

## Bilbao Conference Workshop 2

(Training and education for employee owners and managers)  
Report written by Angelica L. Bucur and Janos Lukacs (facilitator)

Participants introduced themselves and their expectations about the outcomes the workshop

### Introduction

1. SAL – ASLE Agrupacion de Sociedades Laborales de EUSKADI ( [www.asle.es](http://www.asle.es) )  
Javier San José Barriocanal
2. Daniel Bell – Ohio Employee Ownership Center  
Employee owners' education programme in a steel company:
  - workers run the programme
  - continuous learning
  - business games
  - making ownership meaningful for the membersCOG web-site
3. Patrick Dolan – JOL  
Wrote a Manual – How to manage EO companies?: translated in Romanian , Slovenian, Polish, Bulgarian  
Member of the British Deming Association – Quality / Process Improvement  
At ICI designed a 3-days training course for employees:
  - Managers are the trainers in the programme
  - Voluntary, on company time: 9 - 10.000 employees followed the programme
  - Result: mutual learning and respect
  - Site managers start and finish the sessionsLessons:
  - basic material can be international
  - course can be participatory
  - if line managers run the courses: benefits for all.
4. Véronique Haché – Suez – Shareholders Business School: 2 years programme
5. Ohio Cooperatives ( Agriculture, Food processing )  
Training is their main concern
6. Eric Poutsma, Nijmegen Business School  
European MBA level training in EO  
NBS is developing an education programme with Certification - supported by employee / employers organisations
7. UNIA – Jacek Lipinski + Tomasz Bogacz – building training programmes for some 200 EO companies since 1990  
NGOs involving not-for-profit organisations
8. Ryszard Stocki – Solidarity , Business Literacy training)  
Need for Management literacy for EO companies  
To be partner in developing training programme + Research in new technologies ( E-learning )
9. Angelica L. Bucur  
PM training experience  
Learn from existing programmes
10. Mothié – FAS (France) with 40.000 members  
1/3 of industrial employee shareholders are represented  
Guide for ESHs – issued annually, translated in Spanish, German  
Web-site  
Specification on Law  
Gap between world of work & world of business
11. Dezap – Zvone Zupan  
since 1995 CEO of an EO company (PAP-Telematika)
12. Janos Lukacs  
Training Programme for creating ESOPs  
Training directed to Management in particular (involvement, empowerment)  
Developed a GENERAL PROGRAMME that can be adapted and to be made country-specific:
  - Business literacy: Games: Model company -> own company

- How to collaborate: Involvement / Participation
  - Company and its environments
  - Social environment
  - Country specific: Laws, Labor and Tax legislation
14. Deborah Olson – COG  
 MBA level tr. ESO – management  
 OHIO – certified programme enlarged to management  
 E-learning: a modular programme to be arranged by different UNI's  
 On-line location

### Expectations:

Via EFES, put together a proposal:

- on management training
- on EO and EFP oriented MBA
- Employee training: Business literacy training
- Training on participation must be participative

EFES should :

- Build a database of trainers, programmes, experts, best practices
- Generate public domain training materials – get public funding for it
- Deliver a Certification of 'Good programmes'

### Principles of training programmes

1. Delivered by internal trainers
2. Training materials must be made available free if program certified by EFES
3. Develop 'Training the Trainers' programme
4. Start with 'Training the Trainers' courses
5. Offer Training programmes through EFES
6. Keep a database of certified training professionals as info
7. Identify the development needs in a study initiated by EFES
8. Identify and Match the different needs and scopes
9. Involvement of Management is crucial

### PROPOSAL

Set up an **Exploration committee** on structuring a proposal

- On Certification
- Management training:
  - Short terms workshops
  - University Curriculum
- Employee training
- Overall Organisation Development projects

The **Exploration committee** (Ec – max. 12) could consist the participants of the workshop + Gurli Jakobsen (indicated interest in participating) + anybody interested in or around EFES.

Correspondence should be sent regularly to all members of the Ec, the Ec should find a leader for itself from among its members:

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## **RESOURCES & CONTACTS**

COG web-site ( American specifications )

FAS web-site ( French specifications)

European Foundation for the Improvement of Living & Working Conditions ( [www.eurofound.eu.int](http://www.eurofound.eu.int) )

– Centre for Vocational training in Greece