

UNIVERSITÄT
DUISBURG
ESSEN

Offen im Denken

***New Developments in German IR: A
Story about Crisis and Revitalisation***

Thomas Haipeter

IAQ
INSTITUT ARBEIT UND QUALIFIKATION

Collective Bargaining and Trade Unions

Collective agreements

Codetermination and Works Councils

Plant/Company agreements

Primacy of CBA

Favourability principle

Transfer of conflicts

Unionisation of WC and strong position of WC in unions

Division of labour:

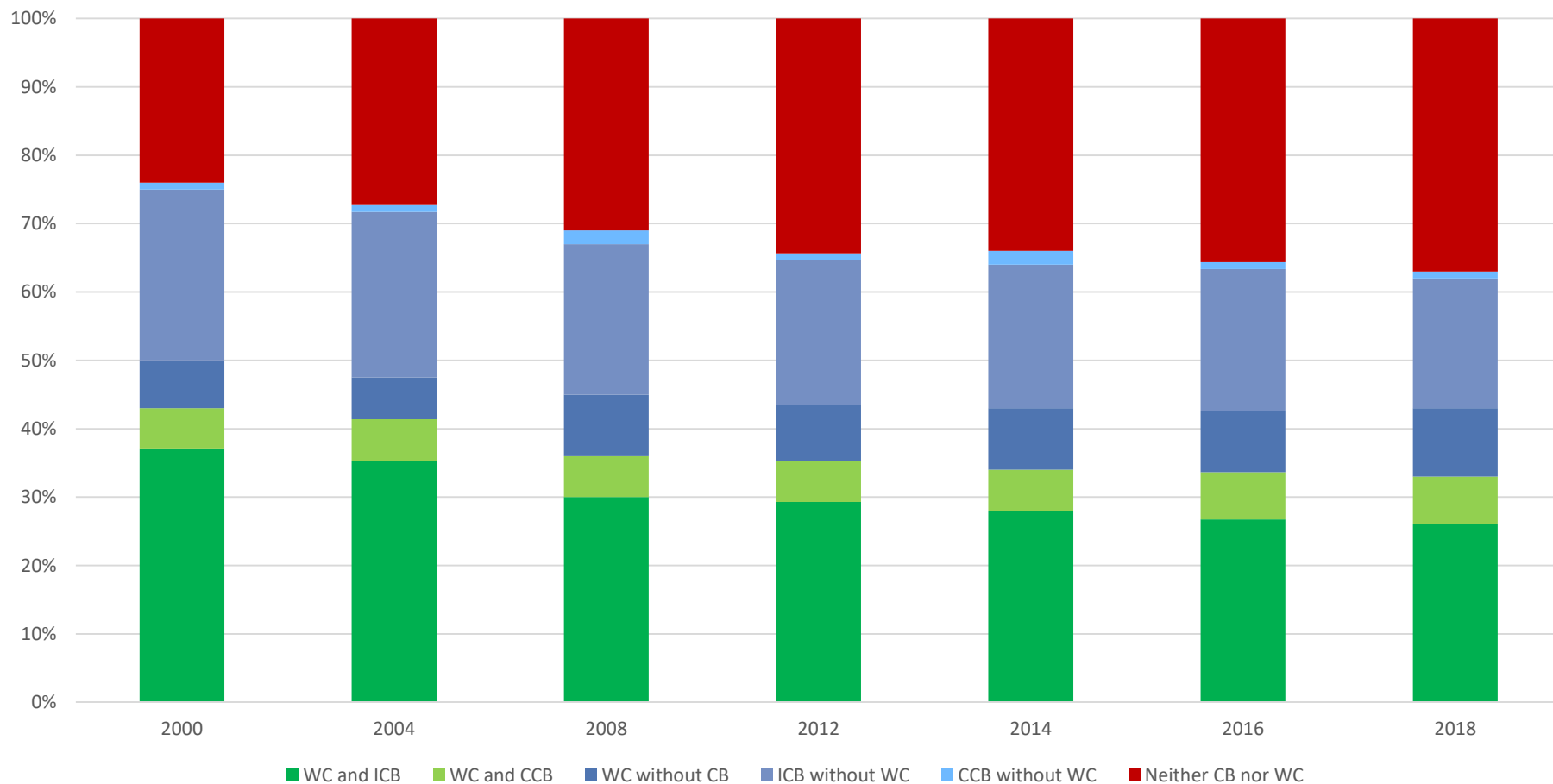
Trade Unions:

- Qualification of WC
- Advice and Support of WC
- Borrowing of organisational power
- Relief by negotiation of CBA

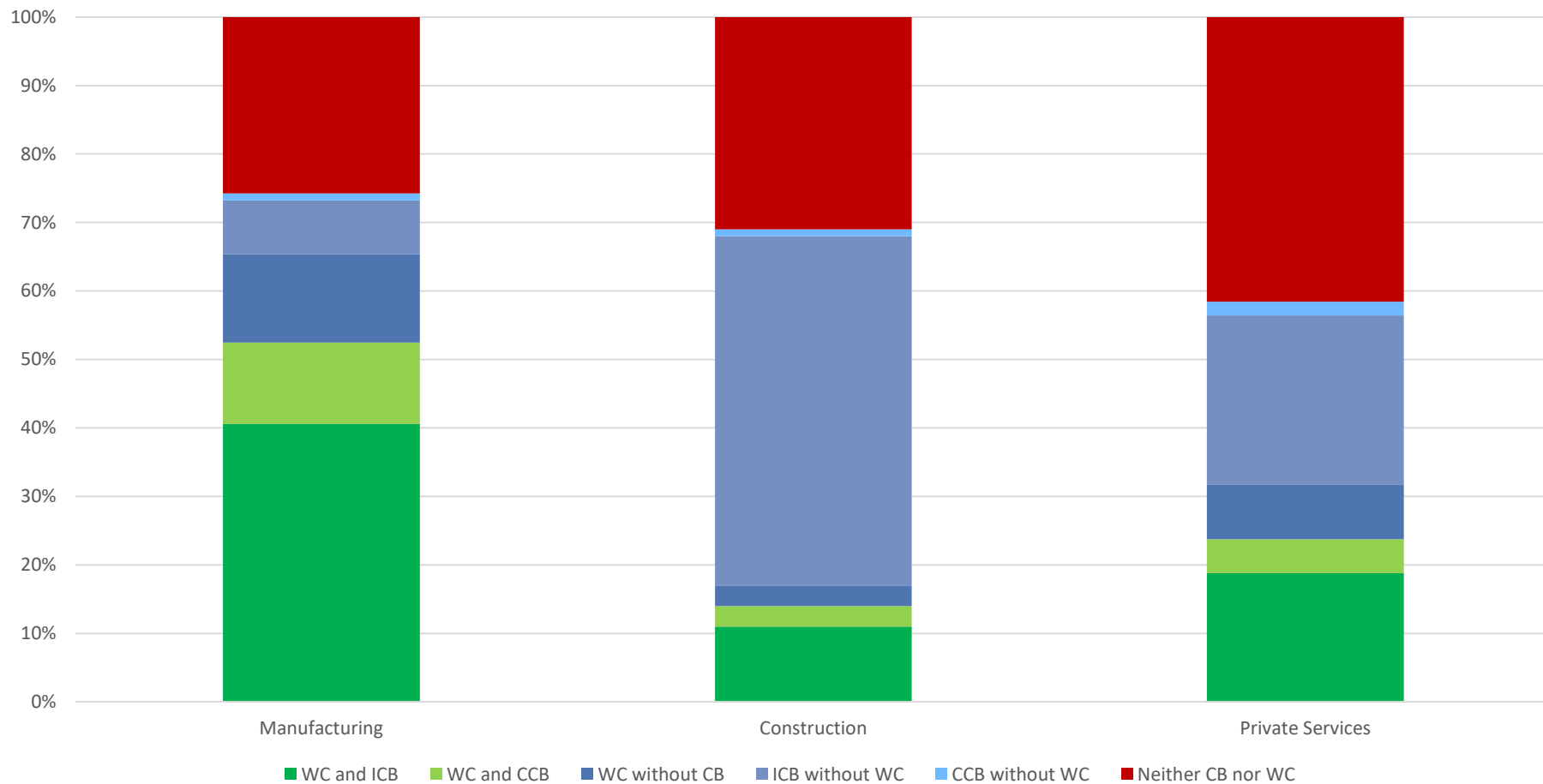
Works Councils:

- Monitoring of CBA and labour laws
- Coping with establishment problems of working conditions
- Support of mobilisation
- Recruitment of unions members

Coverage of WC and CB

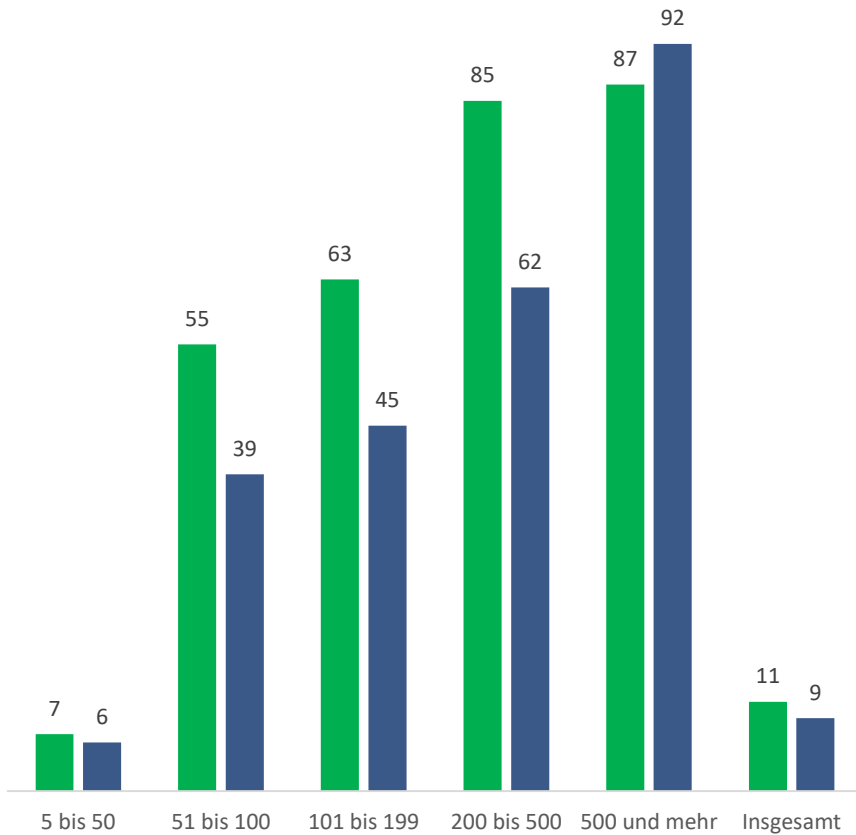


Coverage of WC and CB



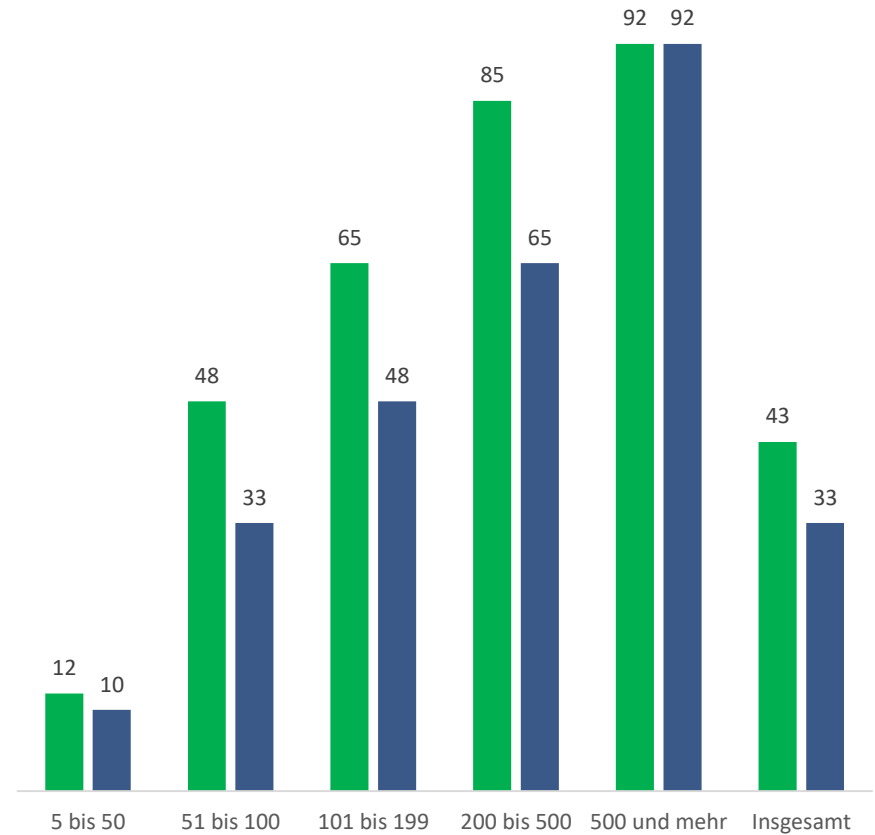
Establishments with WC in % (Ellguth/Trinczek)

■ 1996 ■ 2014

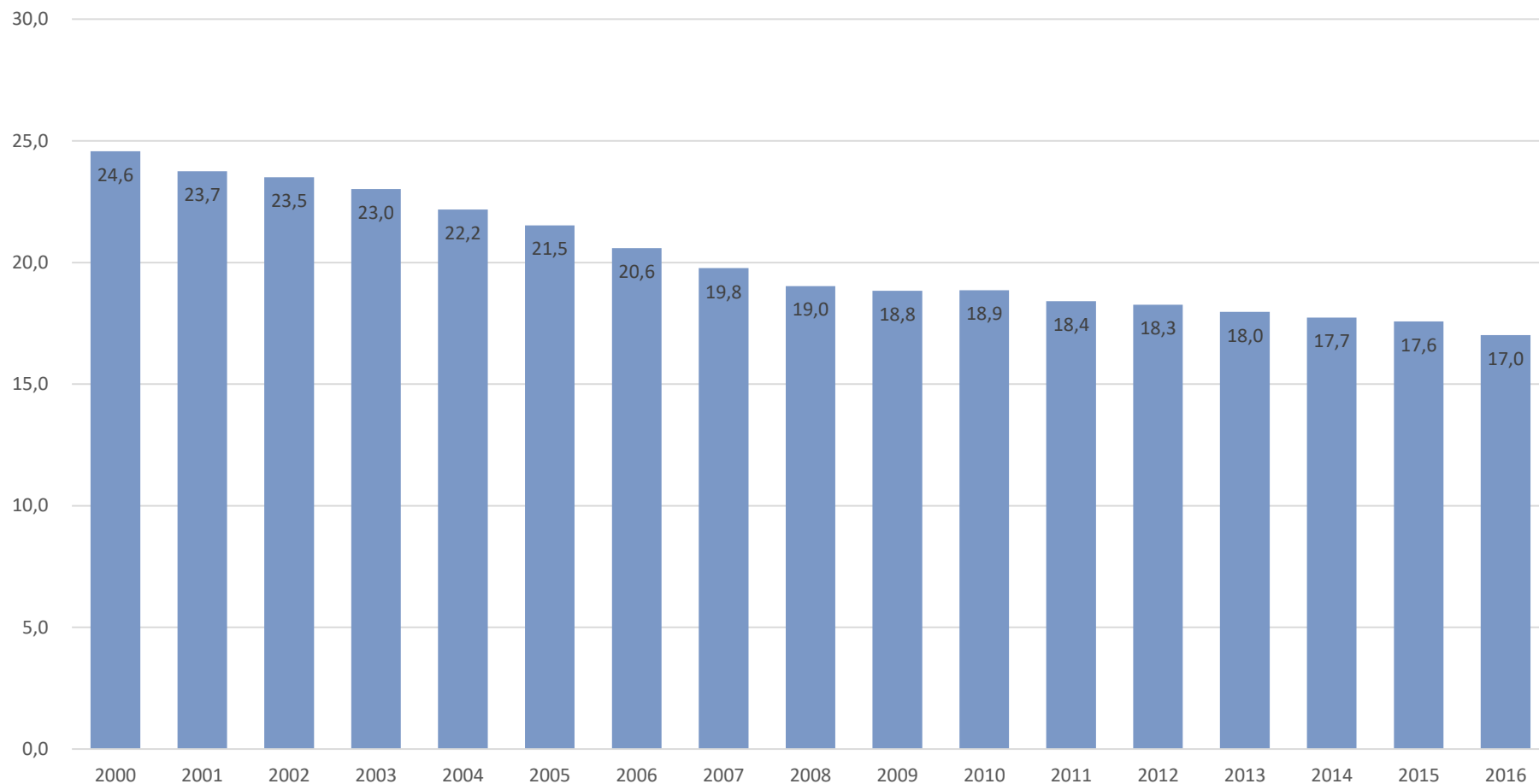


Employees with WC in % (Ellguth/Trinczek)

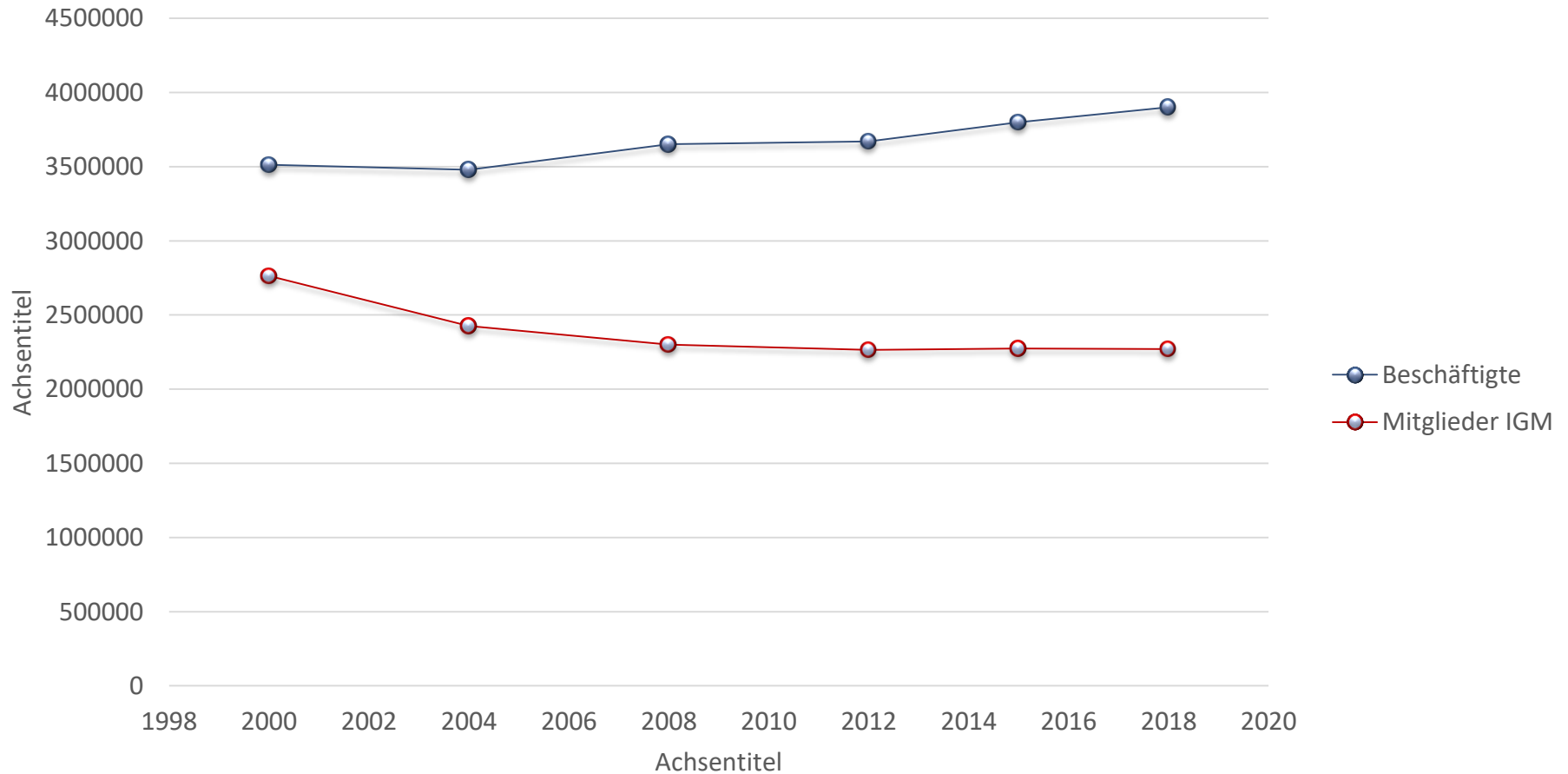
■ 1996 ■ 2014



Union Density Germany(OECD)



Employees MW and Members IG Metall (Schroeder/Fuchs)



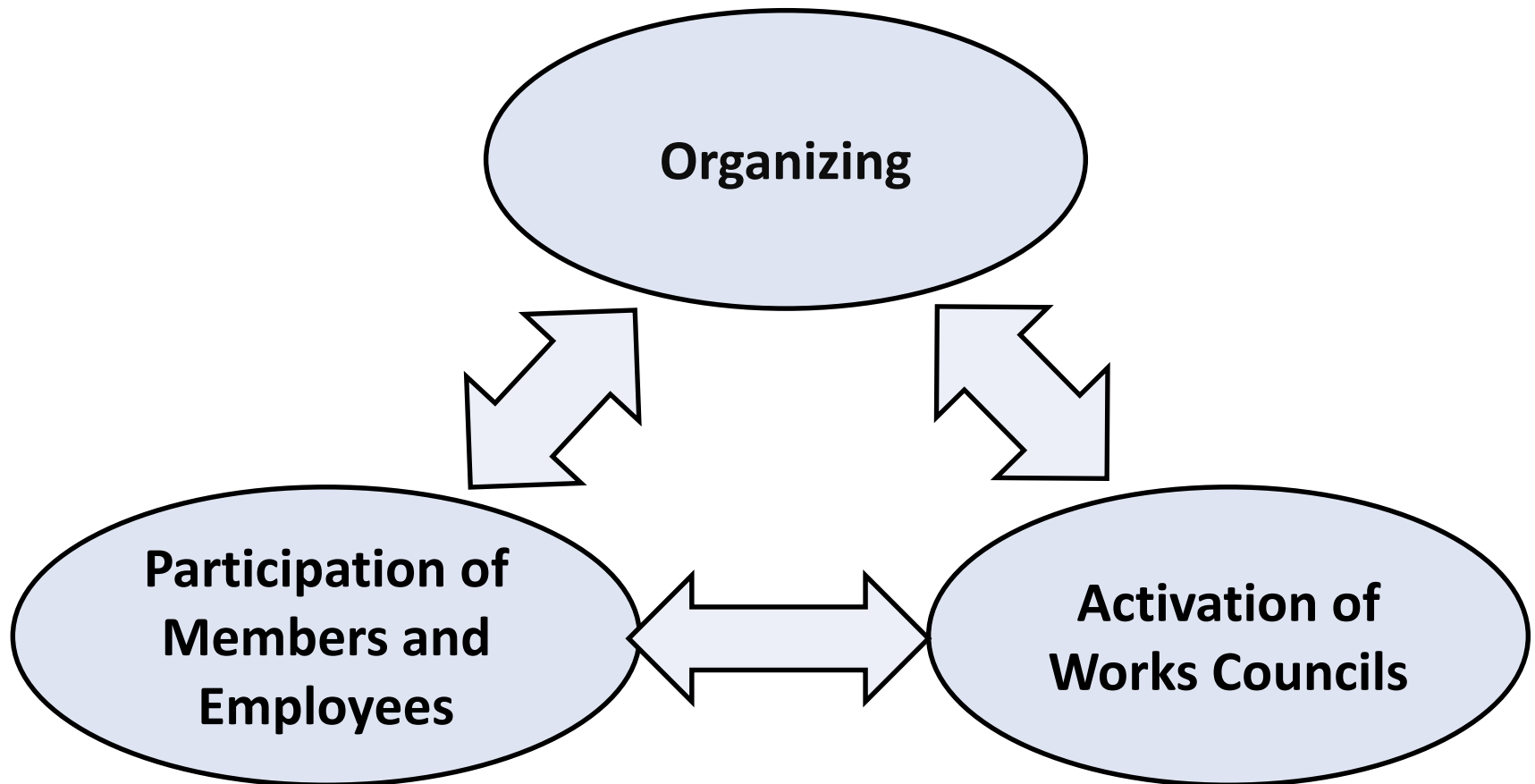
Challenges

- Erosion of CBA coverage
- Reduction of WC coverage
- Membership crisis of unions
- And: Growing gap WC efficiency big companies (and plants) – SMEs
- Range of new topics: Digitalisation, transformation, globalisation and FME, precarious work...

Legal Responses:

- National minimum wage
- Re-regulation temp agency work
- Regulation of CB-competition in companies

German trade unions' new strategic repertoire



1. Participation

- **Development:**

- Derogations from collective bargaining agreements (opinion/voting)
- Activation campaigns (mobilising knowledge)
- Organizing (activism)
- Collective Bargaining (opinion, topics, voting)

- **Forms:**

- Membership participation
- Expert participation

2. Organizing (Opening up – ‚Erschließung‘):

Core elements:

- **Different focuses: Types of plants/companies or groups of workers**
- **Membership recruitment**
- **Implementation of sustainable local structures (shop stewards, works councils – German way)**
- **Participation of activists**

Development in IG Metall: 4 Phases:

- **Derogations from CBA; first experiments**
- **Organisational implementation (organising team, trade union ressort, qualification of organisers)**
- **Shifting of resources; core project on wind power industry**
- **Decentralisation – local and regional projects**

3. Activation of works councils

Core elements:

- Focus on „grey zones“ of codetermination (Wetzel)
- Orientation of WC on coping with new challenges and topics
- Improving competencies and internal organisation of WC
- Participation of employees as a resource
- Improving union presence in the establishments

Projects:

- ‚Besser statt Billiger‘
- ‚Aribera‘
- ‚Arbeit und Innovation‘
- ‚Arbeit 2020 in NRW‘

Work 2020 (Arbeit 2020):

- **Coping with challenges of digitalisation**
- **Workshops (10) in establishments with project team**
- **35 Participants (1st wave)**
- **Mapping of digitalisation**
- **Identifying core issues (qualification, working conditions, safeguarding of jobs...)**
- **Negotiating agreements with management about a common approach to changes**

Conclusions:

- Ongoing trend of erosion, but:
- **New action repertoire of unions: three pillars**
 - German way of **organising**: Membership and local structures
 - **Activation** – a strategy for existing WC
 - **Participation** as a common approach: Legitimacy and expert knowledge
- **Stronger integration of actors – proactive strategy of unions**
- **Importance of establishment level – decentralisation within unions**

Open problems:

- **Resources – mostly needed where most scarce**
- **Large scale effects of projects**
- **Articulation problem of levels: Establishment and Company**



Topics and Opportunity Structures

- **Institutionalization** (*Abgas, Kommunikation*)
- **Safeguarding of Jobs** (*Dynamo, Elektronik, Technologie*)
- **New Topics** (*Working Time, Wages, Health, Qualification*)
- **AT-Initiatives** (*Wages, Working Time*) (*Ernährung, High-Tech, Silikon, Walzstahl*)

Processes and Resources

- **Committees:** Recruitment, Qualification, Working Teams WC (*Anlagenbau, Drivers, Dynamo, Navigation, Silikon, Walzstahl, Mineral, Rohrstahl*)
- **Structured Participation** in Networks, Working Groups: (*Abgas, Anlagenbau, Dynamo, Ernährung, High-Tech, Silikon, Walzstahl, Zulieferer*)
- **Selective Participation:** Surveys, Meetings of members or departments..., Committees, Communication (all)
- **Recruitment of Union Members:** (*Abgas, Anlagenbau, Automobil, Drivers, Dynamo, Ernährung, Technologie, Verwaltung, Rohrstahl*)

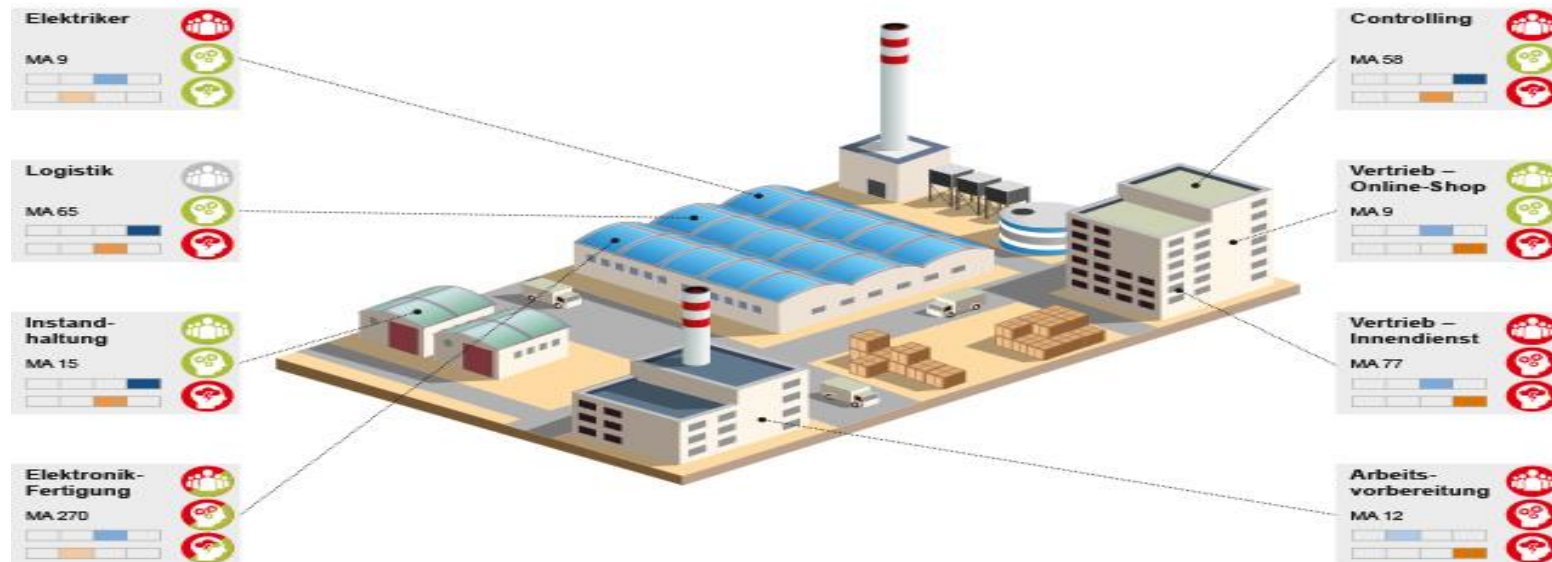
Frames and Framing

- **Common Construction of Frames**
 - Participation
 - Participation Goals
 - Participation Topics

Betriebslandkarte Industrie und Arbeit 4.0



SUSTAIN | CONSULT



Grad der Vernetzung

keine Vernetzung – stand alone in der jeweiligen Abteilung abteilungs-/standortübergreifend mit externen Unternehmen

Grad der Steuerung durch Technik

Entscheidungsunterstützung Entscheidungsvorgaben Prozesse teilweise technikgesteuert Prozesse voll technikgesteuert



Beschäftigungsentwicklung:
Aufbau bzw. Abbau



Anforderungen an Arbeit: Qualifizierung, Kompetenzen, Stellenwert menschlicher Arbeit (Aufwertung/Abwertung)



Arbeitsbedingungen: Arbeitsbelastung, Arbeitsverdichtung, Arbeitszeit (Verbesserung/Verschlechterung)



positive Entwicklung



negative Entwicklung



keine Veränderung



keine eindeutige Entwicklung

MA – Mitarbeiter/-innen