

AN EXPERIENCE OF COHESION FROM BELOW

Stefano Tirinzi, Mauro Listante, Raffaella Rusignuolo :
ASMTerni S.P.A.

Mario G.R. Pagliacci:
Department of Economics-Seat of Terni
Università degli Studi di Perugia
Member of the Board of Directors in ASM Terni S.P.A.

THIS PAPER IS THE RESULT OF A
SPONTANEOUS COOPERATION AMONG
SOME MANAGERS OF ASMTERNI AND A
MEMBER OF THE BOARD

THIS COOPERATION
DEMONSTRATES THAT
COHESION FROM BELOW
CAN GENERATE A LOT OF USEFUL RESULTS

**The ground of our paper is in the concept
that cohesion between various entities
needs a bottom up action**

- The agents that can pursue the goal of a bottom- up action are several.
- The most important are: family, school, enterprise.
- These agents are directly engaged in the field of solidarity and integration, which are the basis of cohesion.

Enterprises have an important role for integration and solidarity as among internal people as well as towards external entities. So that, they can achieve the objectives of cohesion from below.

- The best known Italian company, able to prove this statement, were Industrie Olivetti (Ivrea).
- Adriano Olivetti experience was an example for other Italian entrepreneurs: Industrie Merloni (Marche), Brunello Cucinelli (Umbria).
- ASM TERNI spa is an other one

The social role of ASM Terni S.p.A

- This company plays a vital role in the territory of Terni, providing a variety of utilities.
- The main purpose of the company is to work according the principles of social cohesion as in the internal of the organisation as towards the citizens.
- A milestone was posed in 2008 with the research: *“Organizational environment and risks related to work stress”*.
- In 2012 the survey was repeated, to get a feedback on the effectiveness of actions and to monitor the condition of the company.

The areas under investigation were:

- > Physical and technological environment
- > Organizational/relational environment
- > Perception of the workers

The results of the survey gave to ASM company the possibility to define a list of priorities to implement:

- training of the employees
- training courses for managers
- some criticalities concerning communication in particular areas of the company
- establishment of the Advisor of Trust.

The second survey on the organizational well-being was conducted in 2012

- greater participation by workers
- increase in the percentage of favourable ratings
- better agreement between the judgment of the workers and the company judgment.

Nevertheless workers asked to better:

- monotony and repetitiveness
- microclimate
- system of participation to corporate objectives
- career progression

European Commission decided to give visibility to the best projects of social partnership in Europe.

- **The interest shown on the promotion of health and well-being of employees, enabled ASM to obtain, in May 2013, the SODALITAS SOCIAL AWARD**
- **The draft of ASM was assessed by high social responsibility and inserted in the "Golden Book " of Corporate Social Responsibility.**

THANK YOU FOR YOUR
ATTENTION

Mario G.R. Pagliacci