



UNIONS AND TEMPORARY AGENCY WORKERS



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OVERVIEW



- » WashTech/CWA
 - » Collective Representation for temporary agency workers

- » Cross-national study of workforce flexibility
 - » Customer service workers



PRIOR LITERATURE



Labor Market Intermediaries

- » Temporary employment agencies
- » Professional associations
- » Unions

Employment Status

- » “Contingent”
- » For example, Independent Contractors, Temporary Workers

+ APPLICATION TO HIGH-SKILLED CONTEXT



Occupational Unionism (Cobble, 1991)

- » Union hiring hall
- » Closed shop
- » Portable benefits
- » Training

Associational Unionism (Heckscher, 1998)

- » Alliance building
- » Information sharing



APPLICATION TO HIGH-TECH CONTEXT



Geographical Occupational Unionism (Wial, 1993)

- » Multi-employer collective agreements
- » Loyalty to skill

Citizenship Unionism (Stone, 2001)

- » Training, Retraining, & Upskilling Centres
- » Child care
- » Union-provided benefits
- » Legal services



WASHTECH/CWA



Worker Demands

- » Variations in wages and benefits
- » Training
- » Voice in the employment relationship
- » Respect



WASHTECH/CWA



Collective Bargaining

- » Microsoft
- » Amazon.com

Mutual Aid

- » Training
- » Information

Political Action

- » Legislation
- » Coalition Building



COMPARISON OF THEORY & REALITY



Unifying principle

- » Geographic Occupational Unionism
- » Associational Unionism

Benefits, Advocacy

- » Associational Unionism
- » Citizenship Unionism

Training

- » Citizenship Unionism



SUMMARY OF WASHTECH/CWA



WashTech/CWA's limitations

- » Free riders
- » Diversity of membership
- » Anti-union sentiment

Next Steps for WashTech/CWA

- » Offshore Outsourcing



WORKFORCE DYNAMICS IN CUSTOMER SERVICE: EVIDENCE FROM CALL CENTRES



WORKFORCE FLEXIBILITY



- » A firm's capacity to alter task allocation and labor force size in response to demand fluctuations
- » How do firms meet their needs for workforce flexibility? (van Jaarsveld, Kwon & Frost, 2009)
 - » Temporary agency workers, Part-time,
- » In what ways do national level institutions in liberal market economies shape these decisions?



STUDY 2: HYPOTHESES



- H1* Call centres in Canada and the UK will use temporary workers to a greater extent than in the US.
- H2* Call centres in Canada and the UK will use part-timers to a greater extent than in the US.
- H3* Part-timers will be used to a greater extent in unionized call centres than in non-union centres.
- H4* Temporary workers will be used to a greater extent in unionized call centres than in non-union centres.



RESEARCH METHODS



» Survey

- » Establishment level
- » Senior manager in the call centre
- » Telephone (US, Canada); Telephone & Mail (UK)

» Qualitative case studies

	US (2003)	Canada (2005)	UK (2005)
N	464	387	167
Response Rate	68%	77%	40%



STUDY 2: MEASURES



Dependent Variables

1. % temporary
2. % part-time

Independent Variables

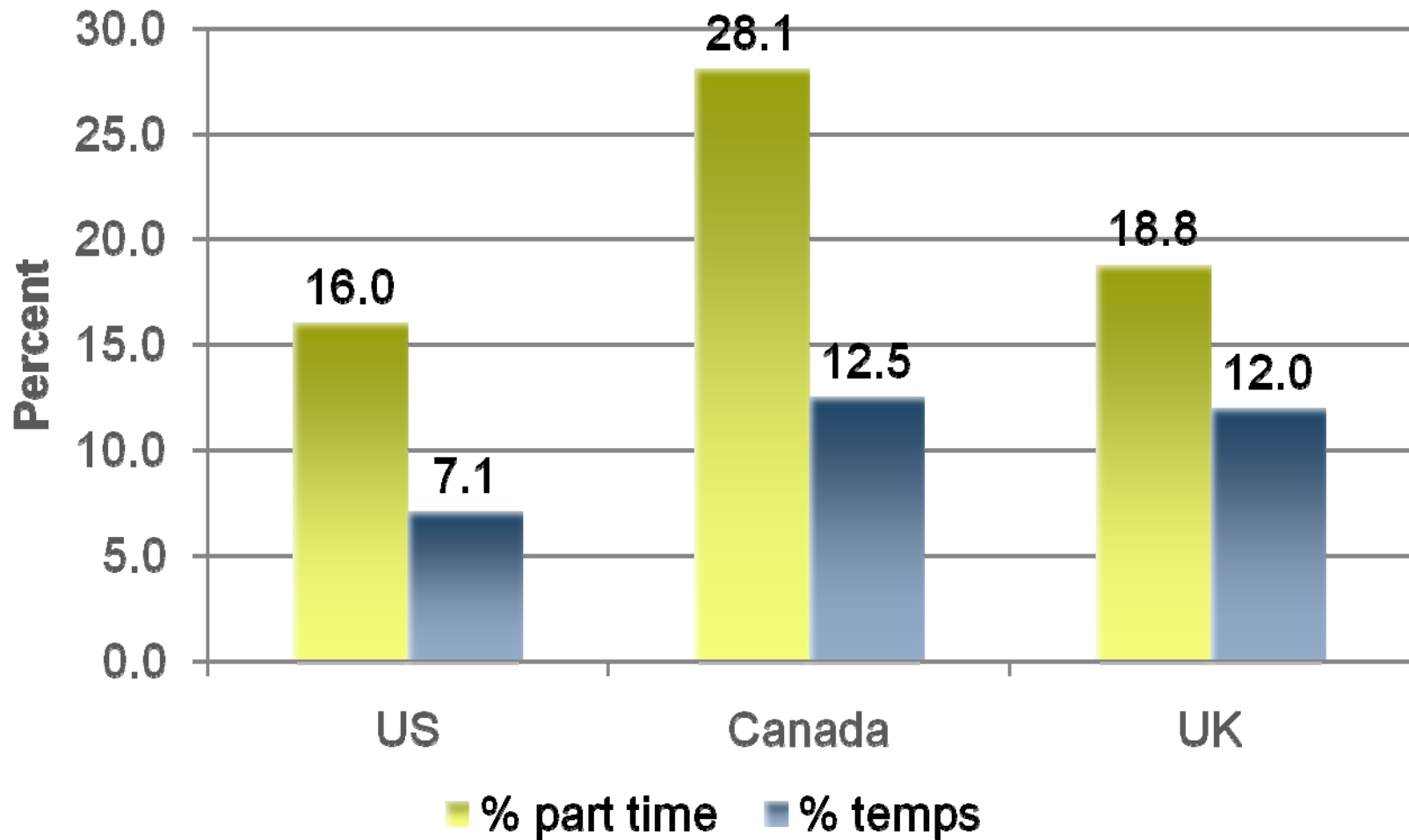
1. Country (1/0)
2. Union (1/0)
3. Inhouse/Outsourced
4. Flexibility in work design

Controls

1. % female
2. Years of education
3. Age and Size of Centre
4. Industry Served
5. Sales or Service



COUNTRY DIFFERENCES





STUDY 2: RESULTS



- » Call centres in the UK & Canada rely on temporary workers to a greater extent than their US counterparts.
- » Call centres in the UK & Canada rely on part-timers to a greater extent than their counterparts in the US.



STUDY 2: RESULTS



- » No cross-national differences in the effect of union presence on the extent of temporary use.
- » No cross-national differences in the effect of union presence on the extent of part-time use.



STUDY 2: FINDINGS



- » “Small differences” shape decisions about flexible employment relationships.
- » Unions in liberal market economies
 - » May lack the bargaining power to influence these decisions.
 - » Alternatively, flexible employment relationships are a common feature in these workplaces.



QUESTIONS?



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Thank you!