



**Promoting vocational
further training**

**Opportunities for
Enterprises, Trade
Unions and Employers
in Social Dialogue**

Best Practice Report



***Participants of BICO: Workers' and employers' representatives
from Bulgaria, Lithuania and Romania***

Transnational Cooperation

- Bulgaria
- Lithuania
- Romania

VS/2012/0458 (BICO-project)



**With financial support
from the European Commission**

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This brochure provides information on vocational further training management in in branches and companies from social partners' point of view and documents the results of the European BICO – project.

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PARTNERSHIP

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„Metalicy“ (BG)



LMPF (LT)



LMPSS (IT)



LPSK (LT)



FSCM (RO)



EMPLOYERS' ASSOCIATIONS

BCWFI (BG)



BAMI (BG)



LMPIA (LT)



LINPRA (LT)



PICM (RO)



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About European BICO-project

BICO is a bi-partite European social partnership initiative, which aims to improve company-based further training in the wood/furniture and metal/machinery building sectors.

This transnational partnership consists of a consortium of 8 trade unions and 5 employer associations from Bulgaria, Lithuania and Romania. The aim of the project partnership is to reinforce the Community-wide exchange of information focusing on links between corporate development, training and employee participation. It also aims to implement a sector-specific further training strategy, based on social dialogue, in SMEs within the wood/furniture and metal/machinery building sectors. At sector level, the social partners work together, as part of a network of 22 employee and management representatives from 11 pilot companies. This means that sector policy activities and agreements can be discussed, with reference to examples, and implemented by means of a network, which is supported by sectoral stakeholders from the different companies. The project is supported by partners, which include the European Federation of Building and Woodworkers (EFBWW) and works councils from German companies.

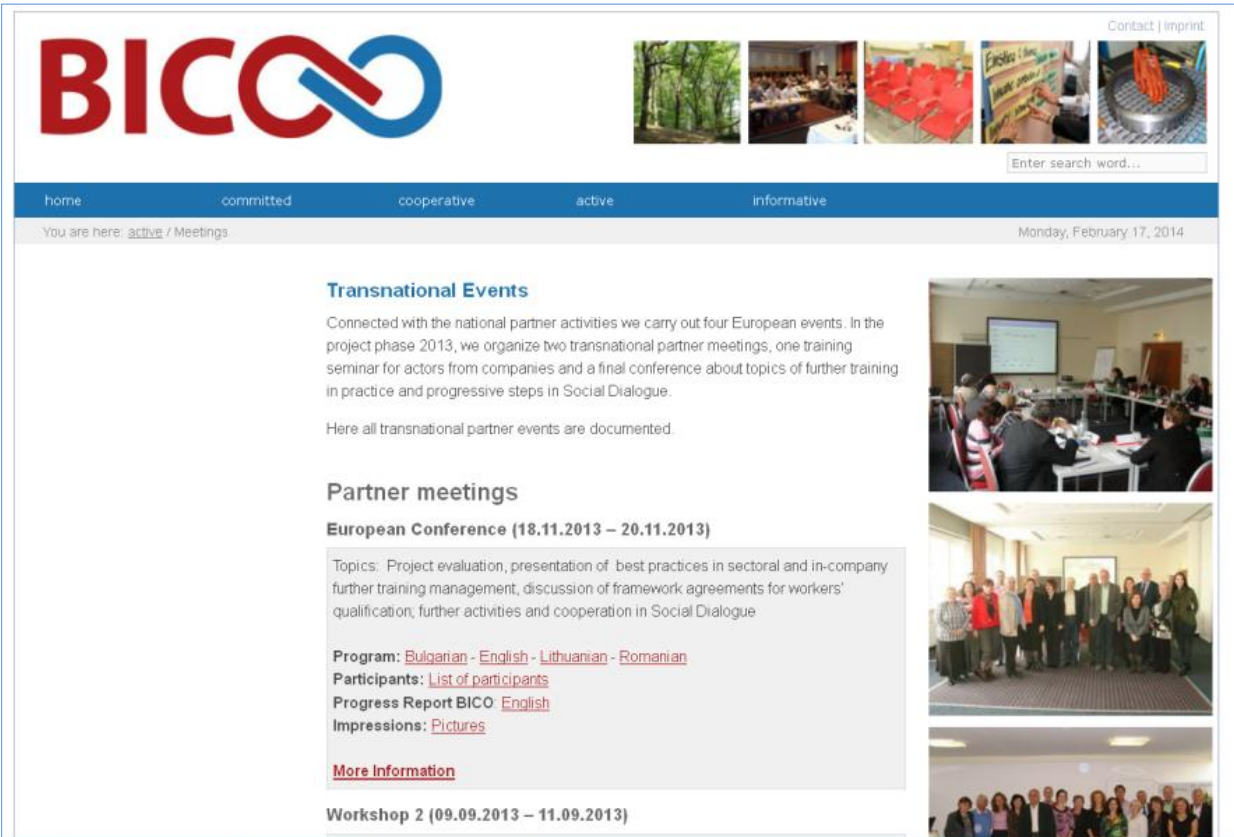
The project has produced models for action, which are shared across the network of companies, by means of sector policy. These models provide a blueprint for pro-active initiatives aimed at protecting jobs, staff development and promoting employee training. The project partnership supports for the preparation of sectoral training policy, improves how further training is managed by social partners within companies and promotes the necessary development of practical knowledge and creation of resources. All activities are implemented across national sub-networks (sectors and companies) and shared via the transnational partnership.

The following outcomes have been achieved:

- 8 national/European trade unions and 5 employee organisations have discussed the current standards, labour market and employment requirements, in terms of qualifications and further training. They have set joint objectives, planned activities, developed sector-specific policy initiatives and worked together in a transnational context, regardless of their different sectors.
- 126 sectoral and company representatives – including 68 women – have taken part in four project events and upstream/downstream activities. These participants represent approx. 6,500 employees working for 11 companies.
- 24 company representatives (employees/employers), who work for 11 companies in 5 national sectors, have been trained in company-based further training management and have applied this newly acquired know-how in their companies.
- As company-based training experts, they have worked together to develop basic principles for company-based further training management, before setting up and implementing this system in their companies.
- The sectoral and company representatives have developed, negotiated and introduced sectoral and company-based further training agreements, coupled with compulsory standards for the organisation, participation and implementation of further training initiatives.
- The social partners have produced guidelines for company-based further training (RO), developed workplace learning agreements (LT) and agreed upon wage standards for training (BG).
- In the “Bucharest Declaration 2013”, the European project partners set joint further training policy objectives, which now include a voluntary commitment to the long-term continuation of initiatives introduced in companies and sectors.

- All the partners have publicised, shared, documented and disseminated their experiences, working practices and points of view, by means of reports and materials. This promotes the joint development of information and knowledge on the importance, for the economy and employment policy, of promoting employment and further training in companies.
- The outcomes achieved in 2013 can be seen in four newsletters, seminar materials used for company-based training experts, a toolbox for company-based further training management and a “best practice report” on successful initiatives introduced in companies and sectors.
- Detailed information on the implementation of this initiative can be found on the websites of **Arbeit und Leben Bielefeld** and the other project partners.

All information is available at www.bico-project.eu



The screenshot displays the BICO project website interface. At the top left is the BICO logo, a stylized infinity symbol in red and blue. To its right are five small images: a forest, a meeting room, a red chair, a person writing on a board, and a food preparation. A search bar is located below these images. The navigation menu includes 'home', 'committed', 'cooperative', 'active', and 'informative'. The current page is 'active / Meetings', dated Monday, February 17, 2014.

Transnational Events
 Connected with the national partner activities we carry out four European events. In the project phase 2013, we organize two transnational partner meetings, one training seminar for actors from companies and a final conference about topics of further training in practice and progressive steps in Social Dialogue.
 Here all transnational partner events are documented.

Partner meetings
European Conference (18.11.2013 – 20.11.2013)
 Topics: Project evaluation, presentation of best practices in sectoral and in-company further training management, discussion of framework agreements for workers' qualification, further activities and cooperation in Social Dialogue.
 Program: [Bulgarian](#) - [English](#) - [Lithuanian](#) - [Romanian](#)
 Participants: [List of participants](#)
 Progress Report BICO [English](#)
 Impressions: [Pictures](#)
[More Information](#)

Workshop 2 (09.09.2013 – 11.09.2013)

On the right side of the page, there are three photographs: a meeting in progress, a group of people standing together, and another group of people.

PROMOTING VOCATIONAL FURTHER TRAINING OPPORTUNITIES FOR ENTERPRISES, TRADE UNIONS AND EMPLOYERS IN SOCIAL DIALOGUE

Plea for more vocational further training

The every day situation in companies has significantly changed in the last few years and this change will continue. New technologies, new forms of labour organisation, new ways of communication and cooperation and the changing competition relations within the sector – both on national and international level – create new challenges. This underlines the importance of further training.

The requirements for the employees to deal with these developments and to flexibly manage their work are therefore increasing. Already gained qualifications and experiences resulting from the vocational practice are a good base, but do not suffice alone. They must be heightened with new competences.

Nowadays, vocational further training does not mean that solely on functional knowledge and skills needs to be enlarged. Methodical competences for the organisation of the own work as well as of the previous and following working steps belongs here. In addition, social competences to ease the team-oriented structure within the company and with exterior contacts are necessary.

All three fields of competence together form the activity competence which is to be supported by the qualification. This does not solely concern leading roles or specialists. In a modern enterprise, the whole staff must be included in further training measures to connect to existing qualifications to further the overall competence development in the company. This is the base to make the staff fit for the current and future challenges in a modern enterprise..

Further Training is a sensible matter. From the point of view of the employees, it is often connected with fears, reservations and a lack of motivation. To break through this learning barrier, a correspondingly designed further training suitable for adults is required. It also needs a learning climate in the enterprise which helps to overcome the fears, supports the motivation and positively take up the readiness to learn.

„The crisis has highlighted the significant role that adult education can play, in terms of achieving the “Europe 2020” strategy targets, by enabling adults – particularly less skilled and older employees – to increase their ability to adapt to changes affecting the labour market and society. Adult education provides people, who are affected by unemployment, restructuring and job changes, with opportunities to gain advanced skills and retrain. At the same time, it makes a major contribution to social integration, active citizenship and personal development.”

From: Council Resolution on a renewed European agenda for adult learning (2011/C 372/01) of 20.12.2011

“Further training measures should be efficient, oriented on the future and individually adaptable. Technical progress and an increasing average age of the staff create an increasingly specific and individualized demand for qualifications.”

Klaus Heimann, IG Metall Management Board, Germany, 2011

The support of further training through the management is thus an important prerequisite. Just as important is the organisation of the qualification under the participation of the employees and their interest representatives. A participation-oriented further training signals to the staff that their interests matter, their problems and reservations are accounted for and that their wishes and suggestions are taken seriously.

To initialise this process, it needs an enterprise structure which is open for this purpose. Especially in small and medium enterprises, one can often find structures which are not suited to operate with these future-oriented questions. Many chances and possibilities in the international competition to create quality through highly qualified personnel are thus wasted. Here we need to convince and motivate to open up to the important issue of further training and qualification.

“Without Further Training, the advantage of even the best qualified personnel will eventually be lost.”

*Chamber of industry and commerce (IHK),
Germany, Online survey for enterprises 2010*



Second European Meeting
09.09.2013 – 11.09.2013
Hamburg (Germany)

Strategically fields of cooperative actions in company-based further training

Needs of Qualification

- ... Analysis of qualifications and its need, development of qualification (basic and additional qualifications), new competence-profiles (vocational/social), European frame for qualification (key-competences, harmonisation, standards)

Structures and Systems

- ... Operative further training, public institutions for training (schools, technical college), cooperation for training (alliances for training with businesses, with special facilities), national models for branches (competence-centres, specialised institutes)

Access and Participation

- ... Motivation and participation (training counselling and information) same access to operative activities for training for all groups of employees, extra-occupational training, external training, special company leave and payment

Organisation of Training

- ... extra-occupational activities (operating, external), full time and part time qualifications, new ways of learning (self-learning, e-learning, blended-learning), sensitive trainingal didactics (less-educated and non-usual employees)

Workers' Rights and Participation (in Social Dialogue)

- ... analysis of needs and demands of qualification – aims of further training, systematic planning and organisation (operative program for employees, participation (boards, way of the training, working time regulation, mechanism for controlling)

Financing and Funding

- ... payment and special company leave by the businesses, fee for courses, budget of the costs for training, models of funding (for branches and on national level), public funding and support

Promoting vocational further training – Opportunities for Enterprises, Trade Unions and Employers in Social Dialogue

Bucharest Declaration 2013



*We, the national and company representatives of employees and employers, worked together in a European social partner initiative for the promotion of in-company and vocational further training in 2013. Our common goal is improving the competitiveness of our companies and the fair treatment of employees. **In this respect vocational and in-company further training is of crucial importance to us. We want to use the social dialogue to outline the necessary initiatives and improvements.***

*With the support of the European Commission we had a transnational exchange of information and practices on current and future developments. We looked especially into company standards, the requirements of sector-specific policies and European perspectives in the wood/furniture and metal/mechanical engineering sectors. We agreed on joint sector-specific targets and have intensified our cooperation in company-related fields of action. Vocational and in-company further training with its respective national characteristics has been a central focus of our activities during the last months. **This was the basis to develop fundamental principles of further and vocational training. We jointly adopted the following declaration at our final conference in Bucharest on 19th November 2013.***

Fundamental Principles of Further Training

(1) Securing and strengthening the right to education! We commit ourselves to giving all employees equal access to vocational and in-company further training. We agree that all forms of discrimination – irrespective of whether based on ethnic or social background, nationality, religion, level of education or gender – be eliminated. The socially disadvantaged, the handicapped, foreign employees, immigrants and those with low qualifications deserve special support and assistance in this regard. Vocational training measures must be arranged so that there will be no conflict between the needs of family and career. That is why we need special approaches and a broader range of programmes tailor-made for all employee groups.

(2) Initial and continuing vocational training belong together! Based on the principle of “lifelong learning” vocational training of employees shall be organised as a systematic “qualification chain”. The first qualification acquired in initial vocational training shall be systematically and continuously reinforced by training workers throughout their working lives.

(3) Demographic change calls for more vocational and further training! We aim to make vocational training for qualified jobs in the wood/furniture and metal sector more attractive for young men and women. This will require an upgrading of the sector’s general image and continuous improvement of the quality of vocational training. We also wish to ensure that firms will in future continue to provide sufficient training places and jobs creating attractive working conditions and income.

(4) In-company further training requires reliable structures, improved resources and a training enhancing environment! We call for improvements in company infrastructure for further training (training resources at the workplace in terms of personnel, equipment and rooms), for sound company occupational planning, with job-specific content and programmes designed for the different target groups, and for more professional cooperation with external training centres. We want to see the instruments for systematic assessment of demand and training planning be applied

more intensively. We want to see a systematic qualification management, clear rules for the release of trainees and employees from work with continued wage payment during further training and incentives for motivation and training for all employees.

(5) Vocational training should pay off! We aim to improve the participation and involvement of employees in the planning and organisation of vocational training. This includes as far as we are concerned more information and strategic discussions. We want to encourage successful completion of vocational training programmes by having it rewarded with higher salaries and better career opportunities. It should therefore be possible to apply newly acquired skills at the workplace.

(6) Vocational training requires information, participation and co-determination! A sustained “vocational training culture” in companies can only be organised together with the workforce and their representatives. Where this has not yet been done, we want to define and secure in collective agreements the right of employees to vocational training in the entire sector. Company training agreements, in which the social partners locally define clear rules for participation and standards of further training, may support this.

Based on these principles we social partners within companies commit ourselves to:

1. Continuing the activities started within the BICO project partnership for the implementation of a systematic in-company further training management. In particular, we will continue the bilateral cooperation of employee and employer representatives, agree on an annual further training planning for our companies and organise, accompany and evaluate the measures that were agreed in it.
2. Applying the rules for the implementation of in-company further training, that were agreed upon in sector-wide collective agreements, and to adopting these framework agreements in our companies, if possible.
3. Defining additional or complementing company rules in company training agreements.
4. Disseminating our experience and the results in our sector and to sharing the strategies, methods and content practised by us with other interested companies. In particular, the training consultants trained within the project will advise and support the employee and employer representatives of other companies for their own measures upon request.

As representatives of national trade unions and employer organisations we commit ourselves to:

1. Ensuring a continuous review and further development of the applicable collective bargaining agreements for the promotion of vocational and further training.
2. Supporting the implementation of the collective agreements on further training in companies.
3. Continuously providing information and advice to our members.
4. Sustaining our cooperation in the field of vocational further training by having at least twice a year respective consultations in the sector social dialog.
5. Broadening the exchange and cooperation on issues of vocational and in-company further training. In particular, we will have a continuous exchange in this field with all stakeholders of business, trade unions, government and educational policy. We want to pool this interdisciplinary cooperation in a “Sector Skills Council”.
6. Contributing and advocating our experience and results and our medium-term targets and demands in the national tripartite social dialogue to get support. At the European level we will use existing bodies to disseminate information and to launch additional activities.

Bucharest, 19th November 2013

European BICO-Partnership

Bucharest Declaration 2013 --- Декларация от Букурещ --- BUKAREŠTO DEKLARACIJA --- Declaratia de la Bucuresti

Signatories to the Declaration



Bucharest, 19th November 2013



PRACTICAL ASSISTANCE

IMPLEMENTATION OF VOCATIONAL FURTHER TRAINING IN COMPANY PRACTICE (PILOTS)

Launching situation in the participating companies from BULGARIA

The situations in the pilot enterprises was reviewed and analyzed in the beginning of the project, based on certain criteria agreed between project partners. The data from four companies has revealed differences in some points, but similarities in the most of searched points – level of CVT organization, meaning and attitudes to the Further Training in the company, motivation of workers to learn, in-company Training policy etc.

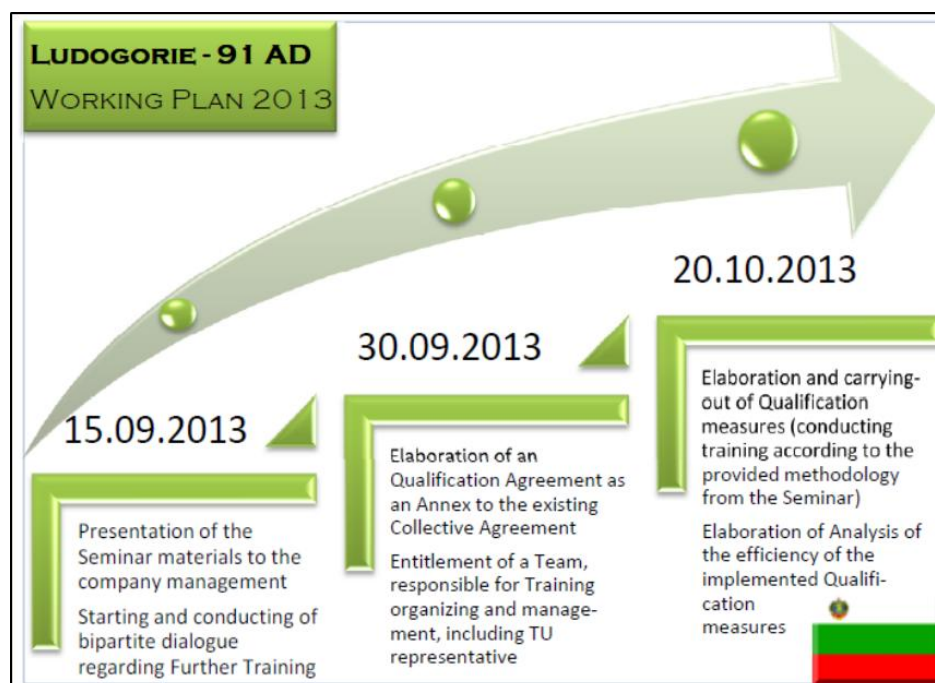
Ludogorie 91 AD

Launching situation

Good system for further training, established and managed by the management and Trade Unions. Good social partnership, active participation of TU leader in the annual planning of training measures. Lack of stable resources for Training policy, poor using of EU and national funding, middle level of workers' motivation to participate in training measures. Gaps in Training needs analysis and need of key competences training.

Implementation Plan 2013

To adopt the new methodology presented on the seminar for systematic CVT Management; to establish Expert group for Qualification at the company, Training needs analysis and planning, improvement of Social dialogue and elaborating Agreement for CVT to the CLA.



Results of implementation

Establishment of Expert group, negotiating and adoption of an Annual Training Plan, adoption of a Training agreement, Analysis of the Training efficiency; setting procedures, rules and measures for CVT Management. The company has adopted the learned methodology and implements it step by step.

Documents from LUDOGORIE

(1) Annex to the CLA from 04.01.2010

“Ludogorie -91 AD”, town of Cubrat, Bulgaria

ANNEX to the CLA from 04.01.2010

Today, 23.09.2013 the present Annex is concluded between the Management of “Ludogorie -91” AD, town of Cubrat, represented by its Executive Director eng. Kalina Miteva from one side, and from the other side – the in-company Trade Union organization of KNSB represented by the shop steward eng. Milena Yordanova with the following text:

To the Chapter III “Conditions for recruitment, employment, qualification and re-qualification is added:

Art. 16a as follows:

A Qualification Council is established, which team organize and manage the Staff Training process and includes as a member the Chair of the company TU organization of KNSB.

The Qualification Council works on the Annual Plan for Staff Training, as elaborates and presents to the Executive Director the training programs for each training measure.

The Qualification Council is responsible for selection of the trainees, time and place for conducting the training, Training staff – internal or external, and the time schedule for training program.

The Qualification Council elaborates and presents to the Executive Director Efficiency Analysis for the conducted training measure.

The current Annex is elaborated in two copies, one for each of the parties.

The Annex is in force from the date of signing.

Chair of the TU organization of KNSB:

Employer:

.....
/eng. M. Yordanova/

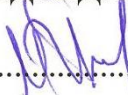
.....
/eng. K.Miteva/

Настоящото споразумение се изготвя в два еднообразни екземпляра, по един за всяка от страните.

Споразумението влиза в сила от датата на подписването му .

ПРЕДСЕДАТЕЛ НА СО НА КНСБ

РАБОТОДАТЕЛ :

.....




/инж.М.Йорданова/

/инж.К.Митева/

(2) Order for establishment of Qualification Committee*“ Ludogorie -91 AD”, town of Cubrat, Bulgaria***ORDER****Nr 16A****23/09/2013, town of Cubrat**

Having regard the approved Annual Staff Training plan of “ Ludogorie -91 AD”, town of Cubrat, for September 2013 – August 2014

Hereby I ORDER:

To be established Qualification Committee to organize and manage the Staff Training process, including the following members:

Team leader: Veselin Nikolov, Manager Production Unit

Coordinator: Dyanko Atanassov, Chief of Unit “Labour organization and HR”

Coordinator: eng. Milena Yordanova, Chief of Unit “ Health and safety at work” and Chairwoman of the company TU organization of KNSB”

Main responsibilities of the team:

1. Defines training subjects for courses and programs for Staff training
2. Selects the participants from the staff
3. Defines time schedule and places for training
4. Selects trainers – internal or external
5. Defines duration of training
6. Presents to the Executive Director a Training program for each training measure
7. Elaborates and presents to the Executive Director Efficiency analysis for the conducted training.

A copy from this order to be handed to the above mentioned Team members.

Employer:

РАБОТОДАТЕЛ:



23.09.2013

(3) Order for Training*“Ludogorie -91 AD”, town of Cubrat, Bulgaria***ORDER****Nr 16B****14/10/2013, town of Cubrat**

Having regard the new commercial orders for Furniture export for a new client with different materials and details and

Having regard the approved Annual Staff Training plan of “Ludogorie -91 AD”, town of Cubrat, for September 2013 – August 2014, the presented Training program for Training of Machine operators in the Main production Department, 1st unit and due to proposal of the Qualification Committee:

Hereby I ORDER:

From 22/10/2013 to begin Training of the workers from 1st unit according to the Training program. The training to be carried out in the Training hall as well as at the workplaces by the selected trainers. The duration of the training is 60 hours.

Participants:

1. Name
2. Name
3. Name
4. Name
5. Name
6. Name
7. Name
8. Name
9. Name

The time spend in learning, to be considered as work time and to be reflected in the Form76 as a full time work and respective payment.

After completing the training, each trainee have to fill the work sheet, which certifies the completion of the tasks given.

The Efficiency analysis should be based on the summary of the Work sheets data. The same has to be elaborated by Mr. Vesselin Nikolov and presented to the Ex. Director.

A copy from this order to be handed to the all interested parties.


Employer:.....

Копие от настоящата заповед да се връчи на заинтересованите лица.

РАБОТОДАТЕЛ:



(4) Staff Qualification Program 2013 (Ludogorie-91 AD)



ПРОГРАМА
за обучение на персонала от основно производство - I-ви участък
в „Лудогорие-91“ АД, гр. Кубрат

№	ТЕМА	ЛЕКТОР	МЯСТО ЗА ПРОВЕЖДАНЕ	ВРЕМЕТРАЕНЕ
1	Видове машини и работни места в производството на столове, маси и др. изделия от масивна дървесина	Веселин Николов	Работни помещения-на място	6 часа
2	Практическа работа по машините за производство на мебели от масивна дървесина	Веселин Николов	При всяка машина	40 часа
3	Видове инструменти и измервателни уреди необходими за производството на изделия от масивна дървесина	Веселин Николов	Зала за обучения	2 часа
4	Основни и спомагателни материали, които се влагат в производството на столове и маси от масивна дървесина	инж.К.Митева	Зала за обучения	2 часа
5	Видове столове и маси според функцията и конструкцията им	инж.К.Митева	Изложбена зала	1 час
6	Задължения като оператор на машини в производството на мебели-описание	Дянко Атанасов	Зала за обучения	2 часа
7	Какви видове опасности крие работата в производството на мебели от масивна дървесина	инж.Милена Йорданова	Зала за обучения	2 часа
8	Действия при възникване на пожар	Росен Йорданов	Работни помещения	1 час
9	Действия при ситуация с трудова злополука.	инж.Милена Йорданова	Зала за обучения	1 час
10	Видове проверки и измервания на работното място, свързани с качеството. Периодичност		Работни помещения	1 час
11	Маршрутни карти, работни карти – описание на информацията, която се попълва в тях		Работни помещения	1 час
			Всичко	59 часа

10.10.2013г

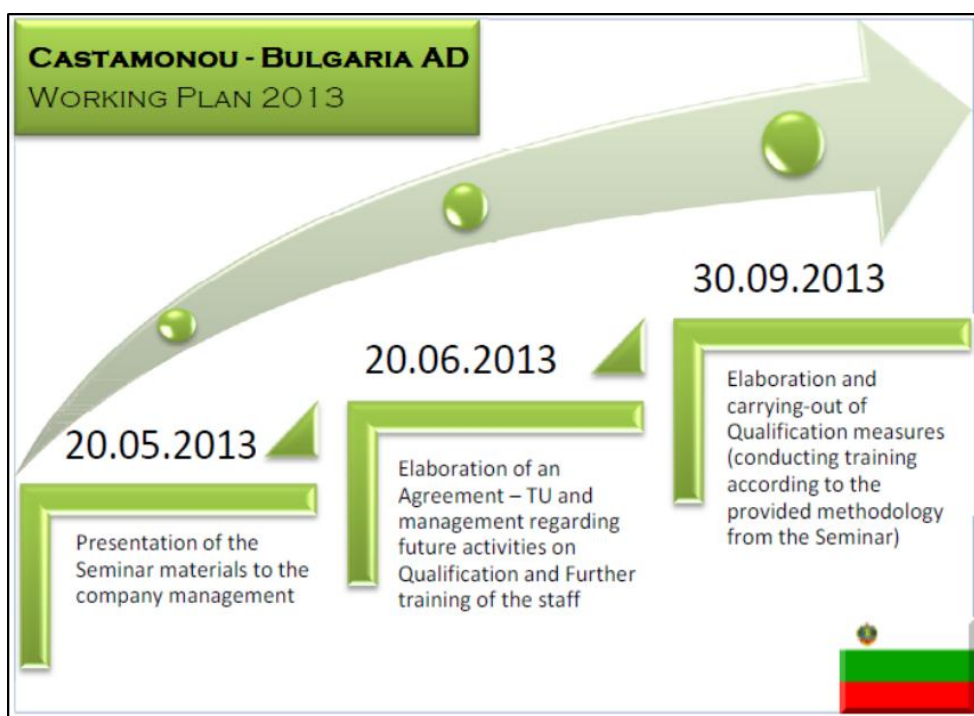
Kastamonou Bulgaria AD

Launching situation

Relatively high rate of low-qualified or non-qualified workers. Training measures are applied, but spontaneously and on the most “emergency” topics. Good Social partners cooperation and dialogue, active participation of TU in the Training planning and implementation. Needed system planning, methodology and training on technical and social competences.

Implementation Plan 2013

Development of New Collective agreement with improved clauses for CVT Management, elaborating New Annual Training plan according to the presented methodology, improving cooperation on training measures implementation.



Results of implementation

In the company there are two Trade Union organizations, which deal with the CVT issues together with the company management, but there is one Collective Agreement covering all staff. Participating in BICO, they reported full completion of Annual Training Plan 2013. Analysis of efficiency has been conducted, and improvements have been set in the planning of the new one for 2014. Trade Unions reps participate actively in the discussion of the budget for Qualification, Training needs analysis, planning of CVT measures etc. Before BICO the company has its own policies, as Quality assurance policy, Health & Safety policy etc. Initiated by Trade Unions in the framework of BICO project, company established its own Qualification and Training policy. As well as improvement of Training requisites was pushed and the company equipped rooms for qualification and training.

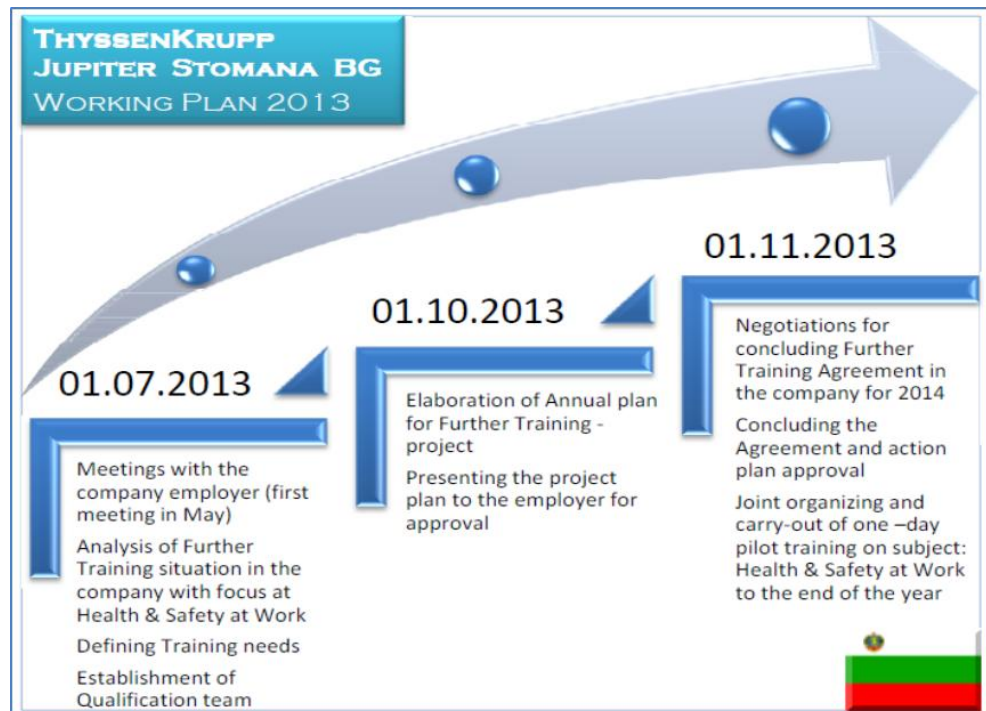
ThyssenKrupp Jupiter Stomana BG

Launching situation

The Social dialogue in the company was at starting point. There was no CLA agreed. Lack of agreements on CVT between Management and Workers representatives. The training measures are applied one sided by the company management.

Implementation Plan 2013

Meetings with the company employer; analysis of Further Training situation in the company with focus at Health & Safety at Work; Defining Training needs and Establishment of Qualification team – employer and TU representatives.



Results of implementation

At the company there are significant obstacles for starting Social dialogue, and during the project life the TU leader was fired. Nevertheless, the discussions continue and issues of Qualification and Training of workers are negotiated. Thanks to the project influence, company started cooperation for Qualification and training with a VET centre.

Complex Industrial Service EOOD

Launching situation

Established and approved CVT system in the framework of the holding (KCM). Good social dialogue and partnership at company level. Advantages: most of workers are high qualified; the company (holding) has own VET centre. Training needs analysis is in practice and annual planning of Training measures existed.

Implementation Plan 2013

Analysis of the implementation of the current Annual Training plan; negotiations and elaboration of an Annual plan for Further Training – project for the next year by a joint team

Carrying –out of one training for Workers representatives; negotiations for concluding a Further Training Agreement for 2014.



Results of implementation

The company negotiate and agreed CLA each year, which gives possibility to make needed improvements regularly. The management and TU reps introduced together useful instruments for sustainable CVT management as well as Individual Training agreement for longer Qualification, regular efficiency analysis, Annual planning etc.

Documents from “COMPLEX INDUSTRIAL SERVICE” EOOD

(1) Extract from CLA

III. EMPLOYMENT, QUALIFICATION AND RE QUALIFICATION

Art.13 Guided by the understanding that the success of the company depends on its human capital and continuous training and development of employees , the Parties agree :

(1) The employer shall provide , where possible, organizational and financial conditions for the training and qualification of employees in accordance with the legal requirements, business objectives and development program of the company.

(2) The trade unions shell actively participate with proposals and initiatives in the investigation and determination of training needs, development of programs for the human resources development and organization, implementation and monitoring of attendance and impact of training .

(3) Employees shall bear personal responsibility for their skills and career development and are required to maintain and develop their theoretical and practical knowledge and skills in accordance with the requirements for the position in the job description parameters as well as recommendations of the employer.

Art. 14 If possible and according to the needs of the Company, employer provides proactive retraining to the employees facing redundancy.

Чл.13 Ръководейки се от разбирането, че успехът на дружеството зависи от неговия човешки капитал и непрекъснатото обучение и усъвършенстване на работниците и служителите, страните се договарят:

(1) Работодателят да осигурява при възможност организационните и финансови условия за обучение, квалификация и преквалификация на работниците и служителите, в съответствие с изискванията на закона, целите на бизнеса и програмата за развитие на дружеството.

(2) Синдикатите да участват активно с предложения и инициативи при проучването и определянето на нуждите от обучение, разработването на програмите за развитие на човешките ресурси, както и при организирането, осъществяването и контрола на посещаемостта и ефекта от обученията.

(3) Работниците и служителите носят лична отговорност за своето професионално развитие и са длъжни да поддържат и развиват своята теоретична и практическа подготовка и квалификация, в съответствие с изискванията за заеманата длъжност, заложените в длъжностната характеристика параметри и препоръки на работодателя.

Чл.14 При възможност и съобразно нуждите на Дружеството РАБОТОДАТЕЛЯТ осигурява изпреварваща преквалификация на подлежащи на съкращаване работници и служители.

(2) Individual Learning Agreement (“COMPLEX INDUSTRIAL SERVICE” EOOD)

ДОГОВОР
за придобиване на квалификация

Днес г., в гр. Пловдив, на основание чл. 234 от КТ се сключи този договор за придобиване на квалификация между:

“Комплексен индустриален сервиз” ЕООД Пловдив, със седалище и адрес на управление: гр. Пловдив, ул. “Асеновградско шосе”, с Булстат 202344094
Представяван от Управител – Златко Димитров Димитров от една страна наричан в договора „РАБОТОДАТЕЛ”

AGREEMENT/CONTRACT
for acquiring Qualification

Today , in Plovdiv, based on Art. 234 of the Labour Code, enter into that contract for qualification between:

"Complex Industrial Service " Ltd. Plovdiv, with its registered office at: city of Plovdiv, "Asenovgradsko shose ", registered in the Commercial Register at the Registry Agency, VAT code 202344094, represented by Manager - Zlatko Dimitrov Dimitrov first called in contract "Employer" and

....., ID, address, position in the company, "Complex Industrial Service " Ltd. Plovdiv , on the other hand called in the contract "LEARNER"

I. SUBJECT OF THE CONTRACT:

ACQUIRING QUALIFICATION on in, form of training

II. RIGHTS AND OBLIGATIONS

1. " LEARNER " shall:

- 1.1. Participate regularly in the lessons and make the necessary rigor and efforts to pass the exams.
- 1.2. Defend a thesis on a topic related to the work of "Complex industrial service" Ltd. Plovdiv and agreed with "the Employer " . After defended, the thesis to be submitted in "Complex Industrial Service " Ltd. Plovdiv.
- 1.3. Continue to work in "Complex Industrial Service " Ltd. Plovdiv not less than five years after graduation.

2. EMPLOYER " shall:

- 2.1. Provide the " learner " fair use of paid and unpaid leave to attend classes and to prepare for exams.
- 2.2 . Is required to pay semester fees for regular completion of training .
- 2.3 . Assist in the preparation of the thesis .

*Individual Learning Agreement ("COMPLEX INDUSTRIAL SERVICE" EOOD)***III . RESPONSIBILITIES:**

- 1 . Upon discontinuation of training due to poor performance or on his own , and upon termination of the employment contract - disciplinary or without the " Employer " permission , the " learner " is in charge of compensation in the amount of remuneration for the used educational paid leave, semester fees, and other costs of preparation and training , together with legal interest.
- 2 . Upon termination of his employment relationship unilaterally or without the " Employer " before the expiry of the five year period, the " learner " is in charge of compensation in the amount of remuneration for the used educational paid leave, semester fees and other costs of preparation and training together with legal interest.
3. The contract may be terminated at the request of "learner" before the expiry of the five year period without compensation due to illness or taking elected.

IV. TERM OF THE CONTRACT

This contract shall be terminated:

1. With the expiry of the action.
2. In case of delay in the performance of duties for more than 30 days, the defaulting party has the right to unilaterally terminate the contract with two weeks written notice.

The contract was prepared and signed in 2 / two / originals, one for each party.

EMPLOYER:

/ /

LEARNER:

/ /

Improvements in the participating companies from LITHUANIA

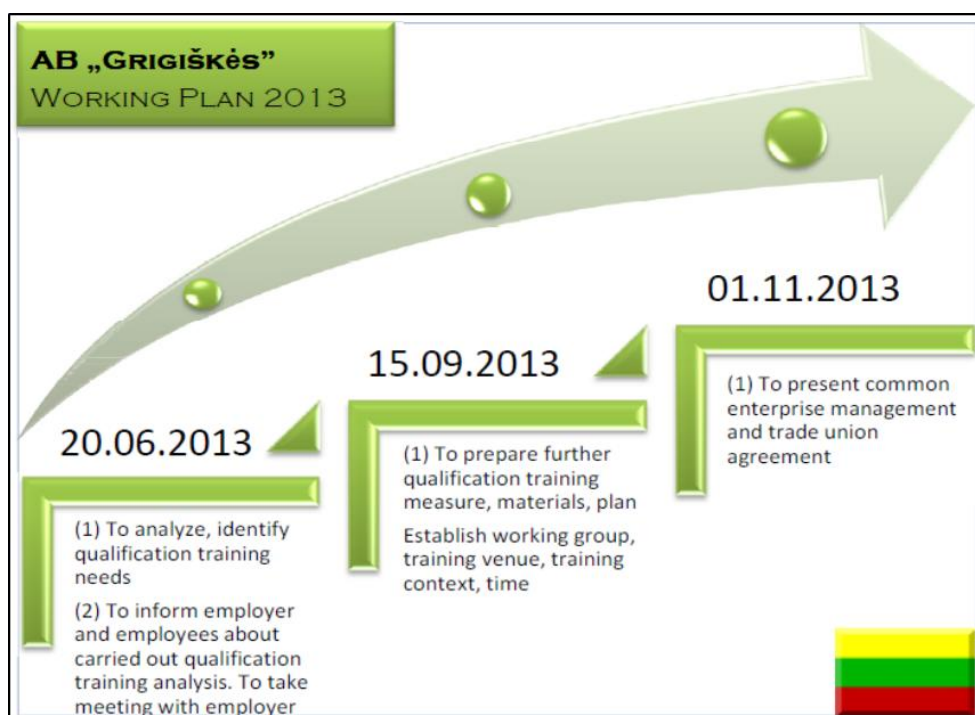
„Grigiškės“

Launching situation

Before the Bico project we had the problem, that our employees had a little motivation to acquire another profession. We had not sufficient knowledge of how to do that the staff become interested and would like to learn. **Our goal: To create and sign an agreement between management and the union for staff training, prepare training plan for 2014.**

Implementation Plan 2013

In the framework of BICO project during the Sofia seminar we have received considerable knowledge. After the seminar we have concluded a bilateral Vocational Education and Training Committee in the enterprise. Regular bilateral meetings were held according to the prepared schedule.



Results of implementation

During the meetings and negotiations training plan has been prepared. We did the skills needs analysis. The training consists of several parts; coming into a company new employee is trained according probationary procedure. 116 new employees we recruited over the last year. Later, after clarifying the training needs for the new year, we prepare the training plan which shall be considered and reviewed in cooperation with the trade union organization.

Outlook

We plan to continue to further the implementation of continuing education in company. We will prepare mutual learning model, employee assessment, counselling, succession planning, training, team development and support, improving the organization's culture.

Documents from Grigiškės

(1) Individual Training Contract

SUSITARIMAS DĖL PROFESINIO (NEFORMALIOJO) MOKYMO
Grigiškės, Vilniaus m. sav.
2013 m. d.

AGREEMENT ON THE PROFESSIONAL (INFORMAL) TRAINING
Grigiškės, Vilnius municipality
2013

We, _____ (further employee-student),
(name, surname, personal code)

and

AB „Grigiškės“, enterprise code 110012450, (further in agreement – training provider) represented by General Director Robert Krutikov, enterprise trade union, represented by chairperson Diana Raitelaitienė, concluded this tripartite agreement on the professional (informal) training:

1. Subject to agreement

1.1. The parties agree that point 2 fixed training period, the employee-student will be trained re-reeling machine operator (Sincro) occupation.
(educational profession)

1.2. Training period:

1.2.1. Estimated start of learning 2013 _____ (month, day).

1.2.2. Estimated end of learning 2013 _____ (month, day).

1.3. The parties agree that the rewinding machine operator vocational (informal) training costs of – 1500 Lt (one thousand five hundreds Litas).

1.4. Training instructors assigned to:

1.4.1. Theoretical training instructor Vitalij Šamatovič, junior technologist
(name, surname, signature)

1.4.2. Vocational education trainer Audrius Mečkovskis, rewinding machine operator
(name, surname, signature)

2. Employee-student:

2.1. Has the right to receive all relevant material / information for vocational theoretical and practical training.

2.2. Undertakes theoretical curriculum courses and vocational - practical training to learn the necessary skills and prepare for the aptitude exams.

2.3. Commits timely and precisely carry out all orders of training instructor(s), head of department; to ensure the observance of technological process and safe working conditions.

2.4. Commits fixed time to take exam to get necessary profession (qualification).

Individual Training Contract Grigiškės

- 2.5. Commits after the successful completion of the training program, be able to carry the output norms to ensure the production quality.
- 2.6. Undertakes to comply with all the requirements of normative documents of training provider, regulating internal procedures.
- 2.7. Within one year from the date of conclusion of the agreement, on the termination of the contract with the training provider for the fault of employee - student or the employee - student application without a valid reason undertakes to compensate training expenses incurred for professional (non-formal) education indicated in the point 1.3 of the Agreement (applies in accordance with the Labour Code of the Republic of Lithuania Article 95. 5.).

3. Training provider:

- 3.1. Undertakes to train the employee-student, according to the company current training regime.
- 3.2. Undertakes to appoint competent training instructor for employee - student to prepare the employee-student to work independently.
- 3.3. Undertakes to provide employee-student the necessary knowledge, professional skills to do the work in accordance with that profession (specialty), prepare it for the aptitude.
- 3.4. Undertakes to organise a qualifying examination of employee – student after completion of the training program, to capture the fact in the exams protocol, the employee - student passing a positive assessment.
- 3.5. Undertakes to supply employee - the student the necessary training tools and teaching and handout material.

4. Final provisions

- 4.1. After the parties have agreed training period may be extended.
- 4.2. The signatory parties are responsible for the implementation of obligations, according to the laws of the Republic of Lithuania.
- 4.3. The Parties agree that this Agreement handwritten text in the space have the same legal effect as a technical tool for printed text of the agreement.
- 4.4. Agreement shall be in duplicate. One copy of the Agreement shall be transmitted to the employee - student, the other copy of the Agreement to the training provider.

Parties took note of the provisions of this Agreement and undertake to fulfill:

Employee-student:

(name, surname)

(signature)

Acting on behalf of training provider:

General director
Robertas Krutikovas

(signature)

Agreed:

Trade union chairperson
Diana Raitelaitienė

(signature)



„Šilutės baldai“

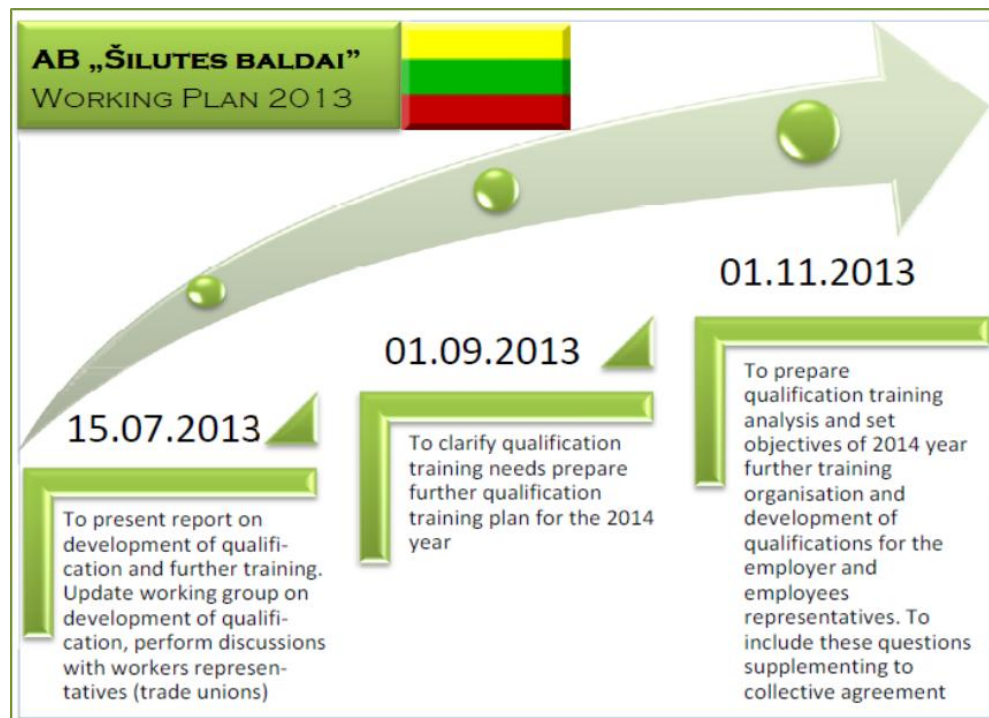
Launching situation

Before the BICO project training took place, but There were needs to get more experience from colleagues how to structure training.

Our goal: To strengthen the social dialogue, by supplementing the issues of collective agreement for employees further training.

Implementation Plan 2013

We prepared the report for continuing education and professional development in enterprise for the year 2013. The report was discussed and considered with the social partners - trade unions.



Results of implementation

From Collective agreement of „Šilutės baldai“ (2013 11 07):

- Company organizes, staff training and re-training, new staff training in orientation to the company's needs and regulations affecting the company. It is guided by the company developed training program.
- To pay the minimum wage for workers learners in higher education, colleges, who are not in arrears for learning time, if the employee has at least two years of working experience in the company.
- When terminating the employment contract of an employee, money which employee spent in training, professional development, internships is deducted from the employee's wages for the last year of work and must be returned to the company.
- Twice a year after conducting training for production employees upgrade their qualifications.

Adaptation procedure of new employees

The training consists of several parts; coming into a company new employee is trained according probationary procedure. 116 new employees we recruited over the last year.

Later, after clarifying the training needs for the new year, we prepare the training plan which shall be considered and reviewed in cooperation with the trade union organization.

Training takes place in our company in the next steps:

1. New employee, employed by the company, is trained according the new employees' adaptation procedure.
2. Later he is trained under the production employee training program, which is prepared ascertains the need and discuss the need with trade union.
3. After this training (trainers - company specialists within their area) the employee go on the testation procedure and is given adequate qualification. An employee given category depends on the test results, on his job place and also on acquired new knowledge and skills to work. Employees whose job requires special skills are referred to the training centres. Such professions as rope workers, lifters, truck drivers are trained in the training centres. Later, their knowledge is checked by qualification commission according the annual procedures of the company

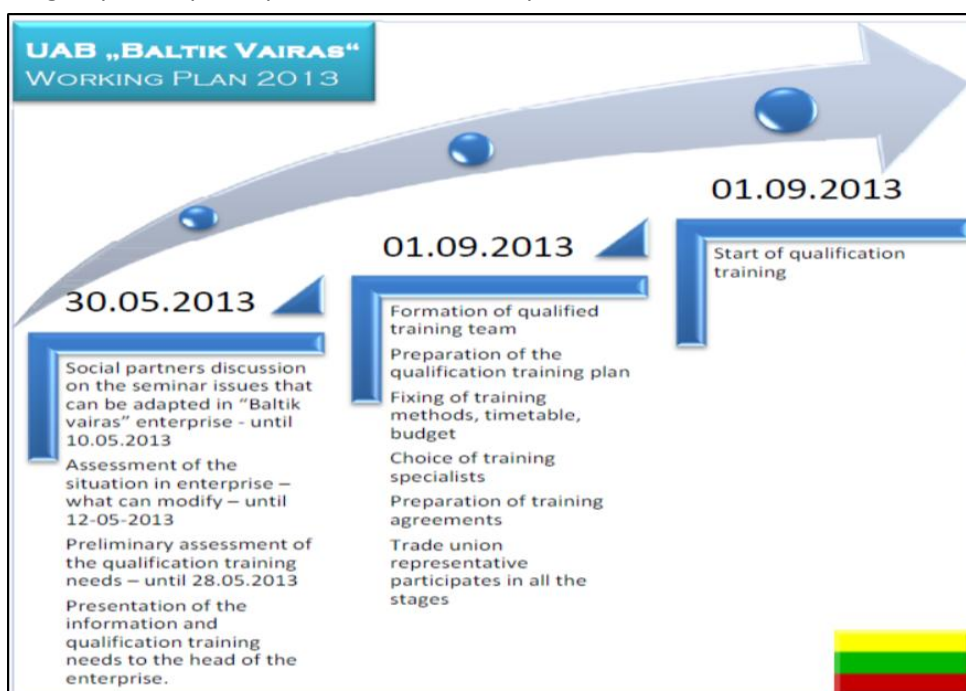
„Baltik vairas“

Launching situation

Before the spring of 2013 personnel training, vocational training was not systematic, not planned, did not ensure the continuity of education in the enterprise "Baltik Vairas". Qualification and training issues were not discussed neither in the rules of procedure, neither in collective agreement. **Our goal: Intensify continuous training for employees, social partners jointly combining training plans.**

Implementation Plan 2013

We presented BICO training results to the manager of the Company. Combining with him, we formed a training organization group, with participation of the union representative. Seminar materials helped to identify priority learning topics and target groups, to carry out a needs analysis, to create training needs and to plan training budget, to select the appropriate training methods. There are developed projects of learning contracts.



The company prioritized training topics and target groups, prepared needs analysis, vocational training needs plans and training budget, learning methods, draft learning contracts. This summer we started bargaining the new collective bargaining agreement, we involved some points for continuing education in the project. It was planned to conclude the collective agreement by September 1. However, this process was delayed due to the change of owners of "Baltik Vairas", because modification of internal structure of enterprise is going on. Because of this reason training plan with the budget has not been approved yet.

Results of implementation

Bipartite partnership in the area of information and bargaining strengthened. Continuous training plan for the II-half of the year 2013 was prepared and is already underway.

From 1st of September 2013 the training of production masters was launched. The conditions to learn on the workplace were arranged, as well as involvement of external partners. According to a tailor-made training program another metalworking company (Salda) masters together participate in the same training. 15 employees participate in the training; training process will take 1.5 years. Another group training according the same program will be launched from September next year. Training is financed from the company's funds. The training of 15 people costs 72 000 thousand (21 000 euros).

Why there was a need for this training program? Production masters must know well not only the specifics of the plant, but also the processes and systems requirements, standards and specifications, to calculate the load the equipment and their productive capacity, to contribute to the organization of continuous work process. The ability to self-organize the work quickly and to cooperate effectively is also important. Masters supervise from 10-15 to 60-70 workers. Till now the masters self-learned these skills in the workplace, because in Lithuania it was not possible to gain master qualifications.

The aim of production masters training program - to raise the production planning, organization and management skills, to enhance their independence and responsibility for their direct subordinate staff work to achieve common business goals. The program includes three production master professional activities: manufacturing techniques, manufacturing processes and work with the staff.

The duration of training is 530 hours. The learning program consists of three parts: the basic qualifications (382 hours), the special part (48 hours) and practice for the closing task (100 hours). Basic qualifications - common part for all who seek to acquire master production skills, the specific part (learning topic - "Manufacturing technologies and equipment) varies according to the nature of company, for which production masters participate: the metal -working industry, wood processing industry, etc. The practice is carried out only after hearing and after the student basic skills and disciplines of the special part.

Outlook

Production master competencies acquired by persons who have secondary education and vocational training, with the opportunity to gain five years of practical experience in the production before the competency assessment. After the successful completion of the training program and the practices of the production master, employees receive certificate of production master competence, issued by the Chamber of Commerce, Industry and Crafts.

„Nemunas“

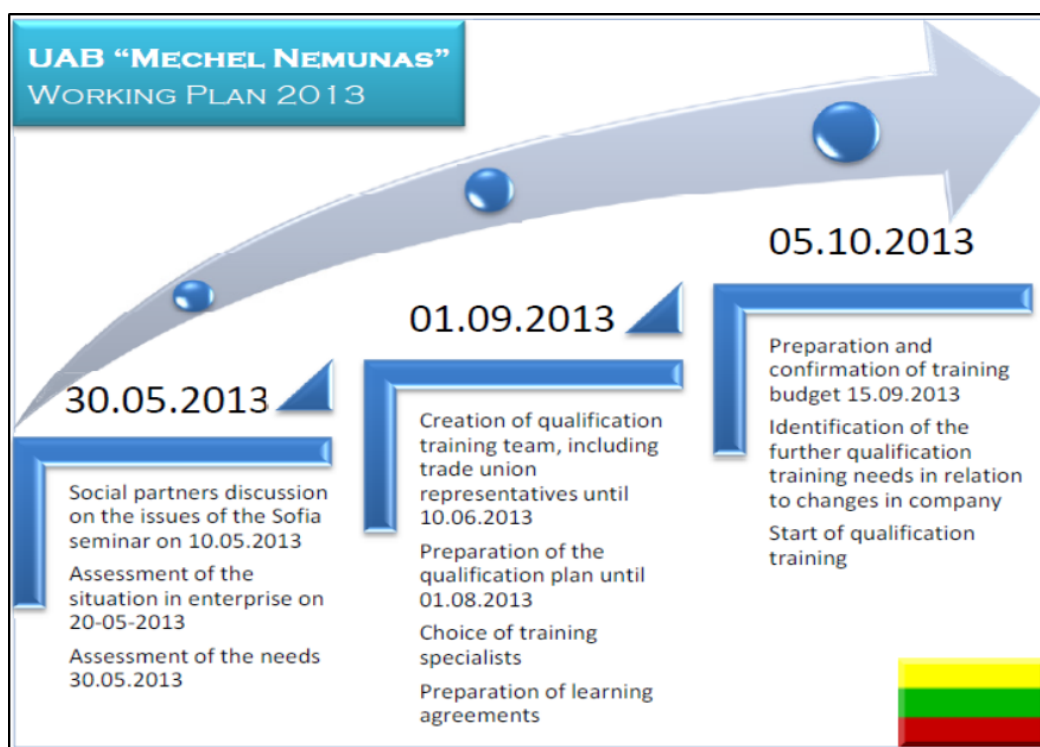
Launching situation

Before the participation in the BICO project continuing education activities were not implemented in the company. There was no systematic planning and organization of the continuing education. There was no budget allocation. There were not appointed responsible persons for further training. There was no cooperation of employees and employers on continuing training.

Our goal: Prepare the further learning system using BICO experience, finding ways to adapt to the developments in the enterprise.

Implementation Plan 2013

After the training seminar we exchange gained knowledge and experience with the management of the enterprise. We started the process of solving the problems, of finding the ways how to apply the gained knowledge to our enterprise in difficult situation.



Results of implementation

In our enterprise we started to apply the knowledge, received during the BICO Project. We started to analyse the situation, identify training needs. We started the process of strengthening the bilateral partnership information and bargaining. Continuous training plan for the II-half of 2013 (20 people) was composed and is already underway.

Outlook

2014 year further education plan (for 53 employees), is ready the budget for further vocational training funding is planned.

Follow-up activities in Lithuanian companies

- Continue to improve the system of further training in companies that cover more workers, improve resources, educational funding.
- To improve the sector social partnership especially in the area of further training
- To provide the implementation of further training plans for 2014.
- To improve the cooperation of the social partners in the enterprises and the sectors.
- To transfer information to other related and other companies, sectors.
- Spread the guidelines provided in the Bucharest Declaration



Lithuanian Group: Presentation of results
European Seminar for training experts
22.04.2013 – 26.04.2013
Sofia (Bulgaria)

Launching situation in the participating companies from ROMANIA

Before BICO project, all three companies had already a chapter related vocational training in the collective agreements and a training plan. But the problem was a lack of employees' motivation to participate in training measures.

In relation with Sofia seminar, the participants have planned:

- an increase of bipartite dialogue related in-companies training
- workers motivation and information
- adapting of training plans according with the new information, received in Sofia
- implementation of training measures already prevues.

Implementation Plan 2013

In the National Council held in Tulcea in June 2013 by FSCM, the seminar participants and the BICO national coordinator presented the seminar results to other colleagues which didn't attend the seminar and to HR of Altur Slatina, Mecanica Marsa and Vard Tulcea and spread the BICO leaflets.

Also in September – October, the training responsables from companies, the branch representatives at bipartite level and the national coordinator realised a material with steps on CVT in machinery buildings companies.

The three companies realised the measures included in the training plans.

Altur Slatina

Implementation Plan 2013



Documents from ALTUR

(1) VOCATIONAL AND TRADE UNION TRAINING

S.C. ALTUR S.A. Slatina
C.C.M. 2013-2014

Pagina 30 din 36

Art.159. (1) În cazul că societatea își reia sau își extinde activitatea iar în organigramă apare necesitatea suplimentării numărului de posturi în raport de reluarea sau extinderea susnumită conducerea societății va înștiința despre aceasta în scris, organizațiile sindicale.
(2) Posturile vacante sunt date publicității și pot fi ocupate, conform normelor legale, numai prin examen sau concurs.

CAPITOLUL VIII. FORMAREA PROFESIONALĂ, ECONOMICĂ, SOCIALĂ ȘI SINDICALĂ

Art.160. (1) Prin termenul de formare profesională se înțelege orice procedură prin care un salariat dobândește o calificare profesională sau o diplomă, care atestă aceste situații.
(2) Activitatea de formare profesională în domeniul relațiilor de muncă, dreptului de

Art.161. La încheierea contractului colectiv de muncă se va ține seama de următoarele:

- nevoile de formare profesională a salariaților împreună cu sindicatele;
 - cheltuielile pentru activitatea de formare profesională a salariaților de către patronat;
 - sindicatul va participa prin organizarea în vederea absolvirii unui curs de formare profesională;
 - salariații care au încheiat contracte de muncă în vederea formării profesionale vor putea fi obligați să suporte cheltuielile ocazionale de formare profesională a salariaților se suportă de către patronat.
- Art.157 alin.(4).** dacă părăsesc societatea din termen de 3 ani de la data absolvirii cursului.

CAPITOLUL IX. DREPTURI ȘI LIBERTĂȚI SINDICALE

Art.162.(1) Angajatorul recunoaște convențiile internaționale, precum și de opinie.
(2) Angajatorul se obligă să adopte o politică de reprezentanții acestora.

Art.163. În fața angajatorului sindicatul este reprezentat de membrii de sindicat, iar patronatul recunoaște dreptul de progres, și va susține activitatea acestuia în vederea realizării intereselor sale. Informarea de progres, și va susține activitatea acestuia în vederea realizării intereselor sale. Informarea de progres, și va susține activitatea acestuia în vederea realizării intereselor sale.

Art.164. Sindicatul are ca principal scop promovarea intereselor salariaților în conformanță cu prevederile prezentului CCM/2013-2014. termen rezonabil.

CHAPTER VIII.

VOCATIONAL AND TRADE UNION TRAINING

Art.160

1) By the term VOCATIONAL TRAINING, the parties agree to appoint a procedure through which an employee acquires a qualification and any procedures through which an employee gain a specialisation or perfect himself, obtaining a certificate or diploma attesting these situations.

{2} The training activity expressed in paragraph 1 includes training in the field of labor relations, the right of association and trade union liberties.

Art.161.

At the conclusion of collective labor agreement of SC ALTUR SA., the parts will consider the following:

a) the training requirements stipulated in art. 160 by the employer together with the trade union

b) the costs on training activities for employees shall be borne by employer

c) the trade union will participate through its authorized representatives to any form of examination organized, in order to finalise a course of training in the company

d) the employees who have signed addendums to the labor agreement related vocational training will be required to bear the costs of this, if they leave the company for reasons attributable to them, before the meeting a period of three years from the date of course's completion.

Ing. Nițu Rizea Gheorghe _____
Jr. Veisa A exe _____
Ing. Drăghici Marin _____

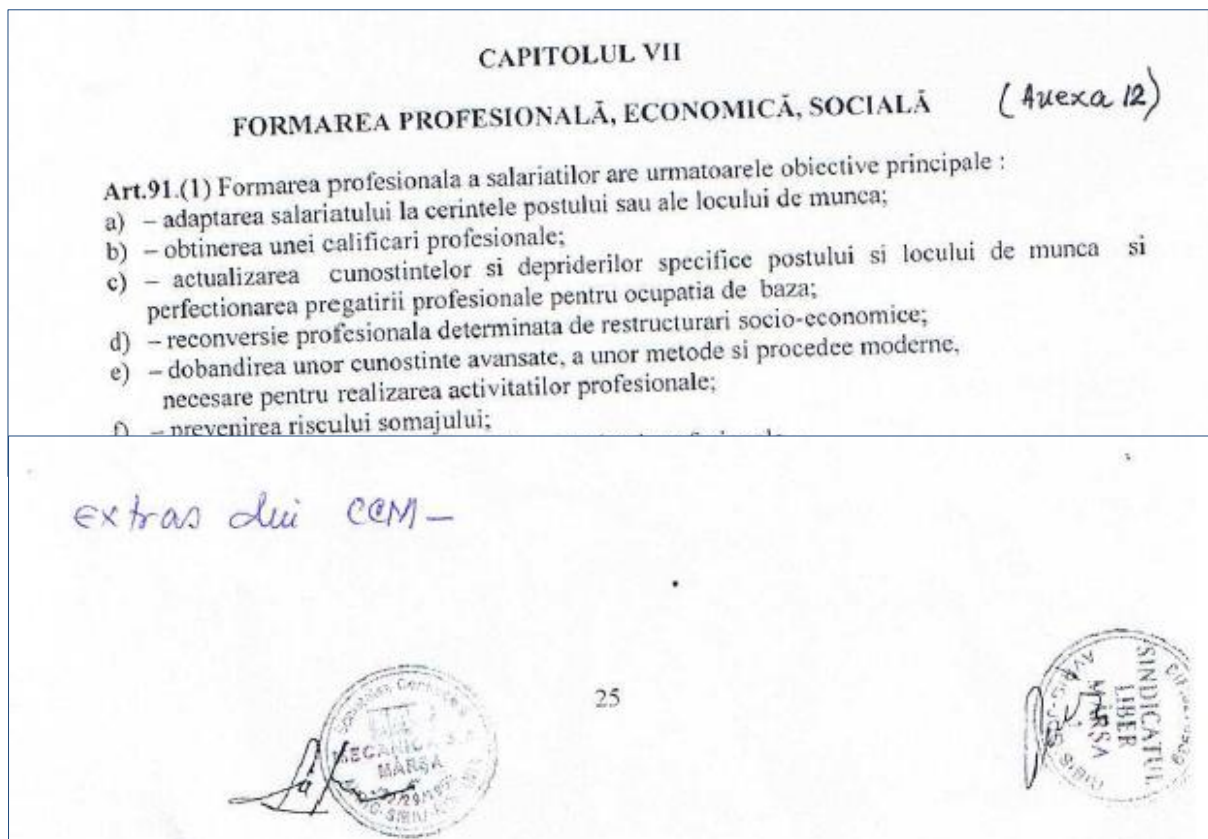
Popescu Gheorghe _____
Comănceanu Ion _____
Colceag Lucian-Mihai _____

Mecanica Marsa

Implementation Plan 2013



Mecanica Marsa signed a bipartite regulation at company level, related the vocational training.



Chapter VII from labour agreement at company level

Vocational, economical and social training

Art.91 . (1) The training of employees has the following main objectives:

- Adapting the employee to the job requires ;
- Obtaining a professional qualification;
- Updating the knowledge and skills specific to the job and work and professional training for occupation;
- Retraining determined by socio- economic restructuring;
- Acquiring advanced knowledge , methods and modern techniques required to achieve professional activities ;
- unemployment risk prevention
- To promote the work and career development .

(2) The activity of training from paragraph 1 includes the improvement in labour relations, right of association and trade unions freedom.

(3) The training of employees can be achieved by the following forms :

- Participation in courses organized by the employer or by professional training providers in the country and abroad ;
- Professional internships adapt to the demands of the job and the workplace ;
- Internships and specialization in the country and abroad ;
- Apprenticeship organized at workplace ;
- Individualized training ;
- Other forms of training agreed between employer and employee.

Art.92 . For training courses implementation we will take into account at least the following :

- Training plan under paragraph 3 of Article 91 shall be determined in consultation with the trade union ;
- Expenses for employees' training activity are borne by employer ;
- The trade union will participate through its assignees at any examination form organized in order to pursue a course of training in the company;
- employees who have signed addendum to the individual labour agreements for training, will be required to bear the costs of this , including training, specialization , certification , transportation, meals, lodging - if they decide to leave the company for reasons attributable to them, before reaching a period agreed with the employer under the law. These provisions shall also apply for specific jobs directly related to production , nominated by the employer with trade union information.

ANEXA 12

PROCEDURI DE FORMARE PROFESIONALĂ

În stadiul negocierii Contractului Colectiv de Muncă nu sunt propuneri sau necesități stringente privind organizarea de cursuri de calificare, recalificare sau perfecționare.

În cazul în care se va impune organizarea unor astfel de cursuri, de comun acord, în Comisia Paritară, se va discuta și se vor lua măsurile necesare.

ADMINISTRAȚIE,

SINDICAT,

**REGULATION on training courses organization**

- 1 . In order to provide the necessary skilled workers, in specific occupations structure of SC MECANICA SA, training courses will be organized according to the training plan, set up by the administration in consultation with the trade union.
- 2 . Qualification training courses in occupations established in the training plan are recognised only in SC MECANICA SA .
- 3 . The courses are organized theoretical and practical without shutdown .
- 4 . Theoretical and practical training will take place in SC MECANICA SA .
- 5 . The training duration is 3 months , the number of theoretical training hours is maxim 60 hours and for practical training of 96 hours .

The theoretical training will be carried outside normal working hours , each 4 to 6 hours per week , usually Saturdays . Core study subjects will be at least: technology of occupation, materials used in the occupation, drawing , labour protection and protection against fire.

Practical training will be carried out during working hours in the workshop in which the worker has its place.

6. In qualification courses are admitted workers who are at least 18 years old, finished the general compulsory education, have proper health and have a lour contract on indefinite period, who are not qualified , who can no longer perform the previous occupation or those whose job can not be used effectively throughout the working time.

For admission to the training courses, the workers will submit to the secretariat a file that contains :

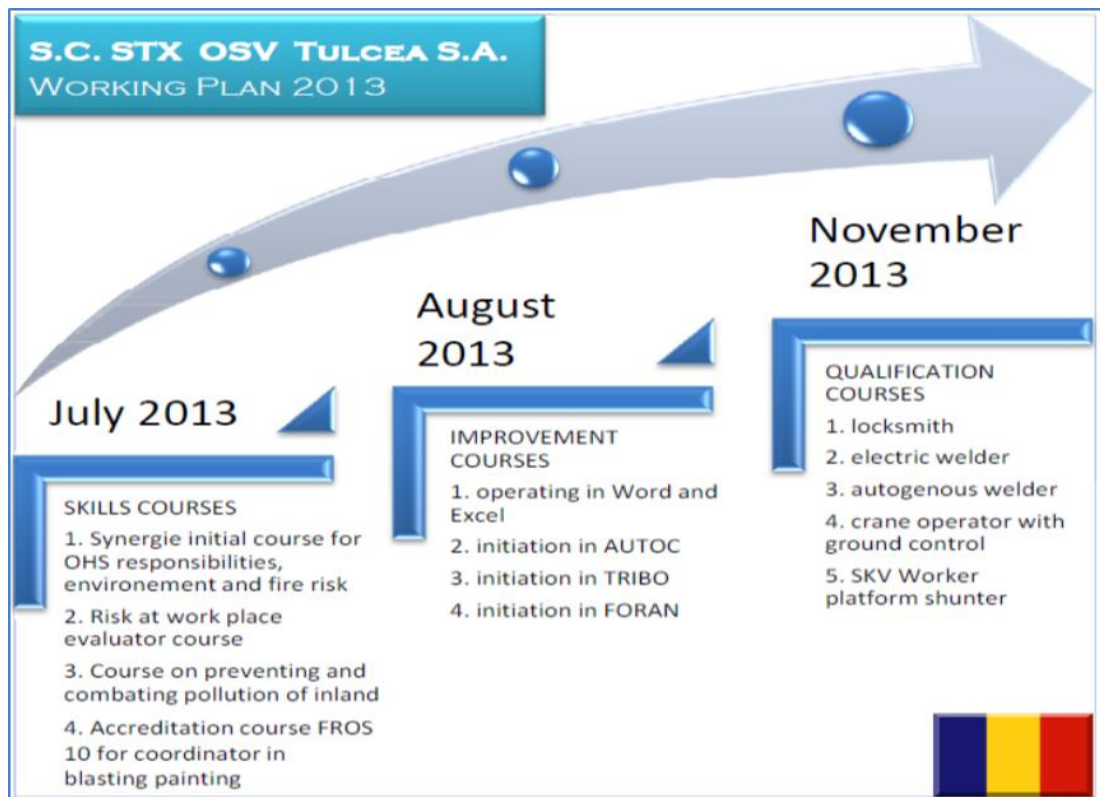
- Application for admission to courses required for the job ;
- ID card copy
- Medical certificate issued by the occupational physician, stating that the employee is able to perform the specific occupation.

REGULATION on training courses organization (Marsa)

- 7 . During the courses, the workers will be remunerated according to the job description .
 - 8 . Payroll rights enjoyed by workers during the training courses are provided in the individual labour agreements in place.
 - 9 . The curriculum , training programs for workers and the catalog model are provided in Annex 1, Annex 2 and Annex 3 .
 - 10 . For proper running of qualification courses , SC MECANICA SA management shall:
 - a) establish by Decision, the course responsible, the secretary and the trainers. (Model Appendix 4)
 - b) develop timing, both for theoretical training and practical training :
 - c) ensure completion of the catalog , in Annex 3a and 3b ;
 - d. ensure the conditions and provides educational materials for students, in theoretical and practical training during the training, and also their presence in theoretical courses ;
 - e. ensure all conditions for theoretical training in normal conditions (classroom , teaching materials , aso.).
 - f. coordinates and verifies the theoretical and practical training progress ;
 - g. provides evidence of theoretical and practical hours and observes the total number of hours;
 - h. ensures and verifies that each worker keep up to date two notebooks: one for theoretical and practical training and another book , in which they will note the date, work done and their how they finalise the work ;
 - I organizes the final examination of theoretical knowledge of the students .
 - j . establishes, by decision, the examination committee, with a trade union representative included
 - k . archives and retains all documents during the training course : approval for course responsible and trainers, students records , curriculum , lesson plans , catalogues, students books of practice , the decision to appoint the commission of examination , the final examination report, copies of qualification certificates issued.
 - 11 . Courses are completed by a final examination before a committee of the SC Mecanica SA , in which a trade union representative will be part compulsory .
- There will not be admitted to the final examination the students who have accumulated three (3) un-excused absences in the course of training (theoretical and practical training).
- 12 . During training, the lecturers , after checking the knowledge acquired by the students, will award grades from 1 to 10 .
 - 13 . For the completion of the qualification , the theoretical examinations (written and oral) will take place only for the discipline technology of occupation
 - 14 . The final grade for the practical training is the average between the marks obtained in practical tests on the one hand , and the mark given to the terms of practice, on the other hand.
 - 15 . The overall average is the average between the final grade for practical training, the final examination grade and the average grade achieved during the theoretical training .
 - 16 . Students who prove that they have the necessary knowledge, ie they obtained above 6 grade to the theoretical and practical training, will be declared qualified in the occupation, based on the minutes of the Committee (Annex 5) and will receive a certificate of qualification (Appendix 6) .
 17. The staff responsible for teaching the theoretical knowledge (lecturers) and operating outside normal working hours will be paid in accordance with the Collective Agreement , article about overtime .
 - a) For teaching theoretical knowledge, lecturers are required to make lesson plans
 - b) Persons who handle workers' practical training courses (instructors) will receive prizes, established by the department head or workshop in which the practice were done, differentiated by exam results and the number of workers trained .

Vard Tulcea

Implementation Plan 2013



Outlook

The third companies don't have major problems related the attitude to training. But taking into account that most of Romanian companies in machinery building struggle very hard to survive and the employees are in continuous stress of losing jobs, a big part of them still don't are aware about the necessity of continuous training. Also the training is view most of the time only as a cost, because Romanians don't have enough patience to wait a result in time, they want to see a result in the next second.

The companies will negotiate periodically the collective agreements, including the chapters on vocational training. Each year, the training plan will be established after bipartite negotiations. In order to ensure a sound functioning of companies, each year will be applied training measure, according with national and international standards.

SOCIAL DIALOGUE

IMPROVEMENT OF CONSULTING AND NEGOTIATION IN BRANCHES

BULGARIA

Cooperation in Social Dialogue

The Social Dialogue process was enlarged and improved during the BICO project life. The Employers' organizations and Trade Unions in both sectors continue to elaborate and implement common policies and measures in the wider specters of the Social Agreements and Collective bargaining at Sector and branch level. Employers and Trade Unions are engaged in a number of partnership projects, incl. BICO and together realize common goals and results in Social dialogue areas: Collective bargaining, Conflict resolution, Health and Safety at work, Decent work, wages and work payment, social security assets, Qualification and Training, CVT etc. In both sectors the activities and results of BICO project were addressed and discussed in the regular meetings of the Boards of the TU federations and Employers organizations – project partners as well as in special Partners meetings hosted by TU federations and coordinator.

Progress in bipartite cooperation

As a result from project implementation, there is significant progress in cooperation between Trade unions and Employers in the view of CVT, knowledge and skills of workers. In the companies there are established common Qualification Expert groups, responsible for Systematic Further Training Management. Respectively at sector level there is Sector Qualifications Competence Committee (Metallurgy), established under ESF project. In the same sector a new VET centre was established, and began to qualify employed in the sector and unemployed job seekers.



Participants from Bulgaria
European Conference
18.11.2013 – 20.11.2013, Bucharest (Romania)

Information of members

Information about the project developments, meetings, seminar, results is regularly updated on the Project web site. All Bulgarian partners has linked their own websites to BICO web, so that every member of the Sector' Social partner organization could easily follow the Project activities and results. The project site is linked also with coordinators' website, so the target audience is enlarged not only to the certain sectors, but also to the different Education and Training networks in Bulgaria.

Through the meetings, TU federations newsletters, emails, presentations on the partners events, as well as pilot companies reps the information about project activities is addressed to about 1 000 person and at least 10 companies within the two sectors. The trend is after successful project implementation these numbers to increase significantly.

Main benefits of BICO-cooperation

Very positive approach to the project is that it is carried out jointly by Trade Unions and employers. This leads to a real chance of achieving a conviction among employers :

- the need for staff training and establishing a system for the development of human resources, which as an integral part to attend continuing professional training;
- that invested in training and retraining funds are a good investment for the enterprise;
- that qualified personnel make their businesses more - competitive that they are - responsible and prevent accidents and workplace accidents.

Such employers position facilitates definitely Trade unions in the implementation of their activities . There can be no other outcome when unions and employers work together on the issue when he and explore ways to plan and implement activities for the training of staff and as a result, promote regular practice to explore the needs and meet the organization 's needs .

These arrangements facilitate sector level negotiations.

In the collective agreements of all companies in the metallurgy there are sections, which regulate the participation of employers, unions and workers in the process of education, training and retraining of the workforce.

The trade unions participate actively via proposals and initiatives in the elaboration of the programs for human resource development and in the assessment of the effects of the various forms of education and training.

Trade Union representatives participate actively in the work of the Sector consultative committee "Metallurgy" and in the application of the different models for assessment of the competences and skills.

New collective agreements - Advantages and improvements over previous agreements

Branch Collective Labour Agreement from Wood and Furniture Sectors

БРАНШОВ КОЛЕКТИВЕН

ТРУДОВ

“ДЪРВООБРАБОТВАЩА И МЕБЕЛНА

ПРОМИШЛЕНОСТ

ПРЕДСЕДАТЕЛ:

/К. Пейков/

ФСО ГОРСКО СТОПАНСТВО
И ДЪРВОПРЕРАБОТВАЩА
ПРОМИШЛЕНОСТ
ПРЕДСЕДАТЕЛ:

/инж. П. Абрашев/

БРАНШОВА КАМАРА НА ДЪРВО-
ОБРАБОТВАЩАТА И МЕБЕЛНАТА
ПРОМИШЛЕНОСТ
ПРЕДСЕДАТЕЛ:

/ Ст. Стоянов/

Branch Collective Labour Agreement
Wood and Furniture Sectors (26.04.2013)

(Excerpt)

Art.29
Employers from the 2 sectors, in connection with Art.228a from the Labour Code are obliged:

1. To create Qualification committees, with participation of Workers representatives;
2. To work on Annual Programs for sustaining and raising personnel Qualification and re-Qualification;
3. To assure up to 5 (five) days supplement annual leave for maintaining or acquiring of new vocational knowledge and skills and/or key competences. The used special leave shall be reported by providing needed documentation.
4. To include in the Internal payment regulations criteria for stimulating qualification with real range of payment increase.

Art.30

(1) Employers in the two sectors provide the needed material, technical and financial resources for Vocational training and re-training of employees, Trade Union members, party of the current Agreement and associated members.

(2) Employers provide needed conditions for Vocational Training and re-Training of the work transferred and newly employed workers – TU members and associates, as well as in the case of opening or closing some productions and activities and temporary stopping work, in order to retain the professional capacity of the company and maintaining Employees’ Qualification level.

(3) Employers provide needed conditions for participation of TU members and associates, party of the current Agreement, in trainings and courses related to the Labour and Social legislation as well as to their rights in the Industrial relations.

Collective Labour Agreement for Metallurgy

БРАНШОВ КОЛЕКТИВЕН ТРУДОВ ДОГОВОР
София 03 април 2013 год.

<p>Чл. 8. За осигуряване на предприятията, страните</p> <p>т. 1. Работодателите да осигуряват квалификация на работниците и програмите за развитие на работниците.</p> <p>т. 2. Работниците и служителите да осигуряват практическа подготовка и квалификацията за длъжността и изискванията за длъжността в актове и вътрешно-фирмени правила.</p> <p>т. 3. Синдикатите да участват в програмите за развитие на работниците за обучение и квалификация.</p> <p>т. 4. Синдикатите да оказват партнирски услуги за осигуряването на фондове на ЕС) за финансиране на работниците.</p> <p>т. 5. Да разработят съвместно с работодателите цел за защита и намаляване на инвестиране на работодателите.</p> <p>т. 6. Представители на синдикатите да изпълняват задачи от програмите на БСК в пилотните предприятия и останалите предприятия от бранша.</p> <p>Чл. 44. Страните се договарят да се консултират, да обменят информация, да си взаимодействуват и с общи интереси (...)</p> <p>т. 5. Създаването на условия за различни форми на обучение и оценка на техните компетентности.</p>	<p><i>(Excerpt)</i></p> <p>Art.8.</p> <p>For sustainable development and competitiveness, the parties agreed on:</p> <ul style="list-style-type: none"> - p.1. Employers have to assure organizational and financial conditions for Qualification and Training of employees according to the aims and company's development programs. - p.2. Employees are obliged to sustain and develop their theoretical and practical qualifications in accordance with Employer's regulations and Job requirements. - p.3. Trade Unions have to participate actively with suggestions and initiatives in the process of development of HRD programs and efficiency assessment of Qualification and Training measures. - p.4. Trade Unions to give support to the Employers, to lobby and to be partners for assure financial resources (e.g. from EU Structural funds) for Human resources development in the companies. - p.5. To develop common projects and proposals for Regulations amendments in order to protect and prevent Employers' investment risk in Education, Training and Qualification. - p.6. TU representatives have to participate actively in the work of the Sector Consultation Committee and in implementation of the Sector Competence models. <p>Art.44.</p> <ul style="list-style-type: none"> - p.5. Parties agreed to establish preconditions for motivated participation of employees in different forms of Training to raise their qualification, knowledge and skills, for assessment of their competences and implementation of Competence models.
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ЗА СИНДИКАТИТЕ:

ЗА РАБОТОДАТЕЛИТЕ:

СФ „Металици“
 КНСБ
 Васил Яначков

БАМИС
 Антон Петров

НФ „Металургия“
 КТ „Подкрепа“
 Людмила Навлова



Participants from Bulgaria
 European Seminar for training experts
 22.04.2013 – 26.04.2013
 Sofia (Bulgaria)

Perspectives for the branches and for companies in future

Sector Wood/ Furniture:

- inform all members on the activities and progress of the project by issuing a quarterly newsletter and our website ;
- arrangements made with the employer organization in the sectoral collective agreement for both sectors and assist trade unions in negotiations to sign new collective agreement at company level;
- with BCWFI we foreseen to organize a joint meeting of the two Management Board (Branch Chamber and the Federation) to highlight the results of the project and their application in two pilot plants and outlining future policies about CVT;
- organizing dissemination of the positive experience of the two pilot enterprises to small and medium-sized enterprises (SMEs) from both sectors ;
- actions to promote and ever - wider application validation of knowledge and skills in businesses woodworking and furniture.

Sector Metallurgy:

- Continue working on Sector Competences development (Sector Qualification Committee)
- Enlargement the activities of the Sector VET centre
- Disseminate good practices from BICO to the companies in the sector.

LITHUANIA

Cooperation in Social Dialogue

Social dialogue at the sectorial level has never been very effective in Lithuania. Social partners has cooperation agreements, participate in joint meetings, represent their members in different tripartite and bipartite social dialogue bodies, participate in projects, but actual collective bargaining in Lithuania usually



Participants from Lithuania
European Conference
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takes place mostly at the company level. Despite the efforts of the social partners to increase the importance of sectorial-level collective bargaining, it remains tenuous. This leads to the conclusion that collective bargaining is rather stable in Lithuania and is not exposed to centralisation or decentralisation efforts. Therefore this event, that social partners signed a collective agreement for employees in the state forest sector, is the significant progress in Lithuanian. This sectoral agreement was signed by Directorate General of State Forests under the Ministry of Environment and Lithuanian Federation of Forest and Wood Workers Trade Unions after long collective bargaining procedure. BICO project activities made strong contribution influencing employees continuing education provisions in the agreement.

Progress in bipartite cooperation

Lithuanian social partners continue their cooperation; together participate in the number of different projects, joint activities, conferences, other events. They also represent employers and employees of their sectors in bipartite and tripartite committees and social dialogue groups. **The new signed sectoral collective agreement for employees in the state forest sector is the significant progress of bipartite cooperation in Lithuanian.**

Information of members

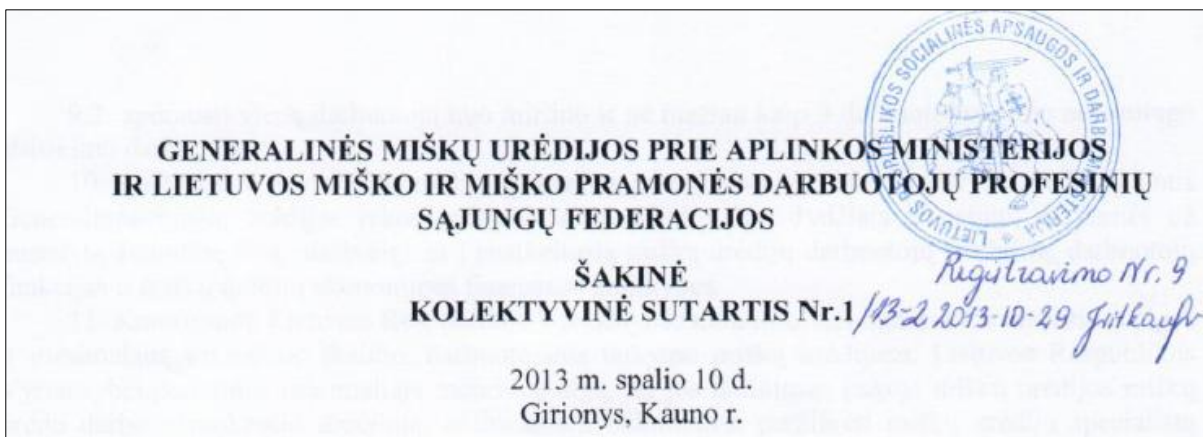
Information about BICO project was spread for all the member of Lithuanian Trade Union Confederation (LPSK) and LPSK member 25 sectorial trade unions and regional unions (60.000 members in all Lithuania). Lithuanian Trade Union Confederation (LPSK) linked website www.lpsk.lt to BICO project website and all the members and also society of Lithuania could follow project activities and learn results.

First collective agreement for employees in the state forest sector

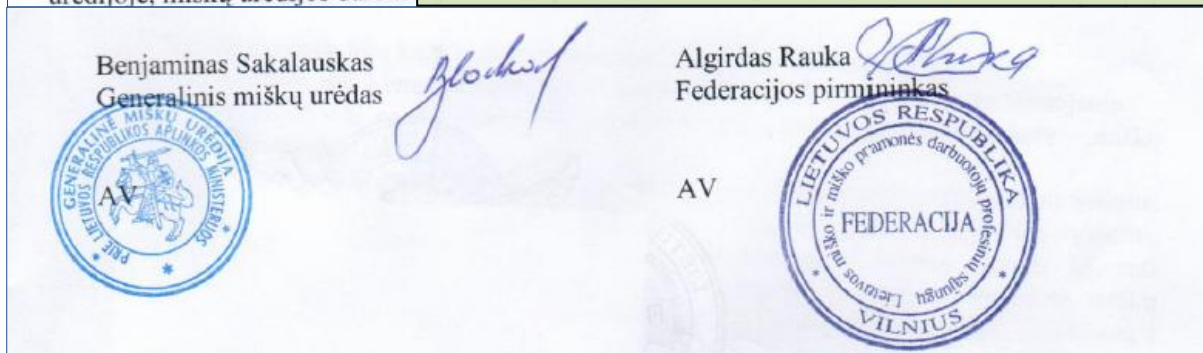
Sectors Forest/Wood/Furniture

10 of October 2013 after long bargaining process Directorate General of State Forests under the Ministry of Environment and Lithuanian Federation of Forest and Wood Workers Trade Unions signed collective agreement for employees in the state forest sector.

For the first time workers in the state forestry sector have a collective agreement with unified tariff rules of wage and labor standards. This agreement includes also basic rules for further training.



<p>V. Generalinė miškų urėdijos taisyklėse numatyti:</p> <p>25. Miškų urėdijų Kolektyvinėse taisyklėse numatyti darbuotojų mokymai, kuris gali būti skiriamas:</p> <ul style="list-style-type: none"> - iš sutaupyto darbo užmokesčio - iš pelno (pelno rezervo) panašioms tikslams). <p>26. Kolektyvinėse sutartyse taisyklėse numatyti materialiniai apmokėjimą už darbą poilsio ir priemokas, esant nukrypimų nuo...</p> <p>27. Sudaryti miškų urėdijose privalomai sudaroma pilnos mater...</p> <p>28. Sudaryti sąrašą papildomų Darbo kodekso 184 straipsnio papildytas.</p> <p>29. Siekiant aukštojo išsilavinimo urėdijoje, miškų urėdijos darbuo...</p>	<p>Directorate General of State Forests under the Ministry of Environment and Lithuanian Federation of Forest and Wood Workers Trade Unions</p> <p>Sectoral Collective agreement No 1.</p> <p>Signed 10 of October 2013</p> <p><i>(Excerpt)</i></p> <p>29. Provide paid leave to employees who work in the State forest enterprises, access to higher education or professional training, depending on the positions occupied in the SFE.</p> <p>32. Provide 0.1% of the company's annual payroll for educational leave for education and training of workers employed in forest enterprises.</p>
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Sector Metallurgy

Social partners continue their cooperation according their already signed agreements: Agreement on the establishing of bilateral council and Agreement on cooperation in the sphere of education and training. They work together on the goal to promote continued close mutual cooperation and pursue a full-fledged the partner status in the state vocational training institutions in the field of vocational education and training and personal training.

Social partners participated actively 6-8 October 2013 in European Technology Platform on Future Manufacturing Technologies (ETP ManuFuture) Conference approach to the Horizon 2020 program in Vilnius

Social partners cooperate in Qualifications and Vocational Education and Training Development Centre and Sectoral professional committees of Metal production and processing, machinery and electronic equipment manufacturing and repair (Mechanical, electrical, and energy sectoral professional committee).

Main benefits of BICO-cooperation

During the BICO project Lithuanian sectorial social partners participate in the project activities together with representatives of companies employers and trade unions. They had possibilities to learn together the new modern strategies and systems of further training management, to present and to discuss best practice, to understand better their needs and the problems. They strengthened their future cooperation by the help to companies in development and implementation of future training management systems.

Perspectives for the branches and for companies in future

The project influenced positively the work of sectoral social partners with their members in companies by spreading the information and new knowledge. Traditionally the company agreements regulate a wide range of working conditions including pay, employment guarantees and health and safety. Sectoral social partners are working on implementing the new practice including the provisions of vocational training and further learning to company-level collective agreements, encouraging the employer's obligations to create proper conditions for employees for improving qualifications or reskilling by the payment of an average wage during a training period or awarding the required leave for training.

ROMANIA

Cooperation in Social Dialogue

In the National Council held in Tulcea in June 2013 by FSCM, the seminar participants and the BICO national coordinator presented the seminar results to other colleagues which didn't attend the seminar and to HR of Altur Slatina, Mecanica Marsa and Vard Tulcea and spread the BICO leaflets. Also in September – October, the



Participants from Romania
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branch representatives at bipartite level, the training responsables from companies and the national coordinator realised a material with steps on CVT in machinery buildings companies.

Progress in bipartite cooperation

The social partners have planned on short and medium term the continuation of activities started in BICO project and also the opportunity of using other European funding for training.

Information of members

- spreading BICO leaflets during monthly events at federation level (in 40 companies)
- monthly up-to-date of FSCM website with project's information:
<http://fscm.yolasite.com/noutati.php>
- press release in September 2013 and January 2014

Collective agreement at group of unities level in machinery buildings

The advantage of having a collective agreement at branch level, with a chapter dedicated to CVT is huge. Unfortunately, since 2011 the social dialogue law makes almost impossible the conclusion of this kind of agreement. We have an agreement at group of unities level in machinery buildings until the end of 2014 and after that we intend to negotiate a new one.

We hope that until then the Romanian laws to allow us to negotiate higher provisions on all aspects, including vocational training. A good improvement will be the real investment of employers in financial aspects related training. At groups of unities in machinery buildings level, the partners concluded the collective agreement, with chapter 8 dedicated to vocational training of members.

Documentation: Collective agreement at group of unities level in machinery buildings

CONTRACT COLECTIV DE MUNCA nr. 59.493 din 20 decembrie 2012 la nivelul grupului de unitati din sectorul de activitate constructii de masini pe anii 2013-2014

EMITENT: MINISTERUL MUNCII, FAMILIEI SI PROTECTIEI SOCIALE

PUBLICAT: **MONITORUL OFICIAL, PARTEA a V-a, nr. 4 din 24 ianuarie 2013**

Înregistrat la M.M.F.P.S. - S.D.S. sub nr. 59493 din data de 20.12.2012

În temeiul Legii nr. 62/2011, republicată, se încheie prezentul contract colectiv de muncă unic între salariații și angajatorii din industria construcției de

Salariații/angajații sun
Legii nr. 62/2011, republ
1. Federația Sindicatelo
2. Federația ÎNFRĂȚIREA
3. Federația Sindicală A
Angajatorii, indiferent
organizare, sunt reprezen
Construcțiilor de Mașini,
Preambul

Prevederile prezentului
unități din sectorul de a
unitățile care au ca obie
construcții metalice și p
mijloace de transport rut
metalice navale, cuprinse

CAP. I

Dispoziții generale

Introducere

ART. 1

Prezentul contract colec
stabilește, în principal,
obligațiile acestora, pre
semnatare cu privire la:

- a) timpul de muncă și ti
 - b) salarizarea și alte d
 - c) condiții de muncă și p
 - d) măsuri de protecție s
 - e) munca și protecția fe
 - f) încheierea, executare
 - contractului individual d
 - g) formarea profesională
 - h) drepturi și imunități
 - i) obligații generale al
- Sfera de aplicare

ART. 2

În contractele colective
contractante vor conveni,
lunare de către salariați
acestora. Contribuția nu

The social partners in the field of machinery buildings still managed to conclude the collective labor agreement no. 59493 from 20 December 2012, for the period 2013 -2014, at group of units level. Within the agreement, the entire Chapter 8 is dedicated to vocational training and this chapter represents the minimum requirement in the training field for the signatories companies. Here are some articles:

"Article 178

(1) By the term of training, the parties agree to appoint any procedure by which an employee acquires a skill, a new qualification or a specialization, obtaining a certificate or diploma attesting one of these situations.

(2) The training activity from (1) includes also the training in labor relations, right of association, trade union freedoms.

(3) The employer, that has more than 20 employees, develops an annual training plan in consultation with the trade union, which will be attached to the collective agreement at the unit level.

(4) The Parties agree to support the training in machinery building branch with the following directions:

- Awareness of the benefits of continuing vocational training for employers and employees;

- Optimization of industrial relations and development of cooperation with the institutions involved in training and with the training providers;

- Promoting the development and updating of occupational and training standards;

- Partial or total assessment and certification of qualifications, independent of the context in which they were acquired.



Documentation: *Collective agreement at group of unities level in machinery buildings***Article 179**

At the conclusion of collective agreements at the units level, for the vocational training it will take into account at least the following:

- a) the training requirements laid down in art. 178 (1) shall be determined by the employer and those of art. 178 (2) by the employer with the trade union representatives;
- b) the expenditure on training activities for employees shall be borne by the employers;
- c) the representative trade unions will assist, through its delegates, to any form of examination organized for a training course completion within the companies;

The employees who have completed addendums related training to the individual labor agreements will be required to bear the costs of it - including education, specialization, certification, transport, meals, accommodation - if they decide to leave the company or if they leave the company due their fault, before the end of the period agreed with the employer, under the law. These provisions will also apply for occupations specific to the production fields that condition the direct implementation of manufacturing programs, nominated by the employers with the trade unions representatives consultation."

This chapter is based on the provisions of the Labor Code, as follows:

"TITLE VI – Vocational training

CAP. I - General Provisions

Article 192

(1) The training of employees has the following main objectives:

- a) adaptation of the employee to the job or work requirements;
- b) obtaining a professional qualification;
- c) updating the knowledge and skills specific to the job and work and professional training for the main occupation;
- d) retraining as result of socioeconomic restructuring;
- e) the acquisition of advanced knowledge, methods and modern methods required to realize the professional activities;
- f) prevent the risk of unemployment;
- g) promoting employment and career development.

(2) The training and knowledge assessment are based on occupational standards.

Article 193

The training employees can be achieved through the following forms:

- a) participation in courses organized by the employer or by training providers in the country or abroad;
- b) retraining stages related to job and work requirements;
- c) internship and specialization in the country and abroad;
- d) organized apprenticeship at work;
- e) individualized training;
- f) other forms of training agreed between employer and employee.

Article 194

(1) Employers shall ensure the participation in training programs for all employees, as follows:

- a) at least every two years, if the company has at least 21 employees;
- b) at least every three years, if they have under 21 employees.

(2) expenses related to training programs, related (1) shall be borne by the employer.

*Documentation: Collective agreement at group of unities level in machinery buildings***Article 195**

- (1) The employer who has more than 20 employees prepare and apply an annually training plans, in consultation with the trade union or, if applicable, with the employees representatives.
- (2) The training plan developed under par. (1) becomes an annex to the collective agreement concluded at the unit level.
- (3) Employees are entitled to be informed about the content of the training plan.

Article 196

- (1) Participation in training can take place at the initiative of the employer or employee.
- (2) The concrete ways of training, the rights and obligations of the parties, the duration of training, and any other aspects of training, including the employee's contractual obligations in relation to the employer who has incurred training expenses shall be determined by parties agreement and an addenda to individual contracts of employment.

Article 197

- (1) If the participation in courses or training stages is initiated by the employer, the costs of such participation shall be borne by him.
- (2) During the participation in training courses or internships under par. (1), the employee will receive, for the duration of training, all financial rights.
- (3) During the participation in training courses or internships under par. (1), the employee shall receive seniority at the job, this period being considered length in service, in the state social insurance system.

Article 198

- (1) Employees who have received a course or a traineeship, under art. 197 par. (1) may not initiate individual termination of employment for a period specified by addendum.
- (2) The duration of the employee's obligation to perform work for an employer who has incurred training expenses and any other matters in relation to the obligations of the employee, further vocational training, shall be established by amendment to the individual employment agreement.
- (3) The failure of the employee to comply with the provisions of par. (1) determines the payment of all costs incurred in vocational training process, in proportion with the period established under the addendum to the individual employment contract.
- (4) The obligation referred to in par. (3) also applies to employees who were laid off during the period specified by the addendum, for disciplinary reasons, or whose individual contract of employment was terminated following the arrest for more than 60 days, due to a conviction by a final judgment for an offense in connection with their work and if the criminal court has forbidden them to practice temporarily or permanently.

Article 199

- (1) If the employee is the one who takes the initiative of participation in professional training implying the non-participation to the work place activities, the employer shall consider the request of the employee together with the trade union or, where appropriate, with representatives of the employees.
- (2) The employer shall decide on the request of the employee from par. (1) within 15 days of the request receive. At the same time, the employer will decide on the conditions that will allow the employee participation in the form of professional training, including whether to bear all or a part of the cost incurred by it.

Article 200

The employees who have completed an addendum to the individual contract of employment on vocational training can receive, beside the wage, other benefits in kind for training. "

Main benefits of BICO-cooperation

The BICO project was a great win for the Romanian partners in matter of communication. Our strategy includes the broadening of BICO training model in other companies from machinery buildings and from other sectors. As plans for the future, we hope that BICO will continue, with and enlargement of cooperation which could include CVT providers and authorities.

- The training model is documented on the BICO-website under: www.bico-project.eu

Perspectives for the branches and for companies in future

The only way for having a future at branch and companies level is to connect the training with the national and international market needs. Also, at authorities' level, the initial training must be in harmony with CVT curricula. And most essential is the investment of authorities and employers in continuous education and qualifications, forgetting the idea of a quick profit without regard for the future. So the branch and companies future are strictly related to the society awareness. Also we must understand that using European funding for training is impossible without real partnerships, in matter of strategy, involvement, work and financial participation.



Participants from Romania
European Seminar for training experts
22.04.2013 – 26.04.2013
Sofia (Bulgaria)

BICO-Partners: Participants from Branches and Companies

	<i>Organisation/ Company</i>	<i>Name</i>	<i>Surname</i>	<i>Position/function</i>
BULGARIA				
1	F SOGSDP (TU)	ABRASHEV	Petar	President
2	F SOGSDP (TU)	ANTOVA	Lyubka	Vice-President
3	KCM Industrial Service AD	DIMITROV	Zlatko	Managing Director
4	Kastamonu Bulgaria AD	GUDEV	Stefan	Trade Union
5	Ludogorie 91 AD	JORDANOVA	Milena	Trade Union
6	KCM Industrial Service AD	KLISAROV	Stoyan	Trade Union
7	COMPLEX INDUSTRIAL SERVICE EOOD	KODZHABASHEVA	Stela	HRM Chief Expert
8	ThyssenKrupp Jupiter Stomana BG	LEONIDOV	Alexander	lawyer
9	Ludogorie 91 AD	MITEVA	Kalina	Managing director
10	BCWFI (EMPL)	NENCHEVA	Elitsa	Executive Director
11	BAMI (EMPL)	PAUNOVA	Politimi	Executive Director
12	TU „Metalicy“	PETROVA	Reneta	Vice-President
13	BCWFI (EMPL)	SIMEONOVA	Miroslava	Chief Expert
14	ThyssenKrupp Jupiter Stomana BG / SofiaMed	STOYANOVA	Yordana	Expert
15	WETCO (CITUB)	TONEVA	Svetla	Coordinator
16	Kastamonu Bulgaria AD	TOTEV	Petco	Sub manager PTV
17	Metalicy (TU)	YANACHKOV	Vasil	President
18	ThyssenKrupp Jupiter Stomana BG	YANEV	Eugeni	Lawyer
19	BCWFI (EMPL)	YORDANOVA	Milena	Trade Union
20	F SOGSDP	ZAHOVA	Sonja	TU expert



	<i>Organisation/ Company</i>	<i>Name</i>	<i>Surname</i>	<i>Position/function</i>
LITHUANIA				
1	LINPRA (EMPL)	ALEKSAITE	Viktorija	Project expert
2	UAB "Baltik Vairas"	CESNIENE	Regina	Chairwoman of UAB trade union
3	LINPRA (EMPL)	ISARIENE	Rasa	Economist
4	AB „Grigiskės“	JAKUCIONYTE-VILKIENE	Edita	HR manager
5	Mechel Nemunas Co Ltd.	KARPINIENE	Jurgita	Company expert
6	LPSK (TU)	MATUIZIENE	Janina	General Secretary
7	AB „Silutes baldai“	MAURICIENE	Janina	Chief of personal department
8	LMPIA (EMPL)	MESKAUSKAS	Alfonas	Managing Director (company)
9	LMPSS (TU)	MOCKUS	Vytautas	Member of the board of representatives
10	LINPRA (EMPL)	MYKOLAITIS, Dr.	Henrikas	Executive Director
11	Mechel Nemunas Co Ltd.	PETRONAITIENE	Virginija	Economist
12	Mechel Nemunas Co Ltd.	PREKEVICIENE	Sigute	Chairwoman trade union
13	AB „Grigiskės“	RAITELAITIENE	Diana	Chief of metrology Department
14	UAB Baltik Vairas	RAMANAUSKIENE	Virginija	Member of trade union committee
15	LMPF (TU)	RUGINIENE	Inga	Vice-President
16	LMPIA (EMPL)	RUGINIS	Vismantas	Representative
17	AB „Silutes baldai“	SIAUDVYTIENE	Irena	Chairwoman AB trade Union, Shift foreman
18	LPSK (TU)	SLIONSKIENE	Danute	Coordinator
19	UAB "Baltik Vairas"	SOBUTIENE	Jurate	Head of human resource department
20	LMPSS (TU)	VARASIMAVICIENE	Marija	President

<i>Organisation/ Company</i>	<i>Name</i>	<i>Surname</i>	<i>Position/function</i>
ROMANIA			
1	FSCM (TU)	BAJAN	Dan Gheorghe President
2	Sindicatul Liber SC Elektroputere SA	BOJENOIU	Aurel President
3	PICM (EMPL)	COSTACHE	Alexandru Managing Director
4	SC Altur Slatina SA	DRAGHICI	Marin Head of human resources office
5	FSCM (TU)	GHEORGHEVICI	Teodora Coordinator
6	Sindicatul Liber TULCEA	PETRU	David Free TU of Tulcea Shipyard
7	SC Mecanica SA Mârşa	PIRVU	Vasile Technologist engineer
8	SC Altur Slatina SA	POPESCU	Gheorghe Chairman „DREPTATEA” T U
9	STX OSV Tulcea SA	RAICU	Floriean Human resource department
10	Sindicatul Liber SC MARSĂ	RAZBOI	Marin President
11	STX OSV Tulcea SA	SCHIOPU	Doru Workshop head
12	SC Mecanica SA Mârşa	STANULET	Ioana HR Manager
13	PICM (EMPL)	VIONEA	Marin Executive Director

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[_ http://www.igmetall.de](http://www.igmetall.de)
[_ http://www.bico-project.eu](http://www.bico-project.eu)

BULGARIA

[_ http://www.fsogsdp.bg](http://www.fsogsdp.bg)
[_ http://www.metalicy-bg.com](http://www.metalicy-bg.com)
[_ http://www.timberchamber.com](http://www.timberchamber.com)
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[_ http://www.wetco.knsb-bg.org](http://www.wetco.knsb-bg.org)

LITHUANIA

[_ http://www.lpsk.lt](http://www.lpsk.lt)

ROMANIA

[_ http://fscm.yolasite.com/proiecte-in-derulare.php](http://fscm.yolasite.com/proiecte-in-derulare.php)
[_ http://fscm.yolasite.com/noutati.php](http://fscm.yolasite.com/noutati.php)

