

Training catalogue

EWC company-specific training



Training opportunities for European Employee Representation Bodies: European Works Councils, Special Negotiating Bodies, SE Works Councils and similar forums.

etui.

Each year, the ETUI provides training to over 1,000 employee representatives from European Works Councils, SE Works Councils or Special Negotiating Bodies. Our mission is to impart practical know-how in order to strengthen the distinctive role of EU-level employee representatives. Our educational trademark combines an EWC benchmark (based on leading employee-oriented in-house research) with EWC action learning (interactive training formats, targeted towards improving EWC operations and functioning).

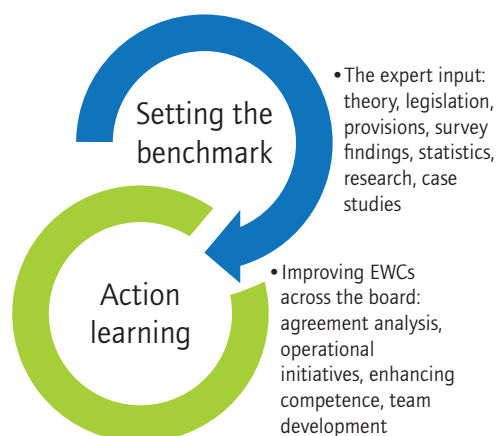
Tailor-made training for your EWC, SE Works Council or SNB

ETUI Education offers tailor-made training for European Works Councils, Special Negotiating Bodies (SNB), and SE Works Councils. If you look for such training, skip the intro and take a look at the training matrix below. We have developed training methods, modules and materials to cover a wide range of training needs, including language training. The contents of your seminar or workshop can be designed to meet your specific needs.

We believe that training for the whole EWC or SE WC helps in the development of competence, trust and a collective identity among its members – important prerequisites if they are to work together effectively as a body of European workers' representatives!

Our training courses are therefore designed to enable EWC and SE WC members to acquire the knowledge and competences they need not only to perform their roles effectively, but also to build cohesion and improve their EWCs in the long run.

ETUI EWC Education model



Our training courses are based on action learning, combining theoretical and fact-based input with pedagogical methods in a spirit of team coaching: practices are reviewed, solutions are discussed and priorities are set. Such participatory learning methodologies make training accessible and motivating in an enriching international environment.

Our default format is to deliver training on site, because action learning works best if you can meet your colleagues in person and develop shared understandings using all your senses and formal and informal encounters.

We stand ready to deliver blended learning through online webinars alone or in combination with face-to-face training if no other option is possible or if your EWC prefers online training. We are aware that limitations of interaction and online fatigue can reduce learning opportunities, so we encourage the combination of webinars and e-learning courses with on-site presentational training to create a blended learning approach.

Every year, a limited number of open seminars and e-learning courses are open for individuals, so that, for example, EWC members can prepare to take up their mandate at their own pace. You can find more information on EWC e-learning, open EWC seminars, and a wide range of other resources at www.ewctraining.eu.

If you have more questions about the ETUI's training offer, please contact one of our Education Officers:



Cyprian Szyszka
cszyszka@etui.org
company-specific training



Frédéric Turlan
fturlan@etui.org
open EWC seminars



Ilaria Costantini
icostantini@etui.org
e-learning courses

*We hope to see you soon at one of our training courses,
ETUI EWC Team*

The matrix of EWC company-specific trainings

The matrix is loosely organised from core topics (milestones) to more supplementary tools (improvement ideas). The module labels are keywords, making orientation seamless; the contents of each module are described in the following pages. The four training pathways are put together in columns, in order to help with planning a training progression. For example, the easiest way to plan a 2-day training course on a particular theme is to take four consecutive modules from one pathway: our trainers will introduce the topics and design group activities (1 module = half day).

And, if something is not on the list, let us know – the matrix will grow with your needs!

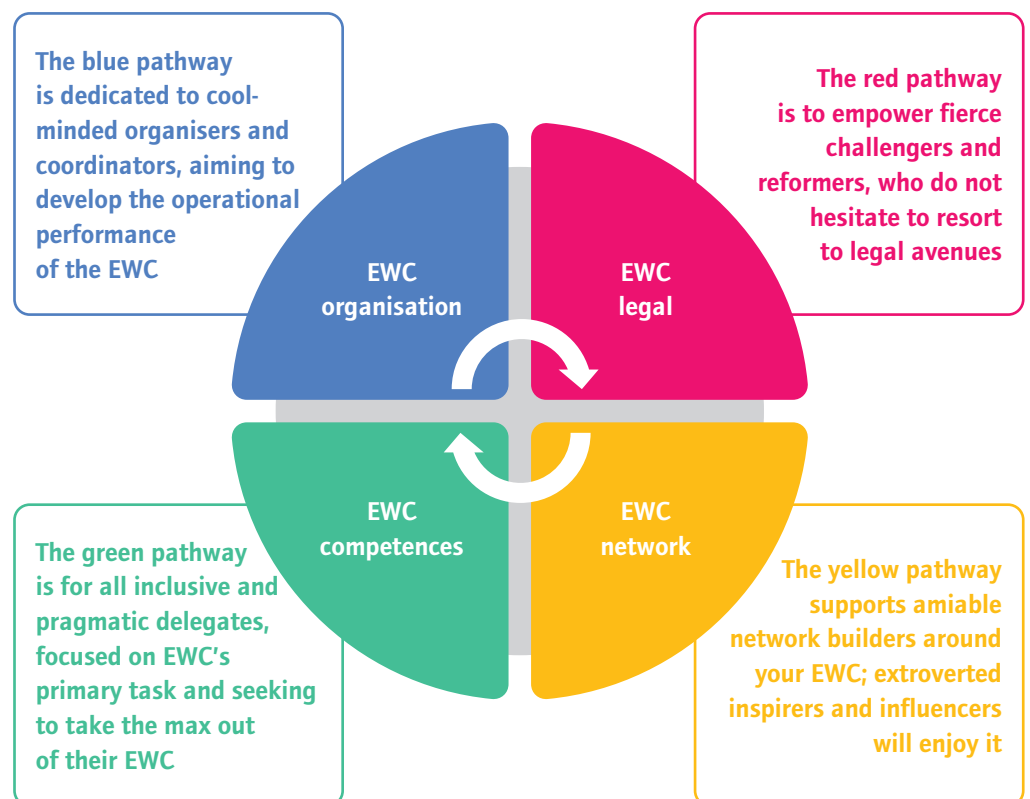
▼ ▼ ▼	EWC organisation pathway	EWC legal pathway	EWC competences pathway	EWC network pathway
Milestones	Primary task	EWC Directive	Information and consultation	History and geography of EWC
	Select committee	Special Negotiating Body	Timing	Systems of employee representation in EU
	Plenary meeting	SE WC	Confidentiality	Communication
	Added value for management	Voluntary EWC	Transnationality	Democracy @ work
Challenges	Success measurement	Reference law	Corporate strategy	Coordinator role
	Leadership and chairmanship	Worker participation	Economic and financial information	Trade union support
	EWC case studies	Rules of procedure	Restructuring	Team empowerment and motivation
	Internal rules	Litigation / EWC case law	Human resources information	Board-level employee representation
Improvements	Members' rights	EWC in conflict: dispute resolution	Health and safety	Intercultural awareness
	Training and site access	Joint declarations	Corporate social responsibility	Bigger than EU
	Prep and debrief meetings	Subsidiary requirements	Research and development	Equality and inclusion
	Extraordinary meeting	Seat distribution and adaptation	Extended competences	Language
	Budget	Sanctions and transposition	Effective consultation	Delegate profile

The EWC training matrix is a tool to support the design of EWC company-specific training. When thinking about what kind of training your EWC should have, you can use this matrix in different, flexible ways:

1. Choose the modules at the top of the matrix (milestones), as they are fundamental for EWC functioning (preferred if you are a newly established EWC or have new members on board).
2. Choose one of the pathways (blue, red, green or yellow) and follow the track step by step (you can easily design a long-term training plan this way).
3. Pick a single theme you are interested in and fit it into your current training window.
4. Tailor your own training by mixing modules from different pathways (you can design at your own a training that matches the variety of training needs and possibilities).
5. Show the matrix to your management and ask them to pick and choose with you.

Learning pathways

To cope with participants' diverse learning patterns, the EWC pathways below draw on the Jungian model of four basic colours representing personality preferences and associated behaviours. The colour of a pathway illustrates our approach to the topic, but it shouldn't limit you in any way: the pathways can and should be mixed and combined in different ways, reflecting the diversity of your EWC landscape and the needs and interests of the individual EWC members.



EWC ORGANISATION PATHWAY

Milestones

Primary task

- Introducing primary competences of EWC: information and consultation
- EWC 'background idea': EU-level transnational interest representation

Plenary meeting

- Procedure: frequency, duration, prep and debrief, agenda, minutes, chairing, disseminating
- Liaising with management: working documents before meeting, interpretation, format, reporting

Select committee

- SC primary task: internal organising, leadership, team-building
- SC operations: setting up meetings, communication with management, dissemination, experts

Added value for management

- Management perspective: the employer's role in EWC and EWC added value for the company
- Management assistance towards EWC: budget, facilities, interpretation, joint projects and statements

Challenges

Success measurement

- Success factors: meetings, management attitude, support circle, timely information and chairperson
- EWC development and feeling of effectiveness; KPI's and EWC strategy

EWC case studies

- A selection of inspiring stories of different EWCs around Europe
- Best practices, significant achievements, EWCs that changed their companies and influenced policymakers

Leadership and chairmanship

- Leadership styles, values and attitudes effective for EWC, team dynamics and group psychology
- Chairmanship tasks and challenges

Internal rules

- Internal rules as a tool enhancing EWC communication and engagement
- Working on a draft contents of internal rules

Improvements

Members' rights

- Compensation for EWC duties, dedicated time-off, personal sanctions
- Individual rights, obligations and protection in the agreement; appointment and nomination to EWC

Preparatory and debriefing meetings

- Prep meeting entitlement and techniques; chairing, facilitation, voting, disseminating
- Debriefing meetings practices; ensuring debriefing in agreement, role of coordinator

Training and site access

- Legal framework: training provisions in Directive and examples from the agreements
- Training types, topics and duration; presentation of ETUI training catalogue

Extraordinary meeting

- Procedure: agenda, topics, format, definition of 'extraordinary circumstances', restructuring meetings
- Examples of extraordinary meetings provision from the agreements;

Budget

- Budget allocated or approved?: examples and quotas from practice
- What can EWC spend on? meetings, communication, experts, interpreting, training

EWC LEGAL PATHWAY

Milestones

EWC Directive

- Legal background of EWC: your EWC Directive, transposition and Agreement
- Comments to your agreement compared with the Directive and the country-specific transposition

Special Negotiating Body

- SNB procedure, elections, task, topics of negotiation
- Using of subsidiary requirements, timeline, union experts and strategy choice

European Company Works Council (SE WC)

- SE WC Directive characteristics and comments based on ETUI research
- Your SE WC agreement analysis: information and consultation procedures, means, development areas

Voluntary EWC (pre-Directive EWCs)

- Explanation of legal background of so called 'voluntary' EWCs, established before 22.09.1996
- EWC agreement analysis, renegotiating rights, additional agreements (rule of operation)

Challenges

Reference law

- Characteristics of law governing your agreement, differences between French and German EWC styles
- Importance of the law choice for non-EU companies; Brexit issue and EWC geographical scope

Rules of procedure

- Examples of internal regulations complementing the EWC Agreement
- When, what and how? Purpose, contents and execution

Worker participation

- Presentation of nearly 40 Directives guaranteeing information and consultation rights
- Extra tools for EWC members: transfer of undertaking, takeover bids, stress at work, etc.

Litigation / EWC case law

- Procedure: voting on a court action, budget, formulating a claim, choosing a tribunal, support
- Jurisprudence: rulings so far, relevant case law

Improvements

EWC in conflict: dispute resolution

- Procedure review: escalation / complaints, internal committee, mediation, arbitration, litigation
- Agreement: industrial peace references, delegate sanctions, termination clause

Subsidiary requirements

- Explaining idea behind subsidiary requirements; SR purpose, strengths and weaknesses
- SR-based EWCs, using SR as BATNA in negotiation tactics, role of trade unions

Joint declarations

- Examples of joint statements and declarations negotiated and signed by EWCs with the company
- Extended competences in the agreement, allowing EWC initiating and signing joint declarations

Seat distribution and adaptation

- Seat distribution rule and seat allocation threshold, coverage and headcount review
- Common tools: adaptation clause, inclusion clause, rotation system, deputies

Sanctions and transposition

- Overview of sanctions for breaching the EWC law in different countries
- What to know? Comments on transposition of EWC Directive into the EWC -specific law

EWC COMPETENCES PATHWAY

Milestones

Information and consultation

- Standard I&C clause in the agreement and the Directive; topic list and exceptional circumstances
- Limits of I&C: transnationality, confidentiality, timing, articulation, competences

Confidentiality

- Directive's rules on confidentiality and secrecy; restrictive practices and working interpretation
- Comments to confidentiality clause in your agreement: scope, duration, circles

Timing

- Concept of time as a leverage; how can you use time pressure in your EWC legal system?
- Comments on time-related clauses in your agreement: is delay or speed working for you?

Transnationality

- Standard definition, agreement examples and suggested interpretation based on recitals
- Comments to transnationality clause in use; suggestions of broadening or narrowing the scope

Challenges

Corporate strategy

- EWC interest in strategic management: reading the presentation with company results behind the lines
- Useful questions on company situation, structure, investments, sales, evolution and change in business

Restructuring

- EWC restructuring response: early warning system, extraordinary meetings, consultations, legal action
- Useful questions on restructuring: cutbacks, closures, relocations, transfers, reorganisation

Economic and financial information

- Financial situation of the company and financial restructuring: mergers, takeovers, acquisitions
- Useful questions on basic financial indicators: report analysis, balance sheet, KPIs, P&L

Human resources information

- Basic: employment situation and forecast, working time, vocational training, atypical workers
- Useful questions to HR manager: restructuring plan and collective redundancies, transnational projects

Improvements

Health and safety

- OSH in Directives and Agreements: are EWCs a proper forum for Occupational Health and Safety?
- Basics of OSH for EWC: cooperating with OSH committees and safety representatives

Extended competences

- Extending EWC competences from simple information to influencing company decisions
- Next steps: securing meaningful consultation and a power to negotiate joint statements

Corporate social responsibility

- CSR reporting standards, Non-Financial Reporting Directive and Human Rights Due Diligence
- CSR, NFR and HRDD information in EWC practice; competence to be informed on environmental policy

Effective consultation

- How to enable consultation? Analysis of your consultation procedure and necessary changes
- Example of EWCs with the capability of consulting company decisions

Research and development

- Information and consultation on the impact of digitalisation as a driver of restructuring
- Useful questions on R&D policy and new technologies (incl. virtual meetings, remote work)

EWC NETWORK PATHWAY

Milestones

History and geography of EWC

- History of EWC development in the EU: from voluntary agreements to legal framework
- Coverage: where we can meet the most of EWCs? Is it EU-only? Headcount methods in agreements

Communication

- Articulation: communication network for information and consultation
- Internal communication: social mapping of the company

Systems of employee representation in EU

- Diversity challenge: map-based overview of different industrial systems in EU
- Social mapping, planning how to link the levels (articulation)

Democracy @ work

- Industrial democracy: human rights, core labour standards and worker participation
- Workers' interest representation in EU: EWC at the centre of democracy @ work

Challenges

Coordinator role

- Advantages of having trade union coordinator on board; ETUI survey results
- Examples and differences of coordinator and expert role in the EWC agreement

Team empowerment and motivation

- Improving performance: renegotiation, goals, identification of weak spots, solving conflicts
- Individual motivation: what's in it for me? Personal involvement in meetings and EWC work

Trade union support

- ETUF, national-level trade unions, group and local works councils role in supporting EWCs
- Unionisation of EWCs and the support of a trade union network in EWC performance

BLER: Board-level employee representation

- Setting cooperation between EWC and board-level employee representative in BLER eligible countries
- BLER potential support and source of information for EWC; conflict of interests and confidentiality

Improvements

Intercultural awareness

- Understanding cultural diversity, stereotypes and bias
- How can EWCs improve cooperation by building intercultural competences?

Bigger than EU

- Case study of establishing and operations of a global forum (voluntary global works council)
- Case study of EWC role in negotiating and signing transnational company agreement

Equality and inclusion

- Balanced representation, gender balance, equal opportunities, inclusion of worker types
- Non-EU/EEA inclusion clause ('Brexit', candidate countries, non-EU); guest members, observers

Delegate profile

- Skills profile, values and attitudes: EWC as an opportunity of professional development
- Average EWC member, according to ETUI EWC survey

Language

- Working languages (interpreting and translation) in the agreement (meetings, training, documents)
- Language training offer of ETUI (EWC trainings in different languages, EN language courses)

Open seminars and e-learning courses

In addition to company-specific seminars, ETUI's open EWC seminars and e-learning courses designed for EWC members offer a possibility to meet delegates from other EWCs, exchange experiences and support networking and exchanges of best practice. These open seminars, workshops and e-learning courses are an inspiring addition focused on sharing know-how and EWC members networking, not a replacement for company-specific training. The topics of open seminars vary from year to year, so check our website www.ewctraining.eu for updates and announcements. Here some examples of a current open trainings: perhaps you'll find your ideal seminar here!

open EWC seminars, workshops and e-learning courses

EWC rules-of-the-game e-learning course

- EWC history and legal background
- Information and consultation
- Core and extended competences of EWCs
- Role and primary task of EWCs

New members introductory seminar

- Systems of worker representation in EU
- Headlines of Directives
- Information and consultation process
- EWC potential

EWC confidentiality e-learning course

- Legal background of confidentiality for EWC
- Confidentiality in practice: what can we share?
- Example of confidentiality clauses, analysing and improving your EWC confidentiality rules

EWC legal framework introductory seminar

- Directives, transposition, reference law
- Agreement composition, examples
- Subsidiary requirements and SNB role
- Litigation and EWC case law

Corporate Social Responsibility seminar

- CSR in EWC agreements: good practices
- Social reporting, human rights due diligence
- EWC for climate: sustainability and green reporting as a topic of transnational interest

EWC for equality workshop

- Equality in EWC: coverage, composition and seat distribution, including adaptation clause
- Gender balance and equal opportunities in company policy

Restructuring seminar

- Types and strategies of restructuring
- Calibrating your agreement towards restructuring and change anticipation
- Setting up the powerful information and consultation procedure

EWC in conflict workshop

- Conflicts with management, dispute resolution procedure, litigation, case law
- Influence making: psychology of negotiations, improving agreement, renegotiating
- Standard and extended competences

EWC train-the-trainers long course

- Training know-how: theory and practice
- Training prep: agreement analysis
- Training design: online vs offline
- Training delivery: multinational and legal

Select committee workshop

- SC task: holding a leadership role in EWC
- Organising EWC: preparing information and consultation, liaising with management
- Team spirit: motivating, delegating, evaluating

Prices and organisation

The costs of training delivered to EWCs/SE WCs/SNBs are borne by the companies, as provided for in the EWC Directive. For a quote on costs, please contact Cyprian Szyszka cszyszka@etui.org

As a rule, the EWC is free to choose the topic and the training provider. The recast EWC Directive 2009/38/EC and the national transposition provisions guarantee EWCs and SNBs a right to training, even if the EWC agreement does not contain any training provisions. The same right to training is included in the standard rules of the 2001/86/EC Directive concerning the activities of SE representative bodies. You can find more information about EWCs' right to training on our website: www.ewctraining.eu.

EWCs, SE WCs and SNBS often prefer to link their training to a formal meeting, so that they can benefit from practical arrangements already made. In such cases, our trainers come to the requested place and deliver the training on-site. For stand-alone training, ETUI Education can take care of the full logistical organisation (including venue, accommodation, catering, meeting rooms, technical equipment and interpreters). We will gladly advise you on these issues.

Trainers

As a rule, our trainers work in teams to support training dynamics. We use active learning methodologies intertwined with a solid theoretical input. We can deliver training in all EU languages.

Our constantly growing multilingual team of EWC trainers (Network of European Works Council Trainers or 'the NET') is composed of EWC experts who are experienced in adult education and in teaching multicultural groups. Currently we have trainers from Austria, Spain, Italy, France, Germany, Belgium, Sweden and Poland. In our network of trainers and through cooperation with other experts, we can offer specific combinations of skills, from hands-on EWC practice gained either as a worker representative or trade union coordinator, to modern pedagogical capacities, understanding of transnational issues, and specific expertise on complex fields related to EWC or SE WC work.

The NET makes it possible for the ETUI to organise a team of trainers that best fits your needs, taking into account the active languages and topics on the programme. All training materials are developed by the ETUI, in cooperation with the NET and the ETUI Research Department, thus ensuring high quality across all our seminars.

Our team works closely with European Industry Federation experts and coordinators. Most importantly, our training benefits from highly relevant expertise from across our Institute, in particular the [European Worker Participation Competence Centre](#).

This is why we are probably the best choice in Europe to provide EWC training.