

Management of changes -role of the workers and their representatives

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Management of changes

- Global warming,
- Global market (China, India),
- Ageing population within EU,
- Continued large increase of IT
- Women's situation?



Management of change

The social partners within Europe has to cooperate regarding MSD.

- What can the trade union exchange with the employer?
- What can our members get?

A strategic priority is to achieve the workers involvement in the **manufacturing development process**, from the earliest phase to start of production.



Challenges for the manufacturer

- Several variants of the same product,
- Short-lived products of high quality,
- Reasonable price,
- Short delivery times.

This is valid for both goods and services



Challenges for the manufacturer
gives us a mandate for participating in the
manufacturing development process.

Our contribution

- Reduce time to market - without sacrificing the performance and quality of products,
- Attaining the product having the right quality at the right time, place and price.



Our deal

- Better health by preventing MSD,
- Creating good work premises,
- Keeping jobs giving a good income.



The manufacturing development chain

Which Product



Technical Process



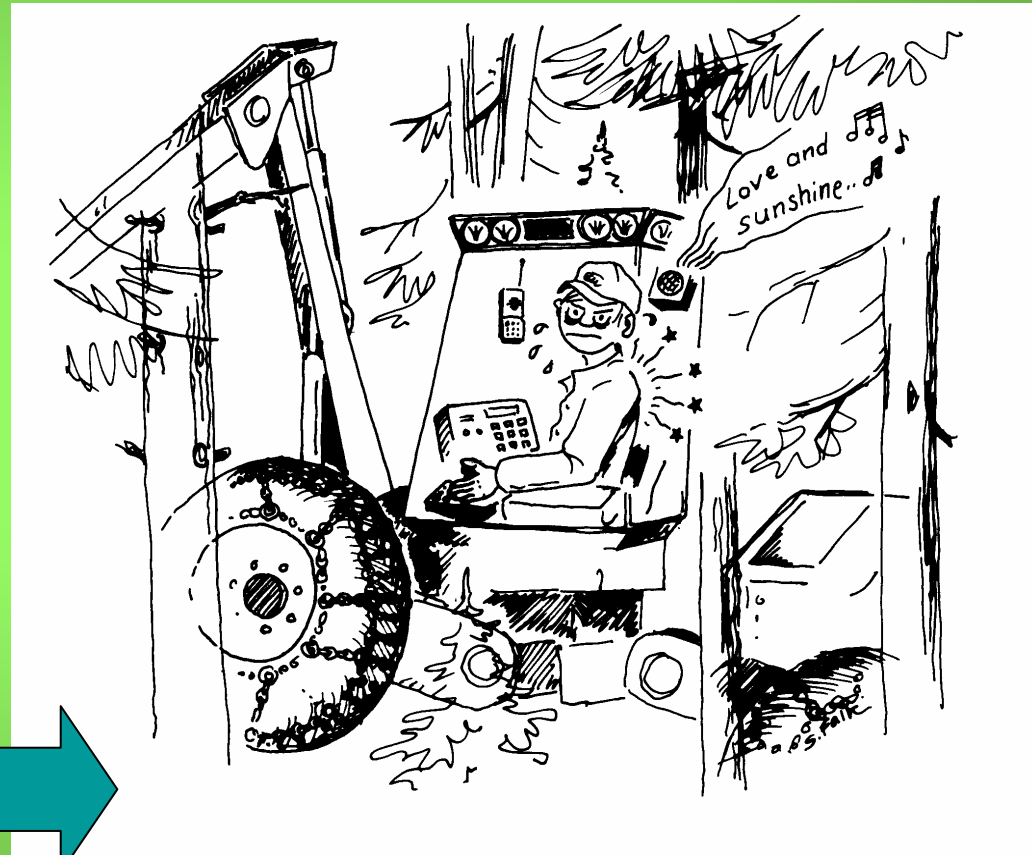
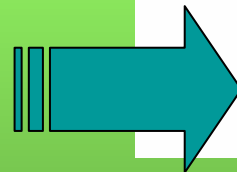
Work Organisation



Work Place



The Worker





The manufacturing development chain

Design of the **P**roduct/service (**what** shall be done)



Decide the technical **P**rocess (**how** to do it)



Decide **O**rganisation of work (**how** the organised it)



Design of the work **P**lace (**where** it will be done)



Engage the **W**orker (**who** will do it)



The development chain

Product/service (**what** shall be done)

Technical process (**how** to do it)

Organisation of work (**how** to organise)

The work place (**where** it will be done)

The worker (**who** will do it)

Participation of the trade union

No

Seldom

Happens

Quite often

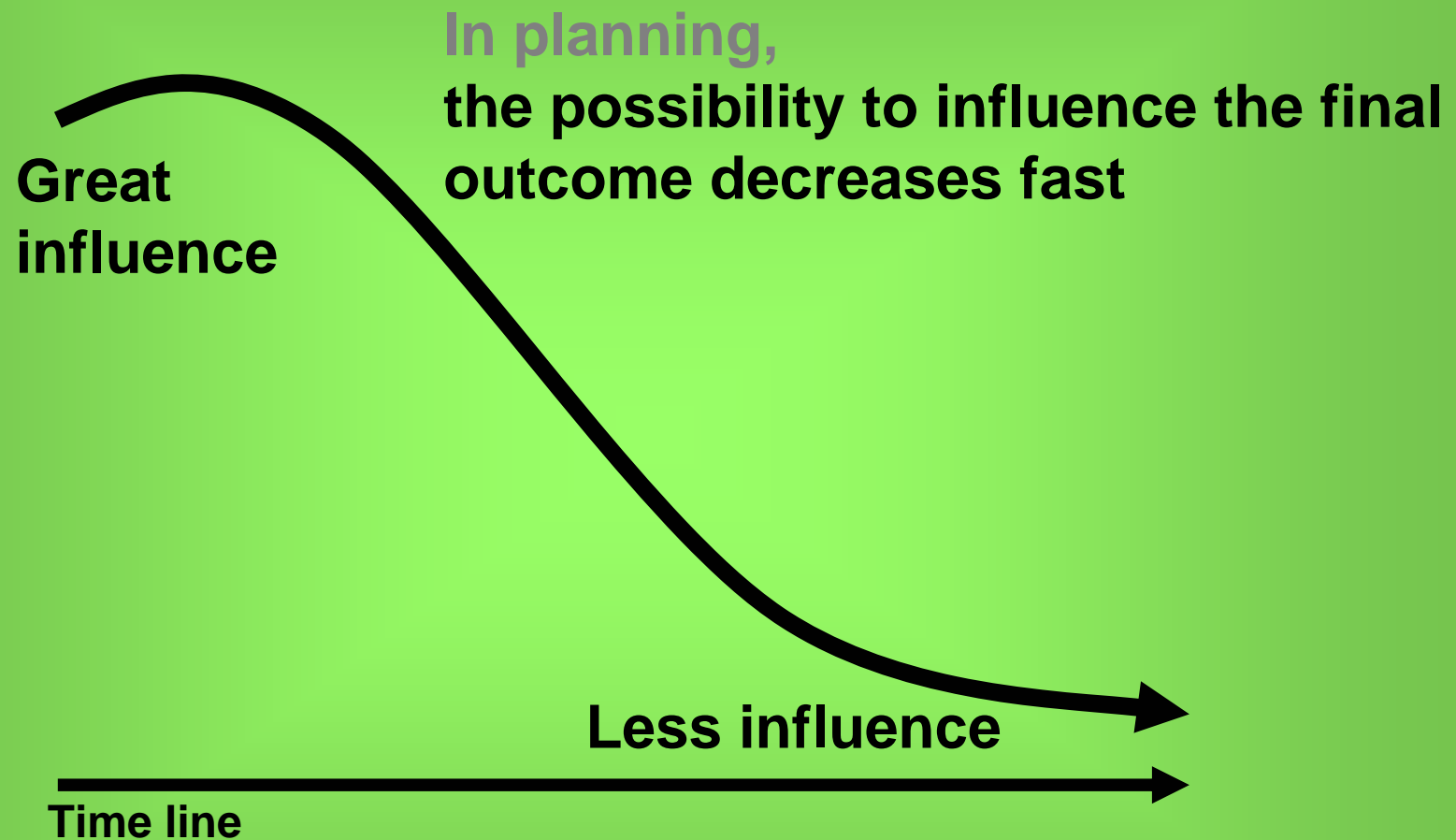
Very seldom

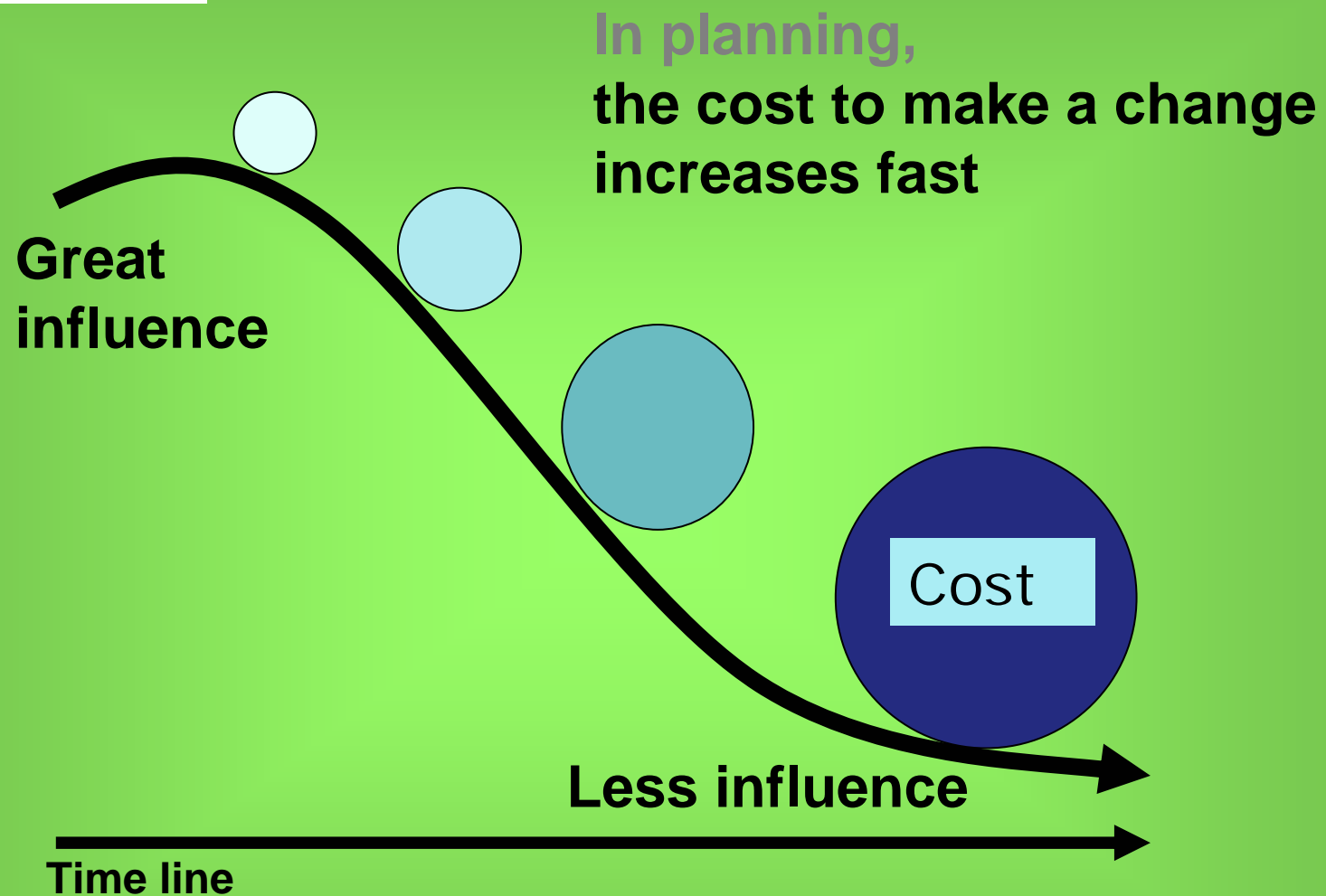


Why we think it´s important to be involved early in the project!

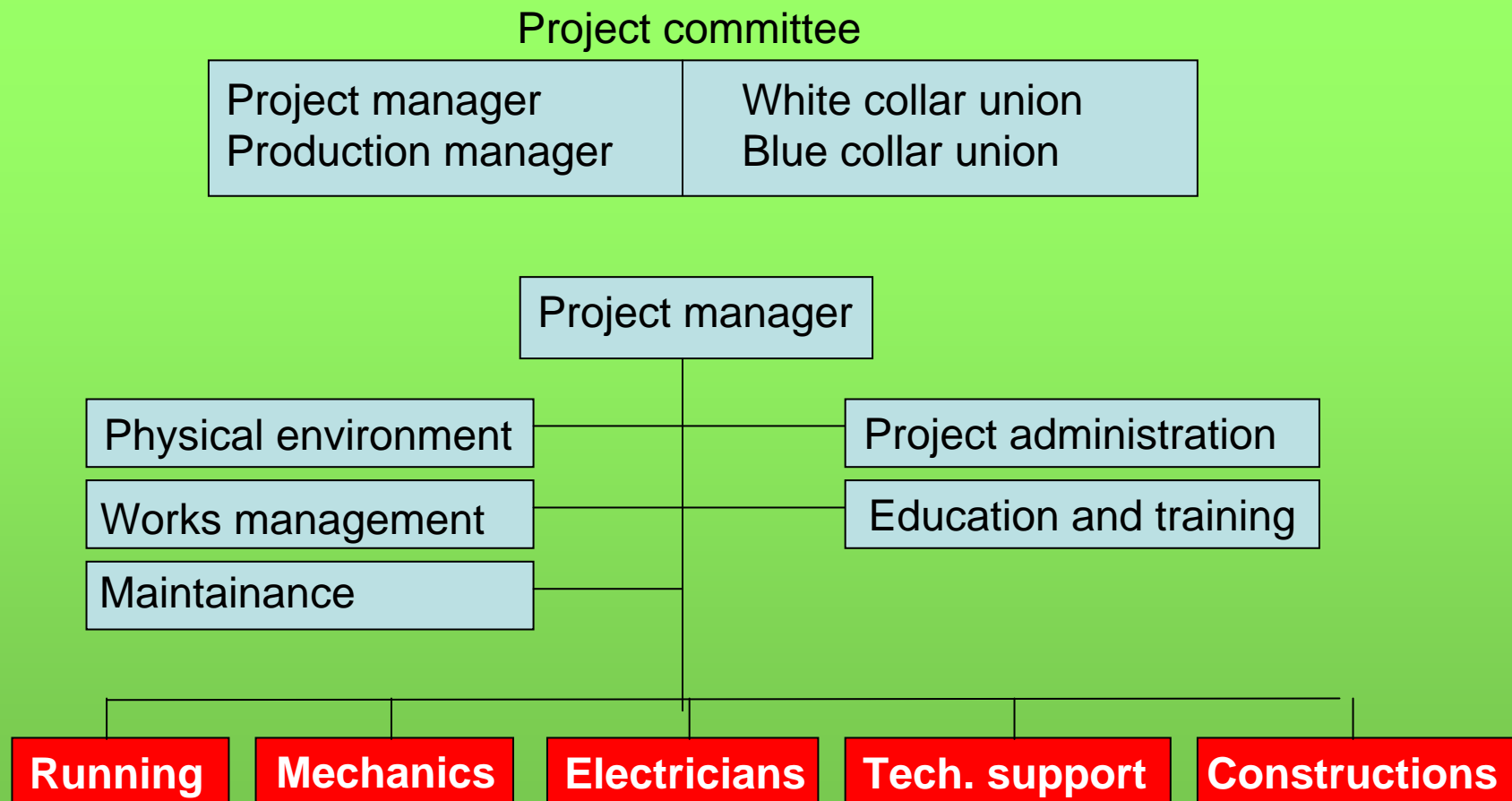
Efficiency and costs

How these are connected





Example of project organisation in Pulp & Paper industry





Checklist pre-project

- Personnel and employment policy
- Safety & health policy
- Education and training plan
- Project organisation, subgroup authorization



Exampels

- Remunerate broader skill and competence
- Get more than on-the-job-training
- Avoid redundancy,
- If redundancy, provide a secure path to for the members to another job,
make a **changeover agreement**



- Safety & health policy

Set ergonomic requirements early Example Volvo cars

- no blind assemblies (free line of sight)
- no harmful postures
- no entering of car bodies
- no “third-hand-solutions”
- sufficient clearance for hand/arms/tools
- no harmful lifting
- no time critical assemblies



Problem areas 1

- To be involved early
- The employer wants to choose our members in the project group



Problem areas 2

- **The employer does not recognise our members as an equal part in the project.**
- **The project manager is very keen to establish small informal working groups that also have permission to make decisions.**



Conclusions

It is not easy to manage influence in the production planning process, even if you have a local agreement about it.

But if we manage to implement this structure in the workplace, we will increase our members' influence.

Debate

