

## **A. Case studies**

### **1. New forms of employment**

A company announces the implementation of the following new forms of employment to its employees:

- α) Change of some indefinite time contracts to fixed term contracts
- β) Change of some indefinite time contracts to subcontracts
- γ) Hiring of staff through a manpower company (a company lending temporary staff)
- δ) Letting maintenance work to external subcontractors
- ε) Application of job rotation

Furthermore, employees observe that in the company work illegal migrants without insurance.

The above announcements of the management are made in different times.

#### Questions

- What should workers' representatives examine?
- What could workers' representatives do about it?
- If these measures are finally implemented, what should be the position of employees?

## **2. New framework for collective bargaining.**

Could you please answer the following questions?

- If you are workers' representatives what would be your position?;
- What action will you undertake?

α) A company facing a very bad financial crisis, suggests for the new Collective Agreement reduction of salaries by 20% and reduction of severance by 40%.

β) During collective bargaining for signing the new Collective Agreement, workers' representatives do not agree on the terms of the new Collective Agreement with management representatives. What will happen?

(The answer depends of the Labour Law in each country.)

γ) The percentage of unemployment constantly increases in these few years in your country. What would you suggest on the new National General Collective Agreement?

δ) A company reduces steadily its permanent staff and substitutes them with project-based contracts (subcontracts).

What would you propose for the new Collective Agreement?

ε) A branch of the economy is developing quickly (e.g. mobile phones). What should workers' representatives pay attention to?

### **3. Collective bargaining, collective agreements and social dialogue in times of crisis.**

A company announces to its employees the following measures:

α) Increase of working time

β) Flexible time schedule

These announcements were not preceded by consultation with the employees.

α) What actions should workers' representatives do?

β) If the company is a multinational and there is a European Works Council, what additional actions could workers/employees undertake?