

VYTAUTAS MAGNUS UNIVERSITY

PESSIS 2

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

**COUNTRY-CASE STUDY:
LITHUANIA**

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1. PROFILE OF THE SOCIAL SERVICES SECTOR

1.1. OVERVIEW OF THE SITUATION IN THE SYSTEM OF SOCIAL SERVICES

According to the studies, in principle Lithuanian system of social services is still quite young – before restoring the independence in 1990 during the soviet period the system of social services has hardly been developed: the profession of a social worker did not exist and the system of social services was made up only of residential care institutions. The formation of Lithuania's social care service system that happened after the restoration of independence should be related to the following institutions (nursing home, orphanages, residential care home for the disabled people and etc.) (Žalimienė, Vareikytė (2000) in Lazutka, Žalimienė (2008).

After the restoration of independence social care services were provided only by the state's social care institutions, however, the creation of NGO's innovative services contributed as well. Decentralization of the social care was influenced by the Law on Social Services of the Republic of Lithuania (2006) which defines the responsibilities for municipalities in the provision of social services (Lazutka, Žalimienė, 2008).

Lithuanian system of social services is basically defined by the Law on Social Services of the Republic of Lithuania (2006) enacted in 1996, which is the main law in the area of social services. Together with the Catalogue of Social Services (2006) which provides detailed list of the social services, and also defines, as well as, explicitly classifies social care services; the aforementioned law basically describes Lithuanian system of social services.

In the Law on Social Services of the Republic of Lithuania (2006) social services are defined as the services with which help is given to a person (family) who due to age, disability, social problems is partially or fully deprived of, has never acquired or lost one's capacity or facilities to independently take care of personal (family) life and to participate in public social life. Based on the mentioned law the objective of social services is to enable a person (family) to develop or strengthen one's faculties and capacities of solving one's social problems, maintaining social relations with society and to help overcome social exclusion. Social services are provided in order to prevent personal, family, community social problems, and to ensure public safety. Social care services can be provided in social care institutions (social care homes, families, temporary residence homes, social care centres, communal institutions and etc.) as well as, in a person's home.

Social services are not evenly developed in different Lithuanian municipalities. In some municipalities the level of social services does not comply with the Guidelines for the Development of Social Services which on the 4 July, 2007 were ratified with the decree No. A1-185 by the Minister of Social Security

and Labour of the Republic of Lithuania (MSSL) The potential of individual territories is not sufficiently realized. For example, the number of accommodation places in a nursing home differs by up to thirty times and in some municipalities there are no day care centres for children, elderly or disabled people, no orphanages or social families (Social inclusion expansion plan for the year 2014-2020)

The role of social care institution (in the Law on Social Services of the Republic of Lithuania (2006) can be taken by a company (joint stock company, private limited company, sole proprietorship, small association), an institution (public institution, budgetary institution) or a family.

Two kinds of social services are distinguished in the Catalogue of Social Services (2006):

1. General;
2. Special.

General social services are provided to a person (family) whose abilities to independently take care of personal (family) life and participate in social life can be developed or compensated with individual services which do not require constant assistance from the specialists. Special social services are provided to a person (family) to whom general social services are not sufficient for the development and compensation of one's abilities to independently take care of personal (family) life and participate in the social life.

Special services include:

1. Social observation is an entirety of services with which a person (family) is given cross
2. compliance that does not require constant specialists' assistance;
3. Social care is an entirety of services with which a person (family) is given cross compliance that requires constant specialists' assistance.

Social care by its duration is divided into day time, short-term and long-term care. In the Catalogue of Social Services (2006) distinguishes the following groups of social service institutions:

1. Residential social service institutions (social care institutions);
2. Non-residential social service institutions;
3. Social families.

The following social care institutions which are considered to be residential social service institutions are discerned in the Catalogue of Social Services (2006):

1. Residential social service institutions – social care institutions that provide short term/long-term social care to no less than 10 people at the same, or institutions in which people are accommodated in groups (no more than 10 people in one group) in home environment conditions.

2. Non-residential social service institutions include temporary residence homes, sheltered accommodation, social supervision centres, social day-care centres, community-based institutions and other institutions providing social services.
3. Social families – legal persons providing short-term/long-term social care, when 6 or more children deprived of parental care are provided foster care in a family and home environment. The total number of children in social family together with own children – no more than 12.

The main institutions governing social services are Ministry of Social Security and Labour, municipalities, and Care Institutions Provision Centre at the MSSL.

In the qualitative study part, during which informants from all groups of social services sector that could be the participants of social dialogue were surveyed, and the answers received contained official and subjective definition of social services. The officials of the MSSL perceive the social services sector by the definition provided in the Law on Social Services as integral, encompassing all institutions that provide social services, yet deeper insights are attempted:

We perceive institution that provides social services by the Law on Social Services. Such are all the institutions that provide any kind of social services at all, <...> It can be private, which seems to be emerging now, as well as, national or municipal. This is how we understand this sector (Interview No. 12).

In accordance with their point of view the sector itself, which the Ministry defines as integral, attempts finding one's identity, while in the present situation that leads to social dialogue, general failure to agree upon one's definition becomes evident:

They try to call themselves in one or another way. Sometimes it is the branch of social workers, and sometimes it is the branch of workers providing social services. (Interview No.12)

Informants from unions in the companies providing social services perceive the sector of social services specifically as their workplace without farther trips outside its walls.

You know yourself very well – elsewhere they create unions and the leader of that union is highly respected, while here, in Lithuania, it is still very complicated. I think that it is always difficult in your own institution, but it should get better in time. It will have to get better. (Interview No.2)

This perception and definition of one's environment for the employees of institutions is aggravated by constant structural and systematic sector changes which are usually expressed through constant changing of subordination, funding, administration and criteria applied to the employees.

1.2. FINANCING OF SOCIAL SERVICES

Social security receipts and expenditure are calculated in accordance with the European System of Integrated Social Protection Statistics (ESSPROS). Social security expenditure consists of social security benefits in cash and in kind, administrative and other expenses. (Statistical Yearbook of Lithuania, 2013)

In Lithuania during the period of economic crisis and after it until 2011, there was a continuous increase of expenses on social security. In 2011, if compared with the year 2007, expenses on social security increased up to LTL 3935.1 million. In 2010 a share of GDP in Lithuania's composition of public expenditure that applies to social security was 14.5 %, i.e. by 5.4 percent lower than the EU average (19.9 %). 5.76 % of all the social security expenditure consists of the expenses for social financial support. (Action plan for social inclusion 2014-2020)

In the framework of expenditure predominant is age-related expenditure for benefits, pensions and services. In 2011 they accounted for 41.1 % of all the expenditure on social benefits and services. Since 2005, expenses for benefits and services in the event of disability have increased by 74.8 %, while over the year 2011 they have decreased by 5.3 %. In 2011 such expenses accounted for 9.6 % of all the expenditure on social benefits and services. (Statistical Yearbook of Lithuania, 2013)

In 2011, 10.4 % of social security expenditure for benefits and services was granted to families and children. These expenses in 2011, if compared with 2005, have increased by 2.2 times, and compared with 2010 – by 14.2 %. (Statistical Yearbook of Lithuania, 2013) Within one month in 2013, on average 190.0 thousand people received social allowance (6.5 % of the Lithuanian population). The average amount of social allowance per month in 2013 was LTL 222.9 per capita. (Ministry of Social Security and Labour, 2014)

After the adoption of Law on Social Services of the Republic of Lithuania (2006) the funding mechanism for institutions providing social services has changed – there was a shift from the budgetary authorities to services funding model. When organizing the provision of social services to their own citizens, municipalities use funds from municipal budget to pay the public social care institutions under contractual agreements made for each person with the service providing institution. Only a long-term social care for elderly people, disabled adults, children with disabilities, children deprived of parental care, those, who by 01/01/2007 started receiving it from the social service institutions governed by county superior, is financed by the State budget by allocating funds for the maintenance of the institution. Thus, in order to finance long-term social care services by using State and Municipal budget, different funding model is applied.

In 2010, the average price for long-term social care in public social care institutions compared with average price for long-term social care services purchased/financed by municipalities was higher. Based on The Care Institutions Provision Centre at the MSSL data provided in the National Audit Office public

report on Financing of Social care institutions subordinate to the MSSL (2011), average permanent social care prices in the state social care institutions in 2010, if compared with average prices of long-term social care services purchased/financed by municipalities in 2010, were higher (by certain types of services from 3% to 15 %). Only in the social care institutions for the disabled adults the average price of long-term social care for people with serious disabilities in 2010, compared with the average price of such services purchased in municipalities, was lower by 2 %. These calculations may not be informative enough, since, as it has been found during the National audit on Financing of State Social Care Institutions (2011), it is not regulated what data should be used for the calculation of long-term social care price, and the calculations presentation form is not defined as well, therefore, when calculating the price of long-term social care state social care institutions in some cases tend to diminish or increase it. In 2012, the sales revenue for service companies (VAT excluded) Q87 in other residential care activity accounted for LTL 100828.5 thousand, while the social work activity Q88 not related with accommodation – LTL 9242.1 thousand (Department of Statistics of Lithuania 2014.04.29).

Although, funding for social care institutions was increasing, for example, according to Žalimienė and Lazutka (2008), within the period of 2000-2008 funding for social care institutions has doubled, however, based on the Eurobarometer data provided in the Action plan for social inclusion 2014-2020 m, Lithuanians are less satisfied with the accessibility and quality of the services than the average EU citizen. Only 16 % of Lithuanian residents think that long-term social care services are accessible in Lithuania, and only one third of Lithuanians have positive views regarding the accessibility of child care services. Every fourth Lithuanian has positive views towards the quality of long-term social services and according to this indicator Lithuania takes 24-25 position among 27 EU members.

The information on effectiveness of financing and revenues are not available in any part of social service sector.

1.3 SOCIAL CARE SERVICES TO OLD-AGE PEOPLE, ADULTS AT SOCIAL RISK AND ADULTS WITH DISABILITIES

As regards the structure of social services sector, it is known that out of 15.9 thousand people, who received home help and social care home services, the majority (81 %) of social care home services receivers were persons of retirement age, and approximately one fifth (18 %) were working-age persons with disabilities. Compared with the year 2011, the number of working-age persons with disabilities who received social care home services has increased by 7 % and the number of such persons of retirement age – by 6 %. In 2012, 267 persons of retirement age and (or) disabled people have received aid money and individually saw to receive social care home services. Compared with 2011, the number of people receiving this payment has diminished by 9%. In 2012, 19 thousand persons of retirement age and 13.4 thousand working-age people with

disabilities visited day care centres and received various social services there. In 2012, 5 new care institutions (147 vacancies) and 4 sheltered accommodation homes for elderly people and adults with disabilities (131 vacancies) have begun providing services. (Statistics Lithuania, June 2013)

Table 1. Care institutions for elderly people: number of institutions and vacancies at the end of the year 2012

	Number of care institutions for elderly people at the end of the year units			
	State (county) care homes	Municipality care homes	Other care homes	NGO, parishes and private care homes
2012	2	54	2	44
Number of residents	113	2829	357	1215

Source: Statistics Lithuania, Official statistics website 2013

By the end of 2012 there were 102 care institutions for elderly people which had 4.8 thousand vacancies and 4514 of residents. (Statistical Yearbook of Lithuania, 2013) There is no data present regarding the distribution of the number of institutions in the group of NGO and other private institutions. Within one year 1.1 thousand people have taken up residence in the care homes for elderly people, or, in other words, 4 % more people than in 2011.

Table 2. Number of care institutions for adults with disabilities, their number of vacancies by institution type at the end of the 2012 year.

Number of vacancies in care institutions for disabled adults at the end of the year	Number of vacancies in care institutions for disabled adults by institution type at the end of the year units				Number of care institutions for disabled adults at the end of the year
	State (county) care homes	Municipal care institutions	Other care institutions	Community-based, parish or private care homes	
6190	125	3014	385	1361	38

Source: Statistics Lithuania, Official statistics website 2013

By the end of 2012 the majority of social care services for adults with disabilities are provided in municipal care institutions – 3014 persons. Also, if compared with other founders, a great part of institutionalized social care services are provided by community-based, parish and private care homes. This grants no presumption regarding the number and size of residential care homes for adults with disabilities, to be made judging by their founders.

Table 3. Number of sheltered accommodation homes for old and disabled people and number of vacancies at the end of the year.

	Number of vacancies	Number of sheltered accommodation homes for old and disabled people at the end of the year units	
		Municipal institutions	Community-based, parish or private care institutions
2013	13 648	No data	No data
2012	13 087	12	2

Source: Statistics Lithuania, Official statistics website 2013

The major part of social care services in sheltered accommodation homes for old and disabled people are provided by the municipalities – they own 12 out of 14 institutions. In 2012, such institutions had over 13 thousand residents. Based on the information from Statistics Lithuania regarding social services provided in 2012, it is by 50 persons more than in 2011 and by 600 less than in the year 2013.

The Description of short-term social care provision procedure in the state's social care institutions approved in 2012 states that State social care homes can have vacancies intended for providing short term social care, approved by the municipal decision or under a private agreement between an institution and a person (his/her guardian, carer). (Ministry of Social Security and Labour, 2013)

Table 4 Number of temporary residence institutions with their number of vacancies

		Number of vacancies in the temporary residence institutions units	Number of temporary residence institutions units
Hostels for homeless people	2012	1257	22
Crisis centres and temporary accommodation institutions for mothers and children	2012	595	34

Source: Statistics Lithuania, Official statistics website 2013

By the end of 2012, there were 22 hostels for homeless people, with 2.4 thousand residents, One third of them resided in the hostels for more than 6 months. In addition, another 100 people on average were provided temporary accommodation for one night daily (Statistics Lithuania, June 2013).

In 2012, crisis centres and temporary accommodation institutions for mothers and children sheltered 2.5 thousand people, or by 0.5 thousand more than in 2011. Also, more than 3.4 thousand persons received social services (psychological help, consulting and etc.) at the aforementioned institutions, accommodation excluded. (Statistics Lithuania, June 2013)

1.4. SOCIAL CARE SERVICES FOR CHILDREN

There are 3 forms of social care established in Lithuania: social family care, foster and kinship family care and institutional care. The Guidelines for deinstitutionalisation have been ratified by Order of the MSSL. Although more than half of the children are raised in substitute families. Still, a greater part of the children who lost parental care, during the reference year have been accommodated in the child care institutions. (Ministry of Social Security and Labour, 2013)

According to the data registered, by the end of 2013, in Lithuania there were 55 municipal orphanages, 12 municipal child care groups, 7 state orphanages, 20 non-State orphanages and 4 social care homes for children with disabilities with 0.7 thousand children and youth. There are additionally 5 infant care homes for infants with developmental problems. By the end of 2013 in Lithuania there were 50 social families that took care of homeless children. They provided residential care to 407 children, of which 42 having a disability. (Ministry of Social security and labour, 2014) 1.3 thousand children with disabilities lived in 31 special schools and special education centres. (Statistics Lithuania, June 2013)

Based on the Social report for 2012-2013, at the beginning of 2012, there were 560.4 thousand children in Lithuania. Nearly two percent of them are deprived of parental care – by the end of 2012 there were 10542 children left without parental care. Child care institutions provided care services to 4030 children. Municipal child care homes had 2600 residing children. (Ministry of Social Security and Labour, 2013)

By the end of 2012, 6105 children were taken care of in 4746 families. The main reason motivating the caregivers is family links with a child. In the end of 2012, 1875 cases of family care were registered to be provided in foster families that were not related to the child. (Ministry of Social Security and Labour, 2013)

1.5. EMPLOYEES OF THE SOCIAL SERVICE SECTOR

In the field of social services the majority of employees are women. Based on the data from Dissemination of Statistical Information department within Statistics Lithuania, in 2013, 14.9 thousand employees were engaged in the Lithuanian social services sector, of which 2.3 thousand were men. According to the data provided in the Statistical Yearbook of Lithuania (2013), 83 % of all employees in human health and social work companies were women. The average monthly gross wage in the country's economy for the employees in residential care activities and in social work activities without accommodation, in 2012 was LTL 1585. This compared with the gross wage average in the country's economy, represented 74.6 % of the average monthly wage. In 2012, the gap between female and male wages in the human health and social work activity (in companies with 10 or more employees) was 24.6 %.

Table 5 Employees in the institutions providing social services by the end of 2012

	Workers
In institutions providing social services without accommodation	4915
The administration (director, deputies, project manager, except for the deputy for social matters)	422
In institutions providing services with temporary accommodation	1150
The administration	90
Night shelters/ hostels	295
The administration	15

Source: Statistics Lithuania, Dissemination of Statistical Information department 2013

Table 6 Employees and volunteers in social care institutions 2012

	Employees	Full-time staff	Out of the total number – social workers	Social workers working full time	Out of the total number - social worker assistants (care workers)	Social worker assistants (care workers) working full time	Volunteers
Social care institutions for elderly people	2 726	2 157	868	747	640	549	63
Social care institutions for disabled adults	3208	2890	1824	1734	1481	1406	11
Infant care homes	557	-	16	-	9	-	19
General secondary education and special schools, special education centres	1454	-	79	-	25	-	-
Social care homes for children and youth with disabilities	677	-	387	-	265	-	-

Source: Statistics Lithuania, Official statistics website 2013

Social care institutions for elderly people, in 2012 had 4.5 thousand residents (see Table 1); social care institutions for disabled adults - 6.1 thousand residents (see Table 2); infant care homes - 327 infants; general secondary education and special schools, special education centres - 1315 children, and social care homes for children and youth with disabilities – 0.7 thousand children. (Statistics Lithuania)

Table 7 Employees and volunteers in child care homes by the founders 2012

	Employees	Out of the total number – social workers	Out of the total number of social workers – social worker assistants	Volunteers
State child care homes	370	243	122	1
Municipal child care homes	2 104	1 269	533	161
Non-governmental and parish child care homes	346	215	85	51

Source: Statistics Lithuania, Official statistics website 2013

In state child care homes 407 children lived; in municipal child care homes – 2600 children. In eighteen non-governmental and parish child care homes 566 children lived. (Statistics Lithuania)

During interviews with informants it becomes clear that employees are aware of the situation in foreign (Netherlands) sector of social services and they do not hide their wish to have equal opportunities for education, adequate salaries, work conditions and distribution of workload.

Actually, the workload left the biggest impression. Back there one worker has three – four such clients and works with them, actually knows them very well. And you have twenty four people in one group, and in fact, you simply cannot manage to talk to all of them in one day (Interview No.1)

Research participants of various educational background and professional experience speak about the social services sector based on their work experience. It is obvious that they feel exploited as representatives of their professional or work field, unappreciated as specialists and motivations for work are two types: idealistic or survival:

It should be considered that we also work with people, it should be given special attention... <...> We are constantly balancing on the verge of social risk, on the verge of becoming socially disadvantaged – where else have you seen this? Our own employees come to ask for heating compensation. How should a social worker feel, when he has attained one, or even several master degrees, high education, and is so underestimated now? < > the ones who remained at work are the true social workers, because they work motivated only by their ideal<...> We are like some sad, sad people who just work; some just wait to reach the retirement, others – for something else... (Interview No.13)

The perception of social services sector is different between its employees and leaders of unions also because of the fact that the legal basis for the establishment of unions is not equal. Dependence for the social services sector is perceived by the dependence on the institution, rather than, by profession:

We do not differentiate. It can be a housekeeper, plumber, locksmith, social worker (Interview No.10)

Umbrella unions usually unite unions of social services that are governed by municipalities or the Ministry itself, however, part of the public sector, as well as, private capital institutions providing social services operate alone or in small groups. Leaders of unions or associations hardly ever mention private social care institutions, non-governmental organizations as integral parts of the social services sector.

2. COLLECTIVE BARGAINING AGREEMENTS AND OTHER ARRANGEMENTS

2.1. COLLECTIVE BARGAINING BACKGROUND IN THE SOCIAL SERVICES SECTOR

Despite Lithuania's obligation to promote legal regulation of collective contractual employment relationships, so far, social partnership in Lithuania has not been very well developed. According to Krašenkiene (2013), collective agreements cover only from 15 to 28 % of Lithuanian workers. As one of the main reasons and biggest problems Usonis (2012) distinguishes the passiveness of the employees and lack of actual collective representation. According to Usonis (2012), 17-21 articles in the Labour Code of the Republic of Lithuania (hereinafter – LC) create a rather intricate representation of the system, where the subject of the Labour Law is the personnel, which can be represented by unions, trade unions, or, if the aforementioned are not present - by Work councils. There are cases when the minority of company's employees is represented by several unions, while the staff is not willing to grant the power of legal representation to either of them and independently engages in negotiations with their employer. This may easily lead to dissatisfaction among the representatives of unions on the grounds of supposed employer's ignorance towards the representatives of workers, which were legally granted the right of representation. On their behalf, employers are not pleased with the fact that they are forced to engage into negotiations with several representatives at a time.

Krašenkiene (2013) explains the situation in terms of the unions' attitude to collective agreements and the regulation regarding the conclusion of collective agreements and the solving of industrial action, which is favourable for employers. Based on the majority of opinions by union leaders who participated in Krašenkiene (2013) research, collective bargaining agreements is not the main objective of the union, since they do not do the accounting and do not have quantitative and qualitative agreements information at their disposal. Also, according to the representatives from the Ministry of Social Security & Labour, - both unions and employers usually do not pay sufficient amount of attention to the conclusion of a high-quality collective agreement:

Even during the drafting of an agreement there were such statements made, like „it is better to have it with mistakes than none at all <...> Even unions expressed such position that it is better to sign it first, in order to have it at all, and to analyze later<...>. And so it happens, that once it is signed, then the problems appears. (Interview No.12)

In order to boost the collective negotiations and the conclusion of collective agreements in 2007-2013 a measure in the

programme of Human resource development called „Promotion of Social Dialogue“ has been implemented in the whole Lithuanian economy. During the implementation of this measure 33 projects were funded, the total value of which was around LTL 15000.0 thousand. By the end of 2013, 6 projects had been fully implemented, 1 project (precisely the one that was oriented to social services, auth. remark) was terminated, while the remaining projects are still active. (MSSL March 2014) MSSL registers collective agreements that were drawn in a State (national), special (production, service, professional) or territorial (municipal, county) level, and the parties included in which are unions' and employers' organizations. (Ministry of Social Security and Labour, 2013)

LC (2002) defines the rights and obligations of both employers and workers, and the defence of employees. In Lithuania, LC regulates the contents and conditions of an employment contract, the procedure of contract award and implementation, its termination and termination basis, guarantees for various social groups, the arrangement of the severance pays and compensations, working hours and working time-recording, overtime payments and periods of compensatory rest, safety and health of workers, as well as, the Labour dispute resolution procedures. Substantially, collective agreements in Lithuania are designed to improve worker's conditions and is based on the regulations in the LC and other legislation. (Krašenkiene, 2013)

In Lithuania there is no coordination in wage negotiations: the process is fragmented and usually is conducted in a company or organizational level. Based on existing legislation, civil servants are entitled to negotiate their wages, demand for their wages to be reviewed annually, however, such practices are rarely applied (Lithuania: industrial relations profile).

Republic of Lithuania Law on Public Service (2003) stipulates the peculiarities of the conclusion of collective agreements. In cases that are not covered by this law, LC regulations apply. This legislation provides peculiarities of concluding collective agreements in the public service. This legislation stipulates that a collective agreement is a written agreement between an employer and a State or municipal institution's or establishment's civil servants regarding the service (labour) and other social and economic conditions. During the process of agreement conclusion employer is represented by the State's or State institution's head or his authorised person, while civil servants are represented by a union of civil servants that operates in a State or municipal institution.. Nonetheless, additional terms related with additional State and municipal budgetary funds and State money funds, cannot be stipulated in a collective agreement.

33 social care institutions are under the jurisdiction of the MSSL. Collective agreements are made in 17 institutions, of which 7 are signed in 2013 – 2014. The oldest agreement is of the year 1999. Nineteen of the aforementioned institutions have active unions, among which 5 institutions have even two unions each. Based on the current knowledge, these 19 institutions have 728 employees (in total these institutions have 2493 employees) who are members of unions. It is worth mentioning that only in one of the mentioned institutions more than half of its employees are union members. (Pauliukonis, 2014, March)

2.2. CONTENT OF THE COLLECTIVE AGREEMENTS IN THE SOCIAL SERVICES SECTOR

During the research, 11 valid collective agreements were obtained. Most of them are signed in social care homes and have two parties/organizations involved – social care homes and trade union, while one has the participation of the Work Council (Agr.No 5). In some institutions unions unite only the employees from a specific institution (e.g. Agr.No1, No 4, No 5, No 6, No 7), while in others institution's employees are represented by unions that operate throughout Lithuania, such as Consolidated trade union, Lithuanian union of social workers (Agr. No 2, No 3, No 9). One agreement (No 10) provided the collective negotiation results of the social support centre that provides non-residential care services.

The purpose of collective agreements in all analyzed institutions is similar – it is sought to establish conditions for a coherent institution's activity, to guarantee its employees higher level of work, wages, safety and health of workers, qualification and other work conditions, as well as, to ensure better work and social guarantees. Company's collective agreements usually include the following conditions:

1. Guidelines for the conclusion, amendment and termination of employment agreements;
2. Guidelines for the organizing of remuneration (basic wages, positional salaries, additions to the basic salary, premiums, advantages and compensations, payment for work and motivational systems and forms, establishment of labour standards, wage indexation order, payment and settlement procedures and other provisions);
3. Regarding the working time and rest period;
4. Provisions regarding safe and healthy working environment, granting of compensations and advantages;
5. Regarding training, retraining and related guarantees and advantages;
6. Regarding the procedures of company's collective agreement implementation;
7. Regarding mutual informing and consulting between the parties;
8. Regarding other social guarantees.

In different agreements these conditions are described with differing levels of detail. Collective agreements tend to replicate the LC with the rights and benefits of an employee defined in it, rather than set additional regulations for work and interpersonal relationships. For more information about the content of collective agreements see Appendix No1.

2.3. EVALUATION OF COLLECTIVE AGREEMENTS FROM THE PERSPECTIVE OF INFORMANTS

When questions related with the contents of collective agreements and other things, which are often the object of discussions in the collective agreements, are posed to the informants, the answers provided usually closely relate to the main contents of the LC. Often differs the perception of debatable subjects, various interpretations of the legislation arise. The main concern of employers is the regulation of the pragmatic part in relation with employees. Workers' representatives are more concerned about the defence of main human rights in labour relationships - human dignity, freedom, equality guarantees, rather than about the issues of pragmatism.

2.3.1. Administration's attitude

For the employers and their representatives collective agreement has the same value as a rewritten LC. Representatives from the MSSL find no valuable qualities in the collective agreements, only pursue to establish a general principle of wages and populism:

As far as I had a chance to read those collective agreements<...> mostly it is only full of slogans or is just a mere copy of the Labour Code (Interview No.12).

Some admit that the most acute problem, which is the object of mutual discussions in order to improve the existing situation, is the issue of wages, namely the distribution of additional pays and bonuses:

Still, under the current situation in Lithuania, when workloads are so big and salaries are so low, wages are the main priority, the number one... (Interview No.14)

During collective bargaining employers from the public social institutions tend to stress their helplessness against the law and seem to underestimate issues important to the employees, which to their mind are trivial:

Yes, we have collected those suggestions, including the stupid ones which were quoted by the deputy not long ago; surely, we will not be able to take them into consideration, because first of all we must abide the legislation... (Interview No.3)

Inability to make a written undertaking regarding the increase of wages is argued to be the result of other legal obligations:

... even in the cases when the municipality has savings, these have to be dedicated for covering credit arrears (Interview No.14)

Municipal employers have more flexible views and employ the existing labour law and the needs of employees to reveal their own competences and organizational skills:

Well maybe in some minor things – more or less, but in general, I can not complain about the lack of legal powers (Interview No.4)

There are also more favourable cases when agreements are regulated only from one side:

I come to work, I am given Staff Regulations, I familiarize with them, if I find them suitable, I work (Interview No.3)

Sometimes, regulations in collective agreements are perceived as the means for the members of unions to secure themselves the right to violate labour rules and other laws:

Nowadays, any person who does everything by the letter of the law and makes no violations, needs no union to protect him, any lawyer will be able to defend him. But for the one, who breaches the law even the union will be unable to help. (Interview No. 3)

According to the employers, members of administration should be granted additional payments by the size and volumes of their institution, since, to their opinion it is a natural thing and there is no need for it to be included into the collective agreement. According to the representatives from MSSL, non-governmental organizations and private sector is left behind:

Salary is regulated only to the budgetary institutions' employees. So if this question is related to the non-governmental institutions – it is out of interest. Other subjects that we are discussing nuances are even more important than wages. However, at least now we are at a stage when wages is the most important thing (Interview No. 12)

Majority the statements of the administration's representatives suggest that they have sceptical views regarding the contents, volume and implementation prospects of the agreements

2.3.2. Attitude of the union representatives and employees

Union representatives place most of their hopes into the collective agreements with a hope to receive better wages, transparently calculated working time, consideration with their views regarding internal procedures, payment for additional work done, and finally, respect to their human dignity.

First of all, we wanted this collective agreement to include provisions regarding the payment for deputizing, so that a person

who works for two or three people would get a proper payment for this... (Interview No. 1)

The wish of employees is for the collective agreements to reflect obligations for the employer to consider the opinions of employees when deciding upon the working conditions, duties and functions, their definitions in the staff regulations;

Well, let's say, even the staff regulations matter<...>. But not leaving it to others, as if they knew better than you, who does the job, do know. (Interview No.2)

A valid collective agreement which ensures equality and justice in the labour relations, in most cases is perceived as the main document that could provide legal education to the employees and would introduce them to their rights as well as profit of solidarity work:

Well, you see, the situation with this education is this: one person hears something from the administration, then he tries to tell the other, but the other would still not believe what he is told. That is what collective agreements are made for. As soon as things start to get into their places, people will start trusting the union, naturally, then there will be more members and all the things will change. (Interview No. 2)

Leaders of the trade union confederations dedicate more importance to the concluding of a professional or sectoral collective agreement and do not find the collective agreements, existing in institutions, pleasing:

Well, you see, when you have legal knowledge, you can see that those agreements are, first of all, void in their essence, because they have to have a very clear practical implementation mechanism, besides, they are faulty, since, compared with legislation, they only aggravate the situation<...> first of all, a national collective agreement, which would establish the background, should be created [...] So, the more of such institutional collective agreements exist, the greater the concern should be whether they improve or, on the contrary, aggravate the situation instead. (Interview No.9)

All of the research participants – union leaders, leaders of trade union confederations, leaders of local unions and members of unions with the help of collective agreements hope to establish their human and professional dignity in the labour relations:

Well, if considering that pure specifics (of the social services), [...] salaries are small, and so on, but [...] that humiliation of dignity – it is very offensive, especially to that socially responsible person, who feels a lot.[...] So, I somehow start paying attention to the question, what is ACTUALLY important(Interview No.9)

Attitudes towards unions and collective agreements, that prevail in the statements of employers' representatives, are generally negative, meanwhile, union representatives put more hopes into these agreements that the representatives of union centres.



3. SOCIAL DIALOGUE IN THE SOCIAL SERVICE SECTOR

3.1. THE CONCEPT OF SOCIAL DIALOGUE AND ITS STRUCTURAL DEVELOPMENT IN LITHUANIA

Social dialogue, as defined by representatives of Ministry of Social Security and Labour who participated in the research, is a cooperation of the social partners. It can exist as a bilateral process between employees and employers (or between trade unions and employers' organizations), or as a tripartite process (with official participation of the public authorities). The main objective of the social dialogue is to promote the search for consensus and a democratic participation of the main interested parties. In a national level, social dialogue is an invaluable tool for solving social and economic problems, developing good and viable public policy, achieving common consensus, strengthening of social peace and stability, and for the promotion of economic advance. Examples of a social dialogue are information exchange, open discussions, agreements (tripartite discussion), exchanging opinions, consulting and negotiations.

The seeds of collective employment relations and social partnership appeared in 1991, after the adoption of the Law on Collective Agreements of the Republic of Lithuania, which contained the principles that are still relevant today. Presumptions for the development of a national social dialogue also contained constitutionally recognised freedom of associations and operating principles of trade unions, ratified ILO conventions, other specific laws, for example, the Republic of Lithuania Law on Trade Unions adopted in 1991, or the Republic of Lithuania Law on the Regulation of Collective Disputes adopted in 1992. Also, in 1991, the Law on Employment of the Population was adopted which featured provisions regarding the establishment of tripartite commissions within employment offices. In 1993, the first meeting of the Prime Minister and representatives of trade unions, during which social and economic State problems were discussed, agreements regarding systematic cooperation and establishment of the economic and social problem solving commission were reached. In 1994, Lithuanian Seimas (Parliament) ratified the International Labour Organisation's C144 convention (entered into force in 1976) "Convention concerning Tripartite Consultations to Promote the Implementation of International Labour Standards", according to which, each ILO member which ratifies this convention, undertakes to implement the procedures guaranteeing effective consultations for the Government, employers and employees on the ILO activity issues (Baliukevičienė, 2014 March.)

On the 5 of May, 1995, the first short (three paragraph long) yet very important political nature agreement on tripartite partnership among the Government of the Republic of Lithuania,

trade unions and employers' organizations, which provided the alignment of Governmental, trade unions' and employers' organizations' interests when solving social, economic and labour issues, as well as, the signing of annual tripartite agreements on solving of the social, economic and labour problems. This agreement was also followed by the decision to establish the Tripartite Council of the Republic of Lithuania and to ratify its performance regulations (Baliukevičienė, 2014 March.)

Tripartite Council of the Republic of Lithuania is composed of the representatives of trade unions, employers and the Government (21 members in total – 7 representatives for each country) and represents the following institutions and organizations:

1. Public administrations: Ministry of Social Security and Labour, Ministry of Economy of the Republic of Lithuania and the Office of the Government of the Republic of Lithuania;
2. the three main (national) trade union organizations: Lithuanian Trade Union Confederation, Lithuanian Labour Federation and Lithuanian trade union "Solidarumas";
3. four employers' organizations: Lithuanian Confederation of Manufacturers, Lithuanian Confederation of Business Employers, Chamber of Agriculture of the Republic of Lithuania and Lithuanian Association of Chamber of Commerce Industry and Crafts.

The employers' representatives' delegation to the Tripartite Council is regulated by the agreement "On Mutual Recognition of Social Partnership" between the Lithuanian Trade Unions and employers' national organizations, approved by the Council resolution on the 26 February, 2008. Representatives of the Government are delegated to the Tripartite Council by a decision of the Government.

Over its lifetime, the Tripartite Council has established itself in the public life of Lithuania as an important institution which balances its partners' interests, analyses and solves problems. Over a period of 2012–2013 (until June), 18 Tripartite Council meetings were held, of which 2 were external and 3 were extraordinary meetings. During these meetings, 84 socio-economic issues were considered – on changes and amendments to the LC; on the increase of minimum wage; regarding the project of the National agreement for 2012–2016; regarding the basic wage draft law for the Lithuanian Republic politicians, lawyers, civil servants which was applied in 2013, and other questions. (Ministry of Social Security and Labour, 2013)

Tripartite Council has not provided for the entire municipality, as a social service organization leaders pools than any private business or NGO social service providers, associations

but according to the Lithuanian trade unions and employers' Central (Republican) organizations for the agreement "On Mutual Recognition of Social Partnership" (2008, 1.1 and 1.2. artc.) may be delegated to, and included employers representing new members, if they are recognized as partners of the trade unions. Currently, there is an active Association of Local Authorities in Lithuania, which unites the leaders and administrative managers of all municipalities in Lithuania. Also there is the Association of Key Personnel and Social care Institutions for Lithuanian Elderly and Disabled People "Rūpestinga globa", as well as, the Association of Lithuanian Child Care Institutions' Directors. None of their representatives participate in the social dialogue at the highest level. On the one hand, this could be explained as the lack of interest from those organizations regarding the participation in a dialogue of such type, on the other hand, the reason could be the specific regulation of the social dialogue in the Republic of Lithuania and lack of understanding among the officials from the Ministry of Social Security and Labour that a social dialogue could be possible in this versatile social service.

With the help of special laws, tripartite councils and commissions operating at a national or other level have been established in Lithuania, these are the following – State Social Insurance Fund Board, Lithuanian Council of Vocational Training, Guarantee Fund Board, Compulsory Health Insurance Council, Lithuanian Health and Safety at Work Commission and from 2013 launched the Lithuanian National Health Tripartite Council.

Also, there are working tripartite commissions within territorial employment offices, Territorial County and municipal health and safety at work commission (Baliukevičienė, 2014).

In Lithuania, the principles of social dialogue, partnership and the status of Tripartite Council are defined in the LC (enacted in 2003) section „Collective employment relations”, where the concept of partnership, principles, partnership countries, levels, system, operating principles and forms are clearly defined. It should be mentioned, that in the LC article No. 43, 3 forms of social partnership which help implement social partnership, are discerned 1) through participation in the activity of bilateral or tripartite commissions or councils; 2) when employee information and consulting rights and other rights related with participation in the employer's decision making process are implemented by the employees' representatives; 3) through collective bargaining and collective agreements. Provisions on the Tripartite Council are included in the LC article No. 45 (Baliukevičienė, 2014).

In order to improve the conditions for social dialogue in Lithuania, the provisions in the LC section related to the individual disputes at work, were changed. From January, 2013 a new system for solving individual labour disputes entered into force, which was created to improve employee opportunities to defend their rights. Instead of the Labour Dispute Commission formed inside companies, institutions or organizations, now labour disputes are analyzed in pre-litigation order by the Labour Dispute Commission within the State Labour Inspectorate division or by court in cases when individual

labour dispute needs to be considered in court. In January, 2013 around 300 employed people applied to commissions (Curtarelli et al. 2013)

Based on the Baliukevičienė (2014.04.21) the following trade unions, uniting employees of companies and organizations that provide social services, exist in Lithuania:

- Lithuanian Trade Union for Social Institution Workers;
- Republican Consolidated Trade Union;
- Lithuanian Trade Union of Social Service Provision Workers;
- Lithuanian Trade Union of Civil Servants;
- Lithuanian Trade Union of Education and its branch the Association of Child Care Homes' Trade Unions;
- Lithuanian Federation of Public Service Trade Unions;
- Lithuanian Trade Unions' League;
- Lithuanian Trade Union of Health Care Employees;
- Lithuanian Trade Union of Nursing and Social Care Employees "Solidarumas".

Usually, these unions are mixed, i.e. they represent the representatives of various professions and institutions. Such situation, when one trade union represents the interests of various professions in one institution aggravates the very representation and bargaining for the situation improvement for individual specialists' groups:

And then, it gets very hard for the trade union to represent any of them, because it has to represent them both, but it has to somehow tell one of them to keep quiet for a while, and afterwards, tell him that now they it will fight for him to get him the salary he wants, so this is kind of a problem here. If unions were separate, then it would be clearer who stands for what. (Interview No12)

3.2. SOCIAL DIALOGUE EVOLUTION FROM THE PERSPECTIVE OF HEADS OF INSTITUTIONS AND MSSL EMPLOYEES

The general content of the interview allows assumptions to be made that social dialogue in the social services sector is not a novelty to any of the structural segments, however, the meaning, interest and need for this dialogue is not universally understood. Interviews reveal a clear distinction between the perceptions of the social dialogue ideology, desire to implement it and personal, professional ambitions. There is a strong sense of it in the psychological, emotional attitude of the social workers, as well as, in the highest levels, where a consensus, establishment of a common policy, intervention and representation is needed for the purpose of social dialogue.

Unclear dialogue participants and responsibilities It has been noted, that neither the employers' representatives nor the representatives of employees know what should be the participants of the social dialogue in representing the interests of social service workers at a State structural level. Regulatory treatment of institutions depends on subordination; however,

it is still hard to agree on the employer's representative in the negotiations on professional collective agreement. Municipalities and ministries understand their role in this sector differently. Ministry representatives claim that since 2010 a lot of effort has been put to sign the sectoral collective agreement:

The thing is that trade unions that belong to the Ministry just cannot find an agreement among them, besides, the Ministry seeks to involve municipalities as well, so that if they wish to sign a sectoral collective agreement, they would be already represented by the Ministry and the municipalities. Still, though municipalities might have been willing to do this at first, later on all of them refused it. And so, as a result, trade unions remained without mutual agreement. ... And so now, when new trade unions appeared, the old ones expressed their wish to be accepted back, since they were the first ones. And this situation continues, that is why we still don't have professional collective agreement for social service or social workers (Interview No. 12).

Municipal administration directly enters into employment agreements with the social service providers – institutions and allocates their budget, yet they do not consider themselves as having sufficient powers and obligations to represent and defend the interests of municipal institutions providing social services:

This is budget money and State control... so they do not actually have any freedom to implement their thoughts or ideas, as employers do. <> We can negotiate for things that we can actually influence, but in situations which we cannot change, we become only the executors and then bargaining loses its point. (Interview No.14)

Dialogue is nice, but not necessary. From the political leaders' point of view, the government and employers perceive the meaning of social dialogue as necessary, but too time consuming and effort demanding act that could be implemented in the distant future. Informants commenting on the essence of social dialogue and its purpose claim that collective agreements are no more than a piece of paper, an unnecessary formality. The most common practice is to wait until it happens naturally or an informal personal verbal agreement is suggested which delays or completely eliminates any written obligations:

Yes, we try, we encourage them – I mean, within the scope of state institutions, to speak and communicate more with their employees. <> ... because the purpose is not to sign some contract, a mere paper, but to have more internal communication. (Interview No.12)

Leaders of institutions and organizations feel helpless and demonstrate fear to lose their authority, influence, to leave their comfort zone in order to make decisions that would cause changes to the lower levels. Mostly, employers are not willing to initiate or agree with the social dialogue due to uncertainty and fear of possible disturbances inside their organization. They chose to observe and evaluate. The status-quo scenario to them is the best way of maintaining positive relationships with employees.

In fact, for us employers there is actually no desire, you know – the salaries are very low, and those constant disagreements... It is just a way it is and it is will be so. (Interview No. 14).

Trade unions are faulty, but... it depends on the attitude. There was often stressed trade unions' inability to reach an agreement, legal illiteracy, fragmentation, low authority, which causes disrespect to the dialogue partner According to one of the institutions' leader, the power of a trade union harms and demeans his authority because workers could apply for some grants not to him, but to trade union The union, as a social dialogue partner, is considered to be a competitor, since various suspicions for financial interest are attributed to it due to its ambition to improve wages and have more union members:

Now they are trying to make sure that a worker allocates them one percent of his income, which means that the higher workers are paid and the more there are union members – the more money a trade union would collect. <> they see it merely as a source of income. (Interview No.3)

Trade union activities in pursue of a social dialogue are considered to be a fictional battle, provocation, and the search for bad employers – a witch-hunt.

Despite that, another leader sees his relation with the union as dependant on prejudices towards trade unions and employees:

But, as I said, it depends on the attitude. Seeing a potential in it, then you will see the result as well. <> I don't know, whether it is an educational gap or what, but they do not understand that a person, a simple human being, brings profit to the company. So, naturally, if such person is satisfied, well paid and his working conditions are good, he will create more value. (Interview No. 4)

Leaders as political hostages In most cases, leaders of social service institutions acknowledge themselves as hostages of the situation due to economically and socially unjust policy, subordination changes and discrepancy between their daily work reality and standards required by the government. Also, there are situations when after the Seimas makes a resolution to restore the pre-crisis wages to the richest societal groups, leaders of State social institutions receive a notice to economize because a need has arisen to collect the budget funds necessary for the implementation of the aforementioned resolution:

... Because the salaries for judges have to be restored... <...> so we have to save up for that purpose. <> the Ministry dictated the order, and the function of the institution's leader... to perform all the duties that are in the Staff Regulations. (Interview No.3)

Benefits of the Social Dialogue Social institutions' leaders who have positive experiences tend to have more reasonable views towards the direct benefits of social dialogue, achieved through collective agreements, to the employees of the social services sector, however, if the development of both formal

and informal dialogue is successful, they envisage evident benefit to the entire organization for many reasons: dissemination of information, formulate prepositions for decisions. Sometimes it is emphasized that if a leader of a municipal social service institution has good organizational skills, a lot can be done without improving the legislation, distributing budget, prepare and plane volumes of work to be done and etc. In this case the leader understands that when an organization has no other funds, a trade union may be of assistance and thus, completely different relationship may be created:

Then they feel actually represented in some way, and the things that an employer cannot do, for example, to reduce their travel costs, are done by a trade union. (Interview No.4)

A battle instead of a dialogue During the process of social dialogue, demonstration of one's power and authority is not avoided. It should be mentioned, that leaders who have pre-judged negative opinions towards trade unions, tend to see trade union leaders as conflicting, which sets up a fight directed against that person.

If a union leader is of conflicting nature and he wants to win over something, the heart of the director does not melt, on the contrary, he gets angry and if there is anything that he can refuse for the union leader then he will.. (Interview No. 3)

Informal social dialogue – just an imitation happens between the leaders of social institutions and Ministry department. Social dialogue between employers and the Ministry at a higher level is informal, limited to meetings, consultations and by many informants mentioned as an example of good practice.. Nevertheless, informal dialogue does not enable employers to influence decisions, concrete proposals on work organization issues are not taken into account, decisions are made unidirectional and are simply provided for implementation. In such manner, the leaders of institutions are put into a very unfavourable, complicated situation; they are turned into hostages of the situation where they have to balance between the two flames:

Imagine yourself in a position of some leader and the Ministry gives you an order, let's say, to downsize redundancies <...>. If you are the leader who is aware of the situation that he has to leave people as if on a floe in an ocean. Then you would do something, you will try to convince the Ministry that some people have to stay, <...> – then the Minister, or someone for the Ministry will tell you that you do not know how to do your job. Isn't that right? Or he will invite you and tell you, 'what are you doing? ... (Interview No.11)

Legal causes of conflicts in social dialogue Law on Trade Unions of the Republic of Lithuania (2003) provides (articles 11 and 15) that trade unions shall defend the rights of their members and shall represent all employees of a company or an institution, while The Constitution of the Republic of Lithuanians (1992) stipulates that trade unions They shall defend the professional, economic and social rights and interests of employees (Article 50). This conflict is noted by the leaders of institutions as well.

Terra Incognita in the social dialogue According to the informants, the non-governmental and private sectors are hardly organized and are not represented at all. There is not much commentary on the institutions providing private social services, but the officials of MSSL feels, that there could be more problems and

"would be very important to have a trade union, which would represent at least some interests of the people". (Interview No. 12)

So far, there is no official material on the non-governmental organizations providing social services (NGO's) and their social dialogue; representatives of ministries and municipalities are not willing to provide any broader commentaries as well:

I have never heard that a non-governmental organization would be represented by trade unions. (Interview No. 12).

Victimization in this dialogue. Employers do not deny that facts of victimization are present, when open or indirect attempts are made to dispose of the employees that belong to trade unions (and on the opposite – when members dispose of non-members) or their leaders, however they claim, that they do not encourage such actions. Regardless of the fact, that civil servants are aware of such breaches of the law and even are their witnesses, still none of them considers it to be a grave misconduct.

3.3. SOCIAL DIALOGUE IN THE EYES OF TRADE UNION LEADERS

Presumptions to a successful social dialogue: competence of the organization and trade union leaders. As well as, the leaders of administrations, representatives of trade unions and employers speak about the much that is needed to achieve an acceptable social dialogue level. Same issues of competence, unity, legal regulation and mutual competition arise. Highly positive and extremely negative examples exist. Attitudes on historically developed traditions and approaches towards trade unions differ.

Based on the position that a person takes in an institution or trade union's activity, his personal and labour relations with his direct employer, an attitude to social dialogue possibilities is formed. This allows an inference that effective social dialogue is highly dependant on the leader's goodwill, his emotional intellect and education.

We are very glad that she has such attitude to a trade union..., she is a very sweet person, who really understands and appreciates what we do, and simply helps us to solve everything that is possible. (Interview No.13)

Both in the higher and in the lower level of the social dialogue development personalities, leaders, their interpersonal relationships and capacity or incapacity to follow one ideology is still highly important. This is a reflection of a still very feeble consciousness of collective action:

Imagine, ministers change, often new ministers that come are unqualified, it is a huge problem. [...] then the value, the level of ministries, of the management of the entire Lithuanian country drops a great deal. (Interview No. 9)

While reflecting on one's own experience and comparing it with Western Europe, union leaders' self-critical attitude towards their activity reveals.

Trade union is necessary not only in the socialism. Employees' understanding of the importance and meaning of keeping such model of trade unions as it used to be in the Soviet times differs from the one that their Heads have. For workers and leaders of trade unions – it is a good thing, since in the presence of multiple law infringements; it may guarantee justice and safety:

Apparently, that trade union is a very necessary thing. Well, maybe this is a soviet legacy, but still, people want to have some sort of a guarantee. (Interview No. 13).

Unions' leaders say that really to make people to feel safety, in order to actually defend a person, financial resources are needed. So they see that trade unions are important for social justice as well:

Only the first stage of the social dialogue development Due to the represented quality and quantity leaders of trade unions are trying to understand the situation and the weakness of their organizations as opponents in the social dialogue. This is determined by the historically conditioned perception of the trade unions.

It seems that we have destroyed those old trade unions, since they were some of those soviet relicts, but it seems that we have not managed to created any new ones yet, because we have just started the process of creation, because there is still too much mess in our structures and management practices... as far as I am aware of the history of European trade unions and etc., our level, Lithuanian level, is only at the initial stage of development yet. (Interview No. 6)

“Strong ones do not need law, while the weak ones remain defenceless”. Despite the fact that the Republic of Lithuania has ratified most of international treaties on human rights and labour laws, the actual rule of law and justice are still lacking; people refuse to trust that trade unions can actually defend them in cases when it is not done by the law:

In Lithuania it is said that a strong person does not need a law, while for a weak one it is of no use, <...> so now we are facing the situation where we have a very nice Code and very nasty labour relations. (Interview No. 9)

Various cases of persecution and fears for victimization, which could not be proved with facts despite of their existence are an often object of discussions:

Whatever it may seem, people have fears anyway –...<...>almost everyone asks: will the authority find out that I am going to a rally? Won't there be problems. (Interview

No.13)

Benefits of formal dialogue In relation to employers trade unions do not feel ignored or marginalized, however, they do not see any actual benefit coming from it to the employee. They also realize that employers are reluctant to promote social dialogue, since authoritarian rule is easier and more acceptable to them:

... – He says, 'It is easier for me to decide alone than to engage people and cause myself problems with that afterwards' (Interview No. 5)

Social dialogue – as part of a political game There are versions that social dialogue is mostly impeded by political nomenclature, therefore, trade unions get involved into the public relations' experiments and political games with promises before and reclaiming it after elections

But again, the ministry and politicians interfere, they continue their game, they announce that they reclaim their statements and promises, though it has already been agreed the other way. There are no negotiations... (Interview No.9)

In the background of the official position of institutions' leaders and representatives of ministries, representatives of trade unions claim to notice manifestations of simulated benevolence and social dialogue:

For now they do not rush to get involved into cooperation with us too much. Although, the statements in collective agreement sound very nice with these provisions saying that we can participate almost everywhere... (Interview No. 2)

Loyalty to the administration – better to one's situation improvement Leaders of trade unions notice that not only the direct social dialogue is chosen by people in order to improve their own situation, but other measures like personal services for manager are employed as well. Many workers see it as more effective measure to increase their salaries or positions:

I can tell you one example when social workers had to go to weed the garden "on their own will". Then they would get bonuses. So what? [Sarcastically] It is a village anyway,, it is far away, what else could they do here? Here people are under so much pressure. [...] people even say 'please, do not defend us'. They are afraid that we would defend them. Because that they are afraid of what may follow afterwards. (Interview No. 9)

Mistrust of the labour control authorities. Leaders of trade unions see that the government continues to weaken the functions of institutions which could help defend a worker and simultaneously withdraws itself from the social dialogue implementation prospects:

As regards the Labour Inspectorate:[...] had a chance to even become an expert at court, but what followed was, given this current lobbying we have happening and etc., employers kept reducing its rights until it became powerless. Whenever

there is a dispute, the court has no right to make a decision, <...> Now they have just received those disputes to analyse, so now they have something to do. I, personally, regret this situation, because this institution is really necessary... (Interview Nr.9)

Competition and conflicts: obstacle to high-scoring social dialogue. Leaders of trade unions which unite social service institutions, feel mutual competition and hostility both because of dependency on different institutions (the ministry and municipalities), and for the number of the members they have. This destroys movement of trade unions and impedes the most important processes, such as, consensus regarding the professional collective agreement:

Usually, one person wants to dictate the conditions in order to lay HIS foundations, ...so that later on he could point at himself and say that 'here, I was the one who created everything in here, not those others who worked with me' . (Interview No. 11)

The analysis of interviews provides results which reveal, that Heads, administrators and trade union leaders from the social service sphere have very similar views regarding the issue of social dialogue, however, leaders of trade unions have deeper insight regarding the origins and reasons which caused this situation, as well as, consequences to the reality of employees.

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

Conclusions that Krašenskienė (2013) makes suggest that strategic planning is not common to either of Lithuanian trade unions. Despite the fact, that in rare cases some of them build their vision for the future, their activity is rarely focused on continuous, planned an organized effort in order to increase membership by recruiting potential members, or to reduce the deficit of resources. In addition, it is often a case when qualified members of trade unions occupy leading positions and in spite of taking into account the needs of other members, become the proponents of the neoliberal reformists. Since no strong labour organizations exist, there is no demand of the employers' organizations or labour relations based on negotiations.

Regardless of that, public authorities, who feel the increasing pressure from the social dialogue articulation rising in the West, take certain actions to mobilize employers and to consolidate the nascent trade unions. As stated in Social Report of the Ministry of Social Security and Labour (2013), one of the distinguished projected priorities for the activities of the upcoming period is the improvement of cooperation with social partners and non-governmental organizations in order to encourage conclusion of collective agreements between employers and employees (or companies, professional branches and territories), as well as, to gather social partners, educate them and organize negotiations. The main objective in the relationship between social services sector and employers is the conclusion of a professional collective agreement. Although, at the moment both social care institutions subordinate to the ministry and leaders of trade unions which represent municipal social care institutions are not willing to reach consensus, they both agree that in the future they should have a common objective.

During discussions on social dialogue within the social services sector in Lithuania, informants tend to have rather negative views. Considering the actual situation and its flaws, all of them understand that lots of preparation, time and support from authorities, politicians and even from leaders of the same organizations is needed. Ministries and employers think that humility of this sector has to be diminished without raising wages, putting more attention to professional identity of social workers and other important issues.

That sector, it is so humble, so quiet, though it should be... [...] it is as if they have forgotten even themselves in that sector. I think that in their case this professional [collective agreement]...could change something. Of course, in any case, everything would be done according to the law, wages would not be significantly raised due to this professional collective agreement or something like that, but there are plenty of things other than the issue of wages. So, even for the development of this profession itself, of the social workers, there are many important issues, a lot could be done. (Interview No. 12)

Hopes for signing the professional collective agreement Due to their own incapacity to unite and elect leaders who could be their proper representatives in the conclusion of a professional collective agreement, look into the future with self-criticism and apocalyptic attitude:

The future of social dialogue will depend on the ones who will generate it. At the moment, this agreement is very close. It could be developed well enough, but if we do not develop it, I believe that in some fifty years someone else will. It will be the way they will make it. As I said, at the moment, this agreement is not far away, it is a moment of breakthrough now. (Interview No.9)

During the preparations for this step of concluding a professional collective agreement, which will mean complete dialogue between social service institutions and organizations, and their employers, huge effort are made through creation of projects, participation in trainings and seminars, taking experience from other countries. The MSSL representatives put great hopes into the new Labour Code the creation of which already involves new social partners:

In the Tripartite Council. Project team has created a new website www.socmodelis.lt and they invite suggestions from all organizations or citizens. (Interview No. 12)

It is commonly agreed that the greatest achievement on the way to the conclusion of a professional collective agreement would be the change of wage system:

Well, you know, I personally, think that we shall reach the model of other countries <.>The point is that wages system in Lithuania should be substantially changed. Wages should belong not on the institution that one works in, but on the position one takes, the education acquired and the experience, so that regardless of one's employment place, the field, the wages would be more or less the same, and maybe then, after having changed this system of wages, that partnership could somehow develop. I think that it only needs time. (Interview No. 14)

Leaders of social service institutions dream of having supervisors that would assist them:

Well, of course, we do not have possibilities to have our own supervisors, <...> because, once there is a conflict, both sides tend to distance themselves from one another"... (Interview No.3)

Also, according to them, in order to improve the situation, better education, training and consulting on social dialogue issues is needed:

Then trade unions should send them too. <...> If there were competent people among those trade union members, people, who would understand both the provision of those services and occupational safety, then I would say that this dialogue would be completely different. (Interview No.3)

Responsible government and citizens Leaders of trade unions indicate the ones that should in fact be held responsible for the adjustment of social dialogue in the social services sector, i.e. the State (the Government) should support trade unions and workers for social guarantees and left wing parties make the new laws regarding strikes but the awareness of citizens is very important as well.

Once it was realized that it will be difficult to conclude the professional collective agreement of the social services sector (since this sector is difficult to manage and to fund) with only one ministry, leaders of trade unions seek to replace the negotiation partner:

We have come to an agreement that further dialogue of budgetary organizations should be developed with the Government. Not with the ministry, but with the Government. So, I think, that this amendment to the law is already in the Seimas. (Interview No. 9)

Participation in trade unions and sense of responsibility for the quality of labour relations is perceived by leaders as manifestation of patriotism and public spirit:

We are all responsible. Conscious people, those who are patriotic, who intend to stay and live in Lithuania <...>]they should recruit more young people,<...> even the emigrants, who work abroad basically illegally, even they receive strong support from the trade unions there. (Interview No.5)

The informants' determination to seek for social dialogue by any means shows the growth of their civil awareness, power, and patience and believes:

I do not want to seem like a prophet of doom, but it seems that, just like Mosis, we will have to wander in the desert for forty years to win the space for a real social dialogue, and not an imitation instead.(Interview No. 5)

Future prospects of the social dialogue in the field of social services are rather vague, since not much of actual activity is expected from the leaders of trade unions; a lot is based on idealism, rather than on the acquisition of new competences, which leaders of institutions often offer to their partners.

Establishment of new structures. Leaders of trade unions, who see that the National Labour Inspectorate, which should be the main institution guaranteeing workers' rights, becomes increasingly influenced by politicians, employers and business lobbyists. They hope that in the future an "Independent Labour Inspectorate" (Interview No. 9), could be established which would have equal amount of powers, and with the help of trade unions would help to defend workers that are being exploited, and to create a more transparent environment assuring human rights.

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

5.1. FINANCIAL SUPPORT FOR THE PROMOTION OF SOCIAL DIALOGUE.

In order to boost the collective negotiations and the conclusion of collective agreements in 2007-2013 a measure in the program of Human resource development called “Promotion of Social Dialogue” has been implemented in the whole Lithuanian economy. For the implementation of this measure, the European Structural Funds were used; however, none of these projects was implemented in the social services sector. The reason for this delay appeared to be particularly high fragmentation among trade unions and internal conflicts in the sector. The research has shown that MSSL employees realize the benefits of such measure to the social dialogue development, nevertheless, the needs of own country have to be understood as well, in order to construct better plans, possible measures and results for correct implementation of funds. Projects implemented in this field are best reflected through their quantitative rather than qualitative results; therefore, the effectiveness of financial absorption of these funds remains unclear. At the moment, no more detailed researches, which would reveal both quantitative and qualitative effectiveness of such implementation projects, are projected for the nearest future.

Leaders of trade unions, who participated in this research, experienced in winning and implementing other projects in different economy sectors, perceive such projects more as educational rather than as capable of creating social dialogue in particular economy sectors. Moreover, they notice that the form and contents of trainings is not entirely suitable to the needs, since the training course has been undertaken mostly by theoreticians rather than practitioners having actual social dialogue experience. It should also be emphasized that project implementation processes require major human and other investments from the organizations, which are not always prepared for that; therefore, indirect expenses may sometimes become bigger than the benefit produced. Regardless of that, none of the organizations which participated in the research have conducted a research that would provide answers to the posed questions.

5.2. SHARING EXPERIENCES AND LEARNING.

In this research, leaders of various trade unions and social service organizations happened to mention social dialogue experiences of various countries, which indicates that all of them are more or less aware of social dialogue practices in various European Union countries. During interviews, informants

continuously compared the condition of present day social service sector with the situation in European Union or Scandinavian countries, as well as, with their long-lived traditions of social dialogue and positive examples.

Two major trade union associations and Lithuanian Trade Union Confederation are members of the European Trade Union Confederation (ETUC), as well as, International Trade Union Confederation (ITUC) and Confederation of Nordic Trade Unions. With the assistance of these major Lithuanian confederations and membership in them, leaders of individual trade unions of social service institutions and delegated employees have an access to the European social service sector.

When direct questions regarding the means of communication with European organizations and networks are asked, it appears that relationships between representatives of the Lithuanian social service sector and European trade unions are expressed through the sharing of experience. Ministries and municipalities participate in educational projects for the social service sector organized by European Union countries, work on joint projects intended for the promotion of social dialogue and for ensuring protection of workers' health and safety in the provision of social services. Such training has referred to as truly valuable experience which provides a lot of positive practical experience. Leaders of trade unions representing social care institutions under ministry or municipalities are glad that with European funding they are given a chance to participate in international seminars and trainings. Often, encouragement coming from European Union organizations prompts independent activities, such as, making of recommendations, striving for occupational safety and social dialogue improvement.

Since the Norwegians encourage such activity, as well as, other countries, so we have started such activity too Well, this was only our first project dedicated to the social dialogue, but I believe, that it will be continued, because it is truly very necessary... the Czechs do the same, many other countries, namely through that improvement of the labour conditions; the violence of clients is also diminished through this social dialogue (Interview No.14)

Two periods: from 2007 and from 2009 were financed by European Union funds... and were intended precisely for the trainings and signing of collective agreements. So, as a result to that, social dialogue has certainly become more active. (Interview Nr. 12)

Among all cooperating organizations, Norwegian Association of Local and Regional Institutions, the Norwegian Government's most important instrument for innovation and development

of Norwegian enterprises and industry "Innovation Norway", and Norway Grants were mentioned. Some structures, like the Tripartite Council, of which trade unions are so proud, are sometimes left behind, because new and greater changes are already associated with the Western experience:

<...> but for now I can hardly imagine us coming any closer to collective agreements like they have in the West. (Interview No. 10)

Amongst other things, leaders of trade unions organize outdoor seminars, exchange various documentation and reports from European events, and communicate by email where they exchange survey questionnaires, as well as, collect and provide information about the social services sector. Informants mentioned Denmark, Sweden, Czech Republic, Germany and Norway as main countries which are taken as examples to follow and with which close connections are maintained.

5.3. EXPECTATIONS FOR FURTHER INTERNATIONAL COOPERATION.

When informants were asked to provide examples of social dialogue questions regarding social service sector could be posed at the level of European institutions, a number of concrete proposals and wishes were expressed. Informants would like that at the level of European Institutions stronger diplomatic pressure would be exerted on the Lithuanian Government regarding the conclusion of professional collective agreement, so that the Government would initiate encouragement, support and proper conditions to receive consultations on the process. It has been commonly agreed, that the issue regarding the alignment of social service workers' wage system with the system of other countries in the European Union, should be posed for discussion.

Leaders of trade unions would like the European Institutions to consider ways and support methods useful for Lithuania while educating, encouraging and supporting the development of social dialogue between employers and employees; also, for the implementation of preventive measures against victimization, and for the support of organizations representing employees. As regards the dialogue between social service sector and employers, all informants expect legal and informational support from the European Institutions, as well as, influence to the Government in order to enhance related internal processes.

6. CONCLUSIONS AND RECOMMENDATIONS

1. Lithuanian social service sector is based on the continuity of institutional care and centralized state management. Despite the fact, that municipal liability for service creation, development and compliance with civil needs is specified in law; in practice implementation of all laws is still closely related to the unchanged thinking of the majority of people and with relatively low management skills. From the very first days of independence, the activity of non-governmental organizations is very active in this field; nevertheless, they never became equal partners in the arrangement and provision of services. Profit-oriented private services represent only a minor part of the social services, due to disadvantaged population. Funding of social services is mixed, insufficient and prevents the assurance of proper quality service standards. As a result, employees at this sector receive wages lower than the average for work, which hardly corresponds with the educational and service quality requirements that are being applied. The majority of people works only to merely sustain their lives and therefore, is extremely vulnerable. The economic and goal-achievement effectiveness of this sector is rarely analyzed; there is a lack of detailed researches and statistical data related to these issues.

2. Regardless of the fact, that the Labour Code of the Republic of Lithuania stipulates that the majority of labour relations should be regulated by collective agreements, only a very small number of organizations in the social service sector have such agreements. Considering the fact that this sector constitutes of 9 national trade unions and an unknown number of local trade unions collective agreements are hard to conclude and their contents usually replicate the contents of the Labour Code. Moreover, the implementation and supervision mechanisms of the agreements are not always clear. Leaders of social service institutions and employers (municipalities, MSSL) demonstrate little interest in signing such agreements and are often perceived more as a problem than a solution to the problem: because of the political pressure such leaders feel. In the institutions where such agreements are already concluded, representatives of employees see such agreements as useful and clarifying the labour relations.

3. Since in the Republic of Lithuania, social and economic human rights are rarely considered to be human rights at all, and the general literacy in human rights is relatively low (Human Rights Monitoring Report, 2008), social dialogue in the social services sector could be defined as initial stage of that system part creation. Features characteristic to this dialogue could be described in five words: Disagreement, Competition, Fear, Simulation, and some Hope for the future. All of this is based on contradictory values: disbelief or idealism, but is hardly linked to consistent, methodical activity, learning by doing, etc. Inefficient activity of trade unions even more suppresses the belief in the possibility and efficiency of collective labour relations and determines the transfer of responsibilities to separate individuals. Nonetheless, positive activity examples exist at both ends of the dialogue – between the

representatives of trade unions and the Heads. In this sector, social dialogue in the service area funded and managed by government and municipalities, is better known and more often discussed. Relationships between leaders of non-governmental and private organizations' service sector and employees are still scarcely explored both to the government representatives and to the trade unions. All trade unions are united by common hope – conclusion of professional collective agreement with the government representatives, nevertheless, the principal purpose of such agreement is understood differently. It can be assumed, that it is more useful for the government when organized social dialogue does not exist in this sector, since this helps to maintain poor social service funding, where users of these services are the most disadvantaged groups in society.

4. The help of EU Structural Funds has not reached the social services sector in the social dialogue development aspect, despite that, international cooperation with European and other international institutions helps the leaders of trade unions and national employers' organizations to develop their competences; while, according to the research results, it rarely reaches ordinary members or leaders of trade union organizations.

Based on research results, our recommendations would be the following:

- Employers (municipalities, MSSL, the Government of the Republic of Lithuania and trade unions) should acknowledge NGO's and private social services sector as equivalent part of the social services system by putting efforts into recognition of the quality of labour relations and services provided by such institutions;
- Employees and leaders of the social services sector should be given opportunities to develop their competences related to the labour law and social dialogue issues. For this purpose national and international resources should be used;
- EU financial and human competence resources should be allocated for achieving the objectives of Lithuanian trade unions' consolidation in this sector and to create structures ensuring and maintaining sustainable social dialogue, as well as, social and economic rights;
- The Government of the republic of Lithuania should be provided with a very clear definition of negotiating partners, which would represent the Heads of municipal service and public sectors, for conduction of social dialogue in the social services sector; also, conditions should be created for the leaders of municipal and NGO social services sectors to participate as representatives in the Tripartite Council.

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APPENDIX NO 1

Detailed information about content of analyzed collective agreements

Conclusion of employment agreements, terms of amendment and termination.

As an additional provision unregulated in the Labour Code the Agreement No 1 provides that when planning structural reorganization of the workplace which could affect the situation of employees, the employer must first consult with the staff representatives. This condition is repeated in other analyzed agreements as well. The terms for concluding fixed-term agreements are also discussed in this part. A more explicit explanation of these terms is provided in the Agreement No 7. A less explicit discussion of these terms is also provided in the Agreement No 6 and No 2, where it is stated that a union representative must participate in the conclusion of a fixed-term agreement. The provisions, related with a dismissal of an employee or his resigning, are discussed in all the collective agreements that were reviewed. The Agreement No.6 provides that in cases when legislation has contradictions, a more favourable to an employee provision should be applied. The described cases when employees have a priority to remain employed in the institution during reorganizations are the same replication of a LC, except for the condition, which states that priority belongs to the employees who have no alternative source of livelihood. The same section in the Agreement No 3 provides that former care home employees, who were dismissed from work due to staff reductions, should be given priority to be admitted to the resulting job vacancies that correspond to their education and qualifications. In addition, institution's employees are granted a priority to take part in the competition for available jobs in the institution. A union representative must be present in a job interview, as well as, in the termination of an agreement.

Payment for work. This section usually regulates the labour wages and payment of additions to the basic salary. The Agreement No 1 provides that basic wages should be reviewed and adjusted twice a year in accordance with union representatives. Employees, who work alone in groups due to temporary replacement, should receive a fixed additional pay for deputizing. Additional deputizing payments are stipulated in the collective agreements of other social care institutions as well. The amounts of additional payments differ by institution. The Agreement No 3 prohibits deputizing several employees at one time. Among all the analyzed agreements, the Agreement No 6 is the only one providing that the wages for employees should be indexed in the same way as the Government indexes the statutory minimum wage.

Working time and period of rest. Usually, agreements cover subjects defined in the LC that are related with the working time, its duration, duration of annual and other vacation, etc. In this section working schedules are provided as an appendix

to the agreement and are further discussed in the agreement. The Agreement No 2 provides an additional provision which is not regulated in the LC and determines that 10 minute breaks should be made at every 3 hours of work. The collective Agreement No 3 defines additional terms that are favourable to an employee when granting a special paid leave for personal reasons. The Agreement No.6 determines the amount of additional vacation that may be granted for continuous long-term work in an institution. It is stated that unpaid leave may be granted if requested by an employee when a reason and duration is indicated (In LC granting of such unpaid leave is regulated more strictly).

Safety and health of the employees. This section mainly defines the responsibilities of the Head of a care home when ensuring the safety and health of its employees. In most cases the work equipment and clothing that should be supplied with is defined. Also, occupational safety and health committees are established. The Agreement No 6 reaffirms the standards for sanitation areas. The Agreement No 3 provides that maximum working hours are determined by the Head of an institution. Also, whenever feasible, the Head of an institution undertakes to raise the funds for the insurance against accidents for the employees who work directly with the social care home residents.

Staff training. The staff training conditions defined in the collective agreements of social care homes often comply with the ones regulated in the LC. Some institutions have additional conditions which are favourable to their employees. The Agreement No1 provides that whenever institution's financial capacity allows, training expenses may be covered when under employer's instructions an employee receives training outside the institution. Also, during that period an average wage is paid to an employee. The Agreement No 3 provides that employees may travel abroad for training purposes for a period not longer than one year. In the Agreement No 2 it is mentioned that conditions are created for professional training during the working hours.

Social guarantees. This section usually provides additional terms and conditions unregulated by the LC which improve the working conditions for the employees. Mostly, these terms and conditions are related to the financial support for employees, financial rewards on the occasion of a jubilee, one-off payments, and organization of transport. Financial rewards on the occasion of a jubilee are projected in many agreements (Agr. No 5), as well as, payments in the event of relative's or employee's death (Agr. No 2), financial support when needed (Agr. No 4, No 3, No1). The Agreement No7 provides that transportation to work and from it can be organized for employees living in rural areas indicated in the agreement. On the occasion when a group of at least 10 employees is formed, an opportunity to visit cultural, cognitive events (within the country's territory) free of charge is provided once a year. If requested, once a year

an employee may be provided with means of transportation for personal needs, on the condition that an employee covers the fuel expenses. Also, means of transportation are provided free of charge in the event of employee's or employee relative's (of parents, child, spouse) death. The Agreement No 2 provides that in bad natural conditions employee undertakes to arrange employees' transportation to work and back home. The Agreement No.3 regulates remuneration for employees' scheduled periodic preventive health checks. Also, remuneration can be granted for employee's additional rehabilitation course lasting up to one month, in cases when employee's labour capacity was lost due to accident at work. Agreement No 6 stipulates that social guarantees should remain valid for employees during leave for the purpose of child-raising for up to 3 years.

The analysed agreements also discuss cases when disciplinary penalties may be imposed. Normally, the behaviour that should be treated as rough disciplinary breach and penalized with the dismissal of an employee is specified in the agreement.

The validity of collective agreements and terms of amendments. The majority of analyzed agreements became effective upon the date of signature, and remain valid until new agreement is signed (e.g. Agr. No 2, No 3, No 4, No 6, No 7, No 9, No 10 and No11). Other agreements have duration of the agreement specified in the agreement itself, e.g. two years (Agr. No 8), three years (Agr. No 1), or an exact expiration date is indicated (Agr. No 5). Often, the minimum period of validity is defined, e.g. 6 months (Agr. No 1, No 2, No 3, No 10, No 11). Mostly, the reviewing of agreements is scheduled for once a year. Unilateral termination of an agreement in most cases is permitted only after notifying the other party three months ahead, sometimes, the approval of ½ employees (Agr. No 8) or 2/3 of conference participants is required. Some agreements define very specific conditions for initiation of unilateral termination: cases when an agreement is a direct cause of institution's bankruptcy (Agr. No 1, No 4), winding-up of an institution (Agr. No 2). All agreements include a remark that the change of an administrative Head may not be considered a proper reason for the collective agreement to remain valid.

List of Collective Agreements

1. Collective agreement between administration of Venta social care home and Primary trade union, 2011 08 29.
2. Collective agreement between administration of Lavėnai social care home and LSPTDS primary trade union of social care home 2012 02 01.
3. Collective agreement between administration of Dūseikiai social care home and Consolidated trade union, 2011 05 27
4. Collective agreement between administration of Aknysta social care home and Primary trade union of social care home, 2013 05 09
5. Collective agreement between administration of Visaiginas social care home and Council of workers of social care home, 2013 11 11.
6. Collective agreement between administration of Utena social care home and Primary trade union of social care home; 2014 m.
7. Collective agreement between administration of Jasiškiiai social care home and Primary trade union of social care home; 2011 02 24.
8. Collective agreement between administration of Strūna social care home and Primary trade union of social care home 2014m.
9. Collective agreement between administration of Didvydžiai social care home and Consolidated trade union, 2012 11 06.
10. Collective agreement between administration of Vilnius social support center and Primary trade union of the centre, 2012 10 29.
11. Collective agreement between administration of Pabradė social care home and Primary trade union of social care home; 2013 m.

APPENDIX NO.2

List of Participants for Interviews

1. Interview with Social worker, former leader of primary trade union at social state care home, 24 04 2014
2. Interview with Chairwomen of the branch of consolidate trade union at state social care home, 24 04 2014
3. Group interview with Director of state social care home and Vice director for social work, 24 04 2014
4. Interview with, Director of Vilnius Social service centre, 03 04 2014
5. Interview with, Coordinator and chairmen of Aukštaitija Branch of Trade union of Lithuanian Education workers, 28 04 2014
6. Interview with, Chairwomen of Trade union of nurses and social workers "Solidarumas", 28 03 2014
7. Interview with, Chairwomen of Trade union of state servants and workers of budgetary and public organizations of Lithuania, 27 03 2014
8. Interview with, Chairmen of Lithuanian trade union of public sphere service workers, 27 03 2014
9. Interview with, Chairmen of Republic Consolidate trade union, 15 04 2014
10. Interview with, Chairmen of Lithuanian federation of trade union for social services, 31 03 2014
11. Interview with, Leader of Lithuanian trade union for workers of social service institutions 28 03 2014
12. Focus group interview with representatives of MSSL: Chairwomen of Labour law division of MSSL, Chairmen of Care institutions division of MSSL and Chairwomen of Social services division of MSSL, 21 03 2014
13. Interview with Chairwomen of primary trade union of Social service centre workers of Vilnius city, 03 04 2014
14. Interview with Leader of social affairs division of Lithuanian Association of Municipalities, 31 03 2014.

COUNTRY-CASE STUDY
LITHUANIA



