Health and restructuring: How workers‘ councils could intervene
CONTENT:

1. Impulses of HIRES
2. Restructuring in Germany
3. Workers‘ councils: three levels and tools to intervene
4. Co-determination and better regulation
Impulse of HIRES
Analysis – some aspects

„It seems like this crisis, due to its creeping nature, will result in a combination of permanent and crisis-like restructuring. Therefore, the effects on workers and health outcomes will be multiplied to a new proportion.“

„The empirical evidence points to manifold psycho-social risks in the different phases of the restructuring process.“

„The health aspect of restructuring can be considered as central because health itself is a crucial part of employment and likewise being relevant for the future performance of companies.“
Impulse of HIRES
Recommendations for unions

„Trade union should identify restructuring as a potential risk to employee health.“

„The social partners … need to ensure that the health consequences are discussed throughout the restructuring processes and that an assessment of the health impact is included at every stage.“
### Changes in the last two years and size of company

<table>
<thead>
<tr>
<th></th>
<th>all</th>
<th>- 9 empl</th>
<th>10-49</th>
<th>50-249</th>
<th>249-499</th>
<th>500+</th>
</tr>
</thead>
<tbody>
<tr>
<td>New technology</td>
<td>37</td>
<td>23</td>
<td>32</td>
<td>39</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>New C software</td>
<td>47</td>
<td>34</td>
<td>42</td>
<td>51</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>New machines/d</td>
<td>42</td>
<td>35</td>
<td>40</td>
<td>43</td>
<td>51</td>
<td>48</td>
</tr>
<tr>
<td>New products/mat</td>
<td>27</td>
<td>24</td>
<td>27</td>
<td>27</td>
<td>32</td>
<td>30</td>
</tr>
<tr>
<td>New Services</td>
<td>30</td>
<td>28</td>
<td>30</td>
<td>32</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>Restructuring</td>
<td>44</td>
<td>27</td>
<td>39</td>
<td>49</td>
<td>58</td>
<td>57</td>
</tr>
<tr>
<td>Dismissals/downs</td>
<td>41</td>
<td>26</td>
<td>41</td>
<td>47</td>
<td>52</td>
<td>49</td>
</tr>
<tr>
<td>Cont./tempo work</td>
<td>39</td>
<td>26</td>
<td>39</td>
<td>45</td>
<td>47</td>
<td>44</td>
</tr>
<tr>
<td>New superior</td>
<td>24</td>
<td>8</td>
<td>20</td>
<td>29</td>
<td>34</td>
<td>38</td>
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</tbody>
</table>

HIERES, Nottingham 17./18. March 2008
## Changes as a result of crisis

<table>
<thead>
<tr>
<th>Applied measures</th>
<th>All employees</th>
<th>Metal sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>There was restructuring</td>
<td>23 %</td>
<td>44 %</td>
</tr>
<tr>
<td>Work was intensified</td>
<td>31 %</td>
<td>42 %</td>
</tr>
</tbody>
</table>

**Source:** Survey of the DGB-Index Good Work 2010 to consequences of the crisis

**Culmination of problems at work in the metal sector:** restructuring und more workload
change of working conditions as a result of innovations (similar to restructuring) per cent (multiple answers)

Source: Survey of workers councils 2008/2009; WSI – institute of trade unions

24.11.2010 Klaus Pickshaus, Head of department of health and safety and work design

<table>
<thead>
<tr>
<th>Factor</th>
<th>Increased</th>
<th>Unchanged</th>
<th>Declined</th>
</tr>
</thead>
<tbody>
<tr>
<td>job satisfaction</td>
<td>9.2%</td>
<td>28.8%</td>
<td>62.0%</td>
</tr>
<tr>
<td>job security</td>
<td>18.4%</td>
<td>55.0%</td>
<td>26.6%</td>
</tr>
<tr>
<td>individual freedom of action</td>
<td>21.0%</td>
<td>45.3%</td>
<td>33.7%</td>
</tr>
<tr>
<td>problems of coordination</td>
<td>46.7%</td>
<td>43.2%</td>
<td>10.1%</td>
</tr>
<tr>
<td>time availability</td>
<td>53.5%</td>
<td>35.3%</td>
<td>11.2%</td>
</tr>
<tr>
<td>stress at work</td>
<td>88.0%</td>
<td>9.3%</td>
<td>2.8%</td>
</tr>
<tr>
<td>performance requirements</td>
<td>91.5%</td>
<td>6.6%</td>
<td>1.9%</td>
</tr>
</tbody>
</table>
Three levels and tools for workers‘ councils to intervene (1)

- **Short range intervention:** Quick check of risk assessment
  - in cases of restructuring or
  - in cases of short-time work caused by crisis
  - includes a questionnaire to issues like:
    - working time
    - pressure to perform
    - occupational safety

- **The aim:**
  - to identify risks for immediate corrective
  - to identify risks for later corrective after the crisis
  - to initiate a process of improving the working conditions
Three levels and tools for workers‘ councils to intervene (2)

- Middle range intervention: stress barometer
- an assessment of psycho-social risks
- Includes a screening tool (questionnaire) with an evaluation software

24.11.2010
Klaus Pickshaus, Head of department of health and safety and work design
Three levels and tools for workers' councils to intervene (3)

- Wide range intervention:
  a preventive risk assessment in cases of restructuring

- based on the criteria of article 6 of the framework directive (89/391/EEC of 12 June 1989) as
  - „combating the risks at source“
  - „developing a coherent overall prevention policy which covers technology, organization of work, working conditions, social relationships and the influence of factors related to the working environment“

Cycle of innovation:
- training
- organization of health and safety
- risk assessment
- risk evaluation
- evaluation of effectiveness
- documentation
- take appropriate steps
- adjust the measures to take account of changing circumstances
Workers’ councils can intervene and use the tools based on law of co-determination in:

- health and safety issues including prevention of psycho-social risks
- designing the work especially in cases of change processes
- the advantage: high court decisions have approved the right of co-determination

But: to intervene for the ‘survivors’ of restructuring we need a better regulation of prevention of psycho-social risks:

- there is a lack of precise and obligatory regulations and procedures
- the social dialogue agreement on stress at work does not promote the prevention in Germany
- the IG Metall will start an initiative against work-related stress which will include the aim of a better regulation
Many thanks!

New publication:

Yearbook Good Work

Results of the crisis,
Intensification of work,
Restructuring

Whereas the improvement of workers' safety, hygiene and health at work is an objective which should not be subordinated to purely economic considerations

Article 3: prevention: all the steps or measures taken or planned at all stages of work in the undertaking to prevent or reduce occupational risks.

Article 6:

- combating the risks at source;
- adapting the work to the individual, especially as regards the design of work places, the choice of work equipment and the choice of working and production methods, with a view, in particular, to alleviating monotonous work and work at a predetermined work-rate and to reducing their effect on health.
- adapting to technical progress; developing a coherent overall prevention policy which covers technology, organization of work, working conditions, social relationships and the influence of factors related to the working environment;