

Collective Labour Agreement Carwash

Refreshing the collective bargaining process and content

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November 19, 2012

Agenda



- 1. Context: an NCSI project**
- 2. Carwash as metaphor**
- 3. What is the problem?**
- 4. Old & New**
- 5. Two examples: Libraries & Carglass**
- 6. Lessons learned & Conclusions**

Context: an NCSI project

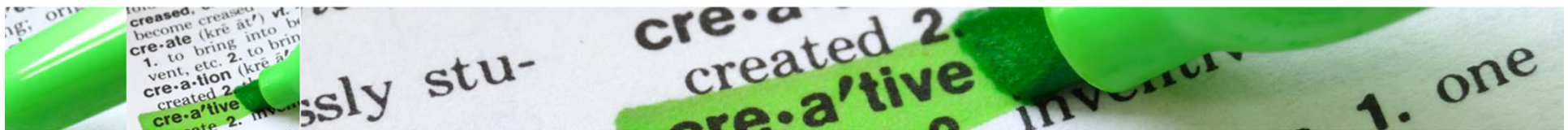
NCSI = Dutch National Centre for Social Innovation

A centre for innovation of work organization and labour relations

Founding fathers: 2 employers assoc.; 2 trade unions, 2 universities and the research institution TNO

Mission: putting 'social innovation' on the agenda

June 2006 to April 2012



Carwash

as a metaphor for refreshing the collective
labour agreements and the bargaining process



What is the problem?

Traditional collective agreements:

are extensive, worked out in details > users react to the letter

provide security and stability but block innovations

press all workers in a standard model, where more and more tailor made relations are desired



What is the problem behind the problem?

The negotiation process is standardised

It starts with social partners exchanging 'demand letters' and the intention to give away as less as possible and to win the most, on both sides

It starts with distrust between the social partners

Whereas trust grows in many companies with direct participation



The carwash method



Shortly before the formal negotiations, three carwash sessions of four hours are planned:

- 1. Establishing a common vision on the future of the company or sector**
- 2. Orientation on other collective labour agreements**
- 3. Establishing a route to get there**

Participating: the involved social partners

Two consultants facilitate the process and use creative thinking techniques

Informal setting, no negotiations during the carwash

What's new?

Old	New
Bargaining	Cocreation
Stressing differences	Stressing what is common interest
Distrust	Trust
Sticking to what is acquired in the past	A common vision on the future is leading
Direct orientation on the content	First orientation on the process

**The expectation is:
refresh the process and the participants and a
refreshed result will follow**

The case of the Public Libraries

CLA at sector level

Topics in the carwash:

1. more room for direct 'agreements' between employer/manager and worker
2. new opening times for customers > more flexible working times

Process: social partners helped each other to understand the mutual positions

Result: formal bargaining was a lot shorter; there is room for agreements custom made at the workplace, this facilitates flexible working times



The case of Carglass

Carglass repairs damaged car windows

CLA at company level

Topics in the carwash:

1. differentiation, especially between the Carglass branches
2. expanding working hours and still stay attractive for (new) employees

Process: the relationship between the partners developed from wariness to trust

Result: an overview of ideas that social partners agreed on and those they disagreed on to work with in the formal negotiations



Lessons learned and conclusions

The negotiators (social partners) and the process to come to an agreement are the primary subjects that go through the carwash. The content follows as a result.

Social partners easily resort to old behaviour (e.g. exchanging demand letters).

Creative thinking techniques do help.

The carwash process is actually a method to introduce social dialogue in the negotiation process that can result in more room for direct participation and self steering.

