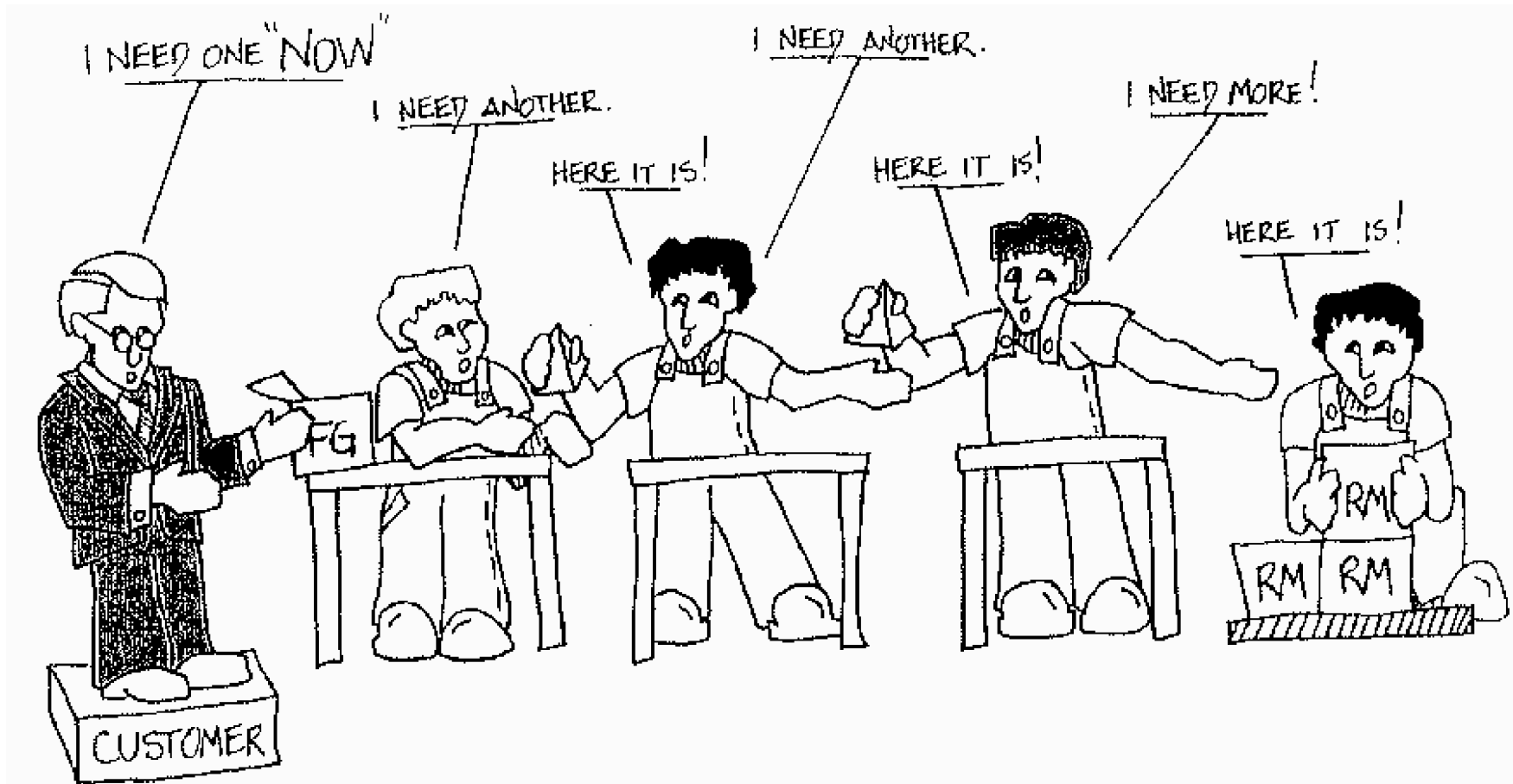


Management Has a Plan for  
Reorganizing Work and  
Taking Control:  
What's Going On in Our  
Workplaces is  
No Accident

# Private Sector Trends Entering Public Sector Workplaces: Key Changes in the Work Process

- **Standardization/De-Skilling**
- **Intensification/Lean/Speed-up**
- **Multi-Skilling/Job Combination/Flexibility**
- **Automation/New Technologies**
- **Monitoring**
- **Outsourcing/Moving Work/Privatization**



Multi-skilling

Multi-tasking

Flexibility

Job Combination

Operator Maintenance

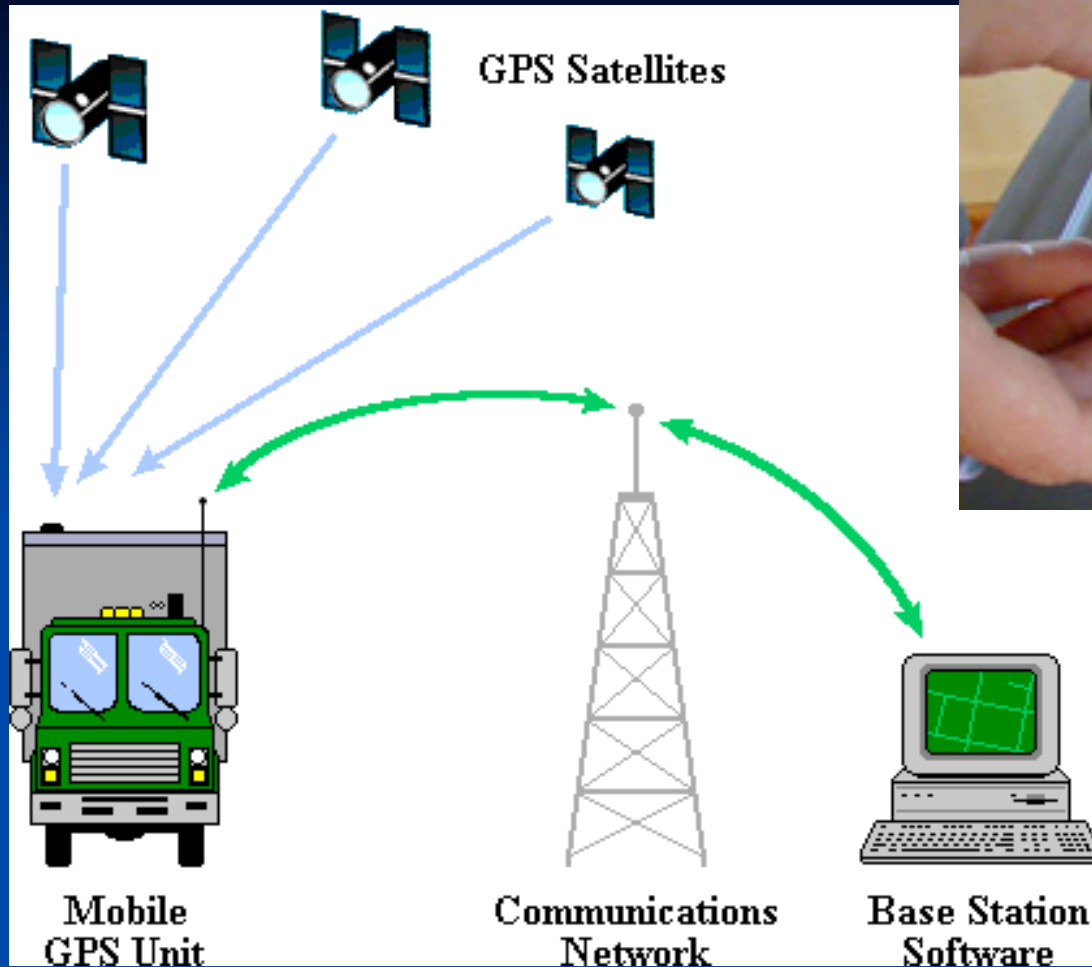
Super Crafts

And other duties as assigned



Automation





**In your truck**



**On your ankle**



**Under your skin**

**Monitoring**

# Work that has been

- **Standardized**
- **Analyzed**
- **Automated**
- **Simplified**

**Is work that is easy to**

**Contract out and Outsource**

# What kind of job is safe from outsourcing?

The 87,000 square-foot structure's facade was assembled entirely from concrete panels cast in Mexico....  
...Mr. Fastag's firm cast more than 2,000 individual panels at its plant in the Mexico City suburb of Atizapan de Zaragoza, then shipped them 2,350 miles north. Carried on mammoth flatbed trucks -- a total of 140 truckloads for the Salt Lake City library -- each panel was delivered in the order of its assembly. --- Wall Street Journal



*photograph courtesy of Big D Construction*

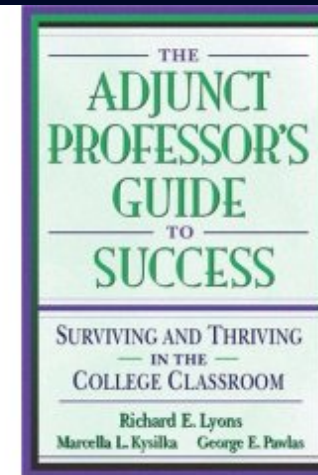


# Miles away, 'I'll have a burger'

When Jairo Moncada pulled up to the drive-through at Wendy's in Burbank, Calif... The woman taking his lunch order was sitting 3,000 miles away at a computer terminal in Nashua (New Hampshire), and fielding calls from Wendy's customers at drive-throughs as far away as Florida and Washington, D.C.

Jenn Abelson, The Boston Globe  
November 5, 2006

In Fast Food



In an arrangement proving profitable to all, Aashish Sharma (above) in Wellesley receives chemistry guidance from George Mathew in Cochin, India. (Evan Richman/ Globe Staff)

“India has hundreds of thousands of science and math scholars, willing to work cheaply.”

**In Education**

What makes Sandy Springs interesting is that instead of creating a new municipal bureaucracy, the city opted to contract out nearly all government services.

Ultimately they decided to "buy" most services from the private sector, signing a contract with CH2M-Hill, an international firm that oversees and manages the day-to-day operations of the city.

The \$32 million contract was just above half what the city traditionally was charged in taxes by Fulton County. That will save the new city's citizens millions of dollars a year....

Galambos said the city would have preferred to use private firefighters, but there is no company in the area that provides private fire services.

# Blackwater

# All of these trends have negative impacts on union members

Speed-up

Stress

Job Loss/Insecurity

Repetitive Strain Injuries

Loss of Skill

Low Morale

# All of these trends have negative impacts on union strength

Loss of Skilled Work

Isolation of Members

Division/Loss of solidarity

Loss of Jobs, Members and Dues

Drain on Union Resources

Loss of Faith in the Union

# Key Changes in the Work Process that Impact Informal Interaction

- Downsizing of workplaces through automation, speed-up and distributed production.
- Restructuring /Intensification
- Standardization of work.
- Job combination
- Increased monitoring
- Digitalization
- Changing schedules
- Contracting out/Use of contractors/Use of temps
- Reduction and Elimination of networking jobs

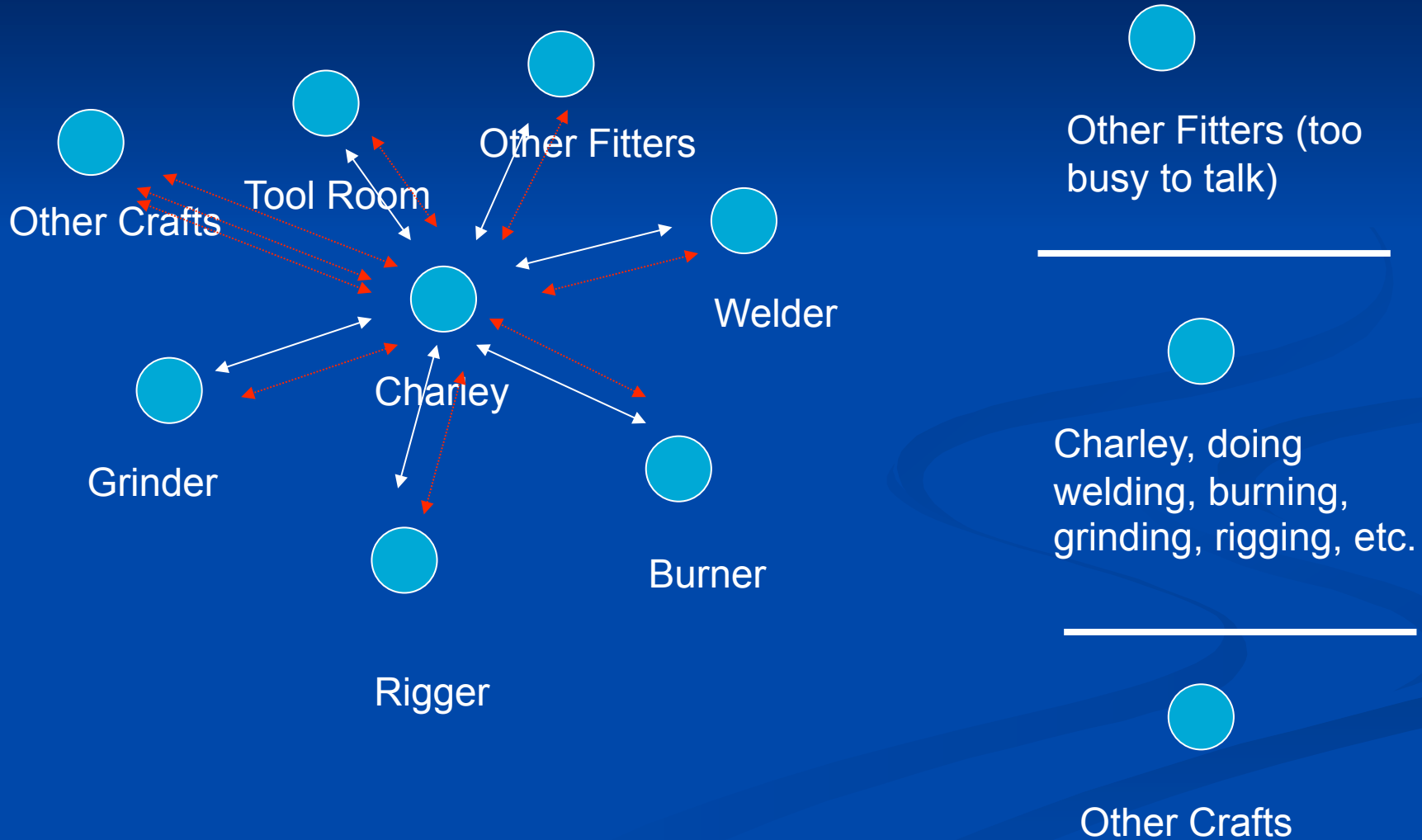
**Loss of Social Interaction/Social  
Support Increases Stress  
and Stress-Related Disease**



# Social Interaction is also Critical to Solidarity/Collective Voice

- Social interaction in the workplace builds connections.
- Common experience both positive and negative (oppression and creation) builds sense of collective.
- Social interaction also provides opportunity to create and enforce norms of collective behavior.

# Multi-skilling, Multi-tasking and Job Combination



# New Schedules

- 12 Hour Shifts
- Split Shifts
- Staggered Start Times
- Overtime (unscheduled and forced)
- “Flexible” Shifts

**They use fear along with restructuring/ involvement programs like Continuous Improvement, Kaizen, Six Sigma, Problem Solving Teams, 5S, etc. to get our members to:**

- **Accept the Idea of Change, and**
- **Contribute their Ideas and Knowledge to Management's Plans for Change**

# They use techniques we call the **Tricks and Traps** to get us to go along

- Brainstorming
- Language
  - “Improvement”
  - “Empowerment”
- Consensus Decision-making

**Absenteeism, Light  
Duty and Lost Work  
Time Don't Fit With  
Their Plan**

Because they are non-standard,  
non-flexible, non-lean

WillTales



*Not everyone who plays the game  
sees the rules the same as you do.*

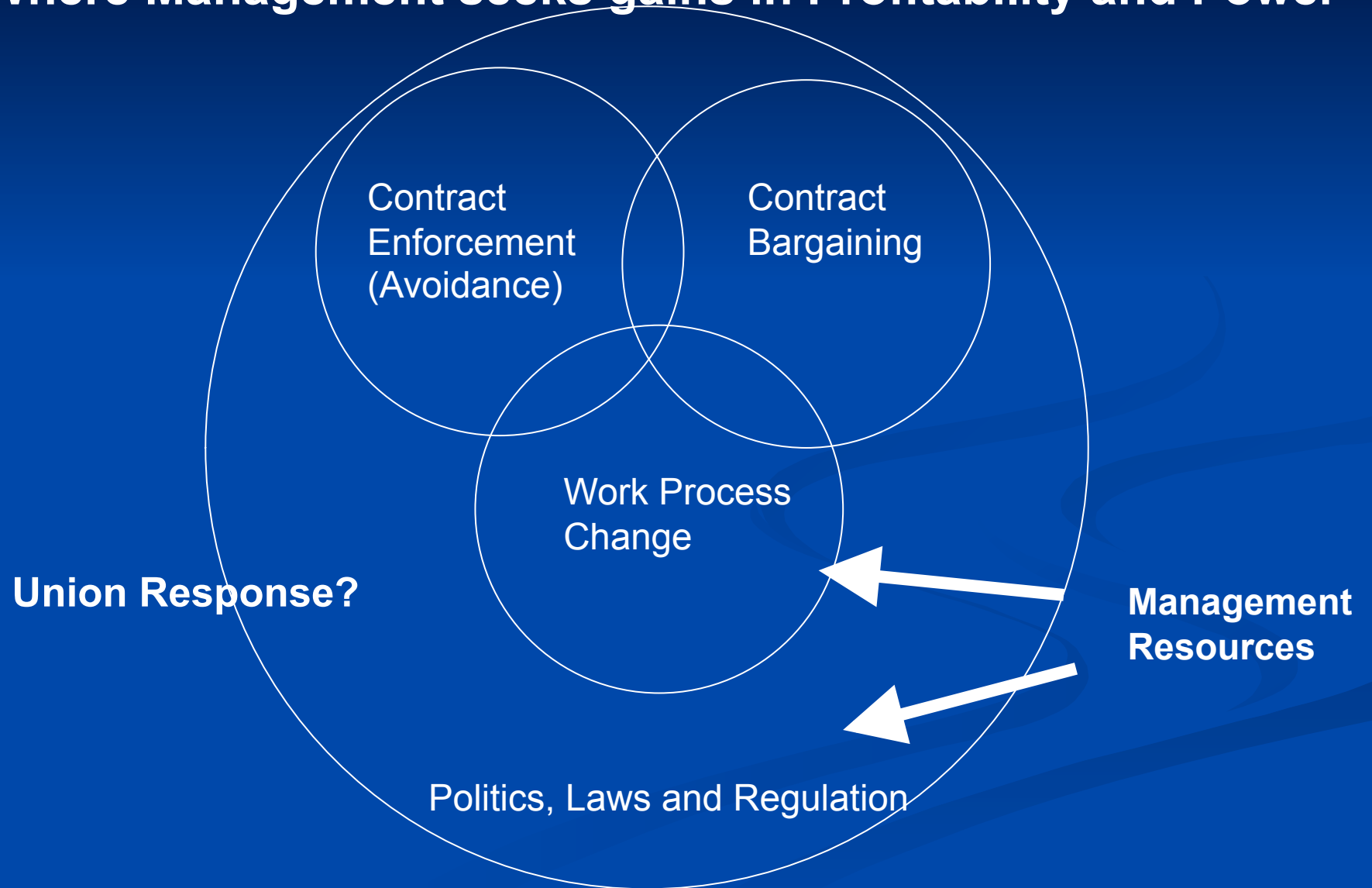
If we challenge  
management's plan,  
they say:

**Management Rights**



# Arenas of Struggle:

Where Management seeks gains in Profitability and Power



**We need  
strategic and  
strong local  
unions and  
Health and  
Safety  
Committees  
taking on  
Management's  
plans.**

