

Industrial RElations and Social Dialogue for an Economy and a Society "4.0" (IRESDES4.0)

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EUROPEAN TRADE UNION



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Insights from the *Report on the state*
of the art regarding smart working and digital skills development in
social dialogue practices and CLAs (Deliverable D2.1) and contents of
the Draft Recommendations on addressing smart working and on-the-
job digital skills development within CLAs and social dialogue practices
(Deliverable D4.1)

14.10.2022



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Steps already taken...

- **Desk research** and **interviews** to employee and employers' representatives
- Development of the **Draft Report on the state-of-the art (D2.1)**
- Presentation and expert validation of the Draft Report during the **First Expert Workshop carried out in November, 26, 2021 in Bergamo (D3.1)**
- Implementation of expert insights and **drafting of the final version of the Report**
- Presentation and validation of the Final version of the Report during the **Second Expert Workshop carried out in April, 29, 2022 in Brussels (D3.2)** + discussion and validation of the structure of the Draft Recommendations
- **Development of the Draft Recommendations** through the contributions of project partners (D4.1)



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..and next steps

- Final validation by the Expert Board of the **Recommendations on CLAs and social dialogue practices addressing the trends of digitalization** in the context of the Third Expert Workshop (Task 3.3);
- Presentation of the Recommendations during the project's **Final Conference**, to be held in Brussels between January and February 2022 (Task 5.3).



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Sources of the Report

- studies and reports on **remote working and digital-skills development**, and the impact of these trends on the companies and labour market dynamics;
- existing **CLAs** and other documents already published on these topics by social partners;
- studies and researches on the policies impacting **skills development and remote working, namely with regard to their inclusion in CLAs**;
- analysis of the **strategies and approaches to address these topics within social dialogue practices**;
- **semi-structured interviews to Italian trade union members and employers' representatives**, selected by project partners Fim-CISL Veneto and Confimi Industria Digitale;
- Insights provided by **international experts** during the **First and Second Expert Workshop** carried out on November, 26, 2021, in Bergamo and on April, 29, 2022, in Brussels.



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A glimpse into recent skills analysis

Mismatch	Field-of-study mismatch	Qualification mismatch	Qualification mismatch	
			Overqualification	Underqualification
Country				
Italy	37	38,5	20,2	18,2
<u>European Union</u>	32,2	32,2	15,3	16,8

Source: Oecd.stat, *Mismatch by country*



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A glimpse into recent skills analysis/1

	Digital skills	Digital skills				
		<i>computer programming</i>	<i>digital content creation</i>	<i>digital data processing</i>	<i>office tools and collaboration software</i>	<i>web development and cloud technologies</i>
Country						
Italy	-0,001	-0,012	0,105	-0,016	-0,083	-0,039
<u>European Union</u>	0,058	0,06	0,107	-0,002	-0,013	-0,007

Source: Oecd.stat, *Skill needs by country*



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A glimpse into recent skills analysis/2

NACE <i>Manufacturing</i>		<i>Digital skills</i>					
Skills	<i>Digital skills</i>	computer programming	digital content creation	digital data processing	ict safety, networks and servers	office tools and collaboration software	web development and cloud technologies
Country							
Italy	0,018	0,011	0,042	0,019	0,007	0,016	0,01
<u>European Union</u>	0,006	0,008	0,026	0,001	0,003	0,002	-0,003

Source: Oecd.stat, *Skill needs by country*



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A glimpse into recent skills analysis/3

NACE <i>Information and Communication</i>							
Skills	Digital skills	Digital skills					
		computer programming	digital content creation	digital data processing	ict safety, networks and servers	office tools and collaboration software	web development and cloud technologies
Country							
Italy	0,046	0,042	0,038	0,03	0,101	0,043	0,023
<u>European Union</u>	0,04	0,064	0,032	0,035	0,042	0,02	0,048

Source: Oecd.stat, *Skill needs by country*



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The role of social dialogue in digital skills training

«Trade unions should have no role in workers' training: it is the employer who should choose the training path that is most consistent with its business»

(Employer)

«Trade unions should not only enforce collective agreements, but also identify company representatives who are willing to help develop digital skills.»

(Trade Unionist)

«Developing training courses within SMEs is complex, as small entrepreneurs are not usually inclined to innovate: it would take a lot of awareness-raising»

(Employers' representative)



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Best practices in Italian SMEs: digital skills development

Periodical skill mapping of the companies' workforce, carried out with the participation of the trade union representatives, aimed at monitoring the company's digital skills needs and tailoring training to its shortcomings.

Development of training paths structured in short and agile modules and carried out through mixed methods (e-learning instruments, digital platforms, frontal lectures etc.), in order to facilitate their fruitful completion among workers with different training necessities.

Pre-emption of the introduction of new technological equipment in the company with a sufficient number of hours of vocational training, funded through the resources of the so-called "Interprofessional training funds".



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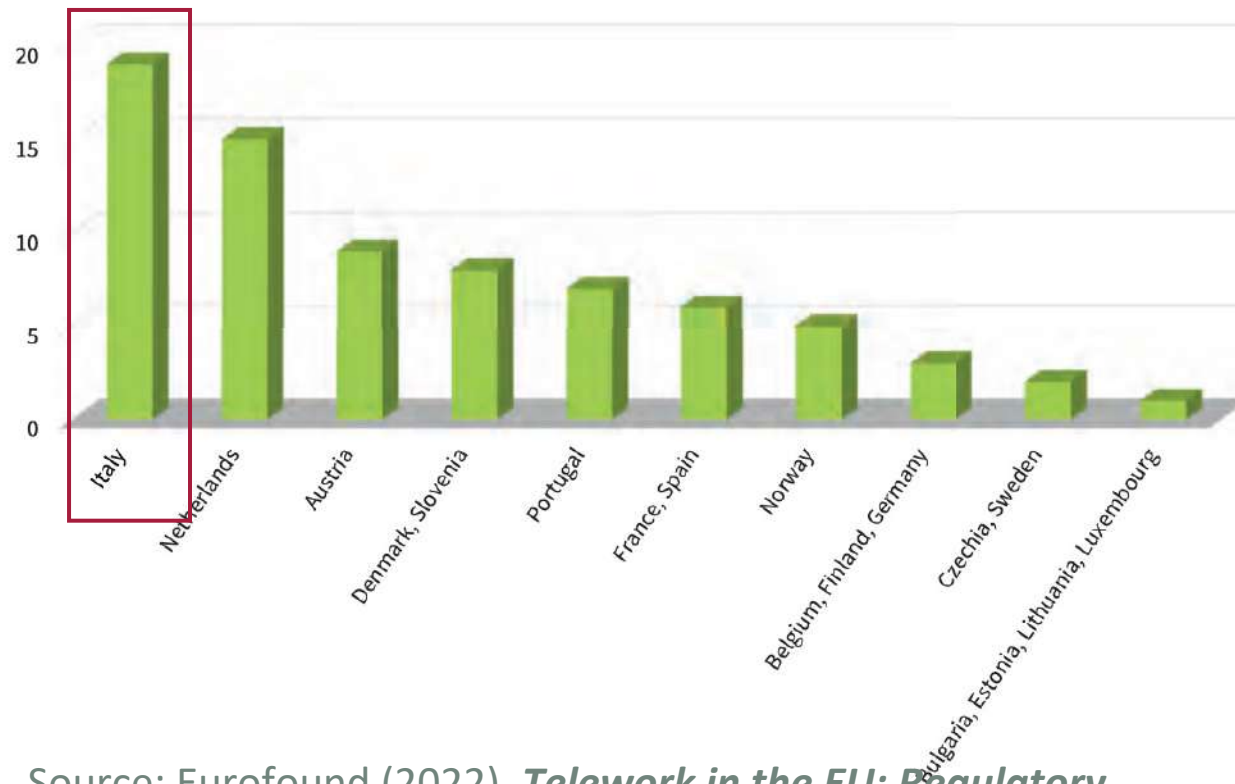
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Telework in the EU: recent updates/1



Number of sectors covered by
sectoral agreements with telework
provisions by selected Member
States, 2021

Source: Eurofound (2022), *Telework in the EU: Regulatory frameworks and recent updates*



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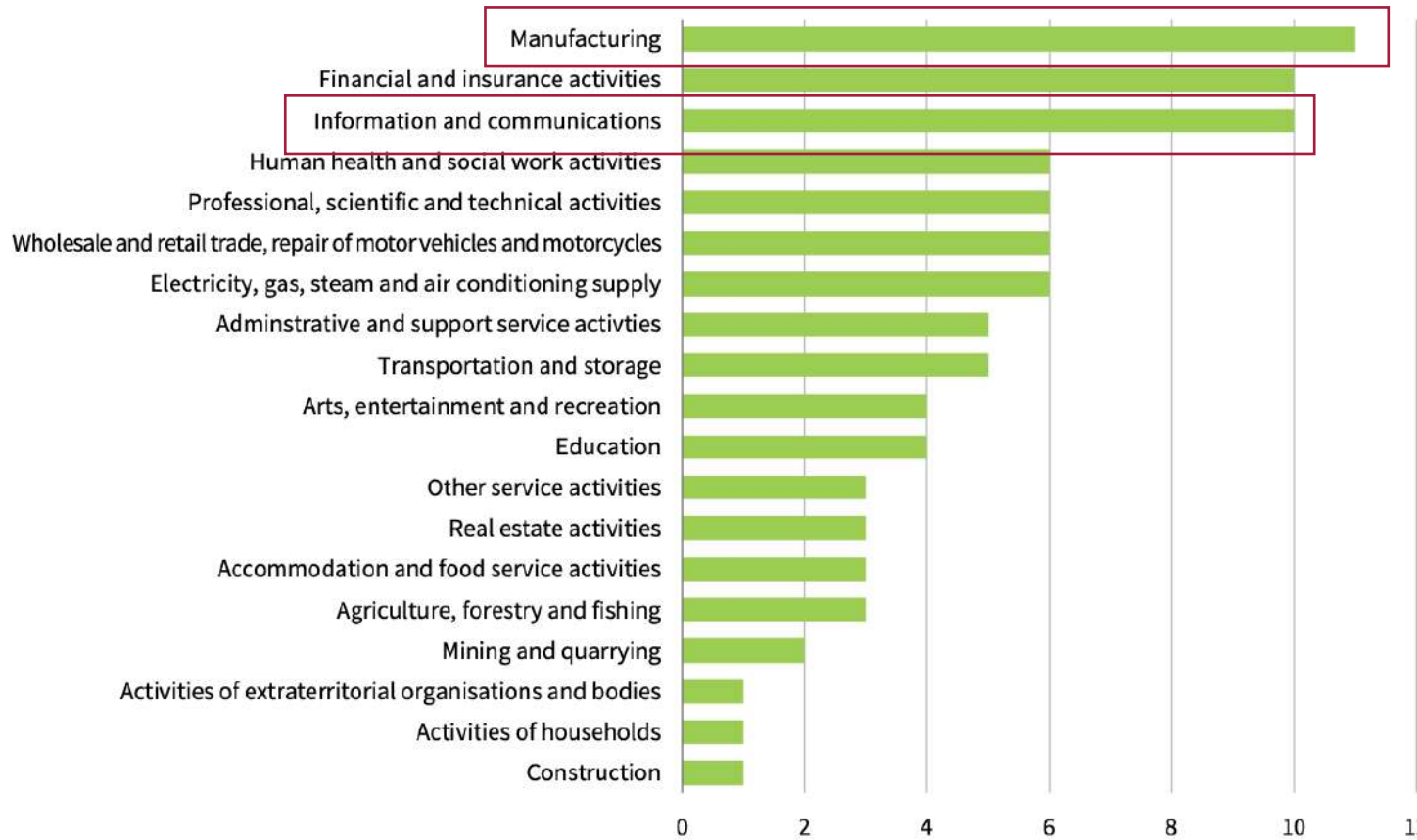
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Telework in the EU: recent updates/2



Number of sectors covered by sectoral agreements with telework provisions by selected Member States, 2021

Source: Eurofound (2022), *Telework in the EU: Regulatory frameworks and recent updates*



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The role of social dialogue in the implementation of remote work

«The regulation of agile work cannot be totally entrusted to individual autonomy, given the different contractual position of the parties: a framework of common collective rules is necessary»

(Labour law expert –
Trade Unions' side)

«The collective agreement must provide guidelines, but then it is up to company-level collective agreements to deal with specific cases, in line with their production needs»

(Employers' representatives)

«Remote working collective projects are sometimes resisted within SMEs, as the latter do not have trade union delegates. It would therefore be appropriate to implement local-level forms of collective bargaining»

(Trade Unionist)



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Best practices in Italian SMEs: remote work

Team work of the company's human resources department with trade union representatives, aimed at identifying which areas of the company would be most interested by the implementation of remote work.

Execution of a "test" before the structural implementation of a remote work agreement on a limited number of workers over a fixed period of time, in order to better monitor their adjustment to the new organizational model.

Institution of a joint committee composed of workers' and firm representatives, invested with the task of discussing the implementation of smart working practices and to come up with shared proposals.



The point of view of international experts on remote work

- **OSHA issues connected to remote work** (musculoskeletal disorders; psychosocial issues) are one of the main topics that needs specific regulation through collective agreements and social dialogue;
- The use of instruments for the monitoring of the performances of remote workers could potentially pose a **threat to their privacy and the protection of their personal data**, and therefore it should be thoroughly evaluated before its implementation;
- During lockdown periods, the work experience of remote workers often translated on a one-on-one relationship with their superiors, and the **collective dimension of work would often be set aside**: consequently, if remote work involved more people in the future, trade unions would have to change their means of communication, their organization methods, together, perhaps, with the nature of their claims.



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The point of view of international experts on digital skill training

- **European data showing a low level of digitalization in SMEs might not be accurate**, given that SMEs mostly outsource their IT services, rather than having an internal worker invested with that specific task;
- A possible way to increase the level of digitalization in SMEs is the **"education" of small and medium entrepreneurs on the importance of new technologies**, together with the implementation of international standards;
- **Training should be tailored to the necessities of the single worker**, in order to maximise its efficiency and guarantee the employability of different kinds of workers (es. older workers).
- **Social dialogue and collective bargaining are the most suitable instruments for the introduction and management of digital skills training**, both in SMEs and larger companies.



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Draft Recommendations on addressing smart working and on-the-job digital skills development within CLAs and social dialogue practices

- Drafted by project partners **Confimi Industria, Confimi Industria Digitale, Fim-CISL Veneto, European Digital SME Alliance and IndustriAll Europe** under the scientific coordination of ADAPT.
- Mainly structured in three sections, which present **Recommendations directed at the European Commission, Member States and Social Partners** (structure approved by the Expert Board during the Second Expert Meeting on April, 29)
- Sections on **territorial and company-level social partners and insights from the international arena** have been included in the Document, in order to value the presence of territorial (Fim-CISL Veneto) and international (EU Digital SME Alliance) project partners.



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