

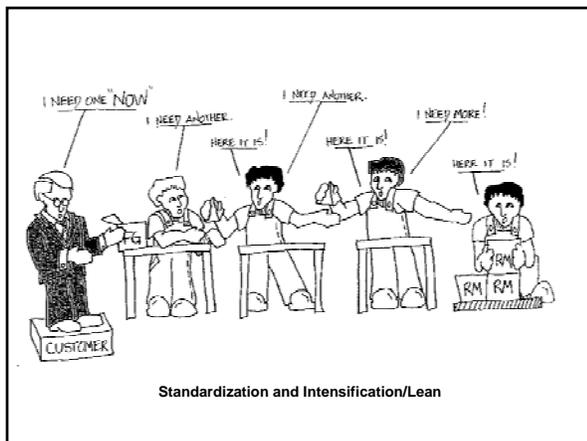
Management Has a Plan :

And it is Hurting Our Members
and Undermining Union Strength



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



PHILIPS Step 9: Balance work to Takt Time

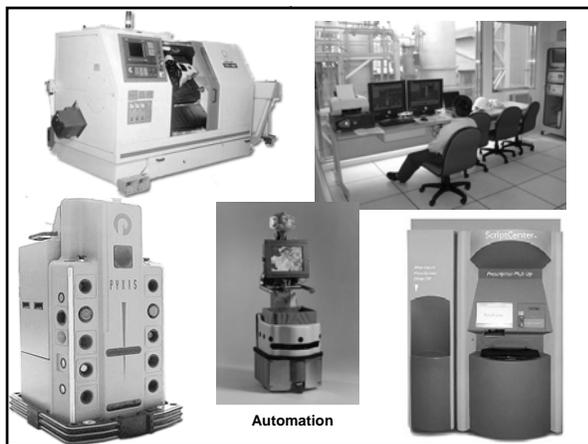
Balance table encasing LAB

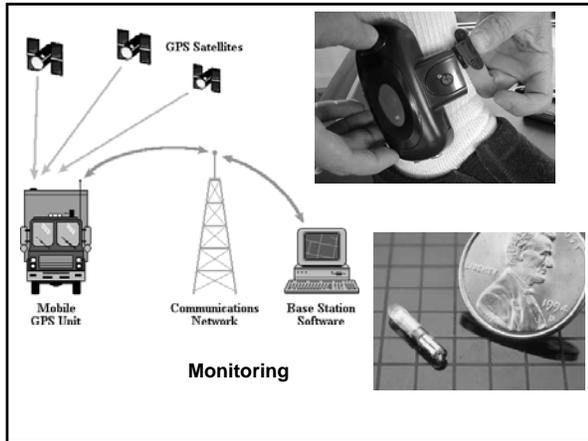
- Next step is to organize periodic work outside the cell and combining this with other work.
- Totally we expect to end with 6 people (40% efficiency).
- This was realized in February.

- Encasing LAB had 10 people working in mainly manual stations.
- The amount of components where not enabling better load on single stations.
- First change gave reduction to 7 stations/people (30% efficiency). With the same output.

Jim Neesham, March 2007 34

Multi-skilling
 Multi-tasking
 Flexibility
 Job Combination
 Operator Maintenance
 "And other duties as assigned"





Work that has been

- Standardized
- Analyzed
- Automated
- Simplified

Is work that is easier 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

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 also have negative impacts on union strength

Elimination of Skilled Work
Loss of Security/Bargaining Leverage
Isolation of Members/Loss of Solidarity
Division/Loss of solidarity
Loss of Jobs, Members and Dues
Drain on Union Resources
Loss of Faith in the Union

Fear, along with Six Sigma, Continuous Improvement, Kaizen, Problem Solving Teams, Blue Line, 5S, Self-Directed Work Groups, and other restructuring programs, are used to get the workforce 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
- The Myth of Common Goals

**If we challenge
management's plan,
they say:
Management Rights**



"Hey! They're lighting their arrows! . . .
Can they DO that?"

**“If you are not at
the table,
you will be on the
menu.”**