Innovation or Recycling?

Context and Change in Industrial Relations

Frank Burchill

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Walton, R.E. & McKersie, R.B.

A Behavioral Theory of Labor Negotiations
An Analysis of a Social Interaction System

ILR Press, Ithaca, New York
1991
### Attitudinal components of the relationship patterns

<table>
<thead>
<tr>
<th>Attitudinal Dimensions</th>
<th>Conflict</th>
<th>Containment-Aggression</th>
<th>Accommodation</th>
<th>Cooperation</th>
<th>Collusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivational orientation and action tendencies towards other</td>
<td>Competitive tendencies to destroy or weaken</td>
<td>Individualistic policy of hands off</td>
<td></td>
<td>Cooperative tendencies to assist or preserve</td>
<td></td>
</tr>
<tr>
<td>Beliefs about Legitimacy of Other</td>
<td>Denial of Legitimacy</td>
<td>Grudging acknowledgement</td>
<td>Acceptance of status quo</td>
<td>Complete legitimacy</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Level of trust in conducting affairs</td>
<td>Extreme Distrust</td>
<td>Distrust</td>
<td>Limited trust</td>
<td>Extended trust</td>
<td>Trust based on mutual blackmail</td>
</tr>
<tr>
<td>Degree of friendliness</td>
<td>Hate</td>
<td>Antagonism</td>
<td>Neutralism-courteousness</td>
<td>Friendliness</td>
<td>Sweetheart relationship</td>
</tr>
</tbody>
</table>
The Kondratieff Wave

- Idealized long wave
- Start of secondary recession
- Gradually declining plateau
- Roaring 20s
- Recession
- Vietnam War
- War on terrorism

Actual US wholesale prices

- War of 1812
- Civil War
- World War I
- World War II
- Late 1940s

1800 - 2010

Data:
- Actual US wholesale prices
- Idealized long wave

60 years

UTAS
TU Membership UK

![Graph showing membership trends over time with data points from 1892 to 2007. The graph includes a line for Historic record, LFS Employees, and LFS in employment.](image-url)
Trade Union Membership, AUS

UK Unemployment, % rates 1900-1999.
Highlights of Seasonal Behaviors

- Fundamental change
- Segmentation
- Decentralization
- Entrepreneurship
- Business process reengineering
- Fire bureaucrats
- Work ethic
- Learning
- Product innovation
- Build capacity
- Use firearms
- Leadership
- Unification
- Conservatism
- Excellence
- Specialists evolve into bureaucrats
- Face lift
- Back to basics
- Process innovation
- Tighten belt
- Homicides
- Hire generalists
- Hire specialists
- Winter
- Spring
- Summer
- Fall
- Winter

Theodore Modis
Figure 1: Median Compensation of Men Working Full Time, 1980-2008
Non-Farm Business Productivity on the Right Axis

Source: Levy and Temin, 2009
Partnership

“Union management participation (partnership) is an expansion of collective bargaining by employee representatives at all company levels. It can include strategic decision making, process planning, re-engineering and how work is done. Participation implies increased representative access to strategic information ..... before corporate decisions are made.”

Communications workers of America
Interest Based Bargaining

“‘Interest based bargaining’ is the applied descendant of the concept of ‘integrative bargaining’ as introduced by Walton and McKersie in 1965”

T Kochan & D Lipsky 2003
iii) Speed Allowance. By using the maximum machine speed specified by the manufacturer the speed allowance is established from the following table:

<table>
<thead>
<tr>
<th>Speed (IPH)</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>up to 1,999</td>
<td>250</td>
</tr>
<tr>
<td>2,000 - 3,999</td>
<td>750</td>
</tr>
<tr>
<td>3,000 - 5,999</td>
<td>1,250</td>
</tr>
<tr>
<td>6,000 - 7,999</td>
<td>1,750</td>
</tr>
<tr>
<td>8,000 and above</td>
<td>2,250</td>
</tr>
<tr>
<td>10,000 - 11,999</td>
<td>2,750</td>
</tr>
<tr>
<td>For each extra 2,000</td>
<td>500</td>
</tr>
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</table>

**Reel or web-fed machines**

i) Preparation allowance. This is established by multiplying the maximum web width in millimetres by 45, dividing by 25.4 and expressing the result as a points value.

ii) Running responsibility allowance. This is obtained from the following formula:

Square root of (Preparation allowance divided by 1.4) = A

(A to the power of 3) x 0.03 = running responsibility allowance.

(for litho machines the figure of 0.033 is substituted for 0.03).

iii) Speed allowance. This is obtained from the following formula: [Web width (expressed in millimetres), divided by 25.4] + 45 - A (from (ii) above) = B

Metres per minute* x 72 = speed factor

0.3048 X B

*Maximum specified by manufacturer.

The speed allowance is then established from the following table:

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Strategic Change Options

Forcing

Fostering

Escape
Forcing

• Distributive Bargaining

• Heightening of intergroup tension – either intentionally or unintentionally

• Promotion of solidarity in one’s own organisation & divisions in the other
Fostering

- Integrative Bargaining
- Enhancement of intergroup trust
- Promotion of internal consensus in both parties
Forcing

- Kaiser Permanente
  Kochan T.A., Eaton A. E., McKersie R.B., Adler P.S.  
  (2009) Healing Together Cornell University

- British Airways
Forcing: British Airways Stewards and Stewardesses Association (Bassa)

- Mid 2007, invited to meet the Branch Committee to discuss partnership and the merger of TGWU and Amicus

- November 2007 Appointed new Head of HR (Director of People and Organisational Facilities) - Business Partnering.

- Following that, asked to set up course for senior managers on partnership: used Harvard / MIT case study approach. Took place in June 2008.

- Devolved Partnership
Fostering

• Up in the Air
  Cornell University Press 2009

• General Motors, Sonic Orion, Michigan
  UAW Mission Statement: ‘build it like we own it’
  Half size plant, robot clusters, subcontractors on shop floor, entry wage.
Fostering

• 2003 British Printing Industries Federation (BPIF) and Amicus secured £250000 grant from DTI* - Agreement completed 2005

• 2005 Confederation of Paper Industries (CPI), Amicus, GMB Union and the Transport and General Workers Union also secured a £250000 grant from DTI - Agreement completed in May 2007

* DTI – Department of Trade & Industry
Context

PRINT

• Graphic, Paper and Media Union (GPMU) section
  102,000 members in total; 30,000 members covered

• British Printing Industries Federation (BPIF)
  2,157 member companies covering 60,000 workers
  from an industry total of 10,500 companies covering
  140,000 workers

PAPER

• Amicus (GPMU), GMB, TGWU - 10,000 members
• CPI - 80 members covering 12,000 workers
Process: BPIF and GPMU

• Ballot of printers 21% voted; 2:1 in favour

• Steering Committee 12 by 12

• Opening

• Working Groups
  Health and Safety; Training and Education; Flexibility; Equality; Sick Pay; Temporary Workers etc.

• ACAS survey of stewards and managers
  Establishment of union / management focus groups
Process

• Presentation on Partnership by Chair
• Report of ACAS on survey and focus groups
• Report of BPIF, Scottish Print Employers Federation (SPEF) survey (Vision 21)
  • overtime levels / rates; shift patterns; flexible working; training; agency staff; sick pay; call money; pensions.
• Presentation from TUC Partnership Institute
Outcomes

• Appearance of Agreements
• Gender neutrality
• Workplace rather than factory or mill
• Agreed statement of Partnership Principles
• Electronic version with email addresses
  Government departments; ACAS; Information Commissioner; Codes of practice
• Establishment of Codes of Practice for Collective Bargaining purposes
• Use of Case Studies
• Establishment of Strategic Partnership Committee
Substantive outcomes

• Sick Pay in exchange for absence control
  - Bradford points system

• Regulation of employment agencies & temporary staff

• Flexible working in exchange for training & improved pensions

• Model agreements on International & National Consultation Regulations
Objectives established

- Improving dialogue between employees, unions & employers
- Improving productivity
- Reducing overtime
- Assisting employees to adapt to change
- Assisting in the development of employees
- More effective recruitment of employees
- Effective Dispute Resolution
• 2009 - the parties were awarded £2 million of annual funding from the Learning Skills Council

• 2010-11 - the Partnership at Work Agreement was put under pressure by the BPIF’s refusal to negotiate any pay increase

• Both parties have expressed their commitment to preserving the Agreement.