

**FEDERAZIONE ITALIANA ORGANISMI
PER LE PERSONE SENZA DIMORA**

PESSIS 2

**PROMOTING EMPLOYERS' SOCIAL
SERVICES ORGANIZATIONS
IN SOCIAL DIALOGUE**

**COUNTRY-CASE STUDY:
ITALY**

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1. THE SOCIAL SERVICES SECTOR IN ITALY

Background

Many studies and research on the Social dialogue are carried out in Italy by the Governmental Departments or National Research Institutes, such as the Italian national statistical Institute (ISTAT), the National Council for Economics and Labour (CNEL) and Institute for Vocation Training of Workers (ISFOL). Also the Trade Unions and related Research Institutes (i.e. IRES-CGIL, Fondazione Lelio and Lisli Basso, Centro studi FILCAMS-CGIL), and organizations such as the Forum of Third Sector, the Foundation for the Southern Italy and Banking Foundations of Cariplo, Unicredit and etc) among their activities, promote studies and researches on different aspects of the social sector. This research often focuses on both quantitative aspects of non-profit sector (number and type of organizations, number of workers, NGOs territorial map, differences between workers and volunteers, etc.) and on qualitative aspects (quality of work, aggregating thematic processes at both sectoral and territorial levels, governance mechanisms between public and private capitals, ability of intervention and social innovation, training and employment of the social workers, etc.).

However the analysis of academic or scientific research related to the issue of Social Dialogue in the social services sector, involves a wider debate focusing on two aspects which are deeply interrelated:

1. Changes occurred in the welfare planning which are characterized by a reorganization of both decisional and management processes of care services involving more and more the Third Sector Organizations;
2. Changes occurred in the Italian productive fabric, the promotion of the agreements flexibility and the labor market reforms which during the last thirty years have contributed the spread of atypical forms of employment among those social services is an interesting monitoring area.

At this stage the social services sector is a rather heterogeneous domain of study. In 2011 the ISTAT carried out the Industry and Service Census and nowadays it is the main official source of information related to the social services sector but unfortunately it is unlikely to provide a complete framework of the field and to consider Public, Private, and Non-Profit sectors as a whole. The same is valid for those data regarding employment volume or types of implemented labor agreements because methodological criteria of collecting data on samples are different and hardly comparable.

Chapter 1 of this report will show the political and institutional frameworks where the sector operates, with the purpose to let readers understand the political, structural, and historical factors which have affected the evolution of the social services sector. The second part of the Chapter I will analyze specific quantitative description and available data provided by the Italian national statistical Institute (ISTAT). Chapter II goes into

the Social Dialogue and provides an overview of representation and bargaining issues by promoting a descriptive analysis of those main parties involved in the Social Dialogue activities and a collection of National Collective Bargaining Agreements (CCNL) widely spread in the sector. Chapters III and IV revise those collected information by interviewing privileged witnesses which underline the most important issues and the key questions of this debate. In conclusion the Chapter V provides a clear background of the Italian cases within the European landscape of the Social Dialogue by underlining strengths and weaknesses. Conclusions and Recommendations are at the end of this Report.

1.1. LOCAL WELFARE, SOCIAL SERVICES AND NOT FOR PROFIT

The social services are taking a new and central role in Europe and they are a complex system of services ranging from social work inclusion to training, assistance, health and social care. In some countries such as Italy their evolution marked the passage from a welfare based on money transfers aiming at covering precise social risks such as disability, retirement, and unemployment, to a local welfare of services (Paci 2007: 135-136) based on a mixed system of private and public sectors' partnerships.

Since the 1980s and 1990s, due to the civil society actions and NGOs organizations' autonomy promotion and later in the 2000s due to the reform law of the social / assistance sector, Law no. 328/2000, and constitutional reform, Law no. 3/2001 on Federalism, the regulation of the social policy has deeply changed in Italy. The most important change has involved power and skills' redistribution in social services' planning and management (rescaling) and the establishment of a mixed welfare system based on the coo-management of health services at local level.

The institutional and political frameworks are based on specific Planning activities and Funds as follow:

- National Plan of intervention and social services and National Fund for Social Policy: this plan promotes general guidelines and shares the resources with the no. 21 Regions according to quantitative criteria. Unfortunately the central government has never defined the Essential Levels of social/assistential performances (LEP), article 22, Law no. 328/2000 but it has provided five services which are the "basic network" that Municipalities and Health and Social care Services departments shall ensure, namely social service, emergency social service, domiciliary care, residential care and accommodation centres.
- Regional Plan of intervention and social care services

and Regional Fund for Social Policy: each Region has established its “own” essential minimum levels of performance (so-called LIVEAS) within the above-mentioned five services.

- Area Plan: the Municipalities, alone or together with the social care services units, plan and manage the allocated resources in order to provide specific interventions. The non-profit actors are involved at this stage in both planning and services providing (co-production).

This complex institutional and political framework together with numerous social and economic differences in Italy, has inevitably led to a relevant differentiation of the national welfare system. According to many experts this has resulted in 21 different social care, health, and educational systems as the number of the Italian regions.

As to the Italian framework, some authors have recently talked about a fragmented welfare (Kazepov and Barberis 2014) and underlined how the decentralization process allowed the territories to define a specific social offer for the citizens with a larger autonomy while a structural lack of coordination among the actors both at vertical governance level (State-Regions-Municipalities) and at horizontal social governance (private-public partnership).

In order to better understand the social services sector in Italy another interesting issue is related to the even more strict collaboration among the public service, the private organizations, and private social sector. As aforementioned, since the Eighties the non-profit sector has been a fundamental actor in the social services management. Nowadays this collaboration is even more solid (but not enough regulated) and the non-profit actors regularly collaborate with the public sector organizations in planning activities, setting and providing local social care interventions. The natural evolution of the organizations and the organized civil society has led to the establishment of a wide range of several actors in non-profit field (NGOs) having the purpose of social utility and non-profit making and able to easily and increasingly meet the complex and multi-dimensional social needs in Italy as well as all over Europe.

1.2. A DEFINITION OF SOCIAL SERVICES SECTOR: ACTORS, MEASURES AND SOCIAL WORKERS

A recent study carried out by the Ministry of Labour and Social Policy focusing on interregional comparison of both interventions and provided social services (CISIS 2008) has underlined the social services structure:

- Interventions and Services. This category includes those activities of interventions arrangement and social services providing in both the territory and domicile, and provided by the social services sector's workers.

- Money Transfers. This category includes both the allowances allocated directly to the users and allowances allocated to those parties providing services through discounted vouchers, tariffs or fees for all users' categories. This also includes integration (or full payment) of residential and semi-residential facilities.
- Centres, residential and semi-residential facilities. This category includes those activities and services provided in day centres, both residential and semi-residential facilities, and services for early childhood, elderly, persons with disabilities, families, minors, adults with discomforts or homeless.

Nowadays the main social services providers in Italy are:

- Public Service: Social territorial services (including social services, housing, health, education, recreation, and municipal child day-care activities, including day nurseries for pupils)
- Enterprises and Private organizations (in the care services field).
- Not-for-profit institutions (NGOs): legal or social entities created with the purpose of producing goods and providing services whose status does not permit them to have a source of income, profit, or other financings for the units that establish, control or finance” (Accorinti 2010). They provide many residential nursing care activities (including homes for the elderly with nursing care; convalescent homes; rest homes with nursing care; nursing care facilities; nursing homes; temporary homeless shelters; institutions that take care of unmarried mothers and their children, etc.).

The table here below summarizes the main features of the social services sector in Italy.

Figure 1 – Measures, Typology of services and Users in the Italian social services sector

Measures	Tipology	Users
<ul style="list-style-type: none"> • Poverty • Activation • Parity opportunity • Disability • Elderly people • Drug • Social Action Department 	<ul style="list-style-type: none"> • Services Care services for household and citizens • Money Transfers Family and child allowance; child benefits; health benefits etc • Centre and Structure Care Centre with or without accommodation 	<ul style="list-style-type: none"> • Household and minors • People with Disabilities • Alcohol and drug addiction • Elderly people • Migrants and Nomad Community • Poor people and Homelessness • Multi-purpose benefits

Source: Synthesis of the national nomenclature (CSIS 2008)

All services are provided by both public social services and third sector organizations. The local public sector bodies often outsource much of the social services through the contracting out (especially both residential and semi-residential accommodations) and entrust the not-for-profit organizations with the management.

In Italy main NGOs are:

- The Social cooperative (type A) and Worker Cooperative (Type B) (Law no. 381/1991): they are closest legal form to that “social enterprise”. The A type offers socio-sanitary and educational services. The B type is based on several activities (agricultural, industrial, commercial or of services) with the aim of offering jobs to disadvantaged people. The social cooperatives were established by spontaneous aggregations of citizens who meet in an entrepreneurial and democratic way in order to pursue the general interest of the community. In this type of organizations there are volunteers but paid job is the predominant part. Through the accreditation system with the public social service, the cooperatives receive public financing and distribute free performances or following the deposit of an associative quota above all in the charitable, social-sanitary, and educational services.
- The Volunteer Organizations: (Law no. 266/1991): In these associations, voluntary service is the expression of personal, spontaneous, free, and not-for-profit activity. Those associations pursue the social solidarity scopes, carry out consciousness, advocacy activities, and right safeguard of some categories of subjects (including people with disabilities). The main characteristic is that the services are free of charge.
- The social promotion associations (law no. 383/2000): organizations, movements, groups and related coordination or federations, not-for-profit, that carry out social useful activities for both the associates and community.
- The international cooperation organizations (law 38/79; law 48/97): this type of organizations must obtain from the Ministry of Foreign Affairs acknowledgment in order to benefit from the Italian Cooperation contributions distributed by the Ministry of Foreign Affairs. The International cooperation in Italy develops with a series of assistance interventions addressed to the colonial former countries at the beginning of the Fifties. Priorities are environment and common goods, with specific attention paid to the rural development, biological or conventional agriculture, researching alternative and renewable sources; the gender policies and in particular women empowerment, besides the traditional interventions regarding health and education.

Here below the table 1, absolute value, shows the number of the Italian organizations according to the data collected by Istat 2011 Census (human health and social work activities, social services and emergency prevention) describing in details the three main sections (Public, Enterprise e Not for profit). The first column shows the Local Active Units for comparative purposes.

Table 1 – Local Active Units per social services* in the Public, Private and Third Sector (a.v.)

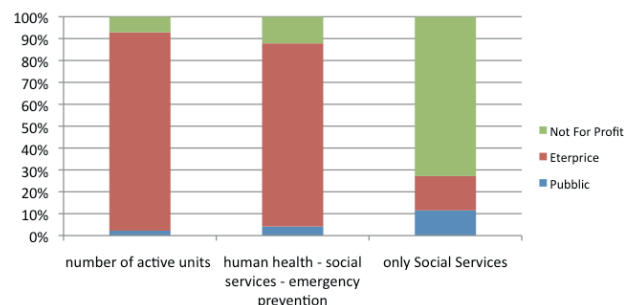
	Total Number of local active units	Human health and social work activities	Social services and emergency prevention	Only Social Services
Public	109,358	12,289	-	5,089
Enterprise-for profit	4,425,950	246,770	-	6,942
Not For Profit	347,602	-	35,992	32,166
Tot	4,882,910	259,059	35,992	4,4197

Source: Synthesis of 2011 Istat Census

* According to the definition of PESSIS II, the mentioned social services include social services for long-term care for elderly; Care and rehabilitation for people with disabilities; social assistance services; Child-care; personal assistants and social housing; Services for homeless people, people without employment and other support services for disadvantaged groups.

By analyzing the volume of the social services sector (in a strict sense) this table shows interesting data: the most of social services are provided by not-for-profit organizations offering the services (73%) while the remaining part is provided and almost equally shared between public sector (11%) and private sector (Enterprise) (16%). See Figure 1.

Figure 1 – Distribution of Units per sector (Public, Enterprise e Not for Profit).

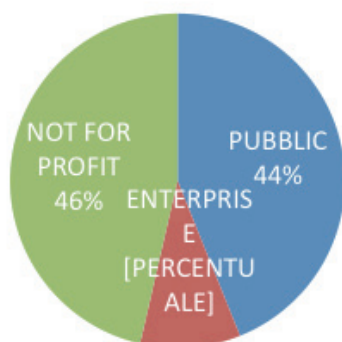


Source: Syntesis of 2011 Istat Census

In order to deeply understand the features and dynamics of the Social Dialogue in the social services sector we shall consider those social workers employed by the not-for-profit field. The NGOs play a leading role as providers and one of the most dilemmas interesting the system of representation is evaluating if those workers shall be considered as having public utility function (as the civil service) but practically they mainly operate serving both private and private social sectors.

Nowadays targeted surveys on overall social workers employment are not available in Italy. Here following disaggregated data of social workers per sections are shown: Enterprise, Public and Not-for-Profit and when possible comparatives analysis will be made. The number of people employed in social services sector totally amounts to 480,430 workers equally shared in the three sections: Not for Profit (46%), Public service (44%), and residual part in Enterprise (10%) (Figure 2)

Figure 2 - Social workers by sections (N=480,430unità)



Source: Synthesis of 2011 Istat Census

The distribution of social workers by gender (Table 2) confirms those data collected at European level on this subject. The most of socio-assistance activities are carried out by women and in fact for 480,403 workers, 84% (N=401,634) are Females and 16% are Males (N=78,292).

Table 2 - Social workers per gender and section (N=480,430 units)

	Males	Female	No response	tot
PUBLIC	29,912	181,024	-	210,936
ENTERPRISE/ For Profit	8,584	37,447	504	46,535
NOT FOR PROFIT	39,796	183,163	-	222,959
Total	78,292	401,634	504	480,430

The number of employees includes all the paid workers in the three sections: Enterprise – employees, outworkers; Not for Profit: Paid human resources; Public: employed staff. As per the local units, also for the workers’ analysis has been chosen a strategy extracting the social services sector workers from aggregated ISTAT Census data, as mentioned beforehand.

1.3 THE MOST ACTIVE LABOR GROUPS IN THE SOCIAL SERVICES SECTOR

The Ministry of Labour and Social Policy in collaboration with 11 Italian Regions that joined the project, carried out research and focused the analysis on four occupations/professions which are widely spread for specific reasons and very different to each other now (Booklets of Social Research, 2010, page 13).

1. Health social operator (OSS). The persons qualified in this occupation execute care activities at different stages and in different fields ranging from personal care to medicines administration, from the persons transportation to the relationship with family members. The Regional governments mainly promote and provide such specific training courses.
2. Professional Health Educator. The person plays a

leading role as educator and she/he is committed in health education services for people. The training courses, held during the years at both regional and university levels, have lead to a “stratification effect” and to discretion about qualifications achieved by those professionals. The universities provide degree courses, postgraduate courses, and different specializations.

3. Intercultural Mediator. The person informs and carries out mediation activities between migrants and host society in order to promote and facilitate the social integration of migrants. This role is strictly connected with the strong migratory flow involving Italy and is a new job/profession. Nowadays the training path is not clear and regional governments mainly provide those courses. (However all regions have a wide discretionary choice as to the courses and the given lessons).
4. Family assistants for the elderly. The person working as family assistant or for elderly is not always recognized as social service operator. However almost all regions are facing this issue and many of them organized a lot of training courses with different duration and subjects. Training centers or third parties provide those specific courses while the Italian National Social Security Institute (INPS) has online provided labor contract forms for domestic workers or family assistant. This “new” job is mainly performed by foreign women carrying out care activities and assistance for the elderly or dependent persons at the users’ domicile (see IRS 2008, op. cit). The position is similar to the OSS. However up to now a homogenous training path aiming at recognizing this role, is lacking.

1.4 THE ITALIAN “WELFARE MIX”

Literature reviews have identified the social services sector as a sector with a low productivity and “high relationship intensity” (De Vincenti, Montebugnoli 1997 in Paci 2007), namely this activity is strongly based on personal relationship between the worker and the user. According to the neo-classical economic theories matching the salary with the labor productivity, the social workers salaries shall be lower because of their poor productivity from the economical point of view. However that equation salary/productivity seems to be inappropriate for the social services sector which has “high relationship intensity”. This activity shall consider the territorial proximity between the service provider and the user, many working hours, reliability and responsibility for taking charge of the users. As a consequence the workers’ salaries should be adequate in order to provide high quality care services. However the social services sector is affected by the so-called “Baumol’s cost disease”. In the Sixties and opposing the neo-classical theories he theorized that the unit labor cost should increase in those sectors with a lower productivity. That does not take place in Italy where salaries of the social services and public sectors are lower than the industrial sector ones and opposite to the Scandinavian countries’ trend.

The social services are essential for the community and their retention in terms of labor and management costs have

always been a relevant charge. (Social protection expenditure amounted to 29% of GDP in 2011 in Italy, Eurostat 2012). It includes benefits for sickness/healthcare, disability, old age, family/children, unemployment, and social exclusion).

Facing these two great limits of the Italian system namely the incapacity of expanding the public sector's social services by reducing labor costs, the implemented strategy was to promote social services agreed with both private and social private sectors: the so-called welfare mix (Ascoli 2003). As Esping Andersen has stated during his studies on European welfares "the employment in private services sector will substantially increase if the labor flexibility increases and salaries decrease".

However, the social services sector with its workers has a public utility value for both the country and its citizens, and it has also a relevant economic value. A recent study carried out by the Unicredit Foundation on the "Economic value of the Third Sector" (2012), has estimated that the economic impact of non-for-profit amounts to 67,276 billion Euros in terms of incoming resources namely 4.3% of gross domestic product (GDP) which in 2010 amounted to 1,553,982 million Euros. The same voluntary work has an important value and produces richness in terms of reliability, relationship and social capital even this is not included in the economic accounting. The voluntary work component is significant. Last Industry and services census (ISTAT 2011) has estimated about 4 million volunteers working in not-for-profit sector.

Another important issue concerns the undeclared employment for many foreign persons often performing activities of assistance for elderly, domestic workers or children care such as baby-sitting.

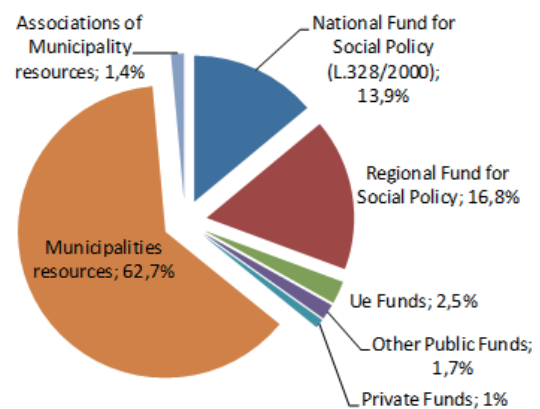
The publication of the social research institute (IRS 2008) which collected the findings of yearly surveys carried out in different Italian regions on domestic work, has estimated that out of 774,000 family assistants for elderly in Italy, 90% are foreigners. For their salaries (regularly or irregularly) the Italian families bear expenses amounting to 9 billion Euros and according to the same survey this is equal to the health care expenses borne by the regions. Those data also underline the importance of the care services. Families needs require care services and proximity with high relationship intensity. This high request provides the evidence that social workers are precious values even if the government and social partners are not able to properly act for their regularization (according to IRS surveys 43% of the interviewed family assistants have undeclared work) and protection agreement (24% of assistants for old people do not have a regular working agreement). This is a further vacuum in the fragmented background of the Italian social dialogue. According to what has been stated until now and what will be better described in the next pages, it is not hard to understand that the social services sector has become, beyond the public sector employment that remains stable, an important occupational area for those new professionals of the social sector both regular and irregular and especially in those sectors connected with social and demographical issues such as elderly care and socio-health care issue such as disabilities and invalidating chronic diseases.

1.5. EXPENSES FOR SERVICES AND SOCIAL PERFORMANCE¹

The government authorities, such as Regions, Provinces, and Municipalities, manage both directly and indirectly a wide range of services and performances with the aim of meeting the needs of specific users' categories. As mentioned before, a wide range of public sector organizations together with private and social private organizations provide care services to specific segments of users such as children, elderly, persons with disabilities and drug addicts. Among them the public institutions play an important role as to assistance and charity activities (Ipab).

The financing system is very heterogeneous. Here we will present survey data related to "Expenditure for social services and benefits managed by single and associated municipalities" (ISTAT in 2010 - last year of reference). Those show how the Municipalities are the main sponsors of expenditure for social services assigned to their own citizens and families (Figure 3). Thanks to their own resources, namely 62.5% of the social expenditure, the Municipalities individually manage 62.5% of the National Fund for Social Policy and the Regional Fund for Territorial Social Services and they are the main incoming resources for social care activities, namely 14% and 17% of the allocated resources respectively, while the European Union supports the Italian social services with EU funds and programs amounting to 2.5%.

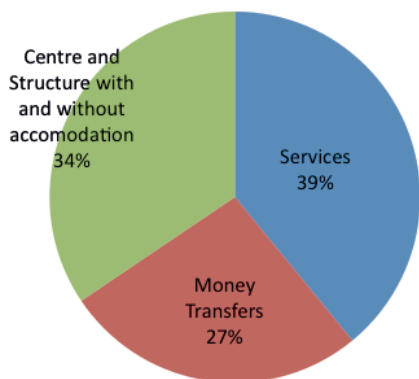
Figure 3 – Social expenditures of Municipalities per financing source (€ 712,6891,416.00)



The distribution of municipalities' social expenditure per different areas enable us to better understand which services are provided for custody of minors, family mediation, services for the social integration of disadvantaged individuals, school and educational services. 34% of the resources have been allocated for host infrastructures (centres, residential and non-residential facilities) while remaining resources are allocated in order to provide money contributions (Figure 4).

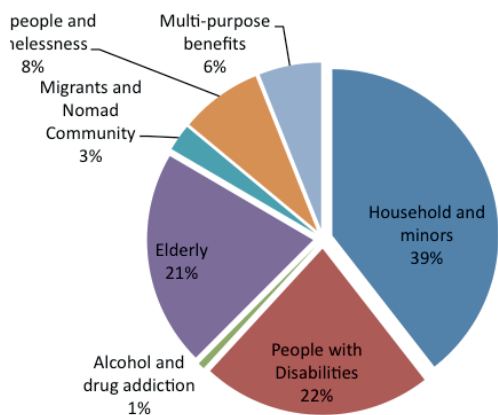
¹ Source: Istat 2010

Figure 4 - Financing distribution percentage per type of intervention (€ 7,126,891,416.00)



In conclusion and considering the analysis of the municipalities' social expenditure according to the users' area it is here pointed out how interventions and services are locally provided and fundamentally destined to families and minors (39%), elderly (21%), people with disabilities (22%) namely the three main user areas of social services, by demanding as a whole more than 80% of the financing resources (Figure 5).

Figure 5 - Intervention and social services expenses distribution percentage of the municipalities per user area (€ 7.126.891.416)



2. COLLECTIVE BARGAINING AGREEMENTS AND OTHER ARRANGEMENTS

2.1. SOCIAL DIALOGUE AND REPRESENTATION OF ORGANIZATIONS

The first remarks on the social dialogue of the social services sector concern the representation of the organizations, namely the public social services and third sector organizations.

The public social services sector has associations providing information, advocacy, and interests such as the Social Policy Departments Forum. As to the not-for-profit sector “only since Nineties the third sector has reached full awareness to be and act as social party by researching appropriate form of representation” (Forum of the Third Sector 2010, page. 20). However the representation of not-for-profit social organizations is not a simple issue nowadays. One of the key questions is the aggregation criteria: according to territory, sector and subject.

The true representation function of not-for-profit social organizations is made by three main employers organizations in the social services sector and precisely Confcooperativa-Federsolidarietà, Legacoop sociale, and A.G.C.I.Solidarietà. In 2011 those three large organizations set up the Italian cooperative alliance (Alleanza delle Cooperative Italiane ACI), the national coordination of the most representative associations of the Italian cooperation. The ACI main purpose is to coordinate the representation action with the Government, Parliament, European Institutions, and Trade Unions with the aim of starting a joined representation of the Italian cooperation.

Here below a short table reporting on numbers of social cooperation representation and, as described in the first chapter, this is the hugest part of not-for-profit sector caring about the services for persons.

Table 2.1 – Employer Organizations in the Italian social service sector (2013)

Denomination	Definition	Extension	Workers	Turnover (million euros)
Confcooperative	Italian Cooperative Confederation	19,662 partner enterprises; 3.104,017 partners	546,600	66 billion 670 million
Federsolidarietà Confcooperativa	(Social Field)	5,879 partner enterprises; 218,121 partners	224,500	6 billion 300 million
A.G.C.I.	General Social Cooperative Association	7,832 partner enterprises; 442,358 partners	66,397 (partner workers); 25,648	8 billion 84 million
A.G.C.I. Solidarietà	(Social Field)	864 partner enterprises, 31,280 partners	14,909 (partner workers); 4,332 (non partner workers)	360 million
Legacoop sociali	(Social Field)	2,300 partner enterprises; 110,000 partners	10,000 agents, 12,000 disadvantaged people employed	3 billion

Source: www.alleanzacooperative.it

As to workers representation, this takes place through the membership of the three large Italian trade unions (CGIL, CISL, UIL), including specific structures for different categories (FP CGIL, CISL FP, FISASCAT CISL, FILCAMS CGIL, UIL FPL). There also are smaller trade unions or recently established as UGL.

Here below a short table reporting on numbers of the three main trade unions and categories close to social services sector.

Table 2.2 – Trade Unions in the Italian social service sector

Denomination	Definition	Extension (number of members till 2013)
CGIL	Italian Job Confederation	5.712,642
FP CGIL	Public service (State Workers), Public and Private Health, Local authorities, Firemen, socio-health charitable educational private sector)	411,499
FILCAMS CGIL	Commerce and Services	432,193
CISL	Italian Worker's union Confederation	2.311,276
CISL FP	Public service (State workers), Public social assistance and Health; Local Authorities (Municipality, Province, Region); Not for profit	325,000
FISASCTA CISL	Italian union Federation, Commerce services, Similar and Tourism personnel	304,041
UIL	Italian Workers' union	2.196,442
UIL FPL	Health and Local authorities	202,239
UIL TUCS	Italian Tourism Commerce and Service Union	115,797

Sources: www.cgil.it , www.cisl.it, www.uil.it

In the last twenty years the three main Italian trade unions (CGIL, CISL e UIL) have shown a more relevant interest for collective bargaining in the social services sector. In particular since 2000s the Government and Social Partners have signed the first National Collective Labor Agreements. The social partners we mean are the above-mentioned three larger national organizations (representing the workers interests) and the main employers' organizations (Confcooperativa- Federsolidarietà, A.G.C.I.-Solidarietà, Legacoop sociale).

2.2 CCNL AS IDENTITY, UNIT AND RULE INSTRUMENT

The Italian Constitutional Chart has assigned the trade unions freedom to citizens, the guarantee for a proper salary according to the working hours (established by law), weekly rest and paid leaves (article no. 36). In the Italian industrial relationships, the National Collective Labor Agreement has been recognized as the main employment regulatory and negotiation tool between both parties, companies and workers and involves working conditions, salaries, minimum wages, and tasks carried out in working environments. It is the regulatory act defining all the rules to be implemented in a specific sector when bargaining (Cella, Treu 1998). It has been identified as "collective" because of its function of gathering rules for the involved sector.

However an Italian weakness is "the absence of erga omnes implementation" (Cella, Treu 1998, page 71) because the National Collective Labor Agreement is not binding for those organizations which are not represented in the negotiation

table. This limit affects productive sub-sectors including the social services sector where the National Collective Labor Agreements is not compulsory for all.

The contract of social workers follows the Italian institutional system and provides the first level of negotiation/bargaining called "collective" (managed at the national level by Confederations-State-Employer Organizations). There is a second level of negotiation/bargaining called "decentralized" (which takes place at a regional level between enterprises and workers). There is also the possibility to formulate an integrative negotiation and agreement between Confederations.

Some in-depth examinations on labor have been deferred to the bargaining so-called "decentralized". The territorial agreements may be undersigned at provincial, sub-regional, and regional levels. The territorial agreement involves subjects and non-repetitive organizations compared to those of national agreements. As a consequence, the subjects of the territorial agreement are exclusively the procedures, scopes, and deadlines. For example, in the social services sector the National Collective Labor Agreements "Social Cooperative" estimates 1. Definitions of the procedures enabling the access of male and female workers involved in the qualification, requalification, and updating training; 2. Use of own vehicle for transportation when providing the service; 3. Residence activities; 4. Classification of the occupational profiles that are not specifically mentioned in sample profiles of the classification system by ensuring the compliance with the same system; 5. Territorial pay component.

The territorial agreement lasts for three years and automatically renewed unless the party terminates the contract two months before the expiry date. The title of the territorial agreement belongs to both territorial representative parties that undersign the contract.

The procedure of the ad hoc bargaining is spreading and is more frequently used. The single employer with a specific bargain, makes an agreement with the employee by deciding to implement the National Collective Labor Agreement or not.

2.3 CCNL IN THE SOCIAL SERVICE SECTOR

Nowadays the social services sector includes 9 larger National Collective Labor Agreements representing the Social Health care and educational departments, namely all workers of public, private, and not-for-profit organizations.

According to the number of members, the table below shows a list of the main representative CCNLs (many of them have the same name of the existing employers' associations):

Table 2.3 – List of main representative CCNL in the Italian social service sector

CCNL	Section	Period	Signatory Organizations
1. SOCIAL COOPERATIVE	Social Cooperative of the socio-health, charitable-educational and job admission sector	2010-2012 (last renewal on December 16th 2011)	AGCI SOLIDAROETA', FEDERSOLIDARIETA' CONFCOOPERATIVE, LEGACOOP SOCIALI, FP CGIL, CISL FP, FISASCAT CISL, UIL FPL
2. UNEBA	National union of institutes and social charitable enterprises	2010-2012 (last renewal on May 8th 2013)	UNEBA; FP CGIL; FISASCAT CISL; FP CISL; UIL tuCS;
3. ANASTE	Elderly Structure National Association	2010-2012 (last renewal on December 10th 2009)	FP CGIL CISL, FISASCAT UIL, FPL UILTuCS UIL
4. AGIDAE	Ecclesiastical Authority Employee Institute Association	2010-2012 (last renewal on November 24th 2011)	AGIDAE, F.P. CGIL, FISASCAT CISL, UILTuCS UIL
5. AIAS	Italian Association Spastic Assistance	2006-2009 (last renewal on September 25th 2009)	AIAS; FP CGIL: CISL FP; IGL Sanità
6. ANFFAS	National Association of Families with intellectual and/or relationship Disabilities	2010-2012 (last renewal on September 22nd 2012)	ANFFAS; FP CGIL; CISL FP; UIL FPL
7. ANPAS	National Association of Public Aid	2010-2012 (last renewal on January 17th 2014)	ANPAS; FP CGIL; CISL; UIL FPL
8. AVIS	Italian Blood Voluntary Association	2010-2012 (last renewal on May 15th 2013)	AVIS; FP CGIL; CISL FP; UIL FPL;
9. Misericordie	National confederation of Italy's Mercies	2008-2009 (last renewal on October 1st 2009)	ANPAS; FP CGIL; CISL FP; UIL FPL
10. Valdesi	Valdesi agencies and institutes	2010-2012 (last renewal on May 13th 2013)	Valdesi; FP CGIL; CISL FP; UIL FPL

Source: www.fpcgil.it

We will take into consideration only the three most representatives CCNLs according to the extensive criteria namely the workforce quota covered by collective bargaining (Cooperative; Uneba; Anaste). We will analyze their main used terms and the most discussed labor issues.

2.4 THE MAIN USED TERMS AND THE LABOR ISSUES

We observe the main used terms and the most discussed labor issues in the three most representatives CCNLs according to the extensive criteria namely the workforce quota covered by collective bargaining.

Table 2.4 – Main used term in the three most representative CCNL in the social service sector

Used terms	Labour issue
Application range	Definition of Sector ad Field of work
Disadvantaged people	Integration in social and working life; personalized plan of working integration; minimum income salary;
Union right and Industrial relationship	Union representatives' elections (RSU or RSA); Assembly, union information right
Multi-sidedness paths	Observatory and plan activity concerning local welfare policies, CCNL complete and correct application test, Definition of formative projects and training protocols
Type, Employment and job relation resolution	Full Time job (privileged job relationship), part-time, apprenticeship, temporary job, job sharing; Trial period, layoff advise and resignation
Job development	Permit, health protection, qualification, requalification and professional update, duties, level passage, weekly days off, night job, holiday job, on call
Placement	Area/Category (per example A1 generic worker, C2 socio-health worker, F1 Manager); Duties; Professional training; Salary (minimum union wage)
Time job	Night job, holiday, shift benefits,
Complementary Welfare "Cooperlavoro"	Voluntary registration to the Integrating Pension fund; Integrating sanitary assistance
Effective date and duration	Renewal procedures,
Permit, Time off and Discharge	Permit and recover, marital leave, maternity and paternity,
Education and professional formation right	qualification, requalification or update course

The social cooperatives are obliged to implement the CCNL. This is not a law obligation but it is a restriction directly connected with their legal entity: in order to operate as social cooperative it is needed the CCNL's implementation according to the reference sector.

In 2012 many of the agreement renewals have been under-signed. The relevant innovations in the three main CCNLs, namely Social Cooperatives, UNEBA and ANASTE are the following: if change of Cooperative management occurs, the workers retain their jobs as well as full salary and seniority in steps. Among those important changes of this CCNL there is an integrative healthcare: those workers having a permanent job are automatically registered on a specific integrative health-care fund which is chosen by both parties. For those integrative performances the cooperatives will pay the monthly amount of 5 Euros per each worker.

Another interesting CCNL issue as to renewals is a specific subject namely "apprenticeship". The CCNL takes into account the apprenticeship agreement. The professional apprenticeship is only admitted for some profiles such as the Health social operator (OSS) while it is excluded for health care profiles such as nursing aids, nurse, physiotherapists, speech therapists, psychomotility therapists, doctors, and psychologists.

As to the advanced apprenticeship for research and training, the Regions have established the training profiles, specific regulation, and the maximum duration of the agreement in accordance with the contracting parties.

3. SOCIAL DIALOGUE IN SOCIAL SERVICES SECTOR

In Italy the most common word is not the Social dialogue but “bargaining” (between employer and trade unions) and “concertation” on labour matters (between the economic and social partners ESP, and the State). The concertation is a working tool involving the meeting of Institutions and social partners in order to face issues linked to the macroeconomics and employment.

As anticipated in other chapters, as to the social services sector, the social dialogue (or concertation) involves leading actors such as the trade unions of public sector, workers of both private sector and social private services sector (generally defined as Public Service-Trade Union), Trade union of Service Section (such as FISASCAT CISL) and main Employers Organizations of the social service sector such as Confcooperative Federsolidarietà; LegacoopSociali; A.G.C.I. Solidarietà).

The negotiations for CCNLs definition have started at the end of Nineties and have been put into practice due to the signature of CCNL in the early 2000's. The CCNL has an average validity of four years (four years regulatory period) and takes into consideration the renewal of economic conditions every two years (two years economic period).

The debate of social partners (Economic and Social Partners – ESP) continues after the CCNL signature or renewals and it promotes lasting dialogues and confrontations (but also disputes).

The labor issues on the negotiating table are different and involve the social operators' salaries, the status of social worker and working member, leaves, trial period, maternity leave, annual holidays, work missions, etc.

In the next paragraph we will propose a range of cross labor-related issues raised by all parties during their interviews. This way it is possible to report the stakeholders' point of view and at the same time focusing on the topics.

3.1 PUBLIC SERVICE AND NOT FOR PROFIT

The welfare state as takes place in Italy, the State and public services guarantee social rights. As we read in the Chapter I the current background shows as non-for-profit and private sector organizations fully participate to the social services management. Those organizations' workers provide a public service and have a national CCNL but they are practically employed by a private sector organization.

As to this topic, the chairwoman of the social cooperative has a rather critical point of view. The impression is that not-for-profit sector gives low cost workforce to public organizations through lasting and structured partnerships with the social private organizations in order to provide services for persons.

The opposite trade unions role is to represent all workers' rights operating on behalf of the public service without making differences between public and private sectors workers. For example the ANISEI CCNL is the CCNL of the section “school” and covers workers both public (Education) and private sectors (private schools, kindergarten and educative services). The same issue involves the social services for elderly and children which are mostly provided by the social cooperatives working in agreement with the public sector organizations. The interviewed cooperative manages different early childhood centres and five care homes for children and mothers.

However during the interview, the Employer Organizations' point of view underlines a specific doubt connected to the fact that during bargaining activities the trade-union representation of the Public service seems to prevail over the social private representation. In fact there are three trade unions organizations bargaining with the Public service organizations (Fp CGIL, CISL FP, UIL TuCS UIL, see Chapter II) while there is one only trade union of the general services sector namely FIASCAT CISL (see Chapter II). Regarding the considerable issue of “replacement effect” of no-for-profit compared to the public service in the social services management, the same employers' parties consider this effect does not exist. It is underlined the need to maintain separate the framework of policies and services planning which should remain in the public sector competences, and the framework of services providing. This way not-for-profit sector shall act as “subsidiary” actor of public function.

In the framework of services providing there are also difficulties as to management. As underlined many times during the interview with the Chairwoman of the social cooperative and the Caritas from Ragusa, the most difficulties concern late payments of public administrations to those private or social private organizations providing the contracting out service. Such discontinuity in payments causes both difficulties in carrying on planning in a middle-long term as well as economic difficulties leading to the instability of those workers who do not receive the salary from the cooperative. In the case of the interviewed cooperative the chairwoman ensures the workers' salary using a bank loan even if this badly affects the balance sheet because of the interest payment.

3.2 BARGAINING AT THE NATIONAL AND LOCAL LEVEL

In Italy the subcategories of the social service sector have signed a specific CCNL with the social partners (Trade Union and Employer Organization) on the basis of its “predominant business” (see chapter 2).

Nowadays the most common agreements in the social services sector are about nine. However according to the CNEL²

² http://www.cnel.it/347?contrattazione_testo=37

database there are other forty CCNLs in the social services sector. Furthermore there is another issue that needs to be clarified according to the interviewed employer's parties. The social dialogue includes the open debate on a wide spread practice (not regulated) about "vertical national collective bargaining" which imposes a further sectorization of the agreements related to "predominant working activity". According to this agreement, the cooperative's cleaning worker shall have "cleaning" sector CCNL and not the "Social Cooperatives" CCNL which includes the professional profiles of those who work for the social cooperatives.

As stated before the national collective bargaining is not the only bargaining step in Italy. The Social dialogue, managed at the national level by Trade Union, State, and Employer Organizations, provides the first level of negotiation/bargaining, the so-called "collective". It establishes the framework of some key issues such as working environment and healthcare; collective agreements; working suspension; tasks and positions; organizations of work; rules; working hours; trade unions rights; salary and professional status. There is also a second level of negotiation/bargaining, the so-called "decentralized" which takes place at a local level by organizations, workers, trade unions and employer organizations when needed. It has to comply with collective agreements. The covered labor issues are additional and not repetitive in spite of collective agreements. The labor issues are procedures and working frameworks (for example regulation of shifts and overtime); period of working; type of contracts (for example the national level establishes the perceptual temporary contracts at least, and at the local level it asks for additional number of temporary workers after bargaining with both trade unions and employers organizations).

As mentioned in the Chapter 2 a further trend is the fragmentation (as synonym of disorganized diffusion) of the ad hoc bargaining where a small organization (for example a private sheltered housing for the elderly) decides not to implement one of the representatives CCNL but agrees with a smaller trade unions the establishment of a "customized" CCNL to meet the needs of that organization. According to the trade unions this behavior leads to multiply CCNLs and causes three distorted effects: 1.The extreme differentiation in terms of working hours, economic conditions, the contract status and the acknowledgment of qualifications and professional careers; 2.The difficulty of enlarging trade unions representation for all social workers; 3.The exorbitant difference among social workers' salaries.

Another interesting viewpoint and here briefly explained concerns the "company welfare" when the same company offers protections and benefits to its workers independently by public social security system. For example the interviewed cooperative has implemented a range of flex security measures by providing free and additional services for its workers such as mobile phone's special tariffs among all working members; integrative insurance policy in case of accidents; incentives for opening bank accounts in the same area; special tariffs to enroll their children to kindergarten (the same privately managed by the social cooperative). Those benefits are provided with kind forms than cash ones.

3.3. EXTENT OF COLLECTIVE BARGAINING AGREEMENTS

It is widely understood that the agreement coverage is harder in the so-called "fragmented" sectors (Cella, Treu 1998), as it takes place in the social services sector.

As stated by the interviewed trade union, there are different reasons why organizing this sector is difficult: a. the strong loyalty between the worker and the management; b. the presence of professional roles as working members; c. the dispersion of organizations' territories; d. the mobility over the territory of those workers who often do not work in the office (for example domicile assistants and street units workers); e. the division of the activities not allowing the proper identification of the worker position, etc. Furthermore and as explained by the chairwoman of the interviewed social cooperative, the social worker develops the membership of the provided service instead of the organization itself. Those care services involve persons as well as emotional and psychological strong commitment.

In conclusion the employer's organizations look at the expansion of the workers' representation from a different viewpoint. The interviewed stakeholders underline how inside the social cooperatives there are some professional profiles which cannot find an adequate representation in the "Social Cooperatives" CCNL. This is partly due to the above-mentioned impediment (the trend to vertical CCNL on specific working activities) and partly due to the natural inclination of the parties that do not transfer representation on a labor issue where a lobby action should be maintained. Having considered those difficulties, the "Social Cooperatives" CCNL is not able to cover all workers operating in the cooperatives because when the social dialogue takes place, they never come to an agreement as to the CCNL enlargement to other professionals such as teachers and doctors.

3.4 EFFECTIVENESS OF COLLECTIVE AGREEMENTS

We should also pay a specific attention to some issues such as the CCNL value for those who work as "working member" (the Law no. 142/2001 harmonizes the rights and duties of the working member with other workers). As seen in the chapter I this role is present in the social cooperation which includes a large number of those organizations providing social services. The cooperation is also the not-for-profit area where there is the largest number of employees. Its CCNL "Social Cooperatives" covers about 350,000 workers for 950,000 employees social workers and consultants of the not-for-profit sector. All interviewees paid attention to this issue and underlines the double face of the subject: member with high adhesion, loyalty to "own" organization and social workers with right and duties. It is very hard to unionize those workers.

For example the interviewed cooperative, all the employees (150) are working members. The Chairwoman has made the specific choice to actively and proactively involve all workers in

different activities also the administrative ones (balance sheet approval, services extension, etc). All 150 working members, including the Chairwoman who is member of the cooperative have the CCCNL “social cooperatives” contract.

In this regard the employer’s organizations acknowledge the working member having a leading role in the social cooperatives. The member shares the articles of association and actively participates to the services’ management. She/he also invests own money in the organization having the right to vote and to take decisions together with other members. According to the employers’ organizations this is the determinant role differentiating the social cooperatives from corporate enterprises.

At the social dialogue level, the debate on working member is still in progress and discussed by the social partners about the so-called “change of management”, established by CCNLs. According to this clause if the organization closes the workers, including working members, shall be employed by a different organization and holding the same position. From one hand this ensures the workers about their job and trade unions are satisfied with this solution, on the other hand there is an ethical issue because working members feel this move to another organization more than a labour issue.

The size of the working organizations operating in the social services sector considers a relationship between management and workers where there is no need of unionizing workers. At this stage a local bargaining takes place between management and employers whereas trade unions are not involved.

Another important debate among the social partners concerns the implementation of some types of contracts such as apprenticeship. The trade unions reached the agreement that this contract shall not be implemented to some professional such as doctors while the employers’ organizations are pushing in order to extend this agreement to those organizations providing social and health care services.

4. FUTURE PROSPECTS OF SOCIAL DIALOGUE IN THE SOCIAL SERVICES SECTOR

In order to boost the social dialogue we face challenges at different stages. First of all there is the need to regulate the social services' fickle sector starting from changing some structural limits of the Italian background.

We will try to summarize some social dialogue's challenges according to the synthesis of the stakeholders' interviews.

4.1 EMPLOYER ORGANIZATIONS

- To extend the coverage of the CCNL Social Cooperatives to other professional roles which are spreading inside the social cooperation field both in the educational and health departments such as teachers, doctors and nurses;
 - To strengthen the co-production system among public, private and social private actors;
 - To realize a strong public social governance with a subsidiary role of the not-for-profit sector;
 - To go beyond the law no. 142/2001 comparing the working member with the worker;
 - To consider the working member as a strategic role on whom the social cooperation's organizational structure can rely on for employment purposes;
 - To promote the implementation of the EU regulation as to the favorable treatment for "public administration creditors" in order to facilitate the social cooperatives and avoid the economic disadvantages for the workers;
 - To aggregate and extend the tools and supporting the social dialogue;
 - To exclude the social services' item of cost from the Stability Pact because this binds the Municipalities' balance sheets (this in order to facilitate the payment of the Public Administrations to Third parties, namely the suppliers).
- To reach a National Collective Bargaining Agreement for this "Sector", by harmonizing the rights and duties of the parties, salaries, working hours, social security and the acknowledgment of the professional profile;
 - To draw up a law on trade unions representation using objective criteria (members) and establishing which trade unions have the powers to sign or not the CCNL (principle of main trade union);
 - To catch the not-for-profit social services workers;
 - To establish unified rules for the sector, both administrations accreditation rules and agreements;
 - To stop the inappropriate use of atypical work;
 - To include agreements with the purpose of representing all atypical workers operating in the sector.

4.3 NOT FOR PROFIT ORGANIZATION

The not-for-profit organizations point out the following challenges for a social dialogue:

- To awaken the public administration and social partners on the issue related to late payments of the public administration to avoid risks of the organization instability and precarious employment;
- To improve collaboration rules between the public organizations and not-for-profit sector;
- To promote the compliance with Legislative Decree no. 192/2012 and impose strict obligations to the public administration as to payments;
- To encourage the Employer Organization to dialogue with the public administration as to the representation rights of not-for-profit organizations and risks for precarious employment of social workers;
- To strengthen the not-for-profit role during Social dialogue (and not only) through the establishment of cooperatives and representative associations according to the sector;

4.2 TRADE UNION

According to the Trade Unions the most important challenges involve some key points of the industrial relationships and precisely:

- To ensure the "job quality" as the quality of the work performed by the worker;

5. THE CASE FOR EU LEVEL SOCIAL DIALOGUE IN THE SOCIAL SERVICES SECTOR

5.1 EU LEVEL SO CLOSE BUT SO FAR

During the carried out survey, a double level of representation of Italian social sector has emerged at the European level. On the one hand there are European formal institutions and on the other hand the true activity of the Italian organizations (Economic and Social Parts – EPS) which take part with difficulty at the European level due to the lack of a common strategy.

The European Federation of Public Service Unions (EPSU) and the CES (European Confederation of Trade Unions) as well as the employers' organizations BUSINESSEUROPE (ex UNICE), the European Confederation of enterprises and the CEEP (European Centre of Enterprises with Public Participation) are the main umbrella organizations at the European Level as to bargaining. The purpose of their activities is to allow economic and social partners (EPS) from different member states to join the legislative and decisional processes at the European level through a comparison mechanism and inclusive decision-making procedures.

The three Trade Unions (CGIL-CISL-UIL) and the employers' organizations are members of established European organizations as above-mentioned, and actively participate to their actions. However this system has also limits and opportunities.

The Italian social partners have undersigned three important Agreements regarding cross labour issues in different areas:

- a. Framework agreement on parental leave (Directive no. 1996/34/CE).
- b. Framework agreement on part-time work (Directive no. 97/81)
- c. Framework agreement on temporary job contract (Directive no. 99/70)

Those agreements are the result of both interrelation and exchanges between the Commission and the member States. Italy gave force of law to these agreements by the Italian Legislative Decrees by sometimes maintaining the full compliance with the European directives (Law no.53/2004 on parental leaves extended to fathers too). In some different cases (Legislative decree no.276/2003 on part time work) the Italian regulation only considers general rules (part-time working hours, “horizontal” part-time where the hours are reduced on daily basis; “vertical” part time where the work is executed full-time, but only in certain fixed periods during the week) and defers to national collective bargaining any working hours change which can be settle during decentralized bargaining.

As to temporary job agreement, Italy gave force of law to the framework agreement through the Legislative Decree no. 368/2001. In this framework the social partners' standpoint is to limit the use of this agreement within CCNLs only when the employer needs are clear and can be proved.

Next to those historical framework agreements there are several initiatives and “frameworks for action” to awaken parties on specific issues, namely the equal opportunities, parental leave, lasting training of workers, European mobility, working inclusion of migrants, etc. Such actions aim at improving the quality of work for all social workers operating in both public and private sectors.

As Ricci and Gallo have underlined on the UIL Report “Bargaining and Social Dialogue” (2010) an evolutionary and effective path which follows up the European social dialogue, is missing. The “open” social dialogue shall consider mutual exchanges and debates.

The interviewed Union explains other limits of this system. Nowadays in Italy the only social services sector collaboration with Unions at the European level, takes place through the EPSU action. The Social dialogue in the social service sector in Europe has not been formally recognized (as happened instead for the Central Administration, the Local Authorities, and the Hospitals). Furthermore at this stage a real “European” strategy, integrated with the social dialogue activities and national negotiation, is lacking. More generally defense is carried out through the EPSU action, in particular as to the social services of general interest. The Interviewed Union has criticized the “austerity policy” carried out by the European Commission. The social services have been clearly affected by budgetary cut policies coming from the European austerity policies. However those priorities are included in the resolution that will be introduced by the Executive committee during next EPSU conference.

6. CONCLUSION AND RECOMMENDATIONS

The contents of the Chapter I analyzing the peculiarities and heterogeneity of the social services sector, the changes of labour market and natural but fragmented evolution of not-for-profit sector, was an essential tool to recognize those important features of the sector (Clegg 1980) which have an impact on the contract systems of the different countries.

The changes occurred in the social services sector and concerning the organizational models as well as the social services provided, establish new specific issues as to trade unions rights, trade union representation, and related bargaining. A very important issue is the collaboration relationships between the public administration and not-for-profit organizations. From one hand the range of social services has widened in order to meet the needs of an evolved social demand, and from the other hand there are needs such as reshaping and facing different issues like the compliance with the regulatory framework of social services in general and not-for-profit in particular, the protection of the social work in the public sector and for-not-profit organizations in the private sector.

From the cultural point of view when we talk about social services, the most common idea is thinking of services and organizations providing this service and not thinking of workers. One of the crucial key point for a proper services' management is the quality of work for the worker. The last agreements and bargaining for renewals certainly aimed at systematizing rules, rights and duties in order to guarantee the best working conditions for those workers who carry out activities for the public service.

However at this stage the social dialogue in this sector is very hard. A series of processes such as the widening of independent work, contracting out between the public and private and social private sector, use of temporary workers and strong presence of volunteers operating as workers, makes even more difficult the organization and representation of the workers by trade unions by implementing the national collective bargaining and through the social dialogue.

Furthermore and at the same time, the presence of specific positions such as the working member in the social cooperation, makes even more complicated the representation by trade unions. The feeling of the member belonging to the organization where he/she works and the strong identification of the social worker with the service he/she provides are issues which must be improved during the social dialogue.

We have also observed a double verticality of the bargaining. One of them is connected with the territory. In Italy the first level of bargaining is the national collective bargaining and followed up by a territorial bargaining with the purpose of harmonizing the contracts to specific territorial conditions and the sole organizations' needs. This has also been widely described in the Chapter II. Many bargaining activities take place at a local level

with a relationship between management and employers and where trade unions are not involved.

The increasing involvement of the companies providing social and health care services and having different sizes, status in law and scopes of business, more often leaves to the single employer the choice to implement (or not) the sectors' CCNLs for their workers. The same may happen in the not-for-profit organizations because of their characteristics, organizational structure where workers are not interested in unionizing themselves, they have a strong belonging feeling with the organization, because of their precarious job or because they do not feel properly represented by the current trade unions.

A further trend is the sectoral trend. There is a cultural behavior, not regulated, to implement CCNLs according to the prevalent working activity. This leads to a further diversification process and CCNLs multiplication inside the social services sector whereas the challenge we want to face is to reach and harmonize the sector thanks to a specific contract for the sector, said the interviewed CGIL trade unions.

We will try to summarize some key points underlined by both documental sources' analysis and interviews. However those key points still remain on the bargaining table and lead to a series of recommendations as below:

- To strengthen the role of the national coordination, definition of reliable and shared rules (as the essential minimum levels of social services providing – LEP) and for the entire social services sector;
- To bridge the gap between the offer (poorer financing sources at national level and blocked by budgetary stability's constraints) and social demand;
- To free families from the role of care giver by ensuring public social services for those people who need more help (elderly, minors and persons with disabilities);
- To regulate training and working mobility of those new welfare careers;
- To avoid the risk that the profit sector's companies may be attracted by the tax exemption destined to social enterprises;
- To maintain separate the social responsibility of the company and the status of being and acting as a true social enterprise;
- To further clarify the scopes of the social-sanitary sector;
- To observe the obligations for not-for-profit sector's payments as to the services provided (Legislative Decree no. 192/2012)
- To improve the regulation as to the rights and duties of the working member (law no. 142/2012)

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<http://www.agci.it/>

<http://www.legacoop.it/>

9. LIST OF INTERVIEWS

Trade Union:

1. Adriana Bozzi, FP CGIL, Responsible for the Social, Health, Educative section (Office: Rome), Lazio, IT.

Employer Organizations:

2. Claudia Fiaschi, Vice President of Confcooperative – Federsolidarietà (Office: Rome) Lazio, IT.
3. Vincenzo De Bernardo, Director Confcooperative – Federsolidarietà (Office: Rome), Lazio, IT.

Not for profit

4. Paola Virgili, President of Cooperativa sociale “Girotondo onlus”, City of Velletri (FR) Lazio, IT.
5. Domenico Leggio, Director of Caritas. City of Ragusa (RG), Sicily, IT.

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