

The Employee Involvement in Personal and Household Services Industry

## **Research Study**

Short version



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INTRODUCTION



#### Introduction

Personal and household services (PHS) cover a broad range of activities that contribute to wellbeing at home of families and individuals: child care, long term care for the elderly and for persons with disabilities, cleaning, remedial classes, home repairs, gardening, ICT support, etc. One can distinguish between "care" activities and "non-care" activities, depending on the state of being of the recipient of the service or his/her needs. One can say that care services are provided to (dependent) persons with special needs (long-term care for older people, care services to disabled persons, childcare services), while "non-care" services will rather be provided so as to improve the well-being of the recipients. However, it is important to note that the same service (e.g., cleaning the home) can be considered as part of the overall care provided to a dependent person, or just a convenience service helping non-dependent people to have more free time or better conciliate their work-life balance.

A central element of these services is that they all are underpinned by the process of externalising the work of households to external providers.

ElforPHS project aims at enhancing information, consultation and participation rights of employees working in Personal care and Household Services enterprises, through the analysis of the situation in the countries involved, but also through the identification of relevant practices, with the ultimate goal of providing suggestions in order to improve the sector and the Employee ICP rights. In this sense, the partnership focused on:

- the PHS evolution in EU and in the World
- the actors and their business models
- the employee involvement experiences with focus on ICP Information Consutation and Parteciaption
- National Situations in Italy, Spain, France and Greece
- Relevant Practices.

# PHS SECTOR IN EUROPE



#### **PHS Sector in Europe**

The great variety in national definitions of personal and household services immediately results in major difficulties in measuring the size and extent of this sector. One can rely on the two following NACE categories. On one hand, workers directly employed by households have their own statistical category (NACE 97). There were 2.6 million such workers in the EU in 2011. This category has higher employment rates (over 2%) in Southern countries (Cyprus, Spain, Italy, Portugal) as well as France and Luxembourg. On the other hand, employment in service provider organisations is much harder to locate and measure. Care activities are ranged under the category "social work without accommodation" (NACE 88) but non-care activities are scattered into many different categories, depending on the nature of the activity (for example, cleaning aligned with cleaning industry or private lessons grouped with education). In 2011 there were around 4.8 million workers employed in "social work activities without accommodation". Countries with the higher employment rates in this sector (over 3%) are Scandinavian and North-Western countries. Furthermore, according to national estimates, undeclared work can represent up to 70% of the sector in countries like Spain or Italy and even 90% in Germany. A special Eurobarometer emphasised the fact that in 2007 17% of buyers of household services resorted to undeclared labour.

These definitions depend on public policies that operate in this field. Different policies have indeed been implemented in EU countries in order to encourage the legal purchase of these services, as informal arrangements and undeclared labour reach significant levels in this sector of the economy. These public policies necessarily rely on a prior definition concerning which home-based services might benefit from such incentives.

The "list" of these services can be more or less inclusive and will either focus only on noncare services, sometimes including home renovation services alongside services for private individuals or regrouping all noncore services with care services in a large "personal service" sector.

In other countries, the sector is not defined on the basis of public schemes aimed at developing the sector, but rather on the basis of specific regulations concerning work and employment. As these services are generally provided on a temporary, occasional basis and are submitted to a strong attractive force of the undeclared sector, specific regulation are in place in order to make it easier for a household to use a formal provider.

These regulations can be associated with financial benefits given to consumers so as to stimulate the demand.

Different public policy tools have been implemented, aiming at encouraging formal employment and discouraging undeclared work. Public tools can be grouped into four categories, according to the main objective followed:

- 1. Reducing the price
- 2. Simplification of procedures through vouchers



- 3. New regulation on employment
- 4. Fostering the emergence of a supply side.

Reducing the final price for households has been the first goal of many public policies. A key element in households' behaviour is the difference between the average price of declared services and undeclared services.

However, if prices and service affordability obviously play a major role in the decision to outsource services to external providers, non-economic parameters, like prevailing social norms regarding the role of women and the distribution of tasks within families, psychological barriers or attitudes towards domestic work, are also of paramount importance.

Reducing the price can be achieved through several mechanisms.

- first, through a reduction of the VAT rate;
- second, via the reduction of the cost of labour by means of exemptions from social contributions.

Third, the price can also be reduced if a third party (other than the State) pays part of the price – this can be done by companies for instance who offer their employees access to personal services, but also by insurance companies or local authorities.

Finally, the main tool used to diminish prices has been to introduce tax incentives. Tax deduction schemes have been introduced in some countries, mainly liked with a voucher system.

The regulation of employment and occasional work can either be carried out through the implementation of vouchers, specific programmes like Mini-Jobs, or specific status for workers in housework activities.

This approach is developed in countries that favour direct employment by households rather than triangular forms of employment by provider organisations.

Employers are encouraged to rely on these new regulation which offer them some flexibility and financial advantages, which are sometimes linked to the employment of former jobseekers in the context of activation programmes.

Through this specific regulation, households benefit from simplified administrative procedures for registering workers and the labour cost is reduced by means of social contribution exemptions.

This can result in weaker rights for workers and an increase in precariousness.

All the above-mentioned tools act upon the demand side.

More rarely, public policies might also try to foster the emergence of a formal supply side. On the one hand, this can mean encouraging entrepreneurship and the development of companies (be they for-profit or not-forprofit), and also improving the structure of the market.



On the other hand, this can also take the form of supporting the emergence of an individual formal supply side by immigration measures. Regularisation measures can result in an improvement in their working conditions, compared to an illegal situation.

It's useful to synthetize the purchasing systems and the actors within the PHS industry.

## INFORMATION, CONSULTATION AND PARTICIPATION RIGHTS IN PHS



#### Information, Consultation and Participation rights in PHS

The right to information, consultation and codetermination belong to the notion of social market economy since the rise of the German capitalism. In the historical perspective of the European social model, the Welfare State aims at warranting wellbeing amongst citizens, but mostly for business to fulfil a social function linked to the broader development of society.

The European model of industrial relations is participative, yet incomplete in many countries. However, industrial democracy is a historical condition of the paradigm around which European industrial relations have developed through the years. It is in the 1975 Green Book for the European lawmaker to weld the notion of enterprise to that of participation and to advocate the European Company status.

Thus, vocabulary evolves to represent the characteristics of industrial democracy from a community perspective. The concept of employee "involvement" encompasses the rights to information and consultation, as well as of the right to influence employers' decisions. The concept of participation is left undefined by the European lawmaker, if not in the negative, in order to exclude "codetermination" from his range of options. There is no explanation for participation, which is content of social dialogue and of rights. In a comparative analysis, it is left to member states to shape their own systems, included financial participation. Today the concept box of participation expands to encompass company welfare. In a context of strongly strained welfare state, collective bargaining takes onto itself the building of services. A collective tool to shape services for individual use.

At European level, information, consultation and participation rely on a corpus of seven Directives. However, the legislative framework is far from static. The European Commission carried out a fitness check on three of these Directives (Directive 2002/14 and the directives on collective dismissals and transfer of undertakings). The Commission has been the recipient of a social partners' framework directive proposal to extend the rights to the public sector. The EWC Directive is now under fitness check.

Worker involvement has therefore not succumbed in the crisis of collective bargaining, but must find its place in the context of the Union's new priorities.

Within the European project, re-launching the social dimension implies a dialogue touching upon not merely labour, but also upon themes such as energy, migration, digitisation, social investments, etc. There is a strong call for social partners to be involved in the European project in a more holistic and therefore more responsible manner.

At another level, could be significant the role that the national association, such as Legacoopsociali may play in supporting participation processes, recognised as a driving force for innovation and as success factors for entrepreneurial development, where participation (which is part of our DNA) becomes an engine of innovation and fair and democratic development.

It is necessary to focus on the "quality of participation", exploiting its impact which becomes a guarantee of the democratic nature of organisations, extremely essential in nature especially when working in the social economy sector, while at the same time supporting a work scenario that proves to be more stable, more "tailored" on the needs of people and



which, consequently, favours motivating and inclusive working environments.

Employee ICP schemes are mainly found in Co-operatives and Societad Laborales on the governance of the enterprises and on the improvement of the services.

As the cooperative approach to the ICP rights, is the most relevant in the PHS industry, it's useful to summarize Cooperative experience in the world in the care sector.

Providing Care through Cooperatives report set forth fresh evidence of the ways in which the cooperative model manifests itself in the care economy as both an employer and service provider, addressing care needs among diverse populations, including children, elderly, and persons living with developmental, mental and other health needs.

Furthermore cooperatives that provide care vary in terms of members, stakeholders, financial security and nature of membership.

Still, all cooperatives that provide care aim to do so using a membership-based democratic decision-making model while improving the health, well-being and autonomy of individuals, families and communities they serve, and providing access to decent and gainful employment opportunities to workers across the care chain.

Key findings from ILO Providing Care through Cooperatives report include the following:

- Evidence suggests that cooperatives may provide access to improved wages, working conditions and benefits and reduce employee turnover. This particularly impacts women, who comprise the majority of care workers coming from low socio-economic status and ethnic minorities.
- While cooperatives provide care in various ways throughout the world, there are regional differences in the types of care provided through the cooperative model that are shaped by local contexts and care needs. For example, cooperatives in Sub-Saharan Africa, including Rwanda and Zimbabwe, have emerged to meet the housing and health needs of persons living with HIV and AIDS. Across North America, cooperatives targeting youth with developmental needs are common. Eldercare cooperatives which provide housing and/or home-based care are prevalent across Asia (e.g. Japan), Western Europe (e.g. France, Italy and the UK), North America (e.g. the US and Canada), and parts of the Southern Cone (e.g. Uruguay).
- Commonly cited cooperative models in the care sector include worker, user and multistakeholder cooperatives, based on their membership structure. There is no onesize-fits-all model as local contexts, beneficiary care needs and worker conditions and characteristics shape the model adopted by members of cooperative enterprise.
- Cooperatives in the care sector are often multipurpose—beneficiaries' care needs are not singular, nor are the services that cooperatives provide. Cooperatives provide multiple services to distinct populations, including elders, children and adolescent youth, persons living with disabilities (mental and/or physical) and persons living with physical illness. Furthermore, these populations' needs may overlap. For example, a child living with a developmental disability may require day care as well as specific developmental assistance services.
- Multipurpose cooperatives are a response to care needs through care and other



types of services.

- Cooperatives that provide care services can often take on a multistakeholder nature. Such stakeholders include care providers and other workers, beneficiaries and service users, families of service users, governments and community agents, among others. The multistakeholder model is a unique trend emerging from cooperatives' involvement in the care sector.
- Cooperatives that provide care services may grow out of other types of cooperatives. Most often this takes the form of care services added on to existing cooperatives. For example, in UPAVIM cooperative in Guatemala, childcare and education programmes were added on to a women's artisanal producer cooperative. Add-on care services were prompted by women worker-members' care needs.
- Cooperatives providing care may also prompt an inverse outgrowth of other types of cooperatives. In this model, other forms of cooperatives emerge from what started as a care cooperative. Such is the case with Sungmisan Village in South Korea, in which a consumer cooperative and cooperative school grew out of a cooperative day care centre.
- There is room for building and fostering collaboration to support cooperatives providing care. Such relationships are needed across the care sector as well in partnership with other stakeholders from within the cooperative movement.

A relevant approach has been highlighted by the research 'Nuove relazioni industriali e partecipazione organizzativa nella cooperazione dell' Emilia Romagna', especially those related to the Organizational Participation that is participation in the workplace and in the organization of work.

With regard to social economy organisations, and in particular social cooperatives, the organization of work is conditioned by legislative and regulatory provisions, by specific protocols to be observed especially in the two main sectors, nursery schools and residences for the elderly. Here the innovation, more than in the organization of work, is in the effort to improve the quality of the service, also determined by the fact that, given the decline in public customers, the cooperatives increasingly turn to private clients.

Regarding the participation in the organization of work, there is a high level in the sector percentage of skilled work, which is accompanied by a well-established tradition of groups of work, called "collective", in which the planning of work, of the qualitative improvement, shifts, training for new entrances, exchanges experiences on best practices.

In other cases, on the other hand, organizational participation has now been formalized, according to fairly established standards, with working groups that meet on a predetermined basis to examine the progress of production, the problems that have occurred, identify solutions and improvements, and whose reports arrive at the competent organizational levels and up to the rank of director of the business unit.

Here the participation of workers (and their accountability) in the process production is really a fundamental component of the company's success.



Alongside these forms of "strong" organizational participation there are others. There is a topic that seems to be quite transversal in all areas, and that is that of working time.

Participation, and to some extent even the self-management of different time segments among workers (often: female workers) seems to be quite widespread and constant.

The less intense level of organizational participation does not necessarily correspond to a lower participatory will of the cooperative leadership, nor to a lower efficiency or "social" participation, but sometimes to constraints to some objective extent, in others perhaps to an underestimation of how much to bring in light and to some extent formalize the "submerged" organizational participation can help to improve efficiency, motivation and to some extent the same cooperative image.

The task that could be imagined for the immediate future is, therefore, on the one hand that of bringing to the knowledge of the whole cooperative world the most virtuous and consolidated experiences of organizational participation, without the pretension of extending them in an undifferentiated manner, but taking care of make available practices and materials from which each company can draw elements for improvement and, secondly, to urge cooperatives to reflect on themselves and on the little or so "submerged" that can help them to work better.

In this scenario the role of the trade unions is the same.

Mostly present and attentive to the more traditional claiming craft, the union.

In the final analysis, if union involvement still seems useful, both to consolidate and extend existing practices, and because, in a more utilitarian logic, the Italian trade union is far from the "liquefaction" mentioned by W.Streeck (2017), it seems appropriate to proceed, in this field, with due prudence and gradualness.

# RELEVANT PRACTICES IN THE PHS SECTOR



#### **Relevant Practices in the PHS Sector**

ElforPHS project aims at enhancing information, consultation and participation rights of employees working in Personal care and Household Services enterprises, through the analysis of the situation in the countries involved, but also through the identification of relevant practices. In this sense, the partnership has develop a Survey focusing on 5 Countries: Italy, Spain, Slovenija, Greece, and France, aiming at identifying good practices, business models, and governance approaches that ensure the effective involvement of employees in PHS enterprises.

Personal services are taken to mean activities as such looking after children, elderly, and people with disabilities or long-term illnesses, with a particular focus on services rendered with the incorporation of new technologies. To identify and describe practice the partnership has elaborated questionnaire related to employee involvement in PHS enterprises that provided element to analyse successful PHS business models.

In all the featured countries the partnership has identified experiences related to personal and household services characterised by involvement of employees in terms of information and consultation, but also in terms of corporate governance. Here it emerged clearly that social economy enterprises play an important role in PHS, and particular cooperatives and sociedades laborales.

#### ITALY

Italy has an important presence of companies active in the PHS Sector. Here however, major role is played by social economy and in particular by the federation Legacoopsociali. The federation of social cooperatives has an important role in promoting quality services and good working conditions for its associates. Furthermore, when it comes to creating better working conditions and promoting a higher quality in PHS services, participation of employees is a Key Factor to create full, decent and quality employment while reducing undeclared work. In this Legacoopsociali invests a lot of energy in the promotion of employee involvement in PHS service cooperatives.

In Italy the partnership focused on 2 relevant cases:

▶ L'INNESTO (http://www.innesto.org/), a community based social cooperative active at regional level in Lombardy (Italy). It was founded in 1999 in Cavallina Valley (Bergamo Province) with the aim of creating working opportunities, into the territory and for the territory, especially for those people in the most difficult situations, giving value to the local culture and environment. An inspirational model for the community based cooperatives, L'Innesto aims at local development, working in the fields of social care, agriculture (green areas maintenance, horse breeding and farming), tourism and multi services, in synergy with the local community. To face the crisis that affected the area of Val Cavallina In the second half of the '90s, the local community decided to engage themselves in a collective business to help stop the ongoing process, with the aim of creating opportunities for development and socio-economic growth on the territory and for the territory. Nowadays the community based social cooperative l'Innesto stands as a territorial reference in the care and safeguard of the territory, research studies, and



promotion of local culture, history and traditions. In all its production activity, l'Iinnesto employs disadvantaged people, cared for by tutors closely integrated in the local community. More specifically, all productions are based on local seeds which are being reproduced in order to transfer knowledge to the future generations on the traditional agricultural practices of the Cavallina Valley. The cooperative, operate in several sectors relevant at local level: Farming; Tourism; Training and Education; Social and Care Services; Gardening. At present, the cooperative reaches its development goals thanks to contracts with local authorities of the Cavallina Valley and the Bergamo Province, but also with private companies. The Cooperative acts to promote working inclusion according to the Italian law 381/91, also offering opportunities for internships in the new "Centro Coltivazioni di Valle" (Valley Farming Centre) areas.

The second Italian case is an innovative project, VISITING DTC, aimed at encouraging therapeutic communities to generate a circular exchange of good practices, procedures and materials. This is an example of workers and end-users involvement in co-creating and assessing the service in order to improve it. Created in 2010, Project Visiting DTC is a Scientific Professional Accreditation Programme, based on the Democratic Peer Accreditation focused on the assessment of the quality of mental health residential and housing services. These Services are so accredited according to their compliance with a Therapeutic Community Democratic model. Visiting has its theoretical roots in the research of Lewin, and began in England in the early 2000s when the Community of Communities network, led by Rex Haigh, introduced this project structured on both peer- and self-review for monitoring the quality of treatment settings in mental health services (for adults, minors, prisoners, etc.). The core of the project is the democratic peer accreditation and the relevant role played by stakeholders. The project focuses on therapeutic communities (TC) that are small, cohesive communities where patients (people with mental health diseases) have a significant involvement in decisionmaking and the practicalities of running the unit. Key principles include collective responsibility, citizenship and empowerment, and TCs are structured in a way that deliberately encourages personal responsibility and discourages unhelpful dependency on professionals.



#### **SPAIN**

In Spain, as in many other EU Country, population is ageing. It is estimated that in 2020 the Country will have more than 8 million people aged over 65 years old. Assistance to people with disability or dependency has a relevant role. The tendency is to provide the necessary assistance to enable users to receive services in their own surroundings a specialised service. This is why it will be more necessary every day to provide personal assistance services and to reconcile professional and family lives. At the same time is also necessary to be up to date and effectively access trainings. The practices identified respond to these needs as they refer to home services and trainings. The companies protagonist of these practices belong to cooperative or sociadades laborales and in this sense they foresee a model of corporate governance that see an active role of employees.

As for the sociedades laborales, the partnership identified two interesting cases:

- Ayuda a Domicilio de Molina, S.L.L (http://www.ayuda-domicilio-molina.com/), a Company set up in Molina de Segura providing home support services in the region of Murcia. The company has been set up in 1989 to cover the growing demand for home help service. The request reaches the company either through the public Social Services system or directly from the user on a private basis. The request and the conditions and particular situation of the user are looked at in order to assign the right personnel to provide the service. Over its 25 years of experience in the sector the company has strengthen its structure and has now the appropriate infrastructure and personnel to perform these duties, which range from the simplest domestic assistance tasks such as cleaning the residence, looking after the laundry, making meals and shopping for and providing food, to more complicated tasks such as organizing the home, in a wider sense. In cases with certain types of users, such as people with mental disabilities or children, the duties can include teaching how to complete domestic tasks and social skills. Personal assistance tasks could include washing clients and helping them to wash themselves, personal care, feeding or helping with eating, accompanying clients when they go to medical appointments, shopping and other matters.
- Another relevant cas identified is Serdomas S.L.L., a participatory company set up in 2004 to provide assistance for people and homes support by selecting the most suitable candidates, based on requirements, through proprietary management software. Domestic workers are registered through the software, including information on availability, training, professional experience and the location where they can work. Since Serdomas Sistemas began operating in November 2004 and today provides care services for over 2,313 users who have used our assistance services, whether for domestic help or for personal assistance. Serdomas Sistemas, S.L.L., uses completely innovative proprietary management software called Aydara, which it holds the copyright to. This is encrypted; it has also been registered with the Spanish Data Protection Agency, as is obligatory. The software supports extensive databases of both users and domestic workers which contain all the essential information (personal details, availability, training, professional experience, etc.) so that when a request for



a new personal assistance service is entered, the system simultaneously crosschecks the requirements against the details of its care workers by using the necessary filters: suitability, availability and proximity to the home. This enables the person with the well-suited profile to be selected to provide the service. This system makes it possible for worker professionalism to be improved by enabling workers to obtain skills and allocating appropriate personnel to each user of the service.

From the cooperatives environment the project focused on two relevant cases of local companies.

- **El Roble SCA** (http://www.elroblesca.es/), a cooperative operating in Andalusia region whose general objective is to encourage training and participation of people by improving the internal processes of the organisation and at the same time obtain a continuous improvement of the training. In particular, El Roble SCA has implemented an innovative system to provide continuing education among working people based on the direct participation of the recipients of the training in the development of the contents. The idea is to make the trainings fully adapted to the needs of the final users of the services. This practice is innovative as it improves the participation of workers in the training processes. In this sense, this system has changed the focus of traditional training making it more efficient because the results obtained are worked out together with the participants, timings have been shortened, and the groups are made more effective. Workers are involved in the governance according to the cooperative model. Furthermore, before any substantial change in the organizational systems of the company, the workers are previously informed, so that they can give their opinion to said changes and express suggestions for improving them. In terms of participation, the company foresees the presence of a delegate that coordinates union representation.
- **Serlicoop** (https://www.serlicoop.com/), a cooperative that provide PHS services in the Valencian Community (Spain). The company is guided by transparency and openness and tries to make the users aware of the costs of the services so they can appreciate the final results. The company approach is innovative in two ways. On one side, clients undergo in-depth interviews carried out in order to identify the real and underlying needs of each family unit to respond to the needs in a global way. On the other, with regard to the management of human resources the personnel involved have access to very personalised services to make their work more effective, such as: free children's playroom for the children of workers in school vacations, vacations according to needs of conciliation, flexible schedules for family or social organization. Furthermore, the company foresees a system of "companionship" where a veteran worker helps or collaborates with a new one for the adaptation in the position and get a full perspective of the culture of the company. In terms of participation, employees are invited to take part in the regular meetings with the management. In particular, every year workers are provided with a detailed calendar for meetings with the management team. These meetings are occasions to talk about the way of governance of the company, and facilitates the possibility of proposing options for improvement. Furthermore, employees can participate in the annual assemblies, and in team meetings.



#### FRANCE

In France the focus has been on two different realities of the PHS sector. France has been a pioneer in terms of promoting personal and household services (services à la personne). Since the entry into force of the Borloo law in 2005, which liberalised PHS, the sector has grown dramatically counting today 34,902 organisations operating in this area (2016). The 22% of the market is occupied by associations and public bodies, but private companies have made a remarkable breakthrough in this segment and represent today the 78.3% of players in the PHS sector. The research was therefore enriched by the analysis of 2 different experiences in the provision of PHS services related to a National federation representing more than 400 public and private not-for-profit organisations and associations that employ more than 400k workers, and a young innovative start-up involving 35 professionals active in the Ile de France Region. Here the partnership identified two interesting practices related to PHS sector.

- ► Alenvi (http://alenvi.io/), a start-upp operating in the Ile-de-France Region (France) that offers home care services for the elderly people with an innovative organisational approach centred on the autonomy of the carers. The model is inspired by Buurtzorg model, which starts from the client perspective and works outwards to assemble solutions that bring independence and improved quality of life. Alenvi rethought home care for the elderly people around the concept of "desire". The company has created a supportive and empowering framework for auxiliary assistants: by promoting the profession of auxiliary they can guarantee a stimulating and quality support to all the customers. Auxiliaries work in autonomous communities of about ten people, with a good working conditions. The autonomy of the communities is made possible thanks to Pigi, the mobile virtual assistant that ALENVI developed for them. It puts at the disposal of all the personnel the information concerning schedules, beneficiaries, trainings, and indicators of the company. Pigi allows each auxiliary to be an actor of his profession, without depending on a person who centralizes the information. This software makes the company extremely innovative as it is a decentralised system where auxiliaries have the ability to take autonomous decisions in relation to: recruitment, planning, prospecting and commercial aspects, quality analysis.
- Adessadomicile (http://www.adessadomicile.org/) a national federation resulting from of the merger, in 2009, of two federations of non-profit employers (ADESSA and DOMICILE). The federation aims to defend and support the development of the activities of its members associations and non-profit management structures. Its aim is to provide support to families by supporting its members. Recognised as a public utility since 1938, Adesadomicile represents almost 400 associations and non-profit management organizations (SCOP, CCAS ...) providing in home care and personal services. Adessadomicile is also a training organization that offers, every year, a hundred training actions open to all professionals of home care and assistance: quality approach for care and home care structures, for sector managers or directors of associations or non-profit structures. Its innovative practices and the federation support this attitude. The Federation looks favourably to modernisation programmes and Social innovation is one of the flagships of the Federation.



#### **SLOVENIA**

PHS in Slovenia is better known as Domestic Works, Housework Service, Social Care and Community Care. In Slovenia the partnership identified two innovative practices that refer to the provision of services for elderly people, people with disability, and people with dependencies, with the aim to provide high-quality services that are focused on integrated care by a multidisciplinary team. On the other hand in Slovenia the Prtnership focused on a social inoovative practice related to the reuse of old goods and hat tries totackle the issues of homelessness and social exclusion.

- The Centre of holistic home care LLC, social enterprise (www.cco.si), which operates, since 2017, in two important Slovenian regions: Central-Slovenian region and Gorenjska region. It was formed in response to the needs of the elderly. For the first time in Slovenia they offer services of integrated holistic home care in a multidisciplinary team. They offer in - home services of nursing, physiotherapy, occupational therapy, cleaning and additionally hairdressing services and medical pedicures at home. Everything a person could need to stay in home environment, despite the illness and weakness. The goal and vision is to fill in the gaps of the supply on the market, with a new range of services of integrated care in a multidisciplinary team. Therefore, services are professional and high-quality for affordable price. This is an innovative reality as for the first time in Slovenia are provide services of care and nursing, and medical-therapeutic services in one place, with the implementation of the integrated supply at home, especially for the elderly over 65 years old, chronically sick and people with disabilities. Therefore, its innovations consists in a multidisciplinary team in home care services, wider range of services in a package available also during weekends and holidays and night-time. The company legal form is the one of social cooperative, which means that workers are involved in the company governance.
- **Good is Good social enterprise** (www.robaraba.si), a cooperative operating in Slovenia since 2010. Its primary service is second hand shop called Stara roba, nova raba (in translation it means the new use of old stuff). It sells donated goods (books, clothes, furniture, toys, kitchen equipment, art, antiquities ...). All the earning goes for employment and training of homeless people who are also employed in the shop as vendors, storehouse person ect... Afterwards they also developed another social business on the basis of skills and knowledge of their involved members. It offers a moving and cleansing service. It functions well with their primary service because they also get a lot of used goods when people are moving. Its general goal is environmentally and socially oriented (reuse of old goods and dealing with the issues of homelessness and social exclusion). Specific goals are: employment of homeless people, establishing a safe and pleasant working environment, collecting and selling used goods, offering a professional cleansing and moving service. The cooperative is an example of social innovation. It is a model of how socially excluded people can gather their strengths and with the support of wider public take care for themselves and gain financial autonomy and working experiences. At the same time they raise public awareness



about social issues and problematize the stereotypes about homeless people. In terms of participation the company approach is based on cooperative rules, which also cover the ICP system. Besides that, every week workers meeting are organised, during which the everyday work and organisation is discussed. Once a year it is organised the general assembly on which all our members are invited. All the workers are included in the process of decision making since the company follows the international rules on cooperatives. The legal form affects also the corporate governance scheme, which see the participation of employees. Since it is still small cooperative it is easier to include all workers and also volunteers in the decision making process. Since the cooperative is the association of people working together toward common goals they debate all important decisions together.



#### GREECE

Finally, in Greece the partnership looked at practices that bring the services closer to the users. In Greece the PHS sector in Greece is heavily regulated. The modern employment system that directly related to the Activities of Households as Employees is based on the law 2639/1998 "Definition of labour relations, establishment of a work inspection body and other facilities". In the Hellenic Republic people and their families in their own home and if necessary transport them to hospital in an emergency situation. There is a selection of highly trained professionals that follow rigorous training to be able to cope with the challenges of their role. At the moment, the company is focusing in medium sized territories by building a strong business network.

**Help at Home**, a Greek initiatives Overall, aimed at improving the operational management and implement a continuous improvement training for the employees. Help at Home introduced an innovative educational system for the workers. There is intense and significant training for the professionals both after the hiring process and during their stay with the organisation. The aim of this great practice is the adaptability to the existing jobs and reach to the final users of services, which is the expected outcome. Depending on the experience, the training sessions may last from 2 weeks for the employees that have just joined the organisation to few minutes later on in their career, to keep the knowledge always updated. Help at Home is mainly sponsored by the public authorities, meaning that the technical and human support can ensure the continuity especially because the implementation of the program has already helped thousands of individuals. This initiative is innovative because allowed a great number of individuals in need of these services to have immediate access to them. Here workers are actively involved in decision making and changes in the organization, since they are the first line of action and contact with patients. They are always informed about potential changes and have the ability to express their opinion. As for participation, workers are completely aware of their rights of information and consultation. There are authorised responsible colleagues that hold the necessary documentation. These individuals also conduct the meetings according to the needs of the project and guidelines from the senior management.

▶ Nurse at home, a Greek company that, since 1983, has been providing excellent quality of services to people in need by choosing the most suitable healthcare professionals and equipment for each occasion. It is one of the first companies globally to offer the combination of primary healthcare services and cover the needs for paramedical equipment. With combined experience of over 20 years, their software database contain critical information for both patients and workers. Additionally, nurse at home is able to find the ideal combination of necessary paramedic and medic materials for each individual, depending on his/her condition. Then, the certified healthcare professional will be able to provide the best quality of service after the successful resource allocation. The service is addressed to people in need (disability, dependency) and their families in their own home and if necessary transport them to hospital in an emergency situation. There is a selection of highly trained professionals that follow rigorous training to be



able to cope with the challenges of their role. In terms of participation, Nurse at home is a company that literally exists because of their workers. This is a company that is based on human to human interaction and this is the main reason that the employees work very effectively under time pressure and challenging circumstances. There is a continuous evaluation and strategic improvement initiatives when is necessary. Since it is a fast growing company, but not very big yet, the majority of the employees actively participate in decision making, providing with valuable feedback the founders and the senior management.

# CONCLUSION AND POLICY RECOMENDATIONS



The research and analysis carried out during the project implementation allowed the partnership to agree on a number of policy recommendation on employee involvement in the personal and household sector.

In particular, ElforPHS Partership agreed that

#### Whereas:

- A. The study within the framework of the EI FOR PHS project coordinated by Legacoopsociali analyses
  - the European legal framework related to the enterprises linked to the PHS market as well as the rights of information, consultation and participation (ICP) of the workers in these enterprises.
  - the PHS situation in 5 countries, namely Italy, Spain, Greece, France and Slovenia, focusing on the workers' ICP in the PHS sector at national level, and making an inventory of the national situation in this regard, and showing that the approach towards PHS is different in each country.
  - Relevant practices in the PHS sector
- B. The development of procedures for ICP of workers of undertakings in general and in the PHS sector in particular represents a crucial issue, since workers' involvement in undertakings is conducive to the implementation of social rights and strengthens democracy in the working environment, combining economic competitiveness with social progress. Such involvement not only provides the workers with the opportunity to discuss with management issues concerning company processes such as working conditions, safety and health at the workplace, wages, etc. and ensures that both workers and managers are better informed, but also constitutes a very powerful motivation factor.
- C. The provisions related to the employees' involvement are strictly linked with the dimension and legal nature of the undertaking. Directive 2002/14/EC applies to undertakings with more than 50 employees or to establishments employing at least 20 employees. This Directive introduces ICP rights of the employees and ensures workers' involvement by informing them of the main issues and drivers regarding the undertaking (economic situation, development of employment, substantial changes in work organisation or in contractual relations). The Directive applies whether or not the undertaking has an EU scale activity, so its implementation concerns any enterprise having the above-mentioned characteristics in any EU Member State.
- D. With particular regard to the Personal Household Service (PHS) field, most enterprises operating in the sector have less than 50 employees. This means that if there is no cross-border activity and they are not formed as cooperatives, these undertakings are not obliged to involve the employees by means of ICP rights.



- E. The above-mentioned Directive reflects a commitment to provide employees in the EU with the right to be involved in company decision-making. Since companies increasingly operate Europe-wide, the European level of employee interest representation is becoming increasingly relevant. A stronger participation of workers in strategic business decisions which are often taken at European level is necessary in order to strengthen the long-term viability and sustainability of enterprises.
- F. Deepening the level of employee participation has a positive impact on the development of a good work climate in the enterprise and contributes to mitigating human resource problems, while also contributing to the improvement of the enterprise's performance.
- G. National organizations could play an important role in guarantee the "quality of participation", within their participating coopereatives or enterprises
- H. Worker cooperatives (as defined by the 1947 World Declaration on Worker Cooperatives<sup>1</sup>), social cooperatives (as defined by the World Standards of Social Cooperatives <sup>2</sup>) and worker-owned enterprises (sociedades laborales) in Spain ensure a particularly high level of employee involvement, thanks to their specific governance model based on joint ownership and democratic control by worker-members. By means of this particular model, worker-members are fully involved in the decision-making process of the undertaking, even though employees that are not members (usually a minority in these enterprises, may have a different status). From this point of view, it emerges that the highest level of employees' employee involvement is ensured through the constitution of a worker cooperative, social cooperative or sociedad laboral. This high level of participation is particularly relevant in implementing workers' ICP rights.
- I. The PHS sector suffers from a lack of consistent data:
  - The terms used to describe the types of professions differ according to the source of data. Administrative data of social security systems collect information about regular domestic and care workers. The data collected in the survey of the EI for PHS project are classified under the general definition of "family services domestic work", making it difficult to compare the information.
  - There is no consistent categorization of the social care sector by type of services offered in the survey dataset. There is no data available regarding the share of employees offering services to old people, people with disabilities or to disadvantaged groups (only per capita expenses and beneficiaries covered).
  - It is impossible to disaggregate secondary data on employment by type of occupation (only one digit level) and nationality from the data provided by National Statistical Institutes;

<sup>1</sup> http://www.cicopa.coop/World-Declaration-on-Worker-1947.html

<sup>2</sup> http://www.cicopa.coop/World-Standard-of-Social-1948.html



Recommends the following:

- 1. In public procurement, contracting entities should promote the European Public Procurement Directives, and in particular art. 20 relative to reserved contract for enterprise whose mission is the work integration of disadvantaged or disabled persons, and art. 77 regarding a series of services of general interest.
- 2. Public procurement, in applying the EU Directives, should avoid areas in service provision that are not clearly defined (such as those acquired by voluntary associations) and should request the full application of national labour contracts and awarding eligible enterprises with clear ICP rights.
- 3. In order to add value to ICP employee rights, the transposition of Art. 77 (on tendering procedures for cultural, social and health services) of the Public Procurement Directive within the Spanish legislation (law N. 9/2017) should be considered as a model: indeed, according to this law, the public administrations can also use awarding criteria for enterprises adopting employee participation schemes or employee ownership.
- 4. The accreditation systems should be applied for single professionals and for companies/ firms.
- 5. When direct grants are provided, the traceability of the contracts should be assured with free choice by the final client linked to the accreditation system.
- 6. Company welfare systems should allow workers the possibility to have an option for PHS too.
- 7. The cooperative model, and in particular multi-stakeholder cooperatives, should be actively promoted in the field of PHS

## Partnership











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