

PESSIS III - Promoting Employers' Social Services In Social dialogue III (PESSIS III) - Detailed Work Programme

1. DESCRIPTION

The project's overall objective is to lead to the creation of a European network representing employers in the social services sector (from the social economy); and thus ensure that these social services employers become recognized social partners at European level and participate in European Social Dialogue (ESD).

The final results of the project will be the following:

- **Five country studies** on the state of play of social dialogue structures in the social services sector in the United Kingdom, Hungary, Romania, Portugal and the Slovak Republic (in original and English language);
- An updated **European report** (covering data from 22 Country Reports), bringing the 5 new country studies to the overview of the 17 already done in PESSIS and PESSIS II (in English);
- Three **National action plans towards involvement of national employers' platforms in ESD**, on the interest of Employers in the Czech Republic, Ireland and Spain to participate in ESD(in original and English language);
- A **Joint Declaration** on a political issue of importance to the sector, as agreed by the sector's Employers from Austria, Belgium, France and Germany (in English, German, French language), on which the relevant national trade unions organizing in the sector of social services (from the social economy) will be invited to share their views and comments.
- Three **National positions of adherence on the Joint Declaration** by Social Partners from the Czech Republic, Ireland and Spain (in English, Czech and Italian);;
- A **Hearing in the European Parliament** to present the Joint Declaration (interpretation in English, French, and German);
- A **Sectoral Agreement** on an essential social dialogue issue of interest to the sector's Employers organisations from Austria, Belgium, France, Germany, the Czech Republic, Ireland and Spain (in English, German, French, Czech and Spanish language); on which the relevant national trade unions organizing in the sector of social services (from the social economy) will be invited to share their views and comments.
- An **Outline plan** on the creation of an Employers network for the social services (from the social economy) sector in (English, German, French, Czech and Spanish language);
- A **Final Conference** will be organised to discuss Outline Plan and present project outcomes (interpretation in English, French, and German);
- An **Internal Management Plan**, elaborating on the activities of each partner in the project and all other relevant administrative information to ensure the smooth coordination of the project (in English)
- A **Communication and Dissemination Plan**, elaborating on the activities of each partner in the project related to a successful communication of the project's outcomes (in English)
- **Final Narrative and Financial Reporting** to the European Commission (in English)
- **An Evaluation Plan** to ensure the quality outcomes of the project activities, as well as the satisfaction of project partners.

The Project will be implemented by a **partnership of different national and European organisations** including recognised employer organisations at national level, a European trade union organization, a university research department and European organisations representing social service providers.

2. RATIONALE AND NEEDS ANALYSIS

The rationale behind the project application is clear: there is a desire from Employers in the social services (from the social economy) sector to both be recognised as social partners at European level and take part in European Social Dialogue. The PESSIS II project was concluded in September 2014 by a [Final Conference](#) bringing together for the very first time at European level national Employer organisations from the social services sector and representatives from national trade union organisations from five different countries: Austria,

Belgium, France, Germany and the Netherlands. For employers from four of the five countries present, it was essential for the sector to organise themselves as employers if it is to further the sector's impact on European and national policy-making processes; in particular as EU policies (European Semester, Working Time directive, public procurement, Cohesion funds) are having more and more of an impact on the sector at national level.

Another clear outcome of the PESSIS II project is the strong willingness of national social partners (both on the employers and the trade union side) to start discussing and negotiating on concrete topics at European level; and in particular on how to ensure that the sector's job creation potential is unlocked throughout Europe. For this to be achieved, many barriers will need to be dealt with including issues regarding the lack of attractiveness of the sector, recruitment and retention of staff, the increasing cross-border mobility of workers, the lack of professional qualification and training, the ageing of the work force, etc (as included in the country reports established in PESSIS I and II). Both sides of the table viewed participation into European Social Dialogue processes as an important way in which to find possible solutions to these transnational problems; which would also contribute significantly to both employment and social cohesion in Europe and thus the Europe 2020 targets.

Although the social and health services sector represents [10.7%](#) of the EU workforce, an important part of it (the social services sector) is yet to be represented in European Social Dialogue and at the negotiating table for essential EU policies and legislation. Bringing this significant workforce, as well as their employers, into European Social Dialogue would strengthen European Social Dialogue as a whole and improve its coverage of the EU workforce. Furthermore, the fact that an important part of such an essential economic and employment contributor to society is not at the negotiation table for major European policies is also a weakness for the European Union in terms of democratic deficit; in particular as social service providers are often closest to those most affected by poverty and social exclusion, one way or another.

The additional research and thus expanding the mapping to five new country studies is planned in order to get a better picture of the social dialogue structures in the social services sector throughout Europe and thus better understand its complexity, as well as the main challenges the sector is encountering throughout Europe, and consequently provide additional information as to why and how these issues should be tackled.

Following the agreed interest of employers in Austria, Belgium, France and Germany following PESSIS2, it is planned to explore the interest of employers in the (from the social economy) social services in several new countries; including: Czech Republic, Ireland and Spain. This would clarify the interest in European Social Dialogue of Employers in the social services sector in several more key Member States with relatively strong social dialogue structures; thus able to negotiate at European level following sufficient capacity building meetings.

On the basis of the interest of employers to negotiate concrete issues, and justify their ability to do so at European level, the project will also aim to deliver two European documents (a Joint Declaration on a political issue and a sectoral agreement on a social dialogue related topic) agreed by the Employer representatives from 7 EU countries, on which the relevant national trade unions organizing in the sector of social services will be invited to share their views and comments. This will enable to strengthen the employers' capacity to organise themselves and to negotiate at European level, but also demonstrate what European Social Dialogue can do to support their activities at national level.

And last but not least, if an employer's network is to be created, it will be essential to discuss the role it can play in European Social Dialogue. With regard to participation in cross-sectoral social dialogue, meetings with CEEP (in particular) will be organised to assess the role the employers network could play within its structures and assess how this could be done. Similarly, due to the interest in creating a sectoral social services committee, it is essential to discuss with employer networks already in place (CEMR, etc) to ensure that there is no overlap, both in terms of representativity and content-wise.

3. PROJECT DESIGN AND IMPLEMENTATION

I. Milestones

Month Nov 2015 to Oct 2017		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	Tasks	Lead partner	
Work Package	No.	n	d	j	f	m	a	m	j	j	a	s	o	n	d	j	f	m	a	m	j	j	a	s	o	Tasks		
Management	1																									Finalise internal management plan	P1	
																											Kick Off meeting	P1
																											Mid-term coordination meeting	P2
																											Final Coordination meeting	P2
																											Organise and complete skype meetings	P1
																											Prepare and submit narrative report	P1
																											Prepare and submit financial report	P2
Extended mapping exercise	2																									- Subcontract researchers	P6	
																										- Finalise reports	P6	
																										- translation, printing and shipping of national reports	P6	
																										- Upgrade the Final European Report with the results of the mapping exercise	P6	
Capacity building	3																									1st Capacity-building meeting: European Social Dialogue & PESSIS1/2	P10 + P11 + P12	
																										2nd Round table meeting on European Social Dialogue	P10 + P11 + P12	
																										3rd Negotiating adherence to Joint Declaration meeting (Action 3.1)	P10 + P11 + P12	
3 Organising Social Partner negotiations at EU level	4																									Meeting at National level to coordinate national participation	P1 + P7 + P8 + P9	
																										1st. European Social Partner Meeting in Brussels on Joint Declaration	P4	
																										- Organise participation of Employers and Trade Union representatives from national level	P1 + P5 + P7 + P8 + P9	
																										- Coordinating agreement on draft Joint Declaration	P2	

Roles	<ol style="list-style-type: none"> 2. Organise and manage kick-off meeting (Implemented by P1) 3. Organise and manage mid-term coordination meeting (Implemented by P2) 4. Organise and manage final coordination meeting (Implemented by P2) 5. Organise and complete skype meetings (Implemented by P1) 6. Provide financial management and administration (Implemented by P2) 7. Prepare and submit Financial Report (Implemented by P2) 8. Prepare and submit Narrative Report (Implemented by P1) 	<ol style="list-style-type: none"> 2. Subcontract researchers (Implemented by P6) 3. Adapt template with methodological guidelines (Implemented by P6) 4. Steer the research process (Implemented by P6) 5. Coordinate the translation of the national reports into English (Implemented by P6) 6. Coordinate the printing and the shipping of the national reports (Implemented by P6) 7. Upgrade the Final European report (Implemented by P6) 8. Contact national members and invite them to contribute to the research. (Implemented by P2, P3, P4, P5)
Work package No.	3. Capacity-building at national level	4. European Social Partner Meetings
Description	<p>Three meetings will be organised in each of the following countries to discuss the employers' in the social services sector's interest in European Social Dialogue, their willingness to take part in it, and their support to the Joint Declaration agreed in Work package 4:</p> <ul style="list-style-type: none"> - Czech Republic, - Ireland, - Spain 	<p>Action 4 will be divided into three main strands.</p> <p>A first strand will be a meeting at national level bringing together employers to discuss and coordinate participation in the European Social Partner meetings (strand 2 and 3)</p> <p>The second strand will involve 2 meetings in Brussels bringing together employers and trade union representatives from Austria, Belgium, France and Germany. The objective of these meetings would be to negotiate and agree on a joint declaration (potentially on a topic such as “strengthening social dialogue in the social services sector”, or on the “contribution of social services to Europe 2020”, or on the “European Semester”, or on “Social Innovation” etc) between Employers at European level, with comments from trade union representatives.</p> <p>Once a Joint Declaration has been agreed, a Hearing will be organised in the European Parliament to present the outcome to European policy-makers and other stakeholders.</p> <p>A second strand will also include 2 meetings and will hope to involve social partners from the four previously mentioned Member States but also those involved in Action 3 (capacity building): Czech Republic, Ireland and Spain. The objective of these 2 meetings will be to discuss the a sectoral agreement on a social dialogue issue of interest to Employers from the sector, with comments from trade union representatives.</p>

<p>Tasks and roles</p>	<p>A. Introduction to European Social Dialogue and PESSIS meeting</p> <ol style="list-style-type: none"> 1. Contact relevant stakeholders (employers and trade unions) (Implemented by P10, P11, P12, P5) 2. Activate members at national level (Implemented by P2, P3, P4, P5) 3. Develop agenda and presentations of ESD and PESSIS1 & 2 (P2) 4. Organisation of Meeting (Implemented by P10, P11, P12) 5. Day-management of meeting (Implemented by P10, P11, P12) 6. Attend the meeting (Implemented by P10, P11, P12, P2, P5) <p>B. Roundtable on European Social Dialogue meeting</p> <ol style="list-style-type: none"> 1. Contact relevant stakeholders (employers) (Implemented by P10, P11, P12) 2. Organisation of Meeting (Implemented by P10, P11, P12) 3. Day-management of meeting (Implemented by P10, P11, P12) 4. Attend the meeting (Implemented by P10, P11, P12, P2, P5) 5. Draft & Validation of the National Roadmap for European Social Dialogue (Implemented by P10, P11, P12) <p>C. Negotiating Adherence to Joint Declaration meeting (Action 4.1)</p> <ol style="list-style-type: none"> 6. Sharing Joint Declaration with relevant Employers (Implemented by P10, P11, P12) 7. Organisation of meeting (Implemented by P10, P11, P12) 8. Day-management of meeting (Implemented by P10, P11, P12) 9. Attend the meeting (Implemented by P10, P11, P12) 10. Draft and Validation of National Position from Employers on Joint Declaration (Implemented by P10, P11, P12) 	<p>A. Meeting at National level to coordinate national participation (Implemented by P1 + P7 + P8 + P9)</p> <p>B. 1st European Social Partner Meeting in Brussels on Joint Declaration</p> <ol style="list-style-type: none"> 1. Organise participation of Employers and Trade Union representatives from national level (Implemented by P1 + P7 + P8 + P9 + P5) 2. Organisation of meeting (Implemented by P4) 3. Execution of meeting (Implemented by P4) 4. Attend the meeting (Implemented by P1 + P2 + P3 + P4 + P5 + P7 + P8 + P9) 5. Draft Joint Declaration (Implemented by P2) 6. Coordinating Joint Declaration agreement with national Employers (Implemented by P1 + P7 + P8 + P9) <p>C. 2nd European Social Partner Meeting in Brussels on Joint Declaration</p> <ol style="list-style-type: none"> 7. Organise participation of Employers and Trade Union representatives from national level (Implemented by P1 + P7 + P8 + P9 + P5) 8. Organisation of meeting (Implemented by P2) 9. Execution of meeting: Finalisation of Joint Declaration (Implemented by P2) 10. Attend the meeting (Implemented by P1 + P2 + P3 + P4 + P5 + P7 + P8 + P9) <p>D. Hearing in the European Parliament on the Joint Declaration</p> <ol style="list-style-type: none"> 11. Organisation of meeting (Implemented by P3) 12. On-day Management (Implemented by P3) 13. Attend the meeting (Implemented by All partners) 14. Report on meeting (Implemented by P3) <p>E. 1st European Social Partner Meeting in Brussels on Sectoral Agreement</p> <ol style="list-style-type: none"> 15. Organise participation of Employers and Trade Union representatives from national level (Implemented by P1 + P7 + P8 + P9 + P10 + P11 + P12 + P5)
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Work package No.	5. Discussions with European Employers	6. Dissemination and Exploitation of Results
Description	<p>Several meetings will be organised between European partners to bring together members of Social Services Europe with European employer organisations (CEMR, CEEP, etc) to present the objective of the PESSIS projects and discuss both what Employers in the social services sector could bring to European Social Dialogue, as well as what role they could play and professions they would cover.</p> <p>Updates on these meetings will take place in each Action 4 (European Social Partner meetings) meeting. Towards the end of the project, but before the final conference, a plan outlining the several options possible regarding the creation of a European network of Employers in the social services sector will be developed and then discussed during the final conference.</p>	<p>A dissemination and communication plan will be developed and implemented to best inform all stakeholders involved of the development of the project. This will include the production of project information materials, updating websites, as well as the organization of a final conference, which will aim at discussing the outcomes of the project, as well as the creation of an Employers network for the social services sector at European level. A leaflet (including a USB stick) will be developed to include all documents relevant for the discussion in the Final Conference, as well as the results from PESSIS and PESSIS II.</p>
Tasks	<ul style="list-style-type: none"> 1. Meetings with European Employer organisations and updates (Implemented by P2 + P3 + P4) 2. Drafting of outline plan on options towards creation and role of European employers network for the social services sector 	<ul style="list-style-type: none"> A. Design and agreement on Communications strategy <ul style="list-style-type: none"> 1. Preparation of Communications Strategy (Implemented by P3) 2. Implementation (Implemented by P3) 3. Collection of information developed by partners (Implemented

	(Implemented by P2)	by P3) B. Production of project information materials 4. Design and distribute 4 newsletters (Implemented by P3) 5. Design and print PR material (conference package & USB sticks) (Implemented by P3) 6. Disseminate the results of the project (Implemented by All partners) C. Create & Update PESSIS3 Webpage 7. Ensure update and functionality of PESSIS3 webpage (Implemented by P3) 8. Place downloadable material on PESSIS3 webpage and partner websites (Implemented by All partners) D. Organise and complete final conference 9. Organisation of Final Conference (Implemented by P2) 10. Day-Management (Implemented by P2) 11. Attending (Implemented by All partners) Communication of Outcome (Implemented by All partners)
Work package No.	7. Evaluation	
Description	In order to ensure the successful achievement of all planned tasks and activities, as well as the objectives of the project, an evaluation plan will be developed. This plan will include the development of a quality check methodology, as well a series of interviews with partners to evaluate the successful management of the project.	
Tasks	1. Tender for Quality Evaluation Expert (Implemented by P1) 2. Subcontract researchers (Implemented by P1)	

III. Overview of expected results (outputs and outcomes)

No of Work package	Start date	End date	Result(s) (output(s) or outcome(s))	Medium that will be used (publication, Electronic, online, online, other (specify))	Languages	Dissemination level (Public, Restricted, Confidential)	Target groups/potential beneficiaries
1	1	3	Finalise internal management plan	Electronic, online	English	Confidential	Project partners
1	3	24	Project coordination meetings (kick-off, mid-term, final)	Event	English	Confidential	Project partners
1	21	24	Prepare and submit narrative& financial report	Electronic, online,	English	Confidential	Project Partners, European Commission
2	2	10	Tender and finalise country studies	Electronic, online	English	Confidential	Project Partners
2	10	12	- Upgrade the Final European Report with the results of the mapping exercise	Electronic, online	English	Public	Project partners, European Commission, all stakeholders
3	2	4, 8, 13	1 st , 2 nd & 3 rd Capacity-building meeting: European Social Dialogue & PESSIS1/2	Event	English/Czech /Spanish	Confidential	Project partners + National social partners
4	2	4	Meeting at National level to coordinate national participation	Event	FR, DE	Confidential	Project partners + National social partners
4	2	5, 11	1 st & 2 nd European Social Partner Meeting in Brussels on Joint Declaration	Event	EN, FR, DE	Confidential	Project partners + National social partners
4	2	15	Joint Declaration between Employers in the Social Services sector	Publication, Online,	EN, DE, FR, CZ, ES	Public	Project partners + National social partners + European Commission + stakeholders
4	12	15	Hearing in the European Parliament on the Joint Declaration	Event	EN, FR, DE	Public	Project partners + National social partners + European Commission +
4	12	15	3 rd & 4 th European Social Partner Meeting in Brussels on Sectoral Agreement	Event	EN, FR, DE	Confidential	Project partners + National social partners
4	14	20	European Sectoral Agreement between Employers in the Social Services sector	Publication, Online,	EN, DE, FR, CZ, ES	Public	Project partners + National social partners + European Commission + stakeholders
5	1	23	Meetings with Existing European Employer organisations	Event	EN	Confidential	Project partners + existing European Employer organisations
5	20	23	Outline plan on options towards creation & role of European Employers network for the	Electronic, online	EN, DE, FR, CZ, ES	Confidential	Project partners + European Employers

			social services sector				
6	1	3	1. Design and agree on a dissemination and communications strategy	Electronic, online	English	Confidential	Project partners
6		4, 12, 17, 23	- Design and distribute 4 newsletters	Electronic, online	English	Public	Project partners + National social partners + European Commission + stakeholders
6	21	23	- Design and distribute project leaflet	Publication, Electronic, online,	English	Public	Project partners + National social partners + European Commission + stakeholders
6	1	24	3. Update PESSIS and partner websites	Electronic, online	English	Public	Project partners + National social partners + European Commission + stakeholders
6	18	23	4. final conference	Event	EN, FR, DE	Confidential	Project partners + National social partners + European Commission + stakeholders
7	23	24	Complete evaluation plan	Electronic, online	English	Confidential	Project partners + European Commission

4. RISK MANAGEMENT PLAN

The following risks have been identified:

- A. Partners delivering on their roles and responsibilities. These risks will be mitigated by:
- An internal management plan will be developed to inform all partners of their tasks, duties and responsibilities throughout the project, including a timeline and all other additional information needed.
 - Three project coordination meetings will be organised to ensure that all partners are aware of their tasks, duties and responsibilities throughout the project. These meetings will also be the opportunity for partners to exchange on their views on the development of the project, as well as to allow the project partners to situate where they are in the project, with regard to the overall outcomes.
 - Several skype meetings will also be organised to ensure smooth coordination of the project and that each partner is kept informed. This will obviously be backed up by continuous exchange between the project partners and those in charge of managing the coordination of the project activities.
 - An evaluation plan will be developed by an independent expert, tendered out to by the lead applicant.
- B. In case, the national partners and EPSU are unable to successfully involve sufficient employer organisations and Trade Union representatives (despite the strong interest already mentioned at national level for this project), a system will be put in place and included in the internal management plan to mitigate this problem. If it is decided by Employers in Ireland, Spain and the Czech Republic, in WP 3, to not state their interest in European Social Dialogue and to take part in the Hearing, as well as in the 3rd and 4th Social Dialogue meeting, a system will be put in place to mitigate the costs included in the budget for these activities. It is similarly the case for the national associates of EPSU.