

A guide to participatory government in business: table of key elements and requirements

	A	B	C	D	E	F	G
		 Key elements	 Clarification requirements	 Formalisation requirements	 Operational requirements	 Required skills and attitudes	 Facilitation and training requirements
1	 Social responsibility	Ensure that the business contributes to society and is considerate of future generations	Identify the societal project to which the business contributes, its values, its ethical approach and its stand on the environment	Integrate the societal project, values, ethical approach and stand on the environment in the reference texts	Focus on respect for values and achieving the societal project in the general running of the business	Know, share and apply the business's values and societal project	Announce and communicate the business's societal project, values, ethical approach and stand on the environment, and ensure that they are understood and up to date
2		Ensure a strategy that aims to maintain and develop employment	Identify the requirements for maintaining and developing employment	Include the objective of maintaining and developing employment in the reference texts	Take account of the objective of maintaining and developing employment in the profitability requirements, particularly during periods of crisis	Know the requirements for maintaining and developing employment and investigate all possible avenues for promoting the maintenance and development of employment	Recall the requirements for maintaining and developing employment, recall the objective and raise awareness of the issues and challenges faced by the business
3		Ensure improvements to occupational well-being and safety	Identify the requirements for occupational well-being and safety	Include the requirements for occupational well-being and safety in the reference texts	Address occupational well-being and safety issues in the appropriate forums	Express your views on your working conditions	Inform people about the objectives and indicators of occupational safety and raise awareness of the risks
4		Ensure the dissemination of participatory government	Identify the principles that underpin participatory government	Include the principles that underpin participatory government in the reference texts	Organise the advocacy, acceptance, communication, explanation, improvement and implementation of participatory government (e.g. via networks and federations) to all stakeholders (politicians, trade unions, the business world, etc.)	Be aware of participating in the construction of an entrepreneurial alternative	Have a general training programme in participatory government and communicate about it
5	 Collective intelligence & democracy	Ensure that questions will be addressed appropriately according to type	Identify the criteria for distinguishing the different types of questions: strategic, political or operational - participatory or directive (implementation of employment contract and adherence to commitments) - delegatory (one-off or recurrent) or with direct participation - collective or individual	Include the criteria for distinguishing the different types of questions in the reference texts	Use the criteria for distinguishing the different types of questions that arise	Know the criteria for distinguishing the different types of questions and make the distinction between the types of questions	Explain the types of questions and get the workers to distinguish the different types of questions as they arise
6			Identify the forums for information provision, discussion and decision-making take place (frequency, duration, roles, composition, payment, etc.) where the questions are addressed according to type	Include the structuring and organisation of the forums for information provision, discussion and decision-making in the reference texts	Address the questions in the appropriate forums for information provision, discussion and decision-making	Understand the structuring and organisation of the forums for information provision, discussion and decision-making	Regularly explain the structuring and organisation of the forums for information provision, discussion and decision-making
7		Ensure decision-making power for the workers	Identify the criteria for a worker (e.g. employees, volunteers temporary workers, Article 60s, etc.)	Include the criteria for a worker in the reference texts	Involve anyone who qualifies as a worker	Meet the criteria for a worker	Explain the criteria underlying the notion of a worker
8			Identify the requirements for decision-making power, the link between ownership and decision-making and, if necessary, the requirements for access to ownership (e.g. cooperative shares)	Include the requirements for decision-making power, the link between ownership and decision-making, and, if necessary, the requirements for access to ownership in the reference texts	Make decisions with those who hold decision-making power	If applicable, meet the requirements for access to ownership	Facilitate the fulfilment for all workers, if applicable, of the requirements for access to ownership (e.g. create a progressive salary deduction to pay for shares)
9			Identify the requirements for access to the forums for information provision, discussion and decision-making (e.g. mandates, quota, etc.)	Include the requirements for access to the forums for information provision, discussion and decision-making in the reference texts	Ensure the workers' presence in the forums for information provision, discussion and decision-making (e.g. timetabling adjustments)	Consider your own participation as legitimate and carry out any steps needed to become a member of the decision-making forums	Explain the importance of each worker taking responsibility, encourage workers to take steps to become a member of the decision-making bodies, and encourage their presence in non-mandatory decision-making forums
10			Identify the requirements for access to the forums for information provision, discussion and decision-making (e.g. mandates, quota, etc.)	Include the requirements for access to the forums for information provision, discussion and decision-making in the reference texts	Ensure the workers' presence in the forums for information provision, discussion and decision-making (e.g. timetabling adjustments)	Have confidence in your ability to participate	Improve skills, abilities and self-esteem, affirm people
11			Identify the necessary information		Collect and pass on all the necessary information at the right time and in the appropriate manner (substance and form) and make sure the information is received	Obtain and understand the information	Use varied, structured and appropriate communication channels to pass on information. Introduce new pieces of information in an educational manner
12					Analyse the information	Suggest questions and lines of reflection (in the most neutral way possible) which will make analysis possible at several levels	

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		 Key elements	 Clarification requirements	 Formalisation requirements	 Operational requirements	 Required skills and attitudes	 Facilitation and training requirements
13	Collective intelligence & democracy 	Ensure the effective, free and efficient sharing of opinions in order to construct creative and innovative solutions and guarantee effective, free and efficient decision-making by as many workers as possible	Clarification requirements Identify the safety conditions necessary for freedom of expression and decision-making Identify the requirements for equity in dialogue and decision-making (e.g. one person, one vote) Identify the phases in and moments for information provision, discussion and decision-making Identify the mode of discussion and the method of facilitation Identify a direct decision-making method Identify decision-making procedures (e.g. simple or absolute majority) depending on the type of decision Identify the procedures for monitoring and evaluating the implementation of decisions	Formalisation requirements Include the conditions necessary for freedom of expression and decision-making in the reference texts Include the requirements for equity in dialogue and decision-making in the reference texts Include a direct decision-making method in the reference texts Include the decision-making procedures in the reference texts	Operational requirements Conduct discussions and make decisions when the safety conditions necessary for freedom of expression and decision-making are met Ensure the requirements for equity in dialogue and decision-making are met Apply the phases in and moments for information provision, discussion and decision-making Apply the chosen mode of discussion and method of facilitation Make decisions and apply the direct decision-making method Apply the decision-making procedures Apply the procedures for monitoring and evaluating the implementation of decisions	Required skills and attitudes Know the safety conditions necessary for freedom of expression and decision-making Have confidence in the system and the good intentions of the facilitator and other workers Accept and comply with the principle of equity in dialogue and decision-making Make use of your powers of discussion and decision-making Be familiar with the phases and express yourself according to the type of moment (e.g. clarification questions during information sessions, opinions and debate during discussions) Structure your ideas and express them Engage in dialogue (listen and debate) Understand the issues and make yourself heard Be creative and innovative Aim to improve the solution Explain your thought process when you speak and ask the speaker critical questions when you listen Accept changes to solutions Adopt a position and make up your mind Delegate and follow up on your delegation Evaluate	Facilitation and training requirements Recall the safety requirements during dialogue Repeat events that encourage the building of confidence, and support and supervise the facilitator Help workers to 'change hats', prevent, detect and frustrate blackmail or moral pressure Emphasise the importance of positioning yourself clearly and seek to understand any abstentions Recall the phases in and moments for information provision, discussion and decision-making, and only give legitimacy to discussions if they are conducted at the right moment in the right forums Use appropriate meeting facilitation techniques (round table, small groups, outside facilitators, varied media, etc.) that promote understanding and reaction Collectively construct an operating framework that gives everyone the opportunity to express themselves and promotes listening Relate the discussion to the purpose of the business, and present the possible impacts, the level of risk, the degree of urgency, etc. Use educational tools that encourage the search for creative and innovative solutions, encourage the workers to go and see what is happening in other businesses and invite them to share their experiences Construct an operational framework that encourages constructive criticism and the effort to improve proposals, taking serious objections into account Ask the speaker to explain his/her rationale and coherence by speaking for people less able to understand the subject, and encourage the workers to ask questions Emphasise the importance of commitment to the solution in order to ensure its implementation, and invite objective evaluations of the results Make decisions regularly, especially operational decisions, in order to get used to adopting positions on everyday issues Regularly remind everyone of the desire to uphold the general interest in decisions Create suitable evaluation tools and set up meetings to evaluate the decision-making and delegation procedures Give training in the use of evaluation tools and/or offer support by a 'neutral' person with performing the evaluation
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29	Ensure that the regulatory framework and social mission is taken into account in the development or improvement of solutions and in decision-making	Identify the regulatory framework that needs to be taken into account during discussions Identify the principles related to the social mission that need to be taken into account during discussions	(Regulatory framework already formalised) Include the principles related to the social mission in the reference texts	Mention and use the regulatory framework during discussions Mention and use the principles related to the social mission during discussions and decision-making	Understand and integrate the elements of the regulatory framework Understand and integrate the elements of the social mission	Explain the room for manoeuvre the business has with respect to the elements of the regulatory framework Define, update and share the social mission on a regular basis and explain how it relates to different situations	
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