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« Retombées pratiques et théoriques d’une alliance syndicale dans les Amériques »

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Our approach is grounded in a vision that the success of an international union alliance is partly based on:

1. **Actors’ capacity to adhere to global solidarity**
   - Capacity to create a *community of risks or fate*,
     *ability to set an agenda* (Greer and Hauptmeier 2012)
   - Comparative literature in IR lacks a conceptualisation of the active role of actors in building identities

2. **Actor’s capacity is also linked with contextual dynamics**

3. **Across different contexts & over time** (Tattersall 2010)
2. RESEARCH METHOD

1. Hypothetical-inductive methodology spread on 3 countries (Canada, Chile, Peru)

2. 70 semi-structured interviews with 44 union reps

3. Units of analysis: 6 local trade-union teams

4. Studied MNC and trade union reps will not be identified
3. COALITION’S EVOLUTION

1. Rise and targeted inclusiveness (1990-2004)
   - Centralization of the intern. activities by the Northern Unions
   - Concrete plan, easy to tackle, a well-known corporate figure

2. Expansion, opening and consolidation (2005-2006)
   - Diversified/ widening gathering & multiplication of exchanges
   - Centralization of the intern. activities by the national unions
   - Learning capacities, coordinated strategies, converging identities

   - Significant slow-down of exchanges and activities
   - Crumbling down of strategic priorities
   - Difficulties to identify the employer and the participants
4. CHILE

- **Retracted-cosmopolitan identity**
  - From openness on a global scale to targeted repositioning on a Southern scale

- **Strategic investment to enhance union’s legitimacy / bargaining power**

- **Relatively few power resources**
  - Strong dependency of national affiliation (*networking*)
  - Relative stability of union’s reps

- **Context of action (shaky grounds!)**
  - Strong instability of employer’s reps
  - Difficult labor/management relationships
I hope that one day we build up and propose a strategy that we reinforce the links among us in order to stand before the company united on a global scale! To show them that we know how they operate and try to pit every single one of us against one another!. And, I must admit, my biggest expectation from this coalition is that one day we can negotiate internationally, not locally anymore! (our trans.)

Interview n° 40
I think that what the Canadian unions want is for us take up the same arms as them and attack EuroMin. I’m not saying that the company is good and behaves appropriately. But the way I see it is that they aren’t really concerned about the workers, but more about their own future, to make sure that EuroMin doesn’t leave their country. (our trans.) Interview n° 42
4. PERU

○ **Targeted-integrative identity**
  - From a restricted openness to a strategic repositioning and withdrawal

○ **Instrumental and disposable asset among varied opportunities**

○ **Strong power resources**
  - Autonomous: diversified possibilities of action
  - Not dependent of national affiliation

○ **Context of action**
  - Stability of local corporate reps
  - Rather cooperative labor/management relationships
FOLLOWING PERU’S POINT OF VIEW...

Unfortunately, we look for concrete, almost immediate results. That’s why we very often fall into the trap of the short term. Because, when you don’t get immediate results, people have the impression that nothing’s happened, nothing’s been done… Maintaining a long-term strategy, over four or five years, when you’re elected for a two-year mandate is nothing short of political suicide! (our trans.) Interview n° 52
5. PRACTICAL AND THEORETICAL OUTCOMES

- **Identity: strong impact on union’s involvement**
  - MNC: not an sufficient cement of cohesion (Bergene 2007, Erne 2008)

- **Sustainability of innovative actions (esp. M&A)**

- **Coordination on a multi-level perspective**
  - Actions, activism and leadership (*Glocal*: Lindell 2009)
  - *Brokers* (Campbell, 2004) or *bridge-builders* (Tattersall 2010)
  - **Input of GUF’s?**

- **Strategic/ creative thinking** (Ganz 2000)

- **Necessity for the North to support actions undertaken at the international level**
AS A MATTER OF FACT...

The organization (of the coalition) has always stemmed from Canada. If nothing is being done at the moment, it’s not because there have been changes within the union executive. I doubt it’s any different for the Chileans who have also experienced a change in the union executive. If nothing is being done, it’s because the Canadians aren’t promoting it since they’re the ones who started all this. Personally, I wouldn’t lead this project because it involves the question of resources, the financial costs to assume. And expectations too. (our trans.) Interview n° 52