
The role of the social partners in vocational training in Italy

European Centre for the Development of Vocational Training



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in vocational training
in Italy

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Foreword

This study is one of a series of 12 monographs on the situation in the EC Member States. Through an analysis of existing and historical structures governing cooperation and coordination between the social partners and the public bodies responsible for vocational education and training (excluding general secondary education and university education), it was intended:

- a) to carry out an in-depth investigation of the situation commencing with the central regulatory instruments and decision-making levels. These investigations were to examine the situation at regional, local and enterprise levels as well as in industrial sectors in EC Member States, and
- b) to develop proposals for the contents and objectives of an improved social dialogue at the various levels.

The reports comprise two sections: a general analysis and a sectoral analysis.

Although the general analysis was, as far as possible, to be reinforced by the sectoral analysis, the two were to be complementary, whereas the conclusions were to be directed more towards objective (b).

The general analysis of the historical development, institutional involvement and problem areas was also to include a

description of the current situation with regard to the links between the world of work (employees, employers, industrial sectors and enterprises) and the world of vocational training (in-company, inter company/group training, school-based training - both initial and continuing - private, public and independent vocational training sponsors).

Furthermore, attention was to focus on the degree and nature of the involvement of the social partners in the development, implementation, administration and control of training policy programmes, including the extent and nature of state intervention within the framework of this involvement. The following aspects were to be included:

- analysis of legal regulations and collective framework agreements (education, labour market and social legislation, nature and extent of the autonomous powers of the social partners in the field of vocational training as specified in general collective agreements, sectoral agreements and typical enterprise-related agreements), and
- investigation of the problems relating to existing cooperative approaches to vocational training, particularly with a view to the equal distribution of training provision amongst various target groups (women, young people, adults, early school leavers, foreigners, etc.) and amongst the various regions and sectors, and finally

- description of the different methods of state intervention aimed at promoting the social dialogue on the basis of selected situations and regions or sectors.

In order to illustrate and give a realistic description of the existing situation, the nature and extent of cooperation amongst the social partners and government bodies were to be analysed in three sectors:

- in a sector dominated by small and medium enterprises or craft industries, e.g. the construction sector;
- in a sector characterized by modern industrial technology, e.g. the metal or electronics industries, and
- in a sector in which services and the employment of female labour are predominant, e.g. banks and insurance companies.

In these sectors the intention was to analyse and compare work-place, employment and occupational structures (hierarchy) in specific areas in which appropriate data were available. The aim was to identify any differences in the social relationships between employees and employers, and to evaluate the involvement and participation of employees and their organizations in initial and continuing vocational training activities, including any eventual implications for career advancement.

The sectoral analysis was intended to illustrate the more general analyses and assessments, and to substantiate and supplement the findings with concrete descriptions. In this connection, the intention was not to carry out case studies but rather to evaluate existing studies and collective agreements between the social partners in respect of initial and continuing vocational training.

The research work was usually accompanied at national level by individual ad hoc meetings between the institute(s) under contract and the three Management Board members from the respective country, and at EC level by regular discussions organized by CEDEFOP and the contractual partners from other Member States.

The investigation covered a period of seven months. In the second half of 1986, the studies were carried out in Belgium, Denmark, the Federal Republic of Germany, France, Italy, the Netherlands, and the United Kingdom and they were concluded in early 1987. The studies in the other Member States were conducted in the course of 1987. A synthesis report to be prepared on the basis of the twelve country reports, will attempt to collate systematically the most important conclusions, common trends and results in order to promote the dialogue between those concerned both in the Member States and at EC level.

The individuals, independent scientists and scientific institutes under contract were, of course, free to adapt the set outline for all twelve investigations to the prevailing

conditions and existing institutional framework in their respective countries.

On behalf of the authors, too, I should like to extend my sincere thanks to the members of the CEDEFOP Management Board from the respective Member States and to the numerous experts and individuals from the enterprises, training and other bodies, and to employers' and trade union organizations for their support in this work. We hope that this investigation will help to promote better and constructive understanding, despite the existence of very different interests, and thus lead to satisfactory solutions to the prevailing problems facing the development of initial and continuing vocational training. Thanks are also extended to the team of authors for the fruitful and successful cooperation on what was certainly not an easy subject for investigation.

B. Sellin
Project Coordinator

INTRODUCTION

The system by which the social partners participate in vocational training in Italy is undergoing a process of deep transformation. The transformation involved emerges at the intersection between the changes taking place in the training system and those occurring in the industrial-relations system: on the one hand, the field of vocational training has become crucial terrain for confrontation and debate, while on the other, the roles of the partners condition the training mechanisms. The present phase is, therefore, characterised by a widespread awareness of the state of crisis and the emergence, on a trial-and-error basis, of new tendencies and experimentations, aimed at overcoming the drawbacks of inefficacy in participation in the training process, with a view to restoring to the industrial-relations system both credibility and functionality, while rendering training more adequate to the needs of enterprise and the workers.

The purpose of the present report is to identify and discuss in prescriptive terms the critical aspects of the mechanisms behind the participation of the social partners and new and innovating tendencies, so as to offer a basis upon which to put forward operative proposals for reform intervention. Therefore, the presentation is goal-orientated and analytically selective, without claiming to be exhaustive. In the Appendixes we have given an outline of the descriptive background and the statistical data elaborated during the research.

In the report we proceed, from a methodological point of view, by a series of successive approximations from interpretative to concrete mechanisms: the opposite was impossible due to the lack of sources sufficient to develop the soundings empirically at a quantitatively significant and statistically interpretable level.

In chapter 1 we present, in schematic form, an analytical reference picture which illustrates the basic hypothesis of the work, that is the correspondence between training systems and industrial relations. The hypothesis is supported both by a comparative scheme of the taxonomical models referred to a number of different national systems, and by an identification of the historical phases in the Italian system. The two schemes (diachronic and synchronic) help to characterize the present situation with regard to the decline of the "trilateral agreement" model within the training system, and to the tendency towards selective "importation" or original "imitation" of various foreign experiences.

In chapter 2 we describe synthetically those which we consider to be the qualifying tendencies of the evolution taking place. To this end we make use of synoptic tables of the novelties in legislation, in collective contracts and in firm-level agreements stipulated by a number of enterprises to give an idea of the structure of the initiatives, of the range of the questions involved and of the main differences and similarities.

Reference to a number of particular sectorial and regional experiences, which permitted us to enter more closely into the merits and details of the problem, is the basis of chapter 3. The analytical matrix, common to the other national studies in the CEDEFOP programme, offers a picture of sectors within traditional industry (building), within the advanced (metal and mechanical) area and within the services (banking), and examines regions of the north (Lombardy), of the centre (Tuscany) and the south (southern Latium). These three areas examined correspond with the three models of development and underdevelopment

that have been pointed out by recent literature (Bagnasco, Becattini, Brusco, Fuà, Paci) and which have been defined as the "three Italies".

We carried out a survey (chapter 4) by means of selective interviews with representative observers concerning the attitude of the social partners with regard to participation in training, trying to grasp those elements of a critical and prescriptive nature that the analysis of the partners themselves emphasised, availing of the benefits offered by the fact that the survey was technical and non-official. The outcome is an amply critical, sometimes ruthless picture of the role of the social partners and a useful indication of the intervention priorities and of trends in research and experimentation in this field. Both the diagnosis and the quest for solutions prospected proved to be in line with our hypothesis, but the survey permitted us to avoid indulging simply in the discussion of our own judgement and proposals (thus avoiding the risks of personal and "external" judgement and the risk of excessive caution) and allowed us to make use of the concepts and "words" of the social partners themselves to discuss the difficulties and the prospects.

The report closes (chapter 5) with a synthesis of the principal results and indications for further research: the conclusions reached, in fact, must be considered as interlocutory and a first step towards more detailed inquiries which, following a specific method, should identify the positions of individual workers and of single companies.

We are grateful to all those who offered us their advice, information and documentation, thus helping us to carry out our research, in particular the representatives of the Ministry for Labour and the

social partners, the participants at the seminars of October 1986 and February 1987, during which we presented and discussed the preliminary findings of the research; the Ministry for Labour and the Presidency of the Council of Ministers for having backed and acted as host to the seminars and the work meetings; to Kay McCarthy for skillfully translating the report (written in Italian) and trying to make English sense out of Continental culture , and finally, Mrs. Pia Cardillo without whose patient and expert secretarial work this report might never have seen the light.

P.G.

for the work group.

CHAPTER 1

The analytical frame of reference

1890

1.1 The premises and the questions

Recently, in Italy and in the rest of Europe, one notices a renewal of interest in the way training systems function, both in terms of political and cultural discussion and of conflict between the social partners regarding the questions of control, running and financing of training processes.

These aspects of consent and conflict, of dialogue and confrontation among the social partners on the matter of vocational training have not received sufficiently exhaustive treatment by researchers and writers. What is wanting in particular is a systematic approach to the study of the relationship between the evolution of the training system and the transformation of the industrial-relations system. In fact, there has been no complete analysis of how the different forms of supply and the characteristics of training programmes are related. There has been no study either of how they interact with the demands of the social and production system and the objectives and strategies of the subjects of the system itself, and how the structuring and the organization of the training processes determine and are determined by the structuring/segmentation of the labour market. That, however, relations between the social categories and the institutional parties must enter into the structuring of the vocational training system may appear obvious if we consider two fundamental functions of vocational training:

- 1) on the one hand the acquisition, transmission and development of knowledge and labour skills;
- 2) on the other the definition of the position of the various partners within the employment set-up, within the labour market and the social system.

The basic hypothesis of the research wishes to establish a specific and precise correspondence between relations between the social partners and training processes. We hold that the correspondence between the different phases in the evolution of the vocational training system and the history of industrial relations is no mere by-product of a vague and general homeostatic interdependence between the social and productive systems, but that it stems from a historically specific relationship between the crisis of industrial relations and the crisis of professional training, and that, therefore, it is of vital importance in order to re-establish conditions of functionality and consent within the social and productive system.

The subject, therefore, of the research is the role played by the social partners in vocational training, and the changes that this role undergoes in relation to the transformation of the system and of the real processes of training; but also the role (in the strategic-functional sense) played by vocational training within the framework of interaction (conflict and collaboration) between the social partners. Therefore, the historical dimension and the attempt to define plausibly the different phases in the historical evolution of the role of the partners in vocational training, assume primary importance.

1.2 The reference models

Let us take as our point of departure, for the sake of comparison, an attempt at creating a taxonomy of possible and credible models of training systems drawn up on the basis of the role played by the social partners (see Garonna-Ryan):

- 1) the selective exclusion of the young or the waiting-line model, aimed at preventing competition with and substitution of employed

adults. This model implies job security for the employed and prevalence of training outside the firms ("parking"). Training within the firms, when not on-the-job, is limited to retraining of adult workers to suit the runnings of the internal market or aimed at the absorption of redundant workers laid off on account of restructuring. In this model the direct involvement of the social partners in the training processes is generally low, but involvement, mediated by the institutions may be high.

2) The model of regulated and "subordinate" inclusion both of young and adult workers coming from the external market through a structured training system outside of enterprise and in close connection with the educational system. This system is compatible with a regulated but significant turnover on the external labour market and with internal, but not rigidly closed markets.

3) The model of "unregulated competition" between workers, with a revitalization of the secondary market (of labour and jobs), the marginalization of training, the costs of and the responsibility for which are placed upon the shoulders of the single workers. By definition this model excludes any kind of involvement by the social partners.

The first model, in order to function effectively requires (at least two important basic conditions:

1) first of all a continuous growth of employment in a context of ample supply of labour.

This was the case, for example, of the Italian economy of the second post-war period. When this growth ceases, the voluntary turnover tends to become rigid and the guarantee of job security becomes

binding, thus creating conditions of rigidity and the block of the outflow towards the external market, This makes all sectorial shift of labour and any kind of industrial reconversion difficult.

2) The second condition is of a micro-economic nature and concerns a strongly internalised organization of the labour markets with a Tayloristic structuring of the production processes and fragmentation of tasks, standardising and deskilling of the job content. The need to make production modules flexible and skills multifunctional causes the need to open up the external market and/or retrain staff. This creates a crisis within seniority patterns, within automatic career advancement mechanisms and job security systems : all necessary to the working of the model.

The second model, on the other hand, allows for some forms of employment and unemployment sharing. The consensual and co-managed use of in-firm training allows for a better regulation of labour inflows and outflows and of mobility on the external market. This model, therefore, has shown itself better able to support the pressures caused by economic crisis and by intensive technological change, even if it becomes difficult to apply in the case of acute unemployment. It is particularly suited to labour markets of the "occupational" type, that is markets based upon systems of classification and organization of skills and trades on the external market (Marsden).

The third model is more abstract and ideological; even where it has been promoted and preached by Governments in office

it has not been very rigorously applied.

These three schemes of interpretation have no claim to realism, even if - only by way of illustration- we might associate the first with the French and Italian experience, the second with Germany, Sweden and Austria, the third with the United States and Great Britain. The tendency that seems to emerge, according to us, in the chief industrialised countries is the "dilution" or the "enrichment" of the basic model of vocational training and that one notes also some interesting hypotheses of convergence. For example, in France and Italy, where the selective exclusion model prevails, there have been, recently, interesting signs of a possible evolution towards "inclusion" accompanied by a significant strengthening of the negotiations role of the partners. This is the case, for example, of the reduction of apprentice salaries stipulated in a number of collective contracts in the artisan sector. This points to an interest on the part of the trade unions in re-evaluating and re-regulating apprenticeship, up to now considered as a mechanism of mere employer exploitation. This is also the case with the hypotheses of regulation, by means of "silent consent" on the part of the social partners, of training programmes in "contratti di formazione-lavoro" or C.F.L. (that is training-employment contracts).

1.3 The diachronic dimension of the training system in Italy

In the system of coordinates that we are creating to the cross-section classification, we add an attempt at analysing the system's historical dimension in order to distinguish different phases in the interaction between the background, technological-organization trends, industrial-relations events and the training system.

In the scheme on page 12 we have indicated three historical phases which correspond with different economic and technological scenarios, applicable to many of the industrialised countries.

The interaction, on the other hand, between matters of industrial relations and the evolution of the training system presents aspects of a very specific nature connected with the historical origins, the culture and the institutions of vocational training and of the social partners in Italy.

During the first phase, which coincides roughly with the fifties, a particular dual system of vocational training with different types of involvement of the social partners, emerges. On the one hand Schools and Centres for vocational training arise as a result of initiatives and contract agreements that involve at local level large enterprises and industrial groups and professional organizations. There was a tendency to externalise and structuralise the training process without, however, delegating it to the public sector, thus leaving to the social partners all the responsibility and all the control. From the point of view of the contents, the crafts type qualifications, requested by the traditional industrial sectors in expansion, prevailed. On the other hand, a parallel "school-like" public system, aimed at basic education or re-education, tailored above all for the "parking" and selection of the unemployed and at lessening social tension, emerged.

Over the years we witness an increase in importance of the public system and a growing interest on the part of the social partners in taking active part in the training process through mediation and control of the public structures.

The latest emblematic act in this slow and long process of transition from a prevalently direct type of participation to a prevalently indirect type, mediated by the institutions, may be considered the closing by the CGIL (Trade Union Confederation) of its training institution; an example not followed by the other two main unions. At the same time specific training tends to become internalised with the consequent loss of role by the trade unions, given the organization difficulties encountered at firm level.

In the sixties the consolidation and extension of mass production and Tayloristic organization of labour, out-of-firm (or in-firm theoretical) training loses its importance; apprenticeship is looked upon with suspicion by the unions due to risks of substitution/competition endangering adult workers' jobs.

The involvement of the social partners becomes more antagonistic in connection with both in-factory (apprenticeship) and public-system training. The fundamental points in the social partners' strategies are the following:

1) the unions seek (and obtain) a binding regulation (by legislation and collective contracts) concerning above all apprenticeship and the protection of the rights of student-workers (policy of "rigidity");

2) training is seen simply as a cost for enterprise and as a benefit or a right for workers. Therefore it becomes grounds for

bargaining antagonism as a protection device and a fringe benefit. Not that the aspects of investment in human capital are ignored; but these are considered as being a mere "externality", in that they can not be appropriated by the single enterprises. These tend, therefore, (in the logic of free riding) to make the cost fall upon the shoulders of the public system as far as trade union pressure will allow. This change in outlook can be justified besides by changes in technology and in the organization of production, by the trade-union strategies which permit the emergence of the "implicit agreement or compromise pattern" during those years. The union thereby abandons control of the internal markets, of skills and occupations within the production processes in order to concentrate upon a "political" reunification of the labour market (through the so-called "operaio-massa" or unskilled labour) and the recentralization of the industrial-relations system.

At the basis of these strategies lie trade union unity and a model of "political tradeunionism" (see Garonna-Pisani, 1986) which have come to the fore over the past few years. Training within this framework changes from being a professionalising and socialising mechanism to becoming an instrument for the human and cultural betterment and for improvement of the "political awareness" of the workers (see the so-called 150-hour experience).*

The abandoning of apprenticeship, seen as an outdated instrument and as a means of exploiting workers, is emblematic of the union's tendency to renounce control and collective management of skills. The abandoning of control over available jobs and the application

* Following the right to study principle recognised by the "Worker's Statute" of 1970, collective contracts established a total yearly amount of paid leave for study purposes, set at 150 hours.

of the rat -for-the-job criterion (see "inquadramento unico" and "ugualitarismo" **), were justified by the opportunities of job enrichment and task-rotation that are potentially present in this strategy, even if in practice deskilling prevailed. However this strategy was widely used in negotiations to increase pay at lower levels and flatten differentials by means of automatic advancements that did not modify job content.

These changes did not occur without difficulty and contradictions. It is worthwhile pointing out, by way of example, the fact that the blocking of turnover caused the aging of the labour force and a tendency for in-firm (or continuing) training, just at the moment when the institutional system tended to shift training processes outside of the firm and reduce enterprise training to mere on-the-job coaching.

Finally, the role of the social partners and of collective bargaining in vocational training has been conditioned by the functions performed by the training system in obtaining, maintaining and managing consent. This was required in order to sustain the complex agreement or social compromise which has been the basis of the "flexibility" of the institutional mechanisms and of the labour market. With a view to this, the contribution of the social partners has been determined in relation with the function of "flexibility" of the labour market, even if it is necessary to underline the fact that the model of flexibility that has developed in recent years is specific to the Italian socio-institutional situation (see Garonna-Pisani 1986). With regard to other more traditional functions of training, that is, the

** The first term indicated the classification mechanism introduced in the 1973 contracts whereby wage-earners and salaried employees were all placed within the same hierarchical scale of skill and pay. The second refers to the Union's strategy of reducing pay differential.

effective transmission of knowledge and skills and the organization of social stratification, the role of the social partners has shown itself , in the longrun, to be limited in its impact.

The phases of social, economic and technological evolution in relation to changes in the role of the social partners in training

<u>Phases</u>	<u>Economic scenario</u>	<u>Technological changes</u>	<u>Industrial relations</u>
<u>Phase one</u> The fifties	- reconstruction and industrialization	- development of industrial skills and of new jobs - massive territorial, intersectorial and social mobility.	- Development and widespread of pluralist and complex industrial relations.
<u>Phase two</u> The sixties and early seventies	- "economic miracle" and the development of mass production - opening up to intra-European and worldwide commerce	- Tayloristic organization of work, with deskilling and task division (operaio massa)	- explosion of conflict and institutional innovation - attempts at recentralizing and creating political unity within the industrial relations system.
<u>Phase three</u> the late seventies and the eighties	- economic crisis and stagnation, external constraint and fiscal crisis.	- flexible specializations and productive decentralization - new technologies, restructuring and labour shakeout.	- loss of unity within the trade unions and crisis of the "political tradeunion" model - decentralized initiatives and agreements and new industrial relations.

1.4 Development and difficulties of tri-partite concertation within the training system.

During the seventies, parallelly to the process of recentralization of the industrial-relations system, a training system inspired by the tri-partite concertation model developed. Its basic characteristics may be schematically listed as follows:

- 1) training by the firm loses importance and with it participation by the social partners in training processes within the firm diminishes. At the same time interest and participation in institutional training, especially in planning and centralised control of the training network, increases symmetrically;
- 2) apprenticeship loses weight both quantitatively and qualitatively as a privileged channel of entry into the productive system for the young. This result is due above all to the limitations laid down by the law and collective bargaining (even if apprenticeship is still important in the submerged economy and in illegal forms of recruiting);
- 3) the entry of the young into the industrial system is governed institutionally on monopoly principles by list-order hiring within an obsolete framework of occupational classification and administrative mechanisms, and often not applied;
- 4) training processes fall for the most part under the control of and become the responsibility of the public sector, as they are considered an institutional mechanism for the management and operation of the external labour market. In this context the principles upon which the definition of the role of the social partners in the training system is based, are fundamentally three:

1) "deregulation" of the processes of acquisition and transmission of skills within the production process. The explicit and implicit rules system that governs training within the productive process, from apprenticeship to on-the-job coaching, to the firm's school, either disappear or are weakened. This in part answers the need for differentiation of skills due to the integration of the industrial structure and to decentralisation. But above all it reflects the strategies of the social partners that lead to a "legislating regulation" of the production process, that is entrusting the law with the task of defining and protecting the workers' rights within the production process (the Worker's Statute) in the form of positive rights for the single worker, thus displacing collective forms of regulation and control. Rights are also recognised to the workers' organizations on the basis of a representation claim, but not to the organization of the workers which is left very much to the definition of itself and at the mercy of the power struggle within the political-tradeunion area.

To this impoverishment of the content of participation, determined by delegation to the politico-juridical system corresponds, however, a new and important role of the politically more influential trade union organizations. These organizations began acting as a lobbying force over Parliament to promote legislation and as a controlling pressure-group of considerable social weight (although not always able to have the law respected or even judicially applied) . This deregulation of the actual training processes was achieved by politicizing and re-centralizing collective bargaining by means of "levelling" policies which flattened salary differentials (ugualitarismo), by "inquadramento unico"

schemes, by frequent recourse to automatic devices such as the "sliding scale", list-order hiring etc..

2) Training represents an increasingly more important aspect of public subsidies and social assistance to the unemployed. In fact, in the period immediately after the war the training system began to be considered an integral part of unemployment regulation rather than of employment regulation. It developed (in 1949) almost within the same context as the new regulation of the Cassa Integrazione Guadagni, (C.I.G.) that is the Wages Subsidy Fund, and the employment exchange system. In this social protection system, where no unemployment benefit existed nor was desired (as in other countries), where the over-riding interest was that of guaranteeing the employment of the adult male head of the family, the social welfare system was based upon a system of Wage Subsidies in defence of employment security and the setting up and utilization of a network of training centres (public, private and semi-public) as centres of alleviation of social stress and of regulating the entry queues. Naturally, the social and political forces (from the religious institutions to the political parties, to the trade unions) played a fundamental role in the management of this institutional network, seen as places for "parking" and educating young people vocationally. Investment in human capital was considered the almost exclusive prerogative of the workers, a sort of fringe benefit, the cost of which was charged in part to the firms. Training was above all a matter of "individual rights", an extension of basic education and a

specialization in cultural "socialization" and in political education (one recalls again the 150-hours experience). Training was, therefore, rooted more in the market than in enterprise, in the provision of culture to the people than in the objective reality of the processes. Even when the single (large) firms developed their own training centres, the participation of the persons involved did not concern so much the transmission of technical skills required to make the production processes work or change, but concerned more the relationship with the external market, socialization and learning the "culture" of the enterprise.

3) The "organistic" approach of the social partners . Pluralism is one of the fundamental characteristics of the Italian industrial-relations system. This is not so much (or solely) because different trade unions represent different segments of the labour force, but because different trade unions represent the same sector of occupation and skill.

Membership of a trade-union organization depends, in fact, upon sharing a certain political outlook or ideal regarding the transformation of society, and anyhow does not depend upon shared professional interests. In the seventies the divisions and conflicts that represent the pendant of pluralism were considered as a sign of the weakening of the bargaining power of the workers. The unification and strengthening of tradeunionism

in the seventies was based upon a process of politicization and recentralization of industrial relations, which made use of the philosophies both of Christian solidarity and of Socialist classism. In this context, the selective nature of specific vocational training, especially when carried out within the firm, was seen as a possible obstacle to effective involvement of the social partners. In fact, it implied the risk of "dividing" the workers on the basis of jobs and skills. Therefore, the participation was limited to pre-employment and basic training, to the planning and the control of the training system outside the firm.

1.5 The contemporary crisis of the training system and of the industrial-relations system.

In the seventies both systems entered a phase of deep change characterised by timing and modalities such as to suggest important points of interconnection. With the loss of political unity by the trade unions and the weakening of the thrust towards tri-partite planning, the participation of the social partners tends to reach out towards new aspects of training and towards a more direct say in the processes. These trends emerged after the model of training design reached the apex of its application thus showing up fully its weaknesses and the signs of its decline. This took place in the second half of the seventies, particularly during the period of the "national solidarity" Governments. The principal attempts at reform intervention in connection with vocational training in this period may be regarded as emblematic of these weaknesses:

1) Attempts at reforming the public labour exchange system move in the ^cdirection of "tri-partite management" of the labour market flows, divided into different phases : information, active intermediation, legislative and bargaining regulation of mobility and re-employment of redundant workers. Even if some of these mechanisms have survived and have been institutionalized by law in the eighties (see chapter below), the prevailing logic has subsequently taken the opposite direction towards flexibility and "de-legification" to allow room for bargaining, especially at local level, and in connection with specific problems (company reorganization courses, apprenticeship etc...)

2) Legislation over the 1977-78 period in favour of youth employment established a new form of entry into the labour market: the "work training contract" or C.F.L. . This instrument in its original formulation corresponded with the tri-partite concertation model and foresaw joint Regional Commissions for the planning, orientation and control of training processes. The results have been unanimously judged as disappointing with regard to the level of usage and efficacy on the youth labour market (see S. Bruno and P. Garonna 1986). The complicated and ambitious administrative machine foreseen by the law for the "thorough" management of labour market currents, including training processes,

involving the social partners, the local authorities and the central state bodies, never became effective, nor did they produce noteworthy results, although it survived in part after 1977. The political agreement on incomes of 1983, the first (and last) macro-economic tri-partite centralised and complete agreement, contained very few provisions regarding training. These few, however, are indicative of the changes taking place: in fact, the agreement marks, from a formal point of view, the maximum point of centralization and political involvement ever reached by the trade union confederations and the employers' organizations, and is from this point of view the formal materialization of the tri-partite concertation model. Yet, from the contents point of view, the intervention philosophy moved decidedly away from that model and towards that of flexibility. In the field of training, the re-regulation for example of the labour training contracts (C.F.L.) is inspired by a flexibilization logic and opens up the way for the legal provisions of 1983-1984 and the 1986 agreements on training and labour, which will make the "contratti formazione lavoro" one of the principal new gateways to employment.

During the eighties, parallelly to the difficulties that the mechanisms for the organization of consent encountered and the deep changes within the industrial-relations system, there emerges a tendency to recover the role of the social partners in training processes in the real sense, that is within the processes of effective transmission of know-how and skills, also in connection with what is required by industrial restructuring and technological change. This is the significance of the transition phase that the

role of the social partners is going through in the eighties, where, alongside the (difficult) reform of the "public" system, there are signs (from below) of initiatives and innovatory agreements among the social partners.

The present Report aims at underlining the new trends in this transitional phase.

Chapter 2

New trends in participation in the training process

2.1 An outline of the new trends

Following the industrial crises and the restructuring that appeared especially at the end of the seventies as well as the grave problems connected with unemployment, especially that of the young and of women, important changes have been registered in the strategies and the behaviour of the social partners with regard to vocational training processes besides the many factors that contribute to the training of workers and to the enrichment and adaptation of skills to meet the needs of the new technologies.

The new strategies of the social partners have obtained significant confirmation over the past year, especially during bargaining at various levels (national, regional, local and firm) in the form of new mechanisms of information, consultation and management which regard both employment policies in general and vocational training and retraining in particular.

Considering the variety of the collective bargaining levels and the different channels of participation open to the social partners in Italy, we have thought it opportune to consider:

- trade union agreements concerning C.F.L. and apprenticeship;
- those parts of recent national collective contracts concerning problems of vocational training;
- Protocols concerning industrial relations in enterprises based prevalently on state capital;

- agreements of some important companies regarding restructuring processes and subsequent training and retraining plans;
- a number of projects and experiences of joint management of the problems of employment and vocational training at local level;
- the tradeunion agreement with the public sector enterprise organization (Intersind) concerning school and vocational orientation and work/training integration, as well as the experiences in this field conducted by local employers' organizations in collaboration with university and professional institutes;
- the role of some important training institutes created by a number of large companies.

2.2 The agreements regarding C.F.L.

In recent years the intervention of the social partners in the training process, especially with regard to low and mid-to-low manual skills, has been concerned above all with the access of the young to employment.

With regard to these new experiences it is important to point out:

- that they have been foreseen and in part regulated by union agreements only by way of proposal and have required specific legislative intervention concerning at least a number of aspects such as the approval of projects by the administrative organs, recruiting practices (hiring by employers' selection), social contribution relief etc...
- that in some cases, like C.F.L., the legal norms have been integrated and in part modified by subsequent tradeunion agreements which tended to strengthen the efficacy and the functionality with respect to the training and employment objectives decided upon.

With regard to the first point the predecessors of the C.F.L. were the "fixed-term training contracts" established in 1983 which were foreseen on an experimental basis for one year by the tri-lateral government-employers-tradeunion agreement of the 22nd. January 1983. The new regulation of C.F.L., made effective by law in 1984, had been foreseen by the Protocol of the 14th February 1984 between the Government, the trade unions and the employers.

The intervention of the social partners was achieved not only through the general tri-lateral agreements mentioned above and concerning incomes and employment policies, but also by means of participation in the definition of the specific legal norms.

As far as the second point is concerned (that is the point concerning tradeunion agreements subsequent to the legal regulations) the intervention of the social partners has played a fundamental role not only in the acceleration, and sometimes the de-regulation, of administrative procedures, but also in the integration of legislative discipline in many different ways (wages, working conditions and the guarantee of adequate training processes within the projects elaborated by the firms). This has created further room for participation by the social partners (Table 1) in particular in defining the outline of training and labour projects which are an integral part of the agreements and in which must be indicated:

- the number of hours to be dedicated to active training which must not be less than a certain total;
- the training modalities; hours dedicated to technical/practical and to theoretical training;
- for those special skills connected with the adoption of new technologies the hours dedicated to specific theoretical/practical training, which must be no less than a certain total;
- the persons chosen to carry out the technical/practical training and to supervise practical application, as well as to teach any theory required;

- the company centre or the vocational training centre where the training programme or part of it is to be carried out, pointing out whether the company, individually or in collaboration with other enterprises, has stipulated an agreement with the region;
- the endorsement by the association to which the firm presenting the project belongs.

According to the trade union agreements, conformity with the agreed outline of projects presented by enterprises belonging to the stipulating organizations "is condition enough to obtain their approval" by the regional employment commissions, at least as far as the commission members belonging to the trade union and employers' organizations are concerned.

In those cases where C.F.L. relations are converted into a regular working relationship, the worker must be utilised in activities corresponding with his training, and the training period converted into career seniority within the company. In the case that the C.F.L. is not converted into a regular working contract within the same company, a number of trade union agreements require that the worker receive a certificate declaring the training received, so as to facilitate him in finding a job.

These national agreements incentivated the setting up of a number of important local projects on the basis of agreements between the social partners especially in the small and medium firms. These agreements have caused a strong increase, in 1986, in the drawing up of projects by the enterprises and above all in the approval of these projects, and have led to the employment of a considerable number of young people under C.F.L. in 1985 and in 1986 (see Table n. 1). On the basis of the data

regarding the projects presented, the figures increased from 64,500 to almost 100,000, while the workers employed over the two-year period on C.F.L. increased from about 108,500 to 237,000, of which 142,000 males and 95,000 females, with a monthly rate that almost doubled over the second semester as compared with the first, following the stipulation of the tradeunion agreements (Table 1).

As far as the distribution of the workers over the different sectors is concerned, over 61% were absorbed by industrial enterprise and the rest almost entirely by the services, above all by small-scale companies (72% in concerns with up to 49 employees, about 19% in firms with from 50 to 249, and the remaining 9% in the medium to large companies).

As far as the schooling of those employed is concerned, it emerges that 63% of those employed had only compulsory schooling, over 35% finished high school, while only 2% had a university or third-level degree. This is due to the type of training offered, which is prevalently of the blue-collar type (74.5%) while less than 35.5% is of the white-collar kind.

The introduction of the C.F.L. with wage and social contribution reliefs similar to those of the apprentices, has caused a contraction, even if limited, of this latter type of contract. (Table 2)

For both C.F.L. and apprenticeship, questions concerning the improvement of skill levels both with regard to the persons interested and the training processes, have been posed.

The tendency towards contraction within apprenticeship has been more marked in non-artisan than in artisan companies. This difference is due, most probably, to the substitution within the first type of firm of apprentice contracts by C.F.L. and to the relaunching of apprenticeship within the artisan sector, achieved through the 1983 tradeunion agreement and subsequent national contract. The effects of these contracts can be seen only within some sectors (weaving and clothing) in some regions and for 1984 and 1985, the only years for which data supplied by the Ministry for Labour were available (Table 3). According to tradeunion sources, in 1986 the artisan sector absorbed about 20,000 young apprentices.

A new general agreement between the Artisans' Confederations and the CGIL-CISL-UIL contains specific clauses concerning both C.F.L. and apprenticeship, where the first will be used for people over twenty, while the second will regard lower skills.

To conclude, one notes in the first phase a prevalence of the employment over the training objective in C.F.L.. This is shown also by the level of the skills aimed at by many projects and by the type of activities in which the young people are placed (1), as well as by the context of the laws promoting and sustaining juvenile employment that have accompanied the contracts themselves

1) D. Petrella: I contratti di formazione e lavoro in Lombardia, in QUADERNI DI RASSEGNA SINDACALE n. 116, Sept. Oct. 1985.

such as the law for the development and promotion of youth enterprise in the South, the law for the upkeep and safeguard of cultural and artistic property and that concerning extraordinary measures for training and employing especially in those areas and those categories of unemployment considered as being at greater disadvantage.

To these shortcomings in the training content can be added difficulties created by the type of enterprise taking advantage of the C.F.L.: that is, prevalently small-scale firms. Another difficulty is created by the inability of those regions involved to set up real training programmes (2).

We must, at the same time, underline the most interesting qualitative aspects of the projects that have been presented over the last few years. They are connected both with the level of skill required and the organization of the training activity. This derives from a more careful and wide-reaching planning at local level due to the initiative and pressure of the social partners, such as the pilot-project for C.F.L. of the Turin Industrial Employers' Association and a series of projects elaborated above all by the Northern regions (Lombardy, Liguria, Veneto and Emilia) involving not only industrial enterprise but also modern-type tertiary concerns (banking, insurance, finance etc.).

(2) See ISFOL Report 1986 pp. 160-161.

The improvement of the C.F.L. experience with regard to training objectives has come about not only due to initiatives at negotiations level but also due to a more mature awareness by the social partners of the role of training and of training needs, as stated in recent conferences and documents (3).

(3) See the Confindustria's seminars on vocational training and education as well as the most recent documents published by the tradeunion organizations, and the experiences of a number of public experiences.

AGREEMENTS REGARDING CFL

Public-sector metal and mechanical firms
(National Contract: 24th. Jan. 1987)

Tourism (hotels, restaurants etc.)

17th. June 1986.

Confindustria agreement of the 7th. Nov. 1985.

Promotion of greater use of CFL in implementing:

Undertaking to promote CFL:

Obligation for the firms to present projects following a pre-established scheme;

-amplification of procedures for approval of projects:

- to guarantee acquisition of targetted skills;

Acceleration of the procedures for the examination and approval of projects by the Regional Employment Commission;

-extention to CFL of collective contract norms;

-to participate with the regions in defining the guidelines, programmes and the training structures;

Extention to CFL of the norms contained in collective contracts;

- introduction of "salario d'ingresso" and wage discounts for the newly-hired;

-simplify the procedures for approval of training projects;

Establishment of the maximum duration of the trial period;

- establishment of a minimum number of hours of theoretical-practical training;

-to define pay and normative contents.

"Entrance Salary";

-obligation to take on the youths trained, in case of employment, in activities corresponding to those trained for.

The duration and the modalities of the training activities must correspond with the levels of skill required, and the training must not be less than those established in the abovementioned scheme;

People hired following CFL must be given tasks corresponding with training.

Note: CONFININDUSTRIA:
Association of Private Industry Employers.

CFL

Confapi (small and medium-sized industrial firms) contract;
7th. Nov. 1985

Artisans (regional and local agreements)

The training project must indicate the vocational iter and the trainees position in the employment structure before and after CFL;

The contract shall have a duration of no more than 24 months and shall correspond with effective training requirements;

The firm shall guarantee adequate theoretical and practical training under the guidance of specialised staff;

The theoretical training may be carried out by taking part in the courses held by the regional centres in connection with the programmes in which the social partners shall have a say;

At the conclusion of the contract the firm shall issue a certificate to be recognised by the employment offices;

The norms of the tradeunion agreements and contracts shall be applied, except for some pay conditions.

Definition of the criteria and the modalities for the stipulation of CFL;

- the projects will be examined and endorsed by a Joint Technical Commission;

- the minimum and maximum duration of the contracts has been set down on the basis of the skill levels required for the tasks to be performed;

- the training activity must not occupy less than 20% of the total training time;

-A copy of the project must be given to the trainee himself.

Table 1 : Young people hired on C.F.L.

Periods	Workers employed										education	Sectors of the economy				Firm sizes							
	Age groups											Agri- culture	Industry	Services	From 50 to 249	From 250 to 499	Over 500						
	15 - 18																						
	19 - 24																						
Overall total	T	M	F	T	M	F	T	M	F	Compul- sory school	High Univ. school	b-c	w-c	b-c	w-c	b-c	w-c						
1) from 1/2/1983 to 31/1/84 (art. 8 L. 79/83)	162.442	30.358	19.563	10.975	100.829	68.874	31.955	31.075	22.357	8.718	128.554	33.070	818	4.302	275	101.445	14.322	29.032	13.066	117.549	33.199	6.051	5.643
on total	18.69	12.04	6.75	62.08	42.40	19.68	19.13	13.76	5.37	79.14	20.36	0.50	2.65	0.17	62.45	8.82	17.87	8.04	72.36	20.44	3.72	3.48	
2) from 1/1/85 to 31/12/85	108.434	14.174	8.091	6.083	74.287	44.014	30.273	19.973	12.971	7.002	67.705	38.961	1.768	328	130	52.018	13.728	18.200	23.982	76.102	21.498	5.249	5.506
on total	13.07	7.46	5.61	68.51	40.59	27.92	18.42	11.96	6.46	82.44	35.93	1.63	0.31	0.12	47.98	12.66	16.79	22.14	70.18	19.83	4.84	5.08	
3) from 1/1/86 to 31/12/86	236.930	32.079		159.349		45.502					148.987	83.484	4.459	821	268	111.443	33.907	41.228	49.263	170.528	44.089	12.253	10.060
on total	13.54			67.26		19.20					62.88	35.23	1.89	0.34	0.11	47.04	14.31	17.40	20.80	71.97	18.60	5.18	4.25

Notes:

- 1) "Temporary contracts with training aims". These contracts did not require projects to be approved of by the Regional Employment Commissions nor offered "entrance salaries" nor fiscal relief.
- 2) Training contracts according to art. 3 of Law 863/84. These contracts required approval of projects, no entrance salary, but provided for fiscal relief.
- 3) CFL according to art. 3 of the above law and to a number of tradeunion agreements. This type offered accelerated procedures for projects approved by the T.U., an entrance salary and fiscal relief.

Source: Adapted from data provided by the Ministry for Labour.

over the last years

Differences compared with the previous years

years	Number of apprentices employed	in numbers	in percentages
1981	711.608	- 26.505	- 3,59
1982	687.251	- 24.437	- 3,43
1983	599.183	- 88.068	- 12,81
1984	554.451	- 44.732	- 7,47
1985	545.052	- 9.399	- 1,7

Territorial distribution of apprentices on the
31st. August 1985

	Apprentices employed in the artisan sector			Apprentices in the non-artisan industries			Apprentices employed in all firms			% on industria-	
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL		employees.
Northern Italy	135.916	73.303	209.219	56.873	45.328	102.201	192.789	118.631	311.420	9,00	
Central Italy	49.305	25.275	74.580	20.626	14.440	35.026	69.931	39.675	109.606	10,82	
Southern Italy	44.808	20.661	65.469	20.835	14.729	35.564	65.643	35.390	101.033	9,70	
Insular Italy	11.872	3.117	14.989	5.000	3.004	8.004	16.872	6.121	22.993		
T O T A L	241.901	122.356	364.257	103.334	77.461	180.795	345.235	199.817	545.052		

Source: General report on the economic situation of
Italy 1985

TABLE 3

APPRENTICES EMPLOYED BY ARTISAN FIRMS

BRANCHES OF THE ECONOMY	figures on the 31st Aug 84				Figures on the 31st. Aug. 85			
	A	B	C	D	A	B	C	D
Mining.....	140	270	1.93	0.07	194	289	1.49	0.08
Manufacturing.....	125.459	266.066	2.13	72.79	126.434	266.066	2.10	72.93
a) Foodstuffs.....	6.815	11.417	1.68	3.11	7.126	11.823	1.66	3.24
b) Tobacco.....	41	71	1.73	0.02	14	32	2.29	0.01
c) Skin and leather.....	3.799	10.449	2.75	2.85	3.805	10.094	2.65	2.77
d) Textiles.....	2.374	6.008	2.53	1.64	2.580	6.943	2.69	1.90
e) Clothing, fashion furnishings etc.....	25.314	71.494	2.82	19.50	26.327	74.256	2.82	20.35
f) Wood.....	14.749	25.175	1.71	6.87	14.744	24.894	1.69	6.82
g) Paper etc.....	1.125	2.466	2.19	0.67	1.029	2.277	2.21	0.63
h) Printing etc.....	3.566	7.684	2.15	2.10	3.674	7.338	2.00	2.01
i) Photo, phono, cinema.....	1.568	2.211	1.41	0.60	699	1.266	1.81	0.35
j) metal work.....	5.424	9.236	1.70	2.52	5.272	9.175	1.74	2.51
m) mechanical.....	51.791	101.235	1.95	27.61	51.865	98.100	1.89	26.89
n) transformation of non-metallic minerals (not coal, petrol)...	2.893	5.904	2.04	1.61	2.936	5.539	1.89	1.52
o) Chemicals etc....	1.845	5.110	2.77	1.39	1.853	5.143	2.78	1.41
p) elastic rubber....	706	1.426	2.02	0.39	689	1.538	2.23	0.42
q) various manufactured goods	3.449	7.001	2.03	1.91	3.821	7.643	2.00	2.10
- Installations...	37.659	57.748	1.53	15.75	36.382	54.710	1.50	15.00
- Electricity, gas water: production and distribution..	1.341	2.026	1.51	0.55	1.000	1.566	1.57	0.43
-Transport etc... (communications)	117	158	1.35	0.04	130	170	1.31	0.05
-Commerce, Tourism...	5.403	8.127	1.50	2.22	5.332	8.587	1.61	2.35
Banking, finance....	241	381	1.58	0.10	141	378	2.68	0.10
Various services...	20.043	31.086	1.55	8.48	20.232	33.055	1.63	9.06
Overall total.....	190.403	366.683	1.93	100.00	189.845	364.821	1.92	100.00

Source: Ministry for Labour data.

A: number of firms registered

B: number of apprentices

C: average n. of apprentices per firm

D: distribution of apprentices in percentages.

2.3 Patterns of participation established by national labour contracts.

The national labour contracts, which are the framework of the bargaining system, have included in their renewal negotiations significant novelties in connection also with training and retraining processes, as can be seen in Table 2 where a synthesis of the ten contracts covering the industrial and services sectors is given, along with a number of contracts regulating private and public enterprises and small to medium firms.

From the analysis of the contents it emerges above all that the problem of vocational training has been given more ample treatment than in the past even by sectors, such as the banking sector, where tradeunion involvement found room only at firm level. This has occurred nearly always within the broader ambit of the information and general consultation mechanisms foreseen for the different levels (national, regional, local and firm), regarding programmes of development, of technological innovation and employment relative to the sectors and to the companies.

Such patterns of information and consultation, introduced into the national contracts towards the end of the seventies on the basis of experiences carried out previously by the larger companies, have been noticeably modified on the basis of the following criteria:

- the search for a greater functionality and correspondence to the problem of development, technological innovation, of employment and working conditions. This also meant renouncing the increase in the quantity of the information

pursued by the former contracts, and privileging local and regional training (small and medium metal and mechanical concerns, sectors with high levels of productive units such as wood, furniture and tourism) over firm-level training regarded as essential for sectors with large-scale units such as the chemical sector;

- the contribution of "Observatories" and data banks run by joint committees and regarding, in particular, the introduction of the new technologies, employment trends, with particular stress upon youth and female employment, and the consequent training processes, thus passing from a phase of information to one of joint management by the partners;

- new systems of definition and management of skill structures with particular emphasis on the need for continuing and recurring training, as well as retraining processes, connected with the introduction of the new technologies and with restructuring of enterprise, to offer valid support to vocational mobility and the upgrading of skill levels;

- the setting up of training and retraining courses for those workers interested in inter-enterprise mobility and who are obliged to attend them so as not to lose their salary integration benefits (C.I.G.);

- the definition for the first time, in application of law n 190/1985, of a specific area for middle management (the "cadres") with specific information on company programmes and adequate professional training activities;

- the constitution of joint commissions at national and local level for the research and promotion of positive action concerning man & woman parity in accordance with E.E.C. Recommendation n. 635 dec. 1984 and the norms of law.

With regard to the intervention of the tradeunion organizations in planning and management of the courses, only some of the national contracts have set up, or foreseen the setting up, of training bodies and institutes of a bilateral type.

As emerges from a number of company agreements there are joint mechanisms and bodies for the joint elaboration of training programmes and for control of their implementation.

It is worth noting that bilateral bodies of management of training processes, have been operating for a long time now in the printing and the building sectors. The printers national contract, renewed in july 1986 has modified the norm, concerning vocational training and the functions given to the joint body (ENIPG), * following the request by the trades union to set up within its own ambit a "Joint Observatory" to follow the evolution of the sector which over the last few years has witnessed deep and extensive technological change. The application of the new contract, which has given rise to interpretative controversies

* Note (ENIPG) National Institute for the Vocational Education in Printing.

between the employer and the tradeunion organization on this point, will most probably influence the activity of the ENIPG, above all on account of the introduction of the new telematic and, in a more general way, electronic technologies.

The new builders' contract has not as yet been stipulated but the requests put forward by the tradeunion organizations with regard to questions of training are particularly important as they foresee:

- the extension of the vocational training programme to white-collar and technical staff, so as to come to terms with the new technological changes occurring and those foreseeable making use of jointly-managed schools for Builders and with refresher and retraining courses paid for by the firms;
- increase of firm funding in those provinces where building school activities are to be set up;
- the management by the schools themselves of training hours for apprentices and the increase in the time dedicated to basic education;
- the improvement of the "right-to-study" principle (the 150 hours) and its utilization for training initiatives, for retraining and professional refresher training rather than for basic education;
- the regulation of the C.F.L. so that training is managed by the building schools themselves, that the CFL are aimed at qualifying in medium-high level skills, and training young people between the ages of 18 to 29, while apprenticeship is targetted towards those

between the ages of 15 and 18.

- the use of periods work suspension and/or unemployment for retraining courses;
- the planning of work-study initiatives for new graduates (diploma and degree) from schools and faculties with special bearing on the sector and having the intention of working in the building field. This involves scholarships for work-study courses at various levels (local, regional, national) and work experience or training stages;
- the possibility of lumping together non-utilized working time reduction, with paid or unpaid leave, and right-to study leave, in order to take part in training initiatives.

Alongside those sectors where there is a tradition of bilateral management of training activities, one must mention those whose relative collective contracts foresee the institution of training organizations at territorial level, such as the artisans and tourism. These sectors have peculiar characteristics from the production structure point of view (a high number of micro-enterprises) and from the point of view of the yearly pattern of their activity (seasonal character, job, innovation and restructuring prospects, and implications for training).

Renewals of a number of national collective contracts

ISSUES	1 ASAP+ Chemicals	2 Chemicals: Private Sector
1. Information, consulting and participation systems connected with employment and training.	<p>Setting up of inter-trade-union committees at national, regional and/or local level, with the task of acquiring information about industrial strategies, development and technological innovation projects carried out with particular reference to:</p> <ul style="list-style-type: none"> -the South, -employment policies -ecology. <p>It shall also have the task of arriving at specific firm action involving the interests of the tradeunion organizations with regard to the effect of such actions upon the labour force and where necessary identifying the contents, timing and modality of bargained agreements".</p>	<p>The setting up of a "National Observatory" to analyse and evaluate periodically, in joint debates, at sectorial and territorial levels, the following topics:</p> <ul style="list-style-type: none"> - the labour market, - employment trends, -technological renewal, -organization of work, -employment safety -ecology, -youth and female employment, -labour costs <p>with particular emphasis on health, insurance and social schemes.</p>

+ ASAP: Association of employers belonging to the ENI group.

issues

FEDERMECCANICA

+

CONFAPI (metal and
mechanical firms)1. see
p 41.

The setting up of a data bank to obtain information about:
new processes and technologies, to assess new employment trends with special reference to female employment in the South, to evaluate new investment trends in the sector, trends in labour costs compared with other OECD countries, working-hour trends, utilization of legislative incentives for industrial renewal.

The data bank shall be set up and run by a specially created jointly financed company run by the federmeccanica and the trade unions.

The databank's findings will be discussed by the partners each year in December and this discussion may be followed by a public workshop on the new technologies. The data bank service shall have the task of supplying information at sectorial, territorial level. Information will be provided annually by firms having over 350 employees and by those with over 200 in case of technological, production and organizational changes of a certain consistency.

The setting up of a "System of Observatories (national, regional, provincial) meeting, on average, once yearly, on during the first four-month period of the year to examine
-marketing,
-economics,
-technology,
-employment issues,
-reconversion processes,
-restructuring,
-decentralisation
etc..

Information will be provided by the companies with over 350 employees regarding:

-production,
-employment,
-vocational trends,
-training programmes,
-illness and casualty,
-decentralisation,
-etc.

It shall also be made available by firms with over 240 in cases of considerable renewal of technology in production.

+ Federmeccanica: Association of private employers in the metal and mechanical sector.

Issues

ASAP Chemicals

Private Chemicals

2. Careers
and the
position of

higher-level
white-collar
and "cadre"
employees.

The career structure fore-
sees eight levels with a
pay-scale ration ranging
from 100 to 223.5.

The middle-managers are
classified at 7th and 8th
levels and are granted
special allowances.

The cadres also have a
right to specific informat-
ion about the firm and
periodical training courses
and to assistance specific
to their functions, the
possibility to use their
know-how outside of the
firm, with the due permis-
sion of the firm itself,
and shall also have the
right to be represented on
the examination boards.

The career structure
foresees nine levels
with a payscale from
100 to 204,1.

The middle managers are
placed at the 8th and 9th
levels.

They also have a right to
information about the firm
to assistance in accordance
with their specific functions
and, with the due permission
of the firm, to use their
know-how outside the firm .

Their representatives shall
sit on the examination
boards.

The middle managers shall
be entitled to periodical
training and special
allowances.

ISSUES

FEDERMECCANICA

CONFAPI

2 see p. 44

The career structure foresees 7 levels with a payscale from 100 to 200.

The middle-managers are placed at the 7th. level and have a right to a special allowance.

They also have a right to specific information regarding the firm, to special assistance in keeping with their professional functions, to periodical training, and after having obtained the due permission of the firm, to publish certain findings.

The agreement revises the professional profiles and occupational features.

A joint commission shall be set up with the task of examining new professional profiles with a view to the new technologies. The commission shall also carry out research and make proposals for the integration of new profiles which shall be accepted unanimously.

The career structures foresee nine levels with a payscale from 100 to 225.

The middle managers shall be placed within the eighth and ninth levels and be granted a special allowance.

They shall have a right to insurance coverage against risks and death and for third-party risk during the performance of the tasks set down by contract.

A special Joint Committee for careers shall be set up "with negotiations powers aimed at realising a new system of classification" drawing up an overall proposal for the sector within the seventh month before expiry of the contract.

Issues Public metal and mechanical sector

Tourist sector (hotels, agencies etc.)

1. see p. 41. The setting up of a Joint Committee for the co-ordination of information procedures concerning matters of technological innovation, investments, employment, vocational training etc., already foreseen by the contract and by the IRI, EFIM and ENI protocols.

The information system foresees annual joint examination at firm level of:

the choices, the prospects, research, development, programmes for new industrial set-ups, extension of existing ones. It shall analyse problems of employment, including "professional training programmes with particular reference to the number of workers interested, the duration of the courses, the place, the contents, the technical-professional targets to be aimed at, the holding of courses inside the firm or in the external training centres, as well as the intention of availing of funds for the programmes themselves, coming from outside the firm."

Periodical national and regional level meetings between the partners:

- to adopt initiatives for the promotion of an active labour policy with specific reference to employment, vocational upgrading, stability and continuity of employment;

- definition with the Regions of forms of backing for the training activities.

Definition at Regional and Sub-regional level of agreements:

- for the planning and running of professional training and retraining courses;

- for systems of control over the Region's programmes;

- for training programmes to be included in CFL;

- for hiring through employer request in cases of particular requirements as an exception to the law;

- for the institution of bilateral bodies for vocational training, income support for workers, other social interventions.

2. see p. 43

The setting up of a Joint Commission :

- to carry out studies of and research into the classification mechanisms in order to match classification and skill.

- to examine new professional profiles related to the introduction of the new technologies. To propose additions to the professional profiles in connection with technological innovation.

Definition of the "cadres" and a special regulation of:

Issues

Wood and Furniture

Textiles and clothing

1. see
above

The joint observatory, already in operation since 1984, ceases to be experimental.

The findings will be of a national character and will be gathered in a data bank care of the Federlegno (association of Employers for this sector).

The information system has been extended to examination of trends in the employment of the young and women. A Joint Commission for vocational training with the task of studying the application of the new technologies and possible new organization of work, has been set up.

Two Observatories have been set up:

- one to examine jointly the short-term projects, every six months, in collaboration with the OCT Observatory for the exchange of views;

- one for the study of the evolution of technology .

Every three years a structural survey of each single product subsector will be carried out.

- The partners undertake to manage, by means of specific confrontation, restructuring processes with particular attention to staff redundancy.

Issue	Public metal and mechanical sector.	Tourism
n 2 see above	<p data-bbox="365 409 858 472">The setting up of a Joint Committee:</p> <ul style="list-style-type: none"> <li data-bbox="365 510 895 640">- to carry out studies of and into the classification mechanism in order to match classification and skill. <li data-bbox="365 672 927 898">-To examine new professional profiles related to the introduction of the new technologies. To propose additions to the professional profiles in connection with technological innovation. <li data-bbox="365 929 890 1023">-Definition of the "cadres" and a special regulation for: <ul style="list-style-type: none"> <li data-bbox="365 1041 890 1104">the right to general information regarding the firm <li data-bbox="365 1135 855 1229">training action aimed at maintaining and enriching skill <li data-bbox="365 1247 871 1346">flexible work ing hours compatible with tech- nical and production needs <li data-bbox="365 1364 911 1426">civil and penal responsabil- ity <li data-bbox="365 1444 501 1476">patents <li data-bbox="365 1494 815 1525">special task allowances 	

Issue n 3 Equal opp- ortunities for men and women.	Joint Commission for study and research aimed at the promotion of positive action for the creation of equal opportunities for male and female workers.
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ISSUES

WOOD AND FURNITURE

TEXTILES AND CLOTHING

n. 2
see above

A new qualification level of super-specialization with high professional requirements, has been set up.

The "function of the cadres" has been defined on the basis of a national declaration.

To facilitate access to work of persons over 29, having no special skill, an eighteen-month entrance salary of ten percent less than the minimum has been foreseen by the contracts.

Apprenticeship :

This is foreseen for "specialised" and "qualified" workers;

- specialised workers for a duration of three years with a wage equal to 60% in the first year, 75% in the second and 85% in the third;
- qualified workers for a duration of two years, with wages equal to 70% in the first and to 85% in the second year.

The setting up of a Joint Commission with the task of:

- drawing up a classification of the new competences and those to undergo transformation

- to make proposals for the changes to carry out within the careers scheme during the next contract.

Definition of the "cadres" category, of the relative norms, salaries, particular rights concerning information and training.

n 3 see p 47

The setting up of a work group, within 1987, for the preparation of a positive action project in favour of female workers.

The project defined at national level will lead to the application at firm level of the EEC and national norms.

ISSUE

National contract for the printing and publishing sector (19th July 1986)

Vocational education and technological innovation.

The undertaking by the partners to promote, increase and strengthen vocational education for the young who intend training for and specializing in the printing sector, and for updating and the further specialization of those already employed.

To this end the partners:

- shall study and follow the evolution of technology and of production processes, of organization of work and of the market;
- shall become active within the public institutions for research into technological innovation, professional training and retraining;
- a National Body for Vocational Training (ENIPG), to study, promote and co-ordinate the training initiatives in favour of technological and vocational development in the sector, shall be set up;
- for each province or other territorial division a committee shall be set up, the roles and functions of which shall be established by special statutes and regulations;
- in the ENIPG and in the territorial Committees the Employers' associations and the trade unions shall be represented jointly. The chairman shall be a representative of the Employers' association and in the case of a tie during voting his vote shall prevail;
- within the deliberating bodies the different employers' and workers' organizations shall be represented in proportion to their numerical consistency;

The ENIPG and the local Committees shall be financed by contributions from earnings.

ISSUE National labour contract for white-collar and "cadre" staff employed in the banking and financial sectors (26th Feb 1987)

See. p 49.

The companies, with a view to increasing professional ability, hold annual professional training courses and/or refresher courses of a non-selective nature open to voluntary participation of personnel in service.

Said courses last at least 13 hours per annum and are held during working hours. The yearly amount of hours may be wholly or partially summed.

The firms are obliged to inform staff and the tradeunion representatives of the timing, modalities and the contents of the courses.

At the beginning of the year, the firms' management shall examine eventual indications regarding foreseen courses drawn up by the tradeunion representatives, or if there are no representatives in the firm itself, by the tradeunions which stipulated the national contract.

The modality of participation by staff in the courses may be defined by a supplementary contract.

The courses may be of an inter-firm nature for those firms which on account of their size or to other reasons feel this need.

In cases of technological renewal or of relevant restructuring of the firm leading to substantial modification of work performance, the firm shall organize retraining courses, making use also of the hours foreseen above.

Further courses organized by the company, for professional training, shall be held during working hours and the participation of the staff shall be optional.

The partners have reserved the faculty of examining more closely the possibility of rendering the courses mentioned at point one, selective.

Yearly, the firms, at the request of the tradeunion organizations, shall provide information concerning the professional structuring of staff, divided according to sex, and concerning the development and the rotation of training and retraining courses carried out, and the number of participants.

Within the month of June, the national association must provide overall information on the sector, with reference, among other things, to the general employment situation, the development of technology and phenomena concerning company restructuring and the influence of these upon professional profiles.

ISSUE

Banking and financial sector (contd.)

See p. 49 The partners undertake to examine the problems deriving from structural changes in banking and financial systems, to find out their effects upon working conditions, with particular reference to the need for professional reconversion connected, eventually, with inter-company and territorial mobility.

2.4 Vocational training in the industrial-relations Protocols regarding the public sector.

The stipulation of the Protocol between IRI** and the Union Confederation in December 1984, represented a concrete act of departure for the new system of industrial relations within the ambit of public enterprise. This sector has long been characterized by a system of collective bargaining, in large part autonomous, compared with the private companies.

The most outstanding novelty is commonly considered to be the setting up of continuous relations at various levels (central holding, financial branches, regional divisions, companies etc.) based upon Joint Consultant Committees, which are permanent organizations, whose task it is to receive information and discuss some employer decisions before implementation following a pre-established procedure.

If information and consulting systems are not new to bargaining and to company practice, especially in the public companies, the new element is to be found in the setting up of Joint Committees which, by making procedures stable and formal instead of occasional and informal, should favour greater participation.

The 1984 IRI Protocol (modified later by that of the 16th July 1986, and by those regarding the EFIM companies dated the 29th September 1986 and GEPI companies of the 9th January 1987) was based upon two orders of converging needs:

- on the part of the public companies the need to carry out operations

** note: the major public industrial group in Italy.

of urgent restructuring and/or reconversion and at the same time consolidate and develop their activities in those key-sectors requiring radical technological innovation, in an atmosphere of systematic quest for consent and in any case of prevention and control of conflict;

- on their part the tradeunion organizations saw the opportunity of backing of support the recuperation and relaunching effort within the public companies, so as to support and develop production and employment and at the same time strengthen their own role, beyond the traditional one of pay regulation. This convenience was particularly welcomed in consideration of the less open attitudes towards participation emerging in some parts of the private sector (see the Federmeccanica document entitled "Imprese e lavoro" 1984).

These Protocols have their origin in lengthy negotiations which have sometimes found the trade unions themselves divided upon the opportunity of joint management of the innovation and re-organization processes using methods different from the traditional bargaining ones and more similar to the "technology agreements" in other countries (the U.K. and Norway etc.)

While they are in a way somewhat incomplete, general, vague, the clauses of the IRI and EFIM Protocols concerning vocational training are worth mentioning, for the following points:

- they fall into an industrial relations context where participation is strong and based on consolidated agreements and practices;

- the public enterprise organizations have shown keen interest in the problems of training and vocational orientation, and in general in school to work transition, as shown in the Intersind - CGIL CISL UIL agreement of the 17th June 1986 on the question of vocational orientation;
- the public companies have a network of institutions at their disposal (the IRI's IFAP and ANCIFAP the ENI's IAFE etc.) which do training refresher and retraining from manual to management level for many years now;
- the undertaking to " promote jointly training and information seminars at various levels", new in the Italian context, might well represent the beginning of a general process of more intense co-operation due to the requirements of the new technologies and supported by the undertaking by the IRI Committee to avail of the aid of a work group of training experts.

The Protocol of the GEPI, a public finance company set up for the purchase and recuperation of companies in grave crisis so as to safeguard employment especially in the economically less developed areas such as the South, gives more attention to the problem of vocational training; in particular it emphasises the need:

- to promote adequate action aimed at recuperating restructuring handing over companies. This requires promoting new enterprises, and job-creation programmes and planning retraining and vocational promotion initiatives;

- to decentralize action at regional and/or territorial level;
- to look for maximum co-operation from the other public operators (regions, Local Authorities, state offices etc.) as well as private ones (companies and their associations). This co-operation aims at carrying out programmed action with regard to the creation of new enterprise, to school-work experiences, to continuing training, to the promotion of co-operatives, as well as to retraining of redundant workers.

The participation of the stipulating partners in the solution of the vocational training problem, even if implicit in various parts of the Protocol, such as the point concerning tradeunion agreements on single projects and that regarding the promotion of co-operatives, is treated explicitly at point 3 which obliges the "partners" to set up a Joint Committee on training with the tasks of:

- 1) defining training strategies, and elaborating and promoting projects, establishing relationships with the principal public training structures to be availed of as a priority.
- 2) co-ordinating the initiatives taken and to be taken within the ambit of GEPI with the help of specific institutions at local, national and international level.

The GEPI Committee for training will keep in mind (at least) three needs:

- a) training requirements connected with the local labour market and socio-economic situation;

- b) training requirements in keeping with the projects both for restructuring and for reindustrialization;
- c) the basic educational requirements for the skilling foreseen in the preceeding points.

With a view to the effective development of training activities, GEPI will put at the disposal of the Committee the necessary structures and means and will eventually set up an agile operative supporting organization.

Agreement protocol for CGIL-CISL-UIL and GEPI.

(9-1 1987)

Premise

The GEPI and the tradeunion organizations refer to the institutional aims that inspired their action, proposing to find for their line of conduct a greater and more functional synergy so as to support and develop the basis of production and in that way defend and develop employment.

To this end, the partners will pay particular attention to:

- initiatives, actions and structures already set in motion or to be set in motion to exploit all the chances of new enterprise at territorial level(Job-creation);
- possible initiatives and active forms of participation of GEPI in school-experiences, in continuing training and such like;
- possible participation by GEPI in territorial co-operative initiatives for the creation of equipped areas made available for the setting up of new productive settlements and for the creation and running of technological parks, innovation and research centres and so on;
- establishing the general criteria for the interventions, keeping in mind both employment needs and those of enterprising efficiency.

Taking into account what has been said above and while safeguarding the reciprocal prerogatives and the autonomus responsibilities of each, GEPI and the CGIL-CISL-UIL retain it opportune to define occasions and places for systematic meetings.

Therefore between GEPI and the organizations the following is agreed:

1. RELATIONS BETWEEN GEPI AND THE TRADEUNION ORGANIZATIONS

National level:

in the month of September each year, GEPI and the tradeunion delegations shall meet to examine, on the basis of the documentation drawn up and delivered beforehand to the tradeunion organizations, an account of the previous year's activities, as well as, with a view to their preliminary definition, the programmatic prospecti for GEPI initiatives for the year to come, with reference to the targets and to the resources required, to the problems likely to require particular attention, to general problems, and to the time forseen for their implementation.

This examinatin shall be carried out in accordance with the aims that the law assign's to GEPI with particular attention to recovery, re-employment/job-creation, restructuring, cession, promotion and assistance.

During the annual meeting the partners shall verify the pppportunity of inserting GEPI initiatives within regoinal and/or territorial projects , that are on the look-out for maximum co-ordination with other public and private operators present in the same area, in order to exploit all possible operative synergies.

The GEPI and tradeunion delegations shall meet after a six-month period to carry out assessement and updating both of rehabilitation interventions and of there employment.

Regional Level

On the basis of what has been established in the annual meeting or at request of the partners, GEPI and the tradeunion organizations shall meet (within ten days of the request) at regional and/or territorial level, as set down above, to carry out the specific intervention projects, indicating the public and the private organizations that may contribute to their success, also with a view of obtaining their undertakings with regard to those aspects that concern them.

In particular the following will be taken into consideration :

- the problems of the location of the initiatives , in relation to the choices made by the regional authorities and the areas from which the labour force comes;
- the initiatives, the actions and the structures already existing or being set up to discover all opportunities for new enterprise at local level (job-creation);
- the initiatives taken and to be taken to catalyse at local level all those forces(industrial associations, co-operative movements , regional finance institutions) likely to promote new industrial or service activities;
- possible initiatives and active involvement of GEPI in school- work experiences , in continuing training and similar activities;
- possible participation of GEPI in local initiatives (consortia) for the creation of industrial sites offering suitable services to new productive settlements and the creation and running of technological parks, Innovation and Research Centres

- the general criteria for the interventions, above all from the point of view of employment and from efficiency ;
- staff levels and their eventual evolution, together with the pay and normative conditions governing the hire of labour, the specific problems connected with the labour contract, wages scales, working hours etc...

2. TRAINING PROGRAMMES

The partners take note of the importance of the training problem and of the full convergence on it of reciprocal interests, both from the point of view of those specific to professional training(retraining), and of those connected, more in general, with changes in the socio-cultural context and of the possibility of favouring the development of new enterprise. The partners are therefore committed to setting up a "Jointly managed " "Training Committee" having the following tasks:

- 1) defining the training strategies, drawing up and promoting projects, making use, as a priority for their implementation, of the principal public training structures;
- 2) co-ordinating the initiatives taken and to be taken within the ambit of GEPI with the intervention of the specific local, national and international institutions.

The GEPI Training Committee shall keep in mind at least three requirements:

- a) the need for vocational training connected with the local labour market and the territorial socio-economical situation;
- b) the need to target training to meet restructuring and industrialization requirements.

- c) the basic training and specific training required for qualification according to the previous two points.

To further the concrete development of the training activities GEPI shall make the structures and means necessary for its implementation available to the Committee, and may also set up an agile operative structure.

3. PROMOTION OF CO-OPERATIVES

The partners agree that opportunities of employment may arise through the formation of new co-operatives having the necessary technical support .

The partners agree, as a result, to define and develop within the framework set down by the law concerning co-operatives and youth employment, an active policy for the creation of new jobs, not overlooking to this regard , the importance of the training problem.

According to their specific institutional roles, in particular:

- the tradeunion organizations shall promote and further the growth of co-operative "culture";
- GEPI, also by setting up specific internal technical-organization structures shall offer, to the co-operatives, set up by workers from the GEPI group companies or those for which the law requires GEPI to promote re-employment activities and which shall request it , assistance in elaborating their production projects.

Within this ambit it shall evaluate the projects proposed, and among other things discover the financial resources required to implement them, with particular reference to those funds made available by law 49/1985 (the Marcora law)

and 44/1986 (the De Vito law) ; once the projects have been assessed ,GEPI shall - as far as the law allows- make the necessary funds available in the manner held most opportune in each specific case.

2.5 Vocational training and agreements

Bargaining in recent years has been characterised by an increased presence of the vocational-training problem in negotiations concerning restructuring and reconversion programmes, and the introduction of the new technologies into production processes. This was also connected with the development of the information and consulting systems foreseen by the national labour contracts.

The analyses regarding plant-level bargaining (1) and vocational training within it (2), mark a prevalence within the small and medium companies of the quantitative (salary, working hours, job security) over the qualitative aspects (the introduction of new technologies, job organization and vocational training).

In fact one notes a gap between the bargaining questions in large production units, where the restructuring and innovation processes have been more marked, and those in smaller.

1) M. Laveto : Contrattazione aziendale in "Le relazioni sindacali in Italia" 1985-86 Report, edited by CESOS, pages 148-157.

2) La formazione professionale nella contrattazione collettiva,, in Osservatorio CESOS - Contrattazione, n. 4, 1985.

firms where the trade union's presence and intervention in company decisions is generally far less.

The agreements summed up in Table 4, even if they do not cover the whole of the vast and heterogeneous universe of plant-level bargaining, are nonetheless symptomatic of significant trends within the large public and private concerns, due also to strength and influence of these firms within the industrial relations system.

It is important to point out that these are not isolated agreements but agreements drawn up at different times by the same companies and therefore part of a process of negotiations and relations with the trade unions which has developed over the past five years and which is likely to continue.

The FIAT-Auto agreement of March 1986 is only the latest drawn up after a series begun in September 1980, where for the first time the problems of restructuring, reorganization and recovery of productivity within the company were faced, and in which the problem of staff reduction and recourse to the C.I.G. received far greater attention than aspects connected with new skills and work organization. The agreement foresaw, moreover, the carrying out, during the intervals between agreements, of assessment evaluation by the partners. The aim was to control both economic trends in the sector, and the employment prospects, the technological developments and the production processes in the various plants.

The agreement of the 19th March 1986 concentrates on the plan for the restructuring and the technological innovation of the Company for the 1986-89 period.

In particular it regulates the following employment and training aspects:

- the recalling of workers laid off under CIG and who have not found other employment;
- the undertaking by the partners to implement a plan for recalling all the workers laid off by the various company plants, making use of public intervention, of job-creation and mobility initiatives and incentivating the setting up of co-operatives;
- the holding of vocational training courses, aimed at re-employment with pre-established duration and timetables, with obligatory attendance, in collaboration with the competent public organizations;
- for those workers not suited to the courses, the setting up of further initiatives aimed at re-instatement in production.

The agreement foresees assessment and evaluation by the partners, in subsequent periods, of labour market trends and production prospects, of the impact of the restructuring plan and of the progress of the training courses.

The industrial agreements stipulated with the ITALTEL, a company belonging to STET, a public group operating in the telecommunications field, as and from June 1981 faced the problems caused by the rise of industrial electronics:

- the emergence of new skills,
- the obsolescence and redimensioning of others,
- the change in ratio between production labour and other functions

such as project-design and marketing,
 - the consistent reduction of industrial staff, especially female, often in firms situated in the Southern areas of Italy where the employment situation is particularly critical.

The 1981 agreement faced the situation by reducing the working week to thirty-eight and a half hours, by beginning processes of mobility within the company itself and towards other companies within the STEF group. In particular it foresaw the creation of a Mixed Technical Committee for Vocational Training which was to set up requalification intervention. Although a reduction of employment could not be avoided, the intervention aimed at retraining 29,000 electrical-mechanical workers in electronic skills.

For these reasons the vocational training question is placed at the heart of various agreements. With the reutilization of company staff in new technological and organizations systems in mind, technical retraining foresaw:

- the spread, at all levels, of cultural and general knowledge concerning technology and work organization, so as to introduce elements of flexibility and quality into production;
- the need to develop, alongside extraordinary reconversion measures, a permanent training system with constant intervention in the field of human and professional resources needed to create and spread a culture and a capacity for intervention, not only at management level, but at all

working levels (3).

The low educational level among blue-collar workers, and their advanced age (over 40% of them over the age of forty) had created considerable problems. These were tackled first by setting up a basic compulsory course lasting 40 hours, for all the staff, blue and white-collar alike. The aim was to retrain those workers with remote, incomplete education, with no specific vocational training, with a view to integrating them into the new technology and learning context.

The training needs measured in terms of hours, set down as 400,000 in 1981, increased to 700,000 in 1982 and to about one million in 1983-84. This initiative of vast proportions involved not only the social partners, but also the school institutions, the regional and local authorities and the employers, resulting in a systematic training experience and in an organized participation both by private and public subjects.

(3) Various Authors: *Le 150 Ore e la formazione professionale in azienda. Il case ITALTEL.*

Ed. by F. Angeli, 1985, from p. 56 forward.

The agreements concerning the "Nuova Italsider" and the "Lanerossi" companies both regard mature industrial sectors going through a phase of contraction and also of plant renewal requiring considerable requalification of personnel.

The "Nuova Italsider" agreement had to face two basic training problems:

- those connected with restructuring processes and the need to render staff mobile;
- those deriving from the level of sophistication of the new plants and the informatics system. These required considerable up-grading of skills , made even more difficult by the high average age of staff. Preliminary selection , orientation and sometimes even personalised planning became necessary in order to carry out the projects.

The staff training agreement which regarded about 2,500 blue and white-collar workers, set down not only the qualitative and quantitative aspects of the processes, but also the training contents of the various phases, the modalities of organization and the structures needed, and also singled out the professional figures required within the single company areas and the relative practical and theoretical training paths to be followed.

The "Lanerossi" training project, agreed upon by the trade unions and the company management is noteworthy for:

- its gearing towards female staff in particular;
- its adoption of other mechanisms aimed at lightening the staff load;
- the setting up of a Joint Committee with the task of guiding and verifying the activity of the training agency set up by the

social partners on a joint agreement basis;

- the involvement of the executive staff of a number of factories in different phases of the company's training "stages", with tasks ranging from projection to actual tutoring;
- the specific problems regarding female staff: women called upon to act at certain levels of responsibility (production assistance) were expected to face particular difficulties regarding social and hierarchical relationships within the firm and modify the balance of interests between their domestic and their professional realities.

Table 4

FIRM RESTRUCTURING AND VOCATIONAL TRAINING

1	2
The FIAT-AUTO agreement of the 19th. March 1986	The ITALTEL agreements of the 15th. April 1981, 5th. March 1985, 11th. July 1985
Information concerning the market and production situation of FIAT-AUTO	
Illustration of the concern's restructuring plans for the 1986-1989 period, based upon a close integration between product renewal and productive technologies and the balanced utilization of resources.	<p>-The undertaking by the company to inform the company's trade union representatives on vocational training taking place and the programmes already under way (contents, selection, modalities: staff involved, duration, place, teaching public funding etc.)</p> <p>- Within the framework of the firm's strategic plan, the elaboration of a medium-to-long one for vocational training to meet the needs of technological innovation, which plan shall be examined jointly with the trade-union organizations.</p>
Return of suspended workers on CIQ according to timing modalities foreseen by the agreement.	
The general trend of the plan and of return of suspended staff will be the object of verification during specific talks.	<p>-Encounters at company level to define -during meetings of the Technical Commission- a procedure for regulating relations between the partners with regard to implementation modalities (criteria of reference with regard to training needs, teaching contents etc.) of the training programmes, using pre-established reference-points.</p>
The creation of a plan for re-utilization of workers laid off, including public intervention for job-creation, the promotion of co-operatives, inter-firm and inter-group mobility.	<p>-Definition, on the basis of programmes examined, of the total number of hours to be set aside for vocational training.</p>
Re-employment shall be preceded by training courses lasting three months (four hours per day) to be set up after approval by the appropriate organizations; participation at the courses shall be obligatory for the workers concerned.	<p>-The willingness of the company to develop with the Regions systematic consultative relations involving the social partners for the verification of regional programmes.</p> <p>-The company shall give priority to vocational training initiatives which are directly connected with technological innovation and with the re-organization of labour, as well as the bettering of skill-levels, with a general view to improving production</p>
The re-employment of workers who have attended the courses shall take place at the rate of 1/12 per month of the total number as and from Dec. 1986, the date on which the first course ends	<p>- To improve the training intervention both qualitatively and quantitatively; greater use, not only of the firm's resources, but also of the most qualified public structures (Regions, I.R.I.);</p>

1

For those workers deemed unsuitable the company will consider the opportunity of finding other initiatives having the aim of reemploying workers, which initiatives aimed at re-employment, shall be illustrated during the verification phases foreseen.

In this context the partners have decided upon re-employment plan which shall be defined before the 31st. Dec. 1986 and foresees the re-utilization of 2,000 workers by means of a number of different mechanisms (return to work, early pensioning, inter-firm mobility, job-creation etc.).

In the month of December 1986 and in September 1987 encounters between the partners to verify:

- training courses;
- the re-utilization and re-employment of staff;
- recourse to CIG.

2

- the courses will be held during working hours.

The agreement of the 5th. March 1983

- Considering the positive outcome of the experimental basic course in Milan, this is extended to all the other factories according to modalities set down by the National Technical Commission.
- The establishment of the number of hours to be dedicated, during 1983, to the carrying out of the basic course which shall be divided, more or less, into modules of about 40 hours for groups of 20 persons. For the years 1984 and 1985 the Technical Commission will define a proposal for a basic course plan which shall take into account the firm's strategic targets and the resources available, as well as investments already made during 1983.
- The National Technical Commission shall face the following questions:
 - + analysis of the principal training items to be taken on the basis of an examination of the mid-term skills in order to draw up the proposals for a training programme in keeping with the firm's strategic targets and with the recovery of internal potential;
 - + examination of the lines of development of the organization of work in areas subject to technological modification and restructuring of a certain consistency in connection with specific training requirements;
 - + Experimentation of an informative course with a view to spreading a n "informatics culture", both with regard to mechanical and and electro-technical tasks.

1	2
	<p data-bbox="805 331 1452 371"><u>The agreement of the 12th. July 1985</u></p> <ul style="list-style-type: none"><li data-bbox="805 412 1476 725">- Reconfirmation of the strategic importance, at all levels, of training in connection with technical and production requirements, as well as the realization of the professional capacities of those trained with particular attention towards the achievement of equal opportunities for female staff.<li data-bbox="805 752 1452 972">- Reconfirmation of the fundamental, specialist and proposing role of the mixed Technical Commission with regard to all the training programmes of the firm and the operative modalities for carrying them out.<li data-bbox="805 999 1492 1196">- Training intervention for 1985 equal to 900,000 hours of activity and comparative levels for those of 1986 and 1987, amounting to approximately one week per worker.<li data-bbox="805 1223 1460 1464">- Specific programmes connected with the mobility resulting from the application of the "solidarity contracts", after a preliminary examination of the Technical Commission and by the firm's representatives at local level.<li data-bbox="805 1491 1500 1733">- Continuation and extension of the experience of a different utilization of the "150 hours" for courses obtained in collaboration with the Provveditorati degli Studi and aimed at the recuperation of basic schooling and basic vocational training.<li data-bbox="805 1760 1444 2069">- For positive action the firm undertakes to give its attention to the inclusion of female staff in training courses so as to promote their access to areas of skill where women are under-represented, on the basis of an organic project for positive action to be presented within the end of 1985.

1	2
	<p data-bbox="810 392 1390 571">-The placement of workers who have already attended training courses shall be the object of special verification at local level.</p>

3	4
<p>The new Italsider agreement of 5th. Nov. 1982</p>	<p>Project for normative intervention in the "Lanerossi" company (ENI agreement, July 1984)</p>
<p>-Within the ambit of a restructuring programme, the definition of a training plan with reference to:</p> <p>A) <u>qualitative aspects</u></p> <p>-restructuring requires noteworthy mobility processes of a totally unusual kind which need a great effort as far as training and reconversion of staff are concerned:</p> <ul style="list-style-type: none"> - the elevated technological level of the new plants and the degree of sophistication of the informative system requires considerable upgrading in quality and a new basic training model, as well as an increase in educational levels. Difficulties have been encountered on account of the high average age of the staff (about 44 years), not only with regard to training but also with regard to professional motivation and reconversion. Preliminary selection and orientation and the need for even individual training appear necessary; - plant and organizational restructuring requires training intervention for all the staff, even for those not working at the new plants themselves. 	<p>The agreement between Lanerossi of Schio and the tradeunion organizations foresees objectives and modalities for carrying out a rehabilitation plan for the firm which will have important repercussions upon the firm's staffing policy, among other things:</p> <ul style="list-style-type: none"> - the undertaking to carry out vocational retraining action; - the adoption of contracting and legislative mechanisms that appear suitable: for example solidarity contracts, part-time etc.; - the quest for specific solutions to the problem of vocational reconversion of the female staff under CIG, taking advantage of the opportunities established under the European Social Fund. <p>The partners, following the agreement, set up a Joint Committee, composed of the tradeunion organizations and the firm's, with the task of drawing up policy guidelines, for example:</p> <ul style="list-style-type: none"> - definition of the objectives; - verification of their achievement - their modification during the meetings foreseen (if one or other of the partners or AGFOL should request it). <p>A agency, AGFOL, has been set up with the task of developing training through:</p> <ul style="list-style-type: none"> - the analysis of the organization of the firm in its various plants; - analysis of the reference occupational figures

B) The quantitative aspects

-the training plan shall concern 2,500 persons both technical and blue-collar staff including staff destined for the new plants and services and professional updating connected with organizational restructuring;

C) Training contents

- for the personnel destined to the new plants and services the programmes foresees:

+ an initial basic training in the metal industry and in steel and iron processing, in computer systems, equipment and automation, and the technologies of the plants, of working modalities, of production and work organization;

+ a second phase of specific skill training, on the one hand to give know-how as needed for the single operative areas within the plant and, on the other, to allow for direct experience on similar plants in Italy and abroad, with the aid of skilled operators and practical experience under the guidance of the same;

* for the updating connected with organizational restructuring the courses shall regard, among others, contents and targets concerning technological innovations:

- the acquisition of new professional contents, operational practice and qualitative prescriptions and security practices.

Modules with a variable duration of 2 to 3 weeks. Practical coaching on the job in other productive units, lasting, on average about one month.

D) notes on organization

- For the implementation of the training programmes, it is agreed that the internal structures and the local ANCIFAP and the training centres of plant and

- the study, planning and implementation of the courses;

- the co-ordination of the didactic activities in the classroom and in the firm itself (stages);

-verification of the learning level and the level of integration of the learners among themselves and with the persons present in the factories (the stage leaders and the tutors).

This way there has been an effort to avoid transferring within the teaching process problems that are the concern more of the industrial-relations system than of training.

The various phases of the AGFOL's work were examined and approved by the Joint Committee.

The first part of the programme, begun in autumn 1985 and concluded in Dec. '85, witnessed a constant presence of the trainees in the class-room, for 14 weeks, equal to 350 hours on the whole, with the contribution of teachers made available by the firm and by the agency, and permitted focussing, among other things, on the principal problems of the female condition.

The second phase was set in motion on the basis of the new decisions taken by the Joint Committee concerning

- the involvement of other factories within the Lanerossi group as the place to be used for the stages period of the course;
- the request for greater attention to specifically female questions.

This second phase of the course began in February 1986 and ended in December.

During this period the learners operated in the factories under the same conditions as the others workers present; and periodical testing of the progress in learning and integration was carried out.

These progress assessment took two forms:

- one left to the tutors and to those responsible for the courses on the basis of tests set up by the Agency;
- the second carried out by the trainees themselves using similar mechanisms.

3

component construction companies, as well as practical training in other firms.

- For the instructors recourse will be had to firm technicians, to ANCIFAP experts, and to technicians belonging to plant construction firms.

As an annex to the agreement there is a description of the matters involved in the different areas with the indication of the number of the persons interested, the aims, the organization of the various phases and the structure of the theoretical and practical training, of the curricula, of the training staff and the duration of the courses.

4

The findings are integrated with observations in the field by the firm's consultants who co-ordinate the entire process.

A number of executives of the different factories have been involved both in the projecting stage and in the design of the training process, and as monitors of the stages, obtaining results held to be significant.

From the experience a number of considerations emerged concerning initiatives aimed at overcoming discrimination against women with regard to access to employment, such as:

- the high level of motivation required of women in cases where the working role requires a consistent assumption of responsibility (in this specific case, the role of production assistant which requires the ability to intervene in the ambit of plants and human resources);
- the consequent shift of interest from the family to the working area;
- the readapting of the role of women especially in cultural and social contexts of a traditional type, with willingness to accept working hours of a more committing nature, with the consequence of having to reorganise family life;
- the relationship with technology seen as know-how and mastery of machinery, as a legitimizing element for production assistants;
- the impact on firm culture: i.e. on traditional organization and hierarchical structures.

2.6 School and vocational orientation and school -to-work transition at local level.

One of the greatest novelties in collective bargaining at inter-confederal level is the agreement signed in June 1986 between the Intersind, an association of public-sector companies and the CGIL-CISL-UIL Tradeunion Confederation, in which the partners undertook:

- to set up a series of orientation experiences (pilot projects) aimed at facilitating the entry of young people into the working world, both young people attending school and those who left it;
- to create, with a view to this aim, a Joint Committee to handle the running of the pilot orientation projects, availing also of the specific collaboration of experts;
- to sustain the activity of the Joint Committee by involving the national and local structures of both categories and by setting up appropriate institutional centres, both at national and community levels;
- to carry out joint assessment and evaluation, at least once a year, of the progress made by the projects managed by the joint Committee, and publish reports on the findings.

The undertaking of the partners are preceded by a long premise where:

- the role of industrial relations in the solution of guidance and school-to-work transition is claimed, although the primary responsibility of the public institutions is made clear;

- an overall reform of the orientation system is called for in the public interest in accordance also with the undertakings assumed by Italy towards the international organizations and in order to bridge the " traditional and negative separation between academic and vocational education";
- joint action on matters of academic and professional orientation is believed to represent an essential aspect of improvement both of the industrial-relations system on the whole and of the educational system of the country, marked by a high drop-out level both at compulsory and senior-secondary school levels;
- it is foreseen that the programming and carrying out of joint action will become an efficacious means of promotion of vaster significant experiences of co-operation between the fields of training and labour in the various realities where they can be achieved (enterprise "stages" for students, the use of experts for teaching purposes, guided tours and the study of company cases, refresher initiatives for teachers and managers etc.).

The agreement, which does not exclude the possibility of autonomous initiatives on the part of either of the partners, has been favoured by the undertakings, made by Intersind and by important public concerns in matters of vocational orientation and school-to-work transition at local level, in collaboration with senior secondary school institutes and important Universities (1), which have taken various forms, such as

(1) See: Preparare il futuro - l'azione dell'Intersind per una maggiore integrazione tra impresa e sistema formativo, in the "Industria e Sindacato" supplement, 14 11/4/1986.