

Going Local with Global Policies: Implementing International Framework Agreements in Brazil and the USA



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Context and Questions



- Global Restructuring and Global Production Networks
- The Limits of CSR
- The Promise of IFAs
- IFAs and Social Dialogue Beyond Continental Europe
- Exploration Using Brazil and the USA

Brazilian Industrial Relations



- Authoritarian Corporatist Origins still Present
- Major characteristic is spatial fragmentation –one union per sector per jurisdiction
- But Significant Improvement During Recent Decades
 - enhanced role of federations
 - “new unionism” working within labor structures at workplace
 - networks

Brazilian Cases (Sao Paolo)



- Rhodia – disjunction between global social dialogue and local CSR
- Leoni – union activism with external support has moved company towards social dialogue
- Mercedes – highly unionized, transnationally embedded, strong social dialogue

USA Industrial Relations



- Weak and Anti-union Laws
 - Multiple industrial systems
- Hostile Management
- Heavy – Handed HRM practices
- Recognition and Collective Bargaining Key Priorities of Unions
- Overall contentious IR inimical to social dialogue (although some noticeable exceptions)

IFA Implementation



- Local Implementation Without Global Collaboration
 - Eurocopter
 - Mercedes – ai3

- Globally Embedded Implementation
 - Lafarge
 - Skanska
 - Dannon
 - G4S

Conclusions



- Institutions matter but agency can play a role
 - Global Union Federations must recognize that national dynamics and institutions may require different strategies for implementation
- Exogenous actors can have an impact
 - If local and transnational strategies are well articulated
- Micro-politics can open new channels of labor-management communication
 - National and local unions must feel ownership of IFAs