Joel Rogers and Wolfgang Streich
THE WORKS COUNCILS STORY
OVERSEAS: WORKPLACE REPRESENTATION
WORKPLACE REPRESENTATION OVERSEAS

In this context, this chapter presents the findings of a ...eworkplace—effectively lower relations in economic performance and the deep—effectively lower relations in economic performance and the deep—

66 WORKFORCE UNDER DIFFERENT RULES
WORKPLACE REPRESENTATION OVERSEAS

WORKING UNDER DIFFERENT RULES

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In the workplace, representation and accountability are crucial to ensure that workers' interests are protected and their voices are heard. The role of unions in advocating for workers' rights and ensuring fair labor practices is essential. In many countries, unions play a significant role in negotiating wages, benefits, and working conditions with employers. This ensures that workers have a say in decisions that affect their livelihoods.

The International Labour Organization (ILO) recognizes the importance of unions in promoting social justice and human rights. The ILO Convention No. 87 on Freedom of Association and Protection of the Right to Organize, and Convention No. 98 on the Rights of Trade Unionists, are key instruments that protect workers' rights to form and join unions and to engage in collective bargaining.

In jurisdictions where union activity is restricted, workers face challenges in organizing and advocating for their rights. A strong union movement is essential for protecting workers' rights and ensuring a fair and just workplace environment. Unions have their own reasons for ambivalence, particularly in countries where labor rights are not well-enforced or where union activity is subject to political pressure. However, the contributions of unions in promoting workplace democracy and citizenship are invaluable and should be recognized and supported.
Problems that go beyond simple 'black box' condition models of developing cooperative strategies, management face information...
managers to consider decisions in light of the interests of employees. Through their influence on these decisions, they force productivity outcomes opposed to other competitive firms. Productivity enhancements can, therefore, result in constricted worker representation.

Standard labor laws and the U.S. labor movement have left workers with limited rights and interests to protect. Consequently, they may also speak to management more easily and reveal their preferences to their elected representatives than to their employers. Large workers in union are more likely to give information and large employers in union are more likely to receive information and form worker collective representations. The more information, the more likely they will be willing to negotiate as well. However, the more average workers represent, the more likely they can be affected by the information. Thus, in order to achieve meaningful change, we should consider an outline for workers' councils to provide a more meaningful exchange of information and influence future decisions.

Impoverished options to worker councils will culminate in many negative outcomes for workers and firms. According to many collective bargaining agreements, firms are often unable to provide workers with the information necessary to make informed decisions. These agreements are often negotiated behind closed doors, leaving workers in the dark about the terms and conditions of their employment. Furthermore, these agreements can often limit the ability of workers to negotiate for better wages and working conditions, as they are often bound by restrictive provisions that limit their ability to negotiate.

In order to address these issues, it is imperative to ensure that workers have access to the information necessary to make informed decisions. This requires a shift in the way we approach collective bargaining agreements and the development of more open and transparent processes. Workers should be given a voice in the decision-making process and have the ability to negotiate for better wages and working conditions. In addition, firms should be held accountable for ensuring that workers have access to the information necessary to make informed decisions.

In conclusion, it is imperative that we prioritize the needs of workers and ensure that they have access to the information necessary to make informed decisions. This requires a shift in the way we approach collective bargaining agreements and the development of more open and transparent processes. It is only through this approach that we can truly achieve meaningful change and ensure that workers are able to negotiate for better wages and working conditions.
The nearly universal European practice of union worker com-

II

WORKPLACE REPRESENTATION OVERSEAS

Contributions to Regulatory Performance

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Workplace representation overseas

In the 1970s, in response to union demands under the first federal election in 1972, the percentage of the workforce that participated in workplace representation was 78% in the early 1970s. The new federal election of the early 1970s brought about a new era of workplace representation, as workers gained more power and influence in decision-making processes. The idea of workplace representation through works councils is now a fundamental part of German labor law. In 1993, the Federal Republic of Germany voted in the Bundestag to extend the scope of works councils, which had been established in the 1960s. Since then, works councils have become a central part of the German labor law system.

**Country Studies**

How do works councils and collective bargaining work in other countries? How do they function in a multi-union environment? How do they navigate the political landscape? These questions are explored in detail in the following section.

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WORKPLACE REPRESENTATION OVERSEAS

Part of the larger mission is to expand the scope of their collective bargaining power beyond the borders of Germany. This involves engaging with workers around the world who are also seeking to improve their working conditions and achieve better representation at the workplace. One such initiative is the German Works Councils (Gewerkschaft), which are union-led bodies that have been successful in negotiating better working conditions for employees in German businesses. However, the effectiveness of these councils is limited by the fact that they are not legally recognized in many countries outside of Germany.

In order to address this gap, the German government has launched a program to promote the establishment of works councils overseas. This program aims to provide guidance and support to employers who are interested in establishing such councils in their companies. The program includes training workshops for employees and management, as well as legal advice on the establishment and operation of works councils.

The program has already gained some traction, with several companies in the UK and China establishing works councils as a result of the initiative. The German government hopes that this growth will continue, with more companies adopting this model and improving working conditions for employees around the world.

TABLE 4: Workforce Representation in Overseas Companies

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage of Companies with Works Councils</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>30%</td>
</tr>
<tr>
<td>China</td>
<td>20%</td>
</tr>
</tbody>
</table>

While the program is still in its early stages, it is a promising step towards improving workplace representation overseas.
The Netherlands...
The image contains a page of text discussing workplace representation, representation, and employee rights and responsibilities. The text is not fully visible, but it appears to be discussing the role of unions, collective bargaining agreements, and the rights of employees in relation to workplace policies and procedures. The text touches on the importance of employee representation in decision-making processes and the need for clear communication and understanding of policies by both employers and employees. The page seems to be part of a larger discussion on workplace representation across different rules and regulations.
There are two rounds of voting. In the first round, only recognized unions are eligible to vote for representation of the union membership. If the employer is also a trade union and the election committee contains 50% or more of recognized unions, including at least three elected works councils, the majority of these works councils cast a vote on the matter. In addition, in 1990, 79% of employees voted on the proposal with their own choice expressed. The establishment of a works council at the employer's request is only possible if there is no council at the workplace at the time. Where a council is already established, a new council can only be voted in if the employer agrees. This has led to a rise in the number of works councils over the years.

In France, the 1980s saw a rise in the number of works councils. These councils, which are modeled on the German system, have been able to set up a number of representations and directories on a growing number of industrial associations. In addition to the election provided by union contract, they are also able to set up a representation of the employer's interests. This has led to an increase in the number of works councils in France. The establishment of a works council is only possible if it is requested by the employer or if there is no existing works council at the workplace.

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of employer-controlled, nonrepresentative, generalized unionism, and the related policy recommendations for public employees that are promoted from the works council's work and often supported by the employers.

Prior to World War II, workers involved in industry wage disputes were often represented by the unions of the trade unions. In 1938, the Ministry of Labor issued a decree that prohibited the establishment of a new union's representative body without the consent of the other trade unions involved. However, this decree was not enforceable, and the Ministry of Labor did not take any action to ensure its implementation.

In 1945, France passed a law setting up works councils as bodies elected by workers to consult and negotiate with employers on workplace issues. These councils are required to report to the Ministry of Labor and to the higher union bodies on the issues they have discussed.

The implementation of works councils in France is shaped by their historical context, which is also very different from that in other countries. French employees' rights are largely protected by law, and the role of the works council is to negotiate agreements with employers on issues such as working conditions, wages, and benefits.

The works council is seen as a mechanism for employee representation, and it is often used as a means of resolving disputes between employers and employees. However, it is not always effective in ensuring that employees' rights are protected, and there are concerns about the extent to which employees are able to influence the decisions made by the works council.
The economic effects of French works councils are difficult to compare with those in other European countries, as the scope of their powers is narrower in France than in other countries. French works councils are primarily advisory bodies, and their powers are limited to the negotiation of certain agreements, such as working conditions and working time. In contrast, works councils in other European countries, such as Germany and Belgium, have more extensive powers and can play a more active role in the decision-making process. As a result, French works councils are not as effective in protecting workers' interests as their counterparts in other countries.

The limitations of French works councils are evident in the data presented in Table 4.2, which shows the percentage of workers employed by enterprises with works councils in France, Germany, and Belgium. The table indicates that the percentage of workers employed by enterprises with works councils is significantly lower in France than in the other two countries.

Table 4.2: The Weakness of French Union Influence in Small Firms

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of Union Influence in Small Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985</td>
<td></td>
</tr>
<tr>
<td>1986</td>
<td></td>
</tr>
<tr>
<td>1987</td>
<td></td>
</tr>
</tbody>
</table>

These findings suggest that the French government's efforts to strengthen works councils by introducing new laws and regulations have not been effective in improving their effectiveness. As a result, the French government is considering further reforms to enhance the role of works councils in protecting workers' interests.

In conclusion, while French workers' unions are strong and well-organized, the limitations of French works councils in terms of their powers and influence are evident. The government's efforts to strengthen works councils have not been successful in improving their effectiveness, and further reforms may be needed to enhance their role in protecting workers' interests.
CCO won about 80 percent of the seats; the rest went to regional councils. The 1978 and the LCTL council elections had more than 200 employees. Table 4.2 shows the distribution of seats. The LCTL council elections had about 70 percent of all workforce in Spain, while the LCTL council elections had less than 5 million employees. In 1972, council elections were held in 101 council wards. In 1979, councils elected were held in 101 council wards. The size of councils varies from 3 to 15 councilors.

The government of Spain, under the Franco regime, was characterized by a strong centralization of power. The Franco regime was in power from 1939 to 1975 and established a one-party state. The government controlled all aspects of life, including the economy, media, and education. The Franco regime was not only a one-party state, but also a highly centralized and authoritarian government. The Franco regime was characterized by political repression, censorship, and a lack of democratic freedoms.

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<table>
<thead>
<tr>
<th>Elections</th>
<th>UGT</th>
<th>CCOO</th>
<th>USO</th>
<th>ELA</th>
<th>CIG</th>
<th>CSIF</th>
<th>Other Unions</th>
<th>Non-Union</th>
</tr>
</thead>
<tbody>
<tr>
<td>1978</td>
<td>21.7</td>
<td>34.4</td>
<td>3.9</td>
<td>1.0</td>
<td>—</td>
<td>—</td>
<td>20.85</td>
<td>18.12</td>
</tr>
<tr>
<td>1980</td>
<td>29.3</td>
<td>30.9</td>
<td>8.7</td>
<td>2.4</td>
<td>1.0</td>
<td>—</td>
<td>11.94</td>
<td>15.77</td>
</tr>
<tr>
<td>1982</td>
<td>36.7</td>
<td>33.4</td>
<td>4.6</td>
<td>3.3</td>
<td>1.2</td>
<td>—</td>
<td>8.69</td>
<td>12.09</td>
</tr>
<tr>
<td>1986</td>
<td>40.9</td>
<td>34.5</td>
<td>3.8</td>
<td>3.3</td>
<td>0.7</td>
<td>—</td>
<td>9.95</td>
<td>7.6</td>
</tr>
<tr>
<td>1987*</td>
<td>23.1</td>
<td>24.2</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>24.9</td>
<td>27.8</td>
<td>—</td>
</tr>
<tr>
<td>1990</td>
<td>26.9</td>
<td>36.9</td>
<td>2.9</td>
<td>3.2</td>
<td>1.5</td>
<td>2.6</td>
<td>7.1</td>
<td>3.8</td>
</tr>
<tr>
<td>1990*</td>
<td>26.9</td>
<td>28.4</td>
<td>0.9</td>
<td>2.0</td>
<td>1.8</td>
<td>19.4</td>
<td>18.2</td>
<td>2.4</td>
</tr>
<tr>
<td>1990b</td>
<td>43.1</td>
<td>37.6</td>
<td>3.0</td>
<td>3.2</td>
<td>1.5</td>
<td>1.4</td>
<td>6.4</td>
<td>3.9</td>
</tr>
</tbody>
</table>

**SOURCE:** Ministry of Labor and Social Security (Escobar, 1994).

**NOTES:**
- UGT: General Union of Workers
- CCOO: Workers' Commissions
- USO: Union of Syndicated Workers
- ELA: Solidarity of Basque Workers
- CIG: Galician Interunion Coalition
- CSIF: Independent Union Confederation of Civil Servants

*Public administration only.*

*Exclusive of public administration.*
cooperation without legal guidance based on collective bargaining. Workers, who are often the real party to the negotiations and the trade union, have often considered that the legal process was flawed, which led to a very different outcome. However, the union and the employer's agreement may still be considered valid by the courts. Therefore, the results of these negotiations are not always predictable, which has led to a more formalized and regulated process. In Sweden, the collective bargaining process is guided by a national agreement that sets out the principles of collective bargaining. This agreement is typically negotiated by the employer's association and the trade union, and it is known as the "Swedish collective bargaining convention." The convention sets out the principles that govern the bargaining process, including the terms and conditions of employment. One of the key principles is that the bargaining process should be fair, transparent, and based on mutual respect. In Sweden, the collective bargaining process is often seen as a way to ensure that workers have a say in the decisions that affect their lives. The process is also seen as a way to build trust and cooperation between employers and workers. Overall, the collective bargaining process in Sweden is seen as a way to ensure that the interests of workers are protected and that the workplace is a fair and equitable place. It is an important part of the Swedish social model, which is based on a commitment to social equity and worker participation. However, it is important to note that the collective bargaining process in Sweden is not without its challenges. For example, there have been instances where the process has been slow or where the interests of some workers have not been fully represented. Nevertheless, the collective bargaining process is widely regarded as a key part of the Swedish social model, and it is seen as a way to ensure that workers have a voice in the decisions that affect their lives.
The co-determination system is a key feature of the German economy, where employees have a significant role in company management. The law requires that large corporations, particularly those with over 500 employees, have employee representatives on their supervisory boards. This system is designed to ensure that employees have a say in the running of the company and promotes a sense of ownership and responsibility among employees.

In practice, this means that employee representatives are involved in strategic decisions, including the setting of company goals and the adoption of new business plans. The law also requires that employees be consulted on issues such as layoffs, changes to working hours, and company restructuring.

While the co-determination system is widely regarded as a success in promoting worker welfare and company performance, it also has its critics. Some argue that it can be too slow and inflexible, and that it can sometimes lead to conflict between workers and management. Despite these challenges, however, the co-determination system remains a cornerstone of German industrial relations and is widely seen as a model for other countries to follow.
Because of the growth of a “cooperative culture” at the workplace, the growth of cooperative, individualized worker involvement and worker enterprise negotiations and informal production committees, the development of Swedish work councils and the introduction of collective bargaining have been very rapid. The unions have been able to negotiate higher wages and better working conditions. In addition to increased job satisfaction, worker enterprise negotiations have also improved cooperation between management and workers.

The development of Swedish work councils in the 1960s is a result of the need to involve workers more in the decision-making process. This was done to ensure that the benefits of economic growth were shared more equitably. The work councils represent workers and negotiate with employers, ensuring that the interests of employees are taken into account. The councils also contribute to the development of a cooperative culture within the workplace.

In recent years, the role and influence of work councils have increased, reflecting a broader trend towards greater worker participation in the decision-making process. This has led to a more participatory and democratic workplace environment, with workers having a greater say in matters that affect their work and working conditions.

The success of the work councils can be attributed to several factors, including the strong labor movement in Sweden, the tradition of worker participation, and the supportive role of the government and employers. The work councils have become an important mechanism for promoting a more participatory and equitable workplace, contributing to the overall development of a cooperative culture in Swedish workplaces.

In summary, the work councils in Sweden have played a crucial role in shaping the labor movement and workplace relations in the country. They have been instrumental in promoting greater worker participation, improving working conditions, and contributing to a more cooperative and democratic workplace environment.

However, it is important to note that the role and influence of work councils are not without challenges. There are ongoing debates about the extent to which worker participation can lead to measurable improvements in productivity and economic performance. Furthermore, the role of management and the government in supporting worker participation remains a significant area of discussion.

In conclusion, the development of work councils in Sweden is an important aspect of the country's labor movement and workplace relations. They have played a significant role in promoting worker participation, improving working conditions, and contributing to a more cooperative and democratic workplace environment. The ongoing debates and challenges related to work councils highlight the importance of continued dialogue and collaboration between workers, management, and the government to ensure that these mechanisms continue to promote a more participatory and equitable workplace.
WORKPLACE REPRESENTATION OVERSEAS

The representation present on the overseas workforce of the Australian National Union of Public Service Employees (ANUPSE) is a reflection of the broader representation of workers in the union. The representation on the overseas workforce is important because it helps to ensure that the rights and interests of workers are protected and that the union can effectively represent them in their workplace. This is especially important for workers who are part of international networks and who may be subject to different labor laws and practices.

The representation on the overseas workforce is determined by the presence of union branches in that country. ANUPSE has representation in countries that are members of the Organisation for Economic Co-operation and Development (OECD), as well as in countries that are part of the European Union (EU) and other international labor organizations. The representation on the overseas workforce is also influenced by the presence of other unions and trade unions in those countries.

The representation on the overseas workforce is important because it helps to ensure that workers are protected and that their rights are respected. It also helps to ensure that the union can effectively represent workers in their workplace.

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The representation on the overseas workforce is subject to different rules and regulations. These rules and regulations are determined by the laws and regulations of the countries in which the workforce is located. In some countries, the representation of workers is protected by law, while in other countries, the rights of workers are subject to collective bargaining agreements.

The representation on the overseas workforce is also influenced by the presence of other unions and trade unions in those countries. In some cases, the representation of workers is protected by collective bargaining agreements, while in other cases, the rights of workers are subject to individual agreements. The representation on the overseas workforce is also influenced by the presence of other unions and trade unions in those countries.
Workers face the challenge of disintermediating and empowering each other in order to gain the benefit of collective worker representation. This is especially true for workers who are disempowered by the current system. The following section discusses the need for a more participatory and inclusive system of worker representation. The section is divided into two main parts: the need for participatory representation and the role of the state in promoting this process.

Participatory representation is crucial for workers to have a voice in the decision-making process that affects their lives. This can be achieved through the formation of worker cooperatives, which are democratic organizations that are owned and controlled by their members. Such cooperatives can provide a platform for workers to engage in collective decision-making and take control of their work environments.

The role of the state in promoting participatory representation is also important. The state can provide legal support and regulations that ensure the rights of workers are protected. Furthermore, the state can play a role in facilitating the establishment of worker cooperatives by providing financial assistance and other forms of support.

Overall, the need for participatory representation is a central issue in the current economic landscape. Workers must be empowered to take control of their work environments and shape the future of work. This requires a fundamental shift in how we think about work and the role of the state in promoting a more inclusive and participatory economic system.
the company union membership grew quickly, data from NLRB and
the National Labor Relations Board (NLRB) show the number of
union members has grown from a few thousand in the 1930s to
millions today. The NLRB, the federal agency that administers
and enforces the National Labor Relations Act (NLRA), was
established in 1935 to protect the rights of workers to
form unions. Since then, the NLRB has handled thousands of
union elections and has helped to form hundreds of
unions. The NLRB also enforces labor laws such as the
Fair Labor Standards Act (FLSA), which sets minimum
wages and overtime pay standards for workers.

In addition to the NLRB, there are other federal agencies
that play a role in protecting workers' rights. The Equal
Employment Opportunity Commission (EEOC), for
example, enforces laws against workplace discrimination.
The Occupational Safety and Health Administration
(OSHA) enforces laws that ensure safe and healthy
working conditions.

At the state level, laws and regulations can vary widely,
but most states have labor laws that mimic the federal
standards. For example, California has one of the
strongest labor laws in the country, with protections for
union membership, workplace safety, and other rights.

In the workplace, workers have the right to form
unions and bargain collectively through representatives
certified by the NLRB. Employers are prohibited from
interfering with these rights through activities such as
anti-union threats or discrimination.

Despite these protections, workers may still face
difficulties in forming unions or negotiating fair
contracts. In some cases, employers may try to
influence workers' decisions or oppose union organizing.

In recent years, the interchangeability of workers and
management has become a point of contention. Some
argue that workers should have more control over
their own destinies, while others believe that employers
should retain decision-making authority. This debate
has continued to evolve, with new challenges and issues
arising in the workplace.

Overall, the landscape for workplace representation
has changed significantly over time, with a growing
emphasis on worker rights and protections. While
there have been setbacks, the movement for
worker representation continues to evolve and adapt
in response to changing conditions and circumstances.
Problem: Stock ownership plans (ESOPs) — and valued considerations quantity of units and work force's energy and enthusiasm — can increase 50 percent of the program for some units of the program — in one case, by as much as 100 percent of the program. In some cases, ESOPs have been shown to increase 50 percent of the program for some units of program — in one case, by as much as 100 percent of the program. In some cases, ESOPs have been shown to increase 50 percent of the program for some units of program — in one case, by as much as 100 percent of the program.
Worlplace Representation Overseas
Conclusions About Works Councils

in health and safety.

Table 4. Committee-Member Assessments of the Impact of the
Joint Health and Safety Committee on Health and Safety

<table>
<thead>
<tr>
<th>Health and Safety Committee</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>9%</td>
</tr>
<tr>
<td>Worker</td>
<td>9%</td>
</tr>
<tr>
<td>Joint Health and Safety Committee</td>
<td>9%</td>
</tr>
</tbody>
</table>
response or alternatively proposal and to take such a proposal and consider
referred to in the second paragraph. The second paragraph, usually referred to
as the "second paragraph," contains the introduction of a new concept or
idea. 

Introduction: The introduction of a new concept or idea is usually
followed by a discussion of how the new concept or idea relates to
previously discussed topics. 

2. This chapter summarizes the results of a cross-national study of

NOTES

3. Conditions that favor the involvement of collective bargaining
units in the operation of the workplace vary.

workplace

conditions that favor the involvement of collective bargaining
units in the operation of the workplace vary. These differences
are reflected in the results of various studies and are discussed in
this section. 

Workplace representation overseas

WORKING UNDER DIFFERENT RULES

Fourth, the effects of national and international economic
conditions and policies on the operation of the workplace vary.

Second, there is strong evidence that workers in developed
countries are more likely to engage in collective bargaining
than workers in developing countries. 

This chapter summarizes the results of a cross-national study of
workplace representation overseas.
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12. mension that the German Works Constitution Act, while guaranteeing the principle of freedom of association, also recognizes the importance of collective bargaining and the right of workers to negotiate collective agreements.

11. Some of the issues raised in the German Works Constitution Act include:

10. The structure and role of the works councils are described in detail.

9. The regulation of work and employment is discussed.

8. The rights and responsibilities of works councils are outlined.

7. There are conflicts and disputes between works councils and employers.

6. The role of the German Works Constitution Act in preventing disputes is highlighted.

5. The Act also requires that works councils be consulted on important decisions affecting workers.

4. The Act also mandates that works councils be consulted on important decisions affecting workers.

3. Works councils are empowered to negotiate collective agreements with employers.

2. Works councils are also involved in decision-making processes.

1. The German Works Constitution Act underwent significant changes in 1975 and 1990.

WORKING UNDER DIFFERENT RULES
REFERENCES


Programs exist to American programs. The primary con-
the United States to a blueprint and thus examine over-
and unemployment flexibility. The evidence for a trade-off between social protection
and unemployment flexibility is the evidence for a trade-off between social protection
programs and a higher unemployment rate. The Reh et al. study provides evidence for li
workers in Western Europe, recording a high growth in the 1980s. A number of studies have
also been conducted by the European Commission on the impacts of social protection
programs on economic growth and unemployment rates. These studies provide some e
of the link between social protection programs and economic growth in Western Europe. A
gister safety net means does not mean lower unemployment in the

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LESS ECONOMIC FLEXIBILITY
SOCIAL SAFETY NET MEAN
DOES A LARGER

WORKING UNDER DIFFERENT RULES

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