



*DG Employment, Social Affairs and Equal
Opportunities*

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**SMALL COUNTRIES
FOR EUROPEAN
WORKS COUNCILS**

**Case Study
in
Cyprus**

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Introduction

This research on the “European Works Councils” is mainly being organized by three small new European countries (Malta, Cyprus and Estonia). These countries are going to make surveys in each country to analyze the EWC. One of these surveys is carry out in Cyprus, as mentioned before, and this is the report.

The main aim and the main objective of this research on the EWC are to describe the concept of the EWC in the context of industrial relations and social dialogue, describing the process of setting, running and joining an EWC, identifying best practices, current traditions, procedures and applicable laws and finally to test how feasible it is to introduce these EWC to these three countries.

A European Works Council is a body set up in a multinational company that brings together employee representatives from across Europe, so that they can be informed and consulted by management on the company's plans and performance. EWC members are usually senior employee representatives from each country in which the company has operations.

The European Works Council Directive states that every multinational company over a certain size must set up a European Works Council, or a procedure for informing and consulting employees, in order to improve the right to information and consultation of employees.

An EWC meets at least once a year or, where there are major changes such as substantial restructuring, it may meet more often.

An EWC does not just involve a meeting with European management. There is also a meeting of all employee representatives on their own, usually before the meeting with management, and often afterwards as well.

EWCs ensure employee representatives are given accurate information about the company, as well as the opportunity to voice employees' views about company decisions to top managers. Employee representatives are also able to meet their colleagues from other countries, exchanging information about the company and working conditions across Europe.

The Directive states that EWCs must cover (as a minimum) the following topics:

- structure, economic and financial situation of the company
- probable developments of the business, and production and sales
- number of jobs and future prospects
- investment
- substantial changes in organisation, new working methods or processes
- transfers of production
- mergers, cutbacks or closures
- collective redundancies

In practice, EWCs often discuss more. Training, equal opportunities and health and safety issues have all been raised by EWC representatives.

Directive 94/45/EC

Objective

The purpose of this Directive is to improve the right to information and to consultation of employees in Community-scale undertakings and Community-scale groups of undertakings. To that end, a European Works Council shall be established in every Community-scale undertaking and every Community-scale group of undertakings, with the purpose of informing and consulting employees under the terms, in the manner and with the effects laid down in this Directive.

- 'Community-scale undertaking' means any undertaking with at least 1000 employees within the Member States and at least 150 employees in each of at least two Member States.
- 'Group of undertakings' means a controlling undertaking and its controlled undertakings.
- 'Community-scale group of undertakings' means a group of undertakings with the following characteristics:
 - at least 1000 employees within the Member States,
 - at least two group undertakings in different Member States,
 - at least one group undertaking with at least 150 employees in one Member State and at least one other group undertaking with at least 150 employees in another Member State.

Establishment of a European Works Council

Responsibility for the establishment of a EWC

The central management shall be responsible for creating the conditions and means necessary for the setting up of a European Works Council in a Community-scale undertaking and a Community-scale group of undertakings. Where the central management is not situated in a Member State, the central management's representative agent in a Member State shall take on the responsibility.

Special negotiating body

In order to achieve the objective, the central management shall initiate negotiations for the establishment of a European Works Council on its own initiative or at the written request of at least 100 employees or their representatives in at least two undertakings or establishments in at least two different Member States.

For this purpose a special negotiating body shall be established in accordance with the following guidelines:

- The Member States shall determine the method to be used for the election or appointment of the members of the special negotiating body who are to be elected or appointed in their territories.
- The special negotiating body shall have a minimum of three and a maximum of 18 members.
- In this elections or appointments, it must be ensured:
 - Each Member State in which the Community-scale undertaking has one or more establishments or in which the Community-scale group of undertakings has the controlling undertaking or one or more controlled undertakings is represented by one member.

- There are supplementary members in proportion to the number of employees working in the establishments, the controlling undertaking or the controlled undertakings as laid down by the legislation of the Member State within the territory of which the central management is situated.
- The central management and local management shall be informed of the composition of the special negotiating body.

The body shall have the task of determining, with the central management, by written agreement, the scope, composition, functions and term of office of the European Works Council.

Content of agreement

The central management and the special negotiating body must negotiate in a spirit of cooperation with a view to reaching an agreement on the detailed arrangements for implementing the information and consultation of employees. Without prejudice to the autonomy of the parties, the agreement between the central management and the special negotiating body shall determine:

- The undertakings of the Community-scale group of undertakings or the establishments of the Community-scale undertaking which are covered by the agreement.
- The composition of the European Works Council, the number of members, the allocation of seats and the term of office.
- The functions and the procedure for information and consultation of the European Works Council.
- The venue, frequency and duration of meetings of the EWC.
- The financial and material resources to be allocated to the EWC.
- The duration of the agreement and the procedure for its renegotiation.

Subsidiary requirements

In order to achieve the objective the subsidiary requirements laid down by the legislation of the Member State in which the central management is situated shall apply:

- Where the central management and the special negotiating body so decide, or
- Where the central management refuses to commence negotiations within six months of the request, or
- Where, after three years from the date of this request, they are unable to conclude an agreement and the special negotiating body has not taken the decision provided.

The subsidiary requirements as adopted in the legislation of the Member State must satisfy the provisions set out in the Directive.

Confidential information

Member States shall provide that members of special negotiating bodies or of European Works Councils and any experts who assist them are not authorized to reveal any information which has expressly been provided to them in confidence. The same shall apply to employees' representatives in the framework of an information and consultation procedure.

Each Member State shall provide, in specific cases and under the conditions and limits laid down by national legislation, that the central management situated in its territory is not obliged to transmit information when its nature is such that it would seriously harm the functioning of the undertakings concerned or would be prejudicial to them.

Operation of European Works Council and information and consultation procedure for workers

The central management and the European Works Council shall work in a spirit of cooperation with due regard to their reciprocal rights and obligations. The same shall apply to cooperation between the central management and employees' representatives in the framework of an information and consultation procedure for workers.

Protection of employees' representatives

Members of special negotiating bodies, members of European Works Councils and employees' representatives shall, in the exercise of their functions, enjoy the same protection and guarantees provided for employees' representatives by the national legislation and/or practice in force in their country of employment.

This shall apply in particular to attendance at meetings of special negotiating bodies or European Works Councils or any other meetings within the framework of the agreement and the payment of wages for members who are on the staff of the Community-scale undertaking or the Community-scale group of undertakings for the period of absence necessary for the performance of their duties.

Implementation into Cypriot Law of the EWCs

Implementing legislation

EU Directive 94/45/EC on the establishment of a European Works Council (EWC) or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees (plus Directive 97/74/EC, which extended the 1994 EWCs Directive to the UK) was implemented in Cyprus by Law 68(I)/2002 on the 'establishment of a European Works Council for the purpose of safeguarding employees' rights for information and consultation in Community-scale undertakings and groups of undertakings', as amended by Law 143(I)/2003. Before the legislation was approved and passed, a dialogue took place between the government, employers' organisations and trade unions, in the framework of tripartite deliberations in the Labour Advisory Body. The implementation process was completed by Regulatory Administrative Act No. 336/2004 of the Council of Ministers, which set 1 May 2004 as the date when the transposition legislation came into force.

Key provisions of the legislation

Law 68(I)/2002, which was amended by Law 143(I)/2003 and came into effect on 1 May 2004, harmonizes Cypriot law with Directives 94/45/EC and 97/74/EC. The legislation (as in all Member States) largely repeats the content of the Directive(s), while also 'customizing' a number of provisions to fit the Cypriot industrial relations system, as provided for by the Directive. The main such provisions are set out below.

In calculating the number of workers employed by an undertaking (ie to determine whether it meets the workforce-size thresholds set by the Directive), according to Article 6(2) of Law 68(I)/2002: 'expired fixed-term or part-time employment contracts shall be converted into full-time annual employment

according to what constitutes full-time employment in the undertaking or sector of economic activity'.

According to Article 8 (3)(a) Law 68(I)/2002, representatives of Cypriot workers on the special negotiating body (SNB), and their substitutes, shall be 'elected in accordance with the following priority':

- from the 'existing employees' unions';
- where no unions exist, directly from the employees by direct election.

The same rules apply (Article 13) to the election of Cypriot members of 'statutory' EWCs - ie those based on the Directive's subsidiary requirements, essentially where no agreement can be reached by management and SNB.

In SNBs in multinationals based in Cyprus, the SNB seats are to be allocated among countries - in addition to the basic allocation of one representative from each Member State where the multinational has an establishment or undertaking - in line with the following criteria (Article 9):

- one additional representative for each Member State in which at least 25% of all the employees of the multinational (within the countries covered by the Directive) are employed.
- two additional representatives for each Member State in which at least 50% of all the employees of the multinational are employed; and
- three additional representatives for any Member State in which at least 75% of the employees of the multinational are employed.

The maximum number of members of the SNB is set at 18, but if the multinational has establishments in all Member States, then there can be more than 18 members. Upon agreement between central management and the EWC, representatives from third countries (ie countries not covered by the Directive) can participate, as observers only.

In order for the SNB to be able to carry out its mission in the most appropriate manner, the central management shall bear any expenses relating to the

negotiations, as provided for in the Directive. Specifically the following expenses are covered:

- those relating to the election or appointment of the members of the SNB;
- those relating to the organization of SNB meetings , including expenses for interpretation, accommodation, travelling, 'members' allowances, printing and notification of results';
- those relating to 'one expert from the special negotiating body who will help the body to carry out its tasks'.

The only amendment made to Law 68(I)/2002 by Law 143(I)/2003 was the cancellation of Article 22, which implemented Article 13 of the Directive, stating that the provisions of the law did not apply to multinationals in which, on the date that the law came into force, there were already agreements covering the entire workforce and providing for the transnational information and consultation of employees. It should be noted that both the employers' organizations and the trade unions are of the opinion that the amendment was made on the initiative of the Ministry of Labour and Social Insurance, without prior consultation with the social partners.

If the EWCs legislation is violated, provision is made, depending on circumstances, for sentences of imprisonment of up to two years or a fine of up to CYP 20,000, or both.

Companies covered

According to the Social Development Agency database, the number of undertakings falling under the provisions of the Cypriot EWCs legislation is over 15 companies which 6 of them are in the chemical industry sector. There are also companies which are activated in the banking sector and in the mechanical and metallurgical industry.

Experience to date

Since the relevant legislation was only put into effect on 1 May 2004, it is not possible to evaluate the extent of its implementation or the extent to which undertakings have responded to the creation of EWCs. According to Article 6 (3) of Law 68(I)/2002 specifies that undertakings located in the Republic of Cyprus must notify the competent department of the Ministry of Labour and Social Insurance and the representatives of the employees in writing about the number of people they employ within a period of three months after the law has come into effect. However the Ministry admits that the relevant procedure has not been completed because the undertakings have not met this obligation.

We have to mention here that the overall contribution of the Cypriot Trade Unions in order to promote and support the setting up of a EWC is not at the level that it should be.

The Project – “*Small Countries for European Works Councils*”

Strategy

In achieving the objectives of this project (mentioned below), the Small Countries for Works Councils Project shall involve a series of actions designed to highlight and disseminate information on the opportunities presented by European Works Councils, (EWC's) and on the current best practices and practical solutions in setting up and running these Works Councils.

These actions are going to be structured by the following manner:

1. The establishment of a concerted, transnational effort for the promotion European Work Councils in three small new EU member states.
2. Research into best practices on the implementation primarily of Directives 94/45, 2002/14/EC and dissemination of the results.
3. The establishment of an information desk in Malta, Estonia and Cyprus to function as a resource centre, library and helpdesk for any organisation interested in joining, establishing or running a European Works council.
4. Series of targeted training seminars to representatives of workers associations and employers associations on:
 - The benefits of and best practices in joining, establishing, maintaining and participating in European Works Councils.
 - The importance of and best practices in ensuring equal opportunities and promoting of the new member states and candidate countries in the field of information, consultation and participation of workers.
 - The opportunities resulting from, and best practices in involving representatives of the new member states and candidate countries in the field of information, consultation and participation of workers.
 - Importance of promoting innovative measure and techniques for anticipating change, and for the prevention and just resolution of

disputes in the context restructuring, mergers, takeovers, and relocation.

- Importance of promoting innovative measures and techniques for supporting worker's geographic and functional mobility through, *interalia*, European Works Councils.

Objectives

This project aims to accomplished the following objectives:

1. Aid the Community's commitment to improve the right to information and to consultation of employees in Community-scale undertaking.
2. Ensure that other community commitments, particularly those towards transnational cooperation, equality, social inclusion and workers mobility, shall be adequately promoted.
3. Ensure that the horizontal continuity and consistency between the various EU policies and employment, social affairs and equal opportunities shall be emphasized in every activity of this project.
4. Seek to promote information consultation and participation of representatives of undertakings, and European Works Councils in particular as tools towards the overall objectives of a European employment policy.

The innovation of the project is designed to be in its objective, i.e., to promote the concept of European Works Councils in small and new EU member states. The method of the project is something that is also innovative. There where various initiatives to train relevant officials in organizing and managing European Works Councils but few have put in place additional solutions beyond training itself. The call text itself calls for information and observation points to be set up to provide support to the preparation, launching and monitoring of transnational representative bodies. In this respect, this project builds on previous initiatives by designing and implementing a short training seminar in each partner country and goes beyond by employing a concept which is analogous to an advisory service to representatives of undertaking for

strengthening their collective presence and enhancing their participation in social dialogue at national and European level.

This project shall have a lasting impact not only in the countries in which it was carried out, but also, and more importantly across the wider European Union, particularly the new member states. This is mainly going to be ensured by the project's website and information desks.

Another objective of this project is the transfer of information and know-how from organisations who are already familiar and experienced in European Works Councils, to other organisations who have not yet received that exposure. This is mainly going to be achieved by several seminars, information and promotions desks and a conference.

The project partners shall ensure that the project shall benefit not only the project partners themselves, but also organisations and undertakings from other EU member states from beyond the consortium. This is going to be achieved by the distribution of material from the three involved countries where they will be delivering information through website and other material.

Expected results

The successful implementation of this project is expected to result in improved levels of information among representatives of undertakings on the existing mechanisms of information, consultation and participation on the European level. It is also envisaged that the successful implementation for this project will strengthen the existing momentum for the European Works Councils, primarily in the targeted areas, and eventually across the European Union. In more specific terms, the successful implementation of this project should result in more community-scale undertakings setting up or joining European Works Councils.

Research methodology

The research method applied for this Project has been based on the need to combine data from both primary as well as secondary sources of information. This method will help identify the most important themes underlining the context and functioning of the European Works Councils including an insight into the current traditions, procedures and best practices and the applicable laws relating to EWC's.

With reference to the primary sources of data, two interviews with Maltese members of one particular European Works Council of a company established in Malta were carried out. The interviews took the form of semi-structured qualitative interviews and approached the various themes associated with the establishment and running of the works council, participation in the Works Council, as well as the wider context of the purposes behind European Works Councils and their effectiveness.

With reference to the secondary sources of data, the researchers sifted through volumes of existing literature on the Internet and elsewhere. One very important information resource has been the website of the Social Development Agency, SDA (<http://www.sda-asbl.org>).

Case examples from Cyprus

Case 1

Name:	Christos Panayides
Profession:	Bank Employee – Bank of Cyprus
Role in Works Council:	Ordinary member
Name of the EWC:	EWC of Bank of Cyprus Group Public Co. Ltd

The EWC of Bank of Cyprus Group Public Co. Ltd was established in February 2007. This Works Council usually faces the employer's unwillingness for the formation of the EWC. Also, some difficulties may occur regarding the coordination of the employee's representatives. Although in their case they didn't actually face any significant difficulties.

The EWC of Bank of Cyprus is a forum that works at international level. Locally in Cyprus is under the Cyprus Union of Bank Employees (ETYK) with Bank of Cyprus. As far as concern the European level activities of the Council it works under the Cyprus Union of Bank Employees, the respective representatives from Greece and United Kingdom together with the central management of Bank of Cyprus. The number of the members that make up this council is 11. Three members of them are the presidium and eight ordinary members.

The objective of this EWC is to make it an information, consultation and social dialogue body in which the central management and the workers representatives can strive to secure not only the company's business activities but the employees' interests as well.

EWC first meeting took place on the 12th of February in 2007 in Nicosia – Cyprus and of course there were participants from the three countries and from the central management. The most important plan of the EWC for the moment is to achieve its main objective.

It is obvious that this EWC is still in an early stage, taking in mind the short life until now. According to the results of the first meeting with the Central they achieved the main objective to a great extend.

As each new situation is being started and the employees see this with reserve thus the establishment of this council faces difficulties. According to the responder the main difficulty might be the false opinion on behalf of the employers that this procedure (EWC) is meaningless offering nothing but extra cost and loss of valuable time.

Lots of time ignorance of a procedure is an enemy and puts obstacles in the whole process. In order to avoid this, as much as they can, the Cyprus Union of Bank of Employees (ETYK) started some years ago organizing seminars and lectures explaining and providing to their members / employees the importance and the significant role of EWCs. On the other hand the same seminars and lectures attended a great number of management executives in order for them to understand and conceive the exact meaning of the legislation concerning the EWCs. That was a successful way of overcoming the above mentioned difficulties.

The responder stated that the mechanism of the EWC in facilitating and promoting information, consultation and participation of representatives of undertakings in the emerging, European knowledge economy is very effective. They can try to motive employers and employees' representatives to learn as much as possible about the EWC by funding relevant projects. Also they could try to strengthen social dialogue and the procedures concerning the EWC. Employers and employees must understand that the implementation of EWC legislation in depth will certainly be beneficial for both sides. Of course we face the on growing globalization that is a factor that makes the setting up of a EWC more difficult.

Case 2

Name: **George Georgiou**
Profession: **Bank Employee – Marfin Popular Bank Public Co. Ltd**
Role in Works Council: **Member**
Name of the EWC: **EWC of Marfin Popular Bank Public Co. Ltd**

EWC of Marfin Popular Bank Public Co. Ltd was established in February 2007. At local level this EWC is made up by the Cyprus Union of Bank Employees (ETVK) in association with Marfin Popular Bank Public Co. Ltd. And at European level by the Marfin Group together with the representatives comprising the Special Negotiation Body from all the countries in which the Marfin Group has a strong presence, on the basis of the N.68 (I)/2002 Law in compliance with the EU Directive 94/45/EC.

The EWC of Marfin is constituted by 13 members from whom the 3 is the Presidium. The president of the EWC will always be included amongst these 3 members of the Presidium.

The objective of this EWC is to ensure the right of employees to proper information, consultation and participation in a social dialogue with the Central Management on those decisions taken which affect employees' interests.

Due to the fact that this EWC has been put into operation recently, the only important thing that took place was the first meeting with the CEO of the Group in Athens to receive a thorough analysis of the Group's future plans and exchange ideas and views. In addition, the written agreement is said to be one of the best according to Mr. Jean Claude Le Douaron, Head of Training of the European Trade Unions Institute (ETUI), with years of experience in the area of EWCs.

The EWC must be kept informed and consulted on the activities of the undertaking in general and in detail, specifically about those aspects of activities which affect employees' interests.

To set up a EWC is not an easy procedure and it has some difficulties. Sometimes are not so important and sometimes are. Some difficulties of this EWC are the willingness, the participation and the cooperation by both parties in the negotiations regarding the establishment of a written agreement between them. There should be coordination and communication between the two parties in setting up a timetable to be followed. Also, both sides should always abide by the law and the EU Directives regarding the establishment of a EWC.

In order to overcome these difficulties the only way was to prompt communication and cooperation between the two parties and willingness to establish the EWC. In addition to that, the national law together with the EU Directive left no choice but to "force" the Central Management of the Marfin Group to proceed into negotiations with the Cyprus Union of Bank Employees (ETYK) in setting up the EWC.

The responder mentioned that the final outcome was a very good agreement characterized by cohesion and consistency of the Articles included. Also the success of this agreement is confirmed by the statement of Mr. Jean Claude Le Douaron saying that this is one of the best agreements ever made.

According to the responder the mechanism of the European Works Councils in facilitating and promoting information, consultation and participation of representatives of undertakings in the emerging European knowledge economy is very effective.

The EWC is the core for the representation network where union members from the different countries in which the Group operates will communicate with one another in order to cross check the information provided by the Central Management to see whether whatever information is being provided by Central Management is true and just the "tip of the iceberg".

In order to be the mechanism more effective by the employers and the employees, period controls over member states must be done to check whether the EU Directives are converted into national legislation and are being followed.

The responder stated that employers should promote openness and trust in their relationship with the Trade Unions. There should be cooperation and goodwill in dealing with all those decisions affecting employees. The Trade Unions must promote network of communication, trust and cooperation amongst union representatives. The Trade Unions must organize information and consult with the union representatives on an ongoing basis. It must coordinate with UNI and other national trade unions and also appoint coordinators. Finally, internal rules must be developed within EWCs that members ought to follow and respect.

Concluding Analysis

With the completion of this research it is clear that the EWC in Cyprus are found in much more inferior level than in other European countries. Of course EWCs in Cyprus started their activation five years ago with the exception of two other that pre-existed.

In the recent years, and mainly afterwards entering Cyprus in the European Union, the number of EWCs has been increased considerably. Continuously more multinational enterprises create new EWCs or participate in the already existing.

The EWCs in Cyprus are found still in phase of development and still we can say in a stage of initial maturation. People in Cyprus generally do not know what these councils are and more important it is the ignorance of the employees for the existence of these councils in their company in which EWCs exist. So, somebody can wonder if their structure is the one that suppose to be.

The selection of these two EWCs to include them in our research is not accidental. It is two newly established EWC that have been created by Cypriot companies who carry out economic activities in other countries as well. Other companies who have EWCs and Cypriot companies participate have the central management abroad and they are of foreigner interests.

The meetings of the councils are very high importance because both, the employers and the employees participate. It is an important occasion in order to discuss various problems that concern the employees. Also, it is a chance to transfer the thoughts of the employers regarding issues that can interest the employees in order to create a dialogue to avoid mistaken decisions that will bring in conflict the two sides.

Before these meetings take place, a good organisation and collective effort must be done in advance in order to record the problems and the proposals

correctly. In the meetings it should dominates the feeling of mutual understanding between the two sides and avoid suspiciousness and prejudice.

The meeting of the EWC should be a free flow of ideas and information to better improve the internal workings of the EWC, increase accountability and further develop relations with the central management. Within this the central theme of expression should be upheld to voice your opinion in an equitable way to further the interests or highlight grievances, and yet it has come to note that along with some linguistic differences some members of EWC have reserved opinion because of a fear of a negative impact, thus possibly harming the furtherance of the EWC as this could also impact into the voting and accountability as some issues would not be raised.

EWC has the right to request a real consultation procedure, so for example that company restructuring can be met with effective consultation, there must be time between the meetings to set up a common opinion of the group. Furthermore, to use your trade union expertise and support for the action, to be informed but also to work with the information and therefore must use the directive to allow the EWC to call upon experts to provide the most accurate analysis. The best practices that the SDA have uncovered have shown that the EWCs you received the best results share a common characteristic of 'being trade Union based, with worker representatives working closely with their union organisations, and with a well-chosen expert who is able to provide analyses of company information and discuss strategy with the EWC in order to anticipate changes'.

The legal value of these European agreements is unclear because there is no legal framework for European company-level bargaining and thus are usually negotiated and implemented at national levels. Monitor the implementation of the restructuring as signing the agreement does not provide water-tight protection for workers as management can breach the gentlemen's agreement and still attempt to play of different locations during national negotiations. Therefore the EWC members should monitor the evolutions in the

implementation at local level and inform fellow EWC members if the agreement is breached by management.

It must be mentioned that the Cypriot Trade Unions involvement regarding the operation of EWC is almost non-existent and is time that should Trade Unions be involved. The knowledge and the experiences that unions have can help the operation of EWC at a significant level.

Annex

Annex 1: Interview Key

Preliminaries:

- Date:
- Name
- Works Council Represented:

Information about the Works Council

- Name of the works council
- Who makes up this particular Works Council locally?
- Who makes up this particular Works Council on a European Level?
- How many members make up this Works Council?
- How is it organized internally?
- What is the objective of this Works Council?
- How long has this works council been in operation?
- What are the achievements to date of this works council?
- What are the plans for this works council?

Information about the respondent

- Name of respondent
- What is your Profession / Trade?
- What is your role in the Works Council?
- In what way does your job help you in delivering your role in the Works Council ?
- What does this role require from you?

- How long have you occupied this role in the Works Council
- What are the major difficulties you face in fulfilling your role?
- How do you see your role within the Works Council develop?

Information about the context of the works council

- When was the works council established?
- What are the difficulties in setting up the Works Council?
- How were these difficulties overcome?
- Has the Works Council achieved this objective? Why?
- What are the difficulties faced by the Works Council in achieving this objective?
- How were these difficulties overcome?

Information on the future of Works Councils

- How effective do you rate the mechanism of the European Works Councils in facilitating and promoting information, consultation and participation of representatives of undertakings in the emerging, European knowledge economy?

Very Effective					Neutral	Not Effective				
0	1	2	3	4	5	6	7	8	9	10

- Why?
- What can be done to render this mechanism more effective by the European Union?

- What can be done to render this mechanism more effective by employers?, representatives of employees?
- What will be the major difficulty in setting up a European Works Councils in tomorrow's economy?

Any recommended plan of action?