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*Shaping Industry 4.0 - an experimental approach
developed by German trade unions*

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Structure of presentation

- 1. Declining organisational membership but high institutional power**
- 2. The role of experimentation in pro-active trade union policy**
- 3. „Work 4.0 - North-Rhine-Westphalia 2020“**

1.1 Declining membership - high institutional power (IP)

Declining organisational power (OP) of German Trade Unions:

- Trade Union Density: 36 % in 1991 - 16,5 % in 2018
- Coverage by CA's: 90 % in 1990 - 54 % in 2019

Outcome:

- High *OP* in some core sectors (*manufacturing and public service*)
- In other industries (*mainly private services and SME's*)
 - loss of power to bring employers on the bargaining table
 - erosion of autonomous CB and dualisation of the labour market with big low wage sector

1.2 Declining membership – high IP

High IP through codetermination at plant and company level

1. Supervisory boards with employee representatives in 635 companies
2. Works councils: strong rights of codetermination and sufficient resources (*release from work, additional staff, training in trade union training centers at the employers costs etc.*)
 - 174,000 German works councillors (WC) were elected on a voter turnout of 80% - high trust
 - Around 8,400 WC's released from all work
 - 80% of works councillors union members

1.3 Declining membership - high institutional power

IP = temporary protection of multi-employer bargaining

- But with declining OP only a question of time until historical compromises on IP are challenged
- Already continuous attack on German codetermination at company level by the EU (*mainly by facilitating the delocation of the legal units in other EU countries*)

Strategic use of IP in core industries question of survival for unions

Goal: activation of WC's for organizing and influencing the future of work – not possible without increased involvement of members / employees

2.1 The role of experimentation in trade union policy

“Unions can have power resources [...] but are not particularly skilled at using them” (Lèvesque/Murray 2010)

Not totally true for Germany:

- Highly professional support of members in supervisory boards and WC's (*training, professional advice*)
- Successful campaigns on the humanization of work in the 70's and 80's, on the implementation of CA's on working time reductions in the 80's and 90's and on new classification systems in 2000s

But: still many passive and too compromising WC's

- and continuous need „*to replenish the stock of narrative resources*“ (Lèvesque/Murray 2010)

2.2 The role of experimentation in trade union policy

New approaches

1. Internal union reforms

- Example IG Metall: staff-reduction in headquarter to free resources for new approaches in companies
- Use of these resources for campaigns and projects (mainly organizing projects, campaigns like „Work – Fair & Safe“ for temp agency workers and also experiments)

But: Freeing resources only possible for the „rich“ unions

2.4 The role of experimentation in trade union policy

Experiments – IG Metall North-Rhine-Westphalia:

- „*Competence and Innovation*“ (2006 – 2007) and „*Better Instead of Cheaper*“ (2008 – 2011)
- Development of alternatives to outsourcing and staff reduction with the help of external consultants
- Own resources but also supported by EU structural funds

Our evaluations shows

- successfull cases but development of alternatives in a defensive situation difficult – **need to start earlier** (*Lehndorff et. al 2018*)

3.1 Project „Work 4.0 - North-Rhine-Westphalia 2020“

Basic ideas:

- Focus on delocation and redundancies to late („end of the pipe“)
- Focus on overall restructuring of companies and chain of value added needed to react early enough
- National hype on industry 4.0 - management also concerned how to manage digitalisation – open to cooperation
- Improving of trade union cooperation: joint project of IG Metall with the Chemical (IGBCE) and the Food workers union (NGG)
- New narrative **„YES WE CAN SHAPE THE FUTURE OF WORK“**

3.2 Project „Work 4.0 - North-Rhine-Westphalia 2020“

- **Ressources: (1) Own „Work 4.0“ team (only IG Metall 5 FT officials), (2) State money for consultants, (3) Hans-Böckler-Foundation financed evaluation**
- **„Work 4.0“ team identified companies with pro-active works councils and interested management – both signed a letter of commitment**
- **In 2017/8: 6 - 8 all day workshops in 28 companies with the help of consultants:**
 - **Stock-taking of digitalisation of 4.0 in all departments**
 - **Involvement of employees as „experts of their workplaces“**
 - **Mapping of problems and chances**
 - **Development of pro-active strategies**

3.3 Company map of industry 4.0

Betriebslandkarte Arbeit und Industrie 4.0



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Erklärung zu den verwendeten Symbolen

Einschätzungen zur Technik – Status Quo

Grad der Vernetzung			
Stand alone	In Abteilung	Abteilungsübergreifend	Mit externen Unternehmen
Grad der Steuerung durch Technik			
Entscheidungsunterstützung	Entscheidungsvorgaben	Teilweise technikgesteuert	Voll technikgesteuert
<small>(Maschine = reines Arbeitsmittel / Werkzeug)</small>			

Einschätzungen zur Technik – Ausblick

- ↑ Verstärkter Einsatz von Industrie 4.0-Lösungen
- ↓ Verlassen des technik-zentrierten Pfades
- ↔ Keine Veränderung
- ?? Unklar

Wirkungen auf Arbeit – Status Quo

- 👤 Beschäftigung
- 🧠 Anforderungen an Arbeit
- 🏢 Arbeitsbedingungen
- 🟢 positive Entwicklung
- 🔴 negative Entwicklung
- ⚪ keine Veränderung
- 🟡 keine eindeutige Entwicklung

Wirkungen auf Arbeit – Ausblick

- 🟢
- 🔴
- ↔
- 🟡

MA = Mitarbeiter/-innen

3.4 Intermediate results – project continues

- High involvement of employees – changed traditional representative WC model
- New problems are the old one: Job security, intensification of work, initial and further training, working time
- Management partly impressed by professional approach – ready to sign (until 12/2019) „Future Agreements“ in 13 of 28 companies
 - joint working groups / joint monitoring of changes: focus on training, working time,
- Clear intensification of social partnership and co-management
- But also failed cases (*WC's did not want too much trade union intervention, management lost interest ...*)

One consultant

„In these work-shops we have mainly been working on the attitudes of the works councillors“

Conclusions

- „Arbeit 2020“ a pilot – unions obtained ideas how processes of change might be organised in the workplace
- Ressource intensive experiment - only possible with public money
- „Future Agreements“ – work program for the next years

But:

- These trailblazer companies not representative: Evident from a large-scale IG Metall survey of almost 2000 works councillors representing some 1.7 million employees:
“According to this survey, more than 50% per cent of works councillors regard themselves as insufficiently well informed and 62 per cent are not involved in shop-floor change management projects.”
- Debate: How to mainstream this experience

Conclusions

- **Debate on the last Trade Union Congress of the IG Metall: *How to mainstream this experience?***

“To that end – some 1000 full-time and voluntary trade union officials are to be trained as ‘change promoters’ in the next two years in the trade union training centers. This training is to be embedded within an organisational reform. This means that specific projects are being put in place on the ground; besides the joint shaping of digital change, these projects may address questions such as union organising, CVET and dealing with generational change within the trade union. The projects are to be grouped together thematically.”

- **This reform interrupted by Corona-Crisis: Around 7 million employees in short-time. Main task of unions and work councillors: short-term job protection**
- **Small Food Workers Union not able to invest so much in new programs: Limits of resources = limits to experimentation**