

# Decent working conditions: raising awareness among young people

A collection of good practices on organising young workers and raising their awareness on decent working conditions in **Ireland**, **Italy** and **Denmark**.

YOUTH  
**JOB**  
PATROL



## Best practices and active methods to engage young people

Organising unorganised workers, subjects who are often invisible and marginalised, scattered throughout the country, without stable employment, is not easy and involves a process of revision of the techniques and strategies with which the union acts normally, as well as a search for consensus and proselytising. It is necessary to understand the complexity of the changes introduced by neoliberalism and the multiple conditions that distinguish them: outsourcing, subcontracting, extreme flexibility of labour, very short-term contracts.

All processes, which derive in part from the short-sightedness of an economic system, which considers labour a cost and not one of the factors on which to invest to improve the quality of production and thus increase the attractiveness of a brand on the market; in part from the limits of a policy that, despite the Constitutional provisions, renounces being the instrument through which all citizens have equal opportunities in the construction of a project of work and life.

Processes which ensure that young people are left to their fate, a fate that stifles skills, and reinforces original social and family conditions or forces thousands of young people to flee their home countries.

A massacre, whose chain of responsibility has often been obscured, not uncommonly blaming the individual him or herself, and that ends up lowering the level of expectations.

While the blame game continues, 5,5 million young people under 25 in Europe are unemployed. 14 million young people between ages 15 to 29 are NEET – Neither in Employment, Education or Training. Another couple of millions are at risk of becoming NEET, especially if they have a low level of education or if they are immigrants (immigrants are 70 % more likely to become NEET than national youth). In countries like Ireland and Italy NEET cost the state more than 2 % of their respective GDP.

At the same time, there is a general decrease in the amount of young people that are organising in unions. The NEET group has even less interest in political, societal and economic issues and much less trust. Furthermore, the young people's disengagement from the labour market is not only a problem right now, but in many years to come due to factors of demographic changes and ageing populations.

There is a large focus on the youth unemployment in the EU and the Member States. Additionally, a focus has also shifted towards the quality of jobs. The decent work agenda has become a focal point in round-table discussions, international conferences and national social dialogues. Every so often, it is agreed at these gatherings that empowerment of young people by creating favourable conditions for them to develop their skills and to work and participate actively in society is essential for sound and sustainable economic and social development.

Current project "Decent Work for European Youth" has aimed to turn these ambitions and goals into practical involvement of youth.

## Experiences from Denmark, Italy and Ireland – what do we do and how does it work?

The Danish-based NGO Forum for International Cooperation (FIC) has been the lead partner in "Decent Work for European Youth" project. FIC has focused on best practice models from Denmark that could be applicable to other partner countries. Hence the focus has been on the concept of the Job Patrol, as a way of engaging youth in industrial relations.

The Job Patrol gathers 250 young people for 6 weeks every summer in order to conduct 10.000 company visits and to inform young workers and their employers of their labour market rights. The Job Patrol is coordinated by the youth units of the two largest trade unions in Denmark, HK and 3F. The results of each year's visits are published during late summer/early autumn every year and these reports are highly anticipated by the media and the public. The 250 young activists cover entire Denmark and conduct approximately 2.500 interviews with young workers.

When FIC took the initiative to offer youth from Ireland and Italy to participate in the annual patrolling in Denmark, it was out of a vision to foster solidarity among young people in Europe, to include them in industrial relations and to inspire and support their engagement in labour market issues.

The young participants from Italy and Ireland were transported to Mid-Jutland and North Copenhagen respectively, where they stayed for 3-4 days together with the Danish JP activists. Each year JP provides food and housing for its activists, usually in a summer house that can room 20-50 people. The young people are therefore constantly together, planning the next day's company visits and evaluating the ones they have conducted during the day. The JP activists are trained by other young people who have many years of experience with the patrolling. Each activist is provided with a JP uniform, a handbook on labour market rights for youth and a questionnaire for young workers. The group that is staying together is divided into smaller teams (usually 2 activists pr. team) and each team has to visit a number of companies within a certain geographical area.

It might sound as a simple and a straight-forward annual activity that gathers youth, gives them a voice and a chance to make sure that young people in Denmark have decent working conditions. But there are 30 years of hard work and coordination behind its success. Besides, the results of the Job Patrol are collected for statistical purposes (if industrial action is needed, it is of course reported to the relevant union). The JP

itself is an informational campaign; they are merely informing young workers and their employers about their rights and duties and not writing out fines and penalties. Employers know that, and that is probably one of the reasons why the JP usually is only denied access in 1 % of the cases.

We often hear that the Danish welfare model is much desirable. Furthermore, Denmark has a high job turnover and the Danish flexicurity model is admirable, but deterrent for many countries that 1) do not have a strong welfare model 2) do not have a high job turnover. And there is a number of other societal, institutional and structural differences that make some of the Danish best practice models impossible to implement in other countries.

The concept of Job Patrol, however, can be translated into a much more elastic concept that can embrace the differences across the respective European labour markets. Its possibilities are numerous:

- it actively engages young people to secure decent work for other youth,
- it promotes knowledge about rights on the labour market,
- it promotes understanding of the social dialogue and the roles of its stakeholders,
- it fosters mutual understanding and solidarity among the young people,
- it creates a platform for young people to exercise active participation, and voice their concerns,
- its results are recognized as important and valid research of working conditions for youth,
- and many more.

While the other partners are considering implementation of a similar model in their countries, the Danish Job Patrol also redefines and renews their activities. Hence, a recent initiative from the Job Patrol is the School Service, where young JP activists visit schools and talk to young people about their rights on the labour market.

The School Service would be a good way of starting up the activities in partner countries. Having 30 years on its back, the Danish Job Patrol is a well-known concept to the Danish employers which most of the time gladly allow their company visits. But neither Italian nor the Irish employers have that tradition. Needless to

say, the potential young activists might be somewhat nervous about matching a mere 10 % of the 10.000 companies that the Danish JP usually visits on annual basis.

The School Service on the other hand, would potentially reach thousands of young people. However, the School Service should not stand alone; the company visits are still necessary steps that might be hard to implement within a certain deadline, but which have brought the Danish JP to the recognition they have today.

The above suggests possible methods of engaging youth in countries other than Denmark. However, we also need to face the fact that young people are losing interest in labour market issues in Denmark as elsewhere in the world. The Job Patrol stands strong, but its youth activists are also working hard to keep it strong. Based on experiences from this project and several other projects and research, it is evident that youth-to-youth activities have the biggest impact on the outcomes of a youth project.

Therefore, we encourage trade unions, NGOs, CSOs and other (youth) organizations in Denmark and in Europe to create platforms which young people freely can define and develop. We believe that best practices in the field of working conditions for youth must include the target group, and we must be confident in their capability of delivering results.

Furthermore, some researchers argue that there is a link between strong unions in conjunction with centralised systems of collective bargaining and cooperative relationships between corporate partners; this link is argued to generate institutional structures that are favourable to youth labour market integration. Having millions of young Europeans in the unemployed or the NEET group, the unions could function as the obvious platform to prevent these groups of young people from social disintegration, which unemployment and activity have proven to catalyze. Active participation of young people in the democratic processes is a key element in the sustainability of a society.

When the Italian partner Confederazione Generale Italiana del Lavoro (CGIL) decided to put young people at the centre of its agenda, it was with the theme of how to reconstruct a representation of reality before offering representation, revealing the causes of the condition of an increasingly wide range of workers and unmasking the generational bullying, which aims to make the young appear as and feel themselves to be the cause of their own misfortune: ignorance, laziness, idleness, wrong educational choices – the causes of insecurity.

Determining this "distorted" vision of the situation of young people in the labour market is the ruling political class, which not infrequently, on the left and right, has accused the young of not being willing/able to adapt to the changing market: accusations, such as being big babies, losers, lacking in humility, mummy's boys, choosy, etc. have characterised the political vocabulary of a ruling class, which is not only arrogant and haughty, but also absolutely divorced from reality, detached and deaf to the real problems of the unemployed and precarious young.

A sort of generational bullying, with which attention has been drawn away from the real reasons for the crisis and the real responsibilities, i.e. wrong political choices guided by the mantra of "less government, more enterprise", policies only of rigour, that have heightened the crisis, recession and inequalities, as well as a development model that revolves around cutting labour costs, "getting by" without innovations of the product or production process.

A bullying that has mortified the expectations of one (or more) generations and prevented the solidarity of others. And that has led the young (and not so young now) to accept working and living conditions far below their hopes and expectations, making acceptable starvation wages and work far removed from the education in which they have spent years of hard work; that has prompted many to give up their dignity, the possibility of being autonomous, the possibility of putting into practice skills, ideas and the desire to do; or, alternatively, leaving their town, region or country to search for decent and well-paid work.

For hundreds of thousands of young people it has become normal to have to be willing to do anything, to work for free, without rights, with phoney contracts, for impossible hours, piecework, zero hours, waiting for a long and uncertain apprenticeship that might lead to a permanent position. Many perhaps thought they had chosen the wrong training or that they really had to do 3-4 free internships to gain admission to the "labour market".

Participation in European projects, which allow our unionists to make contact with trade unionists from other countries in order to promote an exchange of knowledge and experiences, participate actively and in person in actions organised by the other countries to enter into a relationship with young people, to spread a union culture and engage in union activities.

Through the Decent Work for European Youth project, for example, a group of young Italian trade union delegates travelled to Denmark during

the Job Patrols week, to accompany young Danish trade unionists to carry out interviews with young workers in the workplace. A practice that every year ensures many young people come into contact with the union, receive information and describe their working conditions without fear of retaliation by their employer and in the certainty that they are talking to someone they can trust. The youth that has participated from Italy has been inspired by this model of securing decent work and at the same time informing the young people about their rights on the labour market. It would probably take decades before the Italian employers would accept an Italian Job Patrol as a merely informational campaign. But it is also necessary to start somewhere, which is why CGIL supports further development of the Job Patrol concept in a continued collaboration with its partners and the Danish Job Patrol.

What really struck the young Irish participants about the Job Patrol in Denmark was the professionalism of the activists involved. They truly underlined that good training of activists is vital in the success of the project. The attitudes of management within the shops and various places that the JP went to also helped, as it made the activists jobs a lot easier. The key for the activists to get a good response from interviewees was the age profile and appearance of those doing the interviewing.

The mandate of Job Patrol is to train activists and union representatives to enter work places particularly in the services industry and educate young people on their rights in the workplace. As side-line to this, it has also built union density and promoted the trade union movement agenda.

The activists interviewing the young workers were of a similar age, and instead of arriving to workplaces in suits and ties etc., they had Job Patrol t-shirts and an informal appearance. The media coverage was also a vital component, as this gave the public an understanding of what Job Patrol entailed. Another important factor was the follow up by the relevant union once a contact with a young worker was established, as this leads to a very high rate of new members for the unions. The handbooks and QR codes handed out to workers so they can read up on their rights and entitlements were also brilliant ideas. In terms of bringing Job Patrol to Ireland, the primary difficulty is the lack of under 18's working in the country.

- It would need to be targeted at under thirties, as a lot of people in that age bracket are still naive as to their rights and entitlements.
- It would be a long process to establish it successfully in Ireland, as employer

attitudes to trade unions are vastly different.

- Proper training would also be vital, and the Job Patrol from Denmark could be brought to Ireland to train activists here.
- The key would be starting small and picking an area and sector, for example Dublin and maybe the restaurant sector, to start off. Another alternative would be to send activists into colleges or university to speak to students there so they are fully aware of their rights either when working part time or when they finish their course and start full time employment.

In order to successfully adapt a similar program in Ireland some significant changes would have to be made. The first of which would be the age target. In Denmark the Job patrol is targeted only for workers under the age of eighteen, in Ireland that age would need to be under thirty. Ireland has a huge percentage of youth unemployment, 31% of young people are without work so in order for a similar program to be a success we would need to cast the net at a wider age range.

Another factor to consider would be differences between Irish and Danish labour legislation. In Denmark collective bargaining is recognised as long as there is a high enough percentage of union members within that employment, in Ireland we are still lobbying for that right. To get around this barrier, a Job Patrol program would have to target industries where there is ease of access i.e. cafes, restaurants & hotels. By targeting such sectors, it would create a much better chance of actually reaching the workers.

One other important is the working relationship between the two different trade unions, HK and 3F. The JP was originally a congress initiative which due to economic circumstances had to be delegated. In order for a similar program to take a foothold in Ireland, the Irish Congress of Trade Unions would have to start the job patrol program at least in its testing stages and then to pass it to the relevant unions. This would encourage the sometimes rival unions to work towards a common goal which would be beneficial not only to their individual union but to trade union movement overall.

The Job Patrol, which has proven to be extremely successful in Denmark, and has continued to grow each year, is too good of an idea not to try and adapt in Ireland and other European countries. This program and similar initiatives will help add to the relations between trade unions at a European level by giving the opportunity for us to converse, share training ideas and help the global organising of Trade Unions.

## Other best practice examples from Denmark

The Danish model of **cooperation** between the educational system and the labour market actors is clearly beneficial to the society. Same type of cooperation functions as good practice when it comes to **collective agreements** and other employment related issues. In specific, a mutual understanding between, for instance, the social partners is a precondition for success. This means that both the employers and the employees have a similar overall vision on the labour market; both parties are interested in qualified manpower, continued national production, decent working conditions for all etc. Through negotiation the parties agree, or should we say, compromise towards agreements that reflect the current situation on the labour market.

**Flexicurity** is also a frequently mentioned good practice. There appears to be an agreement that high income security is preferred over high job security. Hence, the Danes are used to many job shifts during their lifetime and at the same time they experience less insecurity during unemployment.

Both employers' and employees' organizations agree that possibilities for **free education and adult education** are crucial for the development of skilled labour. Some stakeholders also add that the Danish State Educational Grant and Loan Scheme makes it possible for young people to complete an education because such a system implies that the society is co-responsible for the education of youth.

In spite of challenges with the lack of practical training places it is also put forward by the stakeholders that vocational training and practical experience works very well, i.e. there is a system of **dual education**.

The focus on education has generally provided good results. Prioritizing of youth unemployment and practical training places by the government has provided 60 million DKR to secure jobs and education to the youth over next two years.

As a part of the government program to secure more training places, it has been agreed to introduce **social clauses** which would obligate companies that bid on public procurement in construction business to provide training places as well.

Danish Agency for Science, Technology and Innovation developed a project that encourages SMEs to hire **newly graduated academics**. Based on the applications from the employers, the

young academics would be matched with a number of small and medium-sized companies that do not have previous experiences with academic employees. The young academics are usually contacted via job centers or unemployment funds. Young academics can also contact an employer themselves and ask if their company is interested in hiring them through this initiative. The company would receive refunds for the young academics' wage for a few months and then the young academic would be hired on a regular basis. This initiative (called "Videnpilot") is still quite popular but the funds usually cannot keep up with the demand, because of the popularity.

On regional basis, some municipalities have been successful in engaging companies to **mentor** the young unemployed. Usually the young unemployed would receive practical training in a company with supervision and help from another employee in the company. Other projects have matched young unemployed with employers in order to establish networks of good practices, job search etc.

The Capital Region of Denmark initiated a campaign in the beginning of 2010 where professional call-center agents were hired to call employers directly and ask them to provide **training places**. The campaign lasted for 6 months, costing 270.000 Euros and leading to 600 new training contracts. The campaign was considered as a major success.

Currently, the Capital Region of Denmark is working with two large regional projects that focus on **recognition of informal training and competencies**. One of the projects is titled "From non-skilled to skilled in record time" and focuses on possibilities of having non-skilled work experience translate into merits within certain vocational trainings. The other project is titled "Dressed up for vocational training" and focuses on young people and the possibility of on-the-job training. The project is still under development.

## Other best practice examples from Ireland

### STIPU CAMPAIGNS

“Fair Hotels” campaign –

SIPTU’s Services Division is conducting a campaign in the Hotels sector for quality jobs in the industry, where hotels as a principle treat their staff fairly and recognise their rights to join a trade union and engage in collective bargaining. Young SIPTU members and workers are involved in this campaign.

“Don’t Bin our ERO Campaign” –

This campaign by the Security and Contract Cleaning industry sector of SIPTU targeted employers in the health, education and Public Transport sectors. The main aim of the campaign was to retain the JLC system for the Contract Cleaning industry and other low-paying sectors. This was a very visible and dynamic campaign and saw workers, including young workers, and activists lead demonstrations and protests. Workers also lobbied parliamentary meetings of political parties in the Dail directly in seeking political support for this campaign objective.

“Workplace Innovation Campaign” –

SIPTU’s Manufacturing Division and the IDEAS Institute are co-operating in developing a project on Workplace Innovation. This aims to improve workplace performance and working lives and to stimulate positive organisational change through inclusive dialogue and by releasing the creativity of workers, including young workers. This campaign is aimed at strengthening and growing the Irish Manufacturing sector in response to the present economic crisis.

### STIPU YOUNG WORKERS ACTIONS

The Young Workers Network established the Activist Academy to build capacity in campaigning and activism skills among young trade unionists.

The first Activist Academy was a hands-on workshop on How to Use Social Media for Effective Worker Campaigning. The feedback was good from the 30+ young people that participated in the day’s training on how to use facebook, twitter and make/upload short films. The next Activist Academy will focus on the development by young workers of Graphic Design Basic skills and their use in union campaigns.

### IRISH APPRENTICESHIP SYSTEM AND YOUNG WORKERS

There are currently 24 designated apprenticeships in Ireland in a variety of crafts within the construction, electrical, print and automobile industries. Female participation is low which may be linked to negative conditioning at second-level.

SIPTU believes that apprenticeships should be developed across a range of other employments, including in the hospitality, child care, administration and green economy sectors in order to provide quality, skilled work and career progression for young people. They will also provide greater opportunities for young female workers to progress their careers. SIPTU believes that this extension in the number and scope of apprenticeships would make a major contribution to ending the youth unemployment crisis and has proposed the following actions in its submission to the Department of Education appointed Apprentice review group on Apprenticeship training in Ireland.

## Other best practice examples from Italy

**The CGIL Campaign "Young people NO longer willing to do anything"** was created with the aim of overthrowing this media representation, this mainstream representation of youth as "the cause of their own misfortune", this narrative of insecurity. It was created with the aim of giving back prominence to a generation, so that it might reappear on the scene and claim for itself, collectively, its rights and protections. The campaign made its debut in anonymity, without reference to the CGIL, because the goal was to talk about the problem of insecurity in the right way, not publicise the position of the CGIL.

The first anonymous phase of the campaign led to the advertising online and in the street of indecent jobs, offered by a fake placement company "Young people willing to do anything" which proposed solving the problem of work through being willing to do anything.

After about ten days, and after the ads had been picked up on by the major newspapers, the second phase of the campaign began. A fictitious hacker added "NO longer" to the site where the indecent ads had been placed that had produced outrage a few days earlier, a response to the exploitation and insults, a collective, choral response, which transforms indignation into action and reaction.

The CGIL is revealed only in the last phase of the initiative as a promoter, causing a stir and arousing curiosity, a campaign to say that the blame for precariousness lies not with the precarious and that there is no escape from precariousness as individuals but only through uniting.

Local versions of the campaign were born around the country, and the campaign went from the virtual to the real, in flesh and bones. Young students and temporary workers began to meet at workers' clubs, forming networks of associations, groups of students, young professionals, associations for journalists on temporary contracts, archaeologists, graduate students, determined to join together to do something, to make their feeling of redemption public.

And so, a few months after the launch of the campaign, the "Our Time Is Now Committee" was formed, a committee of young people to say that life does not wait, to shout out their willingness to be useful to the country here and now, by providing energies and skills, bodies and brains, to claim their right to work and a decent life, in Italy.

On 9 April 2011, hundreds of thousands of young people gathered in the streets of Italy to state their unwillingness to accept indecent working conditions, alongside the CGIL and in the CGIL. And since then, following the denunciation and the protest, spaces opened up for the proposal: the CGIL and its categories, with the support of the Committee and organisations for young people and precarious workers with which over time have been created links and synergies, have started to develop campaigns, battles and ad hoc actions on specific issues and sectors, with the aim of increasing the strength and bargaining power of temporary workers. Below we describe some of the most significant.

**NO MORE FAKE INTERNSHIPS**, for the regulation of internships and apprenticeships, which have become devices to disguise exploitation and free labour, to manage the abuse of these forms of training and employment through collective bargaining.

Regulation means ensuring that the internship really is an instrument of orientation towards work connected to the course of studies, a tool for job placement, which will enable young people to experiment with talents and abilities and gain professional qualified experience, the possibility to have access to the labour market. It means giving the intern a subsidy, a minimum compensation, in order to pay for food, accommodation and transport. It means monitoring and preventing abuses, preventing companies using internships to get free workers. It means clarifying the legal framework and it means favouring the introduction of uniform regional laws, in which the differences in economic conditions in individual regions do not have an impact.

As part of the campaign, video-clips and informative material has been produced and bills of popular initiative have also been drawn up and presented to the appropriate institutions.

**WITH THE CONTRACT campaign**, to provide protection and rules for apprentices, freelancers and collaborators with professional studies in the renewal of the collective agreement (fair wage; protection in cases of illness or injury or maternity; clear rules governing access to the profession; rules that safeguard social security in the future; protection in the event of unemployment). The campaign was created to stimulate the participation of those directly involved in the negotiations for the renewal of the collective agreement for professional studios. FILCAMS, the section of the CGIL which signed the contract, has worked in collaboration with professional associations, such as IVA Sei Partita (architects

and engineers who work as freelancers) and the Sesto Piano Association (lawyers and apprentices).

The centrepiece of the campaign is the website and social networking sites, extremely useful tools for intercept people who work individually and are difficult to reach using traditional tools.

The **DISASSOCIATED campaign**, to combat the fraud of the shareholder's contract, which formally makes workers partners of the company with which they work, but which in fact represents a substantial means of employment, which many shops have used for years to avoid employing sales assistants in accordance with the national collective bargaining agreement for the sector (clothing franchisees, such as Calzedonia, use this, it is used for bartenders, accessories stores, etc.). The companies save on labour costs at the expense of workers, who are paid below the minimum rates, and suffer uncertainty of income, lack of protection and social safety nets in case of dismissal.

During the campaign, many reports have been received from workers of abuse, which allowed FILCAMS to carry out visits to workplaces and ask companies for checks. In some cases, dealings with the company led to the transformation of the shareholder's contract into a contract of permanent employment.

The campaign is structured on two fronts: the media and territorial. On the media front, a website for information and dissemination was set up, which also functioned for the collection of reports. On the territorial front, stands were organised in front of shopping malls and in shopping streets to provide material to employees and customers.

**STREET UNION ACTIVITY**, to fight illegal hiring during the harvest seasons in the fields (in the streets controlled by the gangers where the workforce market takes place at five in the morning and the ghettos that are home to thousands of foreign workers during the intensive seasonal harvesting).

The campaign, promoted by FLAI CGIL, is aimed at very young migrants, often willing to do anything to alter their destiny, willing to trust strangers who, in exchange for thousands of euros, promise them the security of a roof over their heads and a job a once they reach Europe. There are about 400,000 foreign workers, mainly from Africa and Eastern Europe, engaged in the different seasons of the agricultural harvest and subject to the blackmail of illegal hiring, exploitation and unreported employment.

The campaign is moving through the major agricultural areas of the country from north to south, with the objective in part of unionising foreign workers in agriculture, informing them of the contents of agricultural contracts, their trade union rights and a fair wage, and in part on reaffirming the rule of law in the world of work as a prerequisite for the recognition of trade union rights and citizenship, standing next to anyone who intends to denounce illegal hiring, which is a criminal offence, denounce exploitation and obtain a resident's permit.

A form of union that has been called "street union", because the places of operation and intervention are the same as those manned by the illegal hirers: the squares where the workforce market is held at 5am and ghettos, real slums, which host thousands of foreign workers. With a camper, the camper of rights, FLAI CGIL wanted to create a mobile union office able to be a reference point for workers who move following the flow of seasonal harvests.

**CLEAN CLOTHES CAMPAIGN** to turn the spotlight on the production chain of clothing and in particular to support the 42 dismissed workers of the factory operating in Indonesia on behalf of Original Marines, who suffered retaliation for daring to form an independent union).

**UNCOVER UNREPORTED EMPLOYMENT**, a communication campaign against unreported employment and illegal employment in tourism. This is a campaign by CGIL FILCAMS aimed at providing information in all the places frequented by young people in the summer on the rights of seasonal workers and to provide help in regularisation.

The tourism labour market has always been characterised by a strong seasonality, ranging from a minimum of 9,000 jobs to a maximum of 1.002 million in the high season **and as the crisis rages, the use of flexible and uncertain forms of employment is increasing**, which provide less constraints for the employer, but also make much more uncertain the working life of the employees. The FILCAMS campaign was created to shed light on the dark areas of various forms of circumvention of the rules which can be found: longer hours paid under the table, lower wages, duties without control; little and large ploys to reduce labour costs, to offer its support and representation in cases of abuse and to promote to business and politics a tourism model based on quality, training and professionalism.

Concise and practical **GUIDES** to translate into understandable language the new legislation on working and **HELPDESK**, to help job seekers to

move most effectively in the labour market, know what to expect and what are their rights.

**INCLUSIVE BARGAINING**, the horizon of the new union, to recompose the range of rights, including the types of non-employee labour in national contracts and establishing for all fair wages and new rights related to training, autonomy and professionalism.

Inclusive bargaining means looking at the whole production cycle and using the levels of greater union strength to establish decent working conditions for the weaker sections, for example, contracted or sub-contracted companies. This commitment to inclusive bargaining, is accompanied by resettlement policies that are able to count on the participation of all individuals with forms and methods that may be different from the traditional ones.

The CGIL has over 2.7 million active members, and of these 21.2%, about 575,000 are under 35. FILCAMS, the section of the CGIL, which deals with workers in the private services, commerce, tourism, has about 30% of members under 35 years old; much less young are the FP (Civil Service) and the FLC (Knowledge Workers), which are feeling the effects of the hiring freeze.

However, the majority of members under 35 have permanent contracts. Only 3% are unemployed or in precarious employment. There continues to be a fear of joining the union due to the potential for blackmail in the employment relationship. Inclusive bargaining aims to include young temporary workers in bargaining and ensure that nobody should have any fear of retaliation if they join a union.

**WORK PLAN**, proposed by the CGIL, with the aim of advancing innovative ideas and proposals to reactivate the economic cycle: what to do and how much to allocate to stimulate productive investment and create jobs. €60 billion, derived from the fight against tax evasion, taxation of great wealth and financial returns, to be invested in the environment, territorial protection, making the territory secure, in the green economy, in legality, in innovation, new technologies, training, and in the cultural and architectural heritage.

**NATIONAL INITIATIVES** by youth members or annual gatherings to listen to and draw upon the experiences of the territories, but also and above all from the best practices developed by trade unions in other countries.

This year (2013) for example, the national festival of the CGIL hosted Valery Álzaga of the SEIU from the United States, and with her was born a discussion on the new forms of aggregation and organisation of young people. In the United States, the first country hit by the collapse of unionisation rate which is now reduced to 12%, the idea of Community Organising has been launched which rethinks the union as a social organisation, able to operate and influence also outside the workplace involving communities and social networks and producing a new social protagonism of workers. The union is not the protagonist, but the workers themselves; the union facilitates, it has a secondary role, it helps workers build campaigns and support committees, it seeks consensus in the neighbourhood, involving churches, political parties, cultural institutions, universities, the media, artists, celebrities. They work as a social movement, not only as a trade union. The union is part of a larger movement and is perceived as a vehicle for social change and not as interest organisation concerned only about the fate of its members.

