

Analysis of the negotiation situation/ Activity Sheet 1

- ACTIVITY** : To analyse the negotiation situation at enterprise level
- OBJECTIVES** : To develop an overview of challenges in relation to enterprise negotiations
- TASK** : Group work - List down areas of concerns and success in relation to negotiation

Kindly brainstorm in your group, which problems, challenges, and success in relation to negotiation/meetings you meet in the daily trade union work, from your own experience.

Write down the headlines at two flipcharts:

- First flipchart describing all problems and challenges
- Second flipchart pointing out areas of success

Select a group member to present the output and give details on the headlines. Each group has 10 minutes to present their outputs.

Guiding questions:

- Right to negotiations?
- Access to negotiations?
- Implementation of negotiation results and agreements?
- Lack of negotiation skills?
- No opponents / lack of local industrial relations?

TIME : 45 minutes



CASE STUDY / Activity Sheet 2

ACTIVITY : Case Study

OBJECTIVES : To practice case analysis and preparation of meeting strategies
To practice negotiation and minute writing

NOTE /CASE :

The old traditional company, Green Agriculture, has financial problems and is only one year away from being fully privatised. The company produces both fruits and vegetables.

The company is one of the last in its field to handle the full production line from open farming into to both processing and finalizing the green products.

Together with the company management, the Government has decided to privatize the production during the upcoming 12 months. The reason for the privatization is that the company has produced with loss the last six years. Plans how to reach a better productivity have been made.

A privatization and rationalization consultancy firm has, during the last six months, done analysis and recommends that production cost should decrease with 30%. This is to ensure the company a future with earnings in the private sector and to ensure export to Europe. 1000 workers divided into three groups of workers work in the company. All workers are fulltime core workers covered by social security and state workers benefits.

A. Section -The office 200 workers

B. Section -The production 700 workers

C. Section - The farm 100 workers

Around 60% of the employees are women. All three groups are organized in Trade Unions, and after receiving the rationalization report, the management has contacted each Trade Union by letter in relation to how the management sees the problems, and how the management wishes to cut down in each section to reach the 30% savings in the production costs.



See task on page 2

ACTIVITY SHEET 2 - page 2



TASK : To develop a strategy for a meeting

It is now up to your group to negotiate a proposal, which ensures the best possible result for your members.

Your group must develop a strategy on how to ensure influence on the company plans.

The main task is to develop a joint proposal for all three unions and send it to the company.

The joint proposal must at least include:

a. Minimum of dismissal in all three sections of in total 80 workers

b. General cut down on three of the five state workers' benefits;

1. Pension
2. Maternity leave
3. Sick leave
4. Union check off system, (*Union dues automatically redrawn from the wages and transferred to the Union*)
5. Rights to yearly collective wages negotiation

Meetings:

Two meetings with the other Union sections' representatives have been planned in order to find a joint solution. Between the two meetings, another meeting is planned to coordinate minutes from the first meeting.

Your group needs to include in your strategy how to reach best possible results for your members.

TIME

Strategy Preparation Time: **Estimated:** Two hours before first meeting
One hour before second meeting

Negotiation time:

First meeting:	30 minutes
Minute coordination meeting:	30 minutes
Second meeting:	30 minutes

Representatives/Negotiator and reporters:

First meeting:	Select two negotiators
Minute coordination meeting:	Select two reporters (cannot be from negotiation teams)
Second meeting:	Select two negotiators (Only one negotiator from the first meeting can be selected again)



Dear Office Workers Union (A),

As you know from the earlier conducted information meetings, the Green Agriculture company will be fully privatised in a year. To ensure our company's survival without state subsidies all sections need to go through a tough but progressive restructuring in the period until November 2018 so we together are ready to be successfully integrated as a company in the private sector. We hope our proposal will be kindly appreciated as it will ensure our ability to continue office employment at the Green Agriculture Company as well as keeping the main part of the office workers' benefits.

Hereby the management proposal in relation to the office workers:

Situation now / November 2017: 200 office workers

All office workers are covered by:

15 % state pension for each employee, added by the company to an individual state pension fund
Right to full pay up to 3 month during sick leave
Fully paid maternity leave up to 6 month
Right to collectively negotiate salary once a year
Union dues are collected automatically from the payslip and transferred to the union

As you already know, our calculation shows that we in total need to decline the cost with 30%. We have decided to propose both to cut down on number of employees as well as declining the level of payment levels. Compared to other private sector companies, unfortunately, our number of office employees are extremely high as well as our standard of payment.

Situation in November 2018: 140 office workers.

All office workers are covered by:

10% private pension - each worker will be deducted 5% from his payment to pension to keep the 15% level
Right to full pay up to three month during sick leave
Fully paid maternity leave up to six month
Union dues are collected automatically from the payslip and transferred to the union
Right to negotiate salary once a year
As normal in the office sector, the company will move from collective salary negotiation to individual salary negotiation.
It means that if you can agree in this plan you will keep the main part of the office workers' benefits.

In section B. 50, workers could retire and leave for pension when they are older than 60 years old, but as they are protected by law, it will not be possible for the management to dismiss these workers without permission and an agreement with their Unions.

However, if these workers retire, it would be possible to cut down on the planned dismissals (60 office workers) in an equal number of workers who retire from the other sections. Thus, as the management cannot discuss this issue because of the law, your Union has an opportunity to discuss the issue with the Unions in section B. and C.

For your information, we can inform you that the production workers will need to decrease their working conditions/benefits so they fit into the private sector, and they will not be able to keep same level of benefits as the office group. At the same time, we can inform that the plan is to decline the number of workers at the farms to around 1/3 of the 2017 level.

Looking forward to hearing from you.

Best regards,
Management



Dear Production Workers Union (B),

As you know from the earlier conducted information meetings, the Green Agriculture company will be fully privatised in a year. To ensure our company's survival without state subsidies, all sections must go through a tough but progressive restructuring in the period so we together are ready to be successfully integrated as a company in the private sector.

We hope our proposal will be kindly appreciated as it will ensure our continuation with only a few dismissed workers in section B. at the Green Agriculture company. For your information, it also means that the company will of course follow the law and **not** dismiss the 50 production workers who are older than 60 years old.

In the private sector, we will compete with enterprises that mainly use casual workers and sub-contractors. This means that our production costs are too high, and therefore, we need to cut down on some of the earlier state benefits. However, we can inform you that the level of dismissal in the other two sections (A and C) is a lot higher, but they then keep a higher number of benefits as this is typical for the office private sector workers.

Hereby the management proposal in relation to the production workers:

Situation now / November 2017: 700 production workers

All production workers are covered by:

- 15% state pension for each employee, added by the company to an individual state pension fund
- Right to full pay up to 3 month during sick leave
- Fully paid maternity leave up to 6 month
- Right to collectively negotiate salary once a year
- Union dues are collected automatically from the payslip and transferred to the union

Situation November 2018: 680 production workers (dismissed only 20 workers)

All production workers are covered by:

- 15% state pension changed to 10% private pension and 5% will be redrawn from all workers' payslips to reach the 15% (*standard in the private sector*)
- Right to full pay up to four weeks during sick leave (This is the level in the private sector)
- Full paid maternity leave up to three month - (Private sector level)
- Right to collectively negotiate salary once a year
- Check off system will be cancelled, and union dues will need to be paid separately by the ones who want to be a member of the union as it will be difficult in the future to deduct from workers' salary, when we enter into the private sector and start also to hire casual workers.

Looking forward to hearing from you.

Best regards,
Management



Dear Farm Workers Union (C),

As you know from the earlier conducted information meetings, the Green Agriculture company will be fully privatised in a year. To ensure our company's survival without state subsidies all sections must go through a tough but progressive restructuring in the period so we together are ready to be successfully integrated as a company in the private sector.

We hope our proposal will be kindly appreciated as it will ensure the continuation of some farming at the Green Agriculture company as well as offer a fair dismissal payment for some of the farm workers.

As our competing enterprises in the agricultural sector do not hire farm workers, but rely on self-employed farmers, we have the following proposal for the 100 farm workers.

Situation now / November 2017: 100 farm workers

All farm workers are covered by:

15% state pension for each employee, added by the company to an individual state pension fund

Right to full pay up to three month during sick leave

Fully paid maternity leave up to six month

Right to collectively negotiate salary ones a year

Union dues are collected automatically from the payslip and transferred to the union

Situation in November 2018:

The company will propose that our farms and green houses are sold to private sector farmers. We will then ensure that the workers get a fair chance to continue to work at the farms and will be the first workers to apply for jobs in the private enterprises, which are buying the farms.

Green Agriculture will keep a small test farm which can employ 35 farm workers. To make it a good deal for the workers, we will offer each worker a six month extra salary in cash if all 65 farm workers take the offer to be freelance workers/apply for jobs at the new enterprises.

For your information, there will be a cut down of jobs also in the two other sections (Office and Production) as well as cut downs in the level of benefits.

The section C. will be closed, and the 35 test farm workers will be connected to the office section A. after the change of farm structure.

The benefits will for the 35 workers in 2018 be:

10% private pension - each worker will be deducted 5% from his payment to pension to keep the 15% level

Right to full pay up to three month during sick leave

Fully paid maternity leave up to six month

Right to negotiate salary ones a year

Union dues are collected automatically from the payslip and transferred to the union

Looking forward to hearing from you.

Best regards,
Management

HAND-OUT 1 / Outcome of the meetings

Guide for meeting analysis & focus notes for minute writers

Observer's focus



- Union proposals:** Did all three teams manage to present their proposals for the other groups?
- Objective:** Did they manage to present the objectives and arguments for their proposals? Were they clear?
- Task:** Did your group manage to achieve the goal for the first meeting, and did you follow the planned strategy?
- Negotiation team:** Did your negotiators create a good negotiation atmosphere?

Minute writers' focus notes

Which proposals/ideas were presented during the meeting?

By who/group?

What were the conclusions/results?

Any agreed follow up actions before the second meeting?

Other issues?

HAND-OUT 2 / Types of minutes

Normally, your notes will create the background for your minutes.

Precise and good notes make it possible to re-create the most important points and facts from a speech or a meeting.

Simplified, we speak about three types of minutes:

1. Decision making minutes:

Minutes written in few words and there will only be reported about the decisions.

2. Information minutes:

An appraising type of minute, which includes all decisions, and other relevant information, which can be of interest for persons who have not attended the meeting.

3. Debate minutes:

An exact report of everything said and done at the meeting.



PROGRAMME EVALUATION

DTDA¹ Workshop on Meeting Techniques, page 1 of 3

To the participant:

In order to improve and strengthen the programme that you just completed, we kindly ask you to answer the following questions sincerely and honestly.

Please note that you do not have to write your name.

Please rate the following programme components in terms of the indicators provided using the numerical choices which best describe your opinion. Put a check on the numerical scale provided at the right opposite each item.

<u>Adjectival Rating</u>	<u>Numerical Rating</u>
Outstanding	5
Very good	4
Good	3
Fair	2
Inadequate	1

DATE: _____

PROGRAMME COMPONENT INDICATORS

RATING

A. PROGRAMME DESIGN AND ORGANIZATION

5 4 3 2 1

- | | |
|--|-------|
| 1. Time allocated and scheduling of activities | _____ |
| 2. Understanding/discussion of objectives
in the beginning of the program | _____ |
| 3. Organization of course activities | _____ |
| 4. Learning at the end of the programme | _____ |
| 5. Attainment of objectives | _____ |

¹ Danish Trade Union Development Agency (former LO/FTF Council)

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Meeting Techniques – Programme evaluation page 2 of 3**

B. COURSE CONTENT	5	4	3	2	1
1. Course content in relation to the objectives					
2. Extent of relevance of the course content to the participants needs					
3. Extent of satisfaction to individual participant's needs					
4. Sequencing of topics					
5. Sufficient information					

Specific on the topics:

- 6. Meeting Techniques
- 7. Management Theory - *Type of managers*
- 8. Case Study - *Strategy preparation*
- 9. Role play – meeting 1
- 10. Notice of a meeting - minute writing
- 11. Role play – minute meeting
- 12. Areas of interest
- 13. Negotiation process
- 14. Role play – meeting 2

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C. PROGRAMME METHODOLOGY

5 4 3 2 1

1. Training methods/approaches utilized
during the conduct of the programme

a. Group work

b. Plenary sessions

c. Illustrated lectures

2. Effectiveness of selected methods

3. Sufficient variety of methods

4. Appropriateness of methods
to learning objectives

D. TRAINING VENUE/FACILITIES

1. Condition of the Venue

2. Food

3. Lodging

E. RESOURCE PERSON(S)

Facilitator

1. Knowledge of subject matter

2. Ability to provide adequate practice

F. OTHER COMMENTS: _____

THANK YOU FOR COOPERATING!