



Pascal Nonat/Groupe Alpha/April 2006

Framework for reporting the AgirE Case studies

The various teams of the AgirE project in charge of case studies already have been provided with the questionnaire for conducting interviews with the main participants. They have also been provided with hypotheses and objectives underlying the project which will allow a cross-analysis in reference to work carried out by the researchers. We hereby provide an indicative guideline for the reports or summaries of the case studies.

This summary, between 20 and 40 pages long, is coherent with the various tools previously provided.

9 sections have been identified. Some are mostly descriptive and do not necessarily require essay-style writing and can thus be easily standardised. Others are more analytical and will have to be reported within a written piece.

(1) Standardised **descriptive section, brief written report or synoptic presentation**

(2) Analytical section, written piece

User's Guide of the framework for reporting the case studies: it is in the interest of all AgirE teams to remain faithful to these guidelines, as far as possible. This will be conducive of more efficiency in the future stages of the project and in particular during the cross-analysis with the researcher's work. It is thus preferable to use the titles and sub-titles of sections as suggested hereafter. The data should be entered directly in the document by replacing the text in *italics*.



Identity card of the case studied:

- ❑ Company :
- ❑ Localisation of the Company
- ❑ Group :
- ❑ Nationality of the Group

- ❑ Restructuring (landmark dates): *for ex. relocation of production from site X took place in 2005.*

Section 1: Economic environment of the company / characteristics of the company from an economic and social perspective

- ❑ Sector of the company **(1)**
- ❑ Main characteristics of the sector **(1)**
 - Economic developments*
 - Technological developments*
 - Organisational changes*
 - Regulatory developments (national, European, etc...)*
- ❑ Organisation of the company **(1)**
 - Number, location and setup of the sites*
 - Location of the site subject to restructuring*
 - Status of the firm, if it belongs to a group*
 - Does the firm sub-contract and/or outsource some of its activities*
- ❑ Position of the firm in the market **(2)**
 - Form and strength of competitive pressures*
- ❑ Characteristics of the workforce **(1)**
 - Number of employees employed at the site undergoing a restructuring / in the company/ in the group as a whole*



Qualitative analysis of the workforce: age pyramid, qualifications held, employability on the local labour market or in the labour catchment area.

- How the representation of employees in the firm is organised **(1)**

Institutional devices for representation (local, national, and possibly European: European Works Council...)

Trade Union presence within the company: number of trade unions, influence, assessment of trade union membership rate....

- Recent history of the firm regarding restructurings **(2)**

Nature, cause and forms of recent restructurings (if any)

- Other elements

Section 2: Description and explanation of the restructuring process (2)

2.1 (Why ?)

- Economic or/and socio-political factors accounting for the profound causes of the restructuring. Mention should be made of whether certain causes are linked to Community policies (competition, internal market, commercial policy).
- Landmark dates of the restructuring process

2.2 (What ?)

- Forms of the restructuring

Merger, acquisition, internal reorganisation, technological developments, change in output, sub-contracting, outsourcing, relocation (to what geographical area, EU 15, EU 25, outside the EU...)

2.3 (How ?)

- Forms of the restructuring

Redundancies (economic dismissal), voluntary redundancies, early retirement schemes, training plan or retraining of part of the workforce, placements in other companies within the local labour catchment area...

2.4 Summary presentation of the categories of the analytical typology

See appendix



- ❑ Other elements

Section 3: Anticipation mechanisms in place within the firm. (2)

3.1 Strategic anticipation

- ❑ Strategic anticipation preceding the restructuring process itself (information made available to the various players, procedures)
- ❑ Description of the existing mechanisms for strategic outlook and anticipation which involve employee representatives. Other stakeholders possibly involved (local public authorities, sector-specific social dialogue...)
- ❑ Measures the firm could have taken to better anticipate the strategic developments which led to the restructuring.

3.2 Operational anticipation (where, when, how).

- ❑ Action undertaken :

Negotiated timetable, development of the employability of workers, adapting of the operation to social constraints, etc.

- ❑ Other elements

Section 4: Description of governance schemes within the firm (2)

- ❑ The management of the firm :

Structure (Strategic management/ Human resources/ operational management). Degree of autonomy and of information of local management (at the site concerned by the restructuring), possible reorganisation of the management structure, involvement of shareholders in the general decision-making process and in decisions pertaining to the restructuring in particular.

- ❑ Description of possible involvement of other stakeholders :

Suppliers, clients, decision-makers, banks/ creditors, etc.

- ❑ Characteristics of the labour relations as practiced and developed by management of the firm or the group :

Search for compromise, practice in collective bargaining matters, conflicting social relations, principles relating to the Social Responsibilities of Companies...

- ❑ Other elements



Section 5: The role of the various players, labour relations and the role of bargaining in the restructuring process (2)

- ❑ Description and analysis of the involvement of the employee representatives in the restructuring process:

Areas open to negotiations, impact on decisions, factoring of alternatives (in different aspects: alternative industrial solutions, social follow-up schemes, etc.) degree/level of coordination.

- ❑ Involvement of the European level: European Works Council, European federations of trade unions, sector-level discussions.
- ❑ Distinction between areas where a legal or similar framework applies and areas subject to collective bargaining ("method agreement" over means of consulting and informing the Works Council, etc.). When there is a negotiated instrument, explain at what level the bargaining took place.
- ❑ Description of the social conflict (if any) generated by the redundancy scheme
- ❑ Description of the possible role of experts in the restructuring (experts commissioned by employee representatives and also experts consulted by management)
- ❑ Other elements

Section 6: Involvement of public authorities in the restructuring (2)

- ❑ Public authorities involved in the process:

Local, regional, national, European (brief description).

- ❑ Nature and aims of their involvement
- ❑ Description of a possible scheme for social dialogue based at territorial level
- ❑ Activation of public measures/schemes, *inter alia* European schemes
- ❑ Other elements

Section 7: Handling of social issues and consequences of the restructuring(2)

- ❑ Schemes for anticipation of operations, innovating aspects.



- ❑ Presentation of action taken (including, if applicable, action taken by an integration and placement unit) for the placement of the employees affected by the restructuring (those leaving the firm). Consequences of the restructuring for employees remaining in the firm's employment.
- ❑ Presentation of the possible actions taken to reinvigorate the local labour catchment area and the areas affected by the restructuring.

Specify whether public aid and public accompanying or follow-up measures were resorted to.

- ❑ Other elements

Section 8: Social and economic evaluation of the results of the restructuring. (2)

- ❑ Preservation of jobs, retraining, implementation of alternative solutions, creation of new activities, impact on the area (stimulation or decline)... Evaluation of the impact in time of the restructuring (for example, where possible, in the two following years):

Amongst other things, accompanying measures should be highlighted, as well as the success rate in retraining and new career developments.

- ❑ Other elements

Section 9: Summary and main conclusions to be drawn from the restructuring case studied. (2)

9.1

- ❑ Major lessons from the case-study and innovative practices (in a few words)

9.2

- ❑ Innovating practices :

What was useful, what was omitted.