient rotation of employees who are involved in any way with the European consultations or their preparation. After all, it's important to broaden the base. But continuity in the delegations is also necessary. Otherwise discussions will be repeated too often. Moreover, building up mutual trust also requires continuity. A balance between a broadening and continuity of the delegations is necessary. This can be achieved by appointing permanent substitutes and by building up a support group around the delegation of each country, consisting of other closely involved works council and/or staff members and organised in the form of a International Affairs Committee.

Use changing venues for your meetings. Try to be as close to a company site as possible and preferably arrange a visit to the plant.

When negotiating at a European level in a consultation structure, the following applies:

- Select feasible subjects on which there is most likely a certain extent of agreement among the employees' representatives, and between employees' representatives and management. For example: training and equal rights for women.
- Negotiate only about common interests in matters concerning reorganisation, organisational changes, mergers/take-overs, etc. For the time being, it is still an illusion to think that negotiations can take place at a European level about matters in which the various subsidiary companies have opposite interests.
- Ensure that the subjects are well prepared, by a secretariat or steering group, or a committee set up for this particular topic. Let them also investigate the perspectives for a common standpoint. A divided opinion among the employees' representatives works more to one's disadvantage than advantage.



**THE 10 MOST COMMON PRACTICAL PROBLEMS AND SUGGESTIONS FOR SOLUTIONS:**

**1. Establishing foreign contacts**

Use the international trade union channels.

Find out who has international contacts in your own company.

Use all possible forms of international contacts existing in the concern.

Let other countries with whom you already maintain contact participate in the expansion of the contact network.

**2. Language problems**

Faxing is less problematic for the recipient than telephone calls. A received fax can be passed on to others or can be figured out at one's leisure.

Appoint a co-ordinator per country who speak several languages.

A lot can be discussed even in broken English, German, etc. Dare to make mistakes and respect each other's attempts to communicate in a foreign language. Ensure that persons with lower education are not shut out due to language problems.

If the concern has an international official language of communication, agree to use it also for the consultations.

Sign up for a language course and, if possible, request facilities from the company for this purpose.

For correspondence or telephone calls, try to make use of company staff departments or colleagues who are able to translate or interpret.



**3. Lack of uniform information, data varies per subsidiary company**

Work with well-thought-out questionnaires which allow you to make overviews of standardised information per subsidiary company.

Establish a uniform system of information and calculation (standard forms; quarterly exchange).

Work on a joint database.

**4. Misunderstandings due to different meaning of terminology per country and/or through lack of understanding of each other's situation.**

Exchange verbal or written information about industrial relations, social legislation and workers' participation.

Arrange international meetings in alternating countries and use that opportunity to become acquainted with social backgrounds.

**5. Between meetings, the international work lies idle.**

Schedule 3-4 meetings a year for the Steering Committee or Co-ordination Committee.

Arrange bilateral, intermediate contacts (e.g. company visits, small-scale meetings on a specific topic).

Exchange written information between meetings and remain in contact with each other by telephone.

Consider the publication of a bulletin.

**6. Information withheld by management.**

Ask national, legally competent bodies to request business plans, annual accounts, etc.

Make use of contacts within staff departments.



**7. Information withheld by colleagues.**

Draw up a joint statement for the mutually binding obligation to exchange information.

Invest as much as possible in creating mutual trust.

Talk to people informally outside the official meetings.

**8. Composition of delegations**

Agree on a minimum of one delegate per country and possibly also a maximum. A minimum of two per country is recommended. This prevents too much dependence on one individual, and for the delegate it is much more pleasant to be with a fellow-countryman or woman (e.g. travelling together).

Opt for a formula that respects national practices.

**9. Management wants no EWC**

Devise your own plan. In the first place, self-established European Employees' Consultations are often just as functional as an EWC recognised by the management.

Build up pressure through: publicity, petitions, appeal to trade unions, etc.

Submit practical proposals to eliminate complaints.

Try to force an opening by capitalising on the different opinions existing between the various management levels.

**10. Finances**

Ask for financing through the budget line B 3-4004 of the European Commission.

Make use of the budgets available from national workers' participation bodies.

If necessary, arrange low-budget meetings.



**List of research institutes and consultancies which work with the trade union movement in the area of EECG/EWC**

**Denmark**

Casa (Centre for Alternative Social Analysis).  
Linnésgade 25,3. DK-1361 København K,  
Danmark.  
tlf. 45 33320555, fax 45 33330554.

**Italy**

Fondazione Seveso Viale Tunesia 2, I 20123 Milano. Tlf. 39-  
2-29518971

IESS-AE European Institute of Social Studies. Via  
Po 22, I-00198 Roma. tlf. 39-6-85484411.  
fax: 39-6-8547885. Brussels office:  
Boulevard Emile Jacqmain 115, B-1210  
Brussels.

Sindnova Via Boncompagni 19. 00187 Roma Italia.  
tlf. 39-644567676/39-6488 1288. fax 39-  
6487 4303

**France**

Syndex Société d'Expertise Comptable. 32 rue Le  
Peletier, 75009 Paris. Tel.: 33-1-  
42466565. Fax: 33-1-40220179

**Germany**

FAST e.V. Bergstasse 77, D-1000 Berlin 41. Tel.: 49-  
30-7924500. Fax: 49-30-7931554

Hans Böckler  
Stiftung

Bertha von Suttner Platz 3, D-4000  
Düsseldorf 1. Tel.: 49-211-77780. Fax: 49-  
211-7778120

**Great Britain**

Labour Research  
Department

78 Blackfriars Road, London SE1 8HF. Tel.:  
071-928 3649

CAITS

404 Camden Road, London N7 OSJ. Tel.: 44-  
71-6077079. Fax: 44-71-7000362

**The Netherlands**

SOMO

Keizersgracht 132, 1015 CW Amsterdam.  
Tel.: 31-#20-6391291. Fax: 31-#20-6391321

**General**

European Trade  
Union Institute

Bd. Emile Jacqmain 155, 1210 Brussel.  
Tel.: 02 224 0411. Fax: 02 2240454



## **Addresses of the European Industry Committees**

From: The European Industry Committees and Social Dialogue.  
ETUI, Brussels, September 1993.

### **1. European Metalworkers' Federation (EMF)**

President: Bill Jordan

Secretaries: Bert Thierron, General Secretary

Manfred Bobke, Assistant General Secretary

Number of personnel at secretariat: 8

Address: Rue Fosse-aux-Loups 38/4, B-1000 Brussels

Languages spoken: German, English and French

Telephone: 02/217.27.47 Fax: 02/217.59.63

### **2. European Regional Organisation of the International Federation of Commercial, Clerical, Professional and Technical Employees (EURO-FIET)**

President: Karel Boeykens

Secretary: Philip Jennings

Number of personnel at secretariat: 4

Address: 15 Avenue de Balxert, 1219 Chatelaine-Geneva, Switzerland

Brussels Office: Rue Joseph II, 3 B-1040 Brussels

Director: Bernadette Tesch - Ségol

Languages spoken: English, French, German, Spanish and Swedish

Telephone (Geneva): 022/796.27.33 Fax: 022/796.53.21

Telephone (Brussels): 02/230.74.55 Fax: 02/230.75.66

### **3. Postal, Telegraph and Telephone International-European Committee (PTTI-European Committee)**

President: K. van Haaren

Secretary: Philip Bowyer

Number of personnel at secretariat: 8 full time

Address: Avenue de Lignon 36, CH-1211 Le Lignon Geneva, Switzerland

Languages spoken: English, French, German, Italian and Swedish

Telephone: 22/796.83.11 Fax: 22/796.39.75

### **4. European Trade Union Committee: Textiles, Clothing and Leather (ETUC:TCL)**

President: Willi Arens

Secretary: Patrick Itschert

Number of personnel at secretariat : 2 full time, 1 part time

Address: Rue Joseph Stevens 8, B-1000 Brussels

Languages spoken: French, German and English

Telephone: 02/511.54.77 Fax: 02/511.09.04

### **5. European Committee of Food, Catering and Allied Workers' Unions within the IUF (ECF-IUF)**

President: Anton Johansen

Secretary: Harald Wiedenhofer

Number of personnel at secretariat: 3 full time, 1 temporary

Address: Rue Fossé-aux-Loups 38/3, B-1000 Brussels

Languages spoken: French, German, English and later Spanish

Telephone: 02/218.77.30 Fax: 02/219.99.26



6. European Federation of Building and Woodworkers (EFBWW)  
President: Bruno Köbele  
Secretary: Jan Cremers  
Number of personnel at secretariat: 6 full time  
Address: Rue Fossé-aux-Loups 38/5, B-1000 Brussels.  
Languages spoken: French, Dutch, German, Spanish, Danish,  
Italian and English  
Telephone: 02/218.12.18 Fax: 02/217.59.63

7. European Federation of Agricultural Workers' Unions (EFA)  
President: Enrea Gianfagna  
General Secretary: Eddy Kloecker  
Number of personnel at secretariat: 4  
Address: Rue Fosse-aux-Loups 38/4, B-1000 Brussels  
Languages spoken: French, English, German and Italian  
Telephone: 02/218.53.08 Fax: 02/219.99.26

8. Committee of Transport Workers' Unions in the European  
Community (CSTCE)  
President: Rudi Schäfer  
Secretary: Hugues de Villéle  
Number of personnel at secretariat: 5  
Address: Rue de Pascale 22, B-1040 Brussels  
Languages spoken: English, French and German  
Telephone: 02/280.02.38 Fax: 02/280.08.17

9. European Public Services Committee (EPSC)  
President: Rodney Bickerstaffe  
Secretary: Carola Fischbach-Pyttel  
Number of personnel at secretariat: 3 officers and 2  
secretaries  
Address: 36, Avenue de Tervuren (Bte.18), B-1040 Brussels  
Languages spoken: English, French, German, Italian, Spanish  
and Swedish  
Telephone: 02/734.20.95 Fax: 02/732.20.79

10. European Federation of Chemical and General Workers' Union  
(EFCGU)  
President: Herman Rappe  
General Secretary: Franco Bisegna  
Number of personnel at secretariat: 4, including General  
Secretary  
Address: Avenue Emile Béco 19, B-1050 Brussels  
Languages spoken: French, German and English  
Telephone: 02/648.24.97 Fax: 02/648.43.16

11. European Group of Journalists (EGJ)  
President: Jens Linde  
Secretaries: Bettina Peters and Aidan White  
Number of personnel at secretariat: 1 full time en 2 half time  
Address: Boulevard Charlemagne 1/5, B-1040 Brussels.  
Languages spoken: French and English  
Telephone: 02/238.09.51 Fax: 02/230.36.33



12. European Graphical Federation (EGF)

President: Bryn Griffiths

Secretary: RoIf Walther

Number of personnel at secretariat: 2 full time, 1 part time

Address: Rue des Fripiers 17, Galerie du Centre, Bloc 2,  
B-1000 Brussels

Languages spoken: English, German, French and Swedish

Telephone: 02/223.02.20 Fax: 02/223.18.14

13. European Trade Union Committee for Education (ETUCE)

President: Atwin Mouchoux

Secretary: Peter Dawson

Number of personnel at secretariat: 1 full time

Address: Rue de Trèves 33, B-1040 Brussels

Languages spoken: French and English

Telephone: 02/230.62.36 Fax: 02/230.60.46

14. Miners' European Federation (MEF)

President: Hans Berger

Secretary: Damien Rolén

Number of personnel at secretariat: 1 full-time, 2 part-time  
secretaries

Address: Avenue Emile de Béco 109, B-1050 Brussels

Languages spoken: English, French, German and Spanish

Telephone: 02/646 21 20 Fax: 02/648 43 16

15. European Committee of Arts, Mass Media & Entertainment  
Trade Unions (uses German acronym: EGAKU)

President: Tony Heam

Secretary: Walther Bacher

Number of personnel at secretariat: 1 full time, 1 part time

Address: International Press Centre, Bd. Charlemagne 1, B-1041  
Brussels

Languages spoken: English and French (sometimes also German  
and Spanish)

Telephone: 02/238.08.08 Fax: 02/230.36.33

16. Contact Office Inter Trade Union Committee of Miners' and  
Metalworkers' Free Trade Unions in the European Communities

President: Dieter Schulte

Secretary: Paul Flum

Number of personnel at secretariat: 2 full time

Address: Rue du Moniteur 18, B-1000 Brussels

Languages spoken: German, French and English

Telephone: 02/218.37.93



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