English for European trade unionists

Level Four
The changing world of work
Study Guide

The ETUI-REHS is financially supported by the European Commission
Lead-in activity (p. 6)

Globalisation


“Think global, act local” OR "One size fits all".

In different countries, there will be different priorities and values that will shape how businesses act.

Working with video 1 (p.8)

A fair globalization

Scene 1
1. In Indonesia, south east Asia.
2. Putting the finishing touches on the baseball caps.
3. Modern, spacious, a lot of light.
4. The baseball cap, an icon of globalisation.
   State of the art technology.
   Around the globe.
   Cheap labour.
   Prosperity, poverty.
   Gap between the rich and the poor.
5. Very critical. Globalisation is under scrutiny.

Scene 2
6. Poverty is often portrayed through pictures of children, mothers, little food (hand-to-mouth existence) in 3rd world countries

1st speaker: Joseph Stiglitz: Commissioner and Nobel laureate
7. The agreement that the social dimension had been left out.

Scene 3
Scene 4
10. Gathering shellfish off the beach?
11. Peru.
12. To eke out a living.
13. The local people can’t afford to buy the food they prepare for others to eat.

2nd speaker: Juan Somavia: ILO Director General
14. The balance between the local and the global has been totally lost.

Scene 5
15. 185 million.

3rd Speaker: Victoria Tauli-Corpuz: World Commission member
16. People will rise up and fight against it.

4th Speaker: Benjamin Mkapa: President of Tanzania
17. None for the poor, all for the rich.

A FAIR GLOBALIZATION, 9 January 2004
http://www.ilo.org/global/About_the_ILO/Media_and_public_information/

Transcript
The baseball cap – an international fashion statement, an icon of globalization. Caps in Indonesia are shipped around the world by giant multinational corporations. Likewise, modern facilities and state of the art technology are deployed around the globe to be manned by cheap labour. For workers who get the jobs, it’s welcome income. But side-by-side with prosperity is poverty. The gap between rich and poor has never been wider. Globalization has come under fire, but for the first time, it is under scrutiny by a World Commission of Presidents, representatives from labour and business, and a Nobel laureate.

Joseph Stiglitz: Commissioner and Nobel laureate

It was actually quite remarkable that this very diverse group came very quickly to an agreement on this vision, this vision of the importance of the social dimension, a recognition that the social dimension was often left out of the discussion.

At its best, the commission found globalization has transformed our world in terms of access to ideas, knowledge. But that is little comfort to those trying to eke out a living at the edge of the global market. The shellfish these workers prepare in Peru isn’t likely to end up on their own table.
The Commission was proposed by the Director-General of the International Labour Organization, Juan Somavia.

**Juan Somavia: ILO Director General**

*Seen by people, it generally appears that everything is being done to facilitate the global – global trade, global communications, global finance, global investment. Nothing wrong with that, but people and families live locally so they feel that there has to be a balance between promoting the global and promoting the local, and that balance has been totally lost.*

With 185 million people out of work worldwide, unemployment has never been higher. Those without decent work have no say in decisions affecting their daily lives.

**Victoria Tauli-Corpuz: World Commission member**

*Globalization is going to be there then it has to be more inclusive to really have beneficial impacts to the majority of peoples in the world. And if it is just benefiting a few, the few who are rich and powerful then I think a lot of people will just rise up and fight against this kind of globalization.*

The World Commission’s report has brought divergent views to a common table.

**Benjamin Mkapa: President of Tanzania**

*Only then shall we succeed to globalize wealth rather than globalize poverty. No one likes to eat crumbs from a feast. Everyone wants to sit at the table.*

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**Working with Reading 2 (p. 12)**

**The consequences of new enterprise structures**

1. **Missing information:** Study the sentences then choose from the box below the appropriate information to fill the gaps.

1. The **privatisation** and breaking up …
2. **Liberalisation** of markets previously dominated by these firms;
3. The **down-sizing** of large organisations…
4. **Slimmer** management structures…
5. Concentration by these organisations on **core functions** with support activities.
6. Dramatic changes in **technology** including information technology,…
7. Dramatic changes in the **industrial distribution of employment** with a rapid …
8. Changes in the **way people work**, with more demand for 24 hour operation…
Vocabulary: choose the words that are closest in meaning to the words underlined in the sentences above.

Previously (1, 2): existing before
To meet (3): to satisfy
Spare (4): extra
Contingencies (4): unlikely events
Frequent (4): regular
Brought in (5): hired
Contracted out (5): outsourced
Enabling (6): allowing
Remote (from) (6): distant
Catering (7): provision of food
Leisure (7): free time
To be available (8): ready

Working with words 1 (p. 14)

Compound noun phrases

1. Identify the part of speech

1. ever-increasing speed (adv.-present participle-nn)
2. non-unionised firms (past part. – nn)
3. well-planned schemes (adv.- past part. – nn)
4. a changing work environment (present part. – nn – nn)
5. permanently employed staff (adv. – past part. – nn)

2. Now put the words below in the right order. There will be hyphens between some words:

1. ever-freer international trade
2. more traditional experience-based knowledge
3. more easily-grasped industrial safety problems
4. long-term structural changes
5. the on-the-job training

3. Form compound noun and adjective phrases with the words below:

1. A one-person business
2. High-profile companies
3. Previously-provided internal services
4. Problem-oriented research
5. Employer-provided pension schemes
Working with speaking 1 (p. 16)

Organisation structure

1. Comparing a traditional model of the workplace and a modern model. Below are characteristics of both models. Place them in the appropriate box then justify your answers.

Traditional model
1), 3), 8), 9), 10), 11), 12)

Modern model
2), 4), 5), 6), 7)

Working with words 2 (p. 18)

Word-building

<table>
<thead>
<tr>
<th>Noun</th>
<th>Adjective</th>
<th>Verb</th>
</tr>
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<tbody>
<tr>
<td>hierarchy</td>
<td>hierarchical</td>
<td></td>
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<td>a contractor</td>
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<tr>
<td>a contract</td>
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<td>to contract</td>
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<td>supervision, supervisor</td>
<td>supervisory</td>
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<td>provision</td>
<td>provisional</td>
<td>to provide</td>
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<td>to compete</td>
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<td>to collaborate</td>
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<tr>
<td>a collaborator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>centralisation</td>
<td>centralised</td>
<td>to centralise</td>
</tr>
</tbody>
</table>
Jumbled parts of sentence.

**Sentence 1**
This Convention applies to all branches of economic activity and to all employed persons.

**Sentence 2**
Adequate safeguards shall be provided against recourse to contracts of employment for a specified period of time the aim of which is to avoid the protection resulting from this Convention.

**Sentence 3**
In so far as necessary, measures may be taken by the competent authority or through the appropriate machinery in a country, after consultation with the organisations of employers and workers concerned, where such exist.

**Sentence 4**
Each Member which ratifies this Convention shall list any categories which may have been excluded, giving the reasons for such exclusion, and shall state in subsequent reports the position of its law and practice regarding the categories excluded.

**Sentence 5**
The employment of a worker shall not be terminated unless there is a valid reason for such termination connected with the capacity or conduct of the worker or based on the operational requirements of the undertaking, establishment or service.

**Sentence 6**
A worker who considers that his employment has been unjustifiably terminated shall be entitled to appeal against that termination to an impartial body, such as a court, labour tribunal, arbitration committee or arbitrator.
Changing world of work

Working with words 3 (p.22)

Expressions with ‘far’

1 Choose the right expression with ‘far’ to complete the sentences below:

1. As far as I’m concerned these conditions are not acceptable.
2. But on the other hand, what the others have been done is far from acceptable.
3. It is a far cry from what they promised us in terms of working conditions.
4. She very talented, she’ll go far.
5. The government has gone too far with their new measures to control immigration. They have caused a lot of unrest within some communities.
6. The work he has done is by far superior to the other.
7. We’ve been waiting for the results of the elections since this morning. So far nothing has been disclosed.

Working with language 2 (p.23)

Relative pronouns

1. He shall be entitled to a severance allowance, the amount of which shall be based on length of service and the level of wages.
2. A worker who does not fulfil the qualifying conditions for unemployment insurance or assistance need not be paid any allowance.
3. The worker will be entitled to benefits from unemployment insurance or assistance or other forms of security under the normal conditions to which such benefits are subject.
4. National laws or regulations may limit the applicability of this Article to cases in which the number of workers, whose termination of employment is contemplated, is at least a specified number or percentage of the workforce.
5. A member who has ratified this Convention may denounce it after the expiration of ten years from the date on which the Convention comes into force.
6. The contracts which/that the employers drew up were unacceptable by law.
Changing world of work

Working with Listening 1 (p.26)

Home-workers

Source "Working from Home", BBC Radio 4, 9th January 2007

Lead-in discussion

Definition of a home-worker: someone who works in their own home - including data inputters and some telephone operators.

- some work in the same grounds or buildings as their home – including those you work from sheds and other outhouses, like traditional craftspeople.

- some work in different places but use their home as a base – including commercial salespeople who have no central office.


Listening passage 1

1. We don’t really know how home workers do their jobs from home and we sometimes have a wrong idea about this. The programme aims to show what really goes on inside the homes of these people when they are at work.

2. A rise. A fifth of the working population will be working where they live in 2012.

3. She’s a life-coach.

4. She used to work for company in marketing and communications and coaching was a big activity with them. She learned the job with them and then progressively moved out of the office.

5. The fear that your boss might suspect that you’re not doing your job.

6. Rules:
   - Don’t be in pyjamas
   - Get dressed and put on some make-up
   - Be very tidy and clear away the desk after work
   - Be in a less cosy environment
   - No TV
   - Talk to people during the day so as not to feel too lonely
Presenter (Zoe Williams): If you work in an office you probably wonder what people who work from home get up to. You probably think we have Knickerbocker Glories just for the hell of it and play poker on the Wondernet.

In this series, I hope to overcome the natural modesty of the home worker and get a more accurate picture of our habits. I’ll be carrying a water-cooler door to door in the hope of an honest chat with any other solitary units in this invisible workforce.

By 2012, it is estimated that a fifth of the working population will be working where they live. In this programme, I’ll be looking at what happens when no one is there to watch you work. The funny thing about working from home is that everybody is curious about what goes on behind the front door during office hours. Even people like me who have been doing it for years.

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Zoe Williams: We’ve just arrived in Feering in Essex which is the most picture perfect place you’ve ever seen and there’s a very cute little Norman church there. It’s incredibly quiet and I’ve come to meet Susie White who works from home as a life coach.

Susie White: I am. Very nice to meet you. Come on in.

Zoe Williams: Tell me how you got to be a life coach to begin with.

Susie White: Well, I started off working for a big global corporation doing sort of marketing communications and corporate …… and stuff and coaching was a bit part of that corporate industry so I found out about it through that and trained as a coach. It’s been a slow progression from working completely in an office to working completely at home.

Zoe Williams: So when you were, um, half in the office and half at home, did you find it more really sceptical about whether you were actually getting any work done?

Susie White: There was this big culture of, you know, it’s a privilege not a right to work at home and it was always kind of unspoken that, you know, if we find you’ve been messing about Susie White then heaven help you, although they were encouraging people to do it at the time and I think it saved them a fortune basically they just said right well, we’ll clear two floors and people can hot desk when they are in. But I think that it is still that kind of, that fear that, you know, what if my boss phones me and I’m in the bath or I’m in the park or I’m taking a break and she thinks that I’ve just been sitting round painting my toe nails all day, you know, it’s, I think there’s more fear of being found out when, you know, you’re working for a big corporation, they are allowing you to work from home.

Zoe Williams: As a life coach, do you coach a lot of people who are making this decision?

Susie White: Yeah, I have done.
**Zoe Williams**: And you ever talked to somebody who you think “you're really not cut out for it?”

**Susie White**: I think you’ve got to be honest with yourself about whether you can do it or not because if you can’t, the kind of, the emotional weight of the guilt and the fear just isn’t worth it. You either do it and enjoy it and be disciplined or don’t bother really. From my point of view, I don’t know if I was born with an overactive conscience or what. I was so terrified of messing about all day that I just didn’t. I couldn’t do it. And even if I felt, you know, I was ill and I was thinking well, I'm working at home to day and if I hadn’t been, I’d have had a sick day and I could have legitimately been under the duvet watching repeats of something. Even then I would feel that I had to get some work done.

**Zoe Williams**: Do you get dressed especially for work do you sometimes stay in your pyjamas all day?

**Susie White**: Never stay in your pyjamas…. That’s very…. I always have a bit of make up on as if, you know…. If anyone came to the door they wouldn’t think “God, she’s just stepped out of bed”, you know. I kind of feel Right! I’m up, I’m dressed, make up, hair.

**Zoe Williams**: So with the life coaching, that’s all over the phone, is it?

**Susie White**: Mostly. Yeah

**Zoe Williams**: This isn’t where you work is it?

**Susie White**: No, it’s not. I work in the study which is round the other side of the house.

**Zoe Williams**: I am going out to have a look... Yet again successful home workers do seem to be by nature very tidy people, which worries me. Desk is extremely neat, I guess... did you... you’re sure you didn’t tidy up... ?

**Susie White**: No. I can’t. I can’t work in mess. It has to be tidy and I clear my desk at the end of every day, so that it’s then that’s it, I’m done, packed away. And then, you know, I’m not in work anymore.

**Zoe Williams**: It’s markedly cooler in here. Do you do that kind of Japanese thing where you keep yourself a bit too cold?

**Susie White**: Not intentionally, I think.....exactly...but it is. I mean, it’s strange that you say it actually 'cos it’s not been a conscious thing at all but I think that it does help in a way that this feels slightly less cosy. And I've made a real point of not working in the kitchen next to the Aga because I think I’d be less likely to get on with stuff.

**Zoe Williams**: That’s a crossword. You must waste time if there's a crossword in your house. And you so do the crossword and if that's not a waste of time, I don't know what is.

**Susie White**: Only on Saturdays an Sundays

**Zoe Williams**: Absolutely rumble ... You are our only rural interview so far away from any noise. Does that help you work or does it make you go a bit stir-crazy?
Susie White: I do actually speak to my mum a couple of times a day often or friends or whatever just to make sure I’ve spoken to someone otherwise my husband comes home and I’m taking 19 to the dozen and you know and the poor devil is just bombarded with stuff ‘cos I haven’t spoken to anyone all day. So you do have to. I think you can go a bit stir-crazy. I do kind of sit here and get my work done then I go and do other things. I try not, I try not to wander about and the TV does not go on until, until work is finished.

Zoe Williams: So you’ve got a kind of sun-over-the-yard-arm rule with booze and you’ve got a kind of timetable rule with telly.

Susie White: And again they’re both about the same time. 6 o’clock onwards is, yeah, all bets are off, basically, I can do what I like.

Listening passage 2

Listen to the second section for detailed information, mainly statistics:

1. By over 50%
2. 8/10
3. 9/10
4. A perfect work-life balance e.g. Job is less stressful, enhance their relationship with their partners and improve the quality of their lives.

Transcript

Zoe Williams: In the past 10 years there’s been an almost 50% rise in the number of people who work mainly from home. In the flexible working survey 2004, conducted among commuters, 8 out of 10 people said they would rather work from home if their employers gave them the option. 9 out of 10 said that they felt that having the choice of working at home or the office offered a perfect work-life balance. Most workers felt that swapping their desk for the kitchen table would make their job less stressful, enhance their relationship with their partners and improve the quality of their life. But is it really all that dreamy?
Listening passage 3

1. **Listen to the 2nd Interview with David Borden, and answer these questions:**

   1. He’s a senior civil servant with the department of culture, media and sport.
   2. He has a small desk and an office chair. He uses what his wife calls the second sitting room. He has an exercise bike.
   3. To give himself the exercise he would probably get if he went to the office everyday.
   4. He fell ill 18 months ago.
   5. 3%.
   6. To be open and honest, explain the work you’re doing at home, understand that they can be suspicious about what you do do at home.
   7. If your manager does not believe in it no matter what the policy is, it isn’t going to work.
   8. 30, 40, 50% more productive

2. **Listen to David Borden’s interview again. The phases below are taken from the interview. Put them in the order in which they occur in the listening. Read through the sentences before you begin.**

   **Transcript**

   **David Borden:** My name is David Borden. I’m a senior civil servant of the department for culture, media and sport. I’m currently working on some of the provisions of the gambling act. You’ll see today that I’ve actually pulled the curtain shut. When the sun’s shining, I think it’s very easy to be distracted from what you’re trying to achieve … You’re in my kind of office. I call it my office now. It never was my office and my wife still regards it as a second sitting room. And, I’ve got a small desk and an office chair. I’ve also got an exercise bike which you might see behind me. Going to work is actually part of the kind of daily fitness regime in its own way, whether it’s the walk to the station, the walk from the station to the office. I get out of my chair onto the exercise bike, give myself a half hour of reasonably punishing exercise there. Yes, I’ve pretty much, probably for the last 10 years or so, been entirely office-based.

   About 18 months ago, I was actually taken ill. I began to suffer the problems with my hearing and my balance and the department’s got quite an imaginative policy on home working. About 3% of the workforce in the department work at home on a fairly systematic basis.

   It’s easy to look busy in the office with the others… and we all know people who are past masters at looking extremely busy and may not actually produce very much in terms of product at the end of the day. If
you’re not there, others may be suspicious of you. I think that when you are there, make a point of not talking about, Oh, I’ve done this, I’ve done that. But certainly explaining what it is you’re doing. You need to be open and honest with colleagues. You need to be conscious of their concerns and their suspicions. But if you’re delivering the goods, if you’re producing your side of the deal and people can see, yeah! that’s just what we would expect from somebody who sat next to us. Then I think you can make it work.

Zoe Williams: Funnily enough, while office workers fantasise about how lawless they’d be without their stupid rules, **people who work at home actually stick to a fairly conventional routine.** I guess this is to maintain a sense of belonging to an adult working world, in the face of all evidence.

David Borden: You do need to plan your day fairly systematically ‘cos I think if you don’t there’s a temptation you’re led off by distractions. **It’s very tempting on a sunny afternoon and I started doing this in July, when… through the summer. And you look out sometimes and see the garden looking very tempting …I can just run the lawn mower over the lawn. No, I mustn’t do that.** What you had to do is properly embrace it the same way that your employer has to embrace it, your manager has to embrace it, ‘cos if they don’t believe in it, it doesn’t matter how many policies the department’s got, if your manager doesn’t think that it works for him or her or for that team, um, then it isn’t going to work. I know that for any given amount of time, I’m probably producing 30, 40, 50% more, what I would regard as quality product than I would be if I sat in an office.

**Listening passage 4**

**Some more information about home-working**

1. 40%.
2. Chatting and sending personal emails.
3. The chat and the gossip.
4. Anyone with children under 6 or a disabled child under 18 has the right to work from home.
5. Teleworker.
6. They are self employed.
7. To pay a visit to other home-workers in the neighbourhood e.g. Pop round with a quiche.

**Transcript**

Zoe Williams: A study carried out by the University of Belfast found that around 40% of the working day is spent wasting time. Chatting and sending personal emails. What we call idle chat and gossip is actually the glue that keeps organisations together. And without it even the most mentally tough home worker is likely to come unstuck.
The introduction of the government’s flexible working regulations pushed the number of home workers up. Since 2003 anyone with children under 6 or a disabled child under 18 has legal right to get their employer to seriously consider requests to work flexibly, including the right to work from home. Officially, all the teleworker needs is a telephone, a computer and an internet connection to be successful.

But surely we need a little more than that, just as humans. Nearly half of homeworkers are self-employed and don’t even have a caring boss at the end of the line or at least somebody who’s paid to pretend they care.

(music) So, for many of us, working from home is an empowering experience, a feeling that you own yourself and your work. But we are lonely and if you’ve got a homeworker in your neighbourhood, pop around with a quiche one day. Be prepared for them to say they’re working in a crazy. “didn’t you know this was due 3 days ago?”, way. Be prepared for them to be quite, quite naked, or in the bath, or in the loo or all three. I’m not making this sound very attractive, am I? In the next programme, I’ll be looking at what happens when the boundaries between work-life and home-life blur. One thing I have learned, it turns out even when nobody is looking. It’s still definitely a good idea to get dressed in the morning.

Working with speaking 2 (p. 30)

Pronunciation exercise

1. In this series, I’d like to overcome the natural modesty of the home worker and get a more accurate picture of our habits. I’ll be carrying a water-cooler door to door in the hope of an honest chat with any other solitary units in this invisible workforce.

2. By 2012, it is estimated that a fifth of the working population will be working where they live.

3. Tell me how you got to be a life coach to begin with.

4. I think you’ve got to be honest with yourself about whether you can do it or not because if you can’t, the kind of, the emotional weight of the guilt and the fear just isn’t worth it.

5. I mean, it’s strange that you say it actually ’cos it’s not been a conscious thing at all but I think that it does help in a way that this feels slightly less cosy. And I’ve made a real point of not working in the kitchen next to the Aga because I think I’d be less likely to get on with stuff.

6. I try not to wander about and the TV does not go on until, until work is finished.
Changing world of work

Working with reading 3 (p. 33)

Tele-working – a mixed blessing?

3 Vocabulary exercise

<table>
<thead>
<tr>
<th>do according to (one’s wishes)</th>
<th>suit</th>
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<tbody>
<tr>
<td>easy to do and understand</td>
<td>straightforward</td>
</tr>
<tr>
<td>minimised</td>
<td>downgraded</td>
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<tr>
<td>arranging</td>
<td>shaping their business</td>
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<td>renewal</td>
<td>staff turnover</td>
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Working with writing 1 (p. 35)

Drawing up a contract

Teleworking/telecommuting: Contracts of Employment

source: [http://www.telework-mirti.org/agreements/docs/con-coop.htm](http://www.telework-mirti.org/agreements/docs/con-coop.htm)

Contract 1

☐ CO-OPERATIVE BANK

☐ Co-operative Bank plc and the Banking Insurance and Finance Union (BIFU).

1. Parties

   This Agreement is entered into by the Co-operative Bank plc and the Banking Insurance and Finance Union (These parties will be referred to as the "Bank" and "BIFU").

2. Introduction

   Teleworking is proving to have a growing importance as an alternative working option which can bring benefits to both the Employer and Employee. The broad term teleworking used in this Agreement is intended to refer to any job where the work is performed at or from home instead of at or from Co-operative Bank premises for a significant proportion of the contractual working hours. The contractual place of work is specified as the 1) home address.

   The terms Teleworking and Home Working are used interchangeably although it is accepted that teleworking is often defined as a more sophisticated form of home working involving the substantial use of on line information technology.
Teleworkers will be managed in line with Collective Agreements reached between the Bank and BIFU as apply to permanent Bank staff with the exception of the terms set out in this Agreement which may supersede other Agreements. Terms are intended to he as favourable as those of other permanent Bank staff. The Bank places great emphasis on the trust required both in the Teleworker and the Line Manager when working at home. Regular communication and meetings are recognised by the Bank as an important means of ensuring that staff working from home continue to feel part of the team.

3. Background
A teleworking pilot exercise was undertaken over a period of 9 months commencing in June 1995 with 6 volunteers from Personal Collections department working from home. A final report was produced outlining the findings from the pilot exercise and the Bank based the decision to include teleworking as one of its permanent employment options based on the findings of the pilot scheme run initially in Personal Collections, Head Office. The final report will be made available to any member of Bank staff that is considering volunteering for Teleworking in the future. A further pilot exercise commenced in July 1996 with a small number of Corporate Relationship Managers Homeworking for a period of 6 months with a view to establishing teleworking as a permanent working option in this area of business following a review of the findings.

4. Suitability of Teleworking and Selection of Teleworkers
4.1 Areas of the business interested in introducing teleworking or reviewing it as an option must contact Human Resources Department to review potential suitability and use of the Scheme. Prior to commencing the potential introduction of teleworking/homeworking, Human Resources Department and Line Management will jointly agree the extent and type of scheme to be operated in line with this Agreement.

4.2 A member of staff not selected for teleworking will have the right to appeal against this decision through the Bank's Grievance procedure with representation by BIFU or a colleague as appropriate.

4.3 All teleworkers will be selected from volunteers or will be recruited specifically as a teleworker and will fully participate in the decision to commence Teleworking. Staff selected to commence Teleworking will be an integral part of the business unit along with office based staff.

5. Terms of Employment for Teleworkers
5.1 In addition to the Bank's main statement of terms and conditions of employment for their acceptance prior to commencing Teleworking. These specific terms will be incorporated into the main statement of terms and conditions of employment.

5.2 Hours of work
Hours of work will be as agreed in the main statement of terms and conditions of employment as for office based staff.
5.2.1 Where practicable, current working patterns will be reviewed with a view to increasing flexibility in line with contractual hours of work for staff to suit their personal circumstances whilst continuing to meet business requirements.

5.3 Place of Work

5.3.1 The Teleworker's place of work will be their current home address. Should the Teleworker wish to move to a different home address, then the suitability of those premises will be assessed and Teleworking will only continue with the Bank's expressed agreement. The Bank will arrange for the removal and where appropriate, refitting of equipment at the new address.

5.3.2 In certain circumstances as determined by the Bank for example in Personal Collections Teleworkers will be required to live within a reasonable travelling distance of the Bank's offices from which their work is operated as it will be necessary for Teleworkers to attend the office for meetings, briefings, training and so on in line with arrangements for Office based staff. This requirement will be specified at the time for advertising and when notifying staff of Teleworking.

5.3.3 There may be occasions for example as a result of system or equipment failure when Teleworkers will be required to work from the office. Where appropriate guidelines will be agreed between the 1 Line Manager and Teleworker prior to Teleworking commencing.

5.4 Holidays

5.4.1 Holiday entitlement will be in line with the main statement of terms and conditions employment.

5.5 Remuneration

5.5.1 The Teleworker's grade and salary will be in line with the evaluated or provisional grade for the job that they are undertaking. Allowances will be paid where applicable.

5.5.2 Teleworkers will not be eligible to receive Territorial Allowance whilst working from home. Territorial Allowance will be the subject of wind down over one year where a member of staff is in receipt of the Allowance prior to commencing Teleworking.

5.5.3 Teleworkers will be eligible to receive Bank benefits subject to the normal eligibility criteria.

5.6 Business Travel

5.6.1 Re-imbursement of business travel cost based on the home address as the normal place of work and will he in line with normal Bank procedures.
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6. Equipment and Workstation

6.1 The Bank will provide the agreed equipment for the teleworker and will be responsible for its installation and maintenance, repair and removal as required as well as stationery. The items will remain the property of the Bank Group.

6.2 A business telephone line will be installed purely for business usage as applicable and all call and rental charges will be invoiced to the Bank Group.

7. Team Structure and Meetings

7.1 It is recognised that Teleworkers may feel a sense of isolation, through the loss of regular face contact with their colleagues.

7.2 To ensure staff working from home continue to feel part of their team, line managers will continue to involve teleworkers in regular team meetings with their line manager and colleagues.

7.3 In addition to regular meetings line managers will ensure that daily contact is made by the office based team and teleworker.

7.4 Teleworkers will be part of a team/departmental Organisation and will be shown as part of their team on Organisation structures as appropriate.

7.5 Teleworkers will be considered as if they were office based staff in respect of their access and use of Support services and benefits available to Bank staff including health and welfare provision.

7.6 Trade Union representation arrangements will continue to apply as for office based staff.

8. Health and Safety and Security

8.1 The Bank has a duty under health and safety legislation to, ensure so far as is reasonably practicable, the health, safety and welfare at work of all employees. Equally, all members of staff are required to take reasonable care at work for their own health and safety and that of others who may be affected by their actions at work.

8.2 Equipment provided by the Bank will meet required health and Safety standards. Maintenance services will be provided to ensure that standards are maintained and regular reviews will be undertaken.

8.3 Prior to commencing Teleworking

8.3.1 The home will be surveyed by a representative of the Bank’s Group Property department to assess whether it is suitable for the purposes of Teleworking against Health
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and Safety standards and the requirements documented by the Bank.

8.4 During Teleworking

8.4.1 A mechanism will be in place for Health and Safety reporting requirements via the Bank's Health and Safety Committee.

8.4.2 To ensure that Health and Safety standards are maintained it will be necessary for Bank stall or its representatives to attend the teleworkers home such visits will be prearranged and at a mutually convenient time.

8.4.3 BIFU Health and Safety Representatives may visit the home to conduct Health and Safety risk assessments.

9. Domestic Arrangements

9.1 Teleworkers will be required to ensure that they are available to carry out their work duties during their normal hours of work. Any domestic arrangements such as childcare arrangements must remain in place throughout the Teleworker's hours of work.

10. Termination of this Agreement

10.1 This Agreement may be amended by either party giving one months notice in writing to the other party.

10.2 This Agreement may he terminated by either party giving three months notice in writing to the other party.

Working with language 3 (p. 41)

Reported speech

Put the sentences below into reported speech.

1. The Union leader said that the misuse of that practise was widespread, that many workers had very little job security.

2. He asked if we could imagine a situation where we all went to work in the morning and then we came again the following day and had to ask if we were still employed.

3. The chairman of the Works Council remarked that people were beginning to realise that excessive use of fixed-term employment affected the quality of work.

4. The Director of the research centre added that only a very small proportion of researchers were on short-term contracts, most were employed permanently.
5. He pointed out that people didn’t dare to dispute their boss’s work when they were on a fixed-term contract, for fear of not getting renewal.

6. She asked if we thought women were more likely than men to be employed on fixed-term contracts.

7. The HR manager claimed that if we looked closer at the situation of women on fixed-term contracts, we would find that between 30 and 36 made a decision about having a family.

8. A lecturer at the University said that trying to fit children into a career structure was very difficult for women.

9. The union leader advised the teleworkers to sign the petition.

10. He enquired what the benefits of short-term contracts for a company were.

**Working with writing 2 (p. 44)**

**Making a summary**

2  **Vocabulary exercise**

<table>
<thead>
<tr>
<th>Words</th>
<th>Meanings</th>
</tr>
</thead>
<tbody>
<tr>
<td>salient (adj.)</td>
<td>conspicuous</td>
</tr>
<tr>
<td>feature (nn)</td>
<td>characteristic</td>
</tr>
<tr>
<td>tenure (nn)</td>
<td>job stability</td>
</tr>
<tr>
<td>advocacy (nn)</td>
<td>support</td>
</tr>
<tr>
<td>to shirk</td>
<td>to avoid (a duty)</td>
</tr>
<tr>
<td>output (nn)</td>
<td>productivity</td>
</tr>
<tr>
<td>to accommodate</td>
<td>to fit in with</td>
</tr>
<tr>
<td>coupled with</td>
<td>combined with</td>
</tr>
<tr>
<td>downsizing (nn)</td>
<td>reducing staff</td>
</tr>
<tr>
<td>embedded (vb. to embed)</td>
<td>incorporated</td>
</tr>
</tbody>
</table>

3  Now summarise the main ideas that Peter Auer, co-author of the article puts forward using your own words as much as possible.

The main points in each section are in **blue**.
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ILO online: Has employment become more flexible in Europe?

Peter Auer: Despite a general feeling of growing job insecurity, employment stability remains a salient feature of contemporary labour markets. (This is the main idea.)

In 2002, the average German worker stayed with the same employer for 10.7 years, the average French worker for 11.3 years, the average British worker for 8.1 years, and the average American worker for 6.6 years (1998 data).

Overall in Europe, tenure averaged around 10.5 years during the period 1992-2002, with a slightly increasing trend.

Nevertheless there is also an increase in flexible forms of employment, especially part-time jobs. But many of these part-time jobs are in fact long-tenured jobs, as part-time work is increasingly becoming a regular form of employment in today’s economies, though it concerns women more than men. The salient observation is that employment relations are still rather stable, while flexibility has increased at the margin. (Same idea)

ILO online: Does stability pay for companies?

Peter Auer: It is quite remarkable that the average duration of employment is still fairly stable after two decades of intense discussion and advocacy of flexibility. It may indeed be that both employers and workers have an interest in stable employment relationships. (Supporting idea)

The interest of firms could well be productivity.

ILO online: Is there a positive relationship between stable employment and productivity?

Peter Auer: Up to a certain point. We analyzed differences in the relationship between job tenure and productivity in major Organization for Economic Co-operation and Development (OECD) countries for three groups of workers: those who had been on the job under one year, those with over ten years of tenure and those with more than 20 years.

The analysis shows that increasing the share of workers with very short or very long tenure will have a negative effect on productivity. (Supporting idea)

ILO online: At what point is job tenure no longer productive?

Peter Auer: Our analysis of data for 13 European countries revealed that employment stability has a positive effect on productivity, at least until 13.6 years. (Supporting idea for employment stability.)

After that point, the benefits of increased average tenure on sectoral productivity decrease. Nevertheless, considering wages and productivity, there still seems to be a benefit to retaining the workers beyond 13.6 years, until wages exceed productivity.

ILO online: Why would tenure be beneficial for productivity?
Peter Auer: Stable employment relations induce firms to train their workers, while the structure of compensation induces workers to stay at the firm and not to shirk. The result is an increase in the worker’s productivity and the firm’s output.  
(The benefits of stable employment)

ILO online: But isn't there also a benefit of flexibility, especially in labour markets subject to the impact of accelerated globalization and technological change?

Peter Auer: The flexibility debate has made us believe that flexibility and speedy adjustment between jobs and firms is the exclusive answer, while there is also the possibility of adjustment within jobs or firms, while the employment relationship is maintained. In addition, we see adjustment that is helped by labour market policies. Therefore today, the search must be for the right balance of flexibility, stability and security to accommodate structural change and worker's need for security.  (Author's position)

ILO online: What are the benefits of employment stability on the economy as a whole?

Peter Auer: Stable employment relationships can help an economy by ensuring a steady and growing purchasing power and stimulating consumer demand. However, long-term employment relationships are not necessarily associated with feelings of job security.  (Argument: effects of job insecurity on stable employment.)

Japan illustrates this finding well, since long average tenure is coupled with a great sense of employment insecurity. There are many causes of this paradox: economic crisis, downsizing, rising unemployment and media reporting - all affect the perceptions of workers, even those with long-term jobs.

ILO online: What is the role of the social partners?

Peter Auer: Our analysis poses a challenge to the traditional positions of the social partners. Employers should be interested not only in flexible employment relationships, but also in stable ones; and unions should not fear more flexible labour markets if these are embedded in a framework of "protected mobility" that provides lifelong "employability" training and income protection to workers.  (Main topic sentence)

Indeed, in terms of employment and productivity, employers and unions have more in common than is usually believed. This is a good starting point for social dialogue on productive, decent employment.

Source: www.ilo.org

Article: “Which is best for the economy: employment stability or employment flexibility?” 20/01/06
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Working with video 2 (p. 48)

Hanging by a thread

Source: International Textile, Garment & Leather Worker’s Federation
www.itglwf.org

Lead-in discussion

For more information about Lesotho, see link:
http://en.wikipedia.org/wiki/Lesotho

Comprehension exercise

Part I (00-00.55)

1. Watch the first part of the video without the sound and describe what you see. The questions below will guide you while you watch.

   1. Sewing, stitching, sorting out the clothes.
   2. In rows.
   3. Quite cold (workers are wearing warm clothes), doesn’t appear too frenetic, probably quite noisy.
   4. Cutting material, sorting, the use of trolleys to transfer the garments from one area to another.

2. Watch the first part again but this time with the sound.

   1. The garment industry is the driving force of the economy. In some neighbouring countries it may be tourism.
   2. 50,000 workers.
   3. In deep crisis.

Part II (00.56-1.52)

1. Watch the next sequence without the sound. Note down what is happening. The questions below will guide you.

   1. Going home, to have lunch, perhaps.
   2. They are wearing coats, pullovers, and bonnets. Lesotho has a cool climate (over 1000m in altitude).
   3. Sparse. There’s a bus service.
   4. The Chinese? The Taiwanese?
   5. Waiting to start work again, perhaps.
2. **Watch now with the sound**

1. An international quota system that supported exports from developing countries.
2. The closure of 13 out of 45 garment factories.
3. Kenya, Malawi, Swaziland.
4. A tsunami. The Chinese are “destroying” all competition in the textile industry and forcing factories to close.

**Part III (2.32 – end)**

1. **Watch the next sequence without the sound.**

   1. Rural, cattle, very dry, barren, rocky landscape, outcrops. Poor, bungalows, huts.
   2. Shoe clinic, fast food, hair salon.
   3. “Shredding” the maize – removing the corn grains from the cob.

2. **Watch now with the sound**

   1. 2000 workers.
   2. A dishonest attitude toward the workers. The owners have taken advantage of the situation.
   3. “a multitude of ancillary services and small business dependent on the textile trade have also been forced to close, leading to thousands of job losses.”
   5. As “reckless”.
   6. Malnutrition and the rise in the rate of HIV and Aids.
   7. 33%.
   8. The sex industry.
Hanging by a thread

Transcript:

Twenty-five years ago, garment manufacturing was heralded as the economic engine that would pull Lesotho from poverty and dependence. Buoyed by an international quota system guaranteeing exports to the United States and the European Union, the industry grew rapidly to employ over 50,000 workers. It seemed that this small land-locked nation in Southern Africa was finally on the highway to economic development. But today textile and garment manufacturing in Lesotho is in deep crisis.

At the start of 2005, the World Trade Organisation terminated the multi-fibre arrangement, an international quota system that supported garment exports from developing countries like Lesotho. Since then, 13 of Lesotho’s 45 garment factories have closed and 14,000 workers have lost their jobs. Other African countries with nascent garment industries like Kenya, Malawi and Swaziland have also been badly hit.

The ending of the multi-fibre arrangement or MFA, has triggered a tsunami of cheap Chinese textiles that threatens to destroy all competition. China is now on tract to capture at least 75% of the world market in textiles and clothing. But Lesotho faces disaster.

This garment factory in Lesotho’s second city of Matputsoe once employed 2000 workers. But like thieves in the night, its owners fled the country. A multitude of ancillary services and small businesses, dependant on the textile trade, have also been forced to close, leading to thousands more job losses.

Over 90% of Lesotho’s garment workers are women who hope to better their lives and escape rural poverty but for unemployed Mapentsele visiting her aging mother Mamourese, that dream is shattered.

Mapentsele Seetane (subtitled)

We must get our jobs back. Without our jobs, we have no future. We will be forced to steal to survive.

Lesotho’s labour leaders and international Trade Unions are now on the offensive against the World Trade Organisation and its policy of reckless globalisation.

Shaw Lebakae

"Lesotho is facing a disaster because they have lost 14,000 jobs. Maybe they didn’t anticipate the results of this um… MFA ending and for now here in Lesotho people are suffering and people will die because of loss of jobs, now they will not be eating properly and we have a prevalent rate of 33% on HIV and Aids and this will grow as a result. And as the workers in the industry were 98% of them were women, average age of about 25, they will have to get into the sex industry to support themselves and their dependants.”
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Working with language 4 (p. 53)

Predicting

2. Complete the sentence with the appropriate future tense. In some cases, there may be more than one choice.

1. By 2020, China will have taken over the entire garment industry.
2. By the year 2015, most manual jobs will have become obsolete.
3. In the next 20 years, employers will be faced with a shortage of people with the right skills.
4. More and more companies will be adapting their businesses to encourage flexible work practices.
5. More and more workers will be working from home.
6. People over the age of 65 will still be working.
7. The majority of businesses believe that women will be more represented at management level in 10 years’ time.
8. The workforce will continue to shrink.
9. What are your perceptions of how the workplace will have changed in the next 10 years?
10. Women will be playing a greater role than today.
11. Workers will be increasingly measured on their productivity.
12. Workers will have developed more skills as a result of the increasing influence of IT in their lives.

Communication activity 2 (p. 58)

Corporate social responsibility (CSR)

Internal Standards:

- Child labour is not used in their business.
- The right of association for all employees.
- The freedom to form trade unions without interference.
- The right to collective bargaining.
- Training is provided to all employees.
- Health and safety are ensured for all.
External Standards:

- The activities of the business do not pollute the environment.
- The products manufactured do not damage the environment.
- The products are safe and fit for use.
- The operations provide employment to the local community.
- The company invests in the development of the local community.
- The sub-contractors and suppliers of the company also respect basic human rights for their employees.

Communication activity 3 (p. 59)

Carrying out a social audit

Discussion points

“Over the past decade, social auditing has taken on an important new role in the monitoring of labour and environmental standards. It has grown rapidly in recent years, involving various companies, consulting firms, labour unions and non-governmental organisations (NGOs) in industry such as forestry, agriculture, clothing and footwear, and textiles. The combined pressure of campaigns by TUs and NGOs, negative media attention and an increasingly vocal public concern about working conditions have prompted some companies to have their factories audited.”

Extract from: "Social auditing, freedom of association and the right to collective bargaining", Philip Hunter, Michael Urminsky, Multinational Enterprise Programme, ILO

www.ilo.org/public/english/dialogue

Simulation

Check the websites for information about Kisumu, Kenya.

Further discussion

Divide the participants into two groups. Each group will deal with one of the questions below. Each group will present their ideas in bullet form on a flip chart and comment.

1. What are some of the difficulties auditors are faced with when they try to carry out an audit in a company where freedom of association and collective bargaining are not respected? Note that auditing not only involves interviews with the staff but site inspection visits but also document review (agreements, minutes of meetings, company policies, personal files).

- It is not easy to obtain clear proof of anti-discrimination from written reports etc...
Site inspection offers auditors a chance to verify that two specific elements are respected (meeting room facilities and posting of TU notices) but they don’t tell anything about whether meetings actually take place or how often they occur or how they are conducted.

It is not clear whether the information given is accurate.

It may not be possible to conduct interviews with the workers on site.

It can be hard to gain the trust of workers. Workers may be afraid or suspicious of the auditors.

Workers may be frightened to reveal workplace problems.

The information the workers give may not be reliable.

2. What can the Trade unions do to promote and support social auditing in countries where freedom of association and collective bargaining are either not allowed from the start or not respected?

- Active lobbying for legal changes.
- Form coalitions of companies to advocate for such change.
- Make public statements on the subject.
- International campaigns to raise awareness among consumers of the abuse of workers’ rights in sweatshops.
- Campaigns towards governments who have the power to enforce labour standards.
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Vocabulary

Note to tutor: This list could be distributed to participants in advance of a course so that they could familiarise themselves with some of the important terms they are likely to use.

Note to learner: After you have completed the unit, check that you understand the meanings and use of all these words.

1. alterglobalisation 28. liberalisation
2. arbitration 29. local communities
3. awards 30. machinery
4. campaigns 31. market place
5. catering 32. mergers
6. competition 33. NGO (non-governmental organisation)
7. contingencies 34. off-shoring
8. contracted out 35. outplacement
9. core functions 36. outsourcing
10. delocalisation 37. part-time work
11. downsizing 38. pension
12. down-sizing 39. pressure groups
13. employability 40. previously
14. employment protection legislation 41. privatisation
15. enabling 42. productivity
16. ethics 43. protectionism
17. fixed-term employment 44. purchasing power
18. flexibility 45. recourse
19. framework agreement 46. recruitment
20. frequent 47. remote (from)
21. health and social insurance 48. safeguards
22. impartial 49. shareholders
23. incentives 50. slimmer
24. job tenure 51. spare
25. labour market policy 52. undertaking
26. labour rights 53. workforce
27. leisure 54. workplace