





SOCIAL  
DIALOGUE  
CENTRE  
FOR GLASS  
INDUSTRY

REPORT  
ON PROJECT  
IMPLEMENTATION

*This publication refers to a project of the Social Dialogue Centre for Glass Industry cofinanced by the European Union and state budget within the European Social Fund under control of the Ministry of Labor and Social Policy. Project was realized from Septmeber1, 2008 to September 30, 2009. Within this project the following tasks have been accomplished: launching of the Social Dialogue Centre for Glass Industry with a seat in Katowice, sociological reaserch concerning the status of social dialogue in glass sector, Internet E-Dialogue System, preparation and implementation of training cycles for representatives of glass sector.*



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Published by EDYTOR S.A. by the order of Polish Glass Manufacturers Federation  
Nr ISBN 83-88412-24-8

Layout: Jolanta Krafft-Przeździecka

Foto: Tomasz Chruszczow, Piotr Kardaś, Alicja Wróbel, archiwum

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Publication cofinanced by the European Union  
within the European Social Fund



# PREFACE





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*in Poland*

## What is „autonomous dialogue in glass industry”?

At the beginning we should try to determine a definition of such concept. The first thought which comes to our minds is an ascertainment that social autonomous dialogue gives an opportunity to set up a forum for exchange of opinions, views, conclusions and proposals among employers and workers, especially identification and elimination of possible obstacles which can emerge during this process implementation.

As far as glass industry in Poland is concerned, we may note that formulation of such definition came in subsequent order since we had firstly to verify these issues in a very practical way.

The French concern Saint-Gobain – manufacturer of glass since 1655 – has invested in construction of glassworks in Dąbrowa Górnicza; production was supposed to start in 1996. In the same

time both Dąbrowa Górnicza and government-owned Window Glassworks suffered troubles (technical obsolescence of glass tank). However, workers – qualified glaziers with good experience in glass production being ready for further work applied for support and assistance to the Federation of Trade Unions of Chemical, Glass and Ceramic Industry in Poland.

In such a way first contacts and meetings were organized with the French employer who was looking for workers to a new glassworks with trade union organization which, in turn, wished to assist glaziers seeking work.

Interesting aspects of cultural context of these contacts should be mentioned – on one side, philosophy of a company operation based on rich traditions within market economy and, on the other side, customs and habits, way of thinking and activities of workers and their organization passing from a system of command to free market economy.

No doubt that Social Partners including the French employer and the Polish trade union organization to establish two-way social dialogue had to overcome many obstacles.

The most important was a fact that Partners had to accept joint responsibility for securing a stable labor market. They also had to change their habits in exerting a one-way impact on the State in favor of joint action.

Therefore, a next step was to negotiate and signed in 2004 the tripartite Framework Agreement with Federation of Trade Unions of Chemical, Glass and Ceramic Industries, Secretary's Office of Chemical Industry NSZZ "Solidarność" and Polish Glass Manufacturers Federation on Autonomous Dialogue in glass industry in Poland.

Such institutionalization of social dialogue contributed to its consolidation and further development, however, more and more

pointed out to the existence of basis tender spot which could be in the next period a serious restraint in such dialogue. We could observe visible deficiencies in methodology, different definitions of the same concepts, problems of social communication quality among particular actors of social dialogue.

These phenomena could not help to overcome the basic issue in social contacts, namely, to suppress inherited lack of common confidence observed with different tension both in large and quite small working establishments.

It was only a matter of time for the parties of Framework Agreement on Autonomous Dialogue in glass industry in Poland to enter into the next step i.e. implementation of a project for the Social Dialogue Centre for Glass Industry, of which assumptions, realization and results will be presented in this publication.









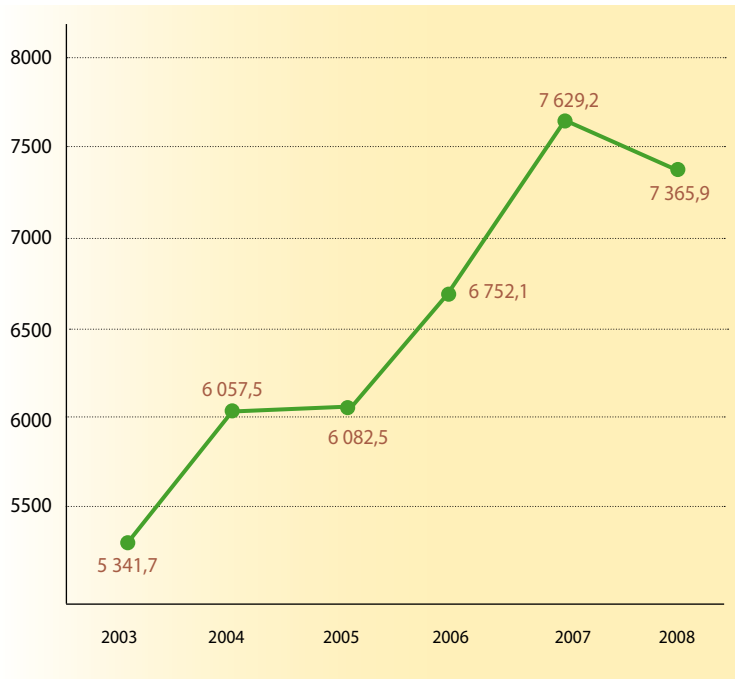
**I.1**

GLASS INDUSTRY  
IN POLAND

*Piotr Kardaś*  
*Polish Glass Manufacturers Federation*

The Polish glass industry includes more than 100 enterprises. Poland is the sixth manufacturer of glass in Europe and the Polish glassworks melt about 2.700 mill. tons of glass per year. According to the Central Statistical Office (CSO) sold production of glass industry amounted to 7365.9 mill. zlotys in 2008.

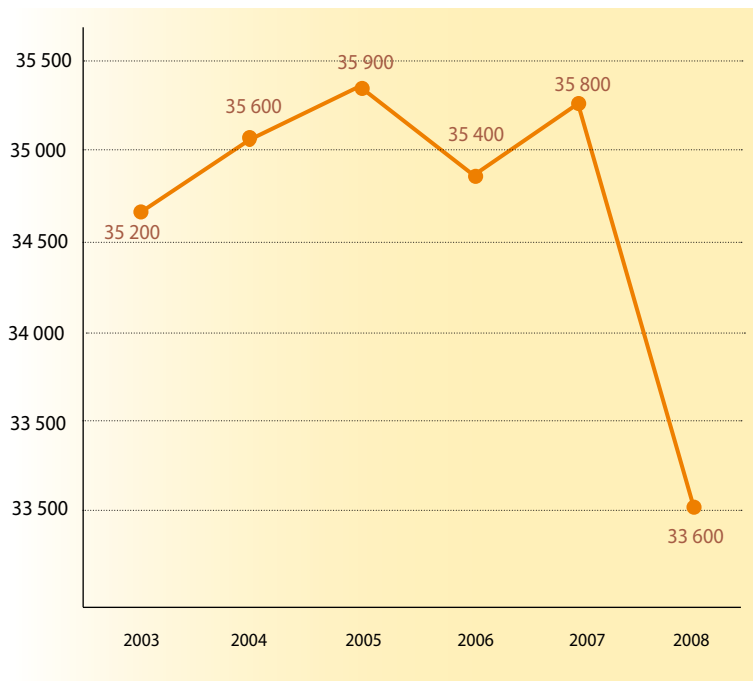
Sold production of glass industry in 2003-2008  
(CSO data)



The Polish glass industry has, on one side, excellent and many hundred year tradition and, on the other side, belongs to the most modern in the European Union. Glass is one of the traditional Polish export commodity.

The Polish glass industry is considered as respected employer with understanding its social role. According to the Central Statistical Office data an average employment in glass industry in 2008 amounted to 33.6 thous. workers.

Number of workers in glass industry in 2003-2008  
(CSO data)



## SECTORS OF GLASS PRODUCTION

### Glass packaging

The highest position among glass products manufactured in Poland occupies glass packaging. A dominant position in this group includes bottles and pots made of colorless glass (almost 80% of production). Both food, cosmetic and pharmaceutical packaging and holders for ever-burning fire are manufactured in Poland.

Majority of the Polish glass packaging glassworks have passed deep modernization in recent years. Although it brought about, inter alia, introduction of thin wall packaging to production line and significant reduction of packaging weight, however, the tonnage of production is on regular increase.

## Flat glass

Slightly less is a tonnage of flat glass production i.e. float glass, rolled, ornament and reinforced glass. It should be mentioned that the Polish plants which manufacture both flat glass and products belong to the most modern in Europe. They manufacture i.a. modern low-emission glass which allows obtaining significant energy savings as well as car glasses. In this sector of glass industry the highest increments in production have been achieved in recent





years. Significant investments in new productive capacities in 2008-2009 may result that flat glass production will equal or even exceed that of glass packaging. It can be assumed that that rapid growth of flat glass production will be maintained at least to the moment of achieving the average production in the countries of the Western Europe.

### Artistic and household glass

The Polish glassworks of artistic and household glass enjoy an excellent opinion in the world. The majority of production of leading glassworks of artistic glass is exported. They manufacture a wide range of products – starting from glass dishes, highly sophisticated vases and other decorative items ending with lamp shades and products made of many-layered glass. Production includes both products of high quality made of soda – lime glass as well as crystal glass.

It is worth mentioning the wide scale and excellent quality of artistic glass products hand-made in traditional way. Unfortunately, increase in gas and electric power prices as well as economic crisis affected especially negatively this kind of production.

### Insulating materials and other types of glass

The Polish enterprises manufacture also mineral and glass wool – top quality and friendly to the environment insulating materials. Their consumption in construction industry has a significant impact on energy savings, reduction of emissions of pollutants of which emission of greenhouse gas.

Many of enterprises specialize in production of other types of glass such as glass fiber, borosilicate glass, lighting glass, glass hollow bricks, hyaline silicates or so-called frit indispensable in glaze production.





## Development prospects

From the point of the 2012 perspective we anticipate investment in new production capacities and modernization of existing capacities what would allow to increase the tonnage of melted glass up to about 3.5 mill. tones.

Our country possesses in comparison with the other countries of the European Union advantageous conditions for development of glass industry (access to good quality raw materials, adequate human resources, central geographical location, developing market). It should be noted that the Polish glass industry in recent years has been privatized and modernized.

In spite of significant growth in recent years the level of flat glass production is two times lower than in countries of the “old Europe”. Also consumption of glass packaging per inhabitant is on annual basis about 10 kg below that of the Western Europe countries.

The basis for further development of glass industry in Poland would be probably manufacturing of modern products, especially those which would allow reducing an impact on environment. Use of innovative glass products is indispensable for improvement of power efficiency, reduction of greenhouse gas emission and decrease of power consumption by households – this refers to many sectors of economy and the country as a whole. Wider use of innovative products would contribute to achieve climate policy targets of the EU without bearing additional costs by governments, entrepreneurs and households.

Among modern glass products manufactured in Poland we may mentioned i.a. windows and low-emission glasses with modern coatings, glass for solar panels, healthy materials for wall and roof isolation, energy-savings lighting sources, fibers used in wind-glassworks blades and light materials for transport and packaging which in 100% could be subject of recycling







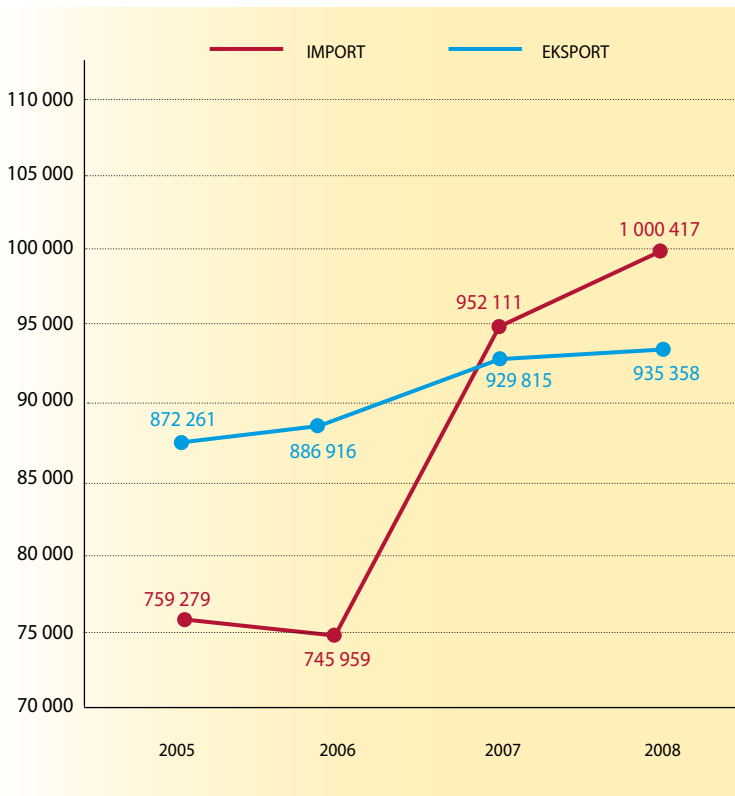
## Future challenges

Among challenges which face the Polish glass industry the most important are those related to new UE regulations concerning environment protection. These regulations put an obligation on further decrease of carbon dioxide, nitric oxide, dust emission and other pollutants. Also indispensable is an increase of glass products recycling.

The future of glass industry in Poland depends to a large extent on gas and power prices as well as on regulations concerning power efficiency.

Foreign competition plays increasing role as well. In 2007 for the first time since many years import of glass and glass products in terms of tonnage was higher than export tonnage. Increase in export was to a large extent linked with increase of import of cheap products from the Far East. Very aggressive competition – mainly on the part of manufacturers of this region – is often bound up with a phenomenon of ecological and wage dumping. Products sold on the Polish market or competing with them on foreign markets are manufactured without observance of the European Union standards for environment protection and quite often with violation of worker rights.

Tonnage of import and export of glass and glass products in 2005-2008 (CSO data).





# I.2

## HISTORY OF AUTONOMOUS DIALOGUE IN GLASS INDUSTRY

*Piotr Kardaś*  
*Polish Glass Manufacturers Federation*

Employers and trade unions in glass industry have been involved in social dialogue since several years. In July 24, 2004 the Federation of Trade Unions of Chemical, Glass and Ceramic Industry, Secretary's Office of Chemical Industry NSZZ "Solidarność" and Polish Glass Manufacturers Federation signed an official agreement determining targets and principles of dialogue – called Framework Agreement on autonomous dialogue in glass industry.

## Scope of dialogue

Since the moment of signing the Agreement twice a year are organized two meetings of Social Dialogue Partners to cover important issues of the industry.

Below we specify the main subjects discussed by Social Partners of glass industry.

- Climate policy and allocations of emission rights for glassworks. Climate and power package of the European Union
- Gas and energy prices. Excise duty on gas and energy
- Safety and labor hygiene in glass industry. Protection of workers against cristalic silicon dioxide
- Customs duties on the Polish glass products and products imported to Poland
- Other regulations on environment protection having impact on industry competitiveness
- Regulation REACH and its impact on glass industry
- Bridging pensions
- Wage level in companies of a sector
- Draft of changes in Labor Code.

## Conciliatory commission

An agreement between employers and workers was a base for establishing Conciliatory Commission of Glass Industry. Commission acts on the base of rules and regulations accepted in March 18, 2005.

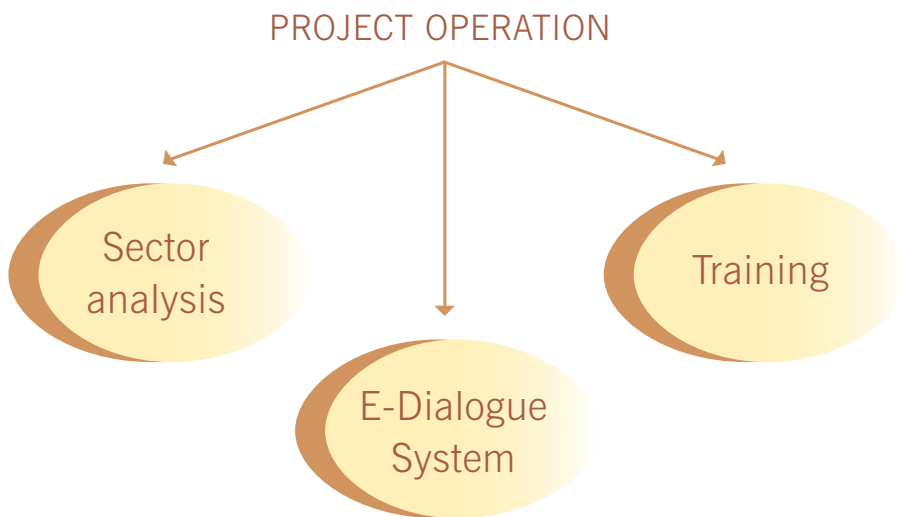


## Results of dialogue in glass industry

- Creation of efficient mechanism of conciliatory solution of disputes between workers and employers
- Solution of group labor conflicts in the spirit of dialogue in spite of difficult situation observed in the part of companies of operating in this sector
- Creation of the subgroup on issues concerning glass industry within the Team for chemical industry of the Tripartite Commission on Social and Economic Issues
- Joint application to central administration i.a. for allotments of emission rights of greenhouse gases concerning economic glass-works and against taxation of natural gas with excise duty
- Maintenance of regularity in Dialogue Partners meetings
- Joint accession of Partners to implement the project of Social Dialogue Centre for Glass Industry.

## Project of Social Dialogue Centre for Glass Industry

Within the scope of Agreement Partners undertook subsequent actions aiming at strengthening social dialogue including joint elaboration of assumptions and accession to implementation of the project called "Social Dialogue Centre for Glass Industry".



Implementation of the project occurred in the period especially difficult for the Polish glass industry due to economic slow down – the period in which solution of issues between workers and workers through a dialogue is much more significant.

Creation of Social Dialogue Centre is the first step towards further activities. It is a base for strengthening the role of social dialogue as one of the most crucial element of optimum management based on results of research, effects of carried out training and also other solutions worked out within a project.



PROJECT  
OF SOCIAL  
DIALOGUE  
CENTRE  
FOR GLASS  
INDUSTRY





*In the last five years social partners of glass industry took part in meetings and run a regular dialogue of intercompany character. During these meetings we obtained much information concerning dialogue on company level. At the time when we were preparing the draft of the Social Dialogue Centre for Glass Industry we decided, inter alia, to investigate what is the level of such dialogue. Carrying out of such research has been commissioned to the Center of Marketing Research INDICATOR which performed both quantitative and qualitative research. This research covered employers, managerial staff, representatives of trade unions and workers.*

*Results of research were not a surprise. On the one side, it has been confirmed that in case of factories being members of the Polish Glass Manufacturers Federation there are better safety and hygiene conditions, workers may avail themselves of more developed forms of social and integration activities as well as better access to information. On the other side, persons subject to research expressed appreciation for trade union activities, which – in their opinion – look after the most important worker issues i.e. promptness of payments, employment stability, wage bargaining or dialogue with employers.*

*Analysis of research results has also confirmed a need of more efficient way of communication and information. For this reason we invented and prepared the E-Dialogue Platform within a project which should be an auxiliary tool in implementing these activities.*

*Research allowed answering many questions. However, after their analysis new subjects and themes have been revealed which are worth to be diagnosed in the future. It is worth to be done with aim to improve both the level of dialogue and situation of workers in glass industry as well as functioning of enterprises which secure working places for many thousands of workers.*

**Julian Andrzej Konecki**

*Manager for Industry Operation Analysis*

*President of Secretary's Office of Chemical Industry NSZZ "Solidarność"*



## II.1

# ANALYSIS OF SOCIAL DIALOGUE IN POLISH GLASS INDUSTRY

Summary of the research report  
project conducted by INDICATOR  
MARKET RESEARCH CENTER

*Ewa Eron-Gorzala*  
*Expert of Quality Research*

*Wojciech Terlikowski*  
*Expert of Quantitative Research*

The goal of the interview is to determine the level of social dialogue in glass industry. In order to obtain the research data enquiry included:

- Means of communication between the employer and his subordinates in researched companies
- Researching the level of social dialogue between employers and workers in Polish glass industry
- Gathering views regarding respondents` work conditions
- Evaluation of cooperation with Polish Glass Manufacturers Federation
- Evaluation of the effectiveness of Trade Unions and workers advisory committees in researched companies
- Relations between trade unions and workers committees and the employer

*Training  
of social dialogue  
leaders in Tarnów  
and Warsaw  
(below)*





*First meeting  
of future social  
dialogue leaders  
in Zloty Potok*



*Dialogue  
in difficult times  
and circumstances  
– training of leaders  
in Warsaw*

## II.1.2

# QUALITATIVE RESEARCH “ANALYSIS OF SOCIAL DIALOGUE IN POLISH GLASS INDUSTRY”

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### Information regarding the research

**Research method** – the research has been conducted by means of IDI Interview. This method is based on a moderator’s interview with the respondent. It is conducted according to scheduled scenario.

**Research participants** – research includes an interview of two groups of workers union from glass industry:

- a) executives – owners, presidents, managers;
- b) production workers who constitute representation of two trade unions – Independent Self-Governing Trade Union “Solidarnosc” (NSZZ “Solidarnosc”) and unions associated in The All-Poland Alliance of Trade Unions (OPZZ).

**Number of conducted interviews** – there were 27 interviews conducted. Each lasted roughly one hour.

**Time span of the interview** – the research was conducted in between 7 and 27 of November 2008.

**Place of the research** – selected plants from Polish glass industries located in six provinces: kujawsko-pomorskie, lubuskie, małopolskie, podkarpackie, śląskie and wielkopolskie. Those companies have diverse production profile: packaging, domestic and flat glass.



### Working conditions

Results of analysis indicated that interviewed respondents from companies associated in "Polish Glass" Manufacturers Federation provided better evaluation regarding work conditions in their workplace than respondents not associated in Unions.

- "Nowadays working conditions have improved, even if there is an audit we usually have first place in polls, in terms of hygiene at work""

It is crucial to point out that most of the researched associated in organisations, often indicate that companies place much stress to the improvement of work conditions. Respondents from companies not associated indicate reservations regarding low salary and the lack of social infrastructure.

- "People are earning minimum wage and that is a problem because they are doing overtime, which they are not paid for and very often they don't receive their salary according to deadline"".

Security level in companies was considered by the majority of respondents as satisfactory. Respondents indicate constant monitoring of the level of hazardous substances in production halls as well as taking care of regular controls of workers.

- "regularly there are control tests at the work stands – volume intensity, temperature, pollution"
- "every now and then then they measure volume intensity and they present it on a board so that everyone would know, what conditions you are working in. Everyone has their own working clothing adjusted to their work stand"

It is necessary to point out that a small number of respondents indicated insufficient security level in their workplace, stating that there occur too high temperatures within the production halls as well as there is no drainage under machines connected to electricity.

*Results of research indicate a care for regular controls*

- “there`s definitely something wrong. We are working on the machines connected to electricity. In our hall floors are not slant and there are no outflows, so the machines are standing in water”

### Atmosphere in companies of a sector

Significant number of the researched indicates intensified integration activity of the company. Respondents mentioned family picnics, Christmas Eve meetings with pensioners and workers as well as company picnics considered as a form of thanking workers for a year`s work.

- “glasswork organizes picnics for families, Christmas Eve meetings for retired and active workers”



*Recapitulation of training of social dialogue leaders in July 3, Warsaw*

- “we have company picnics. We have a grill party organized usually when an significant achievement is accomplished. It is also organized for those who contributed to companies efficiency as a form of reward”

Small group of the researched indicate insufficient integration activity in their companies, due to limited funding of social fund which sponsors such enterprise.

- “absolutely no. We didn`t have any integration meetings for at least 10 years”





*Meeting of Program  
Council for training  
of dialogue leaders  
in Duszniki Zdrój  
– March 13, 2009*



*Subject of discussion:  
meeting with:  
"Interesting person"*



*Discussion of future  
dialogue leaders  
– training in Tarnów*

Significant number of the researched indicate unpleasant atmosphere in their companies due to stress related to unstable employment, bad treatment of workers by their executives (lack of respect, insults), insufficient number of tools required to perform the job (old machines, lack of new spare parts) as well as financial problems of the company.

- “there are quarrels, unpleasantness and nicknaming”
- “atmosphere is not promising. There occurred certain mass redundancies and it is difficult period not only for the company but also for the workers. One may feel fear among workers, fear for losing their job and such situation does not influence good atmosphere among workers”



## Quality and forms of communication

Researched reception regarding communication within the company depends of position occupied. The higher status, the better communication quality.

Research participants who occupy executive positions indicate that regular eye-to-eye conversations with workers are most common means of communication, additionally they include work bulletins and internal network – Intranet.

- “due to small number of workers, personal contact”
- “in terms of boards it is a one way communication and in terms of communication in opposite direction usually it is being reported to ones supervisor”

Researched unionists mention diverse means of communication available at their workplace (Intranet, work bulletins, notice boards). They point out that informal means of communication dominate among them and the employer – notice boards. They define mentioned method of communication as insufficient.

- „there is no contact (namely personal), there is one union board”
- “contact occurs on an unsatisfying level, usually all information are placed ant the notice boards after intervention of union organizations”

## Activities of trade unions

Most of the interviewed display positive attitude toward trade unions. They emphasise the fact that trade unions are thoroughly interested in the workers matters: they monitor on time payments, they protect their rights as well as they provide employment stability. Additionally they enable a dialogue between the worker and the employer.

In relation evaluation between trade unions and head board research participants indicate the lack of cooperation in communication in terms of redundancies and quarrels regarding raises.

- “communication barrier, no information, boards negligent attitude toward union members, board does not take our opinion into consideration because they don` t have to – pity though”
- “oh, not good, it is often near murder”

### **Workers’ councils**

Results analysis indicate worker’s limited knowledge regarding workers advisory committees. Some of the researched (mainly unionists) provide positive evaluation regarding advisory committee’s service though they indicate difficulties in defining tasks and responsibilities of this representation body and its duties on behalf of workers. Researched indicate application of workers advisory committees service only in the field of social relief and in maintaining safety at the workplace(BHP rules).

- “it is difficult to say, I know that such committee exists but what they are dealing with I cannot state”
- “board organizes certain meetings, makes sure there is sufficient industrial safety, everybody has their work clothing it deals with general affairs”

Remaining respondents (mainly the executives) evaluate the level of workers advisory committee`s service as satisfactory or on an average level, though mentioned group also shows certain difficulties in determining the reason of their evaluation. Nonetheless they emphasize that the scope of advisory committee service is not defined.

- “I may compare workers committee to trade unions. In our company it is a kind of “self-appointed supervisory board”. They would like to but in and decide about something”

### **Sector representation**

Researched associated in “Polish Glass” Manufacturers Federation consider the activity of the Trade Union as consistent with aims and goals related to operating in glass industry in Poland.

Researched, who are not associated in “Polish Glass” Manufacturers Federation, had difficulties in defying why their companies are not associated in the Trade Union and they displayed limited level regarding knowledge of the Union`s activity.

Researched indicate the following as potential fields of activity possible for the Union: legislation connected with glass industry, contacts with trade unions, training provided for employers and workers.

- “regulations allowing glassworks to operate, namely appropriate EU regulations”
- “they should deal with improvement of working conditions of people employed in glass industry”
- “I think we should preserve the current number of glassworks in our country as I heard about certain glassworks closure””

## II.1.3 QUANTITATIVE RESEARCH „ANALYSIS OF SOCIAL DIALOGUE IN POLISH GLASS INDUSTRY””

### Information regarding survey

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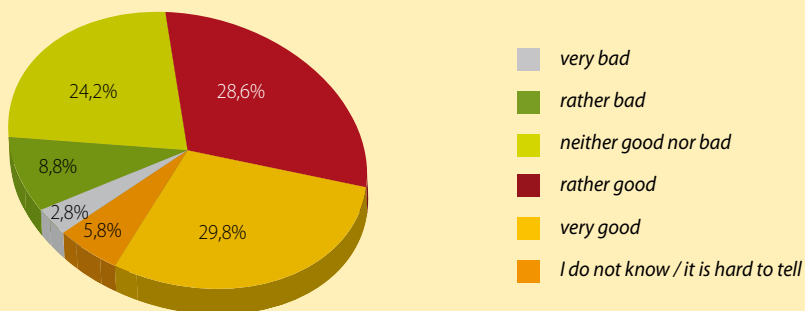
**Research method** – the research has been conducted with the use of PAPI. Mentioned method includes an interview with the respondent based on a questionnaire form. It is conducted on a regular scenario.

**Research participants** – participants of the survey are representatives of Polish glass industry associated or not in „Polish Glass” Manufacturers Federation– those representatives of executives on the middle level.

**Number of interviews** – there were 500 interviews conducted

**Time span of the research** –the research was conducted in between 1-15 of December 2008

Please state what is your opinion regarding economic situation of Polish glass industry?



**Research tool** – questionnaire comprised 18 questions and 8 sociodemographic questions.

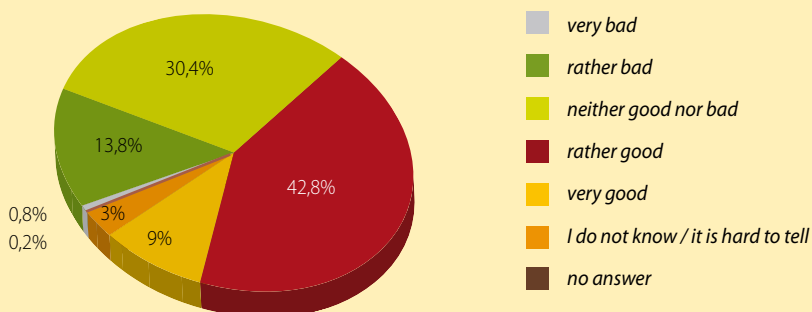
## General conclusion

### Quality and forms of communication

Most of the workers who occupy lower executive positions (83,3%) have noticed that in their companies there occur contacts with higher executives.

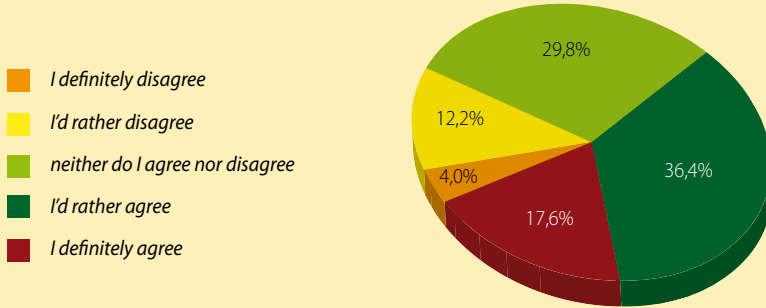
The most common means of contact by the executives with the workers are information boards and show-cases placed within their companies. The interviewed companies also apply executive meetings with: particular workers (49,2%), the whole crew (43%),

What are current relation between employer and workers at your work place?



Please state whether you agree with the following statements regarding your company. Please apply 5 point scale where 1 indicates – I definitely do not agree and 5 – I completely agree.

**Employer looks after workers' social needs**



trade union representatives (32%) and the whole workers board (22,4%).

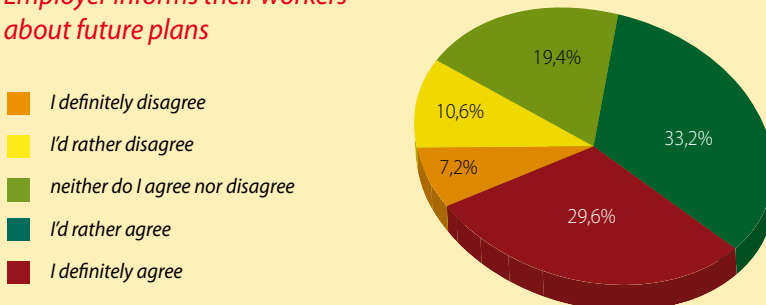
Rarely new forms of communication are applied in contacts of workers with employers (11,9%).

Though (75%) respondents consider that workers they are informed about important events which occur in their companies, merely one third (36%) of respondents agrees with an opinion that in their companies there occurs a process of informing workers about employers future plans.

Half of respondents (53,6%) admits to occasional arguments with their employer. It is necessary to point out that respondents who are hired in companies associated in „Polish Glass“ Manufacturers Federation rarely mention such problems – that those workers who work for companies not associated (48,6% to 61,9%).

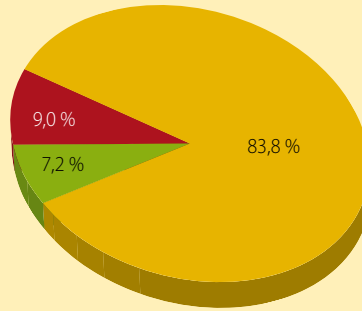
Please state whether you agree with the following statements regarding your company. Please apply 5 point scale where 1 indicates – I definitely do not agree and 5 – I completely agree.

**Employer informs their workers about future plans**



Does executive contact with other workers at your company?

- yes
- no
- I do not know / it is hard to tell



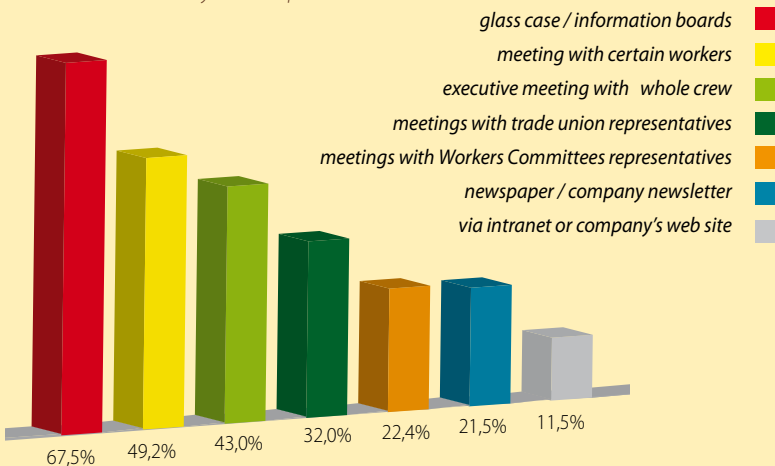
Salaries are usually the subjects of arguments between workers and employers (87,7%) and also an increased number of duties placed upon an worker (54,5%).

### Activities of trade unions and workers' councils

According to two thirds (68,6%) of the interviewed in their companies operate trade unions. Those are industry unions who belong to OPZZ and NSZZ "Solidarnosc". It is crucial to point out that 39% of respondents belong to mentioned unions.

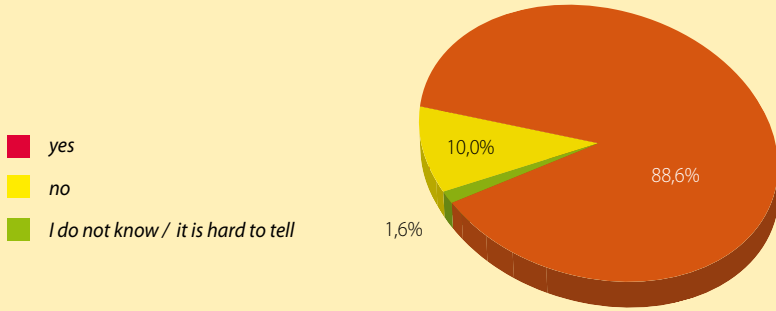
Almost half of respondents (48,8%) admits that workers committee operates in their company though respondents have problems in evaluating their effectiveness.

Please state what are the means of contact of executives and other workers at your workplace





Have you ever participated in any type of training at your workplace?



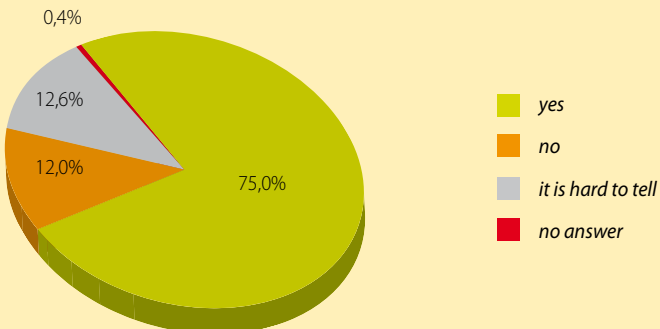
### Situation in glass sector in Poland

Workers and the executives evaluate condition of Polish glass industry as average. Groups who evaluate the situation positively are equally numbered. It is crucial to point out that respondents who are employed in companies from „Polish Glass“ Manufacturers Federation more often provide the idea that the condition is „good“ to those not associated (relatively 54% to 20,1%).

### Atmosphere in companies of a sector

Respondents provided opinions regarding work conditions in companies they are employed in.

Are workers informed about important events at your workplace?



Over half of the researched (54%) considers that the employer takes care of workers social needs.

One third of respondents share the idea that employers take under consideration opinion of trade unions or workers committees (34,4%) and there is partnership between them and the employer (33,6%).

Less than a third of respondents agrees with the opinion that workers understand employers actions (30%) and that employer takes under consideration opinion of his subordinates (27,6%).

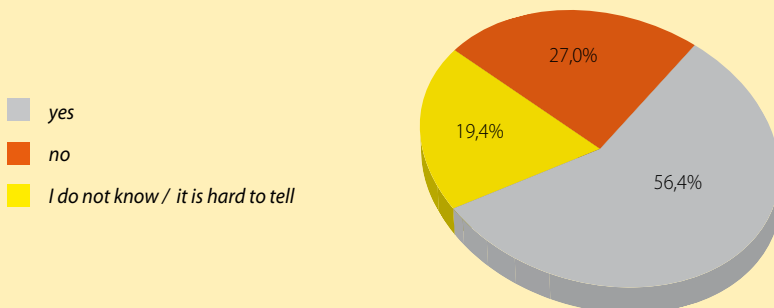
According to majority of researched (70%) companies engaged themselves in improving the situation at their workplace. Those usually included Christmas Eve meetings (43,4%) and Christmas presents for workers (41,2%). Sports events were also popular (29,6%), family picnics (25,6%) and tourist trips (19%).

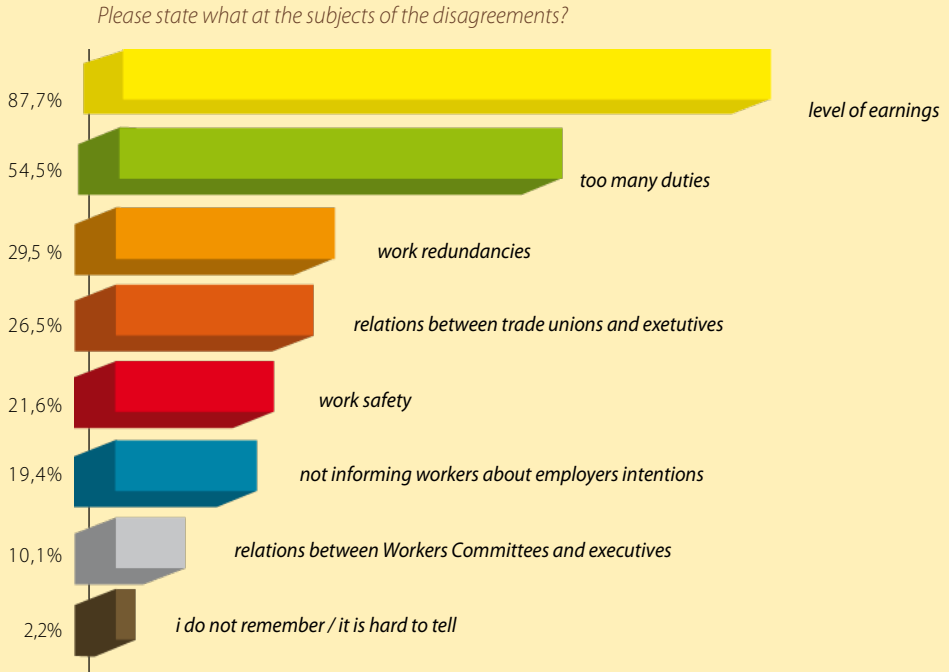
According to half of researched (51,8%) current relation between workers and employers at their companies are quite good.

### Working conditions

Work conditions provided by the employer, according to majority of respondents comply with health and safety standards (BHP). If any such problem occurred, respondents would have gone directly to their supervisor (84,4%).

*Are there any quarrels among workers at your workplace?*





## Training

The majority of respondents (88,4%) stated that they have participated in any sort of training at their company. The most frequent training included health care sessions. Additionally numerous number constitute training which improves workers qualification and training which enable workers to perform some other duties, for instance managing forklifts. First aid training is also an important factor.

## RECAPITULATION AND RECOMMENDATIONS

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**Jan Garlicki**

General Manager Center of Marketing Research INDICATOR

**Ewa Eron-Gorzała**

Expert of Quality Research

The Center of Marketing Research INDICATOR by order of the Polish Glass Manufacturers Federation and Federation of Trade Unions of Glass and Chemical Industry as well as Secretary's Office of Chemical Industry NSZZ "Solidarność" accomplished evaluation research concerning the state of social dialogue in the Polish glass industry.

The main target of accomplished research was to determine the level and quality of social dialogue in the Polish glass industry. Research has been conceived in a such a way as to learn an opinion of those being subject of investigation on working conditions, evaluation of communication level in a company as well as opinion of participants on relations in their companies.

Research included use of qualitative and quantitative investigation techniques. Use of two research methods allowed both to learn individual opinion of persons taking part in interviews and to understand reasons behind their judgments as well as to check whether presented opinions represent position of representative sample of investigated segment.

It should be noted that implementation of a research has been done in the time of perceptible consequences of economic crisis in the glass industry. Economic problems of companies in glass industry were a cause of obstacles in research implementation. Research workers of the CBM INDICATOR encountered difficulties related with an access to persons being questioned and with problems related to the lack of possibility to interview production workers, managers and directors of plants being under liquidation. An additional obstacle was adverse emotional layer accom-



panying implementation of research linked with dismissals or closing certain factories.

However, implementation efforts brought positive results. Opinions obtained allowed to indicate the scope of dialogue which needs an improvement, describe relations among company's workers and managerial staff as well as trade unions and workers' councils. Research results showed also directions for social dialogue development. Research allowed appraising the type and quality of contacts between managerial staff and production workers. As a main form of contact there are boards and display information

units, i.e. non-personal contact forms. Moreover, there are organized meetings of managerial staff with particular workers or factory staff as a whole. A doubtful area in companies is an atmosphere prevailing in working places. In companies under research there were disputes between workers and employers. The subject of dispute was, first of all, level of wages and also too high burden of duties imposed in workers. According to the part of persons investigated their companies performed actions with aim to create a better working atmosphere – here we can mention Christmas Eve meetings and holiday parcels for workers. Also popular were sport events, family picnics and tourist excursions.

Workers pointed out to uncertainty concerning their future employment and anxieties linked with liquidation of working places. Economic condition of glass industry in Poland has been assessed by managerial staff and working personnel as being at medium level.

Results of research carried out by the CBM INDICATOR allowed also to determine the subject matter of training activities in glass industry. Themes of recommended training have been proposed on the basis of identified subject areas in glass industry. They included mainly problems of interpersonal communication, building capacities of Dialogue Leader, solutions in conflict cases and building dialogue between company Board of Directors, trade unions and workers' councils.

Conclusions arrived from research contributed also as a base for creation of E-Dialogue platform. With reference to opinions of research participants, the CBM INDICATOR put a proposal to create a platform in such a way as make it a functional tool for information exchange in glass industry. In other words, it should serve to contribute to improvement of communication and strengthening cooperation among dialogue partners. Within the framework of E-Dialogue platform it has been recommended to create several modules mainly for building relations and improvement of communication in working establishments.

*Results  
obtained  
served as a base  
for creation of  
E-Dialogue*

Research results pointed to a necessity to develop and deepen in subsequent investigations of critical areas of social dialogue in glass industry. Special attention should be given to issues related to the lack of information for workers concerning the plans of company activities and atmosphere linked with uncertainties of employment and way of treatment of workers by managerial staff. A distressing area appeared to be also safety issue in glass industry and lack of personal communication forms between managerial staff and workers – a dominant communication medium as shown by research results have been information boards. Research results revealed an unsatisfactory condition of social dialogue in the Polish glass industry and areas which require deepening in subsequent investigations.

The CMB INDICATOR on the basis of research results put a proposal to carry out every year research concerning social dialogue in glass industry. Such research would include ad hoc module which should be conceived anew for each research what would allow to analyze issues related to current problems in glass industry.

Additionally, the CBM INDICATOR recommended to carry out short surveys e.g. on preferred forms of integration activities in a company.

*Training of social dialogue leaders was the third part of the Project implemented by social partners in glass industry.*

*Social dialogue belongs to efficient and effective method of communication among social partners in crucial issues of socio-economic and professional life concerning employers and workers both at the enterprise and cross-industry level.*



*Talks, exchange of views, possibilities to present by each party of its standpoints made possible better mutual understanding. They increase a chance to reach agreement in matters being subject of talks and negotiations.*

*The aim of training was to build solid fundamentals of knowledge and skill to collect indispensable information, evaluation of a partner and situation as well as learning from others to take up a risk, conducting talks, negotiations with social partners i.e. skills to conduct social dialogue. Additionally training had to facilitate a selection of persons with special predispositions to conduct social dialogue – leaders of such dialogue. Leaders who should not only propagate dialogue in their factory milieu but also be liaison officers between working establishments of glass, chemical and ceramic sector and the Social Dialogue Centre for Glass Industry. In my opinion this aim has been achieved.*

*Talks with participants of training have confirmed that due to training the level of knowledge indispensable for solution worker's issues in working establishments has been increased through social dialogue. According to the statements of the part of participants this knowledge gave them additional instruments for implementation of their targets and tasks by way of dialogue.*

*In my opinion training passed an exam and was needed. I believe that results will be visible in contacts among social partners and would allow better understanding of standpoints of the other side what will make possible to reduce tensions which occurred in working establishments in the course of negotiations.*

**Elżbieta Jagoda**

*Manager of Social Dialogue Leader Training  
Director of Office of Federation of Trade Unions of Chemical,  
Glass and Ceramic Industries in Poland.*





# II.2

## TRAINING OF LEADERS REPORT ON TRAINING, SUMMARY AND RECOMMENDATIONS

*Nina Dragosz*  
*The MENTOR Trainers Group*

*Krzysztof Broctawik*  
*The MENTOR Trainers Group*

Social dialogue conceived as universal functionality serving to build an understanding is now treated as a new view on economic reality. Simultaneously it has distant in time and classical connotation in perception. Such feelings help positively in engagement since on one side we have impression of participating in something being innovative and, on the other side, we refer to a verified and, therefore, safe reality.

At the elementary level a dialogue can be defined as an exchange of information without assessment judgments. At the level of social processes a phenomenon described as dialogue is, however, more complicated and rich. What is nature of a dialogue in the perspective of relations among people? What mental, emotional, group and social phenomena are conducive to a dialogue and which of them are simply opposed? This is only part of questions to which one should seek answer while constructing such training program. Base on analysis of a task we took the following assumptions:

- Dialogue is a natural process but it is not a spontaneous one. In other words, it requires a comprehensive investment resources on the part of participants
- Conducting of dialogue requires both application of well-known skills (of communication) in new motivation conditions and to new targets as well as completely new skills
- Dialogue apart of skills requires also new knowledge
- Sometimes, irrespectively of good intentions, people can not understand differences between dialogue and other forms to implement common goals
- It is difficult to rely on broad experience in conducting a dialogue in wider groups both sectoral or in a given milieu. One should take into account opinions of participants who question the value of a dialogue
- Dialogue can be initiated and supported by persons with leadership characteristics, motivated and with initiative i.e. dialogue leaders.

*Training  
of dialogue  
leaders  
in Warsaw*



During preparation of training program we have also reviewed bibliography of scientific milieu in this scope. Results obtained in this field gave a full base for appreciation both to authors and implementers of the project. Not many in the world and Europe as well but exceptionally in Poland one can find traces of intellectual activity to be labeled as social dialogue. By the same token the higher importance is attached to such projects as this one.

In the light of accepted assumptions four subjects have been included in training program:

1. Subject matter and substance of a dialogue
2. Selection and improvement of dialogue people (e.g. leadership)

3. Tools helpful to conduct a dialogue (e.g. communication and negotiation)
4. Difficulties in dialogue introduction and ways to cope with them.

In each case these fields breakdown into knowledge and skills were developed in specific training module programs.

### General characteristics of training program

All together 85 persons participated in training. Each participant had an opportunity to take part free of charge in cycle of four two-day training meetings. All members received extensive training manuals and binders. Free of charge was also food and lodging in training centers as well as cost of traveling for training. For comfort of participants training has been conducted in five centers located in Poland: Zgłobice close to Tarnów, Ustronie Śląskie, Piotrów Pierwszy in Wielkopolska, Warsaw and Złoty Potok located in Jura Krakowsko-Częstochowska. Training groups were relatively small, not more than 25 persons. Work took place with application of different modern and activating training forms. Each session has been conducted by the pair of instructors. The course of a project confirmed the pertinence of such approach to training.

As it was mentioned at the beginning of this paper in training participated mainly but not only leaders of trade unions of different industrial plants located in Poland. Participants were significantly differentiated in every respect i.e. education, experience, age, sex and also consciousness of training targets and consciousness of own development needs. At the same time participants have shown a large openness during discussion on important and real issues as well as a friendly relation to each other and to persons conducting training. This helped to make workshops more interesting and valuable. A new challenge was (especially presented during the first trading module) a concept of social dialogue leader role consisting in exercising influence on other participants and taking responsibility for the course of dialogue. Next proposed exercises and discus-

sions allowed to observe a maturation of beliefs among participants of training on necessity to take a responsibility also for outcomes of social dialogue. Great appreciation of instructors aroused an attitude of openness of participants towards new materials, controversial issues and demanding tasks. Instructors have observed with satisfaction how participants individually and in groups endeavored to develop competence. An important element confirming the quality of training was an assessment of conducted sessions expressed in evaluation sheets and words of thanks expressed directly to instructors for showing new opportunities to conduct a dialogue and communicate with others.

We could observe a phenomenon of internal integration in each of training groups. In a visible way groups working together increase their coherence, creativity and engagement in training process. Tasks and exercises proposed by instructors were realized very eagerly and efficiently. Special attention deserves a fact that persons who completed their exercises helped other in this work and in this way contributed to increase work effectiveness of the whole training group. During meetings an atmosphere was very friendly. High personal culture of training participants have influenced certainly for such climate. It is worth mentioning that participants during training were strongly interested in exchange of own professional experience. Due to the fact that sessions were conducted with use of workshop methods, such exchange was permanent and very intensive. However, the highest level of engagement has been shown by participants in practical exercises proposed by instructors. This was conducive to dynamics and cooperation within a group. In all training groups we could observe a large interest in subject and need for further improvement of skills. It should be stressed that participants often and frankly share the feeling of helplessness in relation to efforts undertaken on line workers – employers. They complained against improper treatment and recognized a limited or lack of access to important information as the most difficult element in conducting a dialogue. At this moment we are not interested in diagnosing organizational reality or formulating opinion on soundness of views of training participants. We only want to stress

*New  
challenge  
was  
a concept  
of social  
dialogue  
leader  
role*

the level of confidence which we succeeded to achieve in training groups. This level has been very high.

At the beginning and the end of training cycle participants filled the tests: at the beginning to evaluate initial level of his/her knowledge and at the end – to assess an increment of knowledge which took place as a result of participation in sessions. On this base as well as on observations made by instructors a list of persons predestinated to act as leaders of social dialogue have been created. The most important direct outcome of a training was to produce among participants a feeling of effectiveness of problem strategy in negotiations. Such strategy assumes that both parties of a dialogue strive jointly to build long lasting, valuable agreement for mutual benefits. Participants stated that time devoted for workshops was not enough to deal with all penetrating subjects. They pointed out to a need of further practising dialogue conducting under supervision of experts. They were open to suggestions and improvement in this scope – especially as far as competence and skills of persons responsible for conducting social dialogue are concerned within a sector and working establishment.

## Training program

After making allowance for presented above assumptions concerning the contents and methods of conducting sessions, our training cycle covered main threads constructed in such a way as to support social dialogue in several the most important aspects. Subjects and the course of particular modules of two-day training were the following:



## **Training 1**

### **Subject: PEOPLE AND PROCESSES AS SUCCESS FACTORS OF EFFICIENT DIALOGUE**

#### **A. Leader of Social Dialogue**

- Leadership style appropriate for dialogue
- Methods of developing leadership competences.

#### **B. Communication inside enterprise between workers, their representation and employer:**

- Communication as an instrument of a dialogue
- Communication as an instrument for exercising an impact
- Interpersonal communication and communication in a group
- Principles of information flow inside enterprise
- Acquiring information useful for dialogue participants.

### **Course of training**

For this training use a definition of leadership has been accepted as a skill of efficient exerting impact on other people in the perspective of implementation of specified targets. Such ability to influence on other people through skillful application of communication techniques was a main motto of this training. Participants during sessions had an opportunity to develop thinking skills in terms of targets, needs and values. They had a chance to recognize their leadership characteristics and to practice leadership behaviors. Instructors tried to encourage participants to use a principle of taking responsibility for achieved results in dialogue. All these appeared to be a great challenge for hitherto applied participant mental models. Training allowed developing a practical skill of proposing attainable targets in organizational context and capabilities to differentiate life situations in which different then hitherto communication strategies should be applied. In a systematic way participants improved their skills to paraphrase, pose valuable questions, communicate assertive expectations, recognize blockades in reaching understanding in the course of receiving and transmitting communiqués.

## Training 2

Subject: **SOCIAL DIALOGUE CONTEXTS**

### A. Social dialogue in Poland and the European Union

- Dialogue formation, targets and assumptions, dialogue development, legal base of dialogue in Poland and the European Union



*First (above)  
and last (next)  
training  
of dialogue leaders  
in Warsaw*



- Dialogue partners: employers, employer's organizations, workers, worker's representatives
  - trade unions, worker's councils, government
  - Dialogue types: bipartite, tripartite, multilateral – similarities and differences
  - Dialogue tools: talks, communications, exchange of views, negotiations
  - Areas of dialogue functioning.
- B. Social dialogue in sectoral realities**
- Genesis of social dialogue in glass industry
  - Areas of functioning, dialogue instruments
  - Hitherto achievements in the area of social dialogue in glass industry and objectives of a project for the Social Dialogue Centre for Glass Industry.

### **Course of training**

The concept of this training has been based on the model of transformation exercises. The question was to change a way of thinking, passing from individual pattern of thinking to systematic, overall and holistic thinking. Only such way of thinking allows efficient conducting of dialogue. A condition for increasing efficiency of action is to take an effort with aim to work out a new, accepted by two parties way of understanding situation, respect of dissimilarities as far as views, attitudes and values are concerned as well as seeking of common area of communication and understanding.

The aim of the training was to equip participants with tools and experience which would assist them to create a climate conducive to dialogue in their own organizations. At present situation a base of each business is building relations through development of communication competence and competence in building different relations, alliances, networks and coalition. The question is of dialogue in which a significant would be not only exchange of information but assigning to it common sense and this almost without

exception is created in relation with another human being. Since Socrates's time a dialogue is treated as a process leading to development of new knowledge. During training instructors pointed out to the fact that economic success of a sector and enterprise depends on number of persons ready to cooperate, able to build relations with customers and collaborators, well-disposed for open and efficient communication.

### **Training 3**

**Subject: ORGANIZATION AS A DIALOGUE MILIEU**

- A.** Trade Union and Employers as partners of social dialogue:
  - Role of social organizations and suprafactory structures in context of dialogue
  - Cooperation skill in social milieu
  - Art of target determination and desirable dialogue outcomes.
  
- B.** Role and task of Worker's Council in social dialogue at factory level.
  
- C.** Conducting social dialogue at factory and suprafactory level:
  - Principles of conduction social dialogue
  - Recognition of social partner needs
  - Principles of dialogue preparation
  - Phases and stages of dialogue
  - Presentation skill of standpoints and use of own interpersonal features for their presentation
  - Strategy and tactics of achieving assumed targets of dialogue
  - Evaluation of dialogue efficiency.

### **Course of training**

Within this training participants developed competences in the scope of conducting efficient negotiations. Here negotiations were treated on one side as intensive form of dialogue and on the other side as quite universal tool. At enterprise and sector level

less or more formal negotiations are conducted among different partners. Training program on negotiations has been prepared in such a way as to allow participants to acquire the most modern science in this scope and to check in practical way during exercises and simulations. Due to the fact that majority of training participants possessed a significant knowledge and experience in negotiations, the main task of training was to acquaint participants with different strategies of conducting negotiations and their capabilities. Exactly, vast experience of a large group of participants in conducting negotiations made possible to have valuable discussion and found its reflection in participant engagement in realization of tasks and exercises. A very useful was to put in order negotiations stages – participants became aware of the whole negotiation process, recognized all important elements of influencing on negotiation effectiveness, obtained knowledge to which elements they should pay attention at each stage.. Much interest has been shown to the subject of building effective negotiation team. Participants have been informed about requirements placed before members of such team and recognized own preferences as far as role they can play in negotiations teams. Especially attractive for participants was a subject related to techniques (tricks) used during negotiations – participants learned how to recognize them and how to cope with them. At the time of the last negotiation simulation instructors have notices a large engagement of participants in conducting negotiations, Participants used knowledge acquired during training to prepare themselves scrupulously for simulation selecting a proper negotiation strategy and selecting the best negotiation team. We have succeeded to show negotiations as a dialogue tool which serves to reach common goals.

*Since  
Socrates's  
times  
a dialogue  
is treated  
as a process  
leading  
to creation  
of new  
science*

#### **Training 4**

Subject: **DIALOGUE IN DIFFICULT TIMES AND CIRCUMSTANCES**

##### **A. Difficult situations in dialogue area**

- Sources and types of difficult situations

- Methods of solving difficult situations
  - Forms of reaching positive solution
  - Learning of partners on results of conflict situation.
- B.** Social dialogue in situations of economic crisis
- Possibilities to conduct a dialogue
  - Possibilities of social dialogue influence on mitigation of crisis consequences.

### **Course of training**

During sessions roles of negotiation team members were discussed. The so-called "conflict circle" served as a model. A model of nine stages of conflict accumulation has been discussed. The case study of Company "Okno" was used to test accumulation of behaviors in conflict situation. Participants found many analogies to their professional situations and relation inside an enterprise. At the completion of training in three-person teams there were practised actions useful in solution of difficult situations. As a result we have noticed very valuable discussion and formulation of conclusions for the future.

### **Training quality standard**

Irrespectively of the training concept important are methods of conducting and standards which should be respected during training implementation. Adult people in a specific way do not tolerate any rubbish and low standards during training. Moreover, participants have at their disposal wide materials to compare results of training in which they took part. Miserable level of training realization is the best way to compromise even the wisest and right ideas which are presented. The following quality standards have been observed in the time of preparing, organizing and conducting the training.

### **Analysis of training needs of participants**

Training program has been elaborated in response to professionally prepared inquiries. Additionally before commencing the training cycle both organizers and instructors took part in the meetings of the Program Council and conducted direct and telephone interviews with indicated opinion-creating persons from a sector. A very precise and thorough analysis of training needs had been done with an aim to adjust as much as possible the training program to expectations and needs of their participants.

### **Best professionals**

Training was conducted by instructors who possessed the highest competence in the scope of training and social dialogue. Among the best professionals who were employed we can mention: Mr. Krzysztof Brocławik, Mr. Marcin Bukowski, Mrs Jolanta Duraj, Mr. Michał Godlewski, Mrs. Joanna Męcik, Mr. Ryszard Michalczyk, Mrs. Ewelina Olender, Mr. Robert Olender and Mrs. Marta Pacek. The training team include people with managerial, corporate and organization experience as well as scientists and academic teachers. All instructors without exception possessed extensive and differentiated training experience, some of them also international experience. Mrs. Nina Dragosz was responsible for organization side.

### **Differentiation of methods of conducting training sessions**

Activation rule of participants was a basic principle respected during drafting and conducting the training. Presentation and lecturing forms have been reduced to an indispensable minimum. We applied different methods of conducting training ses-



*Training of dialogue leaders in Ustroń inaugurating the whole training cycle*

sions: discussions and summary talks, work in pairs, small and large groups, games, exercises, test analysis and case studies. Their selection had in view always to stimulate activity of participants and realization of assumed training tasks.

### **Pressure on acquisition and skill improvement**

During training we stubbornly practice skills. Knowledge was treated as a base of skills. As distinct from training biased in favor of knowledge transmission which can be efficiently obtained through other methods as shown by experience and to a small extent can be transformed into organization practice, after our training due to practical approach can be observed a visible and real increase of competence.

### **Work on mental models of participants**

This postulate is seemingly contradictory with the previous one. In fact both are complementary. We appreciate value of skills but simple skills are not enough to achieve success in complicated conditions. This refers obviously to social dialogue as well. A base for dialogue are beliefs and knowledge configuration ir-respectively of skills. Therefore, the aim of each training conducted within this program by MENTOR instructors was also a reflection over mechanisms which influence people behavior. In other words, analysis of beliefs and mental models on which these beliefs are grounded.

### **Multi-sided feedback information for participants**

Efficient education of adult people requires creation of opportunities to act and then inform them how this action took place. In other words, progress in learning is linked with quantity and quality of feedback information. In realized project feedback information came both from instructors and participants as well as from proposed tests and exercises.



### **Training materials**

Each of a participant of sessions received very comprehensive training materials i.e. papers, tests, exercise forms which constituted an assistance, documentation and extension of that what was demonstrated during training session. In materials participants could find a list of references which allows to broad knowledge of a subject and includes selected, recommended, representative and available books and articles on the market.

### **Evaluation**

All participants filled twice knowledge tests which allowed to evaluation increase in competence. Each time at the end of final session individual training evaluation forms have been also filled. Results obtained are presented in the further part of this report.

## Evaluation of training sessions

Evaluation of training sessions has been done by participants, among others, in a form of filling the training evaluation sheet. In these sheets participants answered questions referring to evaluation of subjects, training materials, way of conducting sessions, organization and logistics, time dimension and atmosphere prevailing at training. The last question referred to the general evaluation of training. Very high results have been obtained. In four-point scale participants evaluated particular elements of training in the following way:

1. Subjects of training – 3.6
2. Training materials – 3.1
3. Method of conducting sessions on the first day of training – 3.6
4. Method of conducting sessions on the second day of training – 3.2
5. Organization and logistics of training
6. Training time – 3.6
7. Atmosphere during training – 3.6
8. General training evaluation – 3.6.

All together it gives an evaluation of training cycles by the participants at the level 3.5, i.e. 87.5% of the highest possible evaluation. These data are presented on the basis of almost 200 filled sheets of training evaluation.

In each sheet there was a request for comments. Obtained in such way comments were the following:

- Perfect instructors with experience. They do not left any questions without answer.
- Training was very instructive, many practical sessions, first-rate: work in groups, friendly atmosphere
- Staff conducting training conveyed the subjects in professional way. Nice atmosphere from both parts
- More frequent meetings and training
- Vast subjects and training time too short
- Instructors were perfectly prepared to conduct sessions



- Strong sides of training: 1. very large number of practical exercises, 2. much work in groups, 3. attractive and valuable transfer of knowledge on training subject
- Very attractive way of conducting sessions, exercises and subjects – generally superb!
- Everything OK
- More and more ... never too much knowledge. I am looking for further continuation of this type of training. Instructors are real professionals
- Excellent group of instructors
- Location recommendable
- Very well arranged table with drinks and delicious fresh-made bread and cakes
- Instructors as very good professionals
- In relation to previous training this one has been conducted in the most interesting way. Very professional and interesting. Very nice atmosphere both on the part of instructors and participants.
- Level of subject knowledge is now much higher
- I propose to repeat such cycle of training with aim to consolidate the material.

## Recommendations

Several factors have an influence on a success of initiatives considered by their participants as innovative. An important is the very idea; mobilization of resources of different types is important; also essential is creation of implementation strategy for a given project for its realization. To make a demanding project be a success, one should properly prepare people who will implemented a given initiative. As a rule such preparation involves furnishing the people with new knowledge and facilitation in mastering their new skills. Without taking into consideration of this factor, even very well conceivable organization and social changes may end with failure and lead to disappointment. To prevent such situation different training, teaching and advisory projects are organized as absolutely indispensable to support changes. An instructor or con-

sultant always should perceive their activities as a medium leading to a change.

Generally this training project completed with undoubted success is a step in proper direction. On the one side we are of opinion that specified elements of this training should be perfected and, on the other side, to test and monitor practical application of training outcomes. Social dialogue is present on the Polish market of ideas. Dialogue is spoken in organizations or in media. Dialogue has even institutional shape in form of institutions or commissions acting on different levels of social life. These are positive facts and worth to mention, however, they refer to dialogue as a certain idea. Dialogue is an instrument for implementation of social and organizational targets. From that perspective situation does not look so advantageous. Many persons and groups with even best intentions are lacking of indispensable knowledge and especially skills, therefore, it is necessary to:

- Support further development of group of social dialogue leaders in glass industry, initially indicated in the course of program
- Enlargement of a group of social dialogue leaders in glass industry on the basis of selection criteria used in the course of program
- Giving a chance to this group to use electronic tools of support in developing its competence (such as e-learning and e-dialogue)
- Creation of incentive system for cascading effects of training onto other groups
- Further improvement of contents of four basic areas of social dialogue leader competence (confirmed in training practice) and also use methods in their implementation
- Continuation of collection of original and specific sectoral case studies of dialogue and their application during next training.

We recommend also further improvement of contents of four basic areas of social dialogue leader competence as well as use of methods in their implementation. They have been already proved in training practice and enjoyed high recognition on the part session participants.



Nina Dragosz, Krzysztof Brocławik

Mentor TG

The MENTOR Trainers Group from Cracow within the Project realized by the Social Dialogue Centre for Glass Industry co-financed by the European Union within the limits of the European Social Fund and the state budget has conducted the series of training. This training was dedicated to partners of social dialogue for companies of glass, chemical and ceramic industries. The purpose of training was to build solid fundamentals of knowledge and skills which would help to conduct social dialogue with participation of all social partners of a sector.

From May to July 2009 participants invited by organizers took part in the cycle of training on subjects which included: communication, negotiations, conflict solutions and conducting dialogue with social partners.

Participation amounted to 80 persons. Above all, they represented trade unions but also representatives of employers and managerial staff. As result of participation in training sessions the following advantages were derived by participants:

- Development of leader and communication skills helpful in building social dialogue
- Extension of the range of possibilities to be used in contexts of social dialogue such as the European Union, Poland, glass sector, enterprise
- Better understanding of the scope of negotiation technique application for achieving desirable results of social dialogue
- Acquaintance with basic principles of social dialogue evaluation and situation in which both parties find themselves
- Improvement of managing methods in difficult situations as well as in the period of economic crisis.

Additional although extremely important advantage was an opportunity to get known each other and to learn reciprocally through exchange of knowledge inspired by instructors and experience within participant groups.

*E-Dialogue system according to our initial assumptions had to be a main communication platform for glass industry milieu. It was our goal to make this tool a useful for leaders of dialogue in our sector and helpful in maintaining and developing this dialogue.*



*We were successful to make these assumption both precise and accurate due to, inter alia, recommendations put forward by the team conducting research on conditions of social dialogue and discussions among experts representing all Partners. It has been shown univocally by research that among the most crucial functions of E-Dialogue platform was to establish good relations, inter alia, through verbal and photo reports from events integrating the sector. Discussion forums have been pointed out as the basic communication tool for future users of a new platform.*

*As additional incentive to improve tools of E-Dialogue were workshops during which we promoted and taught how to use them in active way. Significant part of remarks of workshop participants has been taken into consideration by the system implementer. Owing to these workshops we have succeeded to reach many milieus connected with glass industry.*

*Workshop realization has produced additional effects which initially were not assumed by us. Their participants constituted a group of open-minded and active persons with very different positions occupied in their companies and trade union organizations. Therefore, these workshops allowed us to enter into contacts with a group of persons being natural candidates for leaders even before commencement of next action in the project, namely training for dialogue leaders. During workshops in which E-Dialogue was promoted we have also succeeded to deliver additional knowledge to participants on sector current issues.*

*At this moment when our project is nearing the end, E-Dialogue has appeared to be an efficient tool responding to needs of glass industry milieu.*

*I wish you a pleasant and efficient use of E-Dialogue platform.*

**Tomasz Chruszczow**

*Manager of E-Dialogue Operation*

*Director of Polish Glass Manufacturers Federation"*

*Since June', 2009 Director,*

*Department of Climate Change and Atmosphere Protection, Ministry of Environment*



# II.3

## E-DIALOG SYSTEM

*Piotr Kardaś*  
*Polish Glass Manufacturers Federation*

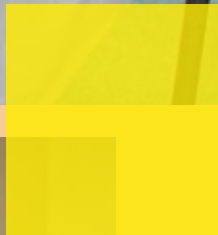


Internet E-Dialogue system is a tool supporting communication processes created within a project for the Social Dialogue Centre for Glass Industry. It is available at the following address: [www.centrum-dialogu.pl](http://www.centrum-dialogu.pl).

E-Dialogue system is composed of separate modules which constitute one, coherent entity:

- internet service on project and social dialogue in glass industry,
- intranet service for project participants (containing information on industry and its environment as well as communication and cooperation tools for social partners and also internal center for professional information),
- tools for carrying out research on different scopes of activities.





*Meeting  
of Exper Panel  
for E-Dialogue  
February 19,  
Katowice*

## Preparation and implementation of E-Dialogue System

E-Dialogue communication platform of glass industry milieu was created on assumptions worked out by Dialogue Partners and recommendation from research on dialogue status in the sector which constituted first activities in this project. Detailed scope of system content has been specified by the Expert Panel for E-Dialogue operation together with representatives of a contractor.



*E-Dialogue  
Workshops in Sieraków  
(April 16-16, 2009)*

Contractors have been selected after examination of forwarded offers referring to questions delivered earlier. It was decided that contractors would be EDYTOR S.A. (Internet and Intranet service) and Multimedia Communication Ltd. Co. (research tools).

### **Expert Panel Meetings**

Realization of activities has been monitored by the Expert Panel representing each of the Project Partners. There were five meetings of experts with aim to:

- create a framework for E-Dialogue system assumptions

- verify assumptions after analysis of a report on research and create a proper concept of a system
- perform a detailed analysis of a subject and functional scope of a system with cooperation of representatives of contractors
- test and accept the final version of a system
- select participants of implementation workshops.

### **Implementation workshops**

After tools have been tested by the Expert Panel workshops were organized to promote E-Dialogue system. There were 90 participants of workshops who were active in the field of social dialogue in an sector:

- representatives of enterprises being members of the Polish Glass Manufacturers Federation
- representatives of trade union boards
- other participants of social dialogue in member companies and representatives of non-associated companies.

Workshops were conducted by Mr. Tomasz Chruszczow, Manager for E-Dialogue Operation and Mr. Cezary Kopczyński who monitored works on service on behalf of EDYTOR S.A.

The main task of workshops was to acquaint participants with application skills concerning E-Dialogue system as well as independent adding to its new contents and cooperation with system administrator.

Ninety persons have been trained within seven cycles of E-Dialogue workshops. Workshops took place from March to July 2009 in the following locations:

- Warszawa (two times),
- Ustronie (śląskie province)
- Sieraków (wielkopolskie province)
- Zawiercie (śląskie province)
- Piotrów (wielkopolskie province)
- Złoty Potok (śląskie woivodship).

## Constituent elements of E-Dialogue System and their functionality

### Internet service

Internet service is available at: [www.centrum-dialogu.pl](http://www.centrum-dialogu.pl) and is composed of the following main sections:

- **Current issue**
- **Project** including visit card and selected documents concerning the project
- **Dialogue** comprising basic information and documents on social dialogue including sectoral dialogue in the Polish glass industry
- **Partners** including visit cards of a Leader and Project Partners
- **Industry** comprising basic information on glass industry in Poland
- **Law**
- **After hours** comprising societal contents.

An administrator has a possibility to update, modify and add service subpages. Service is managed by an worker of the Polish Glass Manufacturers Federation and would be updated also after completion of a project.

Internet service has also English language version.

### Intranet for social dialogue participants

Intranet E-Dialogue service is available partly for each internaut who takes an opportunity to get automatically access password. Selected parts of a service are available for persons who can get an authorizations assigned to them by an administrator (i.a. all participants of system implementation workshops). Logging to a service takes place through a form on project internet page.

Intranet service is composed of:

- **intranet information page** – similar to project internet page containing current issues, information subpages and updated information as well as documents useful for participants of sectoral social dialogue

- **discussion forum** based on phpBB mechanisms
- **section "After hours"** containing societal contents
- **section "Virtual Job Fairs"** in which companies of a industry seeking workers may place labor offers
- **knowledge base**
- **module of automatic assignment of access password**
- **module of information transmission to registered users**
- **on-line communication tools**
- **registered user base**
- **special authorizations person base**
- **administrative panel** allowing to serve all remaining elements; service administrator has a possibility of optional updating, modification and adding to its content. Service is operated by an worker of the Polish Glass Manufacturers Federation and will remain active also after project completion
- **on-line manual for administrators and users.**

*Service  
will remain  
active after com-  
pletion  
of a project*

### **System for conducting statistical research**

The next element of E-Dialogue is informatics system which allows preparing, conducting and analyzing results of questionnaire surveys including on-line research. System functionality makes also possible to run tests within e-learning.

System integrated with Intranet service has been worked out and tested under supervision of prof. Tadeusz Grabiński, member of the Polish Academy of Sciences who specializes in questionnaire statistical surveys.

The most important possibilities of statistical tool include:

- **creation and questionnaire editing**
- **carrying out of Internet questionnaire surveys;** Internet questionnaires may be filled in two modes:
  - open questionnaire addressed to all willing persons
  - or questionnaire addressed to a specific group of recipients

who to fill it would have to log in; this tool can be also used for e-learning

- **result analysis** (a separate analytical module)
- **storing of results** (a separate module for results collection)
- **transmission of results to other programs** (result export module).

Partners assume that capabilities of a system to conduct surveys would be useful not only in developing dialogue in an sector but also for planned activities being continuation of a described project.



*E-Dialogue  
Workshops  
in Warsaw  
(March 30-31, 2009)*



*E-Dialogue  
Workshops  
in Duszyniki  
(March 13, 2009)*

# RECAPITULATION AND RECOMMENDATIONS

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Zbigniew Szumera

Chairman Edytor S.A.

## Dialogue through E-Dialogue

Application of modern systems of social communication like Internet made it possible for EDYTOR S.A. and authors of E-Dialogue system to create optimum tools in contacts of employers and workers. The main task of the Social Dialogue Centre for Glass Industry is to develop a social dialogue in an sector by increasing the quality of social partner activities (employers, workers, trade unions). Internet and Intranet portal should secure a project services for the Dialogue Center in Glass Industry. Assumptions of this project have been discussed earlier, so they will be here omitted.

E-Dialogue system is a communication platform of glass industry milieu and a tool for information exchange among partners of dialogue. It serves i.a. for improvement of internal and external communication.

The content of a system is verified through research of dialogue status in an sector and could be supplemented by creation of additional modules. Portal of E-Dialogue system has been prepared in the Polish and English version with possibility to switch at any moment.

E-Dialogue is a tool which includes:

1. Extended internet side of a project.
2. Intranet for project users (with knowledge base, discussion forum, trade union member base and also internal center of professional information for members).
3. System for conducting statistical research – in assumptions.

To implement assumptions of a project the following modules have been installed with indispensable tools:

## A. Internet – visit card of a project

This is generally accessible internet platform in which one can find permanent “bookmarks” (current issues, visit card of a project, partners and sector, legal knowledge base – selected issues, virtual job fairs and social side – gallery “After hours”).

Tasks have been realized through application of the CMS (Content Management System) and use of engine and base structures of MyQsl. The web page has been designed in two language versions. Graphic concept for visualization of a project the Social Dialogue Centre for Glass Industry has been drawn up by the EDYTOR S.A. staff in cooperation with Project organizers. Elements of the page – project visit card – include “Project description” (editable articles with possibility to add photos), “Current Issues” (editable articles). “Knowledge base” and logging fields to Intranet part of E-Dialogue system as well as research modules.

## B. Intranet

Intranet realized for limited group of users (only authorized persons) has been created on the basis of client-server architecture. Managing of the project is performed by persons who possess adequate authorizations what secures a full access to its functions depending on the scope of duties and they could add/delete authorizations for regular users of a system. Its recipients and users are only identified participants of the project who may use an extended knowledge base as well as additional informatics tools (intranet current issues, Dialogue documents, Project documents, multimedia, assistance to E-Dialogue system, content management module, management module, administrative module, Forum). Intranet makes it possible to create external modules e.g. on-line research system.

Key elements of Intranet include:

**Information page of Intranet** – from technological point of view analogous to the project visit card with possibility of linking with particular solution elements.



**Knowledge base** – server base with client application (on web page) allowing to create information themes based on queries of users and own concepts those who operate a server. Client application allows for easy search of interesting themes for users and also to add proposed themes. Knowledge base moderator possesses authorization to add/delete themes to/from knowledge base. Application of MySQL/Linux base does not require purchase of additional server licenses.

**Multimedia module** for organization and conducting conferences and on-line training. This module makes possible to conduct training on issues related to a peculiar character of social dialogue as well as professional training. In case of need it is possible to connect modules what would allow to run tests and exams through Internet.

**Discussion forum** – Internet forum with a moderator and possibility of themes clustering.

**User base**, system members – base with managing possibilities (adding/editing/deleting) and pooling of persons.

**E-Dialogue system management is implemented through administrative module and user profile management module.**

**Administrative module** serves for handling user authorizations, automatic authorization for regular participants, user accounts and authorization management, system content management, adding and project (general) management, password system mechanism as well as access passwords and error passwords.

**Managing user profiles.** The scope of accessibility to particular modules and documents depends on individual authorization assigned to users and group of users by system administrator. (User groups defined earlier: registered and privileged users, editors of

*Intranet  
made  
possible  
to create  
external  
modules*

web pages and Intranet contents, editors of current issues, forum moderators, database administrators and structural administrators). As the need arises new groups can be created or special authorizations assigned to selected elements of service contents.

System is addressed to many different tasks and each of them operates on own resources of users, projects etc. From the level of administrative account it is possible to add subsequent users with authorizations (user and component management, project management, questionnaire management, result analysis and passwords).

Experience acquired by the authors of E-Dialogue project create an opportunity for wide-scale application of worked out and implemented technology in solution of problems and avoidance of conflicts in relation workers – trade unions – employers. We are convinced that E-Dialogue system together with informatics tools in the form of Internet platform worked out by EDYTOR S.A would allow in not too distant future for practical application of social dialogue ideas not only with reference to glass industry milieu but also in other industries.

# RECAPITULATION

*Alicja Wróbel*  
*Project coordinator*

*Implemented project has also its own face similarly to different photos of me along with a text presented by participants of training within one training task.*



*Firstly, carrying out of the project co-financed with the European Union resources involves observance of several principles and guidelines imposed by managing institution. In case of partner projects, as it occurred in our project, it was extremely important to clearly specify principles of cooperation and apportionment of tasks among individual Partners. Of great importance was here appointment of expert groups composed of representatives of Project Partners. On each stage of project implementation experts participated actively in its realization and jointly undertook crucial decisions.*

*High degree of project complexity influenced on increase of its attractiveness both from the point of Managing Institution but mainly of glass industry milieu. Results of sociological research implemented in the first stage of a project confirmed needs for realized activities. Such needs have been noted much earlier and this give rise to a willingness among Project Partners to assume specified activities. A thorough analysis of an sector gave tangible reasons which convinced partner organizations in necessity to take up specified activities with aim to strengthen social dialogue in an sector.*

*Project implementation characterized by high level of complexity and diversity of undertaken activities (research, electronic system, workshops, training) required permanent watch over realization of timetable according to assumptions. This involved a coordination of work of a team on different levels, sometimes parallel conducting of several tasks implemented within a project as well as introduction of current improvements and modifications which would secure realization of accepted assumptions. Invaluable support given to the project team composed of workers of*



*Project coordinator in eyes  
of training participants*



*partner organizations and representatives of an sector was undoubtedly a key to success of undertaken activities. It is also an example of development and strengthening of dialogue among employer and worker organizations.*

*Especially pleasing moments of a project which sunk in my memory were meeting with participants of training and workshops as well as opinions obtained on realized meetings. Due to direct contacts with ultimate beneficiaries of training (such they are named in official documents) I had an opportunity to get confirmation that our activities are sensible and correspond to real problems. This is an inspiring conclusion which constitutes a driving force for further actions as a continuation and development of almost completed project.*

**Alicja Wróbel**  
Project Coordinator

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