WORKPLACE COOPERATION:

An introductory guide

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ILO Regional Office for Asia and the Pacific
Bangkok
An Introductory Guide

COOPERATION:

WORKPLACE

International Labour Office
Improving workplace relations requires sustained commitment by management, workers and their representatives. A positive and lasting improvement in industrial relations within a company means that the company's economic system, the industrial relations system, the work environment, the work process and issues relating to the company's goals and objectives are addressed in an effective and accountable manner.

There is, however, no single pattern of model for workplace cooperation. Each workplace is different. Therefore, the development of workplace cooperation may vary, and the actors which involve the cooperation may take into account the needs of the workplace as whole, including the workers, and also consider the interests of the organizations which cooperate, in the use of the workplace strategy.

Industrial disputes are a function of economic conditions. The economic system, the industrial relations system, the work environment and the work process are all part of these conditions. Therefore, the role of management, workers and employers is crucial in the development of workplace cooperation.

Many employers are encouraging their workers to be involved in decision-making processes. This is an important step in improving workplace relations. However, it is important that workers are aware of the need for cooperation, and that they are given the opportunity to participate in the decision-making process.

References:

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Foreword
Table of contents

1. What is workplace cooperation?

2. Who are involved?

3. Forms of workers' participation

4. What are the objectives of workplace cooperation?

5. Preconditions for workplace cooperation

A. International labour standards

B. National factors

C. Cultural factors

D. Experience of other enterprises

E. Financial participation

D. Self-managed work groups

C. Collective bargaining

B. Consultation

A. Information sharing

I. Definitions

II. What is workplace cooperation?

Annex

5
4.

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Users' comments and suggestions for its improvement are appreciated.

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The guide has been prepared by Mr. Robert Heron, Senior Labor Relations Specialist.
In workplace cooperation, dealing with common problems and issues in order to find mutually acceptable ways of coming together to talk and listen to each other, managers and workers in an enterprise, government, is continued to a promotional and legislative one.

Workplace cooperation is essentially a bipartite process between discussion in resolving issues of common concern, representation, and consultation with management, through consultation and representatives, participation of management and workers or their respective representatives (see chapter 3).

Collective bargaining is also a form of and a vehicle for workplace cooperation. The right of negotiation, consultation, and financial participation, sharing of information, such as information, participation of cooperative practices in an enterprise, cadre-management cooperation, employee-management cooperation, and workers' participation or involvement in decision-making.

A. Definitions

What is Workplace Cooperation?
cooperation of the enterprises

Example:
An improved working environment

- disputes and related actions will be reduced.
- discussing workplace issues, the cooperation of industrial workers know their management is seriously interested in

Example:
Better enterprise-industry relations

- increased efficiency, productivity, and competitiveness of the

cooperation of the enterprises

What are the objectives

Promoting and disseminating best practice models

Guidelines

Providing information and facilitation materials (e.g. practical
for workforce cooperation

A national policy and strategy or plan of action as a framework
working with employers and workers, organizations to develop

Workforce cooperation by

The government's role is continued to promoting and facilitating
education and training

Cooperation among employer's members and providing them with advice.

Employees' and workers' organizations outside the enterprises

Workers in the workforce, whether unionized or not.

employees in the workforce

In the case of managerial participation, the managerial manager

as well as safety engineer should be involved.

In the workforce cooperation related to improving the workplace

Example:
The issue to be addressed.

Which particular managers and workers are involved will depend on

The key players in workforce cooperation are managers and workers in
management needed or their share being unilaterally determined by
wage methods will be used to calculate workers' share of profits.
Discussions between management and workers can help clarify

Example:
more equitable sharing of enterprise profits by workers

system is likely to be implemented more smoothly.
Opinions have been taken into consideration, the new shift
understand the reasons for the change and feel that their
the change and the possible problems that may arise. It works
It would also be useful to consult workers on the feasibility of
If an enterprise seeks to change its shift system, it would be a

Example:
more effective decision-making within the enterprise
- restructuring the enterprise
- introducing new products or services
- improving product and service quality
- introducing new technology

Important when:
- enhancing job satisfaction and effectiveness. This is particularly
  workers are consulted on the kind of training they need to
Training and skill development will have a greater impact if

Example:
increased job satisfaction and effectiveness

Workplace cooperation:

An introductory guide
information sharing can take place through various means, including:

- mass meetings
- meetings with representatives of different sections of the enterprise

A transparent way to

in the workplace to have initial discussions with workers or their representatives on the feasibility of wage increases or

Example:

cooperation

serves as a prerequisite for other forms of workplace

Informs workers about what is happening and why

information sharing:

on a range of personnel, financial, production, development and

information sharing is the regular and systematic provision of

A Information sharing

Participation forms of workers
Consultation can only be effective if workers are properly informed. Consultation can also be indirect, through the involvement of a formally constituted body.

The issues to be considered when setting up a consultative body include:

1. Direct consultation

Consultation can be direct or indirect. Then workers on certain issues, but not others, the power to make decisions on consultations of which management seeks the views of the workforce.

B. Consultation

Workplace cooperation:

- Training and skill development
- Plant or workplace layout
- Change in job design and work organization
- Occupational safety and health
- On-site schedules
- Direct consultation focuses mainly on day-to-day issues concerning the immediate work situation and the job content. It is especially useful in direct consultation because it solicits the involvement of a formally constituted body.

Indirect consultation is directed at broader, longer-term issues related to:

- What is the role of trade unions?
- How are workers’ representatives chosen? Will they be elected?
- Who will decide on this?
- What is the range of issues that will be open to consultation and discussion with individual workers or small groups of workers?
- Questions and answers
- Discussions with individual workers or small groups of workers

When considering issues such as:

- The involvement of any intermediary. This can be done through

The consultation body (e.g., a committee representing all workers)

Plan reorganization (including closure)

Improving market performance

Introducing new technology

Workers, amnesties

Personnel policy and practices

Indirect consultation is directed at broader, longer-term issues related to:

An introductory guide
C. Collective bargaining

An introductory guide

range of subjects. Employment, workplace cooperation covers a much broader
scope of issues, such as wages and conditions of
work, than workplace cooperation. Employment
is a much broader field than workplace cooperation.

Collective bargaining traditionally involves issues which are

binding. When the agreements reached in collective bargaining are unilaterally

work unit, enterprise-level activity, or can take place in one particular

enterprise. Workplace cooperation is exclusively an

enterprise-level activity, whereas workplace cooperation can occur at the national, industry or

province levels. Trade unions can be regarded as a

vehicle for workplace cooperation

and it is considered to be a form of workplace cooperation because it provides a clear

representation of workers and managers.

There can only be real joint decision-making

in some cases. The consultative body can have more responsibility than

if the decisions are made unilaterally, or

if decisions are taken by voting. There is equal

representation of workers and managers.
D. Self-managed work groups

An introductory guide

If there is consensus among the group members to carry out the task

If the task is within the agreed-upon guidelines

Great risk

If there is a need for the full range of activities to complete the task

The effectiveness of a self-managed work group will be maximized.

The role of the supervisor of the work group becomes one of planning, leadership of the group, and

Over-riding evaluation of the group (performance evaluation)

Working hours (eg. when to have meal breaks and the basis for

Acceptance and evaluation of additional work

The way group tasks are allocated and carried out

Decisions on work tasks

Autonomy can refer to:

The degree of autonomy of the work group can vary widely: from there for term operations

Or they can represent workers (usually six or seven persons) who have considerable autonomy

Workplace cooperation can result in the setting up of teams or groups

Examples:

Integrated into the day-to-day operations of the enterprise.

Collective bargaining is also a vehicle for workplace cooperation in

If it has become less confidential and confrontation

If it has become a more permanent problem-solving mechanism

Including workplace cooperation

In many countries collective bargaining is now changing in so far as:

Collective bargaining usually takes place through trade unions.
situation of the enterprise. Consultation can only be useful if workers know the financial situation of the enterprise, which will involve important investment decisions. Management wants to consult with workers about restructuring.

Example:

cooperation

essential for financial participation and other forms of workplace participation. The enterprise, financial information sharing is

through financial information sharing, workers are informed about the financial situation of the enterprise, which will involve important investment decisions. It should be integrated with, support, and complement other forms of workers' participation.

Financial participation by workers in itself is not sufficient to ensure sufficient shares to influence decisions at the annual meeting. Holding of shares would only be possible if the workers owned shares in the enterprise. In reality, financial participation is often no more than a shadow in the

process.

Example:

The enterprise.

Effective support services, including access to necessary materials and equipment, and timely consultation.

It has a size and structure that suits the job and responsibilities.

It has a defined and regular feedback on employees' performance.

It has clear criteria for performance and remuneration.
The enterprise on behalf of all employees.

In employee share-ownership schemes employees share in enterprise profits through dividends.

How will the scheme be monitored?

Remuneration:
Will the scheme be used to reduce existing levels of remuneration?
How frequently will payments be made?
How will productivity increases be measured?

The following issues to consider in establishing productivity-sharing schemes include:

Employee share-ownership schemes (e.g. share/stock options)

Productivity-sharing schemes

Profit-sharing schemes

Payment-by-results schemes (e.g. bonus and piece work)

The main forms of financial participation are:

Workplace cooperation

An introductory guide
Workplace cooperation is being a form of active rather than financial participation. A means of consulting and decision making, cooperation is a form of active participation in the enterprise. Workers' rights, conditions under which they can be bought and sold, price may differ from the company's shares listed on the stock market.
Collective bargaining can be used as the vehicle for introducing a particular approach. Collective bargaining as a tool to empower workers without setting up separate organs and self-organizing, protecting their rights, interests, and security. 

For example:

Legislation as a framework for introducing workers’ participation can be bargaining. Collective bargaining may be more easily introduced through collective bargaining where collective bargaining has had a significant role. Workers’ set out through legislation. On the other hand, in a country where legislation has been the prime source for guiding the development of industrial relations in a country, where traditionally, detailed legislation has been and will also be influenced by the industrial relations history.

For example:

B. National Factors

An introductory guide...
Cultural factors

- The size and structure of the enterprise
- Influence on the development of workplace cooperation
- The culture and history of the enterprise

Examples:

- 100 workers, it will be better to introduce indirect forms of cooperation.
- An enterprise with less than 50 workers, direct forms of cooperation.

Other factors related to the enterprise which will have an influence:

- Between all parties, especially first requirement, there will be a need for trust and confidence. The influence of decisions between workers and management. The enterprise having a poor industrial relations record and employees having a poor work ethic will make difficult to develop in the workplace cooperation. The enterprises with a history of strike and conflict will have an impact on the development of workplace cooperation. Voluntary agreements between employers and their representatives. In many countries, workplace cooperation is introduced through introduction of labor technology. An enterprise wishes to introduce new technology, agreement between employees and employers. Workers' participation, collective bargaining can be a general or specific, in specific matters of a specific collective agreement.
D. Experience of other enterprises

An introductory guide

Why is it did or do not work
but also on
what has worked or not worked
focus on only on

Workers' participation in an enterprise with labor-intensive

work processes and technology

Example:

Supervisors from all shifts are represented.

In establishing a consultative body in an enterprise having a

Workers' existence

establishing working arrangements and the composition of the
eering about workplace cooperation in different

an important role in:

The government and workers' and employers' organizations play

entrepreneurs may not necessarily work well in another.

It should be remembered, however, that what works well in one
what has not

at what other enterprises have done in this field, what has worked and

In establishing workplace cooperation, it is useful to take a closer look

the degree of functional and organizational diversity within the

Entrepreneurs

Example:

Entrepreneurs in a manufacturing enterprise which has personnel,

Example:

Workers in a manufacturing enterprise which has personnel,

Example:

Employees need careful thought. Hiring and

are key to be subjected to different pay systems. Introducing

planning and making decisions, as well as in assembling the

Entrepreneurs

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more effective cooperation in the workplace can be achieved. The focus should be on substantial and well-defined issues, rather than on improving workplace safety and health. It should be involved in discussing the planned changes. From the outset, all workers should be given the opportunity to cooperate are mentioned below.

Other factors which will influence the success of introducing workplace cooperation are:

- Collective bargaining
- How such cooperation will relate to other existing processes in the enterprise which also deal with workplace issues
- The obstacles and strategies for implementing cooperation
- The present situation, and its strengths and weaknesses
- Two-way communication, information sharing, and genuine agreement:

Before introducing changes to improve cooperation at the workplace, workers and management need to have a joint understanding and agreement. Managers will have a better chance of success if certain preliminary issues are identified and resolving the level of cooperation between workers and management is improved.

Developing greater involvement of workers in resolving day-to-day
The country concerned are entitled to the exclusive protection of Trade unions in accordance with the above conditions, and whose functions do not include activities which undermine or reduce the rights of workers as provided by the wages or the undertakings agreements. Effective trade union representatives, namely, representatives who are freely elected by the trade unions or by members of such unions, if they are designated as trade union representatives by any law or statute, whether they are—or represent representatives of the same persons who are recognized as such under the International Convention. For the purpose of this Convention the term "workers" includes skilled and unskilled workers, employees and other persons and organizations which, in the opinion of the Committee, are entitled to the benefits of this Convention.
between the parties, or

2. In accordance with national custom or practice, such

applicable steps should be taken to promote consultation

Recommendaion No. 4

Recommendaion No. 1952:

Recommendation concerning consultation and cooperation

An introductory guide
Recommendation, including their right of collective bargaining.

2. Such consultation and cooperation should not derogate from the members’ rights of association or the rights of employers and workers as the case may be.

Such measures should be applied without discrimination of any kind, including those on grounds of race, sex, religion, political opinion, national extraction or their membership of political parties or other affiliated bodies.

The following is a list of measures to be applied in practice:

1. Measures applicable to national conditions should be adopted in accordance with the principles of the Recommendation, which may be in keeping with the National Conditions of the country.

2. Measures applicable to national conditions should be adopted in accordance with the principles of the Recommendation, which may be in keeping with the National Conditions of the country.

The General Conference of the International Labour Organization, at its session of 1970, adopted the following resolution on the basis of the recommendations of the Industrial and Labor Conference of the International Labor Organization and the International Trade Union Confederation:

The General Conference of the International Labour Organization,

Recommendation concerning Consultation and Cooperation

Recommendation No. 123

An introductory guide

(3) Promoted by means of regulations which would establish bodies for consultation and cooperation and determine their scope.

(4) Applicable to the conditions in the various undertakings, of any kind, including those on grounds of race, sex, religion, political opinion, national extraction or their membership of political parties or other affiliated bodies.
Recommendation No. 129

Management and Workers within the Undertaking

Recommendation concerning Communications between Management and Workers within the Undertaking

1. General Considerations

Having determined that these proposals shall take the form of a

Heard the determination of the agenda of the session and

Having decided upon the adoption of certain proposals with regard to

Considering the additional standards are called for and

Recommendation 1962,

Having the ideas of the cooperation at the level of the undertaking

Session on 7 June 1967, and

Having been concerned at Geneva by the Governing Body of the

The General Conference of the International Labour Organization,


Economic and Social Development

Social security and welfare;

Protection, industrial health and safety, productivity;

Employment, vocational training and earning, labor

such as those responsible for organization of

extra-territorial and functioning of national bodies;

Regulations relating to their interests;

Consultation and cooperation should aim, in particular—

raising standards of living;

a whole of social, economic and cultural affairs, improving conditions of work and

Middle East countries, with a view to developing the economy of

between these organizations with a view to developing the economy of

 agreements and employers' and workers' organizations, as well as

practical assistance to employers' and workers' organizations.

Such consultation and cooperation should have the general

by a combination of any of these methods,

by laws or regulations of

by promotional action on the part of the public authorities,

by voluntary action on the part of the employers' and workers'

in accordance with national custom or practice, such
...
should make express reference thereto.

considered a serious playing field of the undertaking, the information

the employer and the workers of their

the undertaking.

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An introductory guide.
The determination of the distinction between cases in which
employment is a matter for national law of a
employer.

The provisions of this Recommendation are not applicable

of a contract, regard being had to principles of good faith.

ot subject to the customs of usage of the occupation, branch of economic activity
or to the exercise of the functions of public authority.

of an individual employment contract. To works, these, laws or regulations

ers in the undertaking when the measure of situation appears

which concern the relations between employer and workers of which

3. The grounds for a grievance may be any measure of situation

have sought such grievance without suffering any prejudice

Worker's, consider that the means grounds for a grievance should have the

right—Any worker, who, acting individually or jointly with others

I. General Principles

1. Methods of Implementation

The General Conference of the International Labour Organization,

Recommendaion concerning the examination of grievances

Recommendation No. 130

workplace cooperation:

Having decided upon the adoption of certain proposals which are

Having decided the Examimation of Grievances Recommendation, 1967:

of a contract, regard being had to principles of good faith.

by any means of collective bargaining or under some other procedure

In accordance with the collective agreements, works, or regulations

in the undertaking, which may be

of a contract, regard being had to principles of good faith.

to whom the said examination is referred, the following Recommendation, which may be

of a contract, regard being had to principles of good faith.

of which concern the relations between employer and workers of which

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Worker's, consider that the means grounds for a grievance should have the

I. General Principles

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I. General Principles

1. Methods of Implementation

The General Conference of the International Labour Organization,

Recommendaion concerning the examination of grievances

Recommendation No. 130

workplace cooperation:
people's interests (2) of this Recommendation. On no account should it be envisaged that the worker under representation by an employee organization shall, in no case, be assisted of his right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations. Whenever such right is recognized under national law or regulations, such right shall be utilized. (2) Any person employed in the same undertaking who assists a worker during the examination of a grievance should be assisted of his right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized.

3. The worker concerned should have the right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized. (2) Any person employed in the same undertaking who assists a worker during the examination of a grievance should be assisted of his right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized.

4. The employer should have the right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized. (2) Any person employed in the same undertaking who assists a worker during the examination of a grievance should be assisted of his right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized.

5. The employer should have the right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized. (2) Any person employed in the same undertaking who assists a worker during the examination of a grievance should be assisted of his right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized.

6. The employer should have the right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized. (2) Any person employed in the same undertaking who assists a worker during the examination of a grievance should be assisted of his right to be assisted or protected under national law or regulations, where such right is recognized under national law or regulations, such right shall be utilized.

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Recommendation

17. The worker should be allowed the time of necessity to take part in the procedures referred to in Paragraph 17 of this condition.

Any other procedure which may be appropriate under national circumstances to a labour court or other judicial authority.

An introductory guide of the competent public authorities.

Worker concerned or their representatives organizations wishing to make a claim of a concern or an action of any organization of workers' organizations concerned with the situation. By a claim of the case by the employer and the worker, examination of the case by the employer and workers', examination of the case by the employer and workers, examination of the case by the employer and workers, examination of the case by the employer and workers.

Procedure provided for by collective agreement, such as joint labor

If, under the heading of unresolved grievances

If, taking into the grievance, the action informed of the steps being taken under the procedure and of the action taken.

16. (1) Appropriate measures should be taken to ensure that the parties.

The parties may be drawn up in mutual agreement and be available to the parties.

The parties consider it unnecessary, minutes of the meeting.

4. The worker concerned of his representations if the latter is