

Vendredi 6 mars 2020
Séminaire international de l'Ires
De 11:00 à 17:00

**CHANGEMENT DE TRAVAIL, D'ORGANISATION
ET DE MANAGEMENT CHEZ FCA (Fiat Chrysler Automobiles)**

Autrefois symbole du capitalisme transalpin et moteur de développement pour toute la péninsule, Fiat est aujourd'hui une entreprise en grande difficulté, de plus en plus déconnectée du marché italien. L'intégration de Fiat avec PSA prend place dans ce contexte et dans celui plus large d'une réorganisation générale de la filière automobile, de plus en plus financiarisée. Cette séance du Séminaire international de l'Ires, organisée en collaboration avec les Journées du Gerpisa, se penchera sur les conséquences sociales de cette intégration pour les travailleurs et les travailleuses, qui pourraient bien être désastreuses particulièrement en termes de conditions de travail.

Programme

La journée se déroulera essentiellement en anglais.

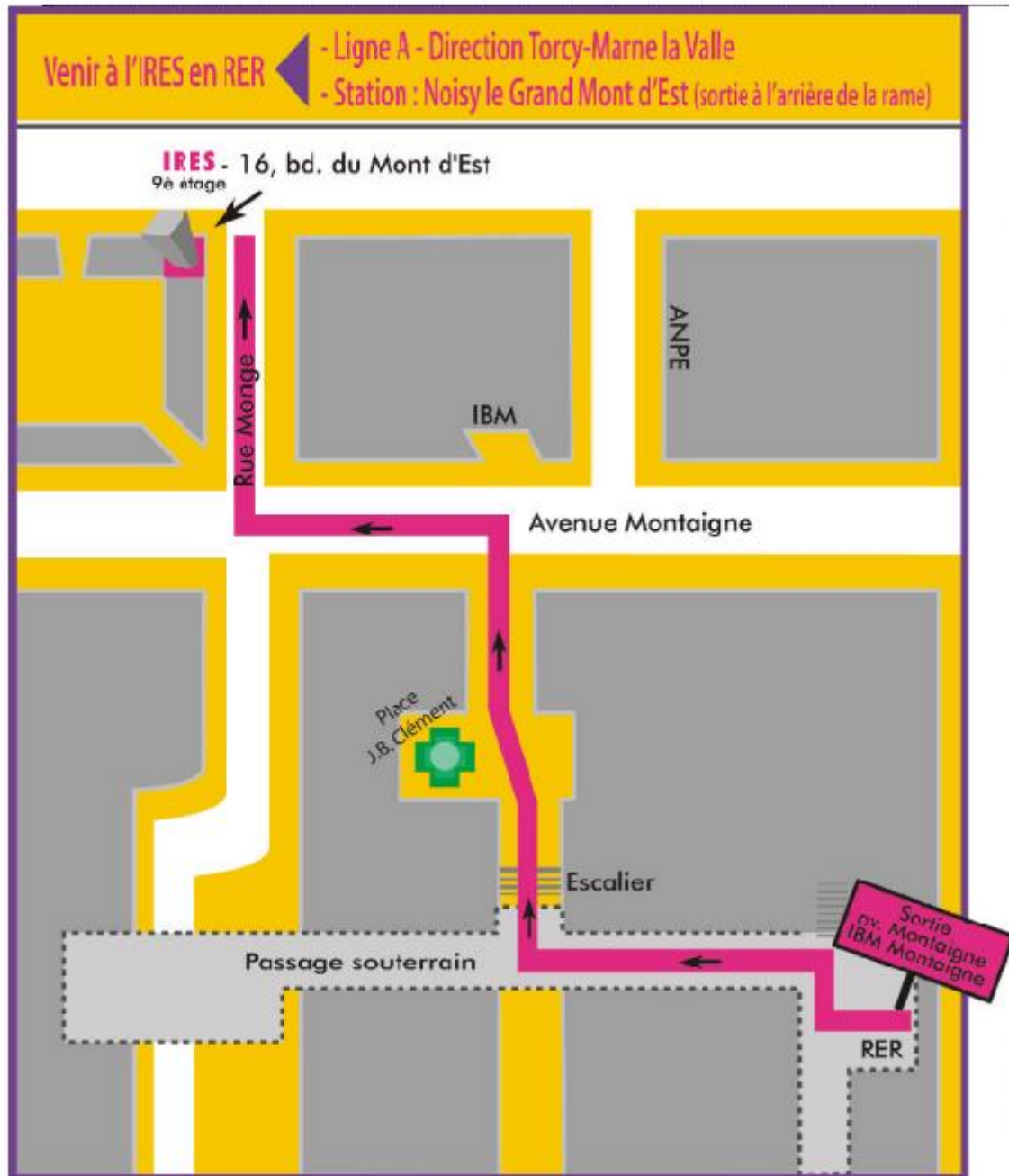
- **11h00 -11h15** : Café
- **11h15 - 11h30** : Ouverture de la journée par Tommaso PARDI & Kevin GUILLAS CAVAN
- **11h30 -12h30** : FCA competitive positioning at the moment of the planned fusion with PSA – A focus on the Italian situation by Francesco GARIBALDO – Fondazione Claudio Sabattini
- **12h30 - 13h45** : Déjeuner
- **13h45 -14h45** : The consequences on labour organisation and working conditions within Italian Fca-Cnh plants determined by Wcm and Ergo-Uas implementation by Matteo GADDI – Fondazione Claudio Sabattini
- **15h00 -16h00** : Working time and workers' involvement in Italian Fca plants: voices from the factory floors, social dialogue and HRM techniques by Matteo RINALDINI – University of Modena and Reggio Emilia

Inscription obligatoire à : gery.deffontaines@ens-cachan.fr

📍 **Lieu : IRES, 16, bd du Mont d'Est - 93160 Noisy-le-Grand
9^e étage - RER A « NOISY-LE-GRAND-MONT-D'EST »**

TEL : 01 48 15 18 90 – PLAN D'ACCES FOURNI DANS LE PROGRAMME DETAILLE

PLAN D'ACCES A L'IRES



Programme détaillé

11h30 -12h30 : FCA competitive positioning at the moment of the planned fusion with PSA – A focus on the Italian situation,

Francesco GARIBALDO – Claudio Sabattini Foundation – fgaribaldo@gmail.com



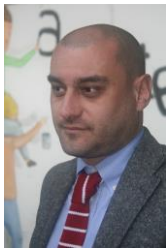
In parallel to various positions held as a trade unionist at FIOM-GIL (the metalworkers union) including president of the regional president of the Emilia-Romagna branch, director of IRES – CGIL and director of the Institute for Labour Foundation in Bologna, Francesco Garibaldi defended a thesis in political sciences and sociology entitled “From Detroit-style automation to flexible automation -what kind of work organisation are we heading towards?” at the Università degli Studi di Bologna. Since 2014 he’s the head of the “Claudio Sabattini” foundation, which promotes research on Labour conditions and workforce training.

The presentation will provide a short description of the FCA situation and namely of Italian Fiat plants. Firstly, it will deal with the market positioning of FCA in terms of market shares, brands, models. The problem of the two different speeds of the European and American plants is a crucial issue. Secondly, the presentation will analyse the EXOR structure and capitalisation in the event of the Covea acquisition of PartnerRe and the PSA-FCA merger. The dimension of liquid assets is a critical issue. Thirdly, it will deal with the Italian plants' situation; capacity utilisation is an important issue.

12h30 - 13h45 : Déjeuner

13h45 -14h45 : The consequences on labour organisation and working conditions within Italian Fca-Cnh plants determined by Wcm and Ergo-Uas implementation

Matteo GADDI – Fondazione Claudio Sabattini – matteo.gaddi1975@gmail.com



Matteo Gaddi works for CGIL and is a member of the Claudio Sabattini foundation. His research looks upon the impact of technological and organisational change on Labour. Amongst others he’s the author of an investigation on the “Industrie 4.0” in the region of Milan, “Industry 4.0 and its consequences for work and labour” commissioned by Transform Europa e Fondazione Rosa Luxemburg, and he has recently delivered, with Nadia Garbellini, a research report “Automotive and Electric mobility” for the EU Parliament group Die Linke.

The purpose of this session is to identify the possible determinants of working status in FCA plants. At least ten are identified: collective bargaining aspects; the methods of work metrics computation and ergonomic assessment used; technological elements; production mix; logistics; (non-)rotation of workstations; reduction of personnel; quality objectives (control, certification, etc.); number of operations per workstation and management of the operational card; system of breaks. These aspects will be reviewed individually although, of course, the interrelationships between them are quite strong. We found that working conditions and work organisation in the FCA-CNH Group's plants have changed dramatically with the introduction of the new collective labour agreement (CCSL), the WCM and the Ergo-UAS system. Working conditions have changed, in a negative sense, for workers in terms of working times, pace, workload, saturation etc.

15h00 -16h00 : Working time and workers' involvement in Italian Fca plants: voices from the factory floors, social dialogue and HRM techniques

Matteo RINALDINI – University of Modena and Reggio Emilia – matteo.rinaldini@unimore.it



Matteo Rinaldini is a sociology lecturer at the Department of Communication and Economics, University of Modena. His research themes are about production processes, focusing mainly on lean production and Industrie 4.0

Based on the analysis of over 167 semi-structured interviews with workers employed in 16 FCA productive plants and of 9,668 questionnaires collected from workers employed in all FCA productive plants, the contribution aims to bring out the contradictions between time pressure and collaboration requests taking

place in three different involvement practices of WCM implemented in FCA: job rotation; teamwork (which also entails the transformation of the hierarchical company structure and the introduction of team leaders); suggestion mechanisms and meetings off-line at team level.

16h00 -17h00 : Health, safety and working conditions in the FCA, CNH and Magneti Marelli plants - A survey questionnaire

Daniele DI NUNZIO (& Davide BUBBICO) - Fondazione Di Vittorio (Rome)



Daniele Di Nunzio works as a researcher for the Di Vittorio Foundation, the historical, social, economic research institute attached to CGIL. He is the author of numerous research reports and articles on workers' participation and trade unions, quality of work, health & safety, working conditions and work organization in a context of technological change.

The presentation will discuss the results of a national survey conducted by standardised questionnaire distributed in 54 automotive plants of the FCA, CNH and Magneti Marelli group in Italy (about 10,000 respondents, with a final sample of 7,883 valid responses). The research was promoted by the "Italian Federation of Metalworkers" (FIOM-CGIL) in collaboration with the research institutes "Fondazione Sabattini" and "Fondazione Di Vittorio". The aim of the research was to analyse the recent changes in organisation of work and its impact on working and health conditions, considering several factors: organisation of work, working hours and modalities, intensity of work, health and safety, working accidents and illnesses, workers' participation and relationship with the team and team-leaders, economic recognition and professional status. The main results show the relations between the organisation of work and working conditions, in particular considering the critical issues of working hours and intensification (with a trend towards increased saturation due to the high speed of the production line, the large number of activities, the inadequate length of breaks) with many limits and few opportunities in their dialogue with the working team (in particular with the team leaders) as well as their individual involvement through the presentation of proposals for improvement.

17h00 - 17h30 : Conclusion et débat