

Grant agreement n°: VS/2007/0235

Convention title: Modernisation of work organisation in the sector of private security and cleaning industry sectors.

FINAL REPORT on the action

1) Execution of the project

Methodology

A call for tenders was issued by UNI-Europa to select an expert to carry out the research. The call was sent to 5 organisations among which 3 replied and 2 applied (please find in annex the letters to five organisations and the answers from "Groupe Alpha" and 'U.L.B.').

UNI-E, COESS (Private Security) and EFCI/FENI (Cleaning Industry) jointly identified the Free University of Brussels (Université Libre de Bruxelles, ULB) bid as the best value one because it was the only one having experience in private security and cleaning at European level. "Groupe Alpha" was not providing evidence of having any transnational experience in these sectors.

The U.L.B. was contracted to design the questionnaire. Please find in annex the questionnaire. UNI-E, COESS and EFCI/FENI met several times to brief U.L.B. on the project and on their expectations in order to guide them as best as possible. The meetings between Secretariats and U.L.B. took place on the 14/09/2007 (UNI-E office), 12/10/2007 (EFCI/FENI Office), 06/12/2007 (UNI-E office) and 12/03/2008 (UNI-Office) did not involve any cost of travelling or accommodation.

The networks of UNI-Europa, EFCI/FENI and CoESS were intensively used to distribute this questionnaire and gather the answers to the questions for all the 27 Member States of the European Union and for both sectors.

The secretariats of all three social partners supported the efforts of ULB to contact national social partners and other stakeholders and to aggregate the information received. Several social dialogue committee meetings were held to discuss the work progress and to draw information from national affiliates and members:

Sectoral Social Dialogue Committee "Private Security" reports

Working group meeting 11 June 2007

UNI-Europa explained the objectives and the plan of the project funded by DG Employment. It covers the sectors 'Cleaning Industry' and 'Private Security' which both have a triangular relation with the clients. Differences and similarities shall be assessed and an overview on best practice in managing change at corporate and branch levels shall be established. In July/August an expert shall be selected who would draft and send a questionnaire in August/September. Replies to the questionnaire could be received in the October-December period. A final report should be prepared for the SSDC within 12 months.

Working group meeting 28 September 2007

ULB experts reported about their work on the project "Modernisation of work organisation" that is partially funded by DG EMPL. With some delay a questionnaire was produced and would be sent out in October. Then bilateral contacts will be taken and documents will be produced for each country. Afterwards four case studies and interviews will be launched. Finally, a workshop will be organised in September 2008 to present the results of the project.

Plenary meeting 28 January 2008

UNI-Europa reminded the affiliates to fill the ULB questionnaire and to help to contribute and to improve social dialogue at EU level. The project aims to build an information basis for the future work of the Committee. CoESS reported on three replies to the questionnaire that have already been received. CoESS was hoping to receive more replies during the coming weeks. A contribution would be important to get a real picture and good analysis of the sector. It would take 3 or 4 hours to fill the questionnaire.

Working group meeting 6 May 2008

ULB experts reported about the progress of the project "Modernisation at work". A questionnaire had been sent to the members of all 27 Member States. Responses of 11 Member States have already been received. More responses were expected during the coming weeks from the UK, Denmark, Germany and Italy. Major topics of the received responses were related to the maximum working hours, wages, accidents, training days, etc.

Plenary meeting 26 November 2008

ULB reported on the objectives, the methodology and the progress of the MOWO-project (annex 2). 15 replies have been received on the questionnaire. There was no reply from France and the UK. 3 case studies on professional aspects have been done in Hungary, Sweden and Belgium. In its final report ULB wanted to go in detail as much as possible.

Sectoral Social Dialogue Committee "Cleaning Industry" reports

Working group meeting 25 June 2007

UNI-Europa presented the project "Modernisation of work organisation" that covers the two sectors "Cleaning Industry" and "Private Security". It is the aim to investigate differences and similarities of the sectors and to get more data to develop the European Social Dialogue. Four case studies should be identified for each sector. An expert should be selected during September 2007 who should meet and contact the national social partners to gather recent and accurate data.

Working group meeting 15 October 2007

Objectives and methodology of the project "Modernisation of work organisation" were presented by the two ULB experts Valter Cortese and Esteban Martinez. An examination by a questionnaire was planned in the beginning before specific cases would be selected and studied in more detail.

Working group meeting 3 March 2008

The two ULB experts Valter Cortese and Philippe Dryon reported on the methodology and on the first steps of the project "Modernisation of work organisation". In December 2007 the questionnaire was sent to all national worker and employer organisations with the deadline of

15 February 2008 for feedback. So far, 11 responses from 9 different Member States have been received. In some cases language problems could be the obstacle to reply. ULB accepted to wait two more weeks for further replies. ULB was also ready to reconsider the methodology of the project if necessary. UNI-Europa explained there was never the idea of a final workshop within the project but to use the already foreseen Social dialogue conferences or workshops for final reports from U.L.B.

Working group meeting 27 June 2008

The two ULB experts Valter Cortese and Esteban Martinez reported on the progress of the project "Modernisation of work organisation" (annex). More replies to the questionnaire have been received but there was still no input from Ireland, Italy and Slovenia. However, replies from these 3 countries were expected during summer. In meantime the second phase with 4 study visits and interviews has been launched. The UK visit took already place in June, the FR visit is planned for 24 July, the SE visit is planned for August and the CZ visit is planned for September. During all visits workers and employers associations should be interviewed separately. Final results of the project could become available for the Plenary meeting on 13 October. The final report should be issued in November 2008.

Plenary meeting 13 October 2008

ULB reported on the 17 replies from 14 countries that have been received as follow up to the questionnaire and on the 4 case studies done in SE, UK, CZ and FR. Interesting findings were related to the percentage of women employed in the sector and to the percentage of part time work. The project will finish by end October and the social partners were invited to give their final comments on the circulated table and on the country fiches by 17 October 2008.

As explained in the sectoral reports above, the project development was delayed on several occasions. Therefore UNI-E, COESS and EFCI/FENI decided to request an extension period to carry out the project. The European Commission granted a 6 months extension period to the European Social partners.

Results

The results of the study correspond to the aims of the project. Each country has been screened; one file by country and by sector was issued. A general table, a kind of executive summary, was designed (please see the research outcomes in annex). A good overview of the working conditions was provided by researches thanks to the input of the national social partners not only via the questionnaires but also thanks to the Europeans social dialogue meetings and to face to face interviews.

For each sector, case studies were picked. These case studies included innovative actions or best practices from national experience.

For the Cleaning Industry, the case studies involved the following countries: France, Czech Republic, Sweden and United Kingdom. For Private Security: Belgium, Hungary and Sweden. The case of Spain was withdrawn because of legal uncertainties regarding public procurements following the ECJ Ruffert case.

"Modernisation of Work Organisation" was also taken on board during the debates of the 5th Private Security Conference held in Brussels on 15th and 16th October 2008.

2) The operation in relation to the objectives of the budget heading

The project relates to social dialogue in a cross-sectoral approach, the sectors Cleaning Industry and Private Security have worked together on the same theme for the first time. The similarities between the sectors (triangular employment relationships) have allowed for this evolution.

The project focuses on measures to prepare for European social dialogue, measures to monitor and follow up European social dialogue activities and outcomes as well as the European social partners' work programmes and paid particular attention to the European social dialogue with particular attention to New Member States and Candidate Countries. Two case studies are based on information provided from New Member states.

The inspiration for the project came from the previous joint declarations on modernisation of work organisation or related to this topic as agreed by the European social partners for the two sectors. The progress of the project was discussed in several working groups of the two committees and these presentations also stimulated the national social partners present to fill out the questionnaire.

3) The transnational dimension of the operation

UNI-Europa, EFCI/FENI and CoESS have extensively used their international contacts (affiliates and others) to allow the researchers to gather a maximum of information. For the 7 case studies developed, 6 countries were visited of which two New Member States (Czech Republic and Hungary). The 8TH case foreseen in Spain had to be cancelled because of legal uncertainty regarding public procurements and competition law following the ECJ decision of the Ruffert case.

4) Involvement of the social partners/stakeholders

The rate of answers from the employers' side was satisfactory because they had a lot of data at their disposal concerning micro economic trends driven by their companies. Trade unions had no or little information about the economic trends of the sectors and found it difficult to answer the questionnaire without relevant data at their disposal. However, the knowledge of labour law and collective agreements including transfer of undertakings and stress at work was key. On some occasions, trade unions checked and confirmed the information provided by employers in their respective countries. However, the participation of trade unions in best practices studies was found particularly satisfactory. It was found that social dialogue was clearly a tool for modernisation of work organisation and better quality of services and working conditions.

In addition to and by combining the answers from trade union side and employer side with information from other sources (e.g. '*The cleaning industry in Europe*', An EFCI Survey, Edition 2006 (Data 2003) and '*4th European Conference of Private Security*, «Towards a European Model», Madrid, 14-15 October 2004.), the researchers arrived at 19 country files for the Cleaning Industry (18 Member States + Norway) and 28 country files (27 Member States + Norway) for Private Security. For each sector a summary table including the results from all countries was drafted.

5) What contribution did the partners make?

UNI-E, COESS and EFCI/FENI jointly identified the Free University of Brussels (Université Libre de Bruxelles, ULB) bid as the best value one because there were the only one having experience in private security and cleaning at European level. "Groupe Alpha" was not providing evidence of having any transnational experience in these sectors.

At every stage of the development of the project, the partners supported the researchers.

The UNI-Europa Property Services secretariat has led the project and has co-operated extensively with the secretariats of EFCI/FENI and CoESS to address practical challenges (arranging country visits, follow-up the questionnaire) as well as execute administrative tasks (e.g. supporting the researchers with background information and explanation of the answers received, verifying joint national support to answers, ...).

The questions asked through the questionnaire were extensively discussed to arrive at the best possible phrasing to get the intended results. The partners included in their discussions also their experience with previous questionnaires and the level of detail that might be expected in the answers from their members.

By providing contacts, following-up on organisations that did not respond to the questionnaire and providing background information, the partners and the researchers tried to come to as many country files as possible, each file being as complete as possible.

Further, throughout the project, the partners promoted the project and its aims at various gatherings (social dialogue meetings, conferences) to stimulate national social partners and others to involve themselves in the project and provide the information needed.

6) The added value, lasting impact and/or multiplier effect

Several national social partners have, during the sessions in which the project was explained and promoted, indicated their interest to further study the results – especially the case studies – and to investigate whether those could be adapted to their national situation. The study provides the members of the European social partners with differences between countries in terms of wages, working hours and length of contracts, etc. They can compare their national or local environment and when necessary, jointly enter in further social dialogue commitments for the improvement or adaptation of working conditions and employment.

In addition, the information provided by the report will guide UNI-E, COESS and EFCI/FENI to jointly better identify items for the European social dialogue. The report provides the 3 social partners with new information regarding wages differences (up to 20 times more in private security and up to 7.3 more in cleaning industry). The stability as an issue for the workforce is also underlined by the lack of continuity of labour contracts in case of transfer of undertaking. According to the research outcomes, the cleaning sector is better covered than the security one but the number of respondent countries may differ. However, the reports show that part time is very frequent in the cleaning industry while overtime is predominant in the security sector. The good news concerns the development of collective bargaining in the two sectors as well as a better average coverage rate of collective agreements than before.

The cases studies help draw some first conclusions.

In private security

- The Belgium case on the adoption of new technologies (IBNS) shows that health and safety of workers can be improved. This had a negative impact on employment for a certain period but the activity has increased since then.
- The Hungarian case shows that it is possible to set up a social dialogue in new member states. The social partners could for the first time sign a collective agreement and agree on a system of vocational training. Therefore they modernise the practices in the industry and tackle illegal practices.
- The Swedish case proves that there is no limit to social partners innovation capacity. They could jointly set up a security school to improve job access to young people and a training centre to ensure more professionalism.

In cleaning industry:

- The Czech case shows that certain foreign models are transferable (i.e. the British and German ones) regarding certification and training.
- The French case shows that it is possible to improve the qualification of workers who have never been to school or have a very basic education. The employability of workers is developed too.
- The Swedish case gives a good example of the way to follow in order to clean up a sector and ensure the quality of services; this applies to sub-contractors which is important both for user companies and for workers.
- The British case shows that training is a good path for keeping workers in the industry. The trade unions explain that the user company should also be active to select cleaning companies that provide good working conditions to workers.

7) Publication and dissemination

The final report of the study as well as the country files will be published on the respective websites of the three project partners. The information will be sent by email to all UNI-E, COESS and EFCI/FENI members and to any other stakeholder including the European institutions, research institutes, etc.

The European social dialogue committees concerned have and will continue to pay particular attention to the relevant dissemination of the information.

8) Lessons learnt

The information provided to UNI-E, COESS and EFCI/FENI through the project is very useful and important to them. The partners have picked up on various indications that modernisation of work organisation is sometimes “snowed under” by the day-to-day challenges that their members have to face regarding the highly competitive environment of businesses and the difficult working conditions for workers. It is their intention to publicise the results of the project in such a way that more and more national social partners can benefit from them, understanding that modernisation of work organisation could be the umbrella solution for many issues that are now tackled in a fractioned manner. Thanks to the triangular employment

relationship that cleaning and private security industries have in common, it was clear that the progress in these branches should necessarily cover stakeholders beyond social partners. In addition, it could be proved that vocational training and certification are key topics to improve working conditions and quality of services simultaneously whatever the E.U. country concerned.

9) Follow-up

The European Social Dialogue Committees may adapt the annual or by-annual work programs on the basis of the conclusions drawn from the reports of this project.

In both sectors, the following issues should be put in the spotlight (this list is not exhaustive) :

Vocational training:

This is a key problem in the two sectors that is well documented by the case studies. The financing of training and the recognition of education and skills, including certification, should be prioritised. The best practices will serve as a starting point for further investigations.

The improvement of vocational training has an impact on :

- health and safety at work,
- workforce turnover,
- multiservices
- and on pay when collective bargaining exist.

A new project on vocational training will be launched in the private security sector in 2009 under the "industrial relations and social dialogue" budget line.

Other activities linked to the E.U. Commission initiative "new skills for new jobs" are also under discussion.

The private security sector will also be covered by the new UNI-Europa / EPSU project on third party violence at work.

Working time:

The issue of daytime work is a priority in the cleaning sector. On the basis of the report, the private security sector should focus rather on overtime. As stated in the report, the issue of working time would deserve a specific study.

In relation to time pressure and workload, tackling stress at work concerns both sectors. Some specific work should be started on stress at work in the cleaning sector on the basis of results already achieved in the private security sector in 2008. In private security, there is commitment of UNI-Europa and CoeSS to set up a working group to create a European tool for the prevention of stress at work.

In addition, and because public procurements determine working conditions and company benefits in the two sectors to a large extent, the European social partners will continue

contributing to the initiative of the EU Commission on the guide for social considerations in public procurements

Capacity building:

Regarding the lack of trade unions and even employer organisations in many New Member States, capacity building should also be prioritised jointly, by a new project on the social dialogue budget line and/ or separately via other E.U. funding means such as the "information and consultation for representation of workers in undertakings" budget line, the ESF or others .